



U.S. Election Assistance Commission  
1335 East West Highway, Suite 4300  
Silver Spring, MD 20910

*Sent Via Electronic Transmission*

May 1, 2020

Mr. Austin Evers  
American Oversight  
1030 15<sup>th</sup> Street NW, Suite B255  
Washington, DC 20005  
foia@americanoversight.org

Re: FOIA Request No. 20-00014

Dear Mr. Evers:

This letter is in response to your Freedom of Information Act request (FOIA 20-00014) wherein you requested the following:

- All communications (including emails, email attachments, calendar invitations or entries) between the following EAC custodians (including those communicating on their behalf) and anyone in the Executive Office of the President (and anyone with an email address ending in eop.gov) regarding foreign election interference or a lack thereof (request for records within 20 business days).
  - EAC custodians: Commissioner Christy McCormick, Commissioner Benjamin Hovland, Commissioner Donald Palmer, Commissioner Thomas Hicks, Former Commissioner Matthew Masterson, Executive Director Brian Newby, General Counsel Cliff Tatum
  - Terms likely to elicit responsive records: “foreign interference,” Russia, “Russian interference,” Kremlin, Moscow, GRU, “Internet Research Agency,” IRA, Mueller”
  - Please provide responsive records from January 20, 2017 through the date the search is conducted

Records responsive to your request are enclosed. No responsive records have been withheld. Portions of responsive records were redacted pursuant to 5 USC § 552(b)(6).

This letter completes the response to your request. If you interpret any portion of this response as an adverse action, you may appeal this action to the Election Assistance Commission. Your appeal must be in writing and sent to the address set forth below. Your appeal must be received

no later than 90 calendar days from the date of EAC's final response letter. Please include your reasons for reconsideration and attach a copy of this and subsequent EAC responses.

U.S. Election Assistance Commission  
FOIA Appeals  
1335 East West Highway - Suite 4300  
Silver Spring, MD 20910

As for your request for fee waiver, we have not generated any fees associated to this response, thus a fee waiver is not applicable at this time. If you have any questions regarding this response, please feel free to contact me at (202) 294-5227 or by email at [ajoiner@eac.gov](mailto:ajoiner@eac.gov).

Sincerely,



Amanda Stevens Joiner  
FOIA Officer  
Associate Counsel  
U.S. Election Assistance Commission  
(301) 563-3961 (Direct)  
[ajoiner@eac.gov](mailto:ajoiner@eac.gov)

Attachment: FOIA Request 20-00014; Responsive Records Zip File



U.S. Election Assistance Commission  
1335 East West Highway, Suite 4300  
Silver Spring, MD 20910

*Sent Via Electronic Transmission*

March 30, 2017

Dave Levinthal  
Senior Political Reporter  
Center for Public Integrity  
dlevinthal@publicintegrity.org

RE: Request for Records under the  
Freedom of Information Act (FOIA)  
Reference No. FOIA Request 17-00005

Dear Mr. Levinthal:

This is in response to your Freedom of Information Act request (FOIA 17-00005) received by the U.S. Election Assistance Commission (EAC) on February 14, 2017. (*Please note the number has been corrected to 17-00005 instead of 17-00004.*) You requested the following records for the time period Jan. 20, 2017, to Feb. 14, 2017:

- A copy of all emails from the domain "EOP.gov," "house.gov" or "senate.gov" to senior managers and commissioners encompassed within the required agency system for retaining emails of senior officials. Frequently, this records management policy/system is described by the name Capstone. <https://www.archives.gov/records-mgmt/grs/grs06-1-faqs.html>. If the EAC has not yet established National Archives and Records Administration-compliant email retention procedures, then I instead request an electronic search of the mailboxes of agency senior managers and commissioners for all emails that include the "EOP.gov," "house.gov" or "senate.gov" phrase in the FROM address.
- A copy of all emails/memoranda/letters/correspondence from White House Counsel Don McGahn to senior managers or EAC commissioners. He may also refer to himself as Donald McGahn and/or Donald F. McGahn.

The responsive records are attached. No records were withheld.

The EAC has decided to waive the processing fees for your request. If you interpret any portion of this response as an adverse action, you have an opportunity to appeal it to the Election Assistance Commission. Your appeal must be in writing and sent to the following address. U.S. Election Assistance Commission, 1335 East West Highway - Suite 4300, Silver Spring, MD 20910

Please include your reasons for reconsideration and attach a copy of this and subsequent EAC responses.

Sincerely,

A handwritten signature in blue ink that reads "Bryan Whitener".

Bryan Whitener  
Director, National Clearinghouse on Elections  
U.S. Election Assistance Commission  
(301) 563-3961 (Direct)  
bwhitener@eac.gov

Attachments: FOIA Request 17-00005, received February 14, 2017.

## Matthew V. Masterson

---

**From:** Higgins, Casey <Casey.Higgins@mail.house.gov>  
**Sent:** Wednesday, February 08, 2017 4:48 PM  
**To:** Matthew V. Masterson  
**Subject:** RE: Reaching out

Thanks for letting me know. Nice to meet you.

**From:** Matthew V. Masterson [mailto:MMasterson@eac.gov]  
**Sent:** Tuesday, February 07, 2017 5:15 PM  
**To:** Higgins, Casey <Casey.Higgins@mail.house.gov>  
**Subject:** Re: Reaching out

Casey,

I wanted to write and thank you for your time today. I know you are incredibly busy and appreciate it very much.

Also, I wanted to make sure that you heard that while the House Admin hearing was happening Secretary Kelly discussed the administration's intention to keep the Critical Infrastructure designation and work with the EAC to ensure that the state and local officials that run elections have the information and input they should have as DHS moves forward.

EAC happy to brief you and others on this and other election administration issues should you want it.

Thank you again.

Matthew Masterson  
Commissioner  
Election Assistance Commission  
[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)  
(202)378-0561

---

**From:** Matthew V. Masterson  
**Sent:** Friday, February 3, 2017 10:17 AM  
**To:** Higgins, Casey  
**Subject:** Re: Reaching out

Casey,

Will do. Thank you in advance for your time. See you on the 7th.

Matt

Matthew Masterson  
Commissioner  
Election Assistance Commission



[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)

(202)378-0561

---

**From:** Higgins, Casey

**Sent:** Friday, February 3, 2017 10:16 AM

**To:** Matthew V. Masterson

**Subject:** RE: Reaching out

Great. Please enter through the South Door of the Capitol and proceed to the Speaker's office, H-232.

**From:** Matthew V. Masterson [<mailto:MMasterson@eac.gov>]

**Sent:** Thursday, February 02, 2017 5:27 PM

**To:** Higgins, Casey <[Casey.Higgins@mail.house.gov](mailto:Casey.Higgins@mail.house.gov)>

**Subject:** Re: Reaching out

Casey,

That works great. Just let me know where to go and I'll see you at 1:30 on the 7th.

Matt

Matthew Masterson

Commissioner

Election Assistance Commission

[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)

(202)378-0561

---

**From:** Higgins, Casey

**Sent:** Thursday, February 2, 2017 12:57 PM

**To:** Matthew V. Masterson

**Subject:** RE: Reaching out

Matt,

Can we do 1:30pm on the 7<sup>th</sup>? Let me know.

Casey

**From:** Matthew V. Masterson [<mailto:MMasterson@eac.gov>]

**Sent:** Tuesday, January 31, 2017 11:37 AM

**To:** Higgins, Casey <[Casey.Higgins@mail.house.gov](mailto:Casey.Higgins@mail.house.gov)>

**Subject:** Re: Reaching out

Casey,

Thanks for your reply. I know you are incredibly busy right now.

I am available the afternoon of the 6th or any time after 10am on the 7th. I promise to only take up a little of your time. Please let me know if either of these times works for you. Thanks.

Matt

Matthew Masterson  
Commissioner  
Election Assistance Commission  
[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)  
(202)378-0561

---

**From:** Higgins, Casey  
**Sent:** Friday, January 27, 2017 4:36 PM  
**To:** Matthew V. Masterson  
**Subject:** RE: Reaching out

Matt,

Apologies for the delay. Next week is quite busy for me. Is there a date and time you prefer to meet the week of February 6th? I'm flexible at this point. Let me know. Thank you.

Casey

*Casey Christine Higgins*  
Assistant to the Speaker for Policy & Trade Counsel  
Office of the Speaker | The Honorable Paul D. Ryan  
H-232, The Capitol, Washington, DC 20515  
(202) 225-5550 | [www.speaker.gov](http://www.speaker.gov)

**From:** Matthew V. Masterson [<mailto:MMasterson@eac.gov>]  
**Sent:** Tuesday, January 24, 2017 3:23 PM  
**To:** Burks, Jonathan <[Jonathan.Burks@mail.house.gov](mailto:Jonathan.Burks@mail.house.gov)>  
**Cc:** Higgins, Casey <[Casey.Higgins@mail.house.gov](mailto:Casey.Higgins@mail.house.gov)>  
**Subject:** Re: Reaching out

Jonathan thank you.

Casey, nice to meet you. I am happy to talk whenever your schedule allows. Thank you in advance for your time.

Matt

Matthew Masterson  
Commissioner  
Election Assistance Commission  
[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)  
(202)378-0561

---

**From:** Burks, Jonathan  
**Sent:** Tuesday, January 24, 2017 2:35 PM

---

**To:** Matthew V. Masterson  
**Cc:** Higgins, Casey  
**Subject:** RE: Reaching out

Matt, pleasure to e-meet you. I've copied Casey Higgins in our shop who handles these issues and who could probably find time for a meeting before my schedule opens up.

**From:** Matthew V. Masterson [<mailto:MMasterson@eac.gov>]  
**Sent:** Tuesday, January 24, 2017 2:07 PM  
**To:** Burks, Jonathan <[Jonathan.Burks@mail.house.gov](mailto:Jonathan.Burks@mail.house.gov)>  
**Subject:** Reaching out

Jonathan,

Hello. My name is Matt Masterson. I am the friend of Andrew Ciafardini's. As Andrew mentioned I am a Commissioner at the US Election Assistance Commission. I was recommended by Speaker Boehner for this position and confirmed by the Senate in December 2014. I was wondering if you had time in the coming weeks to talk about the security of the nation's voting systems particularly given the recent concerns regarding foreign interference in the election and the work the EAC does to help secure the systems.

I am sure you are incredibly busy and appreciate your time and willingness to talk at some point. Congratulations on your new position and please don't hesitate to reach out to me if you have questions about anything regarding the election process or the EAC. Thanks.

Matt

Matthew Masterson  
Commissioner  
Election Assistance Commission  
[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)  
(202)378-0561

## Matthew V. Masterson

---

**From:** Hovland, Ben (Rules) <Ben\_Hovland@rules.senate.gov>  
**Sent:** Wednesday, February 15, 2017 6:13 PM  
**To:** Matthew V. Masterson  
**Subject:** Matt Boehmer

I know Matt Boehmer has a fancy new gig, but I wondered if you had his contact info?

Thanks,  
Ben

## Matthew V. Masterson

---

**From:** Hovland, Ben (Rules) <Ben\_Hovland@rules.senate.gov>  
**Sent:** Wednesday, January 18, 2017 3:01 PM  
**To:** Matthew V. Masterson  
**Subject:** Re: Update

I too was delayed but also en route

Sent from my iPhone

On Jan 18, 2017, at 2:48 PM, Matthew V. Masterson <[MMasterson@eac.gov](mailto:MMasterson@eac.gov)> wrote:

On my way. Metro slow going. May be a couple min late.

Matthew Masterson  
Commissioner  
Election Assistance Commission  
[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)  
(202)378-0561



## Matthew V. Masterson

---

**From:** Matthew V. Masterson  
**Sent:** Friday, January 13, 2017 11:48 AM  
**To:** Hovland, Ben (Rules)  
**Subject:** Re: DHS Designation

Use 202-378-0561

Talk to you at 2.

Matthew Masterson  
Commissioner  
Election Assistance Commission  
Mmasterson@eac.gov  
(202)378-0561

---

**From:** Hovland, Ben (Rules)  
**Sent:** Friday, January 13, 2017 11:46 AM  
**To:** Matthew V. Masterson  
**Subject:** RE: DHS Designation

Sounds like a plan. What is the best number at 2?

**From:** Matthew V. Masterson [mailto:MMasterson@eac.gov]  
**Sent:** Friday, January 13, 2017 11:45 AM  
**To:** Hovland, Ben (Rules) <Ben\_Hovland@rules.senate.gov>  
**Subject:** Re: DHS Designation

Yup. Do you want to call me? 2:00 work?

Matthew Masterson  
Commissioner  
Election Assistance Commission  
[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)  
(202)378-0561

---

**From:** Hovland, Ben (Rules)  
**Sent:** Friday, January 13, 2017 11:37 AM  
**To:** Matthew V. Masterson  
**Subject:** DHS Designation

Do you have any time today to discuss the DHS move?

Thanks,  
Ben

## Thomas Hicks

---

**From:** Roberts, William <William.Roberts@mail.house.gov>  
**Sent:** Wednesday, February 08, 2017 5:56 PM  
**To:** Thomas Hicks  
**Subject:** Rep. Raskin Minority Views on EAC Termination

Hey Tom,

Hope all is well. Great to see you yesterday, even for a second. I believe you've spoken w/ Rep. Raskin about this, but he's interested in filing a minority view on the EAC's termination. He's particularly interested in discussing the EAC's successes – strong points. Are there any docs you can point me to or thoughts you can share that would help me pull this together.

I'll be headed out of the office in a bit, but will work on this tomorrow and am happy to hop on the phone if you have time. Let me know, thanks!

Will

-----  
William J. Roberts, Esq. | Legislative Director  
**Rep. Jamie Raskin (MD-08)**  
431 Cannon HOB | 202-225-5341  
[William.Roberts@mail.house.gov](mailto:William.Roberts@mail.house.gov)  
[raskin.house.gov](http://raskin.house.gov) | [e-newsletter](#)



## Thomas Hicks

---

**From:** Roberts, William <William.Roberts@mail.house.gov>  
**Sent:** Thursday, February 09, 2017 10:05 AM  
**To:** Thomas Hicks  
**Subject:** RE: Letters file & annual

Hey Tom, thanks for these – extremely helpful. I’m around this afternoon from 1-2 and after 3. Any good windows for you?

**From:** Thomas Hicks [mailto:THicks@eac.gov]  
**Sent:** Wednesday, February 8, 2017 8:57 PM  
**To:** Roberts, William <William.Roberts@mail.house.gov>  
**Subject:** Letters file & annual

Will:

Here are a couple of documents that may help-

Is there a good time to discuss?

Annual report link -[https://www.eac.gov/assets/1/Documents/EAC%20Annual%20Report\\_2016.pdf](https://www.eac.gov/assets/1/Documents/EAC%20Annual%20Report_2016.pdf)  
<[https://www.eac.gov/assets/1/Documents/EAC%20Annual%20Report\\_2016.pdf](https://www.eac.gov/assets/1/Documents/EAC%20Annual%20Report_2016.pdf)>

**Thomas Hicks**  
**Chairman**  
**U.S. Election Assistance Commission**  
**1335 East West Highway, Suite 4300**  
**Silver Spring, MD. 20910**  
**Email: [thicks@eac.gov](mailto:thicks@eac.gov) <mailto:thicks@eac.gov>**  
**Phone: 301 563 3971**  
**Cell: 202 360 2146**  
**Website: [www.eac.gov](http://www.eac.gov) <http://www.eac.gov>**

## Cliff Tatum

---

**From:** Cliff Tatum  
**Sent:** Thursday, February 02, 2017 12:34 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law -- 3:00

Ok;  
That works for me.  
CDT

---

**From:** Annette Lafferty  
**Sent:** Thursday, February 02, 2017 12:16 PM  
**To:** Cliff Tatum  
**Subject:** FW: Appropriations Unauthorized by law -- 3:00

Hi Cliff. Amy can meet at 3:00. I gave her in our call in number below. Thanks

---

**From:** Annette Lafferty  
**Sent:** Thursday, February 02, 2017 12:10 PM  
**To:** Cushing, Amy  
**Subject:** RE: Appropriations Unauthorized by law

Amy, 3:00 would be great. We have a call-in number -- [REDACTED] passcode [REDACTED] We look forward to talking to you. Thanks, Annette

---

**From:** Cushing, Amy [Amy.Cushing@mail.house.gov]  
**Sent:** Thursday, February 02, 2017 12:00 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

Sure, how about 3:00?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

---

**From:** Annette Lafferty [mailto:aLafferty@eac.gov]  
**Sent:** Thursday, February 02, 2017 11:40 AM  
**To:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. Cliff and I would like to talk to you about the response to the approps exercise. Do you have some time today, and if so, when? Thanks, Annette

---

**From:** Cushing, Amy [Amy.Cushing@mail.house.gov]  
**Sent:** Thursday, February 02, 2017 10:14 AM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

Thanks, what is your direct extension?



