EXECUTIVE SUMMARY

Eide Bailly LLP (hereinafter referred to as “we,” “our,” or “us”) conducted a forensic consulting examination on behalf of Adams County, Colorado Clerk & Recorder’s office (“Adams County”) regarding the misplaced/delayed 2018 general election ballots.

Based on our examination, it appears a breakdown in communication between the employees of vendors involved in the delivery of Adams County 2018 general election ballots resulted in a delayed delivery of approximately 61,000 ballots.

As a byproduct of internal investigations conducted by Adams County staff and K&H Integrated Print Solutions (“K&H”), Adams County has reviewed and updated procedures, where necessary, to mitigate the risk of delayed ballots affecting future elections.

*Certain names and related information have been included within this report and accompanying workpapers without being redacted for reporting purposes. Adams County should consider redacting this information as deemed necessary prior to any disclosure to third parties.*

The services provided in this matter adhere to the applicable American Institute of Certified Public Accountants’ Statement on Standards for Consulting Services and the applicable Certified Fraud Examiner Code of Professional Standards established by the Association of Certified Fraud Examiners.
INFORMATION CONSIDERED

We performed the following procedures during the engagement:

DOCUMENTS EXAMINED:

- K&H Root Cause Analysis Report for Adams County, Colorado dated 10.23.2018 (**Bates 01-41**).
- Colorado Department of State, Adams County mail ballots letter dated 10.24.2018 (**Bates 42-43**).
- Various email exchanges, 2018 Adams County general election polling information.
- Photos of shipment **981-911092** after being opened upon its arrival at the US Postal facility for second delivery attempt (**Bates 44-45**).

DISCUSSIONS WITH:

- Amos, Erin – Adams County Ballot Processing Manager.
- Bucks, Shannon – Adams County Voter Records Manager.
- Coburn, Christi – Adams County Chief Deputy Clerk & Recorder, Elections.
- Etzler, Rick – XPO Logistics, Service Center Manager
- Haines, David – K&H Integrated Print Solutions, Senior VP, CTO.
- Jackson, Julie – Adams County Communications Specialist.
- Moorhouse, Brad – K&H Integrated Print Solutions, Senior Operations Manager.
- Rupert, David – United States Postal Service, Colorado Public Information Officer.
- Thornton, Caleb – Colorado Secretary of State, Legal Unit Manager.
BACKGROUND

We were engaged by Adams County on March 4, 2019 to conduct a forensic consulting examination of the occurrences related to approximately 61,000 misplaced/delayed mail-in ballots for the 2018 general election.

In October 2018, Adams County worked with K&H in the State of Washington to draft, address, print, and ship the mail-in ballots for the county general election. The agreement between Adams County and K&H required the ballots to be delivered to a US Postal Service facility in Henderson, Colorado on Monday, October 15, 2018. According to the information examined, 4 semi-tractor trailers were used to transport the complete order of ballots from the K&H facility to Colorado. All 4 trailers were taken to the US Postal facility on October 15, 2018. However, only 3 of the trucks were accepted for delivery. Later on the same day, the rejected shipment was shuttled back to the XPO Logistics (“XPO”) shipping facility in Henderson and secured.

On the morning of Monday, October 22, 2018, Adams County staff identified approximately 61,000 ballots had never been processed for mailing and research began to determine what had caused the delay. Adams County staff contacted the US Postal facility and made their concerns known. The postal service searched the US Postal facility in Henderson, Colorado for the ballots, but none were located. This information was relayed to Adams County who then contacted K&H about the issue. K&H then agreed to conduct research to determine the disposition of the misplaced/delayed ballots. K&H determined the trailer containing the misplaced/delayed ballots was located at the XPO facility in Henderson. This information was provided to Adams County staff.

Former Adams County, Clerk & Recorder, Stan Martin (“Martin”) then contacted XPO to confirm the trailer in question was still there. Arrangements were then made to have the shipment returned to the US Postal facility. Martin and Amos then met the shipment at the postal facility.
Once the seal on the trailer was broken and the trailer door was opened, Martin took photos of the shipping pallets containing the misplaced/delayed ballots. These photos show the pallets were shrink wrapped and secured in the trailer (Bates 44-45). All the ballots were then unloaded and placed into the mailing process.

Adams County initiated a comprehensive review to gain a better understanding of what had occurred to cause the ballots to be delayed. We were engaged as a component of Adams County’s review process.
TIMELINE OF SIGNIFICANT EVENTS - LOGISTICS

We created the following graphical timeline of significant events related to the delayed/misplaced mail-in ballots was created based on our conversations and review of records produced to date.
RECAP OF DISCUSSIONS

We had several conversations with Adams County, XPO, US Postal, and Colorado Secretary of State personnel. The following sections recap relevant details from our discussions with these individuals.

Discussion with Erin Amos

On March 14, 2019, we met with Amos in her office at the Adams County complex in Brighton, Colorado. The purpose of this meeting was to discuss the 2018 election and what had transpired regarding the misplaced/delayed ballots. The following is a summary of our conversation:

- Amos is the Ballot Processing Manager for Adams County and has held this position for 2 years. However, she has worked in the election ballot area for over 10 years prior to accepting the position with Adams County.

- Amos' job duties include several aspects regarding election ballots. Those aspects being:
  - She assists with designing the ballot.
  - She assists with proofing the ballot design for proper layout.
  - She provides the printer with updated voter names and mailing addresses.
  - She travels to the printer to check random ballots packages during printing for proper layout.
    - Amos was onsite at K&H October 3, 2018 through October 4, 2018 to witness the production and assembly of the Adams County ballots.
    - She pulled approximately 100 ballot packets for proofing and found no issues.
  - Amos uses an electronic ballot tracking software to review the number of ballots being scanned/mailed daily.
On October 11, 2018 at 9:16 am MST, Amos received an email from K&H documenting a delivery appointment time for Adams County ballots with the US Postal facility.

- Appointment number: **123533661**.
- Time: 9:00 am MST.
- Date: October 15, 2018.

On October 15, 2018 at 10:39 am MST, Amos received an email from K&H documenting all election mail had been delivered to the postal facility.

During the week of October 15, 2018, Amos reviewed mailing information on a regular basis. Towards the end of the week, Amos said she had noticed a number of ballots, approximately **61,000**, had not yet been scanned/mailed.

On the evening of October 19, 2018, Amos reviewed the ballot tracking system and saw the number of un-scanned/mailed ballots staying consistent.

On the morning of October 22, 2018, Amos checked the ballot tracking system and found the un-scanned/mailed ballots had still not been processed. The following actions were taken the same day:

- Amos contacted K&H to inquire if they had been informed of any issue. Amos was informed they had a delivery notice and would try to determine what happened.
- Amos then contacted Donna Walker (“Walker”), US Postal Election Coordinator for Colorado, and explained the situation. Walker said she would have the postal facility check for the ballots.
- At this point, Amos also informed Martin of the situation and he began to research what may have taken place.
- Later in the day, Amos was informed by Walker that the ballots were not located at the postal facility.
- Martin then contacted XPO and requested they check their facility for the ballots. When this was done, the trailer containing the ballots was located at the facility and was still locked and a new seal had been placed on the trailer upon its return
from the postal facility. Amos and Martin then began having discussions about getting the trailer returned to the postal facility.

- Amos then spoke with Walker again and was told no shipping paperwork had been provided at the time of delivery and that was the reason for the delivery refusal.
- Once a delivery time was determined, Amos and Martin, went to the postal facility to witness the delivery. When the truck arrived, Martin took some photos of the shipping pallets. Amos agreed to share these photos with us.
- Amos and Martin then witnessed the ballots being unloaded and moved into the postal facility for processing.

- Upon our review of these photos, it appears the shrink wrap around the pallets is intact with a white and green neon “ballots only” sign attached.

- When asked if she could pinpoint any major difference on how the ballots were handled this election cycle compared to previous ones, Amos said in previous ballot deliveries, Adams County staff had been allowed on the loading dock. However, this time, they were informed US Postal would no longer permit non-employees on the loading dock for safety purposes. She also added that policy has been changed for all future ballot deliveries as Adams County staff will be present at the time of ballot delivery.

- Amos also added that K&H has added additional review procedures to their delivery protocol to mitigate ballot delivery issues in the future.

### Discussion with Shannon Bucks

On March 15, 2019, we met with Shannon Bucks (“Bucks”) in her office at the Adams County complex in Brighton, Colorado. This meeting was held to discuss the 2018 election and what had transpired regarding the misplaced/delayed ballots. The following is a summary of our conversation:

- Bucks is the Voter Records Manager for Adams County and has held this position since 2015.
During election years, Bucks is responsible for opening and maintaining election call centers for Adams County voters to call for voting assistance.

Bucks noticed more incoming calls than in previous elections regarding ballots not being received.

Bucks said she spoke with Amos and learned the matter was already being investigated.

Bucks knows Amos can track ballots electronically and is in continuous contact with the printing vendor.

After a series of searches, the ballots were located in a secured lot at XPO.

Once located, Amos and Martin went to the postal facility to witness the delivery.

Bucks said she was shown some photographs taken by Martin while at the postal facility, of the ballots while they were still inside the trailer. Bucks also believes Amos has copies of these photos.

Bucks does not believe the delay in the delivery of the ballots caused any changes in voter turnout and has not been contacted by any voter who was concerned their vote had not been counted.

Discussion with Christi Coburn

On March 15, 2019, we met with Christi Coburn (“Coburn”) in her office at the Adams County complex in Brighton, Colorado. This meeting was held to discuss the 2018 election and what had transpired regarding the misplaced/delayed ballots. The following is a summary of our conversation:

- Coburn is the Chief Deputy Clerk & Recorder for the elections department for Adams County and has held this position since 2015.
- She also served as the Elections Administrator for the 2018 election.
- Coburn supervises Amos and Bucks.
• Coburn said Amos was responsible for working with the printing vendor to get mail in ballots printed and shipped to a postal facility in Colorado.

• She knew Amos had the ability to track the mailing of the ballots and that the printing vendor had the ability to track their shipments via GPS.

• During the week of October 15, 2018, Coburn was aware of more incoming calls from county voters about non-delivered ballots.

• On October 22, 2018, it became obvious a large number of ballots for a specific area of the county had not been scanned/mailed and Amos began researching what had transpired.

• When this information became common knowledge, Martin took the lead in press releases and contact with media.

• Coburn learned the search conducted by Amos had located the trailer containing the ballots, which had been in a secure lot of XPO and arrangements were being made to have the trailer returned to the postal facility.

• When the trailer was returned to the postal facility, Coburn said Amos and Martin went there to witness the delivery.

• When Amos and Martin returned, Coburn learned the trailer was secured and all shipping pallets appeared untouched. It was also reported the postal delivery person who originally refused the shipment claimed the shipping paperwork was not present at the time of delivery.

• Coburn said additional procedures had been put into place to minimize the chances of an incident like this occurring in the future.

• When asked about the election turnout, Coburn said she had no information the election turnout had been affected. She also said Amos would be able to research those results.

• Coburn was also convinced Adams County staff had done everything they could to resolve this matter as quickly as possible.
Discussion with Julie Jackson

On March 21, 2019, we spoke on the telephone with Julie Jackson ("Jackson") to discuss the 2018 election and what had transpired regarding the misplaced/delayed ballots. The following is a summary of our conversation:

- Jackson is a Communication Specialist for Adams County and has been in her current position since January 2019 due to a consolidation of county departments.
- Jackson worked with the election department during the 2018 election.
- During the week of October 15, 2018, a number of calls were coming into Adams County regarding non-delivered ballots. Jackson said that was not unusual due to mailing differences.
- Once it was determined ballots had apparently been misplaced/delayed, press releases were formatted and provided to news outlets as well as included via links in emails sent to individuals whom had registered their email address with Adams County.
- Jackson said Amos was in continuous contact with Adams County’s K&H contact, Melissa Alexander ("Alexander"), as well as Adams County’s postal liaison, Walker.
- The misplaced/delayed ballots were located the morning of Tuesday, October 23, 2018 in a secured lot of XPO. The same day, arrangements were made to have them returned to the postal facility used by Adams County.
- Jackson said Amos and Martin went to the postal facility to witness the delivery and confirm the security of the ballots. It was her understanding the trailer was still sealed and the shipping paperwork was attached to a pallet inside the trailer when it was opened.
- Jackson mentioned additional procedures had been put into place by Adams County as well as by K&H to minimize the risk of delayed ballots in the future.
Jackson believes Adams County staff worked diligently to resolve this matter when it came to light. Jackson believes the procedures in place at the time worked correctly since the delayed ballots were identified and located in a short period of time.

