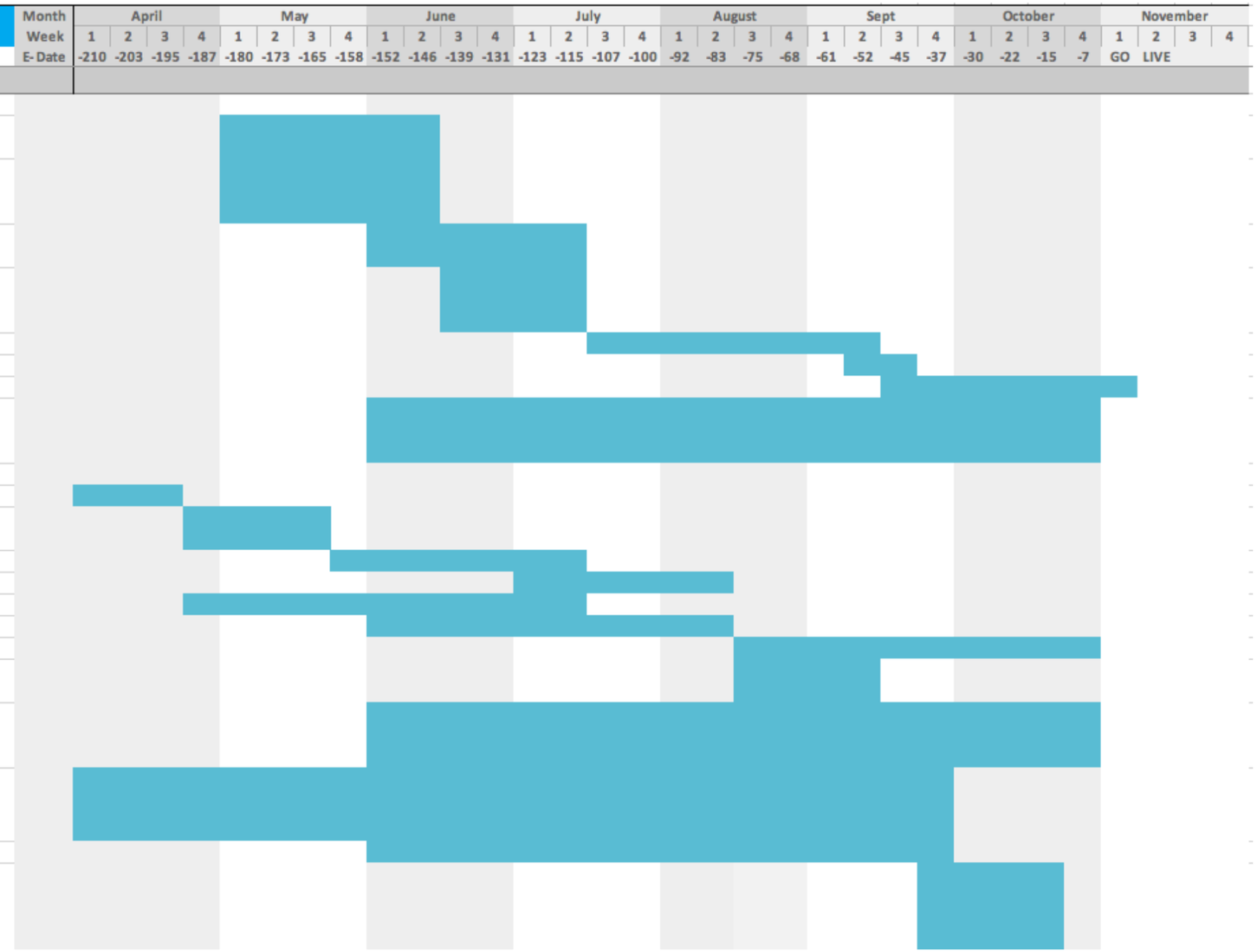
VOTE-BY-MAIL PROJECT TIMELINE

This timeline was a joint effort by CISA, the Election Center and subject matter experts who worked with colleagues in the states and local level as well as private sector to develop as part of the Elections COVID-19 Working Group. It is avaiable on the Election Center's website at: ***www.electioncenter.org***

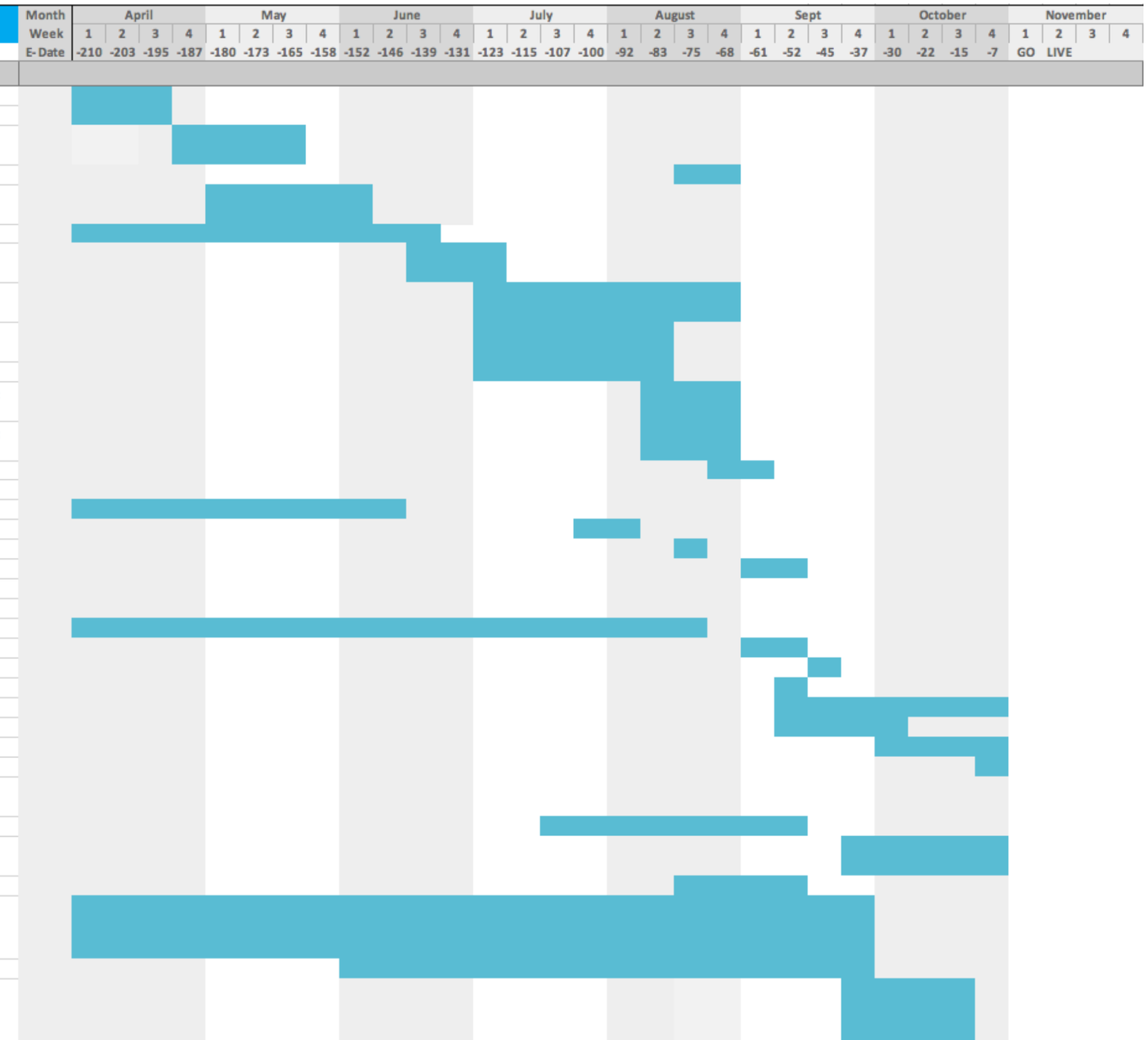
	TASK	OUTSIDE Go/No Go	START	END	DURATION (weeks)	DEPENDENCY & PARTNERS
5	**Application for Ballot**					
6	**Paper**					
7	Design usable form - to achieve high engagement level	X	-180	-140	6	CCD; Legal; Comms
8	Decide on distribution method; download; blank applications to housholds; preprinted direct mail in envelope; glossy postcard; etc;		-180	-140	6	Legal; Vendor
9	Contract for production & outbound mailing work; finalize specifications	X	-152	-107	6	Procurement; vendor
10	Outbound application envelope (if any) approval from USPS; consider non-profit, first class, business reply, etc.	X	-140	-115	4	USPS; CCD
11	Production of Materials		-107	-55	7	Vendor
12	Applicantion Mail Drop		-55	-40	2	
13	Acceptance of Applications & Processing		-45	-1	7	
14	Considerations for a Remote Work Force; Planning and Production		-150	-1	20	County IT; Legal; State IT; State and Local Election Officials
15	**Online**					
16	Decide to add this to online service request		-210	-195	3	Policymaker
17	Change Laws/ Rules	X	-187	-165	4	Lawmakers; Executive; Policymakers
18	Write Tech Specs & Iterate (with existing OVR)		-158	-115	7	ED; Vendor; IT; CISO
19	Write Code & Test (with existing OVR)		-123	-83	8	Vendor; IT; CISO