**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

---

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 4:06 PM  
**To:** Cushing, Amy <[Amy.Cushing@mail.house.gov](mailto:Amy.Cushing@mail.house.gov)>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. I let Cliff know about the time sensitivity. I am the primary contact for the Committee. Thanks and have a super evening, Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Wednesday, February 01, 2017 12:44 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

As soon as you can possibly provide it would be great. Also, who is going to be the primary contact for the Committee? Would that be you?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

---

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 12:43 PM  
**To:** Cushing, Amy <[Amy.Cushing@mail.house.gov](mailto:Amy.Cushing@mail.house.gov)>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. Our General Counsel, Cliff Tatum, will be responding to your email. When do you need the response? Thanks!  
Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Tuesday, January 31, 2017 2:53 PM  
**To:** Annette Lafferty  
**Subject:** Appropriations Unauthorized by law

Hi Annette,

Below is the table contained in the back of the FSGG report. Can you verify that it is correct, and possibly fill in the "n/a" column for us? Please let us know what statute you find the authorization level in, if you find it. Thank you!

---

Account	Last Year of Authorization	Authorization Level	Appropriation in Last Year of Authorization	Appropriations in this bill
<b>Title V - Independent Agencies</b>				
Election Assistance Commission	2005	n/a	13,888	4,900

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government

House Committee on Appropriations  
2000 Rayburn House Office Building  
(202) 225-7245

## Cliff Tatum

---

**From:** Hovland, Ben (Rules) <Ben\_Hovland@rules.senate.gov>  
**Sent:** Monday, February 13, 2017 2:37 PM  
**To:** Cliff Tatum  
**Subject:** Board of Advisors Timeline

Hi Cliff,

I just left you a voicemail, but in case this gets to you quicker – I was just looking for the timeline submitting names for the Board of Advisors.

Thanks,  
Ben

Ben Hovland  
Acting Democratic Chief Counsel  
US Senate Committee on Rules and Administration  
202.224.0279  
[Ben\\_Hovland@rules.senate.gov](mailto:Ben_Hovland@rules.senate.gov)

## **Annette Lafferty**

---

**From:** Armitage, David T. EOP/OMB <David\_T\_Armitage@omb.eop.gov>  
**Sent:** Monday, January 23, 2017 3:55 PM  
**To:** Armitage, David T. EOP/OMB  
**Subject:** Next SPWG Meeting: 1/26/17, 10:00-11:30, WHCC, Lincoln Room

Dear Colleagues:

Thanks to everyone who participated in the conference call last Wednesday. Below is a brief summary based on my notes/recollection. Hopefully, they accurately captured the main points.

### **SUMMARY OF CONFERENCE CALL**

- **Status Check.** We did a roll call and discussed the status of agency strategic planning. We agreed that sound and relevant strategic planning would remain important, despite expected changes from a new Administration. State/USAID, Commerce, and EPA noted that their strategic plans had been used either by the nominee or in transition team briefings. One representative said that the transition team had not asked.
- **Changing Missions?** There was a discussion about the extent to which missions would likely change and the impact this would have on strategic planning. One suggestion was to encourage agencies to hold a senior leader retreat to facilitate development of new objectives.
- **Making SPWG more connected and operational.** Several participants thought it would be good to find a way to connect the group's work with the President's Management Council. Treasury believed the group should eventually pivot from best-practices/learning sessions to more operational work, to focus on the content of agency planning documents.

No doubt I missed some interventions; please feel free to amend as appropriate.

### **NEXT IN-PERSON SESSION: Thursday, January 26**

On Thursday, (1/26), you are invited to the next in-person session of the working group. There is no need for WAVES.

The **purpose** of having an in-person session so soon after the conference call was simple: We wanted to bookend the transition (before/after the Inauguration) and delve further into strategies and challenges for engaging new leadership on strategic planning. We will have two peer presentations: Interior Department and State/USAID.

### **ADMINISTRATIVE DETAILS**

**January 26, 2017**  
**10:00-11:30 AM**  
**White House Conference Center, Lincoln Room**  
**726 Jackson Place NW**

P.S. Thanks to a suggestion from DoD's Jennifer Hill, we have the room until noon, so there will be plenty of time afterwards to mingle.

### **RESOURCES:**

**MAX Strategic Planning Working Group Site:** <https://community.max.gov/display/Performance/FYs+2018-2022+Strategic+Planning+Working+Group>

If you have suggestions for improving the site, please contact Adam Lipton or me.

**Latest Issue of the NIC's Global Trends Report:** <https://www.dni.gov/index.php/about/organization/national-intelligence-council-global-trends>

**UPCOMING MEETINGS:**

- **February 15.** Using logic models/evidence-based methods.
- **March 15.** Incorporating ERM into strategic objectives.
- **April 19.** Integrating human capital planning into your plans.

Thanks again for your commitment to this working group. Please let me know if you have any questions or have ways to improve the group.

Sincerely,  
David

**David Armitage**

White House Leadership Fellow  
Strategic Planning and Enterprise Risk Management  
Performance Team | Office of Management & Budget  
Executive Office of the President  
☎ 202.395.7850 (Office) | 202.881.8298 (Mobile)  
✉ darmitage (at) omb.eop.gov



## **Annette Lafferty**

---

**From:** Ciliento, Deidre A. EOP/OMB <Deidre\_A\_Ciliento@omb.eop.gov>  
**Sent:** Wednesday, January 25, 2017 4:17 PM  
**To:** Annette Lafferty  
**Subject:** Hiring Freeze Guidance  
**Attachments:** M-17-17 Immediate Actions and Initial Guidance for Federal Civilian Hir....pdf

Hi Annette,

Attached is a copy of the guidance that OMB sent out regarding the hiring freeze. Let me know if you have questions or concerns.

Thanks,  
Deidre

**Deidre A. Ciliento**  
*Office of Management and Budget*  
Treasury Branch  
(202) 395-7591 | [dciliento@omb.eop.gov](mailto:dciliento@omb.eop.gov)

## **Annette Lafferty**

---

**From:** Armitage, David T. EOP/OMB <David\_T\_Armitage@omb.eop.gov>  
**Sent:** Wednesday, January 25, 2017 5:20 PM  
**To:** Armitage, David T. EOP/OMB  
**Subject:** Reminder: SPWG on Thursday, 1/26/17,

Dear Colleagues:

This is a reminder that we will hold the next session of the Strategic Planning Working Group on Thursday, January 26. The meeting will be held from 10:00-11:30 in the Lincoln Room of the White House Conference Center. Please bring a photo ID. There is no need for a WAVES link.

The focus of tomorrow's session is: **engaging leaders in strategic planning**. This is important as new appointees get confirmed and established in our respective agencies. How can we individually and collectively persuade new leaders that serious strategic planning can be a valuable tool for improving performance and optimizing outcomes? Are there common techniques? What approaches or strategies should one avoid? How do we make technical performance jargon accessible to a senior audience? These are some of the questions we intend to explore.

The agenda and additional details are listed below.

### **AGENDA**

#### **Introduction/Signals Check**

#### **Peer Reviews**

- Richard Beck (Interior)
- Tony Mazzoccoli and Eric Schoennauer (State) and Maggie Mesaros (USAID)

#### **AOB/Next meeting**

### **ADMINISTRATIVE DETAILS**

**January 26, 2017**

**10:00-11:30 AM**

**White House Conference Center, Lincoln Room**

**726 Jackson Place NW**

If you have questions, please let me know. I look forward to seeing everyone tomorrow morning.

Sincerely,  
David

#### **David Armitage**

White House Leadership Fellow  
Strategic Planning and Enterprise Risk Management  
Performance Team | Office of Management & Budget  
Executive Office of the President

☎ 202.395.7850 (Office) | 202.881.8298 (Mobile)  
✉ [darmitage \(at\) omb.eop.gov](mailto:darmitage@omb.eop.gov)

## **Annette Lafferty**

---

**From:** Armitage, David T. EOP/OMB <David\_T\_Armitage@omb.eop.gov>  
**Sent:** Thursday, January 26, 2017 12:53 PM  
**To:** Armitage, David T. EOP/OMB  
**Subject:** SPWG: Slides from today's session  
**Attachments:** Engaging Leaders in Strategic Planning (Jan 2017).pdf

Dear Colleagues:

Thanks for your participation (live or on the phone) today. Attached please find the slides from Rich Beck's presentation. I will also post them to the MAX site.

Separately, I will distribute a summary of conclusions and a preview of our next meeting, so keep a look out for that.

Sincerely,  
David

### **RESOURCES:**

**MAX Strategic Planning Working Group Site:** <https://community.max.gov/display/Performance/FYs+2018-2022+Strategic+Planning+Working+Group>

If you have suggestions for improving the site, please contact Adam Lipton or me.

**Latest Issue of the NIC's Global Trends Report:** <https://www.dni.gov/index.php/about/organization/national-intelligence-council-global-trends>

### **David Armitage**

White House Leadership Fellow  
Strategic Planning and Enterprise Risk Management  
Performance Team | Office of Management & Budget  
Executive Office of the President  
☎ 202.395.7850 (Office) | 202.881.8298 (Mobile)  
✉ darmitage (at) omb.eop.gov

## Annette Lafferty

---

**From:** Armitage, David T. EOP/OMB <David\_T\_Armitage@omb.eop.gov>  
**Sent:** Monday, January 30, 2017 5:15 PM  
**To:** Armitage, David T. EOP/OMB  
**Subject:** SPWG: Summary of January 26 Meeting

Dear Colleagues:

Thanks to everyone who participated in last week's Strategic Planning Working Group. Based on informal feedback, the session was helpful in identifying different approaches for working effectively with new senior leadership.

Below are the key highlights:

- We shared what special superpower we wished we had!
- **Richard Beck** (Interior) showed how he and his team had successfully engaged new leadership by focusing on a few broad mission areas, rather than getting bogged down in weedy details. He argued that it was important to help new leaders "connect the dots" and tap into their interests. I sent a copy of Rich's useful slides around last week and will post them on the MAX site as well.
- **Tony Mazzocoli, Eric Schoennauer, and Kathryn Schalow** (State) and **Maggie Mesaros** (USAID) noted that the missions of State and USAID are intrinsically linked. As a result, it made sense to bring the relevant components together as a steering committee that meets monthly to keep the joint planning process on track. They discussed how they learned from past strategic plans and reviews to streamline the process. They also discussed the pros and cons of having a new leader with plenty of private-sector experience in strategic planning. In any event, the team is "buckling up for the ride."
- During the general discussion, many participants stressed the importance of listening to new leadership while at the same time being prepared to offer them options.

### Next Meeting

Our next meeting is scheduled for Wednesday, February 15 (10:00-11:30). The topic will be on using logic models and evidence-based methods. I am aware that several in the group have a lot of experience using logic models, while others are new to the technique. Thus, perhaps agencies could use the session to "test" their draft goals and/or objectives. Let me know what you think.

Sincerely,

David

P.S. If I could get the teleport to work, I definitely would share!

**David Armitage**  
White House Leadership Fellow



Strategic Planning and Enterprise Risk Management  
Performance Team | Office of Management & Budget  
Executive Office of the President  
☎ 202.395.7850 (Office) | 202.881.8298 (Mobile)  
✉ darmitage (at) omb.eop.gov

## Annette Lafferty

---

**From:** White, Arnette C. EOP/OMB <Arnette\_C\_White@omb.eop.gov>  
**Sent:** Tuesday, January 31, 2017 5:33 PM  
**To:** capozzi@ACCESS-BOARD.GOV; omb\_Electronic\_Notices@AO.USCOURTS.GOV; jwilmoth@ARC.GOV; wgrant@ARC.GOV; bbg-cfo@BBG.GOV; mwurster@CATAWBA.EDU; flindstrom@CFA.GOV; tliebke@CFA.GOV; cncsexecsec@CNS.GOV; twhite@CPB.ORG; jhoffman@CPSC.GOV; robrien@CPSC.GOV; bea.robinson@CSB.GOV; cedric.hendricks@CSOSA.GOV; paul.girardo@CSOSA.GOV; bilal.syed@DCSC.GOV; marie.robertson@DCSC.GOV; ceilo@DENALI.GOV; dhsexecsec@DHS.GOV; femaexecsec@DHS.GOV; dni-executive-secretariat@DNI.GOV; dni-irm@DNI.GOV; robert.mahaffie@DO.TREAS.GOV; docexecsec@DOC.GOV; executivesecretariat@DOL.GOV; hugler.edward@DOL.GOV; lisa.f.farmer@DOT.GOV; btriplett@DRA.GOV; Annette Lafferty; AliceMiller; EExecSec@ED.GOV; sharon.stevens@ED.GOV; blankenship.steven@EPA.GOV; bloom.david@EPA.GOV; library-reg10@EPA.GOV; wachter.eric@EPA.GOV; daniel.daley@FCC.GOV; walter.boswell@FCC.GOV; mgruenberg@FDIC.GOV; congress@FEC.GOV; gford@FEC.GOV; privacy@FEC.GOV; Anton.Porter@FERC.GOV; jascy.hamilton-brown@FHFA.GOV; cpope@FLRA.GOV; jclark@FLRA.GOV; omb-mem@FLRA.GOV; fleonard@FMCS.GOV; jmcwilliam@FMSHRC.GOV; librarypublications@GAO.GOV; leshonne.smith@GSA.GOV; farrow@HERITAGEABROAD.GOV; hhsexecsec@HHS.GOV; the.secretary@HQ.DOE.GOV; kristie.r.coates@HUD.GOV; cfo@IMLS.GOV; fay\_iudicello@IOS.DOI.GOV; debra.wall@NARA.GOV; micah.cheatham@NARA.GOV; susan.ashtianie@NARA.GOV; cscolese@NASA.GOV; barry.socks@NCPC.GOV; marcel.acosta@NCPC.GOV; info@NIGC.GOV; budgetinbox@NLRB.GOV; robert.schiff@NLRB.GOV; NRCEXECSEC@NRC.GOV; ridsocfomailcenter@NRC.GOV; mote@NWTRB.GOV; skfinlay@OGE.GOV; Marx, Michele C. EOP/ONDCP; Desear, Phuong L. EOP/ONDCP; nthomas@ONHIR.GOV; cande@OPIC.GOV; kkammann@OSC.GOV; ousdcinbox@OSD.MIL; dhall@OSHRC.GOV; n.mancini@OSHRC.GOV; rhuberman@OSHRC.GOV; thomrogers@OSHRC.GOV; abuchanan@PDSDC.ORG; dacharya@PDSDC.ORG; dpolk@PRESIDIOTRUST.GOV; fgonek@PRESIDIOTRUST.GOV; cliff.keenan@PSA.GOV; michael.schwartz@RRB.GOV; kim.bradley@SBA.GOV; bakr@SEC.GOV; johnsonke@SEC.GOV; mcnamaraja@SEC.GOV; taylorri@SEC.GOV; dcs.controls@SSA.GOV; ssaexecsec@SSA.GOV; rhubbard@SSS.GOV; cooperdx@STATE.GOV; dosexecsec@STATE.GOV; annjennette.torres@STATE.NM.US; susan.crowder@TSP.GOV; druet-klugh@UIOWA.EDU; karen-nobbs@UIOWA.EDU; Cheryl.A.Hill@USACE.ARMY.MIL; aid.es@USAID.GOV; mkibler@USCCR.GOV; uscgexecsec@USCG.MIL; currie.gunn@USDOJ.GOV; dojexecsec@USDOJ.GOV; bennie.lawson@WHS.MIL; esdcmddoor@WHS.MIL; melick@ACCESS-BOARD.GOV; sargent@ACCESS-BOARD.GOV; athiriez@ARC.GOV; readn@ARTS.GOV; soteloj@ARTS.GOV; varnonw@ARTS.GOV; abrauner@BBG.GOV; JRolfes@CPSC.GOV; MZiemer@CPSC.GOV; Cheryl.bailey@DCSC.GOV; susanmb3@DNI.GOV; DotExecSec@DOT.GOV; Gray.tracey@EPA.GOV; Showman.john@EPA.GOV; Chitra.Venkatesan@FCC.GOV; jae.seong@FCC.GOV; Mark.Stephens@FCC.GOV; Timothy.Siekierka@FCC.GOV; warren.firschein@FCC.GOV; David.Bibo@FEMA.DHS.GOV; AMorales@FLRA.GOV; fjacob@FLRA.GOV; ggripp@FLRA.GOV; krumfeld@FLRA.GOV; mjeffries@FLRA.GOV; lboyd@FMSHRC.GOV; Larry.Rosenberg@HQ.DHS.GOV; christopher.c.bergin@HUD.GOV; Jerome.a.vaiana@HUD.GOV; William.E.Guilford@HUD.GOV; Manny.M.Rodriguez@ICE.DHS.GOV; mjerger@IMLS.GOV; SBurwell@IMLS.GOV; KKruse@KENNEDY-CENTER.ORG; mgosliner@MMC.GOV; rlent@MMC.GOV; james.eisenmann@MSPB.GOV; Kevin.Nash@MSPB.GOV; Sean.Donohue@MSPB.GOV; maria.stanwich@NARA.GOV; ahunter@NASA.GOV;