**Discussion with David Rupert**

On March 22, 2019, we spoke on the telephone with David Rupert (“Rupert”) to discuss the 2018 election and what had transpired regarding the misplaced/delayed ballots. The following is a summary of our conversation.

- Rupert is the public information officer for the US Postal Service and was aware of the matter surrounding the ballots.
- Rupert said the postal staff had rejected the trailer at the postal facility because shipping paperwork was not provided by the driver. We informed Rupert that we had been told shipping paperwork for each of the 4 trailers containing the ballots, had been attached to each shipment in the same manner by US Postal employees in Washington when the trailers were loaded and inspected. This would include the 3 trailers which were accepted for delivery. Rupert said it was the driver’s responsibility to provide the paperwork upon delivery.
- We also informed Rupert we had been provided with a copy of the paperwork showing the postal employees name who had refused delivery of the shipment in question.
- Rupert was asked if we would be able to speak with this employee. Rupert said he was not at liberty to allow the employee to be interviewed.
- As the conversation was being concluded, we informed Rupert that we had been told the US Postal Inspector Service had conducted an internal review of what had taken place during delivery of the Adams County ballots. We requested a copy of the report. Rupert said he was not at liberty to provide us copy of the report.
Discussion with Caleb Thornton

On March 26, 2019, we spoke on the telephone with Caleb Thornton (“Thornton”) to discuss the 2018 election and what had transpired regarding the misplaced/delayed ballots. The following is a summary of our conversation.

- Thornton is the Legal Unit Manager with the Colorado Secretary of State and serves as the main liaison between the Colorado Secretary of State’s Office and the US Postal Service regarding election ballots.
- During the election process, Thornton keeps an eye on mailing process for all mail-in ballots. He is tasked with making sure any issue is handled quickly.
- During the time mail-in ballots are being delivered, Thornton said it was not unusual for his office to be called about non-delivered ballots. Due to the number of ballots, it can take a few days for all ballots to be mailed.
- Most large counties use the same US Postal facility in Henderson, Colorado for ballot processing.
- On Friday, October 19, 2018, Thornton spoke with his contact at the postal facility about potentially misplaced ballots. The postal facility was checked, and no ballots were found.
- On Monday, October 22, 2018, Thornton spoke with Amos and learned the missing ballots were all for 1 area of Adams County.
- Thornton said he knew the postal facility was contacted again and a complete search of the facility was conducted.
- Once this search was completed, he knew Amos contacted K&H about the ballots. However, Thornton is unaware of all investigative activities undertaken by Adams County or K&H staff to locate the ballots.
- Thornton learned the trailer had been located at the XPO’s facility and was being moved to the mail facility.
• Thornton arrived at the mail facility sometime between 3 and 4 pm MST to witness the delivery of the ballots.

• When the trailer arrived, Thornton saw the trailer was still sealed. Once there, the trailer’s seal was broken, and the trailer was opened. He then saw that all shipping pallets were shrink wrapped and did not appear to be disturbed or tampered with.

• All ballots were unloaded and given priority treatment for mailing.

• Thornton said he has always been told the postal service would never reject a shipment of pallets. However, the postal service did reject the shipment in this case and the reason for the rejection is unclear.

• Thornton said all ballots were then delivered to voters 2 weeks prior to the election night deadline.

**Discussion with Rick Etzler**

On April 11, 2018, we met with Rick Etzler (“Etzler”) at the XPO Logistics center in Henderson, Colorado to discuss the 2018 election and what had transpired regarding the misplaced/delayed ballots. The following is a summary of our conversation.

• Etzler is XPO’s Service Center Manager.

• Etzler said he was contacted by K&H when it was determined the missing/delayed ballots were still at the XPO facility.

• We asked Etzler if he had spoken with the driver who was present when order 981-911092 was refused and he said he had spoken with the driver. We then asked Etzler to explain what he had been told about the delivery.

• Etzler said all 4 trailers containing the shipments for Adams County were taken to the postal facility at one time.

• Once at postal, the drivers were asked to place their trailers in a holding area commonly called a “hostel”.
• One driver was asked to stay and shuttle the trailers from the yard to the loading dock.

• Etzler said the driver who drove 981-911092 to the postal facility was not the driver who was moving the trailers back and forth.

• When discussing the delivery refusal, Etzler said the driver did not mention any differences in the trailers between the accepted shipments and the refused shipment.

• He added the driver mentioned he did not believe the postal employee who refused the shipment had the authority to do so without a supervisor’s approval.

• The driver then requested assistance to shuttle all 4 trailers back to the XPO facility.

• Etzler said the trailer was then parked and secured in the XPO’s facility. Once at the facility, Etzler said it was policy for the on duty XPO dispatcher to make note of the trailer being returned to the facility.

• He was sure no one had opened or entered the trailer until it was returned to the postal facility.

• When asked if this type of incident had ever occurred before, Etzler said he was unaware of any incident involving K&H shipments in the past.

• He added that additional procedures had been put into place to hopefully keep this type of incident from recurring in the future.

• Etzler will now be called immediately when any K&H shipment is refused at delivery whether it’s at postal facilities or anywhere else.

• We asked Etzler to have the driver who was present at the time of refusal contact us and he agreed to ask him to do so. As of the date of this report, we have not been contacted by the driver.
**REVIEW OF THE K&H ROOT CAUSE REPORT**

After speaking with Haines on March 18, 2018, I was provided a copy of the “Root Cause Analysis” completed by K&H dated October 23, 2018. The report details the steps taken by K&H to identify the time line of the Adams County misplaced/delayed ballots from printing to delivery at the postal facility.

The report identifies the shipping numbers of each tractor and trailer transporting the election ballots, the date each left the K&H facility, the date and time each vehicle arrived at the XPO facility, and the scheduled delivery time at the postal facility. The shipping number for the tractor/trailer in question is 981-911092. The following is the timeline for shipping number 981-911092:

- Shipped from K&H on October 9, 2018.
- Arrived at XPO Denver on October 11, 2018 at 2:58 am MST.
- Scheduled for delivery to postal facility on October 15, 2018, appointment no. 123533661.
- K&H received an email dated October 15, 2018 at 12:24 pm from K&H confirming all 4 tractor/trailers had been delivered.
- Received information on October 23, 2018 from XPO, 981-911092 had been located in the XPO holding yard in Colorado.
- Provided a copy of the Consignee report for 981-911092 showing the shipment had been refused on October 15, 2018 at 3:00 pm MST. The report was signed both the XPO driver and a postal employee.
- No detail was given on the Consignee report for the reason the shipment was refused.
- K&H contends it was never informed by XPO of any delivery issues and provided a copy of the Standard Operating Procedure (“SOP”) to be followed by XPO when transporting election ballots. 2 specific SOP’s states:
“Carrier CSR will track all movements daily and report any irregularities to K&H Printers, immediately.”

“For all USPS delivery shipments, original USPS Postal Paperwork is attached to the corresponding pallet(s)/metal container(s), inside trailer, for each mailing.”

- Rupert contacted XPO and confirmed none of the shipping pallets had been tampered with and all shrink wrap was intact. They then arranged for 981-911092 to be delivered to the postal facility.

- A delivery appointment was made for October 23, 2018 at 3:21 pm MST.

- 981-911092 was delivered on October 23, 2018 and the ballots were given priority handling and processed for mailing.

- An email exchange between Rupert and another XPO employee, Rick Etzler (“Etzler”), Service Center Manager, was included in the report. This exchange took place on October 24, 2018 at 1:02 pm MST.
  
  - Etzler determined XPO had moved 4 trailers to the postal facility on October 15, 2018, one of which contained 981-911092.
  
  - 1 XPO driver had been asked to stay on site and move trailers to and from the loading dock.
  
  - According to the XPO driver, when the trailer for 981-911092 was opened for the postal office employee, the employee scanned the bar code associated with the shipping of 981-911082. The postal office employee felt no appointment had been made for this shipment and delivery of 981-911082 was refused.
  
  - The trailer was assigned a delivered status once it arrived at the postal facility.
  
  - 981-911082 was returned to the XPO facility at 4:00 pm MST on October 15, 2018.

- The report listed 4 additional procedures K&H would be putting into place to reduce the risk of an incident like this occurring in the future.
REVIEW OF ADAMS COUNTY EMAIL AND DOCUMENTS

During the interviews of Amos, Bucks, Coburn and Jackson, each of them were asked to forward any correspondence they had regarding the delayed/misplaced 2018 election ballots. The following is a breakdown of the correspondence provided to me:

- On March 14, 2019, Amos provided me a link to the Adams County Election, 2018 Press Releases.
  - 5 separate releases were provided to county voters. 3 of the releases are dated October 23, 2018 and 2 are dated October 26, 2018.
- On March 15, 2019, Coburn provided me with groups of e-mail chains regarding the ballot matter.
  - 4 email chains are dated October 23, 2018.
  - 2 are dated October 24, 2018.
  - 1 is dated October 25, 2018.
  - 7 are dated October 26, 2018.
  - 1 is dated October 27, 2018.
- On March 22, 2019, Amos provided me with additional information.
  - 2 photos of shipment 981-911082 being opened at the US Postal facility.
  - Excel file titled, “precincts on truck stats”.

Upon examining the documents provided by Adams County staff, it appears once Adams County determined election ballots had not been mailed on time, County staff reached out to K&H and
the US Postal Service to determine the status and potential location of these ballots. Upon locating the ballots at the XPO facility, arrangements were made to have the ballots returned to the postal facility as quickly as possible for mailing.

The delayed/misplaced ballots in shipment 981-911082 were delivered to the postal facility on October 23, 2018. Martin and Amos were present when the trailer containing the ballots was opened. As reflected in the photos provided by Amos, the shipping pallets containing the ballots were untouched and still shrink wrapped. The ballots were then given priority handling and processed for delivery. All delayed/misplaced ballots arrived at their proper destinations approximately 2 weeks prior to election day.

Amos was then asked to provide a listing of the zip codes associated with the delayed/misplaced ballots. It was determined a total of 37 zip codes and 61,870 of the 245,043 registered voters in these zip codes were associated with the delayed/misplaced ballots.
CONCLUSION

This forensic consulting report reflects the procedures performed, documents examined, and related observations to date. Based on our examination, we observed the following related to the mail-in ballots for the 2018 Adams County general election:

- The mailing of ballots was tracked daily by Adams County staff once they were delivered to the US Postal facility. This tracking system allowed Adams County to be proactive when the issue arose without further delay.
- Within 1 business day of determining election ballots had not been processed for mailing, Adams County staff began contacting the vendors responsible for the printing and shipping of the ballots.
- K&H had a record of the ballots being delivered on time to the postal facility. Due to previous interactions between XPO and the postal department, K&H had no reason to believe an issue would arise with delivery and all transport vehicles were marked as “delivered”.
- XPO returned the rejected ballot shipment to its secured storage area in Henderson, Colorado.
- Miscommunication appears to have occurred between the XPO driver, the XPO dispatcher and K&H on the rejected delivery and this status was not immediately provided to Adams County Staff.
- No specific reason could be identified as to why the shipment was rejected at the US Postal facility.
- When ballots were inspected on the return trip to the postal facility, no indication of tampering could be seen.
- All misplaced/delayed ballots were provided to the associated voters 2 weeks prior to election day deadlines.
• Adams County, K&H, and XPO have all implemented new procedures to mitigate the risk of delays in mailing ballots in the future.

We have not provided an opinion in this report related to any person or party violating applicable laws and regulations. The determination as to whether a person or party has violated applicable laws and regulations is not a decision for us; it is decision for a governing body, judge or jury.