20	Write Tech Specs & Iterate (without OVR)		-187	-115	11	Vendor; IT; CISO
21	Write Code & Test (without OVR)		-152	-83	12	Vendor; IT; CISO
22	Go Live & Iterate		-75	-7	10	Vendor; IT
23	Define & Train on process/procedures for converting digital data into VRDB		-75	-45	4	
24	Considerations for a Remote Work Force; Planning and Production		-150	-1	20	County IT; Legal; State IT; State and Local Election Officials
25	Consider Partnering with CISA on Data Transfer (In transit and at rest); System and Network Security; Remote Penetration Testing; Vulnerability Scanning		-210	-37	24	CISO; CISA
26	Consider Instituting Data Transit Best Practices		-150	-37	16	CISA
27	Establish Protocols for searching for improper application for ballots through data analytics; IP Addresses; Mail to Addresses; Signature Review; Confirmation Sampling		-37	-7	4	Election Officials; IT for Reports



VOTE-BY-MAIL PROJECT TIMELINE

This timeline was a joint effort by CISA, the Election Center and subject matter experts who worked with colleagues in the states and local level as well as private sector to develop as part of the Elections COVID-19 Working Group. It is avaiable on the Election Center's website at: ***www.electioncenter.org***

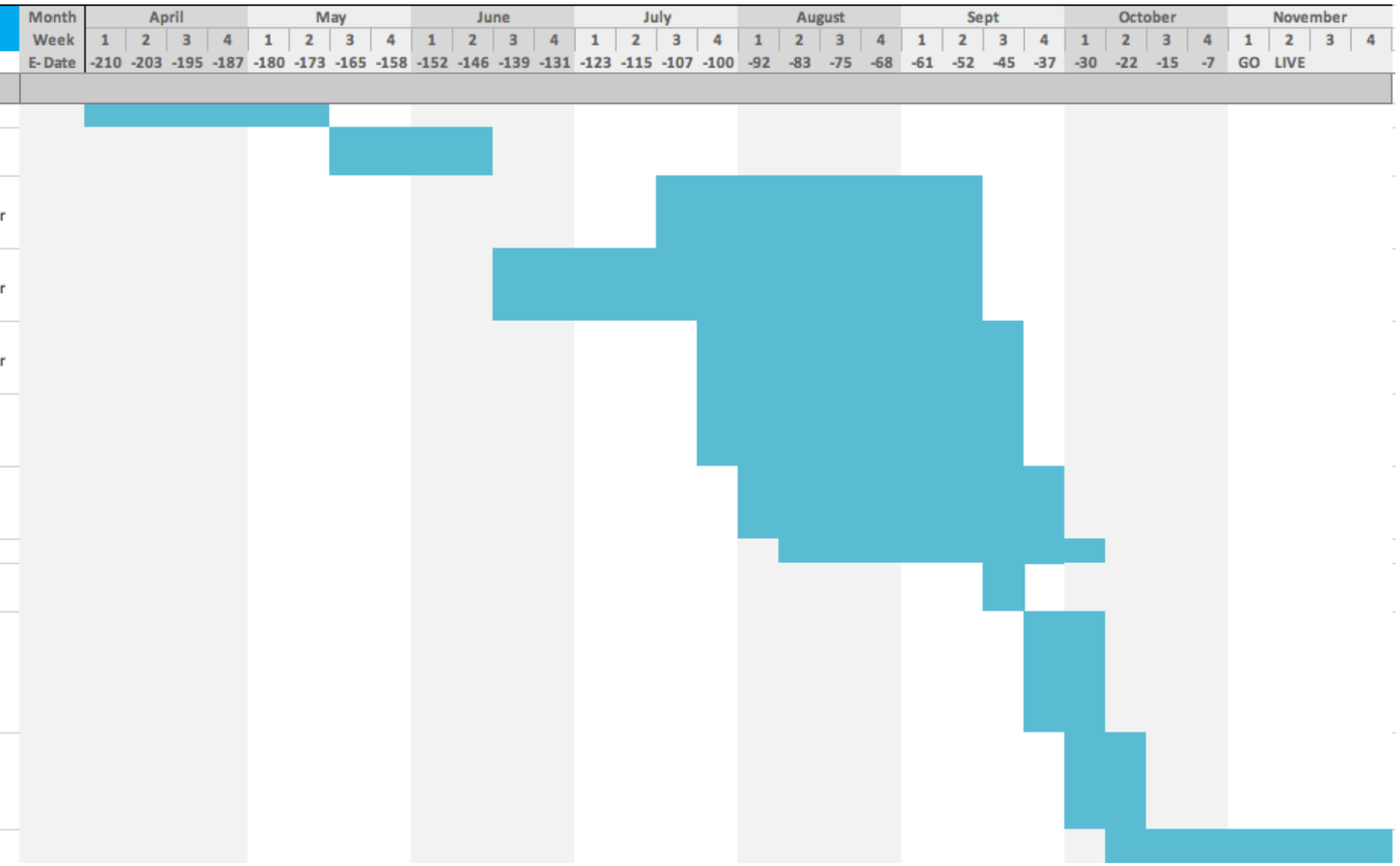
	TASK	OUTSIDE Go/No Go	START	END	DURATION (weeks)	DEPENDENCY & PARTNERS
28	**Outbound Ballots - Logistics**					
29	**Legislative, Policy, and Executive Actions**					
30	Decide New Policy & Estimate Impact		-210	-195	3	Policymaker
31	Change Laws/ Rules	X	-187	-165	4	Lawmakers; Executive; Policymakers
32	**Envelopes & Inserts**					