**To:** Radzanowski, Dave EOP; French, Mike EOP; olivette.m.hooks@NASA.GOV; robert.m.lightfoot@NASA.GOV; rcokley@NCD.GOV; deborah.young@NCPC.GOV; ddohanic@NEH.GOV; jthomas@NEH.GOV; lmyers@NEH.GOV; sdoss@NEH.GOV; J-Gaglione@NGA.GOV; v-cundiff@NGA.GOV; Denise.Howard@NLRB.GOV; Jennifer.abruzzo@NLRB.GOV; Marsha.Porter@NLRB.GOV; Mehul.Parekh@NLRB.GOV; jahl@NSF.GOV; krison@NSF.GOV; WGARDNER@NSF.GOV; dickson@NWTRB.GOV; Emory.RoundsIII@OGE.GOV; ncabrera@OGE.GOV; Shelley.Finlayson@OGE.GOV; White, Arnette C. EOP/OMB; Moore, Susan A. EOP/ONDCP; Frederick.Nutt@OPIC.GOV; Latoya.Bouie@OPIC.GOV; Michele.Perez@OPIC.GOV; Carlos.Rodriguez@OPM.GOV; Edward.callicott@OPM.GOV; Margaret.pearson@OPM.GOV; OPMExecSec@OPM.GOV; lterry@OSC.GOV; info@PCLOB.GOV; Shannon.wilson@PCLOB.GOV; LGerald@PDSDC.ORG; Rickey.Eaton@PSA.GOV; distforbfo-omb@RRB.GOV; Elizabeth.Stubits@RRB.GOV; terrence.hudgen@SBA.GOV; kauffmanc@SEC.GOV; songh@SEC.GOV; JohnsonKF@SI.EDU; bcportis@TVA.GOV; jcmaierhofer@TVA.GOV; msallo@USCCR.GOV; earmah@USCOURTS.CAVC.GOV; rcuffe@USHMM.ORG; rschelin@USHMM.ORG; Cjennings@USTDA.GOV; Sue.Howard@WILSONCENTER.ORG; Daniel.Daly@FCC.GOV; Stephanie.kaufman@OPIC.GOV; rahaf.kaylani@HUD.GOV; Lambert, Larry L. EOP/OMB; McDonald, Anthony W. EOP/OMB; Gertie.mouzon@USACE.ARMY.MIL; Shortencarrier, Gary F. EOP/OMB

**Cc:** OMB\_ALL

**Subject:** M-17-18 Federal Civilian Hiring Freeze Guidance

**Attachments:** M-17-18.pdf

This memorandum provides additional guidance regarding the freeze on the hiring of Federal civilian employees as directed by the President on January 23, 2017, via Presidential Memorandum (PM) entitled "Hiring Freeze."

To view this memo, please see the attachment.

## **Annette Lafferty**

---

**From:** Ciliento, Deidre A. EOP/OMB <Deidre\_A\_Ciliento@omb.eop.gov>  
**Sent:** Thursday, February 02, 2017 9:13 AM  
**To:** Annette Lafferty  
**Subject:** RE: Time for a quick check-in this week

Sure, I can chat today between 11-12 or 3-5 or tomorrow between 1-2. Thanks.

-----  
Deidre A. Ciliento | (202) 395-7591 | [dciliento@omb.eop.gov](mailto:dciliento@omb.eop.gov)

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 1, 2017 2:58 PM  
**To:** Ciliento, Deidre A. EOP/OMB <[Deidre\\_A\\_Ciliento@omb.eop.gov](mailto:Deidre_A_Ciliento@omb.eop.gov)>  
**Subject:** Time for a quick check-in this week

Hi Deidre. Do you have a few minutes this week to speak with Brian Newby and me? Brian met with DHS yesterday, and would like to let you know where we are with the meetings. If you do have some time, when are good days and times?  
Thanks, Annette

Annette Lafferty, MBA, MA  
Chief Financial Officer  
U.S. Election Assistance Commission  
1335 East-West Highway, Suite 4300  
Silver Spring, MD 20910  
301-563-3950

## Annette Lafferty

---

**From:** Ciliento, Deidre A. EOP/OMB <Deidre\_A\_Ciliento@omb.eop.gov>  
**Sent:** Thursday, February 02, 2017 12:09 PM  
**To:** Annette Lafferty  
**Subject:** RE: Check-in on DHS/cyber

Thanks Annette. Talk to you then.

-----  
Deidre A. Ciliento | (202) 395-7591 | [dciliento@omb.eop.gov](mailto:dciliento@omb.eop.gov)

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Thursday, February 2, 2017 12:08 PM  
**To:** Ciliento, Deidre A. EOP/OMB <[Deidre\\_A\\_Ciliento@omb.eop.gov](mailto:Deidre_A_Ciliento@omb.eop.gov)>  
**Subject:** Check-in on DHS/cyber

Hi Deidre. We would like to talk to you from 1-2 tomorrow. I am having trouble with the remote calendar invite; I will send an invite later today or in the morning. We may pull in Cliff Tatum, our General Counsel. Thanks!

## Annette Lafferty

---

**From:** Ciliento, Deidre A. EOP/OMB <Deidre\_A\_Ciliento@omb.eop.gov>  
**Sent:** Thursday, February 09, 2017 12:01 PM  
**To:** Annette Lafferty  
**Subject:** Re: Are you able to talk to us around 12:15 about NIST issues and next week's TDGC mtg.?

I'm out of pocket until 3pm. Let me know if that time works for you.

On Feb 9, 2017, at 11:58 AM, Annette Lafferty <[aLafferty@eac.gov](mailto:aLafferty@eac.gov)<mailto:aLafferty@eac.gov>> wrote:

If so, we would like to do a call in to [REDACTED] pass code [REDACTED] If not, do you have some time this afternoon?  
Thanks!

Annette Lafferty, MBA, MA  
Chief Financial Officer  
U.S. Election Assistance Commission  
1335 East-West Highway, Suite 4300  
Silver Spring, MD 20910  
301-563-3950

## **Annette Lafferty**

---

**From:** Armitage, David T. EOP/OMB <David\_T\_Armitage@omb.eop.gov>  
**Sent:** Thursday, February 09, 2017 4:53 PM  
**To:** Armitage, David T. EOP/OMB  
**Subject:** Next SPWG Meeting: 2/15/17, 10:00-11:30, WHCC, Lincoln Room

Dear Colleagues:

Our next meeting of the Strategic Planning Working Group is scheduled for Wednesday, February 15. The meeting will be held from 10:00-11:30 in the Lincoln Room of the White House Conference Center. Please bring a photo ID. There is no need for a WAVES link.

The focus will be on how using **logic models and evidence-based methods** can potentially increase the value and relevance of the strategic planning and review process. We have a full agenda, and I am confident it will be time well spent.

The agenda and administrative details are listed below.

### **AGENDA**

#### **Introduction/Signals Check**

##### **Logic Models: Theory and Practice**

*Key Question: How can logic models be used to make the strategic planning and review process more valuable?*

- Staff member (Performance Improvement Council) – The Logic of Logic Models
- Pam O’Neil (National Science Foundation) – Using Logic Models at the NSF

#### **Feedback/Discussion**

##### **Evidence-Based Methods: Theory and Practice**

*Key Question: How can evidence and learning be used to build strategic plans that are more operationally relevant?*

- Diana Epstein (Office of Management and Budget) – Building a Portfolio of Evidence
- Steve Richardson and Maylin Jue (Department of Labor) – Keeping it Real: Evidence in the DOL Strategic Plan

#### **Feedback/Discussion**

#### **AOB/Next meeting**

### **ADMINISTRATIVE DETAILS**

**February 15, 2017**

**10:00-11:30 AM**

**White House Conference Center, Lincoln Room**

**726 Jackson Place NW**

Please let me know if you have questions. Looking forward to seeing everyone next Wednesday.

Sincerely,

David

**David Armitage**

White House Leadership Fellow

Strategic Planning and Enterprise Risk Management

Performance Team | Office of Management & Budget

Executive Office of the President

☎ 202.395.7850 (Office) | 202.881.8298 (Mobile)

✉ darmitage (at) omb.eop.gov



## **Annette Lafferty**

---

**From:** Armitage, David T. EOP/OMB <David\_T\_Armitage@omb.eop.gov>  
**Sent:** Tuesday, February 14, 2017 9:13 AM  
**To:** Armitage, David T. EOP/OMB  
**Subject:** Reminder: SPWG on Wednesday, 2/15/17; 10:00-11:30; WHCC Lincoln Room

Dear Colleagues:

This is a reminder that we will hold the next session of the Strategic Planning Working Group on Wednesday, February 15. The meeting will be held from 10:00-11:30 in the Lincoln Room of the White House Conference Center. Please bring a photo ID. There is no need for a WAVES link.

The focus of tomorrow's session is: **using logic models and evidence-based methods**. This is important as we strive to make strategic planning and reviews more relevant to mission performance. Strong strategic plans connected to a systematic review process have the potential to drive management decisions and justify budget and other trade-offs. Key questions to consider are: How can logic models be used to make the strategic planning and review process more valuable? How can we apply evidence and learning to build strategic plans that are more operationally relevant, especially in a resource-constrained environment? We have a real opportunity to make a difference, and I look forward to exploring these questions with you.

Please come prepared to share your experience and how these methods are (or might be) used in your agencies.

The agenda and additional details are listed below.

### **AGENDA**

#### **Introduction/Signals Check**

#### **Logic Models: Theory and Practice**

- Bethany Blakey (PIC) – The Logic of Logic Models
- Pam O'Neil (NSF) – Using Logic Models at the NSF

#### **Feedback/Discussion**

#### **Evidence-Based Methods: Theory and Practice**

- Diana Epstein (OMB) – Building a Portfolio of Evidence
- Steve Richardson and Maylin Jue (DOL) – Keeping it Real: Evidence in the DOL Strategic Plan

#### **Feedback/Discussion**

**AOB/Next meeting: Integrating Enterprise Risk Management into Strategic Planning and Reviews**

### **ADMINISTRATIVE DETAILS**

**February 15, 2017**

**10:00-11:30 AM**

**White House Conference Center, Lincoln Room**

**726 Jackson Place NW (nearest Metro stop: Farragut West)**

**ADDITIONAL INFORMATION:** Please sign in when you arrive. The sign-in sheet will be on the table as you enter the conference room. Also, in response to several requests, name tags will be available to help people get to know one another.

If you have questions, please let me know. I look forward to seeing everyone tomorrow morning.

Sincerely,

David

**David Armitage**

White House Leadership Fellow

Strategic Planning and Enterprise Risk Management

Performance Team | Office of Management & Budget

Executive Office of the President

☎ 202.395.7850 (Office) | 202.881.8298 (Mobile)

✉ darmitage (at) omb.eop.gov

## **Annette Lafferty**

---

**From:** Ciliento, Deidre A. EOP/OMB <Deidre\_A\_Ciliento@omb.eop.gov>  
**Sent:** Tuesday, February 14, 2017 2:04 PM  
**To:** Annette Lafferty  
**Subject:** RE: FYI on the TGDC meeting

Thanks for the update!

---

Deidre A. Ciliento | (202) 395-7591 | [dciliento@omb.eop.gov](mailto:dciliento@omb.eop.gov)

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Tuesday, February 14, 2017 12:23 PM  
**To:** Ciliento, Deidre A. EOP/OMB <[Deidre\\_A\\_Ciliento@omb.eop.gov](mailto:Deidre_A_Ciliento@omb.eop.gov)>  
**Subject:** FYI on the TGDC meeting

Hi Deidre. The TGDC meeting is in day 2. DHS is scheduled to address the committee as we speak:

- 12:00 – 1:30 PM Working Lunch Discussion: Cybersecurity in the Real World
- Cybersecurity Framework / NCCOE – Joshua Franklin, NIST [Josh is an EAC alum]
  - DHS Services and Critical Infrastructure – Geoff Hale, DHS

It looks like we are entering into an interagency agreement for \$40,000 for the meeting. Thanks, Annette

## **Annette Lafferty**

---

**From:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Sent:** Tuesday, January 31, 2017 2:53 PM  
**To:** Annette Lafferty  
**Subject:** Appropriations Unauthorized by law

Hi Annette,

Below is the table contained in the back of the FSGG report. Can you verify that it is correct, and possibly fill in the "n/a" column for us? Please let us know what statute you find the authorization level in, if you find it. Thank you!

---

Account	Last Year of Authorization	Authorization Level	Appropriation in Last Year of Authorization	Appropriations in this bill
<b>Title V - Independent Agencies</b>				
Election Assistance Commission	2005	n/a	13,888	4,900

---

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations  
2000 Rayburn House Office Building  
(202) 225-7245

**Annette Lafferty**

---

**From:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Sent:** Wednesday, February 01, 2017 12:44 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

As soon as you can possibly provide it would be great. Also, who is going to be the primary contact for the Committee? Would that be you?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 12:43 PM  
**To:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. Our General Counsel, Cliff Tatum, will be responding to your email. When do you need the response? Thanks!  
Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Tuesday, January 31, 2017 2:53 PM  
**To:** Annette Lafferty  
**Subject:** Appropriations Unauthorized by law

Hi Annette,

Below is the table contained in the back of the FSGG report. Can you verify that it is correct, and possibly fill in the "n/a" column for us? Please let us know what statute you find the authorization level in, if you find it. Thank you!

