

DEPARTMENT OF STATE  
FY 2017-18 JOINT BUDGET COMMITTEE HEARING AGENDA

**Tuesday, November 29, 2016**  
**1:30 pm – 3:00 pm**

**1:30-1:40      INTRODUCTIONS AND OPENING COMMENTS**

**1:40-1:45      HELP AMERICA VOTE ACT (HAVA)**

- 1    What is the Department’s vision for its use of the remaining HAVA funds and what is its latest balance?
- 2    Why does the Department anticipate such a large increase in FY 2016-17 HAVA expenditures that are for grants? Explain the type(s) of grants available.
- 3    Describe the Secretary of State’s risk assessment for issues experienced with different voting machines between the counties.

**1:45-1:55      OUTSIDE LEGAL COUNSEL**

- 4    Discuss the outside counsel expenditure from FY 2013-14 discussed on page 16 of the JBC Staff Briefing.
- 5    Is there an opportunity to reduce appropriated cash funds to the legal services line item to offset the increase sought for local election reimbursement in FY 2016-17 because fewer legal services have been required in FY 2016-17 than budgeted? Is there some other line item in the Department’s budget that could be cut?
- 6    Discuss potential benefits and consequences of the Committee adopting JBC staff suggestion to create a new line item for “Legal Services from Outside Legal Counsel.”

**1:55-2:05      RECENTLY PASSED AMENDMENT AND INITIATIVES**

- 7    Discuss the budget impact of each of the recently passed ballot questions.
  - a.    Amendment 71;
  - b.    Proposition 107; and
  - c.    Proposition 108.
- 8    Has the Department identified any budget-related issues resulting from passage of each of the above that need to be addressed through legislation

**2:05-2:15      INFORMATION TECHNOLOGY AT DEPARTMENT OF STATE**

- 9 Does the IT Services Division officially coordinate with the Governor's Office of Information Technology (OIT) for security assessments? Are there any Department IT projects OIT is not currently participating in some capacity? What level of access does the Chief Information Security Officer of Colorado have to the Department of State's IT infrastructure? Discuss all formal and informal relationships.
- 10 Discuss IT security for the elections. Be prepared to discuss the intricacies of elections IT security, e.g. how servers communicate; networking etc.
- 11 Provide an update on the implementation of SCORE. What is the status of integration with the Department of Revenue's DRIVES IT project?
- 12 Discuss the two known technology failures on election day (Pueblo server and SCORE database access) and those unknown at the time of JBC Staff Briefing. How were each resolved?
- 13 What effects did the technology failures have on the election workload. Please discuss and provide detail on:
  - a. If any ballot recounts occurred;
  - b. Whether more provisional ballots cast because of the failures; and
  - c. The cost to the state and/or counties for indirect costs of the failure, e.g. recounting, provisional ballot, extended hours.
- 14 Provide a history of any failures experienced by SCORE in the month leading up to an election through the final time election judges need to verify signatures. Were failures the result of:
  - a. Staffing;
  - b. Database;
  - c. Programming;
  - d. Load testing; or
  - e. Lack of redundancy.
- 15 What can be done to avoid outages or failures in future elections?

**2:15-2:20 GO CODE**

- 16 Provide a status update for each of the previous Go Code winning applications. Provide analytics on each applications use or other method of evaluating its adoption or usefulness.
- 17 What role does the Governor's Office of Economic Development and International Trade have in the Go Code competition?

**2:20-3:00 ELECTIONS**

Local Election Reimbursement/Initiatives and Referendums Line Items

- 18 Does the Department have any recommendations for how the General Assembly can change its procedures to make the appropriation for the Local Election Reimbursement line item avoid the need for Emergency Supplemental budget requests post-election?
- 19 What repercussions will arise if the supplemental change request is not acted on by the Committee until the regular supplemental budget cycle?
- 20 Since FY 2000-01, how many times has the Department sought a Supplemental Budget Request or an Emergency Supplemental Budget Request to reimburse counties' election costs resulting from active registered voters exceeding the appropriation provided in the Long Bill. How many of these requested increases exceeded 10 percent of the initial appropriation?
- 21 Discuss in further detail the relationship between the Department of Personnel's Integrated Document Solutions and the Initiative and Referendum verification process. What change(s) is/are being considered that is driving increased costs to the Department of State?

Summary of 2016 Presidential Election

- 22 Discuss, generally, the 2016 election. In addition to highlights the Secretary deems noteworthy, please include:
  - a. Wait times on election day;
  - b. How many voters were affected by waits exceeding 30 minutes? One hour? Longer?
  - c. In counties where polling hours were extended, how were voters notified?
- 23 Provide an analysis and discussion of how ballot drop box access affect voter turnout by county? To facilitate discussion, provide:
  - a. Total number of ballot drop boxes by county;
  - b. If drop boxes are not consistently open during the same hours throughout the state, provide the hours for each;
  - c. The percent of active registered voters in each county who voted;
  - d. The number of active registered voters per drop box in each county;

- e. Number and percentage of cast votes rejected for invalid signature;
  - f. Total count per county of each brand and model of voting machine; and
  - g. Number of drop boxes by county deployed in FY 2015-16.
24. Provide an overview of any voter fraud complaints or complaints about any part of the voting IT infrastructure/network? Has the Department investigated or validated any of these complaints?
  25. Have any legal actions been filed or has the Department been notified of potential legal action related to administering the 2016 election?
  26. What is the Department doing to educate elected officials and the public about the different types of ballots (e.g. general, special district, etc.) sent to voters? Discuss potential initiatives to clear up confusion when voters receive more than one ballot.
  27. Does the Department provide a hotline for voters to make complaints on election day? Is there one for election officials with questions or issues?
  28. Provide a summary chart that compares or provides differences between county's procedure for administering elections and how they differ. Include information on:
    - a. Physical security procedures;
    - b. IT security procedures;
    - c. Signature verification; and
    - d. Curing an invalid signature.

**ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED**

1. Provide a list of any legislation that the Department has: (a) not implemented, or (b) partially implemented. Explain why the Department has not implemented or has only partially implemented the legislation on this list. Please explain any problems the Department is having implementing any legislation and any suggestions you have to modify legislation.
2. If the Department receives federal funds of any type, please respond to the following:
  - a. Please provide a detailed description of any federal sanctions or potential sanctions for state activities of which the Department is already aware. In addition, please provide a detailed description of any sanctions that MAY be issued against the Department by the federal government during FFY 2016-17.
  - b. Are expecting any changes in federal funding with the passage of the FFY 2016-17 federal budget? If yes, in which programs, and what is the match requirement for each of the programs?
3. Does the Department have any HIGH PRIORITY OUTSTANDING recommendations as identified in the "Annual Report of Audit Recommendations Not Fully Implemented" that was

published by the State Auditor's Office and dated June 30, 2016 (link below)? What is the department doing to resolve the HIGH PRIORITY OUTSTANDING recommendations?

[http://leg.colorado.gov/sites/default/files/documents/audits/1667s\\_annual\\_report\\_-\\_status\\_of\\_outstanding\\_recommendations\\_1.pdf](http://leg.colorado.gov/sites/default/files/documents/audits/1667s_annual_report_-_status_of_outstanding_recommendations_1.pdf)

4. Is the department spending money on public awareness campaigns? What are these campaigns, what is the goal of the messaging, what is the cost of the campaign? Please distinguish between paid media and earned media. Do you have any indications or metrics regarding effectiveness? How is the department working with other state or federal departments to coordinate the campaigns?
5. Based on the Department's most recent available record, what is the FTE vacancy and turnover rate by department and by division? To what does the Department attribute this turnover/vacancy?
6. For FY 2015-16, do any line items in your Department have reversions? If so, which line items, which programs within each line item, and for what amounts (by fund source)? What are the reasons for each reversion? Do you anticipate any reversions in FY 2016-17? If yes, in which programs and line items do you anticipate these reversions occurring? How much and in which fund sources do you anticipate the reversion being?
7. [Background Information: For FY 2017-18, the Department of Law has submitted a request to change the calculation of legal services appropriations as well as the monthly billing system for legal services provided to state agencies. Specifically, the proposal would: 1) calculate the number of budgeted legal services hours for each agency as the average of actual usage in the prior three years; 2) include a two-year average of "additional litigation costs" such as court reporting, travel for depositions, expert witness costs, etc., in the appropriation for legal services (these costs are not currently included in the appropriation and are often absorbed from other personal services and operating expenses line items); and 3) convert from monthly billing based on the actual hours of service provided to monthly billing based on twelve equal installments to fully spend each client agency's appropriation.]

Please discuss your agency's position on the Department of Law's proposed changes to the legal services system, including the potential impacts of the changes on your agency budget. That is, does your department support the proposed changes? How would you expect the changes to positively or negatively impact your department? Please explain.

8. What is the expected impact of Amendment 70 (minimum wage increase) on Department programs? Please address impacts related to state personnel, contracts, and providers of services.
9. Please provide an update on the Department's status, concerns, and plans of action for increasing levels of cybersecurity, including existing programs and resources. How does the Department work with the Cybersecurity Center in the Office of Information Technology?
10. Is the SMART Act an effective performance management and improvement tool for your

Department? What other tools are you using? Do your performance tools inform your budget requests? If so, in what way?

11. Please identify how many rules you have promulgated in the past two years. With respect to these rules, have you done any cost-benefit analysis pursuant to Section 24-4-103 (2.5), C.R.S., regulatory analysis pursuant to Section 24-4-103 (4.5), C.R.S., or any other similar analysis? Have you conducted a cost-benefit analysis of the Department's rules as a whole? If so, please provide an overview of each analysis.
12. What has the department done to decrease red tape and make the department more navigable/easy to access?
13. What is the number one customer service complaint the department receives? What is the department doing to address it?

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**1:30-1:35 INTRODUCTION AND OPENING COMMENTS**

**1:35-1:45 HELP AMERICA VOTE ACT (HAVA)**

**1 What is the Department’s vision for its use of the remaining HAVA funds and what is its latest balance?**

*The Federal Government has advanced the Department of State all of the funding for which it is eligible under the Help America Vote Act (HAVA). As a result, going forward, the only revenues the Department will accrue in the HAVA fund are interest earned that is credited by the Treasury. The Department’s HAVA funds are split between Title I and Title II funding. Each title has different categories of authorized expenditures. The Department’s available funding is shown in Table 1.*

<b>Funding Category</b>	<b>Amount Available</b>
<i>Title I</i>	<i>\$722,903</i>
<i>Title II</i>	<i>\$933,932</i>
<b>Total</b>	<b>\$1,656,835</b>

**Table 1** *The table shows the Department’s available HAVA funding by title as of the end of October 2016.*

*The Department of State currently has two significant initiatives underway that are entirely supported with Help America Vote Act (HAVA) funding:*

- a. Covering county costs for the implementation and training costs associated with the Colorado Voting System (formerly known as the Uniform Voting System (UVS)). These expenses can be paid out of either Title I or Title II funding. The maximum total cost of this initiative is \$850,000.*
- b. Reimbursing counties for the costs associated with installing a secure 24/7 ballot drop box. Only Title I funding may be used for drop box expenses. The maximum total cost of this initiative is \$256,000.*

*These two initiatives will span FY 2016-17 and FY 2017-18. County participation in these two initiatives is voluntary. In addition to these two initiatives, the Department plans to expend approximately \$150,000 in HAVA funds on SCORE, the State voter registration*

system and election database, improvements (Title I or II funding) and \$25,000-50,000 on voter education and promotion (Title I funding).

The timing for the depletion of the Department's HAVA funds as well as its future spending plans is highly dependent upon the number of counties that elect to participate in the Colorado Voting System and secure ballot drop boxes initiatives.

**2 Why does the Department anticipate such a large increase in FY 2016-17 HAVA expenditures that are for grants? Explain the type(s) of grants available.**

The Secretary is committed to supporting counties in their efforts to make voting more accessible and the process more secure. As a result, the Secretary has more fully utilized the Help America Vote Act (HAVA) funds to actually help Coloradans vote. The increase in grant expenditures therefore is driven by grants to counties to support the Colorado Voting System and secure ballot drop box initiatives.

**3 Describe the Secretary of State's risk assessment for problems faced by different voting machines in different counties.**

Because of Colorado's rigorous voting system certification requirements, the Secretary of State is confident that all five of the voting systems currently certified for use by Colorado counties are accurate, secure, and auditable; and each enables people with disabilities to cast their ballots privately and independently.

Counties may not use a voting system in Colorado unless the voting system is first certified and approved for use by the Secretary of State (CRS §1-5-613(1)). The Secretary of State is prohibited from certifying a voting system for use in the state of Colorado unless the system meets approximately 1,000 separate federal and state requirements pertaining to voting system functionality, security, and accessibility (CRS §1-5-601.5, -615, -616). In order to objectively assess compliance with applicable legal requirements, the Secretary of State requires all prospective voting systems to be successfully tested by a federally accredited voting systems testing laboratory pursuant to a test plan approved by the Secretary of State (CRS §1-5-608.5(4)). Unlike many states, Colorado law prohibits the use of electronic voting devices, such as touchscreen tabulators and ballot marking devices that cannot generate a voter verified paper audit trail (CRS §1-5-802). The older systems, however, still rely on a system that does not make the actual ballot cast a paper ballot.

The passage of time, obsolescence, and the evolving demands of Colorado's election model, collectively pose the greatest systemic risks to the integrity and accuracy of Colorado elections in the future. Four of the five voting systems currently utilized by Colorado counties were certified in 2007, almost a decade ago, and are rapidly approaching the end of their useful lives. In addition to their age, most of the systems certified in 2007 were designed for polling place elections, in which one voter after another individually marked and cast a ballot in environments in which election judges were available to provide assistance; the number of mail-in ballots was correspondingly smaller. After enactment of HB 13-1303, 90-95



*percent of voters mark their ballots outside of a polling location and cast them by mail. The post-HB13-1303 environment requires more robust central count capabilities, and a more efficient and accurate way for election judges to resolve or adjudicate marginal or incorrect ballot markings. The duplication required by the four older systems is vulnerable to duplication errors.*

*Colorado's election model continues to evolve, even after HB13-1303. For example, CRS §1-7-515, requires Colorado counties to conduct risk-limiting post-election audits beginning in 2017. Since Colorado is the first state in the country to mandate this type of post-election audit on a statewide basis, the underlying voting system technical requirements have not yet been published or promulgated by the Election Assistance Commission (the federal agency charged with developing national voting systems standards). As a result, the Secretary of State adopted Election Rule 21.4.4 to specify the content and format of ballot-level cast vote records that any voting system certified in Colorado in and after 2016 must be able to generate and export. The four voting systems certified in 2007 simply do not and will not have that capability. In addition, recently passed Propositions 107 and 108 require Colorado counties to conduct "open" presidential and federal, state, and county primary elections beginning in 2018. The Secretary of State has not yet determined whether any of Colorado's five voting systems can be programmed to accommodate this new requirement. While the Department believes that the newly adopted Colorado Voting System can accomplish most or all of what is needed, very little ongoing development is occurring with the four legacy systems so it is unlikely they can be adapted to comply with the requirements of Propositions 107 and 108.*

**1:45-1:55      OUTSIDE LEGAL COUNSEL**

**4      Discuss the outside counsel expenditure from FY 2013-14 discussed on page 16 of the JBC Staff Briefing.**

*The Department of State has used Special Assistant Attorney Generals (SAAGs) when the Department of Law is unable to provide legal services, typically due to a conflict of interest or a lack of expertise on a particular legal matter. Payment to SAAGs is typically made directly to their associated legal firm. The Department of Law has control over the SAAGs in that the Solicitor General must approve the appointment of all SAAGs. The Department of State has always coordinated directly with the Attorney General's office prior to the use of and payment to SAAGs.*

*The table at the top of page 16 of the JBC Staff Briefing document shows \$125,562 paid to outside legal counsel. This entire amount was paid to SAAGs. The Department considers payments to SAAGs to be equivalent to payments to the Department of Law.*

**5 Is there an opportunity to reduce appropriated cash funds to the legal services line item to offset the increase sought for local election reimbursement in FY 2016-17 because fewer legal services have been required in FY 2016-17 than budgeted? Is there some other line item in the Department's budget that could be cut?**

*There is not an opportunity to reduce appropriated cash funds to the legal services line or any other appropriation in order to offset the supplemental for local election reimbursement in FY 2016-17. The Department disagrees with the suggestion that fewer legal services will be required in FY 2016-17 than were budgeted. Through the end of October, the Department had been billed for approximately \$136,000 in legal services expenses. This puts it on pace to expend \$408,000 in legal services in FY 2016-17 against an appropriation of \$408,715.*

*In addition, there is neither a need nor an opportunity to cut another line item (or items) in the Department's budget in order to offset the additional local election reimbursement cost. The Department has known that the local election reimbursement payments would exceed the appropriated amount for several months and has planned to ensure that there is sufficient revenue to meet these additional costs in FY 2016-17. The Department plans to request approximately \$195,000 in additional cash funds to cover its statutory local election reimbursement payments to counties in FY 2016-17.*

**6 Discuss potential benefits and consequences of the Committee adopting JBC staff suggestion to create a new line item for "Legal Services from Outside Legal Counsel."**

*There are two disadvantages to the creation of a new line item instead of simply increasing the Department's existing Administration Personal Services appropriation. For one, commingling the funds with the Administration Personal Services appropriation would grant the Department the flexibility to use these funds on other priority services in a year in which it was able to minimize its outside legal expenses. Second, the Department has requested \$25,000, or slightly more than one-tenth of one percent of its total FY 2017-18 budget request for legal services from outside legal counsel. Adding an additional line item of such a relatively small amount that must be separately monitored and reviewed by senior management on a regular basis, is simply not an efficient use of management time or resources. While a separate line item would obviate the need for the Department to notify the JBC of its intention to expend personal services funds on legal services under CRS §24-75-112(1)(m)(II) (2016), complying with the notification requirement is uncomplicated.*