33	Determine Highest Possible Count of Envelope & Materials	X	-180	-150	5	Election Officials
34	Contract for Prodcution of Envelopes & Materials		-210	-140	6	Vendor; Officials
35	Artwork Approval with USPS; Business Approval - non profit, first class, business reply, etc.	X	-140	-120	3	Designers; USPS
36	Setup postage due account with USPS - undeliverables, return mail, etc.	X	-125	-60	9	USPS
37	Coordinate with USPS - PO Box, delivery dates, locations	X	-125	-80	6	USPS; Vendor
38	Design & Contract to produce stickers, inserts, etc.	X	-123	-80	6	Designers; vendors
39	Envelope Production		-80	-66	3	Print Vendor; Art Vendor; USPS
40	Other Materials Production; Inserts; Stickers		-80	-66	3	Print Vendor; Art Vendor; USPS
41	Delivery of Materials to Fulfillment Center		-75	-61	2	Vendor; Facility
42	**Ballot Printing**					
43	Select and Certify Ballot Printer	X	-210	-150	10	Voting System Vendor
44	Quantities for Paper Order	X	-100	-90	2	
45	Data for Print Quantity by Style			-75	1	
46	Ballot Images		-60	-50	2	
47	Delivery to Fulfillment Center		-55	-40	2	
48	**Fullfillment - Envelope Packaging & Mailing**					
49	Select and contract with fulfillment Center	X	-210	-75	10	
50	UOVAVA Data File sent to vendor		-55	-55	1	
51	UOCAVA Ballots Packaged & Mailed		-55	-45	2	
52	Initial mailing file sent to vendor		-55	-35	3	
53	Daily update files sent to vendor		-35	-5	5	
54	Voter Ballots Packaged & Mailed - First Run		-55	-29	4	
55	Voter Ballots Packaged & Mailed - Supplemental		-28	-5	3	
56	Last day to mail ballots		-5	-5	1	
57	**Ballot tracking - If doing this will be part of Fullfullment**					