---

Account	Last Year of Authorization	Authorization Level	Appropriation in Last Year of Authorization	Appropriations in this bill
<b>Title V - Independent Agencies</b>				
Election Assistance Commission	2005	n/a	13,888	4,900

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations  
2000 Rayburn House Office Building  
(202) 225-7245

## **Annette Lafferty**

---

**From:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Sent:** Thursday, February 02, 2017 10:14 AM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

Thanks, what is your direct extension?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 4:06 PM  
**To:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. I let Cliff know about the time sensitivity. I am the primary contact for the Committee. Thanks and have a super evening, Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Wednesday, February 01, 2017 12:44 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

As soon as you can possibly provide it would be great. Also, who is going to be the primary contact for the Committee? Would that be you?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 12:43 PM  
**To:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. Our General Counsel, Cliff Tatum, will be responding to your email. When do you need the response? Thanks!  
Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Tuesday, January 31, 2017 2:53 PM  
**To:** Annette Lafferty  
**Subject:** Appropriations Unauthorized by law

Hi Annette,

Below is the table contained in the back of the FSGG report. Can you verify that it is correct, and possibly fill in the "n/a" column for us? Please let us know what statute you find the authorization level in, if you find it. Thank you!

---

Account	Last Year of Authorization	Authorization Level	Appropriation in Last Year of Authorization	Appropriations in this bill
<b>Title V - Independent Agencies</b>				
Election Assistance Commission	2005	n/a	13,888	4,900

---

**Amy Catherine Cushing**

Subcommittee on Financial Services and General Government

House Committee on Appropriations

2000 Rayburn House Office Building

(202) 225-7245

## **Annette Lafferty**

---

**From:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Sent:** Thursday, February 02, 2017 12:00 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

Sure, how about 3:00?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Thursday, February 02, 2017 11:40 AM  
**To:** Cushing, Amy <[Amy.Cushing@mail.house.gov](mailto:Amy.Cushing@mail.house.gov)>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. Cliff and I would like to talk to you about the response to the approps exercise. Do you have some time today, and if so, when? Thanks, Annette

---

**From:** Cushing, Amy [[Amy.Cushing@mail.house.gov](mailto:Amy.Cushing@mail.house.gov)]  
**Sent:** Thursday, February 02, 2017 10:14 AM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

Thanks, what is your direct extension?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 4:06 PM  
**To:** Cushing, Amy <[Amy.Cushing@mail.house.gov](mailto:Amy.Cushing@mail.house.gov)>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. I let Cliff know about the time sensitivity. I am the primary contact for the Committee. Thanks and have a super evening, Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Wednesday, February 01, 2017 12:44 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

As soon as you can possibly provide it would be great. Also, who is going to be the primary contact for the Committee? Would that be you?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government



House Committee on Appropriations

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 12:43 PM  
**To:** Cushing, Amy <[Amy.Cushing@mail.house.gov](mailto:Amy.Cushing@mail.house.gov)>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. Our General Counsel, Cliff Tatum, will be responding to your email. When do you need the response? Thanks!  
Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Tuesday, January 31, 2017 2:53 PM  
**To:** Annette Lafferty  
**Subject:** Appropriations Unauthorized by law

Hi Annette,

Below is the table contained in the back of the FSGG report. Can you verify that it is correct, and possibly fill in the "n/a" column for us? Please let us know what statute you find the authorization level in, if you find it. Thank you!

---

Account	Last Year of Authorization	Authorization Level	Appropriation in Last Year of Authorization	Appropriations in this bill
<b>Title V - Independent Agencies</b>				
Election Assistance Commission	2005	n/a	13,888	4,900

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations  
2000 Rayburn House Office Building  
(202) 225-7245

## Annette Lafferty

---

**From:** Hamilton, Diana (Appropriations) <Diana\_Hamilton@appro.senate.gov>  
**Sent:** Tuesday, January 31, 2017 4:13 PM  
**To:** Annette Lafferty  
**Subject:** Submission of EAC Annual Report for Fiscal Year 2016

Annette, why does this annual report list FY16 approps of \$8.1 million? (page "EAC 1")

Diana

---

**From:** U.S. Election Assistance Commission [<mailto:bwhitener@eac.gov>]  
**Sent:** Tuesday, January 31, 2017 3:50 PM  
**To:** Hamilton, Diana (Appropriations)  
**Subject:** Submission of EAC Annual Report for Fiscal Year 2016

To view this message in a browser, please click [here](#).



### **EAC ANNUAL REPORT FOR FISCAL YEAR 2016**

We are pleased to present the U.S. Election Assistance Commission (EAC) Fiscal Year 2016 Annual Report. The report summarizes EAC's efforts to improve federal election administration over the past year.

#### **EAC Annual Report for Fiscal Year 2016**

The report details our efforts to improve election administration across our nation. The report provides information on the Commission's programs and the valuable assistance it provides to State and local election officials and to American voters. You may also visit our website at [www.eac.gov](http://www.eac.gov). Thank you.

Sincerely,  
Thomas Hicks  
Chairman  
U.S. Election Assistance Commission

---

Forward to Friend

The U.S. Election Assistance Commission is contacting you because you have requested to receive updates about our activities.

[View Our Privacy Policy](#) | [Change Your Email Address](#) | [Unsubscribe](#)

C2017 US Election Assistance Commission. All Rights Reserved. 1335 East West Highway, Suite 4300, Silver Spring, MD 20910

## **Annette Lafferty**

---

**From:** Hamilton, Diana (Appropriations) <Diana\_Hamilton@appro.senate.gov>  
**Sent:** Tuesday, January 31, 2017 5:21 PM  
**To:** Annette Lafferty  
**Subject:** RE: Submission of EAC Annual Report for Fiscal Year 2016

OK, thanks. I thought I flipped through every page, but must have missed the appendices.

---

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Tuesday, January 31, 2017 4:51 PM  
**To:** Hamilton, Diana (Appropriations)  
**Subject:** RE: Submission of EAC Annual Report for Fiscal Year 2016

Hi Diana. The thinking is that \$8.1 million is the amount available for EAC to use. On page 49, the full amount of the appropriation is provided:

Current Appropriations:  
\$8.1m (\$9.6m - \$1.5m NIST pass-through).

Thanks, Annette

---

**From:** Hamilton, Diana (Appropriations) [[mailto:Diana\\_Hamilton@appro.senate.gov](mailto:Diana_Hamilton@appro.senate.gov)]  
**Sent:** Tuesday, January 31, 2017 4:13 PM  
**To:** Annette Lafferty  
**Subject:** Submission of EAC Annual Report for Fiscal Year 2016

Annette, why does this annual report list FY16 approps of \$8.1 million? (page "EAC 1")

Diana

---

**From:** U.S. Election Assistance Commission [<mailto:bwhitener@eac.gov>]  
**Sent:** Tuesday, January 31, 2017 3:50 PM  
**To:** Hamilton, Diana (Appropriations)  
**Subject:** Submission of EAC Annual Report for Fiscal Year 2016

To view this message in a browser, please click [here](#).



### **EAC ANNUAL REPORT FOR FISCAL YEAR 2016**

We are pleased to present the U.S. Election Assistance Commission (EAC) Fiscal Year 2016 Annual Report. The report summarizes EAC's efforts to improve federal election administration over the past year.

#### **EAC Annual Report for Fiscal Year 2016**

The report details our efforts to improve election administration across our nation. The report provides information on the Commission's programs and the valuable assistance it provides to State and local election

officials and to American voters. You may also visit our website at [www.eac.gov](http://www.eac.gov). Thank you.

Sincerely,  
Thomas Hicks  
Chairman  
U.S. Election Assistance Commission

---

Forward to Friend

The U.S. Election Assistance Commission is contacting you because you have requested to receive updates about our activities.

[View Our Privacy Policy](#) | [Change Your Email Address](#) | [Unsubscribe](#)

C2017 US Election Assistance Commission. All Rights Reserved. 1335 East West Highway, Suite 4300, Silver Spring, MD 20910

## **Annette Lafferty**

---

**From:** Hamilton, Diana (Appropriations) <Diana\_Hamilton@appro.senate.gov>  
**Sent:** Tuesday, February 07, 2017 11:40 AM  
**To:** Annette Lafferty  
**Subject:** NIST response to FSGG reporting requirements  
**Attachments:** [Untitled].pdf

Annette, attached is a letter and report from NIST, dated 1/3/17, to comply with the requirements in the FSGG bill for FY14, FY15, and FY16. I hope it's helpful.

Diana

## Annette Lafferty

---

**From:** Hamilton, Diana (Appropriations) <Diana\_Hamilton@appro.senate.gov>  
**Sent:** Tuesday, February 07, 2017 3:21 PM  
**To:** Annette Lafferty  
**Subject:** RE: NIST response to FSGG reporting requirements

Yes, I do.

---

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Tuesday, February 07, 2017 3:17 PM  
**To:** Hamilton, Diana (Appropriations)  
**Subject:** RE: NIST response to FSGG reporting requirements

Hi Diana. Thank you very much for sending the letter, and for making sure that we got the report from NIST. On another topic, do you think this would be a good time for the Commissioners to meet with Appropriations staff on 2016 accomplishments? Commissioner Masterson, who becomes Chairman on February 24, was asking. Thanks, Annette

---

**From:** Hamilton, Diana (Appropriations) [[mailto:Diana\\_Hamilton@appro.senate.gov](mailto:Diana_Hamilton@appro.senate.gov)]  
**Sent:** Tuesday, February 07, 2017 11:40 AM  
**To:** Annette Lafferty  
**Subject:** NIST response to FSGG reporting requirements

Annette, attached is a letter and report from NIST, dated 1/3/17, to comply with the requirements in the FSGG bill for FY14, FY15, and FY16. I hope it's helpful.

Diana

February 14, 2017

2017 FEB 14 PM 5: 20

(via email)

U.S. Election Assistance Commission  
Attn: FOIA Requester Service Center  
1335 East West Highway, Suite 4300  
Silver Spring, MD 20910

Re: Freedom of Information Act Request

Dear Sir / Madam:

This is a request for records under the Freedom of Information Act for Election Assistance Commission records.

Specifically, I request the following information:

- A copy of all emails from the domain "EOP.gov," "house.gov" or "senate.gov" to senior managers and commissioners encompassed within the required agency system for retaining emails of senior officials. Frequently, this records management policy/system is described by the name Capstone.  
<https://www.archives.gov/records-mgmt/grs/grs06-1-faqs.html> If the EAC has not yet established National Archives and Records Administration-compliant email retention procedures, then I instead request an electronic search of the mailboxes of agency senior managers and commissioners for all emails that include the "EOP.gov," "house.gov" or "senate.gov" phrase in the FROM address.
- A copy of all emails/memoranda/letters/correspondence from White House Counsel Don McGahn to senior managers or EAC commissioners. He may also refer to himself as Donald McGahn and/or Donald F. McGahn.

I agree to limit this request to the time period Jan. 20, 2017, to Feb. 14, 2017.

If any element of this requested information does not exist, is delayed or is initially denied for release, I request that all other information responsive to this request be immediately released to me.

Furthermore, if the EAC completes any aspect of this request prior to fulfilling other aspects of this request, I ask that the completed information immediately be released to me and not withheld pending response to the request in full.



For the purposes of determining what, if any, fees may be assessed in connection with the processing of this request, I am a reporter for the Center for Public Integrity, a nonprofit, nonpartisan news organization headquartered in Washington, D.C.

I request a waiver of all fees for this request. Disclosure of the requested information to me is in the public interest because it is likely to contribute significantly to the public understanding of the operations or activities of the government and will be used strictly for journalistic purposes. If this request for a waiver of all fees is denied in full or in part, I ask that I be informed of this decision immediately and that notice of this decision be accompanied by a detailed list of fees associated with the EAC fulfilling my request.

If you have any questions regarding this request, my phone numbers are 202-481-1260. My email address is [dlevinthal@publicintegrity.org](mailto:dlevinthal@publicintegrity.org). Please communicate with me by email whenever possible / applicable insofar as updates or other communications regarding this request are concerned. Thank you for your consideration of this request.

Sincerely,

Dave Levinthal  
Senior political reporter

Phone: 202-481-1260

Cell: 817-917-4141

Web: <http://www.publicintegrity.org>

Twitter: [@DaveLevinthal](https://twitter.com/DaveLevinthal) / [@PublicIntegrity](https://twitter.com/PublicIntegrity)





## Matthew V. Masterson

---

**From:** Higgins, Casey <Casey.Higgins@mail.house.gov>  
**Sent:** Wednesday, February 08, 2017 4:48 PM  
**To:** Matthew V. Masterson  
**Subject:** RE: Reaching out

Thanks for letting me know. Nice to meet you.

**From:** Matthew V. Masterson [mailto:MMasterson@eac.gov]  
**Sent:** Tuesday, February 07, 2017 5:15 PM  
**To:** Higgins, Casey <Casey.Higgins@mail.house.gov>  
**Subject:** Re: Reaching out

Casey,

I wanted to write and thank you for your time today. I know you are incredibly busy and appreciate it very much.

Also, I wanted to make sure that you heard that while the House Admin hearing was happening Secretary Kelly discussed the administration's intention to keep the Critical Infrastructure designation and work with the EAC to ensure that the state and local officials that run elections have the information and input they should have as DHS moves forward.

EAC happy to brief you and others on this and other election administration issues should you want it.

Thank you again.

Matthew Masterson  
Commissioner  
Election Assistance Commission  
[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)  
(202)378-0561

---

**From:** Matthew V. Masterson  
**Sent:** Friday, February 3, 2017 10:17 AM  
**To:** Higgins, Casey  
**Subject:** Re: Reaching out

Casey,

Will do. Thank you in advance for your time. See you on the 7th.

Matt

Matthew Masterson  
Commissioner  
Election Assistance Commission

[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)

(202)378-0561

---

**From:** Higgins, Casey

**Sent:** Friday, February 3, 2017 10:16 AM

**To:** Matthew V. Masterson

**Subject:** RE: Reaching out

Great. Please enter through the South Door of the Capitol and proceed to the Speaker's office, H-232.

**From:** Matthew V. Masterson [<mailto:MMasterson@eac.gov>]

**Sent:** Thursday, February 02, 2017 5:27 PM

**To:** Higgins, Casey <[Casey.Higgins@mail.house.gov](mailto:Casey.Higgins@mail.house.gov)>

**Subject:** Re: Reaching out

Casey,

That works great. Just let me know where to go and I'll see you at 1:30 on the 7th.

Matt

Matthew Masterson

Commissioner

Election Assistance Commission

[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)

(202)378-0561

---

**From:** Higgins, Casey

**Sent:** Thursday, February 2, 2017 12:57 PM

**To:** Matthew V. Masterson

**Subject:** RE: Reaching out

Matt,

Can we do 1:30pm on the 7<sup>th</sup>? Let me know.

Casey

**From:** Matthew V. Masterson [<mailto:MMasterson@eac.gov>]

**Sent:** Tuesday, January 31, 2017 11:37 AM

**To:** Higgins, Casey <[Casey.Higgins@mail.house.gov](mailto:Casey.Higgins@mail.house.gov)>

**Subject:** Re: Reaching out

Casey,

Thanks for your reply. I know you are incredibly busy right now.

I am available the afternoon of the 6th or any time after 10am on the 7th. I promise to only take up a little of your time. Please let me know if either of these times works for you. Thanks.

Matt

Matthew Masterson  
Commissioner  
Election Assistance Commission  
[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)  
(202)378-0561

---

**From:** Higgins, Casey  
**Sent:** Friday, January 27, 2017 4:36 PM  
**To:** Matthew V. Masterson  
**Subject:** RE: Reaching out

Matt,

Apologies for the delay. Next week is quite busy for me. Is there a date and time you prefer to meet the week of February 6th? I'm flexible at this point. Let me know. Thank you.

Casey

*Casey Christine Higgins*  
Assistant to the Speaker for Policy & Trade Counsel  
Office of the Speaker | The Honorable Paul D. Ryan  
H-232, The Capitol, Washington, DC 20515  
(202) 225-5550 | [www.speaker.gov](http://www.speaker.gov)

**From:** Matthew V. Masterson [<mailto:MMasterson@eac.gov>]  
**Sent:** Tuesday, January 24, 2017 3:23 PM  
**To:** Burks, Jonathan <[Jonathan.Burks@mail.house.gov](mailto:Jonathan.Burks@mail.house.gov)>  
**Cc:** Higgins, Casey <[Casey.Higgins@mail.house.gov](mailto:Casey.Higgins@mail.house.gov)>  
**Subject:** Re: Reaching out

Jonathan thank you.