*Furthermore, the Department's existing accounting practices already ensure there is sufficient transparency into its legal services expenses regardless of whether a new long bill line item is created. Legal expenses, be they from the Department of Law or outside counsel, are tracked using specific general ledger account (object code in the terminology of the State financial system). The Department is able to prepare a standard report that provides this detail and the ease of this process is evidenced by the speed with which the*

*Department was able to prepare a report of historical expenditures for outside legal counsel upon request by its JBC Analyst.*

**1:55-2:05      RECENTLY PASSED AMENDMENT AND INITIATIVES**

**7      Discuss the budget impact of each of the recently passed ballot questions:**

*The Department submitted fiscal impact responses to Legislative Council for Amendment 71 and Propositions 107 and 108. The financial information below is drawn heavily from these fiscal notes.*

**a.      Amendment 71;**

*Amendment 71 adds senate district signature requirements and increases the percentage of voters required to adopt changes to the state constitution. As such, the Department estimates it will incur \$4,120 in additional IT Personal Services costs in order to make minor changes to SCORE, the statewide voter registration and election database.*

*The initiative may also impact the Elections Division's petition signature and review costs, but the financial impact is uncertain. Amendment 71 will increase the costs of reviewing petitions for constitutional amendments. However, it is unclear as to whether it will have any impact on the number of initiatives and petitions filed with the Department. For example, while Amendment 71 may result in fewer attempts to amend the state constitution, it is possible that proponents of various initiatives may simply seek statutory modifications instead.*

**b.      Proposition 107; and**

*Proposition 107 restores a presidential primary election and allows unaffiliated voters to participate in the presidential primary. While counties have no races on the ballot, the Proposition was written to require county governments to bear the brunt of the statewide presidential primary. This proposition has a significant financial impact on the Department of State as, among other things, it requires an additional county local election reimbursement payment in fiscal years in which there is both a November election with a statewide ballot question and a presidential primary. The local election reimbursement, however, will cover less than a third of the cost with counties bearing the brunt of the cost. Moreover, this cost will disproportionately impact Colorado's less populous counties who can ill afford the cost of a third election in the already expensive presidential election years. The Department plans to pursue legislation that would allocate general funds to pay for counties' costs for conducting the presidential primary election.*

*Absent general funding for the county reimbursements, this proposition will have an acute impact on the Department of State and its business and nonprofit customers. Due to the constraints of the current alternative maximum cash fund reserve, the*

*Department would be forced to increase its fees in years in which there was a presidential primary election. The Department has not solicited formal feedback, but anticipates that the overwhelming majority of its customers would object to what is effectively a “presidential primary surcharge.” Particularly when one considers the ongoing litigation with respect to the use of business fees to run elections, the Department believes the use of general funds is appropriate.*

*In addition, there are numerous other costs associated with implementing Proposition 107. An outline of these costs, which mirror the information provided in the Department’s fiscal note, is provided below. The Department intends to fund these costs with cash funds.*

#### *One-Time Costs*

- *\$208,472 in computer programming (IT Personal Services) costs to implement changes to SCORE and the Department’s internal ballot access system.*

#### *Ongoing Costs*

- *\$8,528 and 0.1 FTE in Administration Personal Services in order to hear projected challenges to the listing of a candidate on a presidential primary election ballot.*
- *\$31,768 and 0.5 FTE in Elections Personal Services to provide additional county support. It is unlikely that the Department could hire highly qualified staff for a temporary position once every four years, so it has assumed that a new, ongoing position will be created with additional related duties assigned in years without a presidential primary.*
- *There will be additional operating costs (estimated at less than \$10,000 at the time of the fiscal note) to support the new 0.6 FTE.*

#### *Costs in Presidential Primary Election Years*

- *\$13,200 in additional Initiative and Petition review expenses. This estimate was based on IDS rates at the time of the fiscal note and may increase significantly once IDS sets its rates for FY 2017-18 and beyond.*
- *\$10,000 in additional Elections Division Operating Expenses to support travel to provide additional county support.*
- *The Department currently provides an election night reporting platform for all state elections. Adding reporting on another election may involve incremental costs from the vendor, however, the Department’s contract with the current vendor expires before the next presidential primary vendor, so it is difficult to estimate this cost (if any) at this time. The Department plans to address this through the standard budget process.*

- *New processes will also require additional communications efforts, which will have associated costs. The Department will deal with these through the standard budget process.*

**c. Proposition 108.**

*Proposition 108 amends and adds provisions to the statutes governing state primaries, including opening participation in the primaries to unaffiliated voters. The Department requires \$157,796 in IT Personal Services expenses in order to implement changes to SCORE and department's internal ballot access system.*

*Proposition 108 will also require additional staff time from the Elections Division, but the impact is less than 0.1 FTE and can be absorbed by the division. The proposition did not include any provision for county election reimbursement, so the Department assumes that it will not be required to reimburse counties for the additional costs they incur as a result of Proposition 108. New processes required by Proposition 108 will also require additional communications efforts, which will have associated costs. The Department will deal with these through the standard budget practice.*

**8 Has the Department identified any budget-related issues resulting from passage of each of the above that need to be addressed through legislation?**

*There are two budget-related issues with Amendment 71 and Propositions 107 and 108 that need to be addressed through legislation. First, the Department requires additional spending authority in order to implement the changes (amounts provided in the answer to the prior question) required by these ballot issues. Second, as discussed in the response to the previous question, the Department intends to pursue legislation to provide general funding for the cost of administering presidential primary elections as a result of the passage of Proposition 107.*

**2:05-2:15 INFORMATION TECHNOLOGY AT DEPARTMENT OF STATE**

**9 Does the IT Services Division officially coordinate with the Governor's Office of Information Technology (OIT) for security assessments? Are there any Department IT projects OIT is not currently participating in some capacity? What level of access does the Chief Information Security Officer of Colorado have to the Department of State's IT infrastructure? Discuss all formal and informal relationships.**

*The Department of State engages with OIT and the relationship is positive, long-standing, and covers a number of areas that are outlined below.*

- *The Department coordinates with OIT on the framework for security assessments and compliance. The Department's Information Security Officer (ISO) is a member of the Chief Information Security Officer's (CISO) working group that developed and updates state information security policies, assessment materials, and forms. Staff of the Department created an assessment framework that allows assessment of maturity across security best practices from the SANS/CIS Critical Security Controls, State of*

*Colorado Cyber Security Policies, and the NIST 800-53 Recommended Security Controls. Two staff members of the Department are members of the CISO's Colorado Information Security Advisory Board advising the CISO on the Secure Colorado program.*

- *The Department coordinates with OIT on threat analysis and network security. The Department's edge firewalls share threat information and updates with OIT's perimeter firewalls, and the CISO's staff can examine traffic to and from the Department for potential threats. Department staff routinely provides notice to OIT and other organizations concerning malicious activity directed at CDOS systems to inform other organizations regarding potential threats.*
- *The Department collaborates with OIT in establishing and maintaining relationships with local government technical and security professionals, and has recently expanded that relationship upward to include the Department of Homeland Security and the Federal Bureau of Investigations (FBI).*
- *The role of the CISO with respect to the Department's IT infrastructure is as a valued advisor and partner and not an operational execution role. With the exception of basic network transport on the state network and perimeter firewall system integration, the CISO's role is in setting policies and acting in a supporting role.*
- *The Department has leveraged OIT's static and dynamic code analysis services to identify potential vulnerabilities in software systems.*
- *The OIT does not have an operational role in Department projects, but the groups work together to explore opportunities of enterprise impact. Some examples include: the Business Intelligence Center, the Go Code Colorado competitions, and the Colorado Information Marketplace; the Colorado Business Express program; recent work to examine the Colorado Open Records Act (CORA) for potential changes to benefit both record custodians and requestors; two members of the Department participate in Government Data Advisory Board activities; and examining the potential of enterprise identity management solutions to meet the needs of state government entities in interacting with citizens and residents of Colorado.*
- *The Department routinely interacts with state agencies for which OIT is the technology service provider. Some examples of these interactions are: facilitating data exchanges of open data for the Colorado Information Marketplace and the Business Intelligence Center; data exchanges under statutory requirements for voter registration purposes (i.e., Colorado Department of Public Health and Environment, Department of Corrections, and the Department of Revenue); and coordinating activities associated with the Department of Revenue's DRIVES project.*
- *The Department actively participates in the governance of the Statewide Internet Portal Authority (SIPA) and in the related interaction on IT issues.*

10 **Discuss IT security for the elections. Be prepared to discuss the intricacies of elections IT security, e.g. how servers communicate; networking etc.**

*Please see also the Department's response to question 3. Colorado's election tabulation equipment is not connected to the internet and is subject to a number of security requirements. With respect to the state voter registration system (SCORE), the Department's security posture covers many areas:*

- *SCORE is maintained and operated by the Department of State for use by election staff and judges at 64 counties.*
- *Counties and individual users must agree to adhere to the system's Authorized Use Policies:*
  - *May only use from county computers with up-to-date and fully patched operating systems and applications*
  - *County must require its network users to use complex passwords, which must be changed at least every 90 days*
  - *All system users must take cybersecurity training provided by Department of State, at least annually*
  - *Users conducting voter registration activities must successfully pass criminal background checks, at least annually*
- *Other security protocols pertaining to voter registration system:*
  - *Access requires authentication with two-factor authentication of every user:*
    - *Users are credentialed by system administrator at each county*
    - *User passwords must be complex and changed at least every 90 days*
    - *Second-factor credentials for every user are maintained and controlled by the Secretary of State.*
  - *The Department of State utilizes Unified Threat Management (UTM) and web application firewalls that block access to known malicious IP addresses and utilize Geo-IP location to restrict access to the system.*
  - *The Department of State monitors entire system in real-time, to identify and isolate zero-day threats and exfiltration attempts. These efforts are in addition to any similar monitoring conducted by individual counties.*
  - *The voter registration system consists of redundant, secured data sites*
  - *The Department of State's IT professionals actively participate in governmental and private industry groups that monitor day-to-day cyber threat landscape, such as the Multi-State Information Sharing & Analysis Center (MS-ISAC)*
  - *When appropriate, the Elections Division communicates known threats to all 64 counties*
  - *The Department of State's office audits all counties' compliance with these security protocols at least every general election, and often more frequently.*

*The Department is prepared to discuss details of the SCORE system and protective and preventative measures, however, the Department would prefer not discussing details in a public forum.*

11 **Provide an update on the implementation of SCORE. What is the status of integration with the Department of Revenue's DRIVES IT project?**

*SCORE is a fully functional system that supports voter registration and election management activities for local election officials across the state. As with any complex system, enhancements and modifications to the core system are regular and ongoing. For example, the Department is currently developing an elections setup data export for use by counties that use the Dominion voting system. This development will simplify the programming of the Dominion system required of county staff as they prepare for elections. The Department also regularly modifies the SCORE system as a result of legislative changes and other events, such as the recent passage of Amendment 71 and Propositions 107 and 108.*

*The Department's Elections and IT Divisions are working closely with the Department of Revenue and their vendor on changes affecting SCORE with the advent of the phases of the DRIVES project. The Department of State's work with them has been productive and it expects the work to accomplish the transition to DRIVES for interfaces with the SCORE system to continue on-schedule.*

12 **Discuss the two known technology failures on Election Day (Pueblo server and SCORE database access) and those unknown at the time of JBC Staff Briefing. How were each resolved?**

*There were three unrelated technology failures on Election Day: Boulder County Server, Pueblo County Server, and the SCORE database access issues. A description of each issue and how it was resolved is provided below.*

**Boulder Server**

*As the volume of voters increased in Boulder County on Election Day, the county experienced server load balancing issues. The issues caused network outages across Boulder's 16 polling locations, making it impossible for election judges to access SCORE, which they normally use to provide real-time vote credit to voters and to print ballots using their ballot-on-demand printers. The network issues lasted through the day, but the county was able to restore connectivity at its three busiest polling locations. The county provided regular ballots to voters at those three locations but had to provide provisional ballots at the other 13 locations. Due to the network issues, the county issued approximately 4,000 provisional ballots on Election Day. Although that number created additional work for Boulder County staff and judges after Election Day, it did not cause significant wait times for voters. The county used a computer application that does not require network connectivity to efficiently issue provisional ballots during the outage.*



## Pueblo Server

### Technical Introduction

The “brain” of every voting system is called an election management system (EMS). In general terms, the EMS creates for each election a relational database that defines the election by precinct, participating districts, and eligible voting groups, and generates ballot styles that contain all and only the content any elector is eligible to vote. Voting systems also include a separate tally application that, in conjunction with the parameters defined by the EMS and ballot generation application, interprets and tabulates as votes markings in target areas (“ballot ovals”) of paper ballots. Structured Query Language (SQL), is the international standard language used in conjunction with relational databases.

### Pueblo County Server Incident

The server incident in Pueblo County was not a technological malfunction. Rather, it resulted from a theretofore unknown system limitation of the express version of Dominion Voting Systems’ (Dominion) Democracy Suite® 4.21 voting system. In simple terms, Dominion miscalculated the needs of its customer. The Secretary of State’s office is working with Dominion and implementing processes to prevent this issue from recurring in the future. The other nine counties that used Dominion’s EMS Express server during the 2016 Primary and General Elections did so without any problem. The Pueblo County incident is described in detail in the following paragraphs.

On March 1, 2016, following successful testing by a federally accredited voting systems testing laboratory, the Secretary of State certified for use in Colorado Dominion Voting Systems’ Democracy Suite® 4.21 voting system. As pertinent here, the Secretary certified a “full” and “express” version of the voting system’s EMS. The “full” version is comprised of hardware and software intended for use by large counties; the “express” version consists of less expensive hardware and software suitable for small and medium size counties. The price difference between the two EMS versions is approximately \$8,000.

On May 16, 2016, the Secretary of State approved Pueblo County’s application to acquire the express version of the voting system.

Pueblo County utilized its new voting system without incident during the 2016 Primary Election. In Pueblo County, the primary election required two ballot styles (one for Democratic voters, the other for Republicans), each of which was printed on a single side of one, 8.5” x 11” ballot card. Pueblo County tabulated a total of 22,909 ballots during the primary election.

Pueblo County’s 2016 General Election was more complex, and required 155 different ballot styles, the vast majority of which were printed on two double-sided, 8.5’ x 14” paper ballot cards.

At approximately 11:50 a.m. on Election Day, and after scanning 56,281 ballots, representatives of Pueblo County’s elections department notified the Secretary of State’s

office that its two central count ballot scanners would not accept additional ballots for scanning and tabulation. The voting system provider and Secretary of State determined that the problem was caused by a 10 GB maximum database size limit contained in the free version of SQL – known as Microsoft SQL Express - that Dominion bundled with the EMS Express server. The database size limitation was not mentioned or stated in the system documentation that Dominion submitted, and the Secretary of State's office reviewed, in connection with the testing and certification of the system. As a result, the Secretary of State's office was not aware of the limitation when Pueblo's application to acquire the EMS Express server was approved.

To remedy the situation, and within approximately two hours, Dominion Voting Systems delivered to Pueblo a spare "full version" EMS server from its Denver headquarters. The full version of the EMS server did not impose the 10 GB maximum database size limit. Dominion also dispatched one of its developers to "hot swap" the full server for the express server, by transferring the election database from the "maxed out" Express server to the new, full server. Because of the security and related requirements in place, accurately transferring the already scanned information took several hours. After the transfer of data was complete, the Secretary of State's office instructed Pueblo to enlist a bipartisan team of election judges to conduct a logic and accuracy test of the new server. Once the election judges verified the logic and accuracy test results, Pueblo resumed scanning official general election ballots at approximately 11:00 p.m. A representative of the Secretary of State's office arrived onsite in Pueblo at approximately 12:30 a.m. on November 9th to monitor the performance of the new server. Pueblo County continued to use the swapped full server without further incident. As of the time of this narrative, Pueblo County has tabulated almost 81,000 ballots for the 2016 General Election. Voters were not affected by the server swap, and all information on the previously scanned ballots was transferred accurately. Election results, however, were delayed by approximately four hours.

### **SCORE Database Access**

While the total number of voters from the 2014 general to the 2016 general election increased by approximately 40 percent, the number of in person voters on election day more than doubled, increasing from 72,391 to 157,746. In addition, the number of same day registrants – the work requiring the greatest changes to the database system – increased from 4,610 to 16,553.

The SCORE system accommodated these voters during the busiest peaks, but experienced two incidents in the middle of Election Day:

- At approximately 10:32 a.m., about two-thirds of the 1,400 election judges logged into VSPC were kicked off. They had to log back in. The "login storm" caused the login processes to bog down, but some users continued processing voters throughout. By 10:58 a.m. all alarms had ceased and between 1,400 and 1,500 judges were again logged in to WebSCORE.