We were not engaged to perform a financial audit, which the objective would be to express an opinion on the specified elements, accounts, or items. Accordingly, we do not express such an opinion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

Our analyses and observations are based upon information provided to us as of the date of this report. It is possible that if additional information is forthcoming, our analyses and observations could be materially different. We reserve the right to amend, modify, and or supplement this report if deemed necessary due to new information as our examination may continue in this matter.

Fraud & Forensic Advisory Services
On Tuesday, 10.23.2018 7:25AM Pacific, Melissa Alexander (Election Coordinator-K&H) was contacted by Aaron Amos of Adams County, CO – Ballot Processing Manager, Election via phone and text.

From: Erin Amos <EAmos@adcogov.org>
Date: October 23, 2018 at 7:25:57 AM PDT
To: Melissa Alexander <malexander@khprint.com>
Subject: can you call me when you get in this morning?

We're having serious ballot delivery issues and I just have a couple questions for you. I think it's a USPS issue, but would like your perspective too.

Erin Amos
Ballot Processing Manager, Elections
ADAMS COUNTY, COLORADO
4430 S Adams County Parkway, Suite E3102

Sorry yo bug you. Are you in the office yet? We need to know how many pallets you guys sent to the GMF and do you know how many they received? Kinda asap.

You're the best. We <3 you.

I'm stuck in traffic but let me call the office and see

Thank you. 😊

If someone can email me any paperwork that would be great. It's escalated to the SOS now.

Multiple counties are having USPS issues but you are the most reliable vendor so now we're really worried.

Amos indicated there were ballot delivery issues.

Moorhouse and Alexander immediately contacted Ken Haines (IT Manager) to run a query on the undeliverables at approximately 9:30AM on 10.23.2018. It was determined the undeliverables were on one truck – Straight Bill of Lading (BOL) # 981-911092.

At this point Oster called our representative from XPO Mount Vernon, WA center - Richard Raymond. Raymond contacted XPO Denver to confirm delivery.

While waiting on confirmation, Oster pulled the BOL's and the Consignee Copy (signature proof of receipt) from the XPO website. There was no Consignee Copy for BOL 981-911092. This raised concern the truck was not delivered to the United States Postal Service (USPS) in Denver.
In total there were four XPO and one Transunion trucks of Extract 50 for Adams County, CO. The XPO trucks were the trucks in question. The XPO trucks were shipped on 10.9.2018 (3 trucks) and 10.10.2018 (1 truck) to XPO Denver. Below is a list of the four BOL’s and arrival time and dates (Appendix A will show scans of BOL’s and Consignee Copy’s):

- **981-911092 – Shipped from K&H 10.9.2018**
  - Arrived at XPO Denver 10.11.2018 @ 2.58AM ***Note this is the shipment of interest.***

- **981-910005 – Shipped from K&H 10.9.2018**
  - Arrived at XPO Denver on 10.12.2018 @ 5.21AM

- **981-910963 – Shipped from K&H 10.9.2018**
  - Arrived at XPO Denver on 10.12.2018 @ 5.21AM

- **981-947912 – Shipped from K&H 10.10.2018 – Arrived at XPO Denver**
  - Arrived at XPO Denver on 10.13.2018 – 6.03AM

- All four trucks had K&H GPS systems put on the trucks for tracking – confirmed there were not GPS in trailers.

- All 4 trucks were scheduled to be delivered to the USPS GMF center on 10.15.2018. USPS Appt# 123533661.

- On 10.15.2018 – Karen Oster (K&H Freight Manager) was notified, via email, by XPO confirming all four trucks were delivered. This is including the BOL 981-911092– Below is a screen shot of the notification confirming delivery from XPO of BOL 981-911092 (Appendix B):
- Oster received information back from Raymond of XPO, Mount Vernon, WA on 10.23.2018 confirming the ballots in question were still in the XPO holding yard. It was communicated by Raymond, the seal was broken and the product was cross docked (transferred) in to another XPO trailer.

- Paperwork was provided to Oster by XPO showing USPS refusing the shipment by the USPS Denver, CO GMF on 10.15.2018 at 3PM Mountain Time. See screen shot below (Appendix C at the end of this report).

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>10/15/18</td>
<td>USPS refusing shipment by USPS Denver, CO GMF</td>
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- At this time K&H does not know why this was refused by USPS.
- XPO did not communicate to K&H the shipment was refused.
- XPO is to follow our Standard Operating Procedure (SOP) of communication on election mail irregularities. See page 5.
Empty PUPs will be staged, upon request, at K&H upper or lower lots as directed. PUPs must be staged 1 ft. apart and 13 ft (upper lot)/15 ft (lower lot) from the building. When picking up shipments, PUP(s) picked up shall be replaced with an empty PUP(s), unless otherwise instructed.

K&H Election Ballots freight is moving 'Exclusive Use' into WA, CA, NV, UT, AZ and CO. These full or partial trailers will move Sealed from K&H and may not be added to. Seal to be broken by Consignee, unless shipment requires multiple stop or liftgate transfer as outlined below.

Freight is not to be shipped LTL unless instructed by K&H that cargo is approved to be loaded with other LTL.

Freight instructed to “HOLD” at the carrier’s terminal, must NOT deliver earlier or later than date, appt. time (Time Date Critical/TDC) per BOL.

Dedicated Trailers will be loaded and sealed with the carrier’s high security numbered bolt seal and a K&H numbered red seal by K&H to final destination service centers and/or service centers that provide coverage to their destination or service area. Under no circumstances, with the exception of multiple stop or liftgate transfer, can these seals be broken until arrival at the consignee. See below for liftgate transfer or multiple drops seal chain of custody.

Shipments requiring liftgate transfer for delivery will have a second K&H numbered red seal attached to the first pallet of the shipment. Liftgate delivery trailer must be sealed with provided K&H numbered red seal to ensure integrity. K&H delivery must be 1st stop. Re-seal instructions and seal #'s will be referenced on BOL.

Trailers with Multiple drops from same Service Center will be required to be re-sealed after each delivery. K&H will provide a second K&H numbered red seal attached to the first pallet of the next delivery. Re-seal instructions and seal #'s will be referenced on BOL.

Destination Service Center Managers will receive an emailed copy of the BOL from carrier CSR or K&H, which must be reviewed for special TDC delivery and handling instructions. Local Outbound (O/B) Operations will also communicate to the destination service center manager to include Trailer number, ‘USPS FAST Appointment pre-set date/time, or county consignee TDC requested time, and USPS trailer dock/unload order (if applicable). Local O/B Operations will also follow up with destination service center on delivery date morning to ensure on time delivery.

Seals must be checked and confirmed intact, at each interim terminal, before trailer is dispatched to next leg of transit.

In the event of a broken seal during interim transit, known delay for on time TDC delivery, or failure to deliver on required date/time to USPS or COUNTY locations, Service Center Managers are to communicate to the Origination/Local Service Center Terminal Manager AND K&H Printers, Karen Oster, immediately.

If seals are found to be broken, during interim transit, the following must be initiated and communicated via email immediately:

- A new carrier high security seal must be placed on the trailer
- Load must be confirmed as not unloaded/transferred, or touched
- New seal number must be given to the Origination/Local Service Center Terminal Manager AND K&H Printers, Karen Oster
- Carrier CSR will track all movements daily and report any irregularities to K&H Printers, Karen Oster, immediately.

For all USPS delivery shipments, original USPS Postal Paperwork is attached to the corresponding pallet(s)/metal container(s), inside trailer, for each mailing.

Moorhouse contacted Rick Etzler from XPO Denver to confirm the pallets were not tampered and discuss a plan in delivery of the trailer to USPS Denver. Moorhouse and Etzler viewed the pallets inside the trailer via Facetime. Moorhouse and Etzler confirmed that all pallets were present and there was no tampering to the pallets as all shrink wrap was not tampered.
Postage was confirmed and stamped as paid by the Everett United States Postal Service on October 9, 2018:
Moorhouse contacted Kenneth Sutter from USPS to allow induction of the mail in to the USPS GMF Denver facility. An appointment was made and delivery was made on 10.23.2018 at 3.21PM Pacific.

In a subsequent email on 10.25.2018 Etzler from XPO communicates the GPS activity of the trucks with commentary.

From: Rick Etzler [mailto:Richard.Etzler@xpo.com]
Sent: Thursday, October 25, 2018 2:31 PM
To: Brad Moorhouse <bmoorhouse@khprint.com>
Subject: RE: Denver USPS TDC

Brad-
Please see the attached GPS details regarding the driver’s initial arrival with the shipment at the Denver USPS (diagram 1), return to USPS to retrieve the refusal (diagram 2) his direct return to the XPO service center (diagram 3), and his entire trip inclusive of the route without and detours from

1- Initial arrival time 1303.
2- Return to retrieve refused shipment- 1538. Departure 1557.

3- Returned to the XPO service center at 1612
4- Trip starting at XPO at 1500, entering USPS at 1538, departing USPS at 1557 and returning to the XPO service center at 1612.

---

**Rick Etzler**  
Less-than-Truckload  
Service Center Manager- UDV  
**XPO Logistics**  
9801 Dallas Street  
Henderson, CO 80640 USA  
O: +1 303-288-3444 | M: +1 562-565-9154

**From:** Rick Etzler  
**Sent:** Wednesday, October 24, 2018 1:19 PM  
**To:** bmoorhouse@khprint.com  
**Subject:** RE: Denver USPS TDC

Brad-  
I meant to attach the BOL, which includes a phone number with a Los Angeles area code.

---

**Rick Etzler**  
Less-than-Truckload  
Service Center Manager- UDV  
**XPO Logistics**  
9801 Dallas Street  
Henderson, CO 80640 USA  
O: +1 303-288-3444 | M: +1 562-565-9154

**From:** Rick Etzler  
**Sent:** Wednesday, October 24, 2018 1:02 PM  
**To:** bmoorhouse@khprint.com  
**Subject:** Denver USPS TDC

Brad-
Per our discussion, on 10/15 XPO moved 14 trailers to the USPS in Denver with three drivers. Because we are required to update a delivery status on our handheld devices, the drivers were instructed to show these shipments as ‘delivered’ after they dropped the trailer’s at the location. One driver stayed on site and moved the trailers from their lot to the dock at USPS’ request. USPS instructed the driver to place one trailer at a time against the dock and leave his tractor hooked to it. I interviewed the driver this morning who advised there was ‘freight everywhere and they seemed overwhelmed.’

The driver moved trailer 317-5861 from the yard to the dock. After the driver opened the trailer door, USPS employee Jokina Caroala (sp) scanned the bar code and advised the ‘shipment didn’t have an appointment and it would be refused.’ The driver immediately advised his dispatcher of the refusal. The shipment already had a ‘delivered’ status applied. This trailer was returned to the XPO yard at 4:00 PM. GPS activity and the refusal are attached.

Because of the ‘delivered’ status, we lost electronic visibility of the shipment, but NOT physical visibility. The trailer was inspected regularly during our yard checks. Our customer service representative called the phone number on the BOL on Monday, 10/22 but never heard back from anyone.

On Tuesday, 10/23 after you and I communicated we made arrangements for the shipment to deliver later that afternoon.
Rick Etzler
Less-Than-Truckload
Service Center Manager- UDV
XPOLogistics
9801 Dallas Street
Henderson, CO 80640 USA
O: +1 303-288-3444 | M: +1 562-565-9154
Preventative Measures

The K&H team determined the failure in shipment and the communication were:

1. XPO documenting electronically the shipment had been made.
2. XPO did not notify K&H the shipment had come back to the XPO Denver yard after refusal of shipment.
3. K&H took the electronic confirmation as evidence the shipment was successful.