Casey, nice to meet you. I am happy to talk whenever your schedule allows. Thank you in advance for your time.

Matt

Matthew Masterson  
Commissioner  
Election Assistance Commission  
[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)  
(202)378-0561

---

**From:** Burks, Jonathan  
**Sent:** Tuesday, January 24, 2017 2:35 PM

---

**To:** Matthew V. Masterson  
**Cc:** Higgins, Casey  
**Subject:** RE: Reaching out

Matt, pleasure to e-meet you. I've copied Casey Higgins in our shop who handles these issues and who could probably find time for a meeting before my schedule opens up.

**From:** Matthew V. Masterson [<mailto:MMasterson@eac.gov>]  
**Sent:** Tuesday, January 24, 2017 2:07 PM  
**To:** Burks, Jonathan <[Jonathan.Burks@mail.house.gov](mailto:Jonathan.Burks@mail.house.gov)>  
**Subject:** Reaching out

Jonathan,

Hello. My name is Matt Masterson. I am the friend of Andrew Ciafardini's. As Andrew mentioned I am a Commissioner at the US Election Assistance Commission. I was recommended by Speaker Boehner for this position and confirmed by the Senate in December 2014. I was wondering if you had time in the coming weeks to talk about the security of the nation's voting systems particularly given the recent concerns regarding foreign interference in the election and the work the EAC does to help secure the systems.

I am sure you are incredibly busy and appreciate your time and willingness to talk at some point. Congratulations on your new position and please don't hesitate to reach out to me if you have questions about anything regarding the election process or the EAC. Thanks.

Matt

Matthew Masterson  
Commissioner  
Election Assistance Commission  
[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)  
(202)378-0561

## Matthew V. Masterson

---

**From:** Hovland, Ben (Rules) <Ben\_Hovland@rules.senate.gov>  
**Sent:** Wednesday, February 15, 2017 6:13 PM  
**To:** Matthew V. Masterson  
**Subject:** Matt Boehmer

I know Matt Boehmer has a fancy new gig, but I wondered if you had his contact info?

Thanks,  
Ben

## Matthew V. Masterson

---

**From:** Hovland, Ben (Rules) <Ben\_Hovland@rules.senate.gov>  
**Sent:** Wednesday, January 18, 2017 3:01 PM  
**To:** Matthew V. Masterson  
**Subject:** Re: Update

I too was delayed but also en route

Sent from my iPhone

On Jan 18, 2017, at 2:48 PM, Matthew V. Masterson <[MMasterson@eac.gov](mailto:MMasterson@eac.gov)> wrote:

On my way. Metro slow going. May be a couple min late.

Matthew Masterson  
Commissioner  
Election Assistance Commission  
[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)  
(202)378-0561

## Matthew V. Masterson

---

**From:** Matthew V. Masterson  
**Sent:** Friday, January 13, 2017 11:48 AM  
**To:** Hovland, Ben (Rules)  
**Subject:** Re: DHS Designation

Use 202-378-0561

Talk to you at 2.

Matthew Masterson  
Commissioner  
Election Assistance Commission  
Mmasterson@eac.gov  
(202)378-0561

---

**From:** Hovland, Ben (Rules)  
**Sent:** Friday, January 13, 2017 11:46 AM  
**To:** Matthew V. Masterson  
**Subject:** RE: DHS Designation

Sounds like a plan. What is the best number at 2?

**From:** Matthew V. Masterson [mailto:MMasterson@eac.gov]  
**Sent:** Friday, January 13, 2017 11:45 AM  
**To:** Hovland, Ben (Rules) <Ben\_Hovland@rules.senate.gov>  
**Subject:** Re: DHS Designation

Yup. Do you want to call me? 2:00 work?

Matthew Masterson  
Commissioner  
Election Assistance Commission  
[Mmasterson@eac.gov](mailto:Mmasterson@eac.gov)  
(202)378-0561

---

**From:** Hovland, Ben (Rules)  
**Sent:** Friday, January 13, 2017 11:37 AM  
**To:** Matthew V. Masterson  
**Subject:** DHS Designation

Do you have any time today to discuss the DHS move?

Thanks,  
Ben

## Thomas Hicks

---

**From:** Roberts, William <William.Roberts@mail.house.gov>  
**Sent:** Wednesday, February 08, 2017 5:56 PM  
**To:** Thomas Hicks  
**Subject:** Rep. Raskin Minority Views on EAC Termination

Hey Tom,

Hope all is well. Great to see you yesterday, even for a second. I believe you've spoken w/ Rep. Raskin about this, but he's interested in filing a minority view on the EAC's termination. He's particularly interested in discussing the EAC's successes – strong points. Are there any docs you can point me to or thoughts you can share that would help me pull this together.

I'll be headed out of the office in a bit, but will work on this tomorrow and am happy to hop on the phone if you have time. Let me know, thanks!

Will

-----  
William J. Roberts, Esq. | Legislative Director

**Rep. Jamie Raskin (MD-08)**

431 Cannon HOB | 202-225-5341

[William.Roberts@mail.house.gov](mailto:William.Roberts@mail.house.gov)

[raskin.house.gov](http://raskin.house.gov) | [e-newsletter](#)





## Thomas Hicks

---

**From:** Roberts, William <William.Roberts@mail.house.gov>  
**Sent:** Thursday, February 09, 2017 10:05 AM  
**To:** Thomas Hicks  
**Subject:** RE: Letters file & annual

Hey Tom, thanks for these – extremely helpful. I’m around this afternoon from 1-2 and after 3. Any good windows for you?

**From:** Thomas Hicks [mailto:THicks@eac.gov]  
**Sent:** Wednesday, February 8, 2017 8:57 PM  
**To:** Roberts, William <William.Roberts@mail.house.gov>  
**Subject:** Letters file & annual

Will:

Here are a couple of documents that may help-

Is there a good time to discuss?

Annual report link -[https://www.eac.gov/assets/1/Documents/EAC%20Annual%20Report\\_2016.pdf](https://www.eac.gov/assets/1/Documents/EAC%20Annual%20Report_2016.pdf)  
<[https://www.eac.gov/assets/1/Documents/EAC%20Annual%20Report\\_2016.pdf](https://www.eac.gov/assets/1/Documents/EAC%20Annual%20Report_2016.pdf)>

**Thomas Hicks**  
**Chairman**  
**U.S. Election Assistance Commission**  
**1335 East West Highway, Suite 4300**  
**Silver Spring, MD. 20910**  
**Email: [thicks@eac.gov](mailto:thicks@eac.gov) <mailto:thicks@eac.gov>**  
**Phone: 301 563 3971**  
**Cell: 202 360 2146**  
**Website: [www.eac.gov](http://www.eac.gov) <http://www.eac.gov>**

## Cliff Tatum

---

**From:** Cliff Tatum  
**Sent:** Thursday, February 02, 2017 12:34 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law -- 3:00

Ok;  
That works for me.  
CDT

---

**From:** Annette Lafferty  
**Sent:** Thursday, February 02, 2017 12:16 PM  
**To:** Cliff Tatum  
**Subject:** FW: Appropriations Unauthorized by law -- 3:00

Hi Cliff. Amy can meet at 3:00. I gave her in our call in number below. Thanks

---

**From:** Annette Lafferty  
**Sent:** Thursday, February 02, 2017 12:10 PM  
**To:** Cushing, Amy  
**Subject:** RE: Appropriations Unauthorized by law

Amy, 3:00 would be great. We have a call-in number -- [REDACTED] passcode [REDACTED] We look forward to talking to you. Thanks, Annette

---

**From:** Cushing, Amy [Amy.Cushing@mail.house.gov]  
**Sent:** Thursday, February 02, 2017 12:00 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

Sure, how about 3:00?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

---

**From:** Annette Lafferty [mailto:aLafferty@eac.gov]  
**Sent:** Thursday, February 02, 2017 11:40 AM  
**To:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. Cliff and I would like to talk to you about the response to the approps exercise. Do you have some time today, and if so, when? Thanks, Annette

---

**From:** Cushing, Amy [Amy.Cushing@mail.house.gov]  
**Sent:** Thursday, February 02, 2017 10:14 AM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

Thanks, what is your direct extension?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

---

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 4:06 PM  
**To:** Cushing, Amy <[Amy.Cushing@mail.house.gov](mailto:Amy.Cushing@mail.house.gov)>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. I let Cliff know about the time sensitivity. I am the primary contact for the Committee. Thanks and have a super evening, Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Wednesday, February 01, 2017 12:44 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

As soon as you can possibly provide it would be great. Also, who is going to be the primary contact for the Committee? Would that be you?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

---

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 12:43 PM  
**To:** Cushing, Amy <[Amy.Cushing@mail.house.gov](mailto:Amy.Cushing@mail.house.gov)>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. Our General Counsel, Cliff Tatum, will be responding to your email. When do you need the response? Thanks!  
Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Tuesday, January 31, 2017 2:53 PM  
**To:** Annette Lafferty  
**Subject:** Appropriations Unauthorized by law

Hi Annette,

Below is the table contained in the back of the FSGG report. Can you verify that it is correct, and possibly fill in the "n/a" column for us? Please let us know what statute you find the authorization level in, if you find it. Thank you!

---

Account	Last Year of Authorization	Authorization Level	Appropriation in Last Year of Authorization	Appropriations in this bill
<b>Title V - Independent Agencies</b>				
Election Assistance Commission	2005	n/a	13,888	4,900

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government

House Committee on Appropriations  
2000 Rayburn House Office Building  
(202) 225-7245

## Cliff Tatum

---

**From:** Hovland, Ben (Rules) <Ben\_Hovland@rules.senate.gov>  
**Sent:** Monday, February 13, 2017 2:37 PM  
**To:** Cliff Tatum  
**Subject:** Board of Advisors Timeline

Hi Cliff,

I just left you a voicemail, but in case this gets to you quicker – I was just looking for the timeline submitting names for the Board of Advisors.

Thanks,  
Ben

Ben Hovland  
Acting Democratic Chief Counsel  
US Senate Committee on Rules and Administration  
202.224.0279  
[Ben\\_Hovland@rules.senate.gov](mailto:Ben_Hovland@rules.senate.gov)



## **Annette Lafferty**

---

**From:** Armitage, David T. EOP/OMB <David\_T\_Armitage@omb.eop.gov>  
**Sent:** Monday, January 23, 2017 3:55 PM  
**To:** Armitage, David T. EOP/OMB  
**Subject:** Next SPWG Meeting: 1/26/17, 10:00-11:30, WHCC, Lincoln Room

Dear Colleagues:

Thanks to everyone who participated in the conference call last Wednesday. Below is a brief summary based on my notes/recollection. Hopefully, they accurately captured the main points.

### **SUMMARY OF CONFERENCE CALL**

- **Status Check.** We did a roll call and discussed the status of agency strategic planning. We agreed that sound and relevant strategic planning would remain important, despite expected changes from a new Administration. State/USAID, Commerce, and EPA noted that their strategic plans had been used either by the nominee or in transition team briefings. One representative said that the transition team had not asked.
- **Changing Missions?** There was a discussion about the extent to which missions would likely change and the impact this would have on strategic planning. One suggestion was to encourage agencies to hold a senior leader retreat to facilitate development of new objectives.
- **Making SPWG more connected and operational.** Several participants thought it would be good to find a way to connect the group's work with the President's Management Council. Treasury believed the group should eventually pivot from best-practices/learning sessions to more operational work, to focus on the content of agency planning documents.

No doubt I missed some interventions; please feel free to amend as appropriate.

### **NEXT IN-PERSON SESSION: Thursday, January 26**

On Thursday, (1/26), you are invited to the next in-person session of the working group. There is no need for WAVES.

The **purpose** of having an in-person session so soon after the conference call was simple: We wanted to bookend the transition (before/after the Inauguration) and delve further into strategies and challenges for engaging new leadership on strategic planning. We will have two peer presentations: Interior Department and State/USAID.

### **ADMINISTRATIVE DETAILS**

**January 26, 2017**  
**10:00-11:30 AM**  
**White House Conference Center, Lincoln Room**  
**726 Jackson Place NW**

P.S. Thanks to a suggestion from DoD's Jennifer Hill, we have the room until noon, so there will be plenty of time afterwards to mingle.

### **RESOURCES:**

**MAX Strategic Planning Working Group Site:** <https://community.max.gov/display/Performance/FYs+2018-2022+Strategic+Planning+Working+Group>

If you have suggestions for improving the site, please contact Adam Lipton or me.

**Latest Issue of the NIC's Global Trends Report:** <https://www.dni.gov/index.php/about/organization/national-intelligence-council-global-trends>

**UPCOMING MEETINGS:**

- **February 15.** Using logic models/evidence-based methods.
- **March 15.** Incorporating ERM into strategic objectives.
- **April 19.** Integrating human capital planning into your plans.

Thanks again for your commitment to this working group. Please let me know if you have any questions or have ways to improve the group.

Sincerely,  
David

**David Armitage**

White House Leadership Fellow  
Strategic Planning and Enterprise Risk Management  
Performance Team | Office of Management & Budget  
Executive Office of the President  
☎ 202.395.7850 (Office) | 202.881.8298 (Mobile)  
✉ [darmitage \(at\) omb.eop.gov](mailto:darmitage@omb.eop.gov)



## **Annette Lafferty**

---

**From:** Ciliento, Deidre A. EOP/OMB <Deidre\_A\_Ciliento@omb.eop.gov>  
**Sent:** Wednesday, January 25, 2017 4:17 PM  
**To:** Annette Lafferty  
**Subject:** Hiring Freeze Guidance  
**Attachments:** M-17-17 Immediate Actions and Initial Guidance for Federal Civilian Hir....pdf

Hi Annette,

Attached is a copy of the guidance that OMB sent out regarding the hiring freeze. Let me know if you have questions or concerns.

Thanks,  
Deidre

**Deidre A. Ciliento**  
*Office of Management and Budget*  
Treasury Branch  
(202) 395-7591 | [dciliento@omb.eop.gov](mailto:dciliento@omb.eop.gov)

## **Annette Lafferty**

---

**From:** Armitage, David T. EOP/OMB <David\_T\_Armitage@omb.eop.gov>  
**Sent:** Wednesday, January 25, 2017 5:20 PM  
**To:** Armitage, David T. EOP/OMB  
**Subject:** Reminder: SPWG on Thursday, 1/26/17,

Dear Colleagues:

This is a reminder that we will hold the next session of the Strategic Planning Working Group on Thursday, January 26. The meeting will be held from 10:00-11:30 in the Lincoln Room of the White House Conference Center. Please bring a photo ID. There is no need for a WAVES link.

The focus of tomorrow's session is: **engaging leaders in strategic planning**. This is important as new appointees get confirmed and established in our respective agencies. How can we individually and collectively persuade new leaders that serious strategic planning can be a valuable tool for improving performance and optimizing outcomes? Are there common techniques? What approaches or strategies should one avoid? How do we make technical performance jargon accessible to a senior audience? These are some of the questions we intend to explore.

The agenda and additional details are listed below.

### **AGENDA**

#### **Introduction/Signals Check**

#### **Peer Reviews**

- Richard Beck (Interior)
- Tony Mazzoccoli and Eric Schoennauer (State) and Maggie Mesaros (USAID)

#### **AOB/Next meeting**

### **ADMINISTRATIVE DETAILS**

**January 26, 2017**

**10:00-11:30 AM**

**White House Conference Center, Lincoln Room**

**726 Jackson Place NW**

If you have questions, please let me know. I look forward to seeing everyone tomorrow morning.