- *At approximately 2:47 p.m., one of the database nodes stopped responding and eventually the other node also stopped responding. Department staff re-started the database and SCORE was back up (with some users logged in) by 3:14 p.m. and WebSCORE was back up (with some users logged in and processing) at 3:16 p.m. Over 1,500 judges were again logged in between 3:20 pm and 3:25 pm.*

*There were no other incidents, including during the busiest time periods before and after standard work hours.*

*On the infrastructure side, the Department saw a large increase in database reads/writes at both times. The Department has worked with its production support vendor, hardware, and software vendors to adjust the configuration to better accommodate these high disk i/o events in the future.*

*The Department is still investigating to see whether it can determine definitively the root cause of the two events. The Department does not believe it was a sudden rise in Voter Service and Polling Center (VSPC) or Online Voter Registration (OLVR) activity. The Department does not see any evidence that it was an external factor or attack. The Department is continuing to look at ad-hoc reports, scheduled reports, custom extracts, or misconfiguration of infrastructure as potential root cause(s).*

*In the period prior to Election Day, the Department conducted many load tests of the SCORE system to assess its preparedness for the election. These included extended, multiple-hour tests of the WebSCORE application and the OLVR application. These tests included processing of over 200,000 in-person WebSCORE transactions—approximately the same number of in-person transactions total this year—in a four-hour span. The Department did not conduct 12- to 14-hour volume testing of the system at the same sustained load. Department staff are developing several scenarios to engage with outside experts from OIT and commercial providers to conduct long-term, sustained tests beyond the levels of usage experienced this year. While it may be difficult to replicate the same real-world conditions as Election Day, the Department will create a plan to test and re-test until it has confidence that the system will perform at the highest level in the future.*

**13 What effects did the technology failures have on the election workload? Please discuss and provide detail on:**

**a. If any ballot recounts occurred;**

*There were no ballot recounts as a result of the technology failures.*

**b. Whether more provisional ballots cast because of the failures; and**

*The SCORE downtime and the Boulder County server load balancing issue both resulted in an increase in provisional ballots. Boulder County reported that 3,641 provisional ballots were issued as a result of their server load balancing issues. The SCORE downtime by comparison resulted in significantly fewer provisional ballots, with all counties collectively attributing a total of 162 provisional ballots to the SCORE downtime. No provisional ballots were issued as a result of Pueblo County's server issues.*

- c. **The cost to the state and/or counties for indirect costs of the failure, e.g. recounting, provisional ballot, extended hours.**

*There was no additional cost to the state. Counties may have incurred increased costs to retain election judges for additional time after Election Day to process provisional ballots. But because the number of provisional ballots remained low, that cost is likely minimal.*

- 14 **Provide a five-year history of any failures experienced by SCORE in the month leading up to an election through the final time election judges need to verify signatures. Were the failures a result of:**

- a. **Staffing;**
- b. **Database;**
- c. **Programming;**
- d. **Load testing; or**
- e. **Lack of redundancy**

*Table 2 below provides a six-year history of SCORE’s elections performance by calendar year.*

<b>Election</b>	<b>Description of Issues</b>
2011	<i>No significant issues</i>
2012 Primary	<i>No significant issues</i>
2012 General	<i>There were no significant issues for SCORE, but performance of the Department’s online voter registration application degraded under high usage on Election Day. The Department closely monitored the system over the course of Election Day to keep the system operational. This event arose out of a lack of rigorous, high-volume load testing of the system prior to this peak usage period and the lack of technical diagnostic tools to allow real-time investigation of the root causes of system errors.</i>
2013	<i>No significant issues</i>
2014 Primary	<i>No significant issues</i>

<b>Election</b>	<b>Description of Issues</b>
2014 General	<i>A hardware failure on an OIT network switch at 6:50 a.m. on Election Day had a cascading impact on the network connectivity of SCORE and load balancing of the VSPC application. This resulted in intermittent issues for VSPCs until 9:51 a.m. At 10:31 a.m., the Department received the first reports of database connectivity issues. These issues were intermittently affecting counties. At 12:50 p.m., the Department notified counties of scheduled emergency downtime at 2:00 p.m. to make a configuration change to the SCORE database servers. At 2:06 p.m., the SCORE system changes had been completed and counties were advised to resume use of SCORE. By 2:08 p.m., more than 400 users were again connected to the system. From that point in the day, the Department made one additional change in network load balancing at 4:29 p.m. to clear sessions from one of the two SCORE sites. The Department received three additional reports from counties (Rio Grande, Douglas, and Chaffee) from 2:08 p.m. through the end of the day of difficulties using the VSPC app, but the system was mostly stable from the afternoon till the end of Election Day. There were multiple areas of failure: insufficient testing of the resiliency of the SCORE system to an unexpected network outage; insufficient testing of load balancing of VSPC activity across both SCORE sites; misconfiguration of the number of database listener threads available for SCORE and the VSPC application; and a lack of technical diagnostic tools to allow real-time investigation of the root causes of system errors.</i>
2015	<i>No significant issues</i>
2016 Primary	<i>No significant issues</i>
2016 General	<i>Please see response to question #12 above</i>

**Table 2** *The table provides a description of SCORE issues over the past six years (primary and general elections).*

**15 What can be done to avoid outages or failures in future elections?**

*While altering Colorado’s election model would avoid certain issues, the Department is committed to ensuring it provides the necessary support to Colorado’s voters, clerks, and judges. The Department is continuing to work with partners to identify the root cause(s) of the two incidents on Election Day 2016. Even as that work continues, the Department’s Elections and IT Divisions are working with county clerks to draft a complete After-Action Review and report of the 2016 election. Specific recommendations will be formulated as a result of that review.*

*As mentioned above, the Department conducted many load tests of the SCORE system in the period prior to Election Day. Obviously, these load tests failed to identify all possible*

*scenarios and thus the SCORE system, county stakeholders, and voters suffered on Election Day.*

*The Department is developing a series of testing scenarios to create a full system test plan to be implemented during 2017, as well as other changes to our software development process. The Department's initial expectation is that the quarterly SCORE/WebSCORE software release schedule should be synchronized with a quarterly full system load and volume test. This testing would cover all aspects of the system (SCORE, WebSCORE, and OLVR, ballot verification system (BVS) uploads, ad-hoc reports, scheduled reports, multi-factor authentication system usage, as well as other system functionalities and processes). It is possible that these tests would require extended system downtime to fully test both SCORE sites, and the Department will work with county election officials to minimize the disruption to normal daily activities. It has become clear that the rigor of the Department's existing testing is not at the level required of this critical system.*

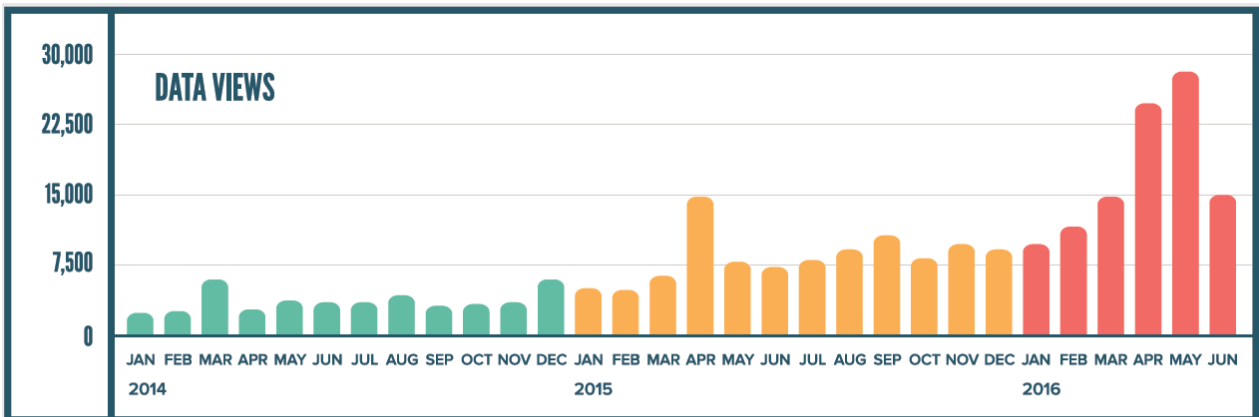
*The Department will plan to hire an outside company to assist in preparing, reviewing, and conducting the full system test plan described above. Based on the cost to conduct prior load tests using third-party resources, the Department estimates the cost at between \$75,000 and \$100,000. The Department would seek to conduct future quarterly tests using internal and existing production support resources, and hire outside consultants for specific test rounds on a biennial basis prior to major state election cycles.*

*The manner in which Colorado conducts elections is, the Department believes, unique in the United States. The combination of same-day registration with a voter service and polling center (VSPC) model requires real-time, statewide connectivity to SCORE for eligibility verification and voter participation checking under state law. As the Department and other private and public entities are seeing an increase in malicious activity by hackers and other actors, the susceptibility of systems that depend on core functionalities of the Internet will persist.*

*The Department is engaged with state, local, and federal entities to consider future steps in multiple areas (e.g., improving security controls and monitoring; system, load, volume, and stress testing; functional design of polling places; alternatives to provisional ballots as the only option to real-time SCORE access).*

- 16 **Provide a status update for each of the previous Go Code winning applications. Provide analytics on each applications use or other method of validating its adoption or usefulness.**

*Making public data more easily accessible and engaging use of the data are program goals for BIC. The Go Code Colorado challenge is a key component of accomplishing these goals, by engaging a large group of participants to use public data in innovative ways. Though applications are one of the outputs from the Go Code Colorado challenge, they do not represent the ultimate outcome desired by the program and the program’s success does not rest solely on these newly-formed businesses. The commercial viability of the winning applications is a high-visibility way to show the business value of public data, but not the only way. New data published to the Colorado Information Marketplace (CIM) and usage of data on the Marketplace are key performance indicators for the program. To date, the program has published 176 datasets to CIM. Figure 1 below shows use of CIM through views of data on the platform. This chart comes from the 2016 program annual report. Though the Department does not have the resources to conduct a full analysis of causation in the usage spikes, the high usage points correspond with the Go Code Colorado challenge each spring and overall there is growth in the trend line in usage generally.*



**Figure 1** The graph shows the number of views and downloads of CIM data by month. The spikes in March 2014, April 2015, and April and May of 2016 correspond with the Go Code Colorado challenge.

*From 2014, Beagle Score is the only application of the three winning teams that is still publicly available. You can find Beagle Score at beaglescore.com. From 2015, Pikr is the only one of the three winning teams that is still publicly available. You can access Pikr in either the Android Play Store or the App Store for iPhone. The winning teams sign one-year contracts with the state in order to receive the prize money from the competition. Part of the terms of the agreement is to provide usage analytics to the state. As these two companies are beyond the one-year agreement, they are no longer required to provide usage analytics to the Department.*

*All three of the winning teams from 2016 are working on developing their applications for public launch. Each team built essentially a prototype for the competition and, as prior teams have, are working to enhance their applications before public launch. Though the commercial viability of the winning apps is not the sole measure of success for the program, the Department nonetheless seeks to provide as much support as possible as part of the challenge. In that effort, the 2016 winning teams have received mentorship from AT&T Foundry staff and mentors—an internal innovation accelerator at AT&T based in Palo Alto—to provide greater support in turning their idea into a commercially viable product. As the 2016 winners publicly launch their applications, the Department will have usage analytics until the end of the contract.*

**17 What role does the Governor’s Office of Economic Development and International Trade have in the Go Code competition?**

*The Governor’s Office of Economic Development and International Trade (OEDIT) is an important partner for the BIC program. This relationship includes ongoing communication and collaboration regarding serving the needs of Colorado businesses. For example, the Department collaborated with OEDIT on a business survey last year that helped the Department determine the business community’s needs regarding public data, which informed the challenge structure for Go Code Colorado in 2016.*

*OEDIT Chief Operating Officer Anna Ewing is an appointed member of the Business Intelligence Center Advisory Board. As with all members of the advisory board, Ewing contributes strategic counsel regarding the BIC program broadly. Specific to the Go Code Colorado challenge, Ewing connects the BIC program with the statewide view on economic development, business needs, and other state initiatives that can help inform BIC about ways to structure the challenge to best serve the business community. Finally, OEDIT actively promotes the Go Code Colorado challenge through its various communication channels, including OEDIT and Colorado Innovation Network (COIN) channels.*



Local Election Reimbursement/Initiatives and Referendums Line Items

- 18 **Does the Department have any recommendations for how the General Assembly can change its procedures to make the appropriation for the Local Election Reimbursement line item avoid the need for Emergency Supplemental budget requests post-election?**

*Colorado is a national leader in voter participation in elections. The state has the highest percentage of eligible voters registered in the country<sup>1</sup> and is projected to have the third highest voter participation rate in the 2016 election.<sup>2</sup> This success is the result of multiple Department initiatives, including:*

- *Launching the Text to Register initiative in 2016*
- *Allowing voters to update registration information through the Division of Motor Vehicles*
- *Cleaning up voter rolls*

*Voter registration in advance of the 2016 general election exceeded the Department's expectations. The rise in voter registration numbers demonstrates the engagement of the people of Colorado and is an indication of the efficacy of the efforts by multiple actors, including state and local governments, to boost voter participation. It is for this reason that the Department has submitted a decision item to increase its local election reimbursement appropriation by \$200,000 for FY 2017-18 and beyond. In addition, the Department will submit an emergency supplemental for FY 2016-17 to ensure that it the necessary spending authority to reimburse counties in a timely fashion for the 2016 election.*

- 19 **What repercussions will arise if the supplemental change request is not acted on by the Committee until the regular supplemental budget cycle?**

*Counties have already incurred the costs of administering the 2016 general election. Many counties depend upon the revenue from the local election reimbursement payments from the Department of State in order to meet financial obligations. The Department typically receives and processes requests for county reimbursements beginning several weeks after an election. If the supplemental request is not addressed prior to the regular supplemental*

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<sup>1</sup> The Pew Charitable Trusts. "Data Visualization: Elections Performance Index," *The Pew Charitable Trusts*. Accessed on November 21, 2016. <http://www.pewtrusts.org/en/multimedia/data-visualizations/2014/elections-performance-index#indicator>. Note: Percent of voters registered data is as of 2014.

<sup>2</sup> Eason, Brian, "Colorado crushes national voter turnout figures, but mail ballots aren't a huge factor," *The Denver Post*, November 20, 2016. Accessed on November 21, 2016, <http://www.denverpost.com/2016/11/20/turnout-flat-colorado-election-2016-mail-ballot-laws/>.

*budget cycle, the Department could be forced to delay its payments to some counties. This could have cash flow implications for the affected counties.*

20 **Since FY 2000-01, how many times has the Department sought a Supplemental Budget Request or an Emergency Supplemental Budget Request to reimburse counties' election costs resulting from active registered voters exceeding the appropriation provided in the Long Bill. How many of these requested increases exceeded 10 percent of the initial appropriation?**

*Counting the FY 2016-17 supplemental request the Department plans to submit for local election reimbursement, it will have submitted supplemental requests for this appropriation in five of the last 17 fiscal years. Three of these five supplemental requests exceeded 10 percent of the initial appropriation. Details are shown in Table 3 below.*

<b>Fiscal Year</b>	<b>Base Appropriation</b>	<b>Supplemental Requested?</b>	<b>Supplemental Amount</b>	<b>Supplemental Percentage</b>	<b>Supplemental Exceeds 10%?</b>
FY 2000-01	\$ 886,837	Yes	\$ 57,100	6.4%	No
FY 2001-02	\$ 876,270	No	N/A	N/A	N/A
FY 2002-03	\$ 876,270	No	N/A	N/A	N/A
FY 2003-04	\$ 876,270	No	N/A	N/A	N/A
FY 2004-05	\$ 915,389	No	N/A	N/A	N/A
FY 2005-06	\$ 855,761	No	N/A	N/A	N/A
FY 2006-07	\$ 1,729,923	No	N/A	N/A	N/A
FY 2007-08	\$ 1,729,923	No	N/A	N/A	N/A
FY 2008-09	\$ 2,179,923	No	N/A	N/A	N/A
FY 2009-10	\$ 1,729,923	No	N/A	N/A	N/A
FY 2010-11	\$ 1,725,699	No	N/A	N/A	N/A
FY 2011-12	\$ 1,725,699	No	N/A	N/A	N/A
FY 2012-13	\$ 1,958,827	Yes	\$ 267,880	13.7%	Yes
FY 2013-14	\$ 2,504,036	Yes	\$ 500,000	20.0%	Yes
FY 2014-15	\$ 2,004,036	Yes	\$ 405,224	20.2%	Yes
FY 2015-16	\$ 2,500,000	No	N/A	N/A	N/A
FY 2016-17 (requested)	\$ 2,500,000	Yes	\$ 195,000	7.8%	No

**Table 3** *The table shows the Department's Local Election Reimbursement appropriation history from FY 2000-01 through FY 2016-17. FY 2016-17 data based on projections, all other data sourced from COFRS (FY 2000-01 through FY 2013-14) and CORE (FY 2014-15 through FY 2015-16).*

- 21 **Discuss in further detail the relationship between the Department of Personnel's Integrated Document Solutions and the Initiative and Referendum verification process. What change(s) is/are being considered that is driving increased costs to the Department of State?**

*Integrated Document Solutions (IDS) has provided petition signature review for the Department since 2008. The signature review process for ballot issues is detailed in CRS §1-40-116 (2016).*

*Historically, IDS has charged for petition signature review based on an hourly rate for each employee working on the petition review process. The hourly rate was \$17.00 per hour in 2009, but was increased to \$20.00 per hour in FY 2012-13. The \$20.00 per hour rate has remained in effect since this time. The Department's cost per petition depends upon whether a random sample review of signatures is sufficient or whether a full line-by-line review is required in accordance with CRS §1-40-116 (2016).*

*For FY 2017-18, IDS proposes to shift the petition signature review process charges from an hourly rate to a charge per signature or per page of signatures reviewed. IDS has provided the Department with multiple proposals of the rate increase, the majority of which would more than double the Department's current costs based on projected volume levels, but IDS has not yet fixed the rate for FY 2017-18.*

### **Summary of 2016 Presidential Election**

- 22 **Discuss, generally, the 2016 election. In addition to highlights the Secretary deems noteworthy, please include:**