K&H has changed their tracking and internal notifications of shipments to include:

1. Verification of deliveries will be confirmed using Proof of Delivery/Consignee Copies for all ballot shipments.  
   a. The signed Proof of Delivery will be available within 2-3 hours of the actual shipment being made.
2. Ballot shipment tracking will now be displayed and communicated using a dashboard. The dashboard will be maintained by the Freight Coordinator. The dashboard will be available to management, Elections Coordinators and Project Managers (see Freight Shipment GPS Device and Tracking Policy p. 12).
3. Postal Administrator will confirm shipments going in to the USPS have been inducted by following up on the USPS website.
4. Prior to each election season – K&H will have a conference call with each freight carrier to review our Standard Operating Procedure for Ballot Loads.
Freight Shipment GPS Device & Tracking Policy

Shipping will be responsible for:

- Placing a Global Positioning System (GPS) device on every freight shipment for Municipal Government, or Private Elections (IVS). (Refer to SOP: Logistics_SOP-GPS Tracking Device)

This includes:

- Any ballot or ballot cards to include all Ballot Categories, such as, but not limited to, the following:
  - Ballots mailing directly to voter
  - Polls
  - Counters
  - Dupes
  - Precinct Coordinators
  - Tests
  - Provisional
  - ACP
  - Demo
  - Printed or Blank Base

- Any other type of secure shipment as designated by an Election Coordinator (EC), Project Manager (PM) or Manager, requiring a GPS device.
  - Examples: coupons, gift cards, checks, secure documents, etc.

Freight Shipment Methods:

- Dedicated/Exclusive Use
- Less than Truckload (LTL/Blackwrap)
- MC Delivery or K&H Truck Services
- Expedited Air or Ground
- Single package/parcel service, such as United Parcel Service, Federal Express or DHL will NOT require a GPS, but will have the standard tracking number(s).

The Freight Coordinator (FC) will be responsible for:

- Insuring a GPS device has been placed on each truck if dedicated/exclusive use.
o If less than truckload (LTL) a GPS device will be placed on each pallet.

 Tracking freight shipments on a daily basis. (Refer to SOP: SHIPPING_Freight Admin_SOP_Election Freight Shipment Tracking)

 Monitoring shipments due on the deadline every two hours.

 Reporting any package/parcel delays/exception notifications to EC and PM.

 Any shipments suspected to be delayed, will require a telephone call to the freight company to confirm if the shipment is in danger of being late.

 Concerns regarding delays, will be expressed by the FC in the form of an email to:
  o VP Operations
  o Senior Operations Manager
  o Production Manager
  o Election Coordinator or Project Manager
  o Elections Coordinator Department Head or Project Manager

 Updating Freight Tracking Dashboard - LIVE time
  o Election Coordinator, and Project Manager will be given access to the Freight Tracking Dashboard

 Obtaining and verifying shipment has a delivery receipt/proof of delivery (POD), as final confirmation shipment has delivered

 Production Oversight Status Reporting
  o Election Non-Peak Production reporting will be done via email to Production Manager with an “on-track” or “off-track” status

   ▪ Any “off-track” status reports will require an advanced email notification per below.

  o Election Peak Production reporting will be done during the 2PM (M-F) Oversight Meeting held in the IVS Conference Room.

   ▪ The Freight Tracking Dashboard will be viewed and the FC will update Oversight with an “on-track” or “off-track” status.

   ▪ Any “off-track” status reports will require an advanced email notification per below.

Freight Tracking Dashboard Procedure:
The Freight Tracking Dashboard will be maintained by FC at this link: Freight Tracking Dashboard_LIVE
1. Today - The current date will always populate in this cell.
2. E or C – E=Election, C=Commercial Shipment
3. Ship Date - Date shipment departed
4. County or Customer – Name (abbreviated County name)
5. Job Number
6. Carrier – Name of freight carrier
7. XPO SIC Code - XPO’s delivery terminal code, if applicable
8. Freight Type – EU=Exclusive Use/Dedicated, LTL-Less than Truckload, EX=Expedited
9. Final Destination (Consignee) - USPS-Name or County-City, State or Consignee Name-City, State
10. Scheduled Delivery Date – Date shipment is due to deliver to the consignee.
   a. Cell will turn yellow if the shipment is due on that day
   b. Cell will turn red if the shipment is past the date and still has not delivered
11. Scheduled Del/Appt. Time – Time/Appointment Time the shipment was specified to deliver to the consignee.
12. Estimated Delivery Arrival Time – Day of delivery, the carrier confirmed ETA that the FC will enter.
13. Track Status – If FC types in “On Track”, the cell will turn green. If FC types is “Off Track”, the cell will turn red. Yellow indicates shipment has delivered. Color coding will assist in the freight status communication for the EC or PM and at the Oversight Meeting, by being able to quickly identify at risk and on time shipments.
14. Confirmed Delivered Date – Date shipment has been confirmed delivered to the consignee, by the FC.
Truck Scans from XPO-Email Notification for BOL 981911092

Notification 1

![Email notification image]

**Shipment: 981911092**

**Status:**
En route to interim
(USU of CWA) Salt Lake City, UT
Service Center information at: Salt Lake City, UT
Status Date: 10/10/2018
ETA to next leg: 10/10/2018 04:24pm

**Status Definition:**
The shipment is en route to an interim service center.

**Shipper:**
K And H Printers Karen Oster
7720 Hardeson Rd
Everett, WA 98203 7000

**Consignee:**
Usps - Denver Scf *tdc On 10/15
7540 E 53rd Pl
Denver, CO 80266 0003

**Reference Numbers:**
PRO Number: 981911092
PO# T1 EX50
SN# ADAM 256324

**Shipment:**
Type: Prepaid
Pcs: 13
Wgt: 9,205 (lbs)
Chrgs: $3334.28 (USD)

**Dates:**
Pickup: 10/09/2018
Est Dlvr: 10/11/2018

If you have any questions or require further information, please contact your local XPO Logistics LTL Service Center.

Thank you for using XPO Logistics LTL!
http://xpo.com/services/less-than-truckload-ltl
Notification 2

XPO Logistics LTL PRO # 981911092 Status: Arrived at interim

Shipment: 981911092

Status:
Arrived at interim
(USU of CWA) Salt Lake City, UT
Service Center information at: Salt Lake City, UT
Status Date: 10/10/2018

Status Definition:
The shipment has arrived at an interim service center.

Shipper:
K And H Printers Karen Oster
7720 Hardeson Rd
Everett, WA 98203 7000

Consignee:
Usps - Denver Scf *tdc On 10/15
7540 E 53rd Pl
Denver, CO 80266 0003

Reference Numbers:
PRO Number: 981911092
PO# T1 EX50
SN# ADAM 256324

Shipment:
Type: Prepaid
Pcs: 13
Wgt: 9.205 (lbs)
Chrgs: $3334.28 (USD)

Dates:
Pickup: 10/09/2018
Est Dlvr: 10/11/2018

If you have any questions or require further information, please contact your local XPO Logistics LTL Service Center.

Thank you for using XPO Logistics LTL!
http://xpo.com/services/less-than-truckload-ltl
Notification 3

Wed 10/10/2018 6:31 PM

LTInfo@xpo.com
XPO Logistics LTL PRO # 981911092 Status: En route to interim
To: Karen Oster

Shipment: 981911092

Status:
En route to interim
(UWM of CWA) Wamsutter Wy M, WY
Service Center information at: Wamsutter Wy M, WY
Status Date: 10/10/2018
ETA to next leg: 10/11/2018 12:22am

Status Definition:
The shipment is en route to an interim service center.

Shipper:
K And H Printers Karen Oster
7720 Hardeson Rd
Everett, WA 98203 7000

Consignee:
Usps - Denver Scf *tde On 10/15
7540 E 53rd Pl
Denver, CO 80266 0003

Reference Numbers:
PRO Number: 981911092
PO# T1 EX50
SN# ADAM 256324

Shipment:
Type: Prepaid
Pcs: 13
Wgt: 9,205 (lbs)
Chrgs: $3334.28 (USD)

Dates:
Pickup: 10/09/2018
Est Dlvr: 10/11/2018

If you have any questions or require further information, please contact your local XPO Logistics LTL Service Center.

Thank you for using XPO Logistics LTL!
http://xpo.com/services/less-than-truckload-ltl
Notification 4

To: Karen Oster

XPO Logistics LTL PRO # 981911092 Status: Arrived at interim

Shipment: 981911092

Status:
Arrived at interim
(UWM of CWA) Wamsutter Wy M, WY
Service Center information at: Wamsutter Wy M, WY
Status Date: 10/10/2018

Status Definition:
The shipment has arrived at an interim service center.

Shipper:
K And H Printers Karen Oster
7720 Hardeson Rd
Everett, WA 98203 7000

Consignee:
Usps - Denver Scf *tdc On 10/15
7540 E 53rd Pl
Denver, CO 80266 0003

Reference Numbers:
PRO Number: 981911092
PO# T1.EX50
SN# ADAM 256324

Shipment:
Type: Prepaid
Pcs: 13
Wgt: 9,205 (lbs)
Chrgs: $3334.28 (USD)

Dates:
Pickup: 10/09/2018
Est Dlv: 10/11/2018

If you have any questions or require further information, please contact your local XPO Logistics LTL Service Center.

Thank you for using XPO Logistics LTL!
http://xpo.com/services/less-than-truckload-ltl
Notification 5

Thu 10/11/2018 2:58 AM
LTLinfo@xpo.com
XPO Logistics LTL PRO # 981911092 Status: En route to destination

To Karen Oster

Shipment: 981911092

Status:
En route to destination
(UDV of CWA) Henderson, CO
Service Center information at: Henderson, CO
Status Date: 10/11/2018
ETA to destination service center: 10/11/2018 09:07am

Status Definition:
The shipment is en route to the destination service center.

Shipper:
K And H Printers Karen Oster
7720 Hardeson Rd
Everett, WA 98203 7000

Consignee:
Usps - Denver Scf *tdc On 10/15
7540 E 53rd Pl
Denver, CO 80266 0003

Reference Numbers:
PRO Number: 981911092
PO# T1 EX50
SN# ADAM 256324

Shipment:
Type: Prepaid
Pcs: 13
Wgt: 9.205 (lbs)
Chrgs: $3334.28 (USD)

Dates:
Pickup: 10/09/2018
Est Divr: 10/11/2018

If you have any questions or require further information, please contact your local XPO Logistics LTL Service Center.

Thank you for using XPO Logistics LTL!
http://xpo.com/services/less-than-truckload-ltl
Notification 6

Thu 10/11/2018 2:58 AM

LTLinfo@xpo.com
XPO Logistics LTL PRO # 981911092 Status: Arrived at destination

To: Karen Oster

Shipmen< 981911092

Status:
Arrived at destination
(UDV of CWA) Henderson, CO
Service Center information at: Henderson, CO
Status Date: 10/11/2018

Status Definition:
The shipment has arrived at the destination service center.

Shipper:
K And H Printers Karen Oster
7720 Hardeson Rd
Everett, WA 98203 7000

Consignee:
Usps - Denver Scf *tdc On 10/15
7540 E 53rd Pl
Denver, CO 80266 0003

Reference Numbers:
PRO Number: 981911092
PO# T1 EX50
SN# ADAM 256324

Shipment:
Type: Prepaid
Pcs: 13
Wgt: 9.205 (lbs)
Chrgs: $3334.28 (USD)

Dates:
Pickup: 10/09/2018
Est Dlvr: 10/11/2018

If you have any questions or require further information, please contact your local XPO Logistics LTL Service Center.

Thank you for using XPO Logistics LTL!
http://xpo.com/services/less-than-truckload-ltl
Notification 7

Mon 10/15/2018 12:08 PM

LTLinfo@xpo.com
XPO Logistics LTL PRO # 981911092 Status: Out for delivery

To: Karen Oster

Shipment: 981911092

Status:
Out for delivery
(UDV of CWA) Henderson, CO
Service Center information at: Henderson, CO
Status Date: 10/15/2018

Status Definition:
The shipment is out for delivery to the consignee.

Shipper:
K And H Printers Karen Oster
7720 Hardeson Rd
Everett, WA 98203 7000

Consignee:
Usps - Denver Scf *tde On 10/15
7540 E 53rd Pl
Denver, CO 80266 0003

Reference Numbers:
PRO Number: 981911092
PO# T1 EX50
SN# ADAM 256324

Shipment:
Type: Prepaid
Pcs: 13
Wgt: 9,205 (lbs)
Chrgs: $3334.28 (USD)

Dates:
Pickup: 10/09/2018
Est Divr: 10/11/2018

If you have any questions or require further information, please contact your local XPO Logistics LTL Service Center.