Sincerely,  
David

#### **David Armitage**

White House Leadership Fellow  
Strategic Planning and Enterprise Risk Management  
Performance Team | Office of Management & Budget  
Executive Office of the President

☎ 202.395.7850 (Office) | 202.881.8298 (Mobile)  
✉ darmitage (at) omb.eop.gov

## **Annette Lafferty**

---

**From:** Armitage, David T. EOP/OMB <David\_T\_Armitage@omb.eop.gov>  
**Sent:** Thursday, January 26, 2017 12:53 PM  
**To:** Armitage, David T. EOP/OMB  
**Subject:** SPWG: Slides from today's session  
**Attachments:** Engaging Leaders in Strategic Planning (Jan 2017).pdf

Dear Colleagues:

Thanks for your participation (live or on the phone) today. Attached please find the slides from Rich Beck's presentation. I will also post them to the MAX site.

Separately, I will distribute a summary of conclusions and a preview of our next meeting, so keep a look out for that.

Sincerely,  
David

### **RESOURCES:**

**MAX Strategic Planning Working Group Site:** <https://community.max.gov/display/Performance/FYs+2018-2022+Strategic+Planning+Working+Group>

If you have suggestions for improving the site, please contact Adam Lipton or me.

**Latest Issue of the NIC's Global Trends Report:** <https://www.dni.gov/index.php/about/organization/national-intelligence-council-global-trends>

### **David Armitage**

White House Leadership Fellow  
Strategic Planning and Enterprise Risk Management  
Performance Team | Office of Management & Budget  
Executive Office of the President  
☎ 202.395.7850 (Office) | 202.881.8298 (Mobile)  
✉ darmitage (at) omb.eop.gov

## Annette Lafferty

---

**From:** Armitage, David T. EOP/OMB <David\_T\_Armitage@omb.eop.gov>  
**Sent:** Monday, January 30, 2017 5:15 PM  
**To:** Armitage, David T. EOP/OMB  
**Subject:** SPWG: Summary of January 26 Meeting

Dear Colleagues:

Thanks to everyone who participated in last week's Strategic Planning Working Group. Based on informal feedback, the session was helpful in identifying different approaches for working effectively with new senior leadership.

Below are the key highlights:

- We shared what special superpower we wished we had!
- **Richard Beck** (Interior) showed how he and his team had successfully engaged new leadership by focusing on a few broad mission areas, rather than getting bogged down in weedy details. He argued that it was important to help new leaders "connect the dots" and tap into their interests. I sent a copy of Rich's useful slides around last week and will post them on the MAX site as well.
- **Tony Mazzocoli**, **Eric Schoennauer**, and **Kathryn Schalow** (State) and **Maggie Mesaros** (USAID) noted that the missions of State and USAID are intrinsically linked. As a result, it made sense to bring the relevant components together as a steering committee that meets monthly to keep the joint planning process on track. They discussed how they learned from past strategic plans and reviews to streamline the process. They also discussed the pros and cons of having a new leader with plenty of private-sector experience in strategic planning. In any event, the team is "buckling up for the ride."
- During the general discussion, many participants stressed the importance of listening to new leadership while at the same time being prepared to offer them options.

### Next Meeting

Our next meeting is scheduled for Wednesday, February 15 (10:00-11:30). The topic will be on using logic models and evidence-based methods. I am aware that several in the group have a lot of experience using logic models, while others are new to the technique. Thus, perhaps agencies could use the session to "test" their draft goals and/or objectives. Let me know what you think.

Sincerely,

David

P.S. If I could get the teleport to work, I definitely would share!

**David Armitage**  
White House Leadership Fellow

Strategic Planning and Enterprise Risk Management  
Performance Team | Office of Management & Budget  
Executive Office of the President  
☎ 202.395.7850 (Office) | 202.881.8298 (Mobile)  
✉ darmitage (at) omb.eop.gov

## Annette Lafferty

---

**From:** White, Arnette C. EOP/OMB <Arnette\_C.\_White@omb.eop.gov>  
**Sent:** Tuesday, January 31, 2017 5:33 PM  
**To:** capozzi@ACCESS-BOARD.GOV; omb\_Electronic\_Notices@AO.USCOURTS.GOV;  
jwilmoth@ARC.GOV; wgrant@ARC.GOV; bbg-cfo@BBG.GOV;  
mwurster@CATAWBA.EDU; flindstrom@CFA.GOV; tliebke@CFA.GOV;  
cncsexecsec@CNS.GOV; twhite@CPB.ORG; jhoffman@CPSC.GOV; robrien@CPSC.GOV;  
bea.robinson@CSB.GOV; cedric.hendricks@CSOSA.GOV; paul.girardo@CSOSA.GOV;  
bilal.syed@DCSC.GOV; marie.robertson@DCSC.GOV; ceilo@DENALI.GOV;  
dhsexecsec@DHS.GOV; femaexecsec@DHS.GOV; dni-executive-secretariat@DNI.GOV;  
dni-lrm@DNI.GOV; robert.mahaffie@DO.TREAS.GOV; docexecsec@DOC.GOV;  
executivesecretariat@DOL.GOV; hugler.edward@DOL.GOV; lisa.f.farmer@DOT.GOV;  
btriplett@DRA.GOV; Annette Lafferty; AliceMiller; EExecSec@ED.GOV;  
sharon.stevens@ED.GOV; blankenship.steven@EPA.GOV; bloom.david@EPA.GOV;  
library-reg10@EPA.GOV; wachter.eric@EPA.GOV; daniel.daley@FCC.GOV;  
walter.boswell@FCC.GOV; mgruenberg@FDIC.GOV; congress@FEC.GOV;  
gford@FEC.GOV; privacy@FEC.GOV; Anton.Porter@FERC.GOV; jascy.hamilton-  
brown@FHFA.GOV; cpope@FLRA.GOV; jclark@FLRA.GOV; omb-mem@FLRA.GOV;  
fleonard@FMCS.GOV; jmcwilliam@FMSHRC.GOV; librarypublications@GAO.GOV;  
leshonne.smith@GSA.GOV; farrow@HERITAGEABROAD.GOV; hsexecsec@HHS.GOV;  
the.secretary@HQ.DOE.GOV; kristie.r.coates@HUD.GOV; cfo@IMLS.GOV;  
fay\_iudicello@IOS.DOI.GOV; debra.wall@NARA.GOV; micah.cheatham@NARA.GOV;  
susan.ashtianie@NARA.GOV; cscolese@NASA.GOV; barry.socks@NCPC.GOV;  
marcel.acosta@NCPC.GOV; info@NIGC.GOV; budgetinbox@NLRB.GOV;  
robert.schiff@NLRB.GOV; NRCEXECSEC@NRC.GOV; ridsocfomailcenter@NRC.GOV;  
mote@NWTRB.GOV; skfinlay@OGE.GOV; Marx, Michele C. EOP/ONDCP; Desear,  
Phuong L. EOP/ONDCP; nthomas@ONHIR.GOV; cande@OPIC.GOV;  
kkammann@OSC.GOV; ousdcinbox@OSD.MIL; dhall@OSHRC.GOV;  
n.mancini@OSHRC.GOV; rhuberman@OSHRC.GOV; thomrogers@OSHRC.GOV;  
abuchanan@PDSDC.ORG; dacharya@PDSDC.ORG; dpolk@PRESIDIOTRUST.GOV;  
fgonek@PRESIDIOTRUST.GOV; cliff.keenan@PSA.GOV; michael.schwartz@RRB.GOV;  
kim.bradley@SBA.GOV; bakr@SEC.GOV; johnsonke@SEC.GOV; mcnamaraja@SEC.GOV;  
taylorlorri@SEC.GOV; dcs.controls@SSA.GOV; ssaexecsec@SSA.GOV; rhubbard@SSS.GOV;  
cooperdx@STATE.GOV; dosexecsec@STATE.GOV; annjennette.torres@STATE.NM.US;  
susan.crowder@TSP.GOV; druet-klugh@UIOWA.EDU; karen-nobbs@UIOWA.EDU;  
Cheryl.A.Hill@USACE.ARMY.MIL; aid.es@USAID.GOV; mkibler@USCCR.GOV;  
uscgexecsec@USCG.MIL; currie.gunn@USDOJ.GOV; dojexecsec@USDOJ.GOV;  
bennie.lawson@WHS.MIL; esdcmdcoor@WHS.MIL; melick@ACCESS-BOARD.GOV;  
sargent@ACCESS-BOARD.GOV; athiriez@ARC.GOV; readn@ARTS.GOV;  
soteloj@ARTS.GOV; varnonw@ARTS.GOV; abrauner@BBG.GOV; JRolfes@CPSC.GOV;  
MZiemer@CPSC.GOV; Cheryl.bailey@DCSC.GOV; susanmb3@DNI.GOV;  
DotExecSec@DOT.GOV; Gray.tracey@EPA.GOV; Showman.john@EPA.GOV;  
Chitra.Venkatesan@FCC.GOV; jae.seong@FCC.GOV; Mark.Stephens@FCC.GOV;  
Timothy.Siekierka@FCC.GOV; warren.firschein@FCC.GOV; David.Bibo@FEMA.DHS.GOV;  
AMorales@FLRA.GOV; fjacob@FLRA.GOV; ggripp@FLRA.GOV; krumsfeld@FLRA.GOV;  
mjeffries@FLRA.GOV; lboyd@FMSHRC.GOV; Larry.Rosenberg@HQ.DHS.GOV;  
christopher.c.bergin@HUD.GOV; Jerome.a.vaiana@HUD.GOV;  
William.E.Guilford@HUD.GOV; Manny.M.Rodriguez@ICE.DHS.GOV; mjerger@IMLS.GOV;  
SBurwell@IMLS.GOV; KKruse@KENNEDY-CENTER.ORG; mgosliner@MMC.GOV;  
rlent@MMC.GOV; james.eisenmann@MSPB.GOV; Kevin.Nash@MSPB.GOV;  
Sean.Donohue@MSPB.GOV; maria.stanwich@NARA.GOV; ahunter@NASA.GOV;



**To:** Radzanowski, Dave EOP; French, Mike EOP; olivette.m.hooks@NASA.GOV; robert.m.lightfoot@NASA.GOV; rcokley@NCD.GOV; deborah.young@NCPC.GOV; ddohanic@NEH.GOV; jthomas@NEH.GOV; lmyers@NEH.GOV; sdoss@NEH.GOV; J-Gaglione@NGA.GOV; v-cundiff@NGA.GOV; Denise.Howard@NLRB.GOV; Jennifer.abruzzo@NLRB.GOV; Marsha.Porter@NLRB.GOV; Mehul.Parekh@NLRB.GOV; jahl@NSF.GOV; krison@NSF.GOV; WGARDNER@NSF.GOV; dickson@NWTRB.GOV; Emory.RoundsIII@OGE.GOV; ncabrera@OGE.GOV; Shelley.Finlayson@OGE.GOV; White, Arnette C. EOP/OMB; Moore, Susan A. EOP/ONDCP; Frederick.Nutt@OPIC.GOV; Latoya.Bouie@OPIC.GOV; Michele.Perez@OPIC.GOV; Carlos.Rodriguez@OPM.GOV; Edward.callcott@OPM.GOV; Margaret.pearson@OPM.GOV; OPMExecSec@OPM.GOV; lterry@OSC.GOV; info@PCLOB.GOV; Shannon.wilson@PCLOB.GOV; LGerald@PDSDC.ORG; Rickey.Eaton@PSA.GOV; distforbfo-omb@RRB.GOV; Elizabeth.Stubits@RRB.GOV; terrence.hudgen@SBA.GOV; kauffmanc@SEC.GOV; songh@SEC.GOV; JohnsonKF@SI.EDU; bcportis@TVA.GOV; jcmaierhofer@TVA.GOV; msallo@USCCR.GOV; earmah@USCOURTS.CAVC.GOV; rcuffe@USHMM.ORG; rschelin@USHMM.ORG; Cjennings@USTDA.GOV; Sue.Howard@WILSONCENTER.ORG; Daniel.Daly@FCC.GOV; Stephanie.kaufman@OPIC.GOV; rahaf.kaylani@HUD.GOV; Lambert, Larry L. EOP/OMB; McDonald, Anthony W. EOP/OMB; Gertie.mouzon@USACE.ARMY.MIL; Shortencarrier, Gary F. EOP/OMB

**Cc:** OMB\_ALL

**Subject:** M-17-18 Federal Civilian Hiring Freeze Guidance

**Attachments:** M-17-18.pdf

This memorandum provides additional guidance regarding the freeze on the hiring of Federal civilian employees as directed by the President on January 23, 2017, via Presidential Memorandum (PM) entitled "Hiring Freeze."

To view this memo, please see the attachment.



## **Annette Lafferty**

---

**From:** Ciliento, Deidre A. EOP/OMB <Deidre\_A\_Ciliento@omb.eop.gov>  
**Sent:** Thursday, February 02, 2017 9:13 AM  
**To:** Annette Lafferty  
**Subject:** RE: Time for a quick check-in this week

Sure, I can chat today between 11-12 or 3-5 or tomorrow between 1-2. Thanks.

-----  
Deidre A. Ciliento | (202) 395-7591 | [dciliento@omb.eop.gov](mailto:dciliento@omb.eop.gov)

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 1, 2017 2:58 PM  
**To:** Ciliento, Deidre A. EOP/OMB <[Deidre\\_A\\_Ciliento@omb.eop.gov](mailto:Deidre_A_Ciliento@omb.eop.gov)>  
**Subject:** Time for a quick check-in this week

Hi Deidre. Do you have a few minutes this week to speak with Brian Newby and me? Brian met with DHS yesterday, and would like to let you know where we are with the meetings. If you do have some time, when are good days and times?  
Thanks, Annette

Annette Lafferty, MBA, MA  
Chief Financial Officer  
U.S. Election Assistance Commission  
1335 East-West Highway, Suite 4300  
Silver Spring, MD 20910  
301-563-3950

## Annette Lafferty

---

**From:** Ciliento, Deidre A. EOP/OMB <Deidre\_A\_Ciliento@omb.eop.gov>  
**Sent:** Thursday, February 02, 2017 12:09 PM  
**To:** Annette Lafferty  
**Subject:** RE: Check-in on DHS/cyber

Thanks Annette. Talk to you then.

-----  
Deidre A. Ciliento | (202) 395-7591 | [dciliento@omb.eop.gov](mailto:dciliento@omb.eop.gov)

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Thursday, February 2, 2017 12:08 PM  
**To:** Ciliento, Deidre A. EOP/OMB <[Deidre\\_A\\_Ciliento@omb.eop.gov](mailto:Deidre_A_Ciliento@omb.eop.gov)>  
**Subject:** Check-in on DHS/cyber

Hi Deidre. We would like to talk to you from 1-2 tomorrow. I am having trouble with the remote calendar invite; I will send an invite later today or in the morning. We may pull in Cliff Tatum, our General Counsel. Thanks!

## Annette Lafferty

---

**From:** Ciliento, Deidre A. EOP/OMB <Deidre\_A\_Ciliento@omb.eop.gov>  
**Sent:** Thursday, February 09, 2017 12:01 PM  
**To:** Annette Lafferty  
**Subject:** Re: Are you able to talk to us around 12:15 about NIST issues and next week's TDGC mtg.?

I'm out of pocket until 3pm. Let me know if that time works for you.

On Feb 9, 2017, at 11:58 AM, Annette Lafferty <[aLafferty@eac.gov](mailto:aLafferty@eac.gov)<mailto:aLafferty@eac.gov>> wrote:

If so, we would like to do a call in to [REDACTED] pass code [REDACTED] If not, do you have some time this afternoon?  
Thanks!

Annette Lafferty, MBA, MA  
Chief Financial Officer  
U.S. Election Assistance Commission  
1335 East-West Highway, Suite 4300  
Silver Spring, MD 20910  
301-563-3950

## **Annette Lafferty**

---

**From:** Armitage, David T. EOP/OMB <David\_T\_Armitage@omb.eop.gov>  
**Sent:** Thursday, February 09, 2017 4:53 PM  
**To:** Armitage, David T. EOP/OMB  
**Subject:** Next SPWG Meeting: 2/15/17, 10:00-11:30, WHCC, Lincoln Room

Dear Colleagues:

Our next meeting of the Strategic Planning Working Group is scheduled for Wednesday, February 15. The meeting will be held from 10:00-11:30 in the Lincoln Room of the White House Conference Center. Please bring a photo ID. There is no need for a WAVES link.