- a. **Wait times on Election Day;**

*While Colorado's VSPCs are open for 14 days, 80 percent of Colorado's in-person voters cast their ballots during the last two days. Colorado law also addresses the number of locations rather than the throughput of the locations. Because of the large number of days and sites, many counties currently use locations that are available at no charge to host VSPCs. As a result, VSPCs tend to be located in smaller spaces that limit the amount of voting equipment on site which boosts voter waiting times at peak hours. In order to reduce wait times at VSPCs on the last day of in-person voting, Colorado should shift resources to the days on which voters actually vote. In addition, counties may need to rent larger locations for presidential elections, which will increase their costs for administering an election. If other school districts adopted the award-winning Douglas County model of making the last day of the election a teacher work day at the high schools and opening those schools for large site VSPCs, more voters could be processed efficiently on the last day of the election.*

- b. **How many voters were affected by waits exceeding 30 minutes? One hour? Longer?**

*Table 4 below shows estimated wait times by county (all data provided by the counties themselves).*

	<b>County</b>	<b>Wait Times</b>
1	Adams	2-30 minutes at 11 locations; 45-150 minutes at 5 locations
2	Alamosa	20 minutes
3	Arapahoe	0-30 minutes at 22 locations; 55-95 minutes at 3 locations
4	Archuleta	20 minutes
5	Baca	
6	Bent	0 minutes
7	Boulder	
8	Broomfield	5 minutes
9	Chaffee	
10	Cheyenne	0 minutes
11	Clear Creek	30 minutes
12	Conejos	30 minutes
13	Costilla	
14	Crowley	
15	Custer	
16	Delta	1-15 minutes
17	Denver	60 minutes
18	Dolores	5 minutes
19	Douglas	0-20 minutes
20	Eagle	
21	Elbert	
22	El Paso	45 minutes
23	Fremont	60-90 minutes at Canon City location; 0 wait time elsewhere
24	Garfield	5-30 minutes
25	Gilpin	
26	Grand	10 minutes
27	Gunnison	
28	Hinsdale	
29	Huerfano	0
30	Jackson	0 minutes
31	Jefferson	
32	Kiowa	0 minutes
33	Kit Carson	2 minutes

	County	Wait Times
34	La Plata	15 minutes
35	Lake	
36	Larimer	0-30 minutes
37	Las Animas	30 minutes
38	Lincoln	10 minutes
39	Logan	15-20 minutes
40	Mesa	25-60
41	Mineral	
42	Moffat	10-15 minutes
43	Montezuma	
44	Montrose	25 minutes
45	Morgan	0-20 minutes
46	Otero	10 minutes
47	Ouray	
48	Park	
49	Phillips	10 minutes
50	Pitkin	0 minutes
51	Prowers	10 minutes
52	Pueblo	
53	Rio Blanco	5-10 minutes
54	Rio Grande	
55	Routt	90 minutes
56	Saguache	5 minutes
57	San Juan	0
58	San Miguel	0
59	Sedgwick	
60	Summit	10-15 minutes
61	Teller	15 minutes
62	Washington	
63	Weld	45 minutes
64	Yuma	3-8 minutes

**Table 4** The table shows wait time information provided by the counties.

**c. In counties where polling hours were extended, how were voters notified?**

*Colorado law already provided that all voters who were in line at the time polls closed were allowed to cast their ballots. Polling hours were not further extended in any county.*

23 **Provide an analysis and discussion of how ballot drop box access affect voter turnout by county? To facilitate discussion, provide:**

a. **Total number of ballot drop boxes by county;**

*Voters greatly utilized ballot drop boxes in the 2016 election. Two examples are:*

- *In the City and County of Denver, 70 percent of all mail ballots were returned to 24-hour or drive-up drop boxes.*
- *In Adams County, 68 percent of all mail ballots were returned to drop boxes.*

*Table 5 below provides ballot drop boxes, active registered voters, the approximate number of ballots cast (some counties are still tallying results), approximate voter turnout rate, and active voters per drop box for each county in the state. Please note that some counties do not have any ballot drop boxes.*

County	# of Drop Boxes	Active Voters	Ballots Cast	Active Voter Turnout	Active Voters per Drop Box
Adams	21	243,822	196,300	80.5%	11,611
Alamosa	0	8,695	7,120	81.9%	N/A
Arapahoe	27	369,977	310,798	84.0%	13,703
Archuleta	1	8,887	7,694	86.6%	8,887
Baca	0	2,548	2,167	85.0%	N/A
Bent	1	2,465	1,957	79.4%	2,465
Boulder	17	215,374	186,350	86.5%	12,669
Broomfield	5	43,536	38,371	88.1%	8,707
Chaffee	2	13,033	11,343	87.0%	6,517
Cheyenne	2	1,292	1,121	86.8%	646
Clear Creek	4	7,059	5,683	80.5%	1,765
Conejos	5	4,977	4,168	83.7%	995
Costilla	1	2,480	1,925	77.6%	2,480
Crowley	0	1,892	1,562	82.6%	N/A
Custer	1	3,506	3,145	89.7%	3,506
Delta	5	19,663	17,490	88.9%	3,933
Denver	26	409,591	339,281	82.8%	15,754
Dolores	1	1,463	1,365	93.3%	1,463
Douglas	11	214,593	191,898	89.4%	19,508
Eagle	3	30,493	22,003	72.2%	10,164
El Paso	15	394,100	326,038	82.7%	26,273
Elbert	2	18,250	16,280	89.2%	9,125
Fremont	2	27,213	22,387	82.3%	13,607
Garfield	8	32,038	27,172	84.8%	4,005
Gilpin	3	4,319	3,684	85.3%	1,440
Grand	4	10,512	8,768	83.4%	2,628
Gunnison	1	11,383	9,616	84.5%	11,383
Hinsdale	0	685	611	89.2%	N/A

County	# of Drop Boxes	Active Voters	Ballots Cast	Active Voter Turnout	Active Voters per Drop Box
Huerfano	0	4,556	4,527	99.4%	N/A
Jackson	1	994	884	88.9%	994
Jefferson	17	387,384	337,807	87.2%	22,787
Kiowa	1	953	928	97.4%	953
Kit Carson	3	4,398	3,756	85.4%	1,466
La Plata	3	37,316	31,948	85.6%	12,439
Lake	1	4,099	3,289	80.2%	4,099
Larimer	4	230,626	200,580	87.0%	57,657
Las Animas	1	8,582	6,918	80.6%	8,582
Lincoln	0	2,794	2,439	87.3%	N/A
Logan	1	11,536	9,904	85.9%	11,536
Mesa	5	92,984	76,816	82.6%	18,597
Mineral	1	747	682	91.3%	747
Moffat	2	7,652	6,624	86.6%	3,826
Montezuma	0	16,338	13,028	79.7%	N/A
Montrose	2	25,109	21,623	86.1%	12,555
Morgan	0	14,675	12,184	83.0%	N/A
Otero	4	10,716	8,764	81.8%	2,679
Ouray	2	3,845	3,360	87.4%	1,923
Park	3	12,421	10,618	85.5%	4,140
Phillips	2	2,734	2,394	87.6%	1,367
Pitkin	3	12,731	10,638	83.6%	4,244
Prowers	2	6,283	5,108	81.3%	3,142
Pueblo	7	99,567	80,747	81.1%	14,224
Rio Blanco	0	3,965	3,447	86.9%	N/A
Rio Grande	1	6,868	5,843	85.1%	6,868
Routt	1	17,037	14,452	84.8%	17,037
Saguache	1	3,700	2,801	75.7%	3,700
San Juan	1	603	520	86.2%	603
San Miguel	1	5,403	4,563	84.5%	5,403
Sedgwick	1	1,614	1,400	86.7%	1,614
Summit	5	20,453	16,524	80.8%	4,091
Teller	2	17,157	14,489	84.4%	8,579
Washington	1	3,062	2,756	90.0%	3,062
Weld	12	164,211	137,057	83.5%	13,684
Yuma	3	5,602	4,758	84.9%	1,867
<b>TOTAL</b>	<b>262</b>	<b>3,352,561</b>	<b>2,830,473</b>	<b>84.4%</b>	

**Table 5** The table shows number of drop boxes, active voters, approximate number of ballots cast, approximate voter turnout percentages, and active voters per drop box for each county. N/A indicates not applicable.

- b. **If drop boxes are not consistently open during the same hours throughout the state, provide the hours for each;**

*Drop box hours vary based on location. Table 6 (next page) provides the details for each drop box.*

*(The rest of this page has been intentionally left blank.)*



County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Adams	Adams County Economic Development	12200 N Pecos St Westminster 80234	10/17/2016	11/8/2016	24/7
Adams	Adams County Government Center – East Entrance	4430 S Adams County Pkwy Brighton 80601	10/17/2016	11/8/2016	24/7
Adams	Adams County Justice Center	1100 Judicial Center Dr Brighton 80601	10/17/2016	11/8/2016	24/7
Adams	Anythink Library – Wright Farms	5877 E 120th Ave Thornton 80602	10/17/2016	11/8/2016	24/7
Adams	Aurora City Clerk	15151 E Alameda Pkwy Aurora 80012	10/17/2016	11/8/2016	24/7
Adams	Aurora Motor Vehicle	3449 N Chambers Rd Aurora 80012	10/17/2016	11/8/2016	24/7
Adams	Bennett Motor Vehicle	355 Fourth St Bennett 80102	10/17/2016	11/8/2016	24/7
Adams	Brighton City Clerk	500 S 4th St Brighton 80601	10/17/2016	11/8/2016	24/7
Adams	Commerce City City Clerk	7887 E 60th Ave Commerce City 80022	10/17/2016	11/8/2016	24/7
Adams	Commerce City Motor Vehicle	4201 E 71st Ave Commerce City 80022	10/17/2016	11/8/2016	24/7
Adams	Federal Heights City Clerk	2380 W 90th Ave Federal Heights 80260	10/17/2016	11/8/2016	24/7
Adams	Hilltop Village	13762 Colorado Blvd Thornton 80602	10/17/2016	11/8/2016	24/7
Adams	Kelver Public Library	404 E Front St Byers 80103	10/17/2016	11/8/2016	24/7
Adams	Margaret Carpenter Recreation Center	11151 Colorado Blvd Thornton 80233	10/17/2016	11/8/2016	24/7
Adams	Martin Luther King Jr Library	9898 E Colfax Ave Aurora 80010	10/17/2016	11/8/2016	24/7
Adams	Northglenn City Clerk	11701 Community Center Dr Northglenn 80233	10/17/2016	11/8/2016	24/7
Adams	Perl Mack Community Center	7125 Mariposa St Denver 80221	10/17/2016	11/8/2016	24/7
Adams	Strasburg Sheriff's Substation	2550 Strasburg Rd Strasburg 80136	10/17/2016	11/8/2016	24/7
Adams	Thornton City Clerk	9500 Civic Center Dr Thornton 80229	10/17/2016	11/8/2016	24/7
Adams	Westminster City Clerk	4800 W 92nd Ave Westminster 80031	10/17/2016	11/8/2016	24/7
Adams	Westminster Motor Vehicle	8452 N Federal Blvd Westminster 80031	10/17/2016	11/8/2016	24/7
<b>Adams County Total</b>	<b>21</b>				

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Alamosa	None				
<b>Alamosa County Total</b>	<b>0</b>				
Arapahoe	Arapahoe County CentrePoint Plaza	14980 E Alameda Dr 80012	10/17/2016	11/8/2016	24/7
Arapahoe	Aurora Center for Active Adults	30 Del Mar Cir Aurora 80011	10/17/2016	11/8/2016	24/7
Arapahoe	City of Aurora	15151 E Alameda Pkwy Aurora 80012	10/17/2016	11/8/2016	24/7
Arapahoe	Clerk and Recorder Aurora Branch	490 S Chambers Rd Aurora 80017	10/17/2016	11/8/2016	24/7
Arapahoe	Heather Gardens Clubhouse	2888 S Heather Gardens Way Aurora 80014	10/17/2016	11/8/2016	8AM- 5PM Mon-Fri
Arapahoe	Martin Luther King Jr Library	9898 E Colfax Ave Aurora 80010	10/17/2016	11/8/2016	24/7
Arapahoe	Mission Viejo Library	15324 E Hampden Ci. Aurora 80013	10/17/2016	11/8/2016	24/7
Arapahoe	Shalom Park Nursing Home	14800 E Belleview Dr Aurora 80015	10/17/2016	11/8/2016	8AM- 5PM Mon-Fri
Arapahoe	Tallyn's Reach Library	23911 E Arapahoe Rd Aurora 80016	10/17/2016	11/8/2016	24/7
Arapahoe	Utah Indoor Pool	1800 S Peoria St Aurora 80012	10/17/2016	11/8/2016	24/7
Arapahoe	Town of Bennett	355 Fourth St Bennett 80102	10/17/2016	11/8/2016	24/7
Arapahoe	Clerk and Recorder Byers Branch	538 N Highway 36 Byers 80103	10/17/2016	11/8/2016	8AM- 5PM Mon-Fri
Arapahoe	Kelver Library	404 E Front St Byers 80103	10/17/2016	11/8/2016	24/7
Arapahoe	City of Centennial	13133 E Arapahoe Rd Centennial 80112	10/17/2016	11/8/2016	24/7
Arapahoe	Clerk and Recorder Centennial Branch	6954 S Lima St Centennial 80112	10/17/2016	11/8/2016	24/7
Arapahoe	Goodson Recreation Center	6315 S University Blvd Centennial 80121	10/17/2016	11/8/2016	24/7
Arapahoe	Smoky Hill Library	5430 S Biscay Cir Centennial 80015	10/17/2016	11/8/2016	24/7
Arapahoe	City of Cherry Hills Village	2450 E Quincy Ave Cherry Hills Village 80113	10/17/2016	11/8/2016	24/7

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Arapahoe	Deer Trail Town Hall	555 Second Ave Deer Trail 80105	10/17/2016	11/8/2016	7AM - 4 PM Mon-Thur 7AM - 11 AM Fri 9AM - 1PM Sat (11/5)
Arapahoe	Eloise May Library	1471 S Parker Rd Denver CO 80231	10/17/2016	11/8/2016	24/7
Arapahoe	Englewood Civic Center	1000 Englewood Pkwy Englewood 80110	10/17/2016	11/8/2016	24/7
Arapahoe	City of Glendale	950 S Birch St Glendale 80246	10/17/2016	11/8/2016	24/7
Arapahoe	City of Greenwood Village	6060 S Quebec St Greenwood Village 80111	10/17/2016	11/8/2016	24/7
Arapahoe	Arapahoe County Administration Bldg.	5334 S Prince St Littleton 80120	10/17/2016	11/8/2016	24/7
Arapahoe	Arapahoe County Elections Facility	5251 S Federal Blvd Littleton 80123	10/17/2016	11/8/2016	24/7
Arapahoe	City of Sheridan	4101 S Federal Blvd Sheridan 80110	10/17/2016	11/8/2016	24/7
Arapahoe	Adams County Sheriff Substation (box is shared with Adams County)	2550 Strasburg Rd Strasburg 80136	10/17/2016	11/8/2016	24/7
<b>Arapahoe County Total</b>	<b>27</b>				
Archuleta	Election's Office	449 San Juan St lower level Pagosa Springs 81147	10/24/2016	11/8/2016	8AM - 4PM Mon-Fri
<b>Archuleta County Total</b>	<b>1</b>				
<b>Baca</b>	None				
<b>Baca County Total</b>	<b>0</b>				
<b>Bent</b>	Bent County Courthouse	725 Bent Ave Las Animas 81054	10/17/2016	11/8/2016	24/7
<b>Bent County Total</b>	<b>1</b>				
Boulder	Boulder - County Clerk & Recorder	1750 33rd Street 80301	10/17/2016	11/8/2016	24/7
Boulder	Boulder – County Courthouse -East Wing Entrance	2025 14th Street Boulder 80302	10/17/2016	11/8/2016	24/7

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Boulder	Longmont - County Clerk & Recorder	529 Coffman St Longmont 80501	10/17/2016	11/8/2016	24/7
Boulder	Longmont – Boulder County Fairgrounds	9595 Nelson Road Longmont 80501	10/17/2016	11/8/2016	24/7
Boulder	Boulder - Housing and Human Services	3450 Broadway Boulder 80304	10/17/2016	11/8/2016	24/7
Boulder	Boulder - South Boulder Rec Center	1360 Gillaspie Dr Boulder 80305	10/17/2016	11/8/2016	24/7
Boulder	Louisville – Louisville Police Dept	992 W Via Appia Way Louisville 80027	10/17/2016	11/8/2016	24/7
Boulder	Longmont - Ed & Ruth Lehman YMCA	950 Lashley Street Longmont 80504	10/17/2016	11/8/2016	24/7
Boulder	Superior- Town Hall	124 E Coal Creek Drive Superior 80027	10/17/2016	11/8/2016	24/7
Boulder	Lafayette-Public Library	775 W Baseline Road Lafayette 80026	10/17/2016	11/8/2016	24/7
Boulder	Boulder- University Memorial Center University of Colorado	1669 Euclid Avenue Boulder 80309	10/17/2016	11/8/2016	24/7
Boulder	Boulder - County Clerk & Recorder Curbside Drive Up Ballot Drop-Off	1750 33rd Street Boulder 80301	11/4/2016	11/8/2016	8AM - 6PM Fri, Mon. exc. Sunday
Boulder	Longmont - County Clerk & Recorder Curbside Drive Up Ballot Drop-Off	534 Terry Street Longmont 80501	11/4/2016	11/8/2016	8AM - 6PM Fri, Mon. exc. Sunday
Boulder	Louisville – Steinbaugh Pavilion Curbside Drive Up Ballot Drop-Off	824 Front Street Louisville 80027	11/4/2016	11/8/2016	8AM - 6PM Fri, Mon. exc. Sunday
Boulder	Erie - Arapahoe Ridge Marketplace Walk Up Ballot Drop-Off	Arapahoe Road & US Highway 287 Erie 80516	11/4/2016	11/8/2016	8AM - 6PM Fri, Mon. exc. Sunday
Boulder	Lyons - Town Hall Drive Up Ballot Drop-Off	432 5th Ave Lyons 80540	11/4/2016	11/8/2016	8AM - 6PM Fri, Mon. exc. Sunday
Boulder	Nederland-Community Center Drop- Off	750 N Highway 72 Nederland 80466	11/4/2016	11/5/2016	8AM - 6PM Fri
<b>Boulder County Total</b>	<b>17</b>				