58	- contract with a vendor; USPS; Test	X	-107	-55		Vendor; USPS
59	Upload file to ballot tracking software (repeated with every mail drop)		-45	-1		Vendor; USPS
60	**Security Considerations**					
61	Consider Partnering with CISA on Data Transfer (In transit and at rest); System and Network Security; Remote Penetration Testing; Vulnerability Scanning		-210	-1	24	CISO; CISA
62	Consider Instituting Data Transit Best Practices		-152	-1	16	CISA
63	Establish Protocols for searching for improper application for ballots through data analytics; IP Addresses; Mail to Addresses; Signature Review; Confirmation Sampling		-30	-1	4	Election Officials; IT for Reports



VOTE-BY-MAIL PROJECT TIMELINE

This timeline was a joint effort by CISA, the Election Center and subject matter experts who worked with colleagues in the states and local level as well as private sector to develop as part of the Elections COVID-19 Working Group. It is avaiable on the Election Center's website at: ***www.electioncenter.org***

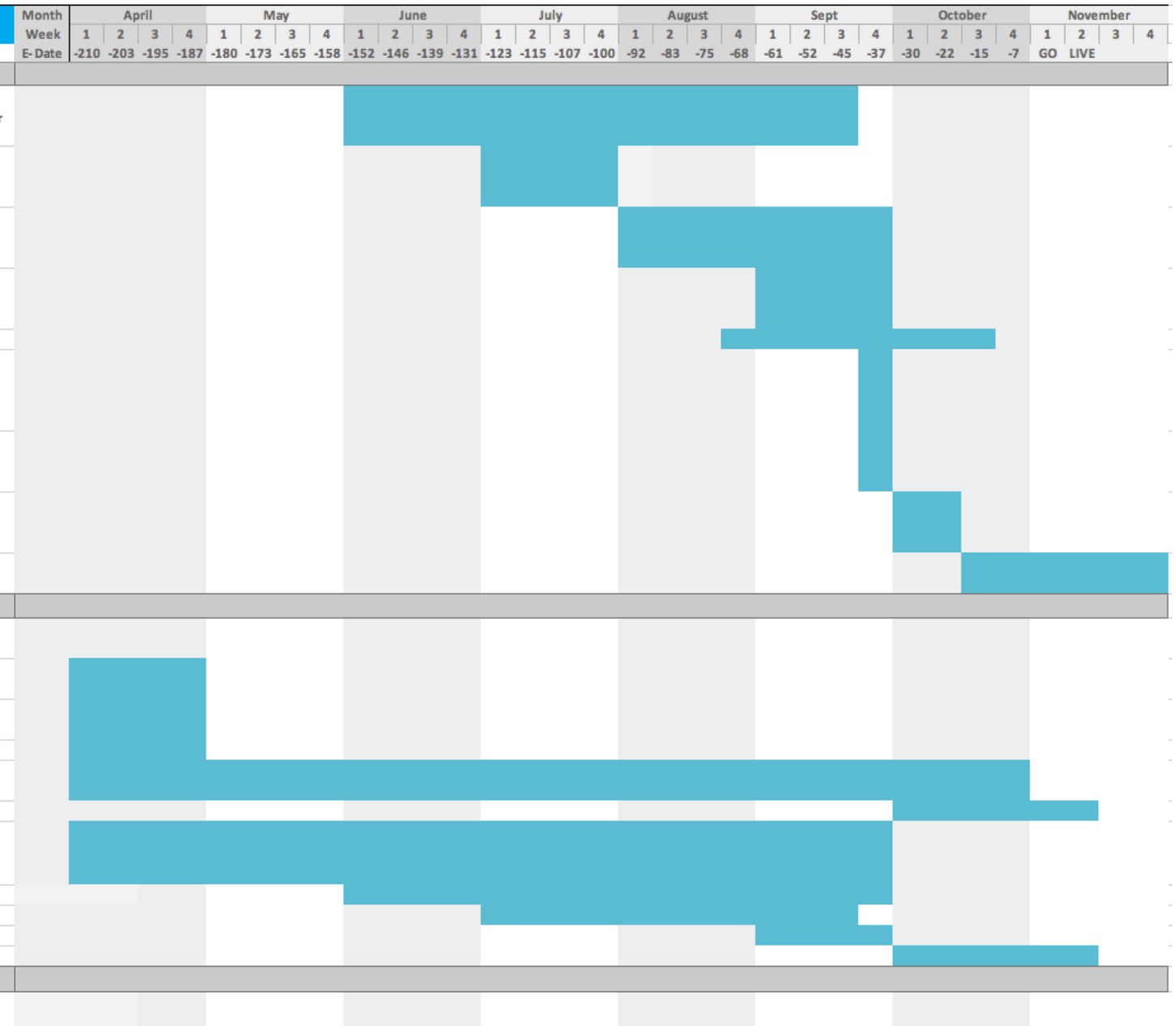
	TASK	OUTSIDE Go/No Go	START	END	DURATION (weeks)	DEPENDENCY & PARTNERS
64	**Inbound Ballot Process**					
65	Establish date Ballot Processing can begin		-210	-165	6	Policymaker
66	Analyze space and staffing needs based upon expected volume of returned ballots	X	-165	-139	4	Facilities Management;
67	Procure high-speed scanner(s) - timeframe depends on the vendor; COTS systems available more readily than proprietary builds	X	-107	-45	12	Procurement; Vendor Product Availability; Other Agencies if Shared