The focus will be on how using **logic models and evidence-based methods** can potentially increase the value and relevance of the strategic planning and review process. We have a full agenda, and I am confident it will be time well spent.

The agenda and administrative details are listed below.

### **AGENDA**

#### **Introduction/Signals Check**

##### **Logic Models: Theory and Practice**

*Key Question: How can logic models be used to make the strategic planning and review process more valuable?*

- Staff member (Performance Improvement Council) – The Logic of Logic Models
- Pam O’Neil (National Science Foundation) – Using Logic Models at the NSF

#### **Feedback/Discussion**

##### **Evidence-Based Methods: Theory and Practice**

*Key Question: How can evidence and learning be used to build strategic plans that are more operationally relevant?*

- Diana Epstein (Office of Management and Budget) – Building a Portfolio of Evidence
- Steve Richardson and Maylin Jue (Department of Labor) – Keeping it Real: Evidence in the DOL Strategic Plan

#### **Feedback/Discussion**

#### **AOB/Next meeting**

### **ADMINISTRATIVE DETAILS**

**February 15, 2017**

**10:00-11:30 AM**

**White House Conference Center, Lincoln Room**

**726 Jackson Place NW**

Please let me know if you have questions. Looking forward to seeing everyone next Wednesday.

Sincerely,

David

**David Armitage**

White House Leadership Fellow

Strategic Planning and Enterprise Risk Management

Performance Team | Office of Management & Budget

Executive Office of the President

☎ 202.395.7850 (Office) | 202.881.8298 (Mobile)

✉ darmitage (at) omb.eop.gov

## **Annette Lafferty**

---

**From:** Armitage, David T. EOP/OMB <David\_T\_Armitage@omb.eop.gov>  
**Sent:** Tuesday, February 14, 2017 9:13 AM  
**To:** Armitage, David T. EOP/OMB  
**Subject:** Reminder: SPWG on Wednesday, 2/15/17; 10:00-11:30; WHCC Lincoln Room

Dear Colleagues:

This is a reminder that we will hold the next session of the Strategic Planning Working Group on Wednesday, February 15. The meeting will be held from 10:00-11:30 in the Lincoln Room of the White House Conference Center. Please bring a photo ID. There is no need for a WAVES link.

The focus of tomorrow's session is: **using logic models and evidence-based methods**. This is important as we strive to make strategic planning and reviews more relevant to mission performance. Strong strategic plans connected to a systematic review process have the potential to drive management decisions and justify budget and other trade-offs. Key questions to consider are: How can logic models be used to make the strategic planning and review process more valuable? How can we apply evidence and learning to build strategic plans that are more operationally relevant, especially in a resource-constrained environment? We have a real opportunity to make a difference, and I look forward to exploring these questions with you.

Please come prepared to share your experience and how these methods are (or might be) used in your agencies.

The agenda and additional details are listed below.

### **AGENDA**

#### **Introduction/Signals Check**

##### **Logic Models: Theory and Practice**

- Bethany Blakey (PIC) – The Logic of Logic Models
- Pam O'Neil (NSF) – Using Logic Models at the NSF

#### **Feedback/Discussion**

##### **Evidence-Based Methods: Theory and Practice**

- Diana Epstein (OMB) – Building a Portfolio of Evidence
- Steve Richardson and Maylin Jue (DOL) – Keeping it Real: Evidence in the DOL Strategic Plan

#### **Feedback/Discussion**

#### **AOB/Next meeting: Integrating Enterprise Risk Management into Strategic Planning and Reviews**

### **ADMINISTRATIVE DETAILS**

**February 15, 2017**

**10:00-11:30 AM**

**White House Conference Center, Lincoln Room**

**726 Jackson Place NW (nearest Metro stop: Farragut West)**

**ADDITIONAL INFORMATION:** Please sign in when you arrive. The sign-in sheet will be on the table as you enter the conference room. Also, in response to several requests, name tags will be available to help people get to know one another.

If you have questions, please let me know. I look forward to seeing everyone tomorrow morning.

Sincerely,

David

**David Armitage**

White House Leadership Fellow

Strategic Planning and Enterprise Risk Management

Performance Team | Office of Management & Budget

Executive Office of the President

☎ 202.395.7850 (Office) | 202.881.8298 (Mobile)

✉ darmitage (at) omb.eop.gov

## **Annette Lafferty**

---

**From:** Ciliento, Deidre A. EOP/OMB <Deidre\_A\_Ciliento@omb.eop.gov>  
**Sent:** Tuesday, February 14, 2017 2:04 PM  
**To:** Annette Lafferty  
**Subject:** RE: FYI on the TGDC meeting

Thanks for the update!

---

Deidre A. Ciliento | (202) 395-7591 | [dciliento@omb.eop.gov](mailto:dciliento@omb.eop.gov)

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Tuesday, February 14, 2017 12:23 PM  
**To:** Ciliento, Deidre A. EOP/OMB <[Deidre\\_A\\_Ciliento@omb.eop.gov](mailto:Deidre_A_Ciliento@omb.eop.gov)>  
**Subject:** FYI on the TGDC meeting

Hi Deidre. The TGDC meeting is in day 2. DHS is scheduled to address the committee as we speak:

12:00 – 1:30 PM Working Lunch Discussion: Cybersecurity in the Real World

- Cybersecurity Framework / NCCOE – Joshua Franklin, NIST [Josh is an EAC alum]
- DHS Services and Critical Infrastructure – Geoff Hale, DHS

It looks like we are entering into an interagency agreement for \$40,000 for the meeting. Thanks, Annette



**Annette Lafferty**

---

**From:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Sent:** Tuesday, January 31, 2017 2:53 PM  
**To:** Annette Lafferty  
**Subject:** Appropriations Unauthorized by law

Hi Annette,

Below is the table contained in the back of the FSGG report. Can you verify that it is correct, and possibly fill in the "n/a" column for us? Please let us know what statute you find the authorization level in, if you find it. Thank you!

---

Account	Last Year of Authorization	Authorization Level	Appropriation in Last Year of Authorization	Appropriations in this bill
<b>Title V - Independent Agencies</b>				
Election Assistance Commission	2005	n/a	13,888	4,900

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations  
2000 Rayburn House Office Building  
(202) 225-7245

## Annette Lafferty

---

**From:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Sent:** Wednesday, February 01, 2017 12:44 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

As soon as you can possibly provide it would be great. Also, who is going to be the primary contact for the Committee? Would that be you?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 12:43 PM  
**To:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. Our General Counsel, Cliff Tatum, will be responding to your email. When do you need the response? Thanks!  
Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Tuesday, January 31, 2017 2:53 PM  
**To:** Annette Lafferty  
**Subject:** Appropriations Unauthorized by law

Hi Annette,

Below is the table contained in the back of the FSGG report. Can you verify that it is correct, and possibly fill in the "n/a" column for us? Please let us know what statute you find the authorization level in, if you find it. Thank you!

---

Account	Last Year of Authorization	Authorization Level	Appropriation in Last Year of Authorization	Appropriations in this bill
<b>Title V - Independent Agencies</b>				
Election Assistance Commission	2005	n/a	13,888	4,900

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations  
2000 Rayburn House Office Building  
(202) 225-7245

## **Annette Lafferty**

---

**From:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Sent:** Thursday, February 02, 2017 10:14 AM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

Thanks, what is your direct extension?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 4:06 PM  
**To:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. I let Cliff know about the time sensitivity. I am the primary contact for the Committee. Thanks and have a super evening, Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Wednesday, February 01, 2017 12:44 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

As soon as you can possibly provide it would be great. Also, who is going to be the primary contact for the Committee? Would that be you?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 12:43 PM  
**To:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. Our General Counsel, Cliff Tatum, will be responding to your email. When do you need the response? Thanks!  
Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Tuesday, January 31, 2017 2:53 PM  
**To:** Annette Lafferty  
**Subject:** Appropriations Unauthorized by law

Hi Annette,

Below is the table contained in the back of the FSGG report. Can you verify that it is correct, and possibly fill in the "n/a" column for us? Please let us know what statute you find the authorization level in, if you find it. Thank you!

---

Account	Last Year of Authorization	Authorization Level	Appropriation in Last Year of Authorization	Appropriations in this bill
<b>Title V - Independent Agencies</b>				
Election Assistance Commission	2005	n/a	13,888	4,900

---

**Amy Catherine Cushing**

Subcommittee on Financial Services and General Government  
House Committee on Appropriations  
2000 Rayburn House Office Building  
(202) 225-7245

## **Annette Lafferty**

---

**From:** Cushing, Amy <Amy.Cushing@mail.house.gov>  
**Sent:** Thursday, February 02, 2017 12:00 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

Sure, how about 3:00?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Thursday, February 02, 2017 11:40 AM  
**To:** Cushing, Amy <[Amy.Cushing@mail.house.gov](mailto:Amy.Cushing@mail.house.gov)>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. Cliff and I would like to talk to you about the response to the approps exercise. Do you have some time today, and if so, when? Thanks, Annette

---

**From:** Cushing, Amy [[Amy.Cushing@mail.house.gov](mailto:Amy.Cushing@mail.house.gov)]  
**Sent:** Thursday, February 02, 2017 10:14 AM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

Thanks, what is your direct extension?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 4:06 PM  
**To:** Cushing, Amy <[Amy.Cushing@mail.house.gov](mailto:Amy.Cushing@mail.house.gov)>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. I let Cliff know about the time sensitivity. I am the primary contact for the Committee. Thanks and have a super evening, Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Wednesday, February 01, 2017 12:44 PM  
**To:** Annette Lafferty  
**Subject:** RE: Appropriations Unauthorized by law

As soon as you can possibly provide it would be great. Also, who is going to be the primary contact for the Committee? Would that be you?

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government

House Committee on Appropriations

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Wednesday, February 01, 2017 12:43 PM  
**To:** Cushing, Amy <[Amy.Cushing@mail.house.gov](mailto:Amy.Cushing@mail.house.gov)>  
**Subject:** RE: Appropriations Unauthorized by law

Hi Amy. Our General Counsel, Cliff Tatum, will be responding to your email. When do you need the response? Thanks!  
Annette

---

**From:** Cushing, Amy [<mailto:Amy.Cushing@mail.house.gov>]  
**Sent:** Tuesday, January 31, 2017 2:53 PM  
**To:** Annette Lafferty  
**Subject:** Appropriations Unauthorized by law

Hi Annette,

Below is the table contained in the back of the FSGG report. Can you verify that it is correct, and possibly fill in the "n/a" column for us? Please let us know what statute you find the authorization level in, if you find it. Thank you!

---

Account	Last Year of Authorization	Authorization Level	Appropriation in Last Year of Authorization	Appropriations in this bill
<b>Title V - Independent Agencies</b>				
Election Assistance Commission	2005	n/a	13,888	4,900

**Amy Catherine Cushing**  
Subcommittee on Financial Services and General Government  
House Committee on Appropriations  
2000 Rayburn House Office Building  
(202) 225-7245

## Annette Lafferty

---

**From:** Hamilton, Diana (Appropriations) <Diana\_Hamilton@appro.senate.gov>  
**Sent:** Tuesday, January 31, 2017 4:13 PM  
**To:** Annette Lafferty  
**Subject:** Submission of EAC Annual Report for Fiscal Year 2016

Annette, why does this annual report list FY16 approps of \$8.1 million? (page "EAC 1")

Diana

---

**From:** U.S. Election Assistance Commission [<mailto:bwhitener@eac.gov>]  
**Sent:** Tuesday, January 31, 2017 3:50 PM  
**To:** Hamilton, Diana (Appropriations)  
**Subject:** Submission of EAC Annual Report for Fiscal Year 2016

To view this message in a browser, please click [here](#).



### **EAC ANNUAL REPORT FOR FISCAL YEAR 2016**

We are pleased to present the U.S. Election Assistance Commission (EAC) Fiscal Year 2016 Annual Report. The report summarizes EAC's efforts to improve federal election administration over the past year.

#### **EAC Annual Report for Fiscal Year 2016**

The report details our efforts to improve election administration across our nation. The report provides information on the Commission's programs and the valuable assistance it provides to State and local election officials and to American voters. You may also visit our website at [www.eac.gov](http://www.eac.gov). Thank you.

Sincerely,  
Thomas Hicks  
Chairman  
U.S. Election Assistance Commission

---

Forward to Friend

The U.S. Election Assistance Commission is contacting you because you have requested to receive updates about our activities.

[View Our Privacy Policy](#) | [Change Your Email Address](#) | [Unsubscribe](#)

C2017 US Election Assistance Commission. All Rights Reserved. 1335 East West Highway, Suite 4300, Silver Spring, MD 20910

## **Annette Lafferty**

---

**From:** Hamilton, Diana (Appropriations) <Diana\_Hamilton@appro.senate.gov>  
**Sent:** Tuesday, January 31, 2017 5:21 PM  
**To:** Annette Lafferty  
**Subject:** RE: Submission of EAC Annual Report for Fiscal Year 2016

OK, thanks. I thought I flipped through every page, but must have missed the appendices.

---

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Tuesday, January 31, 2017 4:51 PM  
**To:** Hamilton, Diana (Appropriations)  
**Subject:** RE: Submission of EAC Annual Report for Fiscal Year 2016

Hi Diana. The thinking is that \$8.1 million is the amount available for EAC to use. On page 49, the full amount of the appropriation is provided:

Current Appropriations:  
\$8.1m (\$9.6m - \$1.5m NIST pass-through).

Thanks, Annette

---

**From:** Hamilton, Diana (Appropriations) [[mailto:Diana\\_Hamilton@appro.senate.gov](mailto:Diana_Hamilton@appro.senate.gov)]  
**Sent:** Tuesday, January 31, 2017 4:13 PM  
**To:** Annette Lafferty  
**Subject:** Submission of EAC Annual Report for Fiscal Year 2016

Annette, why does this annual report list FY16 approps of \$8.1 million? (page "EAC 1")

Diana

---

**From:** U.S. Election Assistance Commission [<mailto:bwhitener@eac.gov>]  
**Sent:** Tuesday, January 31, 2017 3:50 PM  
**To:** Hamilton, Diana (Appropriations)  
**Subject:** Submission of EAC Annual Report for Fiscal Year 2016

To view this message in a browser, please click [here](#).



### **EAC ANNUAL REPORT FOR FISCAL YEAR 2016**

We are pleased to present the U.S. Election Assistance Commission (EAC) Fiscal Year 2016 Annual Report. The report summarizes EAC's efforts to improve federal election administration over the past year.

#### **EAC Annual Report for Fiscal Year 2016**

The report details our efforts to improve election administration across our nation. The report provides information on the Commission's programs and the valuable assistance it provides to State and local election



officials and to American voters. You may also visit our website at [www.eac.gov](http://www.eac.gov). Thank you.

Sincerely,  
Thomas Hicks  
Chairman  
U.S. Election Assistance Commission

---

Forward to Friend

The U.S. Election Assistance Commission is contacting you because you have requested to receive updates about our activities.

[View Our Privacy Policy](#) | [Change Your Email Address](#) | [Unsubscribe](#)

©2017 US Election Assistance Commission. All Rights Reserved. 1335 East West Highway, Suite 4300, Silver Spring, MD 20910

## **Annette Lafferty**

---

**From:** Hamilton, Diana (Appropriations) <Diana\_Hamilton@appro.senate.gov>  
**Sent:** Tuesday, February 07, 2017 11:40 AM  
**To:** Annette Lafferty  
**Subject:** NIST response to FSGG reporting requirements  
**Attachments:** [Untitled].pdf

Annette, attached is a letter and report from NIST, dated 1/3/17, to comply with the requirements in the FSGG bill for FY14, FY15, and FY16. I hope it's helpful.