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Broomfield	George Di Ciero City and County Building	1 DesCombes Drive, Broomfield	10/17/2016	11/8/2016	24/7
Broomfield	Paul Derda Recreation Center	13201 Lowell Blvd, Broomfield	10/17/2016	11/8/2016	24/7
Broomfield	Arista Park	Uptown Ave, Broomfield	10/17/2016	11/8/2016	24/7
Broomfield	Flatirons Market Place	170 Flatiron Crossing Dr, Broomfield	10/17/2016	11/8/2016	24/7
Broomfield	Prospect Ridge Academy	2555 Preble Creek Pkwy, Broomfield	10/17/2016	11/8/2016	24/7
<b>Broomfield County Total</b>	<b>5</b>				
Chaffee	Salida VSPC	104 Crestone Ave Salida	10/17/2016	11/8/2016	24/7
Chaffee	Buena Vista VSPC	112 Linderman Ave Buena Vista	10/17/2016	11/8/2016	24/7
<b>Chaffee County Total</b>	<b>2</b>				
Cheyenne	Kit Carson Community Building	301 Main Street Kit Carson 80825	10/17/2016	11/8/2016	24/7
Cheyenne	Cheyenne County Courthouse Ballot Drop Box	51 S 1st St	10/19/2016	11/8/2016	24/7
<b>Cheyenne County Total</b>	<b>2</b>				
Clear Creek	County Courthouse	405 Argentine Street Georgetown	10/17/2016	11/8/2016	24/7
Clear Creek	Idaho Springs City Hall	1711 Miner Street Idaho Springs 80452	10/17/2016	11/8/2016	8AM - 5PM Mon-Fri
Clear Creek	King-Murphy Elementary School	425 Circle K Ranch Road Evergreen 80439	10/17/2016	11/8/2016	24/7
Clear Creek	Evergreen Library	5000 Highway 73 Evergreen 80439	10/17/2016	11/8/2016	24/7
<b>Clear Creek County Total</b>	<b>4</b>				
Conejos	Sanford Town Hall	390 Greenleaf St Sanford 81151	10/24/2016	11/8/2016	8AM - 4PM Tues, Thur
Conejos	La Jara Town Hall	221 Broadway Ave La Jara 81140	10/24/2016	11/8/2016	8AM - 12PM, 1PM - 5PM Mon-Fri
Conejos	Manassa Town Hall	401 Main St Manassa 81124	10/24/2016	11/8/2016	8AM - 2PM Mon-Wed
Conejos	St Josephs Parish Office	19895 County Rd 8 Capulin 81124	10/24/2016	11/8/2016	8AM - 5PM Mon-Fri

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Conejos	Conejos County Courthouse	6683 County Rd 13 Conejos 81129	10/24/2016	11/8/2016	24/7
<b>Conejos County Total</b>	<b>5</b>				
Costilla	Costilla County Clerk and Recorder	400 Gasper St Ste 101 San Luis 81152	10/24/2016	11/8/2016	7AM - 5PM Mon-Thur 8AM - 4PM Fri 8AM - 12PM Saturday 7AM - 7PM Election Day
<b>Costilla County Total</b>	<b>1</b>				
Crowley	None				
<b>Crowley County Total</b>	<b>0</b>				
Custer	Wetmore Volunteer Fire Department	200 County Road 290 Wetmore 81253	10/29/2016, 11/5/2016, 11/8/2016		12PM - 6PM 8AM - 12PM Saturday
<b>Custer County Total</b>	<b>1</b>				
Delta	Delta County Court House	501 Palmer St Delta 81416	10/17/2016	11/8/2016	24/7
Delta	North Fork Annex	196 W Hotchkiss Ave Hotchkiss 81419	10/17/2016	11/8/2016	24/7
Delta	Cedaredge Community Center	140 SW 2nd St Cedaredge 81413	11/8/2016		7AM - 7PM
Delta	Paonia Town Hall	214 Grand Ave Paonia 81428	11/8/2016		7AM - 7PM
Delta	Crawford Town Hall	425 Highway 92 Crawford 81415	11/8/2016		7AM - 7PM
<b>Delta County Total</b>	<b>5</b>				
Denver	Barnum Recreation Center	360 N Hooker St Denver	10/17/2016	11/8/2016	24/7
Denver	Bear Valley Branch Library	5171 W Dartmouth Ave Denver	10/17/2016	11/8/2016	24/7
Denver	Blair-Caldwell Library	2401 Welton St Denver	10/17/2016	11/8/2016	24/7

<b>County</b>	<b>Drop Box Location Name</b>	<b>Drop Box Location Address</b>	<b>Open Date</b>	<b>Close Date</b>	<b>Hours of Operation</b>
Denver	Central Park Recreation Center	9651 E Martin Luther King Blvd Denver	10/17/2016	11/8/2016	24/7
Denver	Cook Park Recreation Center	7100 Cherry Creek South Dr Denver	10/17/2016	11/8/2016	24/7
Denver	Denver Botanic Gardens	1007 N York St Denver	10/17/2016	11/8/2016	24/7
Denver	Denver Elections Division	200 W 14th Ave Denver	10/17/2016	11/8/2016	24/7
Denver	Denver Human Services	1200 N Federal Blvd Denver	10/17/2016	11/8/2016	24/7
Denver	Denver Museum of Nature & Science	2001 N Colorado Blvd Denver	10/17/2016	11/8/2016	24/7
Denver	Denver Police Department District 1	1311 W 46th Ave Denver	10/17/2016	11/8/2016	24/7
Denver	Denver Police Department District 3	1625 S University Blvd Denver	10/17/2016	11/8/2016	24/7
Denver	Eisenhower Recreation Center	4300 E Dartmouth Ave Denver	10/17/2016	11/8/2016	24/7
Denver	Green Valley Ranch Recreation Center	4890 N Argonne Way Denver	10/17/2016	11/8/2016	24/7
Denver	Harvey Park Recreation Center	2120 S Tennyson Way Denver	10/17/2016	11/8/2016	24/7
Denver	Hiawatha Davis Jr Recreation Center	3334 N Holly St Denver	10/17/2016	11/8/2016	24/7
Denver	Highland Recreation Center	2880 N Osceola St Denver	10/17/2016	11/8/2016	24/7
Denver	Montbello Recreation Center	15555 E 53rd Ave Denver	10/17/2016	11/8/2016	24/7
Denver	Montclair Recreation Center	729 N Ulster Way Denver	10/17/2016	11/8/2016	24/7
Denver	Ross - Cherry Creek Branch Library	305 N Milwaukee St Denver	10/17/2016	11/8/2016	24/7
Denver	RTD - I-25 and Broadway Station	901 S Broadway Denver	10/17/2016	11/8/2016	24/7
Denver	RTD - Light Rail at Union Station	1601 Chestnut Pl Denver	10/17/2016	11/8/2016	24/7
Denver	RTD - Southmoor Station	3737 S Monaco St Pkwy Denver	10/17/2016	11/8/2016	24/7
Denver	Scheitler Recreation Center	5031 W 46th Ave Denver	10/17/2016	11/8/2016	24/7
Denver	Southwest Recreation Center	9200 W Saratoga Pl Denver	10/17/2016	11/8/2016	24/7

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Denver	Washington Park Recreation Center	701 S Franklin St Denver	10/17/2016	11/8/2016	24/7
Denver	Wellington Webb Municipal Building	201 W Colfax Ave Denver	10/17/2016	11/8/2016	24/7
<b>Denver County Total</b>	<b>26</b>				
Dolores	Clerk's Office	409 N Main St Dove Creek CO 81324	10/17/2016	11/8/2016	8:30AM - 4:30PM Mon-Fri 8AM - 12PM Saturday 7AM - 7PM Election Day
<b>Dolores County Total</b>	<b>1</b>				
Douglas	Douglas County Elections Office	125 Stephanie Place Castle Rock 80109	10/17/2016	11/8/2016	24/7
Douglas	Town of Castle Rock	100 N Wilcox Street Castle Rock 80104	10/17/2016	11/8/2016	24/7
Douglas	Highlands Ranch Sheriff's Substation	9250 Zotos Drive Highlands Ranch 80129	10/17/2016	11/8/2016	24/7
Douglas	Park Meadows Center	9350 Heritage Hills Circle Lone Tree 80124	10/17/2016	11/8/2016	24/7
Douglas	Parker Police Department	18600 Lincoln Meadows Parkway Parker 80134	10/17/2016	11/8/2016	24/7
Douglas	Parker Town Hall	20120 E Mainstreet Parker CO 80138	10/17/2016	11/8/2016	24/7
Douglas	City of Castle Pines	360 Village Square Lane Suite B 80108	10/17/2016	11/8/2016	24/7
Douglas	Castle Rock Motor Vehicle Office	301 N Wilcox Street Castle Rock 80104	10/17/2016	11/8/2016	24/7
Douglas	Highlands Ranch Motor Vehicle Office	2223 W Wildcat Reserve Parkway #G-1 Highlands Ranch 80129	10/17/2016	11/8/2016	24/7
Douglas	Highlands Ranch Motor Vehicle Office	2223 W Wildcat Reserve Parkway #G-1 Highlands Ranch 80129	10/17/2016	11/8/2016	8AM - 3PM Mon, Tues, Thur, Fri 9AM - 1PM Saturday 11/5/2016 7AM - 7PM Election Day



County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Douglas	City of Lone Tree	9220 Kimmer Drive Suite 100 Lone Tree 80124	10/17/2016	11/8/2016	24/7
<b>Douglas County Total</b>	<b>11</b>				
Eagle	Eagle County Bldg	500 Broadway Eagle 81631	10/18/2016 8AM	11/4/2016	24/7
Eagle	Avon Center Building	100 W Beaver Creek Blvd Avon 81620	10/21/2016 8AM	11/4/2016	24/7
Eagle	Eagle County Bldg	20 Eagle County Rd El Jebel 81623	10/18/2016 8AM	11/4/2016	24/7
<b>Eagle County Total</b>	<b>3</b>				
El Paso	EPC Clerk's Office	1675 W Garden of the Gods Rd Suite 2202 Colorado Springs 80907	10/17/2016	11/8/2016	24/7
El Paso	EPC Clerk's Office	200 S Cascade Ave Colorado Springs 80903	10/17/2016	11/8/2016	24/7
El Paso	EPC Clerk's Office	5650 Industrial Pl Colorado Springs 80916	10/17/2016	11/8/2016	24/7
El Paso	EPC Clerk's Office	8830 N Union Blvd Colorado Springs 80920	10/17/2016	11/8/2016	24/7
El Paso	Fountain Police Dept Community Room	222 N Sante Fe Ave Fountain 80817	10/17/2016	11/8/2016	24/7
El Paso	Ellicott School District Admin Building	322 W Ellicott Hwy Calhan 80808	10/17/2016	11/8/2016	24/7
El Paso	Falcon Fire Department Station 3 - Headquarters	7030 Old Meridian Rd Falcon 80831	10/17/2016	11/8/2016	24/7
El Paso	Monument Town Hall	345 Beacon Lite Rd Monument 80132	10/17/2016	11/8/2016	24/7
El Paso	Manitou Springs City Hall	606 Manitou Ave Manitou Springs 80829	10/17/2016	11/8/2016	24/7
El Paso	East Library	5550 N Union Blvd Colorado Springs 80918	10/17/2016	11/8/2016	24/7
El Paso	Library 21C	1175 Chapel Hills Dr Colorado Springs 80920	10/17/2016	11/8/2016	24/7
El Paso	Calhan CDOT	1010 Golden St Calhan 80808	10/17/2016	11/8/2016	24/7
El Paso	Chuck Brown Trans & Envir Complex	3275 Akers Dr, Colorado Springs 80922	10/17/2016	11/8/2016	24/7
El Paso	Park & Ride	7503 Black Forest Rd Colorado Springs 80908	10/17/2016	11/8/2016	24/7
El Paso	City of Colorado Springs Administration Office	30 S Nevada Colorado Springs 80903	10/17/2016	11/8/2016	24/7

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
<b>El Paso</b>	<b>15</b>				
<b>County Total</b>					
Elbert	Elbert County Admin Bldg (Old Courthouse)	215 Comanche Street Kiowa 80117	10/17/2016	11/8/2016	24/7
Elbert	Walmart	2100 Legacy Circle Elizabeth 80107	10/24/2016	11/8/2016	6AM - 12AM daily
<b>Elbert County</b>	<b>2</b>				
<b>Total</b>					
Fremont	City Hall	600 W 3rd St Florence 81226	10/19/2016	11/8/2016	8:30AM - 4:30PM Mon-Fri
Fremont	Admin. Bldg.	615 Macon Ave Rm 102 Canon City 81212	10/17/2016	11/8/2016	7:30AM - 5PM Mon-Thurs
<b>Fremont</b>	<b>2</b>				
<b>County Total</b>					
Garfield	Garfield County Courthouse	109 8th St Suite 200 Glenwood Springs East Entrance 81601	10/18/2016	11/8/2016	7:30AM - 5PM Mon-Fri 10AM - 2PM Saturday 10/29/2016, 11/5/2016 7AM - 7PM Election Day
Garfield	Garfield County Courthouse	109 8th St Suite 200 Glenwood Springs Curbside 81601	10/18/2016	11/8/2016	24/7
Garfield	Carbondale Town Hall	511 Colorado Ave Carbondale 81623	10/18/2016	11/8/2016	8AM - 5PM Mon-Fri
Garfield	New Castle Town Hall	450 W Main St New Castle 81647	10/18/2016	11/8/2016	8AM - 5PM Mon-Fri
Garfield	Silt Town Hall	231 N 7th St New Castle 81652	10/18/2016	11/8/2016	8AM - 5PM Mon-Fri
Garfield	Rifle Branch Office	195 W 14th St Bldg d Rifle 81650	10/18/2016	11/8/2016	8AM - 5PM Mon-Fri
Garfield	Rifle Branch Office Curbside	195 W 14th St Bldg d Rifle 81650	10/18/2016	11/8/2016	24/7

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Garfield	Parachute Town Hall	222 Grand Valley Way Parachute 81635	10/18/2016	11/08/2016 excluding Fridays	7AM - 6PM Mon- Thurs 10AM - 2PM Saturday 10/29/2016, 11/5/2016 7AM - 6PM Election Day
<b>Garfield County Total</b>	<b>8</b>				
Gilpin	Courthouse	203 Eureka St Central City 80427	10/17/2016	11/8/2016	24/7
Gilpin	Community Center	250 Norton Dr.Black Hawk 80422	10/17/2016	11/8/2016	24/7
Gilpin	Rollinsville Shop	135 Tolland Rd Rollinsville 80474	10/17/2016	11/8/2016	24/7
<b>Gilpin County Total</b>	<b>3</b>				
Grand	Grand County Administration Building	308 Byers Avenue Hot Sulphur Springs	10/7/2016	11/8/2016	24/7
Grand	CSU Extension Hall	Grand County Fairgrounds Kremmling	10/19/2016	11/8/2017	24/7
Grand	Granby Town Hall	Zero Jasper Avenue Granby	10/19/2016	11/8/2018	24/7
Grand	Grand Park Community Recreation Center	1 Main Street Fraser	10/19/2016	11/8/2019	24/7
<b>Grand County Total</b>	<b>4</b>				
Gunnison	Blackstock Government Center, Main Election's Office	221 North Wisconsin Gunnison 81230	10/18/2016	11/8/2016	24/7
<b>Gunnison County Total</b>	<b>1</b>				
Hinsdale	None				
<b>Hinsdale County Total</b>	<b>0</b>				
Huerfano	None				
<b>Huerfano County Total</b>	<b>0</b>				

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Jackson	Jackson County Courthouse	396 LaFever Street Walden 80480	10/24/2016	11/8/2016	24/7
<b>Jackson County Total</b>	<b>1</b>				
Jefferson	Arvada City Hall	8101 Ralston Rd Arvada 80002	10/17/2016	11/8/2016	24/7
Jefferson	Arvada Motor Vehicle	6510 Wadsworth Blvd Arvada 80003	10/17/2016	11/8/2017	24/7
Jefferson	Standley Lake Library	8485 Kipling St Arvada 80005	10/17/2016	11/8/2018	24/7
Jefferson	West Woods Community Police Station	6644 Kendrick Dr Arvada 80007	10/17/2016	11/8/2019	24/7
Jefferson	Conifer Marketplace	10875 US Hwy 285 Conifer 80433	10/17/2016	11/8/2020	24/7
Jefferson	Evergreen Library	5000 County Hwy 73 Evergreen 80439	10/17/2016	11/8/2021	24/7
Jefferson	Edgewater City Hall	2401 Sheridan Blvd Edgewater 80214	10/17/2016	11/8/2022	8AM - 5PM Mon-Fri 10AM - 2PM 10/29/2016, 11/5/2016 7AM - 7 PM Election Day
Jefferson	Golden City Hall	911 10th St Golden 80401	10/17/2016	11/8/2023	24/7
Jefferson	Jeffco Courts & Admin-Atrium	100 Jefferson CO Pkwy Golden 80419	10/17/2016	11/8/2024	7:30AM - 5:30PM Mon-Fri 10AM - 2PM 10/29/2016 9AM - 3PM 11/5/2016 7AM - 7PM Election Day
Jefferson	Jeffco Government Campus	100 Jefferson CO Pkwy Golden 80419	10/17/2016	11/8/2025	24/7
Jefferson	Jeffco Government Campus	3600 Illinois S Golden 80401	10/17/2016	11/8/2026	24/7
Jefferson	Lakewood City Hall	480 S Allison Pkwy Lakewood 80226	10/17/2016	11/8/2027	24/7