68	Procure and install envelope sorting equipment (in jurisdictions expecting 75,000 or more returned ballots)	X	-139	-45	12	Procurement; Vendor Product Availability; Other Agencies if Shared
69	Procure and install an envelope slicer (in jurisdicitons not using envelope sorting equipment)		-100	-37	8	Procurement; Vendor Product Availability; Other Agencies if Shared
70	Document procedures for Ballot Processing - training, setup, ballot tracking/accounting, secure transfer of ballots, organization and storage		-100	-37	8	
71	Purchase or rent supplies - mail trays, storage carts, folding tables and chairs, and ballot storage, etc.		-92	-30	8	Procurement; Product Availability
72	Hire and train Inbound Ballot Processing teams		-83	-22	8	
73	Perform logic and accuracy test on scanning equipment		-52	-45	1	
74	Perform full test of system prior to ballot processing to ensure you can capture voter information (barcode) and signatures from the envelope and definitions for sorting ballots are working (if using ballot sorting equipment)		-37	-30	1	Vendor; VRDB
75	Perform a full dry run of the Inbound Ballot Process - ballot receiving, ballot verification, ballot preparation, ballot scanning, ballot tabulation, and post-election audit, etc.		-30	-22	2	
	Perform daily inbound ballot process; able to scale					



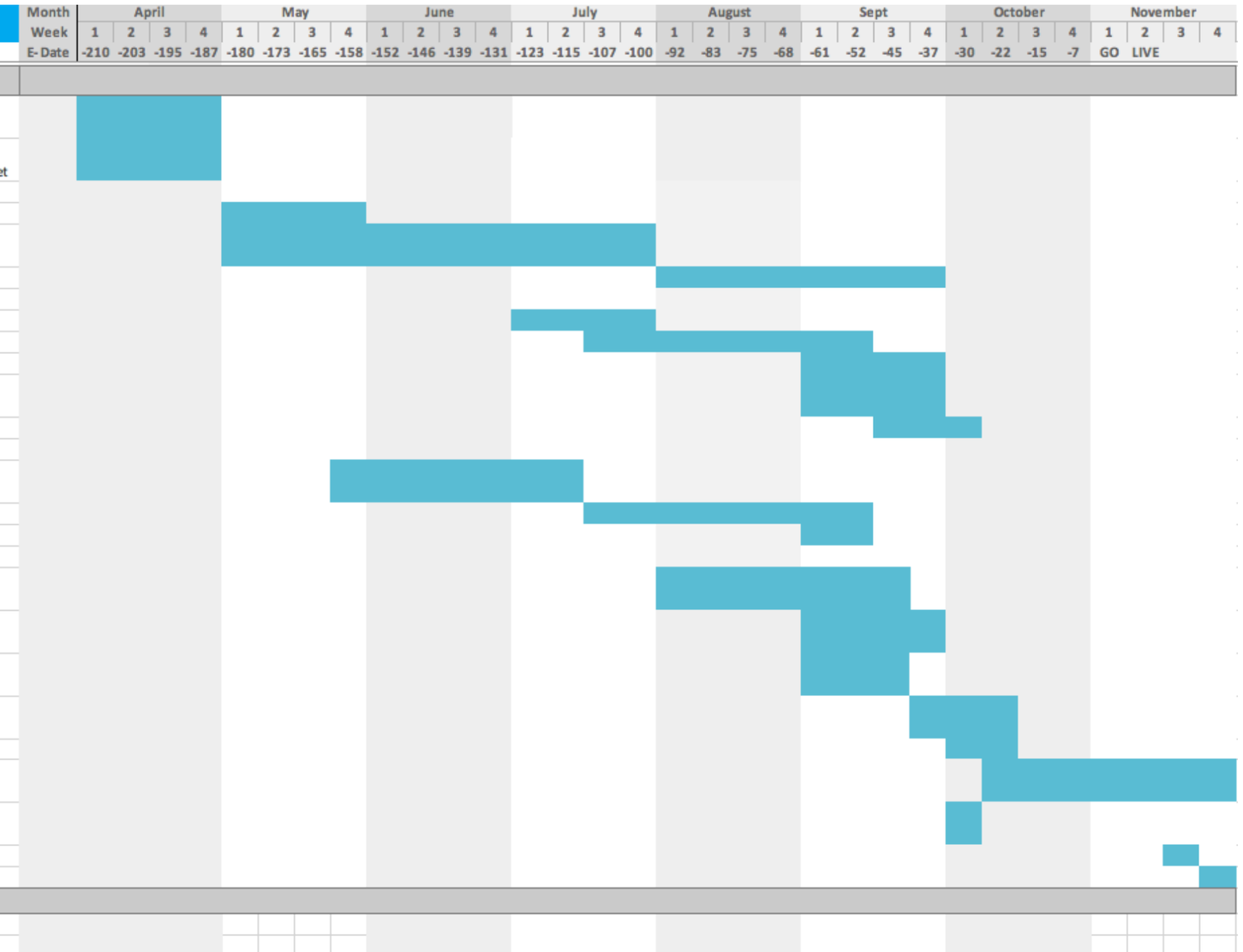
VOTE-BY-MAIL PROJECT TIMELINE

This timeline was a joint effort by CISA, the Election Center and subject matter experts who worked with colleagues in the states and local level as well as private sector to develop as part of the Elections COVID-19 Working Group. It is avaiable on the Election Center's website at: ***www.electioncenter.org***