Thank you for using XPO Logistics LTL!
http://xpo.com/services/less-than-truckload-ltl
Notification 8

Mon 10/15/2018 12:34 PM

LTLinfo@xpo.com

XPO Logistics LTL PRO # 981911092 Status: Delivered

To: Karen Oster

You forwarded this message on 10/23/2018 11:44 AM.

**Shipment: 981911092**

**Status:**
Delivered
(UDV of CWA) Henderson, CO
Service Center information at: Henderson, CO

**Status Definition:**
The shipment has been delivered to the consignee.

**Shipper:**
K And H Printers Karen Oster
7720 Hardeson Rd
Everett, WA 98203 7000

**Consignee:**
Usps - Denver Sef *tde On 10/15
7540 E 53rd Pl
Denver, CO 80266 0003

**Reference Numbers:**
PRO Number: 981911092
PO# T1 EX50
SN# ADAM 256324

**Shipment:**
Type: Prepaid
Pcs: 13
Wgt: 9.205 (lbs)
Chrgs: $3334.28 (USD)

**Dates:**
Pickup: 10/09/2018
Dlvr: 10/15/2018

If you have any questions or require further information, please contact your local XPO Logistics LTL Service Center.

Thank you for using XPO Logistics LTL!
http://xpo.com/services/less-than-truckload-itl
STRAIGHT BILL OF LADING

SHIPPER

PLEASE NOTE

FREIGHT CHARGES ARE PREPAID UNLESS MARKED COLLECT

□ COLLECT

Reminder: Print/Affix Pro Labels To Your Shipment

DATE: 10/9/18

PCG NO.: T1 EX50

SHIPPER NO.: ADAM 256324

CUSTOMERS SPECIAL REFERENCE NUMBER

DESTINATION

ORIGIN - NOT NEGOTIABLE

Page 1 of 1

XPO FUNCTION: 981-911092

SHPER (FROM) K AND H PRINTERS

KAREN OTSER

CONSIGNEE (TO) USP S- DENVER SCF

CITY: 7720 HARDESON RD

CITY: 7540 E 53RD PL

STATE/CITY/ZIP/POSTAL CODE: EVERETT, WA 98203-7000 (US)

STATE/CITY/ZIP/POSTAL CODE: DENVER, CO 80266-0001 (US)

BILLOF K & H PRINTERS-LIOTROGRAPHERS INC

CUSTOMS BROKER

STREET

STREET

7720 HARDESON RD

7540 E 53RD PL

8266-0001 (US)

(323) 919-1444

ACCOUNT CODE

Guaranteed

NUMBER OF SHIPMENT UNITS

HM

KIND OF PACKAGING, DESCRIPTION OF ARTICLES, SPECIAL MARKS AND EXCEPTIONS

PLT (a) PRINTED MATERIAL

Hazardous material sequence (HMS) must be read left to right, (HA:HA, proper shipping name, Hazard class and Packing group)

SUBJECT TO INSPECTION AND CORRECTION

13

NMFC NO.

161870

WEIGHT (Subject to Correction)

70

kg

5205

COD AMOUNT:

COD

Q Prepaid

Q Collect

REMIT COD TO

ADDRESS

Q U.S.

Q Canadian

Q CITY

Q STATE/CITY/ZIP/POSTAL CODE

Q STATE/PROVINCE/ZIP/POSTAL CODE

NOTE: Consignee's company check made payable to the Shipper will be accepted by XPO Logistics Freight and forwarded to shipper unless otherwise directed by the shipper.

Notice: Unless the Shipper completes the requirements as provided below, Carrier’s liability shall be limited as stated herein and in Tariff QMW-198 in effect on date of shipment, which is available on line at www.xpo.com or may be declined upon request to Carrier. Shipment is subject to the nearest value provisions of the NMFC, as set forth in paragraph 2 on the reverse side of this Bill of Lading. In the event that Carrier be liable for loss of profit, income, interest, attorney fees, or any special, incidental or consequential damages.

Carrier liability with shipments originating within the United States: Carrier’s liability shall be limited on actual NWCf class of the shipment and is subject to either $1.00 and $25.00 per pound as set forth in Tariff QMW-198. Carrier’s liability for all household personal effects, and anything other than new, original, unused or in original packaging shall not exceed $10.00 per pound per individual item or damaged piece within the shipment. Carrier’s highest level of liability is $2,500.00 per individual item or damaged piece within the shipment, subject to a maximum liability per shipment of $10,000.00, and provided further that Carrier’s liability on household goods, personal effects articles other than new articles, including but not limited to used, remanufactured or refurbished articles, shall not exceed one dollar ($1.00) per pound per individual item or damaged piece within the shipment.

Special Agreement: Declared Value: CAN $_________ per pound. (Declared value may not exceed CAN $100,000.00 per shipment.)

Shipper agrees to pay excess liability charge: ___________ (Shipper’s Intents)

Where the NWCf classification is dependent on value, shippers are required to state specifically below in writing the declared value of the property as follows: The declared value of the property is specifically stated by the shipper to be not exceeding ___________.

Shipper’s Certification: I hereby declare that the contents of this consignment are fully and accurately described above by the proper shipping name and are classified, packaged, marked and labeled/ plated; and are in all respects in proper condition for transport according to applicable international and national governmental regulations.

Shipment Received: The shipment is received subject to Tariff QMW-198, Carrier’s pricing schedules, terms, conditions and rules maintained at Carrier’s general offices in effect on the date of issue of this Bill of Lading, as well as the National Motor Freight Classification (NMF), the Hazardous Materials Transportation Regulations (Title 49 CFR, Subtitle B, Chapter 1, Sub-Chapter A-C), and the Household Goods Mileage Guide (NHSR 12B Series), for shipments originating in the United States; and the Canadian Motor Vehicle Transport Act, the Transportation of Dangerous Goods Act, and the regulations in force in the jurisdiction at the time and place of the shipment for shippers engineering in Canada. The property described on this Bill of Lading is transparent good order, but only to the extent that it is uncensored and visible without further inspection and except as noted or marked. The property is consigned and destined as indicated above. The word "Carrier" is defined throughout this contract as meaning any person or corporation in possession of the property under this contract. It is mutually agreed as to Carrier and each party at any time interested in all or any part of said property, that every service to be performed hereunder shall be subject to all of this Bill of Lading’s terms and conditions in effect on the date of shipment, including but not limited to, the ‘Terms and Conditions’ listed on the back side of this Bill of Lading.

SHIPPER

CARRIER

K AND H PRINTERS

XPO LOGISTICS FREIGHT, INC.

XPO LOGISTICS FREIGHT CANADA INC.

AUTHORIZED SIGNATURE

AUTHORIZED SIGNATURE

DATE

04032-021 (10/16) Printed in USA

(BNW)

NUMBER OF UNITS RECEIVED

Bates 25
XPO Logistics

STRAIGHT BILL OF LADING

SHIPTER

PLEASE NOTE

FREIGHT CHARGES ARE PREPAID UNLESS MARKED COLLECT

☐ COLLECT

Reminder: Print/affix Pro Labels To Your Shipment

Motor Move

Date 10/9/18

RC. NO. T2 EX50

SHIPPER AD. 256324

CUSTOMER SPECIAL REFERENCE NUMBER

XPO PRO# 981-910005

Consignee (To) USPS - DENVER SCF

K AND H PRINTERS

STREET 7720 HARDeson RD

Everett, WA 98203-7000 (US)

(425) 923-0365

BILBO!

K AND H PRINTERS - LITHOGRAPHERS INC

CUSTOMS BROKER

STREET 7720 HARDeson RD

City, State/Province, Zip Postal Code (Telephone)

Everett, WA 98203 (US)

80256-0011 (US)

(323) 919-1444

ACCOUNT CODE

GUARANTEED

Number of Units 14

LTL (a) Printed Material

161870

70

11188

NOTICE: Unless the shipper completes the requirements as provided below, Carrier's liability shall be limited as stated herein and in Tariff CNW-109 in effect on date of shipment, which is available on request from Tariff CNW-109. Carrier's liability for all household goods, personal effects, and articles other than new, excluding but not limited to used, remanufactured or refurbished articles shall not exceed $1.00 per pound per individual lost or damaged piece within the shipment. Carrier's highest level of liability is $25.00 per pound per individual lost or damaged piece within the shipment, subject to the following limits:

- Maximum liability for household goods, personal effects, and articles other than new, excluding but not limited to used, remanufactured or refurbished articles, shall not exceed $1.00 per pound per individual lost or damaged piece within the shipment.
- Maximum liability for household goods, personal effects, and articles other than new, excluding but not limited to used, remanufactured or refurbished articles, shall not exceed $25.00 per pound per individual lost or damaged piece within the shipment.

SPECIAL AGREEMENT: Declared Value: CAN $______ per pound. (Declared value may not exceed CAN $100,000.00 per shipment.)

Shipper agrees to pay excess liability charge: $______ (Shipper's initials)

Where the CNW classification is dependent on value, shippers are required to state specifically below in writing the declared value of the property as follows:

The declared value of the property is specifically stated by the shipper to be not exceeding $8,000.00.

Shippers Certification: I hereby declare that the contents of this consignment are fully and accurately described above the proper shipping name, and are classified, packaged, marked and labeled/ placarded, and are in all respects in proper condition for transmission according to applicable international and national governmental regulations.

Shipper Received: The shipment is received subject to Tariff CNW-109, Carrier's pricing schedules, terms, conditions and rules maintained by Carrier's general offices in effect on the date of issue of this Bill of Lading, as well as the National Motor Freight Classification (NMFC), the Hazardous Materials Transportation Regulations (49 CFR, Subtitle B, Chapter 1, Sub Chapters J-A, and the Household Goods Mileage Guide (HHG XLS Series), for shipments originating in the United States, and the Canadian Motor Vehicle Transport Act, the Transportation of Dangerous Goods Act, and the regulations in force in the provincial jurisdiction at the time and place of the shipment for shipments originating in Canada. The property described in this Bill of Lading is in apparent good order, but only to the extent that it is unaccompanied and unobstructed. The property is consigned and declared as indicated above. The carrier is defined throughout this contract as being any person or corporation in possession of the property under this contract, and is agreed to as Carrier and such party at or time of actual possession in all or any of said property, that every notice to be performed hereunder shall be subject to all of this Bill of Lading terms and conditions in effect on the date of shipment, including, but not limited to, the "Terms and Conditions" listed on the back side of this Bill of Lading.

SHIPTER K AND H PRINTERS

AUTHORIZED SIGNATURE

CARRIER XPO LOGISTICS FREIGHT INC.

AUTHORIZED SIGNATURE

XPO LOGISTICS FREIGHT CANADA INC.

NUMBER OF UNITS RECEIVED

04032-00 (10/10) Printed in USA (CNWY) Bates 26
**CONSIGNEE**

**USPS - DENVER SCF**

**BILL TO**

**K AND H PRINTERS**

KAREN OSTER

7720 HARDeson RD

EVERETT, WA, US 98203-7000

**SHIPPED TO**

DENVER, CO, US 80266-0003

<table>
<thead>
<tr>
<th>PCS</th>
<th>CM</th>
<th>DESCRIPTION OF ARTICLES AND MARKS</th>
<th>WEIGHT (LBS)</th>
<th>RATE</th>
<th>TOTAL CHARGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td></td>
<td>PLT PRINTED MATERIAL 161870-0 CLASS 70</td>
<td></td>
<td>11160</td>
<td></td>
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<tr>
<td>14</td>
<td></td>
<td>TDC TIME DATE CRITICAL/APPOINTMENT TOTAL</td>
<td></td>
<td>11160</td>
<td>PPD</td>
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</table>

EXCLUSIVE USE HOLD FOR TDC MONDAY

OCT 15, 2018 USPS PRESORT FAST

APPT#123533661 09AM EINDUCTION ENTRY. NO SOONER/NO LATER. TRAILER # 321-6749 KH SEAL #0462443 XPO

INSIDE DELIVERY ☐  LIFT GATE SERVICE ☐  RESIDENTIAL DELIVERY ☐  CONSTRUCTION/UTILITY SITE ☐

SHRINK WRAP ☐  TPE COOL TRAIN ☐

DUNS #: 10-349-100

EAVEN THIS COPY WITH CONSIGNEE SUBJET TO THE TERMS AND CONDITIONS HEREIN, AND TARIFF CNV#-199 IN EFFECT ON DATE OF SHIPMENT DESCRIBED FREIGHT IN GOOD CONDITION UNLESS MARKED OTHERWISE

PAGE 1 OF 2 2

Bates 27
STRAIGHT BILL OF LADING

SHIPPER: K AND H PRINTERS

Consignee: USPS - DENVER SCF

Address: 7540 E 53RD PL

City, State, Postal Code: DENVER, CO 80266-0001

Phone: (323) 919-1444

ACCOUNT: Guaranteed

NO. OF UNITS: 14

KIND OF PACKAGING, DESCRIPTION OF ARTICLES, SPECIAL MARKS AND EXCEPTIONS:

MLT (PRINTED MATERIAL)

EMERGENCY CONTACT:

(425) 923-0365

KAREN OSTER

EXCLUSIVE USE: HOLD FOR TDC MONDAY OCT 3, 2016 USPS PRESENT TIME
APPEL133533665 09AM INJUCTION

ENTRY NO.: 0000 NO SOONER NO LATER TRAILER # 0135-0134 K&H

SEALED 04/62445 XPO SEAL 7337962

COD AMOUNT: $ 0

COD: Prepaid

Remit to:

U.S. CANADIAN

NOTE: Consignee's company check made payable to the Shipper will be accepted by XPO Logistics and forwarded to shipper unless otherwise directed to do so by the shipper.