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Jefferson	Lakewood Motor Vehicle	2099 Wadsworth Blvd K Lakewood 80215	10/17/2016	11/8/2028	7:30AM - 5:30PM Mon-Fri 10AM - 2PM 10/29/2016 9AM - 3PM 11/5/2016 7AM - 7PM Election Day
Jefferson	Columbine Library	7706 W Bowles Ave Littleton 80123	10/17/2016	11/8/2029	24/7
Jefferson	South Jeffco Service Center	11139 Bradford Rd Littleton 80127	10/17/2016	11/8/2030	24/7
Jefferson	Westminster City Hall	4800 W 92nd Ave Westminster 80031	10/17/2016	11/8/2031	24/7
Jefferson	Wheat Ridge City Hall	7500 W 29th Ave Wheat Ridge 80033	10/17/2016	11/8/2032	24/7
<b>Jefferson County Total</b>	<b>17</b>				
Kiowa	Kiowa County Courthouse	1305 Goff Street Eads 81036	10/24/2016	11/8/2016	8AM - 4:30PM Mon- Fri 8AM - 12PM Saturday 7AM - 7PM Election Day
<b>Kiowa County Total</b>	<b>1</b>				
Kit Carson	Kit Carson County Courthouse	251 16th Street South Entrance Burlington 80807	10/17/2016	11/8/2016	24/7
Kit Carson	Stratton Activity Center	918 Colorado Ave Stratton 80836	11/8/2016		7AM - 7PM
Kit Carson	Flagler Senior Center	306 Main Ave Flagler 80815	11/8/2016		7AM - 7PM
<b>Kit Carson County Total</b>	<b>3</b>				
Lake	Lake County Courthouse	505 Harrison Avenue Leadville 80461	10/24/2016	11/8/2016	24/7
<b>Lake County Total</b>	<b>1</b>				
La Plata	La Plata County Clerk and Recorders Office (Bodo)	98 Everett St Ste C Durango 81 303	10/18/2016	11/8/2016	24/7

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
La Plata	Bayfield Town Hall	1199 Bayfield Parkway Bayfield,81122	10/18/2016	11/8/2016	24/7
La Plata	La Plata County Administration Building	1101 E 2nd Ave Durango 81301	10/18/2016	11/8/2016	24/7
<b>La Plata County Total</b>	<b>3</b>				
Larimer	Loveland Motor Vehicle Office	205 E 6th St Loveland 80537	10/17/2016	11/8/2016	24/7
Larimer	Estes Park Motor Vehicle Office	1601 Brodie Ave Estes Park 80517	10/17/2016	11/8/2016	24/7
Larimer	Larimer County Courthouse	200 W Oak St Fort Collins 80521	10/17/2016	11/8/2016	24/7
Larimer	King Soopers	1842 N College Ave Fort Collins 80524	11/4/2016	11/8/2016	8AM - 5PM Mon-Fri 9AM - 1PM Saturday 7AM - 7PM Election Day
<b>Larimer County Total</b>	<b>4</b>				
Las Animas	Las Animas County Courthouse	200 E First Street Trinidad 81082	10/17/2016	11/8/2016	24/7
<b>Las Animas County Total</b>	<b>1</b>				
Lincoln	None				
<b>Lincoln County Total</b>	<b>0</b>				
Logan	Logan County Courthouse	315 Main Street Sterling 80751	10/17/2016	11/8/2016	24/7
<b>Logan County Total</b>	<b>1</b>				
Mesa	MCCS	200 S Spruce St Grand Junction 81501	10/17/2016	11/8/2016	24/7
Mesa	Clifton Motor Vehicle	3225 I-70 Business Loop Clifton 81520	10/17/2016	11/8/2016	24/7
Mesa	Department of Human Services	510 29 1/2 Rd Grand Junction 81504	10/17/2016	11/8/2016	24/7
Mesa	GVT- West Transfer Facility	612 24 1/2 Rd Grand Junction 81505	10/17/2016	11/8/2016	24/7
Mesa	Fruita Civic Center	325 E Aspen Fruita 81524	11/8/2016		7AM - 7PM

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
<b>Mesa County Total</b>	<b>5</b>				
Mineral	Clerk's Office	1201 N Main Street Creede 81130	10/17/2016	11/8/2016	8AM - 5PM Mon -Fri 8AM - 12PM Saturday 10/29/2016, 11/5/2016 7AM - 7PM Election Day
<b>Mineral County Total</b>	<b>1</b>				
Moffat	Courthouse	221 W Victory Way Ste 200 Craig 81625	10/24/2016	11/8/2016	24/7
Moffat	Dinosaur Library	400 School St Dinosaur 81610	11/7/2016		9AM - 5PM
<b>Moffat County Total</b>	<b>2</b>				
Montezuma	None				
<b>Montezuma County Total</b>	<b>0</b>				
Montrose	Montrose County Courthouse	320 South First Street Montrose 81401	10/24/2016	11/8/2016	24/7
Montrose	Nucla Annex	300 Main Street Nucla 81424	10/24/2016	11/8/2016	24/7
<b>Montrose County Total</b>	<b>2</b>				
Morgan	None				
<b>Morgan County Total</b>	<b>0</b>				
Otero	Otero County Clerk's Office	13 W 3rd St Rm 210 La Junta 81050	10/17/2016	11/8/2016	8AM - 5PM Mon -Fri 8AM - 12PM Saturday 7AM - 7PM Election Day
Otero	Otero County Courthouse	South parking lot of Courthouse	10/17/2016	11/8/2016	24/7

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Otero	Town of Fowler	317 S Main St Fowler 81039	10/17/2016	11/8/2016	8AM - 5PM Mon -Fri 8AM - 12PM Saturday 7AM - 7PM Election Day
Otero	City of Rocky Ford	203 S Main St Rocky Ford 81067	10/17/2016	11/8/2016	8AM - 5PM Mon -Fri 8AM - 12PM Saturday 7AM - 7PM Election Day
<b>Otero County Total</b>	<b>4</b>				
Ouray	Ouray County 4H Events Ctr	22739 Hwy 550 Ridgway 81432	10/24/2016	11/8/2016	24/7
Ouray	Courthouse	541 4th St Ouray 81427	10/24/2016	11/8/2016	24/7
<b>Ouray County Total</b>	<b>2</b>				
Park	Fairplay Clerk and Records Office	501 Main Street Fairplay 80440	10/24/2016	11/8/2016	24/7
Park	Bailey Clerk and Records Office	59865 Hwy 285 Bailey 80421	10/24/2016	11/8/2016	24/7
Park	Platte Canyon Fire Station	153 Dellwood Drive Bailey 80421	10/24/2016	11/8/2016	24/7
<b>Park County Total</b>	<b>3</b>				
Phillips	Phillips County Communications Center	221 S Interocean Ave Holyoke 80734	10/17/2016	11/8/2016	24/7
Phillips	Haxtun Town Hall	145 S Colorado Ave Haxtun 80731	10/18/2016	11/8/2016	8AM - 4PM Mon-Fri
<b>Phillips County Total</b>	<b>2</b>				
Pitkin	The Church at Redstone	0213 Redstone Blvd Redstone 81623	11/8/2016		7AM - 7PM
Pitkin	Basalt Town Hall	101 Midland Ave Basalt 81621	10/17/2016	11/08/216	24/7
Pitkin	Town of Snowmass Village Town Hall	130 Kearns Rd Snowmass Village 81615	10/17/2016	11/08/216	24/7



County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
<b>Pitkin County Total</b>	<b>3</b>				
Prowers	Prowers County Courthouse	301 S Main St Ste 210 Lamar 81052	10/24/2016	11/8/2016 exc. Sundays	8:30AM - 4:30PM Mon-Fri 8AM - 12PM Saturday 7AM - 7PM Election Day 24/7
Prowers	Prowers County Courthouse	301 S Main St East Parking Lot Lamar 81052	10/24/2016	11/8/2016	24/7
<b>Prowers County Total</b>	<b>2</b>				
Pueblo	Pueblo County Election Department	720 N Main St (Back of Building) Pueblo 81003	10/17/2016	11/8/2016	24/7
Pueblo	Colorado State Fair	950 S Prairie Ave Pueblo 81004	10/17/2016	11/8/2016	24/7
Pueblo	Pueblo County Sheriff's Substation (Pueblo West)	320 E Joe Martinez Blvd Pueblo West 81007	10/17/2016	11/8/2016	24/7
Pueblo	Pueblo County Courthouse ADA Office-Ground Level Rotunda-1st Floor	215 W 10th St Pueblo 81003	10/18/2016	11/8/2016	8AM - 4:30PM Mon-Fri 10AM - 2PM Saturday 10/29/2016 8AM - 4:30PM Saturday 11/5/2016
Pueblo	Lamb Branch Library	2525 S Pueblo Blvd Pueblo 81005	10/18/2016	11/8/2016	8AM - 4:30PM Mon-Fri 10AM - 2PM Saturday 10/29/2016 8AM - 4:30PM Saturday 11/5/2016

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Pueblo	Patrick A Lucero Library	1315 E 7th St Pueblo 81001	10/18/2016	11/8/2016	8AM - 4:30PM Mon-Fri 10AM - 2PM Saturday 10/29/2016 8AM - 4:30PM Saturday 11/5/2016
Pueblo	Pueblo County Courthouse Outdoor Drive-Up	215 W 10th St (West Side-Court St) Pueblo 81003	11/8/2016		
<b>Pueblo County Total</b>	<b>7</b>				
Rio Blanco	None				
<b>Rio Blanco Total</b>	<b>0</b>				
Rio Grande	Rio Grande County Clerk's Office	965 Sixth Street Del Norte 81132	10/7/2016	11/8/2016	24/7
<b>Rio Grande Total</b>	<b>1</b>				
Routt	Routt County Courthouse	522 Lincoln Ave (Located in alley between courthouse & annex building) Steamboat Springs 80487	10/17/2016	11/8/2016	24/7
<b>Routt County Total</b>	<b>1</b>				
Saguache	Saguache County Courthouse	501 4th Street Saguache 81149	10/17/2016	11/8/2016	24/7
<b>Saguache County Total</b>	<b>1</b>				
San Juan	San Juan Clerk and Recorder's Office	1557 Greene Street Silverton 81433	10/17/2016	11/8/2016	8AM - 4PM Mon-Fri
<b>San Juan County Total</b>	<b>1</b>				
San Miguel	County Finance Office aka Glockson Building	1120 Summit St Norwood 81423	10/24/2016	11/8/2016	24/7
<b>San Miguel County Total</b>	<b>1</b>				

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Sedgwick	Sedgwick County Courthouse Parking Lot	315 Cedar St Julesburg 80737	10/24/2016	11/8/2016	24/7
<b>Sedgwick County Total</b>	<b>1</b>				
Summit	Old County Courthouse	208 E Lincoln Ave Breckenridge 80424	10/17/2016	11/8/2016	8AM - 5PM Mon-Fri 8AM - 12PM Saturday 11/5/2016 7AM - 7PM Election Day
Summit	Frisco Town Hall	1 Main Street Frisco 80443	10/17/2016	11/8/2016	8AM - 5PM Mon-Fri 12AM - 7PM Election Day
Summit	North Branch Library	651 Center Circle Sliverthorne 80498	10/17/2016	11/8/2016	24/7
Summit	County Commons	37 Peak One Drive Frisco 80443	10/17/2016	11/8/2016	24/7
Summit	Dillon Town Hall	275 Lake Dillon Drive Dillon 80435	10/17/2016	11/8/2016	8AM - 5PM Mon-Fri
<b>Summit County Total</b>	<b>5</b>				
Teller	Teller County Courthouse	101 W Bennett Avenue Cripple Creek 80813	10/17/2016	11/8/2016	8AM - 4:30PM Mon- Fri 9AM - 1PM Saturday 7AM - 7PM Election Day
Teller	Branch office	800 Research Dr Woodland Park 80863	10/17/2016	11/8/2016	7:30AM - 4PM Mon- Fri
<b>Teller County Total</b>	<b>2</b>				
Washington	Courthouse	150 Ash Avenue Akron 80720	10/17/2016	11/8/2016	24/7
<b>Washington County Total</b>	<b>1</b>				

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Weld	Carbon Valley Recreation Center	701 5th Street Frederick 80530	11/5/2016	11/8/2016	8AM - 5PM Mon-Fri 10AM - 2PM Saturday 7AM - 7PM Election Day
Weld	Greeley Family Funplex	1501 65th Avenue Greeley 80634	11/5/2016	11/8/2016	8AM - 5PM Mon-Fri 10AM - 2PM Saturday 7AM - 7PM Election Day
Weld	Milliken Town Hall	1101 Broad Street Milliken 80543	11/5/2016	11/8/2016	8AM - 5PM Mon-Fri 10AM - 2PM Saturday 7AM - 7PM Election Day
Weld	Platte Valley Fire Station (Kersey)	27128 County Road 53 Kersey 80644	11/8/2016		7AM - 7PM Election Day
Weld	Briggsdale RE-10J	515 Leslie Street Briggsdale 80611	11/8/2016		7AM - 7PM Election Day
Weld	New Raymer Church	225 County Road 86 New Raymer 80742	11/8/2016		7AM - 7PM Election Day
Weld	Grover Fire Station	319 Chatoga Street Grover,80729	11/8/2016		7AM - 7PM Election Day
Weld	Hudson Library	100 Beech Street Hudson 80642	10/17/2016	11/8/2016	8AM - 5PM Mon-Fri 10AM - 2PM Saturday 10/29/2016, 11/5/2016 7AM - 7PM Election Day
Weld	Greeley Election Office	1401 N 17th Avenue Greeley CO 80631	11/8/2016		7AM - 7PM Election Day
Weld	Greeley Election Office Drive Up	1401 N 17th Avenue Greeley CO 80631	11/8/2016		7AM - 7PM Election Day
Weld	Greeley City Hall	1000 10th St Greeley 80631	10/17/2016	11/8/2016	24/7

County	Drop Box Location Name	Drop Box Location Address	Open Date	Close Date	Hours of Operation
Weld	Southwest Weld Office (Del Camino)	4209 County Road 24 1/2 Longmont 80504	10/17/2016	11/8/2016	24/7
<b>Weld County Total</b>	<b>12</b>				
Yuma	Yuma City Hall	910 S Main Street Yuma 80759	10/17/2016	11/8/2016	8AM - 5PM Mon-Fri 8AM - 12PM Saturday 7AM - 7PM Election Day
Yuma	Yuma County Clerk's Office	310 Ash St Wray 80758	10/17/2016	11/8/2016	8:30AM - 4:30PM Mon-Fri
Yuma	Yuma County Clerk and Recorder	130 E 3rd St Wray 80758	10/17/2016	11/8/2016	24/7
<b>Yuma County Total</b>	<b>3</b>				
<b>State Total</b>	<b>262</b>				

**Table 6** The table shows a list of all drop boxes by county and the hours of operation for each drop box. Please note that for all drop boxes with 24/7 hours of operation, the drop box was closed on Election Day at the same time as polls closed.

c. **The percent of active registered voters in each county who voted;**

*Please see Table 5 above.*

d. **The number of active registered voters per drop box in each county;**

*Please see Table 5 above.*

e. **Number and percentage of cast votes rejected for invalid signature;**

*Please see Table 7 below.*

County	ID Required - Not Provided	No Signature	Signature Discrepancy	Rejected for Invalid Signature	Total # of Cast Votes	Percentage Rejected
Adams	235	636	2,033	2,904	196,300	1.5%
Alamosa	2	3	6	11	7,120	0.2%
Arapahoe	621	141	1,322	2,084	310,798	0.7%
Archuleta	-	-	10	10	7,694	0.1%
Baca	-	3	3	6	2,167	0.3%
Bent	19	1	8	28	1,957	1.4%
Boulder	118	69	881	1,068	186,350	0.6%
Broomfield	10	33	184	227	38,371	0.6%
Chaffee	-	19	49	68	11,343	0.6%
Cheyenne	-	-	11	11	1,121	1.0%
Clear Creek	3	5	23	31	5,683	0.5%
Conejos	7	2	28	37	4,168	0.9%
Costilla	-	8	24	32	1,925	1.7%
Crowley	-	1	18	19	1,562	1.2%
Custer	3	2	21	26	3,145	0.8%
Delta	3	16	88	107	17,490	0.6%
Denver	678	495	1,420	2,593	339,281	0.8%
Dolores	-	-	9	9	1,365	0.7%
Douglas	65	138	946	1,149	191,898	0.6%