	TASK	OUTSIDE Go/No Go	START	END	DURATION (weeks)	DEPENDENCY & PARTNERS
77	**Signature Verification & Cure Process**					
78	Purchase automated signature verification software if using mail ballot sorting equipment		-152	-37	15	Procurement; Vendor Product Availability; Other Agencies if Shared
79	Review VRDB for voters with no archived signature image. Consider sending an affidavit or new VR form to those missing a signature image.		-123	-92		
80	Document Signature Verification and Cure process - training, audits, secure transfer of ballots, and templates for cure letters, etc.		-92	-30	8	
81	Create daily system for cure letters going out and signed affidavits coming in to ensure cured ballots are regularly transferred for processing		-61	-30	4	
82	Hire and train Signature Verification teams		-68	-15	8	
83	Perform full test of system prior to ballot processing to ensure you can capture the signature image from the envelope (if using signature verification software)		-37	-30	1	
84	Perform test to insure the correct voter file and archived signature image can be retrieved for sig comparison (required for autom & manual)		-37	-30	1	Vendor; VRDB
85	Test any software used to notify voters of signature discrepancy or assit with the cure process - ballot tracking tools, text-to-cure app, etc.		-30	-22	2	Vendor
86	Perform daily signature verification and send/receive cure letters and affidavits		-15	4+	6+	
87	**Online Ballot Delivery**					
88	Determine eligibility rules		-210	-180	4	Lawmakers; Executive; Policymakers
89	Determine transmission types - email, fax, online portal, telephonic, etc.		-210	-180	4	Lawmakers; Executive; Policymakers