Driver Please Note

If single shipment check box below

Original - Not Negotiable

Bates 28
<table>
<thead>
<tr>
<th># PCS</th>
<th>DESCRIPTION OF ARTICLES AND MARKS</th>
<th>WEIGHT (LBS)</th>
<th>RATE</th>
<th>TOTAL CHARGES</th>
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<tr>
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<td></td>
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<td>PPD</td>
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</table>

*** HAZMAT EMERGENCY CONTACT KAREN OSTER PHONE (425) 923-0365 ***
EXCLUSIVE USE HOLD FOR TDC MONDAY OCT 15, 2018 USPS PRESET FAST APPT: 123533661 8AM EINDUCTION

PRINT CONSIGNEE NAME: WOLFF, PAGE 1 OF 2
**SPECIAL AGREEMENT:** Declared Value: CAN $____________ per pound. (Declared value may not exceed CAN $100,000.00 per shipment.)

Shippers agree to pay excess liability charge: ______________ (Shipper's Initials)

Where the NMFC classification is dependent on value, shippers are required to state specifically below in writing the declared value of the property as follows. The declared value of the property is specifically stated by the shipper to be not exceeding ______________.

Shippers Certification: I hereby certify that the contents of this consignment are fully and accurately described above by the proper shipping name, and are classified, packaged, marked and labeled/packed, and are in all respects in proper condition for transport according to applicable international and national governmental regulations.

**Shipment Received:** The shipment is received subject to Tariff CNWY-199, Carrier's pricing schedules, terms, conditions and rates maintained at Carrier's general offices in effect on the date of issue of this Bill of Lading, as well as the National Motor Freight Classification (NMFC), the Hazardous Materials Transportation Regulations (Title 49, Subpart B, Chapter 1, Sub Chapter A) and the Household Goods Forwarder Guide (Edition 15) issued, for shipments originating in the United States, and the Canadian Motor Vehicle Transport Act, the Transportation of Dangerous Goods Act, and the regulations in force in the provincial jurisdiction at the time and place of the shipment for shipments originating in Canada. The property described on this Bill of Lading is in apparent good order, but only to the extent that it is unenclosed and visible without further inspection and except as noted or marked. The property is consigned and declared as indicated above. The most Carrier is defined throughout this contract as meaning any person or corporation in possession of the property under this contract, it is mutually agreed that Carrier and each party at any time interested in all or any part of said property, that every service to be performed thereafter shall be subject to all of this Bill of Lading's terms and conditions in effect on the date of shipment, included but not limited to, the "Terms and Conditions" listed on the back side of this Bill of Lading.
<table>
<thead>
<tr>
<th># PCS</th>
<th>HM</th>
<th>DESCRIPTION OF ARTICLES AND MARKS</th>
<th>WEIGHT (LBS)</th>
<th>RATE</th>
<th>TOTAL CHARGES</th>
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<tr>
<td>6</td>
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<td>PLT PRINTED MATERIAL 161870-0 CLASS 70</td>
<td>3795</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>TDC TIME DATE CRITICAL/APPOINTMENT</td>
<td>3795</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL**

*** HAZMAT EMERGENCY CONTACT KAREN OSTER PHONE (425) 923-0365 ***

EXCLUSIVE USE TDC MONDAY OCT 15, 2018 USPS PRIORITY FAST APPT#13533651
9AM, NO SOONER/NO LATER. TRAILER #

INSIDE DELIVERY

SHRINK WRAP

CONSIGNEE SIGNATURE

PRINT CONSIGNEE NAME

COVERAGE

PMS ABOVE

DRIVER

SUBJECT TO THE TERMS AND CONDITIONS HEREIN, AND TARIFF ONYV-195 IN EFFECT ON DATE OF SHIPMENT

Bates 31
Karen Oster

From: LTLinfo@xpo.com
Sent: Monday, October 15, 2018 12:34 PM
To: Karen Oster
Subject: XPO Logistics LTL PRO # 981911092 Status: Delivered

Shipment: 981911092

Status:
Delivered
(UDV of CWA) Henderson, CO
Service Center information at: Henderson, CO

Status Definition:
The shipment has been delivered to the consignee.

Shipper:
K And H Printers Karen Oster
7720 Hardeson Rd
Everett, WA 98203 7000

Consignee:
Usps - Denver Scf *tdc On 10/15
7540 E 53rd Pl
Denver, CO 80266 0003

Reference Numbers:
PRO Number: 981911092
PO# T1 EX50
SN# ADAM 256324

Shipment:
Type: Prepaid
Pcs: 13
Wgt: 9,205 (lbs)
Chrgs: $3334.28 (USD)

Dates:
Pickup: 10/09/2018
Dlvr: 10/15/2018

If you have any questions or require further information, please contact your local XPO Logistics LTL Service Center.

Thank you for using XPO Logistics LTL!
http://xpo.com/services/less-than-truckload-ltl
<table>
<thead>
<tr>
<th>Name</th>
<th>ID</th>
<th>Style</th>
<th>Quantity</th>
<th>Model</th>
<th>Part Number</th>
<th>Location</th>
<th>Quantity</th>
<th>Date</th>
<th>Remarks</th>
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</thead>
<tbody>
<tr>
<td>Adams - ADAM</td>
<td>1</td>
<td>PS# 3602-N</td>
<td>50</td>
<td>61,057</td>
<td>VBMP_E_2CRD</td>
<td>D7D</td>
<td>13</td>
<td>0</td>
<td>10/09/18</td>
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<tr>
<td>Adams - ADAM</td>
<td>2</td>
<td>PS# 3602-N</td>
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<td>74,462</td>
<td>VBMP_E_2CRD</td>
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<td>0</td>
<td>10/09/18</td>
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<tr>
<td>Adams - ADAM</td>
<td>3</td>
<td>PS# 3602-N</td>
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<td>74,002</td>
<td>VBMP_E_2CRD</td>
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<td>0</td>
<td>10/09/18</td>
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<td>Adams - ADAM</td>
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<td>319271269</td>
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<td>319890499</td>
<td>72</td>
<td>276</td>
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<td>H1E</td>
<td>0</td>
<td>1</td>
<td>10/13/18</td>
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<td>Adams - ADAM</td>
<td>5J</td>
<td>319738513</td>
<td>71</td>
<td>9,922</td>
<td>VBMP_E_2CRD</td>
<td>D4F</td>
<td>2</td>
<td>1</td>
<td>10/13/18</td>
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</table>

47 4
<table>
<thead>
<tr>
<th>Account Holder:</th>
<th>ADAMS COUNTY ELECTIONS</th>
<th>Mailing Address:</th>
<th>7720 HARDISON RD STE A</th>
<th>EVERETT, WA 98203-7000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact:</td>
<td>ERIN ANIOS</td>
<td>CRID: 2471401</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Account Number:</td>
<td>2801940</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permit:</td>
<td>Permit Imprint 393</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Statement FS Fee Waiver %:</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post Office Of Mailing:</td>
<td>EVERETT WA 98203-0230</td>
<td>Mailing Date:</td>
<td>10/03/2018</td>
<td></td>
</tr>
<tr>
<td>Mailing Weight of Single Pieces:</td>
<td>0.1265 lbs.</td>
<td>Mailing Total Pieces:</td>
<td>61,057 pcs.</td>
<td></td>
</tr>
<tr>
<td>USPS Determined Weight of Single Pieces:</td>
<td>0.1265 lbs.</td>
<td>USPS Determined Total Pieces:</td>
<td>61,057 pcs.</td>
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</tr>
<tr>
<td>Sequence Date:</td>
<td>10/03/2018</td>
<td>Address Matching Data:</td>
<td>1002018</td>
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</tr>
<tr>
<td>No of Containers:</td>
<td>1 MM Trays: 280</td>
<td>2 MM Trays: 283</td>
<td>Other: 13</td>
<td></td>
</tr>
<tr>
<td>Customer Reference ID:</td>
<td>ADAM E</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political Mail:</td>
<td>NO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mailplace is a product sample:</td>
<td>NO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incentive/Discount Claimed:</td>
<td>NO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mailpiece is a product sample:</td>
<td>NO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mailplace is a product sample:</td>
<td>NO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Official Election Mail:</td>
<td>YES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Type of Fee:</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payment Date and Time:</td>
<td>10/03/2018 11:47</td>
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<td></td>
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<table>
<thead>
<tr>
<th>Part A: Automation Letters</th>
<th>Line Number</th>
<th>Entry Discount</th>
<th>Title</th>
<th>Description</th>
<th>Price</th>
<th>Quantity</th>
<th>Subtotal Postage</th>
<th>Discount Total*</th>
<th>Fee Total</th>
<th>Postage</th>
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<tbody>
<tr>
<td>A7</td>
<td></td>
<td></td>
<td>DISCF</td>
<td>Letter 3.5 oz (0.2189 lbs) or less</td>
<td>0.165</td>
<td>56873pcs.</td>
<td>$ 2,297.2950</td>
<td>$ 0.0000</td>
<td>$ 0.0000</td>
<td>$ 2,297.2950</td>
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<tr>
<td>A6</td>
<td></td>
<td></td>
<td>DISCF</td>
<td>Letter 3.5 oz (0.2189 lbs) or less</td>
<td>0.165</td>
<td>11799pcs.</td>
<td>$ 155.7840</td>
<td>$ 0.0000</td>
<td>$ 0.0000</td>
<td>$ 155.7840</td>
</tr>
<tr>
<td>A6</td>
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<td></td>
<td>A2Q</td>
<td>Letter 3.5 oz (0.2189 lbs) or less</td>
<td>0.165</td>
<td>11799pcs.</td>
<td>$ 155.7840</td>
<td>$ 0.0000</td>
<td>$ 0.0000</td>
<td>$ 155.7840</td>
</tr>
</tbody>
</table>

For Extra Services and Other Fees:

* May contain both Full Service Intelligent Mail and other discounts – see Instructions page for additional information.

https://www.uspspostalone.com/postal1/postage_statements/index.cfm?fa=web_version&job_id=224465387&postage_statement_seq_no=319286425... 1/1

Bates 34
PS Form 3662-N - Nonprofit USPS Marketing Mail - Permit Imprint

Postal Service Statement Wizard

Postage Summary

Account Holder: ADAMS COUNTY ELECTIONS
Mailing Address: 4430 S ADAMS COUNTY PKWY STE E3102
BRIGHTON, CO 80601-6307

Contact: ERIN AMOS
(720) 523 - 6300
camos@adamsco.gov

Account Number: 2001940

Permit: Permit Imprint 363

Statement PS Fee Waiver %: 0%

Post Office Of Mailing: EVERETT WA 98203-6220
Mailing Date: 10/09/2018

Post Office of Permit: EVERETT WA 98203-6220

USPS Determined Weight of Single Piece: 0.1323 lbs.