County	ID Required - Not Provided	No Signature	Signature Discrepancy	Rejected for Invalid Signature	Total # of Cast Votes	Percentage Rejected
Eagle	25	50	40	115	22,003	0.5%
El Paso	245	229	2,102	2,576	326,038	0.8%
Elbert	4	8	70	82	16,280	0.5%
Fremont	-	20	161	181	22,387	0.8%
Garfield	15	11	204	230	27,172	0.8%
Gilpin	-	-	2	2	3,684	0.1%
Grand	7	2	51	60	8,768	0.7%
Gunnison	-	3	5	8	9,616	0.1%
Hinsdale	-	-	-	-	611	0.0%
Huerfano	5	3	23	31	4,527	0.7%
Jackson	-	-	-	-	884	0.0%
Jefferson	163	191	2,205	2,559	337,807	0.8%
Kiowa	-	-	1	1	928	0.1%
Kit Carson	2	3	42	47	3,756	1.3%
La Plata	34	15	104	153	31,948	0.5%
Lake	11	4	34	49	3,289	1.5%
Larimer	101	73	968	1,142	200,580	0.6%
Las Animas	13	7	38	58	6,918	0.8%
Lincoln	-	1	4	5	2,439	0.2%
Logan	1	6	25	32	9,904	0.3%
Mesa	33	105	759	897	76,816	1.2%
Mineral	-	-	-	-	682	0.0%
Moffat	-	7	6	13	6,624	0.2%
Montezuma	-	16	168	184	13,028	1.4%

County	ID Required - Not Provided	No Signature	Signature Discrepancy	Rejected for Invalid Signature	Total # of Cast Votes	Percentage Rejected
Montrose	6	1	133	140	21,623	0.6%
Morgan	-	7	20	27	12,184	0.2%
Otero	-	1	31	32	8,764	0.4%
Ouray	-	2	59	61	3,360	1.8%
Park	2	15	20	37	10,618	0.3%
Phillips	-	-	8	8	2,394	0.3%
Pitkin	11	15	147	173	10,638	1.6%
Prowers	2	5	4	11	5,108	0.2%
Pueblo	37	92	689	818	80,747	1.0%
Rio Blanco	-	-	1	1	3,447	0.0%
Rio Grande	3	2	12	17	5,843	0.3%
Routt	19	30	65	114	14,452	0.8%
Saguache	-	4	41	45	2,801	1.6%
San Juan	-	-	-	-	520	0.0%
San Miguel	3	1	85	89	4,563	2.0%
Sedgwick	-	1	-	1	1,400	0.1%
Summit	27	23	118	168	16,524	1.0%
Teller	21	19	149	189	14,489	1.3%
Washington	-	3	9	12	2,756	0.4%
Weld	66	67	575	708	137,057	0.5%
Yuma	2	6	44	52	4,758	1.1%
<b>Total</b>	<b>2,622</b>	<b>2,620</b>	<b>16,306</b>	<b>21,548</b>	<b>2,830,473</b>	<b>0.8%</b>

**Table 7** The table shows the number of ballots rejected for invalid signature by cause by county. It also includes the percentage of ballots rejected for invalid signature for each county.



f. **Total count per county of each brand and model of voting machine; and**

*A complete list of voting equipment in use in the State is available on the Department's website:*

*<http://www.sos.state.co.us/pubs/elections/VotingSystems/inventoryArchive.html>. This table is over 100 pages long, so it is not included in this document.*

g. **Number of drop boxes by county deployed in FY 2015-16.**

*The Department has presented the number of drop boxes by county for the 2016 general election (FY 2016-17) in Table 5 above. The Department does not have information as to how many of these drop boxes were deployed by counties during FY 2015-16.*

24 **Provide an overview of any voter fraud complaints or complaints about any part of the voting IT infrastructure/network? Has the Department investigated or validated any of these complaints?**

*As set forth above, there were 21,548 ballots submitted without a valid signature, and these will be referred to the appropriate law enforcement officials for investigation. For the individuals who registered and voted at the same time, the county clerks will be sending confirmation cards and will be tracking which of these are returned with by the Post Office with an indication that the same-day registrant did not actually live there. Channel 4 detailed issues in past elections and the Department and county clerks followed up on these and related matters. Several of these cases have been referred to District Attorneys for further investigation and prosecution. The Department has received reports from some engaged in working to correct signature discrepancies, and is investigating these reports. The Department also received other concerns about voter fraud but has not received any other official complaints alleging fraud.*

25 **Have any legal actions been filed or has the Department been notified of potential legal action related to administering the 2016 election?**

*There have been two legal actions regarding the administration of the 2016 election:*

- a. *A federal judge issued an injunction against certain district attorneys and the Attorney General prohibiting them from prosecuting violations of CRS §1-13-712 (ballot selfies) but did not enjoin the Secretary and the clerks from enforcing the ban in polling places.*
- b. *A Denver District Court ruled in the Secretary's favor on Election Day and refused to keep polls open after 7:00 p.m.*

*The Department has not been notified of any additional potential legal action regarding the 2016 election.*

- 26 **What is the Department doing to educate elected officials and the public about the different types of ballots (e.g. general, special district, etc.) sent to voters? Discuss potential initiatives to clear up confusion when voters receive more than one ballot.**

*The Secretary of State requires that ballot instructions inform voters that they may receive more than one ballot because of other elections happening simultaneously.*

- 27 **Does the Department provide a hotline for voters to make complaints on Election Day? Is there one for election officials with questions or issues?**

*The Department provides significant phone coverage during the election period and on Election Day. The Department's main telephone number is publicized and the phones are staffed with Elections Division personnel.*

*County elections officials have a 1-800 number that they can call to reach the Department's SCORE customer support line. In addition, they are provided with the direct numbers of key staff of the Elections Division.*

- 28 **Provide a summary chart that compares or provides differences between county's procedure for administering elections and how they differ. Include information on:**

a. **Physical security procedures;**

*Counties must meet the security standards of Election Rule 20, which covers physical security, including:*

- *Limits to access to keys, door codes, etc.;*
- *When and where video surveillance is required;*
- *Physical locking mechanisms and seals;*
- *Chain of custody;*
- *Standards for transporting voting equipment and ballot boxes;*
- *Each county submits a security plan and a mail ballot plan detailing their implementation of these and other requirements.*

b. **IT security procedures;**

*The Department provides several documents to counties concerning the security of VSPC locations and acceptable use policies for access to SCORE. Department staff conducts on-site visits during peak election periods to perform a high-level assessment of counties' compliance with these security policies. Department staff visits from 2016 indicate the counties are exercising appropriate care with their use of SCORE. Please see the included Appendix A. It shows the security protocol checklist sheet used for county site visit assessments.*

**c. Signature verification; and**

*Counties follow uniform signature verification procedures, which are required by statute (CRS §1-7.5-107.3) and Secretary of State Election Rules 7.7 and 7.8. A small number of larger counties use automatic signature verification devices to conduct first-level signature review; these counties must follow the procedures in Election Rule 7.8.11. But regardless of the first-level review method, all counties must follow the same process for ultimately rejecting a ballot (a bipartisan team of election judges must agree that the signature is discrepant).*

**d. Curing an invalid signature.**

*Counties also follow uniform procedures for curing signatures (CRS §1-7.5-107.3 (2016), Election Rule 7.7). If a bipartisan team of election judges determines that a signature is discrepant, or that the voter failed to sign the ballot envelope, the county must send a letter to the voter with instructions on how to cure the issue. Whether the signature is discrepant or missing, the voter must affirm that he or she voted the ballot and provide a copy of an acceptable form of identification. The voter can mail, email, fax, or drop off the cure information. The clerk must receive it by the eighth day after Election Day in order to count the ballot.*

**ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED**

- 1 Provide a list of any legislation that the Department has: (a) not implemented, or (b) partially implemented. Explain why the Department has not implemented or has only partially implemented the legislation on this list. Please explain any problems the Department is having implementing any legislation and any suggestions you have to modify legislation.**

*The Department is still working on the implementation of HB16-1070, requiring signature verification in municipal elections conducted after March 30, 2018. The Department is still testing the signature verification modules for county and municipal clerks to use in these elections, but is confident that the project will be complete prior to the implementation date.*

- 2 If the Department receives federal funds of any type, please respond to the following:**
- a. Please provide a detailed description of any federal sanctions or potential sanctions for state activities of which the Department is already aware. In addition, please provide a detailed description of any sanctions that MAY be issued against the Department by the federal government during FFY 2016-17.**

*The Department does not have any federal sanctions and does not anticipate any potential sanctions.*

- b. **Are expecting any changes in federal funding with the passage of the FFY 2016-17 federal budget? If yes, in which programs, and what is the match requirement for each of the programs?**

*The Department does not expect any changes in federal funding with the passage of the FFY 2016-17 federal budget.*

- 3 **Does the Department have any HIGH PRIORITY OUTSTANDING recommendations as identified in the "Annual Report of Audit Recommendations Not Fully Implemented" that was published by the State Auditor's Office and dated June 30, 2016 (link below)? What is the department doing to resolve the HIGH PRIORITY OUTSTANDING recommendations?**

**[http://leg.colorado.gov/sites/default/files/documents/audits/1667s\\_annual\\_report - status of outstanding recommendations 1.pdf](http://leg.colorado.gov/sites/default/files/documents/audits/1667s_annual_report_-_status_of_outstanding_recommendations_1.pdf)**

*The Department does not have any high priority outstanding audit recommendations.*

- 4 **Is the department spending money on public awareness campaigns? What are these campaigns, what is the goal of the messaging, what is the cost of the campaign?**

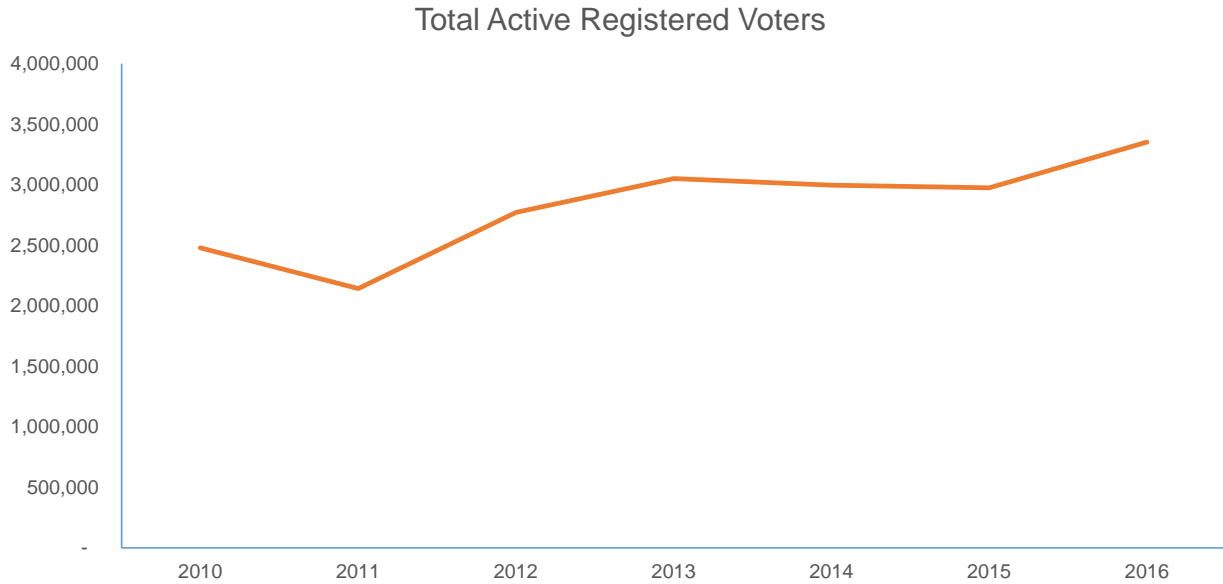
**Please distinguish between paid media and earned media. Do you have any indications or metrics regarding effectiveness? How is the department working with other state or federal departments to coordinate the campaigns?**

*The Department has expended approximately \$30,000 on two public awareness initiatives in FY 2015-16 and FY 2016-17:*

- *\$24,000 to update a video promoting voter registration that was initially produced in 2014.*
- *\$6,000 to produce an animated video to educate the public, newly elected legislators, and state employees on the role of the Department of State. The video walks viewers through the various roles, mission, goals, and objectives that appear in the Department's FY 2017-18 strategic plan.*

*The Department has not used any paid media for these initiatives. The voter registration video has been disseminated exclusively through earned media.*

*The Department has measured the efficacy of the voter education campaign, which began in 2014, through voter registration metrics. Voter registration levels are shown in Figure 2 on the next page.*



**Figure 2** The graph shows total active registered voters by election year (calendar year rather than state fiscal year) for 2010 – 2016.

The Secretary and the Governor jointly created public service announcements encouraging voter participation. The Department has not worked with any other state or federal departments to coordinate these campaigns.

**5 Based on the Department’s most recent available record, what is the FTE vacancy and turnover rate by department and by division? To what does the Department attribute this turnover/vacancy?**

This data from FY 2015-16 is shown in Table 8 below. Based on exit interview data collected by the Department, the majority of employees left the Department to take another job opportunity or to move out of state.

Division	Vacancy Rate	Turnover Rate
Administration	6.1%	16.2%
Business & Licensing	24.4%	5.5%
Elections	21.3%	0.0%
IT Services	-7.1%	4.9%
<b>Total Overall</b>	<b>12.8%</b>	<b>5.6%</b>

**Table 8** The table shows FY 2015-16 vacancy rate and turnover rate data for the Department. Vacancy rate data is calculated using appropriated FTE from the Long Bill.

- 6 For FY 2015-16, do any line items in your Department have reversions? If so, which line items, which programs within each line item, and for what amounts (by fund source)? What are the reasons for each reversion? Do you anticipate any reversions in FY 2016-17? If yes, in which programs and line items do you anticipate these reversions occurring? How much and in which fund sources do you anticipate the reversion being?

*For FY 2015-16, the Department's appropriations with reversions are shown in Table 9 below. The Department anticipates that it will have some vacancy savings in its personal services appropriations in FY 2016-17, but there are too many unknowns (e.g., when open positions will be filled and at what rates new employees will be paid) to project the amount with certainty.*

<b>Appropriation</b>	<b>Cash Funds Reversion<sup>3</sup></b>	<b>Reason</b>
<i>Administration Personal Services</i>	<i>\$43,017</i>	<i>Vacancy savings, less usage of contractors than anticipated</i>
<i>Health, Life, and Dental</i>	<i>\$295,546</i>	<i>Vacancy savings across all divisions<sup>4</sup></i>
<i>Amortization Equalization Disbursement</i>	<i>\$59,153</i>	<i>Vacancy savings across all divisions</i>
<i>Supplemental Amortization Equalization Disbursement</i>	<i>\$49,347</i>	<i>Vacancy savings across all divisions</i>
<i>Administration Operating Expenses</i>	<i>\$36,942</i>	<i>Lower than anticipated operating expenses</i>
<i>Legal Services</i>	<i>\$170,371</i>	<i>Fewer than anticipated lawsuits, cooperation with the Department of Law to control legal services expenses</i>
<i>Vehicle Lease Payment</i>	<i>\$566</i>	<i>Fleet billings slightly lower than anticipated</i>
<i>Leased Space</i>	<i>\$14,500</i>	<i>Lower than anticipated landlord operating expense increase that is passed through lease payments</i>
<i>Discretionary Fund</i>	<i>\$16</i>	<i>Appropriation is by statute and amount of reversion is very small</i>

<sup>3</sup> The Department of State is essentially entirely cash funded. It has a small amount of federal funding available through the Help America Vote Act, but these funds are continuously appropriated by the legislature and appear as an informational item on the Long Bill.

<sup>4</sup> The Long Bill appropriates all POTS line items to the Department's Administration Division. The POTS funding is then distributed to divisions based on approximate needs.