90	Change laws/rules	X	-210	-180	4	Lawmakers; Executive; Policymakers
91	System selection - choose vendor or build in-house	X	-210	-180	4	
92	Update voter files to reflect e-ballot delivery status		-210	-1	28	
93	Provide voter credentials to access e-ballots		-29	0	6	
94	Consider Partnering with CISA on Data Transfer (In transit and at rest); System and Network Security; Remote Penetration Testing; Vulnerability Scanning		-210	-37	24	CISO; CISA
95	Consider Instituting Data Transit Best Practices		-150	-37	16	CISA
96	Build ballot definition files		-120	-46	11	Vendor; IT
97	L&A ballot files/electronic interface		-60	-35	4	Vendor; IT; Ballot printer
98	Distribute electronic ballots		-29	0	6	Vendor; IT
99	**Voter Education**					
100	Conduct a voter education and outreach campaign					



VOTE-BY-MAIL PROJECT TIMELINE

This timeline was a joint effort by CISA, the Election Center and subject matter experts who worked with colleagues in the states and local level as well as private sector to develop as part of the Elections COVID-19 Working Group. It is avaiable on the Election Center's website at: ***www.electioncenter.org***

	TASK	OUTSIDE Go/No Go	START	END	DURATION (weeks)	DEPENDENCY & PARTNERS
101	**Ballot Drop Box**					
102	Determine the number of ballot drop boxes you need or are required to have		-210	-180	4	Admin Rule; # registered voters
103	Determine the type(s) of ballot drop boxes and where they will be located		-210	-180	4	Available locations; budget
104	**24 Hour Boxes**	X				
105	Obtain necessary permits or approvals		-180	-152	4	