USPS Determined Weight of Single Piece: 0.1328 lbs.

Mailing Declared Weight: 74,462 pcs.

Mailing Declared Weight: 74,462 pcs.

Sequencing Date: 10/09/2018

No of Containers: 1

2 MM Trays 235

2 EMV Trays 434

Seals 14

Customer Name: ADAMS E

Reference ID: ADAMS E

Sequence No: None

Novo Update Method: None

Political Mail: No

Mailpiece is a product sample: No

Inclusive Discount: No

Claimed: No

Mailpiece contains a DVD/CD or other Disc: No

Comments: SSF TID Number:

Part A: Automation Letters

Line Number: A7

Entry Discount: 0.045

Title: Letters 3.5 oz (0.2188 lbs) or less

Description: 0.105

Price: 74462pieces

Discount Total: 0.0000

Subtotal Postage: 7,818.5

Fee Total: 0.0000

Postage: 7,818.5

For Extra Services and Other Fees

* May contain both Full Service Intelligent Mail and other discount - see Instructions page for additional information.

https://www.uspspostalona.com/postal1/postage_statements/index.cfm?faf=web_version&job_id=224463900&postage_statement_seq_no=310284811... 1/1
Postal Statement

Account Holder: ADAMS COUNTY ELECTIONS
4435 S ADAMS COUNTY PIKE STE E3102
BRIGHTON, CO 80601-6207

Contact: ERIN AMOS
(720) 523-5600
erinamos@co.adams.co.us

Account Number: 2601040

Mailing Address:
7725 HARDINGSTON RD STE A
EVERETT, WA 98203-7700

Processing Category: Letters

CRID: 2471401

Processing Location: CRID: 5025691

Statement & Fee: Permit Imprint 100

Walter St.

Post Office or Mailing:
EVERETT WA 98203-0620

Post Office or Mailing Location:
EVERETT WA 00203-0620

Mailing Date: 10/09/2018

No of Containers: 1 M\# Trays 2 M# Trays 2 E\# Trays Flat Trays Books Pads Other

No of Containers: 1 M\# Trays 2 M# Trays 2 E\# Trays Flat Trays Books Pads Other

Customer Reference ID: ADAM E

Statement Sequence No: ADAM E

Auxiliary Service Endorsement: NO

Postal Mail: YES

Multiples is a product sample: NO

Incent Disc: NO

Claimed: NO

Mail Arrival Date and Time: 10/08/2018 16:42

Payment Date and Time: 10/09/2018 12:15

Comments: FEE 100

Part A: Automation Letters

Line Number Entry Discount Title Description Price Quantity Subtotal Postage Discount Total Fee Total Postage

A7 DSCF 5-Digit Letters 3.5 oz (3.2188 lbs) or less 0.165 7400200pcs $7,770.2103 $0.0000 $0.0000 $7,770.2103

A8

For Extra Services and Other Fees

* May contain both Full Service Intelligent Mail and other discount - see Instructions page for additional information.

https://www.uspspostalone.com/postal/postage_statements/index.cfm?fa=web_version&job_id=224464442&postage_statement_seq_no=319285416... 1/1
### Postage Summary

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<th>ADAMS COUNTY ELECTIONS 4450 S ADAMS COUNTY PKWY STE E3102 BRIGHTON, CO 80601-9207</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mailing Group ID:</td>
<td>ADAMS COUNTY ELECTIONS 4450 S ADAMS COUNTY PKWY STE E3102 BRIGHTON, CO 80601-9207</td>
</tr>
<tr>
<td>Mailing Agent:</td>
<td>KISH PRINTERS LITHOS (INTEGRITY VOTING SYSTEMS) 7720 HARRISON RD STE A EVERETT, WA 98203-7000</td>
</tr>
<tr>
<td>Mailer’s Job #:</td>
<td>0004451</td>
</tr>
<tr>
<td>Preparer:</td>
<td>ERIN AMOS (720) 923-6500 <a href="mailto:erinamos@edegov.org">erinamos@edegov.org</a></td>
</tr>
<tr>
<td>Description:</td>
<td>ADAM_EW5L_VEMP_E_3ORD_ID</td>
</tr>
<tr>
<td>Submission Type:</td>
<td>Mail.dat</td>
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<tr>
<td>Permit #:</td>
<td>2821946</td>
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<tr>
<td>Permit Imp:</td>
<td>393</td>
</tr>
<tr>
<td>Processing Category:</td>
<td>Letters</td>
</tr>
<tr>
<td>Processing Category #:</td>
<td>GR3: 274741</td>
</tr>
<tr>
<td>Statement PS Fee:</td>
<td>$8.05</td>
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<tr>
<td>Waiver %:</td>
<td>50.00</td>
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<tr>
<td>Total Postage:</td>
<td>$98.35</td>
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<tr>
<td>Mailer Declared Weight of Single Piece:</td>
<td>0.1341 lbs.</td>
</tr>
<tr>
<td>USPS Determined Weight of Single Piece:</td>
<td>0.1341 lbs.</td>
</tr>
<tr>
<td>No of Containers:</td>
<td>6 Flat Trays 2 EMM Trays 2 1st MM Trays 0 2nd MM Trays</td>
</tr>
</tbody>
</table>

### Part A. Automation Letters

<table>
<thead>
<tr>
<th>Line Number</th>
<th>Entry Discount</th>
<th>Title</th>
<th>Description</th>
<th>Price</th>
<th>Quantity</th>
<th>Subtotal Postage</th>
<th>FS Discount</th>
<th>Discount Total*</th>
<th>Tax Total</th>
<th>Postage</th>
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</thead>
<tbody>
<tr>
<td>A3</td>
<td>NONE</td>
<td>Mixed AADC Letters 3.5 oz (0.2198 lbs) or less</td>
<td>0.172</td>
<td>2pcs.</td>
<td>$0.3440</td>
<td>$0.0020</td>
<td>$0.0020</td>
<td>$0.0020</td>
<td>$0.3420</td>
<td></td>
</tr>
<tr>
<td>A8</td>
<td>DSOF</td>
<td>AADC Letters 3.5 oz (0.2198 lbs) or less</td>
<td>0.128</td>
<td>730pcs.</td>
<td>$93.4400</td>
<td>$0.7300</td>
<td>$0.7300</td>
<td>$0.0000</td>
<td>$93.7700</td>
<td></td>
</tr>
<tr>
<td>A9</td>
<td></td>
<td>Full Services Intelligent Mail Option</td>
<td>0.001</td>
<td>733pcs.</td>
<td>$0.7330</td>
<td>$0.0000</td>
<td>$0.0000</td>
<td>$0.0000</td>
<td>$0.7330</td>
<td></td>
</tr>
</tbody>
</table>

### Part B. Non-Automation Letters

<table>
<thead>
<tr>
<th>Line Number</th>
<th>Entry Discount</th>
<th>Title</th>
<th>Description</th>
<th>Price</th>
<th>Quantity</th>
<th>Subtotal Postage</th>
<th>FS Discount</th>
<th>Discount Total*</th>
<th>Tax Total</th>
<th>Postage</th>
</tr>
</thead>
<tbody>
<tr>
<td>B3</td>
<td>NONE</td>
<td>Mixed AADC Nonmachinable Letters 4 oz or less (0.25 lbs) or less</td>
<td>0.531</td>
<td>10pcs.</td>
<td>$2.5310</td>
<td>$0.0000</td>
<td>$0.0000</td>
<td>$0.0000</td>
<td>$2.5310</td>
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</table>

### Extra Services and Other Fees

<table>
<thead>
<tr>
<th>Title</th>
<th>Price</th>
<th>Quantity</th>
<th>Subtotal Postage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Full Service Discount From All Parts</td>
<td>$0.7320</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* May contain both Full Service Intelligent Mail and other discount – see Instructions page for additional information.

https://www.uspspostalone.com/posta1f/view.cfm

---

Bates 37
<table>
<thead>
<tr>
<th>Part A: Automation Letters</th>
<th>Line Number</th>
<th>Entry Discount</th>
<th>Title</th>
<th>Description</th>
<th>Price</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>A3</td>
<td>NONE</td>
<td>Mixed AADC</td>
<td>Letters 3.5 oz (0.2188 lbs) or less</td>
<td>0.172</td>
<td>6,870,900</td>
<td></td>
</tr>
<tr>
<td>A7</td>
<td>DISC</td>
<td>8-Digit</td>
<td>Letters 3.3 oz (0.2188 lbs) or less</td>
<td>0.165</td>
<td>2,039,390</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Part B: Non-Automation Letters</th>
<th>Line Number</th>
<th>Entry Discount</th>
<th>Title</th>
<th>Description</th>
<th>Price</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>B6</td>
<td>NONE</td>
<td>ADC</td>
<td>Nonmachineable Letters 4 oz (0.25 lbs) or less</td>
<td>0.458</td>
<td>425,980</td>
<td></td>
</tr>
<tr>
<td>B9</td>
<td>NONE</td>
<td>Mixed ADC</td>
<td>Nonmachineable Letters 4 oz (0.25 lbs) or less</td>
<td>0.531</td>
<td>25,000</td>
<td></td>
</tr>
</tbody>
</table>

For Extra Services and Other Fees

* May contain both Full Service Intelligent Mail and other discount - see instructions page for additional information.

### Postage Summary

<table>
<thead>
<tr>
<th>Description</th>
<th>Price</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subtotal Postage</td>
<td>$116,154</td>
<td>6,870,900</td>
</tr>
<tr>
<td>Discount Total</td>
<td>$0.000</td>
<td>$0.000</td>
</tr>
<tr>
<td>Fee Total</td>
<td>$0.000</td>
<td>$0.000</td>
</tr>
<tr>
<td>Postage</td>
<td>$116,154</td>
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</table>

**Part A Total (Add lines A1-A9)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Price</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subtotal Postage</td>
<td>$2,239,429</td>
<td>2,039,390</td>
</tr>
<tr>
<td>Discount Total</td>
<td>$0.000</td>
<td>$0.000</td>
</tr>
<tr>
<td>Fee Total</td>
<td>$0.000</td>
<td>$0.000</td>
</tr>
<tr>
<td>Postage</td>
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**Part B Total (Add lines B1-B27)**

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<th>Quantity</th>
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<tr>
<td>Total Postage From All Parts</td>
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<td></td>
</tr>
<tr>
<td>Total From Attached Form 3546-S</td>
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<td>Total Postage</td>
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**Total Postage**

<table>
<thead>
<tr>
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<th>Price</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,457,354</td>
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<td></td>
</tr>
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https://www.uspspostalone.com/postal1/postage_statements/index.cfm?la=web_version&job_id=224573565&postage_statement_seq_no=319415391... 1/1
PS Form 3602-N - Nonprofit USPS Marketing Mail - Permit Imprint