<b>Appropriation</b>	<b>Cash Funds Reversion<sup>3</sup></b>	<b>Reason</b>
<i>IT Services Personal Services</i>	\$71,225	<i>Less use of contractors than anticipated</i>
<i>IT Services Operating Expenses</i>	\$40,641	<i>Lower than anticipated operating expenses</i>
<i>IT Hardware/Software Maintenance</i>	\$101,846	<i>Lower than anticipated hardware/software maintenance costs</i>
<i>IT Asset Management</i>	\$1,441	<i>Amount of reversion is very small relative to the amount appropriated</i>
<i>Elections Personal Services</i>	\$8,237	<i>Vacancy savings</i>
<i>Elections Operating Expenses</i>	\$9,324	<i>Lower than anticipated operating expenses</i>
<i>Local Election Reimbursement</i>	\$101,377	<i>There were slightly fewer active registered voters for the 2015 election than anticipated.</i>
<i>Initiative and Referendum</i>	\$83,510	<i>Fewer than anticipated petitions requiring signature review</i>
<i>Business &amp; Licensing Personal Services</i>	\$82,333	<i>Vacancy savings</i>
<i>Business &amp; Licensing Operating Expenses</i>	\$2,819	<i>Amount of reversion is very small relative to the amount appropriated</i>
<i>Business Intelligence Center: Personal Services</i>	\$3,515	<i>Amount of reversion is very small relative to the amount appropriated</i>
<i>Business Intelligence Center: Operating Expenses</i>	\$46	<i>Amount of reversion is very small relative to the amount appropriated</i>

**Table 9** The table shows reversions by appropriation for FY 2016-17.

- 7 **[Background Information: For FY 2017-18, the Department of Law has submitted a request to change the calculation of legal services appropriations as well as the monthly billing system for legal services provided to state agencies. Specifically, the proposal would: 1) calculate the number of budgeted legal services hours for each agency as the average of actual usage in the prior three years; 2) include a two-year average of “additional litigation costs” such as court reporting, travel for depositions, expert witness costs, etc., in the appropriation for legal services (these costs are not currently included in the appropriation and are often absorbed from other personal services and operating expenses line items); and 3) convert from monthly billing based on the actual hours of service provided to monthly billing based on twelve equal installments to fully spend each client agency’s appropriation.]**

**Please discuss your agency's position on the Department of Law's proposed changes to the legal services system, including the potential impacts of the changes on your agency budget. That is, does your department support the proposed changes? How would you expect the changes to positively or negatively impact your department? Please explain.**

*The Department of State fully supports the Department of Law's proposed changes to the legal services system provided that the Department of State's corresponding decision item to provide a \$25,000 appropriation for the use of outside legal counsel is also approved.*

*The Department has historically had significant variation in its year-to-year legal services expenses. The proposed legal services billing changes will give the Department far more stability and certainty into its year-to-year legal expenses. This in turn provides the Department with greater confidence in its fee setting and other financial planning activities throughout the fiscal year.*

**8 What is the expected impact of Amendment 70 (minimum wage increase) on Department programs? Please address impacts related to state personnel, contracts, and providers of services.**

*Amendment 70 gradually increases the minimum wage to \$12.00 per hour. The Department does not currently have any employees who are paid below this level, so there will be no direct financial impact on the Department. The increase in minimum wage could potentially have an inflationary effect, particularly on employee wages and services, but it would be highly speculative to assign a value to this impact at this point in time. At the county level, the increase could have an effect on election judge costs.*

**9 Please provide an update on the Department's status, concerns, and plans of action for increasing levels of cybersecurity, including existing programs and resources. How does the Department work with the Cybersecurity Center in the Office of Information Technology?**

*Achieving a robust cybersecurity posture is a journey, not a destination. The Department's security staff conduct daily system and log reviews, attend conferences and symposia, oversee security training at both the user level and the developer level, and regularly engage with companies working in the security domain. Some of the activities in the past year that have contributed to raising the level of security at the Department are:*

- Implemented next-generation software defined networking technology that allows efficient network switching while imposing strict security controls;*
- Engaged with a third-party security firm to conduct penetration testing of internal and external systems. This testing allows us to assess our controls, technology and policies to continually improve;*
- Enrolled in the continuous monitoring service offered by the Department of Homeland Security (DHS). This provides vulnerability scanning from an outside party to complement scanning already conducted by staff and outside security firms;*



- *Continued internal email phishing tests of users' security awareness;*
- *Deployed a secure password vault service for staff of the Department. This allows staff to maintain highly complex passwords for official systems while eliminating the need for them to be stored by insecure means.*

*The Department focuses on identifying and closing known vulnerabilities and also reacting to new exploits and threats. The Department's patching cycles of department assets run on a weekly identify-test-deploy schedule to minimize exposure to new threats. The Department also participates in the MS-ISAC (Multi-State Information Sharing and Analysis Center) organization backed by DHS and Infragard backed by the FBI. One of the more recent threats Department staff are watching is an increase in the number of high-rate distributed denial of service (DDoS) attacks by botnets. Department staff are working with OIT, local government security staff, and Internet service providers (ISPs) to identify various approaches to defend against these types of attacks.*

*The Department provided an overview of our interactions with the OIT's Office of Information Security earlier in this document. To recap:*

- *Department staff coordinate with OIT on the framework for security assessments and compliance. The Department's Information Security Officer (ISO) is a member of the Chief Information Security Officer's (CISO) working group that developed and updates state information security policies, assessment materials, and forms. Staff of the Department created an assessment framework that allows assessment of maturity across security best practices from the SANS/CIS Critical Security Controls, State of Colorado Cyber Security Policies, and the NIST 800-53 Recommended Security Controls. Two employees of the Department are members of the CISO's Colorado Information Security Advisory Board advising the CISO on the Secure Colorado program.*
- *The Department coordinates with OIT on threat analysis and network security. The Department's edge firewalls share threat information and updates with OIT's perimeter firewalls, and the CISO's staff can examine traffic to and from the Department for potential threats. Department staff routinely provides notice to OIT and other organizations concerning malicious activity directed at CDOS systems to inform other organizations regarding potential threats.*
- *The Department collaborates with OIT in establishing and maintaining relationships with local government technical and security professionals, and have recently expanded that relationship upward to include the Department of Homeland Security and the FBI.*
- *The Department has leveraged OIT's static and dynamic code analysis services to identify potential vulnerabilities in software systems.*

- 10 **Is the SMART Act an effective performance management and improvement tool for your Department? What other tools are you using? Do your performance tools inform your budget requests? If so, in what way?**

*The Department utilizes the reporting requirements of the SMART Act to seriously revisit and evaluate its strategic goals and performance measures throughout the year. Generally, the Department prepares its strategic plan/performance plan in conjunction with its annual budget request in order to ensure that these two documents are supportive of each other.*

*The Department also seeks to improve productivity and processes via its LEAN-based improvement and mapping initiative. Staff elements are required to periodically assess and process map their individual functions in order to identify opportunities for enhanced efficiency.*

- 11 **Please identify how many rules you have promulgated in the past two years. With respect to these rules, have you done any cost-benefit analysis pursuant to Section 24-4-103 (2.5), C.R.S., regulatory analysis pursuant to Section 24-4-103 (4.5), C.R.S., or any other similar analysis? Have you conducted a cost-benefit analysis of the Department's rules as a whole? If so, please provide an overview of each analysis.**

*The Department issued ten notices of rulemaking during FY 2014-15 and FY 2015-16. These break down as seven for the Elections Division and three for the Business & Licensing Division. Table 10 on the next page provides a list of all rulemaking activity over the past two fiscal years.*

*(The rest of this page has been intentionally left blank.)*

Division	Rules/CCR Title	Notice of Rulemaking	Adoption	Effective
Business & Licensing	Bingo and Raffles Games	5/15/2014	6/25/2014	8/14/2014
Elections	Elections	6/12/2014	9/10/2014	10/30/2014
Elections	Elections	7/15/2014	9/10/2014	10/30/2014
Business & Licensing	Notary Program	8/15/2014	10/7/2014	11/30/2014
Business & Licensing	Rules Concerning Lobbyist Regulation	2/27/2015	4/9/2015	5/30/2015
Elections	Rules Concerning Campaign & Political Finance	4/14/2015	6/10/2015	7/30/2015
Business & Licensing	Rules for the Administration of the Colorado Charitable Solicitations Act	4/14/2015	6/10/2015	12/17/2015
Elections	Elections	5/28/2015	8/6/2015	9/30/2015
Elections	Rules Concerning Campaign & Political Finance	9/15/2015	10/26/2015	12/15/2015
Elections	Election	12/15/2015	2/9/2016	3/30/2016
Elections	Rules Concerning Campaign & Political Finance	6/15/2016	8/11/2016	9/30/2016
Elections	Election	6/15/2016	8/11/2016	9/30/2016

**Table 10** The table shows rulemaking activity by division over the past two fiscal years.

The Department has not conducted a formal comprehensive cost-benefit analysis of all of its rules. However, cost-benefit, regulatory, or other analyses have been done on select rules. For example:

- Concerning the 12/15/2015 notice of elections rulemaking, the Douglas County Clerk and Recorder requested a regulatory analysis for proposed amendments to Election Rule 11.9.2 of 8 CCR 1505-1. The proposed rule stated that a political subdivision may only purchase or lease a certified voting system or component if the Secretary of State certified the voting system before 1/1/2015 or the Secretary of State certified and selected the voting system as Colorado's uniform voting system on or after 12/15/2015. After comparing the probable costs and benefits of the proposed rule, our office concluded that there is no less costly or intrusive method to implement a uniform system. Additionally, there is no alternative method for implementing a uniform voting system. A copy of the request and our regulatory

analysis is available online at

[http://www.sos.state.co.us/pubs/rule\\_making/files/2016/20150107RegulatoryAnalysis.pdf](http://www.sos.state.co.us/pubs/rule_making/files/2016/20150107RegulatoryAnalysis.pdf).

- From 2015 to present, the Department has completed several mandatory rule reviews in accordance with CRS §24-4-103.3 (2016):
  - 8 CCR 1505-10: Electronic Recording Technology Grant Program
  - 8 CCR 1505-12: Public Records Requested Pursuant to CORA
  - 8 CCR 1505-3: General Policies & Administration
  - 8 CCR 1505-14: Conflict of Interest Disclosures
  - 8 CCR 1505-7: UCC Filing Office Rules
  - 8 CCR 1505-6: CPF Rules
  - 8 CCR 1505-2: Bingo/Raffles
  - 8 CCR 1505-9: Colorado Charitable Solicitations Act

Notices of rule review comment periods and any comments received are published on the Department's website: [http://www.sos.state.co.us/pubs/rule\\_making/ruleReviews.html](http://www.sos.state.co.us/pubs/rule_making/ruleReviews.html). In addition, rule review results are published as part of the Department's Annual Departmental Regulatory Agenda.

- 2016 agenda:  
[http://www.sos.state.co.us/pubs/rule\\_making/agendas/2016CDOSRegAgenda.pdf](http://www.sos.state.co.us/pubs/rule_making/agendas/2016CDOSRegAgenda.pdf)
- 2017 agenda:  
[http://www.sos.state.co.us/pubs/rule\\_making/agendas/2017CDOSRegAgenda.pdf](http://www.sos.state.co.us/pubs/rule_making/agendas/2017CDOSRegAgenda.pdf)

**12 What has the department done to decrease red tape and make the department more navigable/easy to access?**

*The Department continued to greatly increase the online availability of the filing requirements for its customers. Over 99 percent of the Departments transactions now occur online with an average of 2,300 filings per day, saving Coloradans a great deal of time.*

*Likewise, Coloradans are able to register to vote and to update their voter registration online. From Sept. 24, 2016 through Election Day, there were 111,059 new registrations through OLVR and 151,752 updates to existing registrations. Colorado was also the first state to optimize its online voter registration for mobile devices.*

*The Department has also continued to expand its offerings of online eLearning platforms for its customers. There are now 40 eLearning modules available on multiple subjects from election watcher training to public notary training.*

**13 What is the number one customer service complaint the department receives? What is the department doing to address it?**

*Reporting entities, such as limited liability companies, corporations, nonprofit corporations, and foreign entities, are required by law to submit a Periodic Report each year to the Department of State. A Periodic Report serves to update the public about any changes to an entity's registered agent (for service of process) and principal office address. The most*

*common customer complaint is that the Department failed to notify the customer of the due date for a Periodic Report. Although it is the entity's responsibility to submit its filings and the Department is not legally bound to notify business owners of any deadlines, the Department recognizes it as a beneficial service to the business community and the Department takes active steps to inform entities of upcoming filings. The Department has actively taken a number of steps to address these complaints:*

- Revamped notification scheduling, messaging, and frequency to better serve customers. For example, the Department increased the total number of notices provided and improved messaging to more clearly reflect customer requirements. The Department currently sends up to five notices to each customer (one notice three months prior to renewal date, one notice a week prior to non-compliance, one notice of non-compliance, one notice one week prior to delinquency, and one notice of delinquency).*
- Engaged a third party commercial service to verify each customer's email address ensuring the email address is legitimate and active prior to sending. This step has dramatically reduced non-deliverable notices by as much as 70 percent. The department sends over 230,000 emails each month.*
- Implemented an internal systems tool for service center employees to look up specific customer email notifications. Service center employees can quickly and easily assist customers with what notifications were sent, when they were sent and to what email they were sent.*
- When interfacing with customers either through phone or email, service center personnel encourage customers to participate in email notifications and to ensure email addresses are current.*
- Finally, the Department regularly updates all department website Frequently Asked Questions (FAQs) with information about email notifications and noncompliant and delinquent statuses.*

# Appendix A – IT Security Protocol Checklist for County Visits



## SCORE AUP Auditing Checklist

- 1.) Sharing passwords or multi-factor authentication devices including grid cards or tokens is strictly prohibited.
  - Post-it notes and grid cards are not visible or saved on or around the workstation
  - Users do not share usernames, passwords or other log-in credentials
  - Users do not work or log into workstations or SCORE with credentials other than their own
  - When asked, users do not reveal password to auditor
- 2.) Users must utilize updated and patched operating systems and software with complex passwords.
  - Users work on updated and patched operating systems (e.g., Windows 7, not Windows XP)
  - User passwords are sufficiently complex passwords of nine characters or more (Combo of UPPER & lower case, symbols & numbers)
  - Users must change workstation/network passwords at least every 90 days
- 3.) Sensitive information must not be displayed, made available, or accessible to unauthorized persons.
  - SCORE monitors are not visible to members of public or unauthorized persons
- 4.) Ensure proper encryption and handling of downloaded sensitive voter information on portable devices and external media
  - County requires individual OS user accounts and password protection for SCORE workstations
  - Portable devices or external storage media, if any, for SCORE data is encrypted
  - County manages and controls network and systems
  - County prohibits users from accessing SCORE from personal or home devices, unless via VPN
- 5.) Ensure automatic screensaver lockout is active so that your machine goes to screensaver mode after 15 minutes of inactivity and requires your password to gain re-entry.
  - Monitors lock after 15 minutes and require a password for re-entry
  - Staff members do not leave workstation areas without locking monitors
- 6.) Practice safe surfing habits. Casually 'browsing' of the internet is prohibited
  - Users understand safe surfing habits
  - SCORE workstations Internet access is only used for approved work-related purposes
- 7.) Contact SCORE Customer Support immediately if a systems performance becomes erratic
  - All users know who to contact if systems behave suspiciously (e.g., spontaneous program start-up)
  - All SCORE authorized users have completed "Securing the Human" training
  - Election Judges have completed security training
- 8.) Only connect to county controlled networks with proper network security controls in place
  - WiFi network is password encrypted
  - WPA2, or above, security enabled
  - WiFi network password is sufficiently complex (minimum of 14 characters)
  - WiFi network password is changed at least every 90 days
  - Not applicable – location does not use WiFi for SCORE connectivity

COUNTY: \_\_\_\_\_ LOCATION: \_\_\_\_\_ OBSERVER: \_\_\_\_\_ DATE: \_\_\_\_\_

OBSERVER: DESCRIBE OVERALL IMPRESSIONS AND PROVIDE ADDITIONAL COMMENTS ON REVERSE SIDE



## SCORE AUP Auditing Checklist

9.) Mobile Device Security

- WiFi network is password encrypted
- Mobile devices (iPads, iPhones, Tablets) used to access SCORE are password protected with complex passwords of 9 characters or more
- Mobile devices used to access SCORE are encrypted
- Due to the high risk of mobile device malware county staff is aware only authorized mobile devices that are not used for other purposes are permitted to access SCORE
- Not applicable – location does not use mobile devices to access

10.) Client Workstations

- Client systems have up-to-date anti-virus installed with real time scanning enabled
- Inventory of permitted software applications on client systems
- Client systems have a software firewall installed, configured and enabled
- Users are restricted from disabling anti-virus and firewall software
- Vulnerability scans completed on a regular basis or whenever significant changes occur on systems
- Client systems configured securely according to industry best practices
- Local administrator privileges are controlled and only used when necessary on client systems
- Client systems have up-to-date anti-virus installed with real time scanning enabled
- Users have reviewed and signed the SCORE Acceptable Use Policy

11.) Cyber Security Training

- All SCORE users, including elections judges, have completed Cyber Security training.

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COUNTY IS FULLY COMPLIANT     COUNTY IS SUBSTANTIALLY COMPLIANT     COUNTY IS NOT COMPLIANT

**OBSERVER'S OVERALL IMPRESSIONS AND ADDITIONAL COMMENTS:** \_\_\_\_\_

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DEPARTMENT OF STATE  
FY 2017-18 JOINT BUDGET COMMITTEE HEARING AGENDA

Tuesday, November 29, 2016  
1:30 pm – 3:00 pm

**Summary of 2016 Presidential Election**

**Supplement to Question 22**

In addition to his previously submitted responses to question 22, the Secretary also deems noteworthy the following dispute between print vendors that occurred immediately before the election.

*Brief Background*

Each of Colorado's counties independently contract for ballot printing. While the counties do notify the Secretary of State of the vendor they will be using, the Secretary historically has played no role in selecting or overseeing print vendors.

Two print vendors (IVS and Response), who each hold several county contracts for ballot printing in Colorado, became involved in a lengthy legal dispute regarding printing equipment. In sum, the two vendors jointly owned one printer component. Both vendors were to use the single printer component to fulfill their ballot printing contracts. IVS entered into contracts to print ballots for 1.1 million voters in 17 counties; Response had contracted to print ballots for 140,000 voters in 13 counties. On September 29, 2016 — just eight days prior to the statutory deadline for ballots to be in the hands of county clerks — the Denver District Court entered an order prohibiting IVS from using the disputed printer component. As a result, the printing of more than 1.1 million ballots in the following 17 counties was in jeopardy: Adams, Alamosa, Baca, Boulder, Broomfield, Clear Creek, Douglas, Elbert, El Paso, Gunnison, Logan, Moffat, Prowers, Routt, Saguache, Sedgwick, and Yuma.

*Secretary of State Resolution*

The Secretary of State's office was first made aware of this issue when contacted by Douglas County on the afternoon of September 29, 2016. Quick research indicated there likely was not the available capacity with other vendors to timely print and insert the ballots for all of these 17 counties. As such, an immediate resolution was necessary, and this office stepped in to provide it. After hours of negotiation with the vendors and after obtaining clearance from the State Controller, the Secretary of State made an emergency payment of \$35,000 to acquire exclusive rights to the disputed part of the printer, to require the vendor to maintain the printer, and to



provide each party access to it so that they each could fulfill their ballot printing contracts with their respective counties. The Secretary also negotiated to have Secretary of State, county, and voting system staff on hand to observe the printing. On the afternoon of September 30, one day after the Secretary of State learned of the issue, we went to court and a Denver District Court Judge entered the Order just as the Secretary had drafted it, and a near crisis was averted. Both vendors met their obligations under the order and their respective contracts and ballots were mailed to all voters by the statutorily required deadline.