106	Purchase supplies - dropbox, camera & data storage device, etc.		-180	-92	12	Permit obtained
107	Install permanent dropbox; cameras; apply decals		-92	-30	8	
108	**Outdoor Drive-Through Drop Off**	X				
109	Coordinate a traffic plan with public safety officials		-123	-92	4	
110	Purchase ballot box		-107	-45	8	Public safety
111	Arrange to borrow traffic signs and cones		-61	-30	4	
112	Purchase or rent supplies - tent, tables, chairs, heater, etc.		-61	-30	4	
113	Hire/recruit staff to man the tent		-45	-22	3	
114	**Temporary, Indoor Boxes**	X				
115	Make arrangements with facility (should include care facility)		-158	-107	7	
116	Purchase ballot box		-107	-45	8	Facility
117	Purchase locks and chains if needed		-61	-45	2	
118	**Ballot Box Collection Teams**					
119	Create a ballot collection plan to include daily routes and frequency of collection		-92	-37	7	# of boxes/collection frequency
120	Based on collection plan, hire enough drivers to create two person teams		-61	-30	4	# of collection teams
121	Arrange for enough vehicles from county fleet or rental car agency		-61	-37	3	
122	Make arrangements to rent or borrow radios or cell phones (or arrange for cell phone stipend)		-37	-22	3	
123	Prepare ballot pickup team supplies and logs		-30	-22	2	
124	Start daily USPS ballot pickup (including undeliverable ballots)		-22	4+	7+	USPS
125	Send drivers to open 24 hr boxes; setup drive through tents; or deliver temporary boxes		-29	-27	1	
126	Final ballot drop box pickup and closure		0	0	0	
127	Final USPS pickup		1			
128	**Voter List Maintenance**					
129	Process NCOA list			-60		
130	CASS Certificaiton