Final

Postage Summary

<table>
<thead>
<tr>
<th>Account Holder: ADAMS COUNTY ELECTIONS</th>
<th>Mailing Group ID: 224708731</th>
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</thead>
<tbody>
<tr>
<td>4150 S ADAMS COUNTY PKWY STE E3102</td>
<td>Mailer's Job #: 080045083</td>
</tr>
<tr>
<td>BRIGHTON, CO 80011-4207</td>
<td>Open Date: 10-12-2016</td>
</tr>
<tr>
<td></td>
<td>Mailer: KSH PRINTERS LITHOS (INTEGRITY VOTING SYSTEMS)</td>
</tr>
<tr>
<td></td>
<td>Submission Type: N/A</td>
</tr>
<tr>
<td>Control: BRIN AMOS</td>
<td>Mail: 7720 HARDISON RD STE A</td>
</tr>
<tr>
<td>(720) 521-0520</td>
<td>EVERETT, WA 98203-7000</td>
</tr>
<tr>
<td><a href="mailto:e1m9es@aadegov.org">e1m9es@aadegov.org</a></td>
<td>Permit Imprint: 393</td>
</tr>
<tr>
<td></td>
<td>CRID: 23039197</td>
</tr>
<tr>
<td>Account Number: 2801940</td>
<td>CRID: 2471401</td>
</tr>
<tr>
<td>Permit: Permit Imprint 393</td>
<td>Processing Category: Letters</td>
</tr>
<tr>
<td>Statement FS Fee Waiver %: 89.54%</td>
<td>CRID: 5932591</td>
</tr>
<tr>
<td>Post Office Of Mailing: SEATTLE WA 98124-9651</td>
<td>10-13-2016</td>
</tr>
<tr>
<td>Post Office of Permit: EVERETT WA 98203-0230</td>
<td></td>
</tr>
<tr>
<td>Mailed Declared Weight of Single Piece: 0.1334 lbs.</td>
<td>Mailed Declared Total Pieces: 275 pos.</td>
</tr>
<tr>
<td>USPS Determined Weight of Single Piece: 0.1334 lbs.</td>
<td>USPS Determined Total Pieces: 275 pos.</td>
</tr>
<tr>
<td>No of Containers: 1 M M Trays: 2 E M Trays: 1 PM Trays: 1 S A S 4</td>
<td></td>
</tr>
<tr>
<td>Move Update Method: Ansaty Service Enforcement</td>
<td>NSA: NO</td>
</tr>
<tr>
<td>Political Mail: NO Mailpiece is a product sample: NO Incentive/Discount: AB Testing Claimed: NO</td>
<td></td>
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<tr>
<td>Claimed: NO Mail Arrival Date and Time: 10-13-2018 12:53 Comments:</td>
<td></td>
</tr>
<tr>
<td>Container Grouping ID: Copal Mailing Type: SPF TID Numbers:</td>
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Part A: Automation Letters

<table>
<thead>
<tr>
<th>Line Number</th>
<th>Entry Discount</th>
<th>Title</th>
<th>Description</th>
<th>Price</th>
<th>Quantity</th>
<th>Subtotal Postage</th>
<th>PS Discount</th>
<th>Discount Total</th>
<th>Fee Total</th>
<th>Postage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A3</td>
<td>NONE</td>
<td>Mixed AADC</td>
<td>Letters 3.5 oz (0.2186 lbs) or less</td>
<td>0.172</td>
<td>55 pcs.</td>
<td>$ 11.630</td>
<td>$ 0.0050</td>
<td>$ 0.0050</td>
<td>$ 0.0000</td>
<td>$ 11.125</td>
</tr>
<tr>
<td>A8</td>
<td>DISC</td>
<td>AADC</td>
<td>Letters 3.5 oz (0.2186 lbs) or less</td>
<td>0.128</td>
<td>210 pcs.</td>
<td>$ 26.800</td>
<td>$ 0.2100</td>
<td>$ 0.2100</td>
<td>$ 0.0000</td>
<td>$ 26.6700</td>
</tr>
<tr>
<td>A9</td>
<td>DISPLAY ONLY</td>
<td></td>
<td>Full Service Intelligent Mail Option</td>
<td>0.001</td>
<td>275 pcs.</td>
<td>$ 26.800</td>
<td>$ 0.2100</td>
<td>$ 0.2100</td>
<td>$ 0.0000</td>
<td>$ 26.6700</td>
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</tbody>
</table>

Part B: Nonautomation Letters

<table>
<thead>
<tr>
<th>Line Number</th>
<th>Entry Discount</th>
<th>Title</th>
<th>Description</th>
<th>Price</th>
<th>Quantity</th>
<th>Subtotal Postage</th>
<th>PS Discount</th>
<th>Discount Total</th>
<th>Fee Total</th>
<th>Postage</th>
</tr>
</thead>
<tbody>
<tr>
<td>B8</td>
<td>NONE</td>
<td>Mixed ADC</td>
<td>Nonmachineable Letters 4 oz (0.25 lbs) or less</td>
<td>0.531</td>
<td>1 pcs.</td>
<td>$ 0.5310</td>
<td>$ 0.0000</td>
<td>$ 0.0000</td>
<td>$ 0.0000</td>
<td>$ 0.5310</td>
</tr>
<tr>
<td>D09</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$ 0.0000</td>
<td>$ 0.0000</td>
<td>N/A</td>
</tr>
</tbody>
</table>

For Extra Services and Other Fees

- Total Full Service Discount From All Parts: $ -0.3150
- Total Postage From All Parts: $ 38.3160
- Total From Attached Form 3602-S: N/A
- Total Postage: $ 38.3160

* May contain both Full Service Intelligent Mail and other discount, see instructions page for additional information.

https://www.uspspostalone.com/postfl1/view.cfm

1/1
## Postage Summary

- **Account Holder**: ADAMS COUNTY ELECTIONS
- **Mailing**: 4100 S ADAMS COUNTY PKWY STE 3102
- **Contact**: ERIN AMOS (720) 523-6500
- **Account Number**: 20227940
- **Permit**: Permit Imprint: 390
- **Statement FS Fee Waiver %**: 99.77%
- **Post Office Of Mailing**: SEATTLE WA 98134-0661
- **Account CINE**: 22305917
- **Grid**: 2471401
- **Processing Category**: Letters
- **CRID**: 9023591

## Mailing Details
- **Mailing Address**: 1720 HARDROSE RD STE A
- **Date**: 09/12/2018
- **Weight**: 9.525 lbs.
- **Total Pieces**: 9.525 pieces

## Political Mail Details
- **Political Mail**: NO
- **Mail Prepaid**: YES
- **Payment Date and Time**: 10/12/2018 15:11

## Fee Breakdown
- **Part A: Automation Letters**
- **Part B: Non-Automation Letters**
  - **Total Postage**: $1,082.4480
- **Total Invoice Discount**: $10.1740

## Additional Information
- **URL**: https://www.uspspostalcom/postal1/view.cfm

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**Final**
<table>
<thead>
<tr>
<th>#</th>
<th>DESCRIPTION OF ARTICLES AND MARKS</th>
<th>WEIGHT (LBS)</th>
<th>RATE (CUB)</th>
<th>TOTAL CHARGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>SKID PRINTED MATERIAL 161879-0 CLASS P</td>
<td>161879-0</td>
<td>92.95</td>
<td>92.95</td>
</tr>
<tr>
<td>13</td>
<td>TDC TIME DATE CRITICAL/APPOINTMENT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>TOTAL</td>
<td></td>
<td></td>
<td>92.95</td>
</tr>
</tbody>
</table>

**Shipped for:**
- **APPT:** 0900-0900
- **APPT:** 1200-1200

**Bill To:**
- **KAREN KONRAED
  7720 HARDISON RD
  EVERETT, WA 98203-7094**

**Shrink Wrap:**
- **YES**
- **NO**

**Inside Delivery:**
- **YES**
- **NO**

**Lift Gate Service:**
- **YES**
- **NO**

**Residential Delivery:**
- **YES**
- **NO**

**Construction Utility Site:**
- **YES**
- **NO**

---

**Return Report**

**Company Name:** 981-91-092

**Reason for Return:**
- **Other**
- **Wrong Address - Moved**

**Other Information:**

**Disposition:** [Signature]

**Detention Record**

**Tractor #**
- **TRAILER #1**
- **TRAILER #2**

**Time/Date Notified of Arrival**
- **Time/Date Unloaded Completed**
- **Time/Date Released by Consignee**
- **Total Wt. Unloaded per Stop**

**Note:** Leave blank when power is detained.
October 24, 2018

Gregory G. Graves
Vice President, Area Operations – Western Area
ADRESS
ADRESS

Re: Adams County mail ballots

Dear Mr. Gregory:

I write to express concern and frustration with recent actions by the USPS in Colorado, which contributed to a significant delay where nearly 61,000 Adams County voters received their mail ballots for the 2018 general election long after they should have. While I appreciate the successful working relationship our two agencies have developed in recent years, this incident shows that more work is required.

The relevant details, as I understand them, are as follows:

- Adams County, through its print vendor, secured a Facility Access and Shipment Tracking (FAST) appointment for October 15, 2018, to deliver the bulk of its general election mail ballots to the USPS’s General Mail Facility (GMF) in Denver;
  - Adams County’s shipping vendor filled four trucks with Adams County’s ballots for delivery to the GMF, and arrived at the GMF with all four trucks on the day of its FAST appointment;
- After unloading and accepting ballots from three of the four trucks, staff at the GMF rejected the fourth truck for a reason USPS has not yet explained;
- After rejection from the GMF, the shipping vendor returned the truck filled with ballots to its lot;
  - The shipping vendor failed to inform Adams County or the print vendor of the rejection, and instead left the truck sitting in its lot for several days (a substantial failure that Adams County and the print vendor are currently pursuing);
- On October 22, after receiving questions from concerned voters who hadn’t yet received their ballots, Adams County began investigating whether all ballots were mailed;
  - The print vendor and USPS staff made significant efforts to identify the issue (but it does not appear that relevant staff at USPS were initially aware of the most-critical fact—that the GMF rejected an entire truck-full of ballots);
- On October 23, Adams County’s print vendor discovered that the shipping vendor had the fourth truck on its lot with ballots still inside;
After learning that Adams County had additional ballots to deliver, our office contacted USPS to ask that USPS expedite delivery; USPS agreed. During the call with our office, USPS did not acknowledge that it had rejected the ballots more than a week earlier;

- Adams County, its vendors, and USPS worked in cooperation to get the ballots to the GMF and out to voters the next day;
  - During delivery of the ballots to the GMF, USPS staff informed Secretary of State staff—after having previously denied it—that it had indeed rejected the ballots during the first attempted delivery.

Colorado is a mail ballot state and our voters expect that their ballots will arrive timely in their mailboxes before each election. So it is imperative that the Secretary of State’s office, county clerks, vendors, and the USPS collaborate and agree upon the combined processes necessary to facilitate a successful mail ballot election.

Our two agencies have worked closely over the past several election cycles to establish agreed-upon processes and eliminate barriers to timely delivery of mail ballots. Before this election, it was the Secretary of State’s understanding that, after significant discussion in prior years, we had eliminated the potential for mass-rejection of ballots at the GMF. This incident makes clear that we must work together to establish better communication and procedures.

I look forward to a full report from your office after you have investigated the reason why Adams County’s truckload of ballots was rejected. I also look forward to working with you to prevent this from happening in the future.

Regards,

Suzanne Staiert
Deputy Secretary of State
<table>
<thead>
<tr>
<th>Batch Date</th>
<th>Batch #</th>
<th>Batch Description</th>
<th>Total Ballots</th>
<th>Active Ballots</th>
<th>Received Ballots</th>
<th>Voided Ballots</th>
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</thead>
<tbody>
<tr>
<td>11/06/2018</td>
<td>70</td>
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<td>5</td>
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<td>2</td>
<td>1</td>
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<tr>
<td>11/05/2018</td>
<td>69</td>
<td>UOCAVA Email 11052018</td>
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<tr>
<td>11/02/2018</td>
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<tr>
<td>11/01/2018</td>
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<td>11/01/2018</td>
<td>66</td>
<td>UOCAVA Email 11012018</td>
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<tr>
<td>10/30/2018</td>
<td>65</td>
<td>Final Supplemental Pull 10302018</td>
<td>198</td>
<td>59</td>
<td>96</td>
<td>43</td>
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<tr>
<td>10/30/2018</td>
<td>64</td>
<td>ID Required 10302019</td>
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<td>2</td>
<td>8</td>
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<td>10/29/2018</td>
<td>63</td>
<td>Supplemental Pull 10292018</td>
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<td>10/29/2018</td>
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<td>10/29/2018</td>
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<td>Supplemental Pull 10262018</td>
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<td>10/26/2018</td>
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<td>ID Required 10262018</td>
<td>28</td>
<td>17</td>
<td>6</td>
<td>5</td>
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<td>2</td>
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<tr>
<td>10/25/2018</td>
<td>51</td>
<td>HCF 10252018</td>
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<td>1</td>
</tr>
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<td>3</td>
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</tr>
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<td>66</td>
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<tr>
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<td>6</td>
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<td>0</td>
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Statewide Colorado Registration and Election  Page : 1
### Ballot Batches-Details

#### Election : 11/6/2018-2018 Adams County General Election

<table>
<thead>
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### Ballot Batches-Details

#### Election : 11/6/2018-2018 Adams County General Election

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Statewide Colorado Registration and Election