Diana

## Annette Lafferty

---

**From:** Hamilton, Diana (Appropriations) <Diana\_Hamilton@appro.senate.gov>  
**Sent:** Tuesday, February 07, 2017 3:21 PM  
**To:** Annette Lafferty  
**Subject:** RE: NIST response to FSGG reporting requirements

Yes, I do.

---

**From:** Annette Lafferty [<mailto:aLafferty@eac.gov>]  
**Sent:** Tuesday, February 07, 2017 3:17 PM  
**To:** Hamilton, Diana (Appropriations)  
**Subject:** RE: NIST response to FSGG reporting requirements

Hi Diana. Thank you very much for sending the letter, and for making sure that we got the report from NIST. On another topic, do you think this would be a good time for the Commissioners to meet with Appropriations staff on 2016 accomplishments? Commissioner Masterson, who becomes Chairman on February 24, was asking. Thanks, Annette

---

**From:** Hamilton, Diana (Appropriations) [[mailto:Diana\\_Hamilton@appro.senate.gov](mailto:Diana_Hamilton@appro.senate.gov)]  
**Sent:** Tuesday, February 07, 2017 11:40 AM  
**To:** Annette Lafferty  
**Subject:** NIST response to FSGG reporting requirements

Annette, attached is a letter and report from NIST, dated 1/3/17, to comply with the requirements in the FSGG bill for FY14, FY15, and FY16. I hope it's helpful.

Diana

---

# Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

---

email: "EISSA@hq.dhs.gov Election Infrastructure Tuesday, February 18, 2020 at 6:56:15 PM Eastern Standard Time SSA"

To: email: "EISSA@hq.dhs.gov Election Infrastructure SSA"

**The below referenced interagency op-ed is scheduled to run tomorrow (Wednesday, February 19, 2020) morning. Please do not share or forward before February 19.**

EIS GCC and EISCC members,

Attached and below is a joint interagency op-ed from the Department of Justice, FBI, Department of Homeland Security, CISA, and Office of the Director of National Intelligence. It is scheduled to run tomorrow morning, but we wanted to provide an advance copy for your awareness.

Please let us know if you have any questions.

Respectfully,

EAC-19-1311-000089

Election Infrastructure Sector-Specific Agency

Cybersecurity and Infrastructure Security Agency

[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)

---

## **William Barr, Christopher Wray, Chad Wolf, Christopher Krebs and Joseph Maguire**

Election season is in full swing, and Americans have already begun to cast their votes in the 2020 presidential primaries. As we exercise this precious right, we must be mindful that foreign interference and malign influence in our elections are still threats to our democracy.

Combating these threats requires a whole-of-society approach that deserves the attention of all Americans.

While

these threats to our elections are perennial, our efforts to defend our democracy are unwavering. As leaders of our government, we are committed to defending our democracy, but we need your help, too.

Safeguarding the sanctity of your vote is paramount. States have made significant progress since 2016, but as long as the threat remains, there is work to be done. We have yet to identify any activity designed to prevent voting or change votes. However, we remain watchful of any malicious activities from cybercriminals and from foreign actors like Russia, China and Iran.

## **We are on guard against attacks**

The states' autonomy over elections makes our elections more resilient. The diversity of election systems among the states, multiple checks and redundancies in those systems and post-election auditing all make it extraordinarily difficult for foreign adversaries to disrupt or change vote tallies.

States have plans in place, like provisional ballots, to enable a reliable election to proceed in the case that interference does occur. While the states have primary responsibility for administering elections under our Constitution, our agencies continue to provide them with support by identifying best practices for voting systems, sharing threat information and offering services and resources.

Several of our agencies are working directly with campaigns and candidates to educate them about ways to help keep their networks secure. We are mobilized and working with states to identify cybersecurity threats to their own systems and to campaigns, and we are better able to warn them about threats today than ever before.

You can play an important role, too:

► First, you can participate in the process. All

Americans should be undeterred by concerns of attempted foreign interference and have full confidence that a vote cast is a vote counted. The best way to understand how your elections are secured is to engage with your state and local officials, or to volunteer

to serve as a poll-worker and help support the election process yourself. Don't fall prey to disinformation about your election — such as when, where or how to vote — from untrusted sources. State and local government websites are the authoritative sources for this information.

► Second, we encourage candidates, election

officials, technology companies and others involved in elections to report suspicious cyber activity to us. The FBI and

the Cybersecurity and Infrastructure Security Agency have set up election-focused websites that host additional information about election security and provide avenues to report concerns.

## Consume and share media with a critical eye

► Third, an informed and discerning public

is a resilient public. As consumers of all types of media, you can help separate facts from falsehoods by seeking trustworthy sources for information and by evaluating what you read or watch with a critical eye. Some foreign governments have a track record

of meddling in our affairs by attempting to shape public opinion and voter perceptions. Foreign actors have done this by hacking and dumping private campaign and candidate information on the internet and spreading disinformation and divisive messages on social media.

Often, we see foreign adversaries amplifying messages some Americans create and share with each other, in an effort to stoke hostility among us and make us appear more divided than we are. They seek to undermine our trust and confidence in each other, our democratic society and democracy itself.

To combat this threat, we continue to strengthen partnerships with technology and social media companies and share more information than ever before. Those companies are taking more responsibility for preventing foreign adversaries from weaponizing their platforms. Additionally, we must remain aware that foreign adversaries continue to spread disinformation to discredit politicians and views that are counter to their interests and ambitions.

We cannot prevent all disinformation, foreign propaganda or cyberattacks on our infrastructure. However, together, we can all help to mitigate these threats by exercising care when we share information and by maintaining good cyber hygiene to reduce the risks that malicious cyberattacks will succeed.

We can all play a role in sustaining our democracy and securing our elections from foreign interference. Americans can rest assured that our agencies' efforts to defend our republic are unwavering, and we will work diligently to secure our elections, both in 2020 and beyond.

*William Barr is attorney general of the United States. Christopher Wray is director of the FBI. Chad Wolf is acting secretary of the Department of Homeland Security. Christopher Krebs is director of the Cybersecurity and Infrastructure Security Agency. Joseph Maguire is acting director of national intelligence.*

---

**email: "dpalmer@eac.gov Donald Palmer"      Wednesday, February 19, 2020 at 4:22:57 PM Eastern Standard Time**  
To: email: "BCavanaugh@nsc.eop.ic.gov Cavanaugh, Brian J. EOP/ Nsc" , email: "brian.j.cavanaugh@nsc.eop.gov Cavanaugh, Brian J. EOP/ Nsc" , email: "spencer.r.fisher@nsc.eop.gov Fisher, Spencer R. EOP/ Nsc"  
Cc: email: "Mark.P.Harvey@nsc.eop.gov Mark P. EOP/NSC Harvey"

Mr. Cavanaugh,,

AMERICAN  
OVERSIGHT

As a part of the NSC election security communications interagency group and federal agency tasked  
EAC-19-1311-000092

with election administration and security of voting systems, it's my opinion that we should have been invited to sign on the letter for "whole of government" purposes.

We raised the issue last year and the NSC included the EAC with communications groups. Thank you. How do we have a discussion with these agencies on why it is beneficial to include the EAC on similar letters or op-Ed's. As a bipartisan federal agency tasked with election integrity, it will bring significant credibility to government statements and activities taken to secure our elections.

Regards

Donald Palmer, Commissioner  
Election Assistance Commission  
(202) 744.1862 [REDACTED]

Sent from my iPhone

Begin forwarded message:

**From:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>  
**Date:** February 18, 2020 at 6:56:15 PM EST  
**To:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>  
**Subject:** Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

**The below referenced interagency op-ed is scheduled to run tomorrow (Wednesday, February 19, 2020) morning. Please do not share or forward before February 19.**

EIS GCC and EISCC members,

Attached and below is a joint interagency op-ed from the Department of Justice, FBI, Department of Homeland Security, CISA, and Office of the Director of National Intelligence. It



is scheduled to run tomorrow morning, but we wanted to provide an advance copy for your awareness.

Please let us know if you have any questions.

Respectfully,

Election Infrastructure Sector-Specific Agency

Cybersecurity and Infrastructure Security Agency

[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)

---

**William Barr, Christopher Wray, Chad Wolf, Christopher Krebs and Joseph Maguire**

Election season is in full swing, and Americans have already begun to cast their votes in the 2020 presidential primaries. As we exercise this precious right, we must be mindful that foreign interference and malign influence in our elections are still threats to our democracy.

Combating these threats requires a whole-of-society approach that deserves the attention of all Americans. While these threats to our elections are perennial, our efforts to defend our democracy are unwavering. As leaders of our government, we are committed to defending our democracy, but we need your help, too.

Safeguarding the sanctity of your vote is paramount. States have made significant progress since 2016, but as long as the threat remains, there is work to be done. We have yet to identify any activity designed to prevent voting or change votes. However, we remain watchful of any malicious activities from cybercriminals and from foreign actors like Russia, China and Iran.

## **We are on guard against attacks**

The states' autonomy over elections makes our elections more resilient. The diversity of election systems among the states, multiple checks and redundancies in those systems and post-election auditing all make it extraordinarily difficult for foreign adversaries to disrupt or change vote tallies.

States have plans in place, like provisional ballots, to enable a reliable election to proceed in the case that interference does occur. While the states have primary responsibility for administering elections under our Constitution, our agencies continue to provide them with support by identifying best practices for voting systems, sharing threat information and offering services and resources.

Several of our agencies are working directly with campaigns and candidates to educate them about ways to help keep their networks secure. We are mobilized and working with states to identify cybersecurity threats to their own systems and to campaigns, and we are better able to warn them about threats today than ever before.

You can play an important role, too:

► First, you can participate in the process. All Americans should be undeterred by concerns of attempted foreign interference and have full confidence that a vote cast is a vote counted. The best way to understand how your elections are secured is to engage with your state and local officials, or to volunteer to serve as a poll-worker and help support the election process yourself. Don't fall prey to disinformation about your election — such as when, where or how to vote — from untrusted

EAC-19-1311-000095

sources. State and local government websites are the authoritative sources for this information.

► Second, we encourage candidates, election officials, technology companies and others involved in elections to report suspicious cyber activity to us. The FBI and the Cybersecurity and Infrastructure Security Agency have set up election-focused websites that host additional information about election security and provide avenues to report concerns.

## Consume and share media with a critical eye

► Third, an informed and discerning public is a resilient public. As consumers of all types of media, you can help separate facts from falsehoods by seeking trustworthy sources for information and by evaluating what you read or watch with a critical eye. Some foreign governments have a track record of meddling in our affairs by attempting to shape public opinion and voter perceptions. Foreign actors have done this by hacking and dumping private campaign and candidate information on the internet and spreading disinformation and divisive messages on social media.

Often, we see foreign adversaries amplifying messages some Americans create and share with each other, in an effort to stoke hostility among us and make us appear more divided than we are. They seek to undermine our trust and confidence in each other, our democratic society and democracy itself.

To combat this threat, we continue to strengthen partnerships with technology and social media companies and share more information than ever before. Those companies are taking more responsibility for preventing foreign adversaries from weaponizing their platforms. Additionally, we must remain aware that foreign adversaries continue to spread disinformation to discredit politicians and views that are counter to their interests and ambitions.

We cannot prevent all disinformation, foreign propaganda or cyberattacks on our infrastructure. However, together, we can all help to mitigate these threats by exercising care when we share information and by maintaining good cyber hygiene to reduce the risks that malicious cyberattacks will succeed.

We can all play a role in sustaining our democracy and securing our elections from foreign interference. Americans can rest assured that our agencies' efforts to defend our republic are unwavering, and we will work diligently to secure our elections, both in 2020 and beyond.

*William Barr is attorney general of the United States. Christopher Wray is director of the FBI. Chad Wolf is acting secretary of the Department of Homeland Security. Christopher Krebs is director of the Cybersecurity and Infrastructure Security Agency. Joseph Maguire is acting director of national intelligence.*

---

**email: "dpalmer@eac.gov Donald Palmer"      Wednesday, February 19, 2020 at 4:51:09 PM Eastern Standard Time**

To: email: "BCavanaugh@nsc.eop.ic.gov Cavanaugh, Brian J. EOP/ Nsc" , email: "brian.j.cavanaugh@nsc.eop.gov Cavanaugh, Brian J. EOP/ Nsc" , email: "spencer.r.fisher@nsc.eop.gov Fisher, Spencer R. EOP/ Nsc"

Cc: email: "Mark.P.Harvey@nsc.eop.gov Mark P. EOP/NSC Harvey" , email: "cmccormick@eac.gov Christy McCormick"

Mr. Cavanaugh,

As the federal agency tasked with election administration best practices and security of voting systems and part of the NSC election security comms interagency group, it's my belief that the EAC should have been invited to sign on the Op-Ed (see below) for "whole of government" purposes.

We raised the issue last year and the NSC included the EAC with communications groups. Thank you. How do we have a discussion with these agencies on why it is beneficial to include the EAC on similar letters or op-Ed's. Is there anything you can do to help? As a bipartisan federal agency tasked with election integrity, it will bring significant credibility to future government statements and activities that are being taken to secure our elections.

Also, on another note, I'd like to invite someone from the NSC to speak to State and election officials from all 55 states and territories on April 16-17 in Scottsdale Arizona. It is the largest organization of state and local election officials in the country to convene annually and which will include a number of Secretaries of State and lease in each state. We will be working toward adoption of the VVSG 2.0, standards for next generation of voting systems. We'd love to include the NSC as part of the discussion and to encourage these officials on the front line of the 2020 elections.

Regards

Donald Palmer, Commissioner  
Election Assistance Commission  
(202) 744.1862 [REDACTED]

Sent from my iPhone

Begin forwarded message:

**From:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Date:** February 18, 2020 at 6:56:15 PM EST

**To:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Subject:** Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

**The below referenced interagency op-ed is scheduled to run tomorrow (Wednesday, February 19, 2020) morning. Please do not share or forward before February 19.**

EIS GCC and EISCC members,

Attached and below is a joint interagency op-ed from the Department of Justice, FBI, Department of Homeland Security, CISA, and Office of the Director of National Intelligence. It is scheduled to run tomorrow morning, but we wanted to provide an advance copy for your awareness.

Please let us know if you have any questions.

Respectfully,

Election Infrastructure Sector-Specific Agency

Cybersecurity and Infrastructure Security Agency

[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)

---

## **William Barr, Christopher Wray, Chad Wolf, Christopher Krebs and Joseph Maguire**

Election season is in full swing, and Americans have already begun to cast their votes in the 2020 presidential primaries. As we exercise this precious right, we must be mindful that foreign interference and malign influence in our elections are still threats to our democracy.

Combating these threats requires a whole-of-society approach that deserves the attention of all Americans. While these threats to our elections are perennial, our efforts to defend our democracy are unwavering. As leaders of our government, we are committed to defending our democracy, but we need your help, too.

Safeguarding the sanctity of your vote is paramount. States have made significant progress since 2016, but as long as the threat remains, there is work to be done. We have yet to identify any activity designed to prevent voting or change votes. However, we remain watchful of any malicious activities from cybercriminals and from foreign actors like Russia, China and Iran.

**We are on guard against attacks**

The states' autonomy over elections makes our elections more resilient. The diversity of election systems among the states, multiple checks and redundancies in those systems and post-election auditing all make it extraordinarily difficult for foreign adversaries to disrupt or change vote tallies.

States have plans in place, like provisional ballots, to enable a reliable election to proceed in the case that interference does occur. While the states have primary responsibility for administering elections under our Constitution, our agencies continue to provide them with support by identifying best practices for voting systems, sharing threat information and offering services and resources.

Several of our agencies are working directly with campaigns and candidates to educate them about ways to help keep their networks secure. We are mobilized and working with states to identify cybersecurity threats to their own systems and to campaigns, and we are better able to warn them about threats today than ever before.

You can play an important role, too:

► First, you can participate in the process. All

Americans should be undeterred by concerns of attempted foreign interference and have full confidence that a vote cast is a vote counted. The best way to understand how your elections are secured is to engage with your state and local officials, or to volunteer to serve as a poll-worker and help support the election process yourself. Don't fall prey to disinformation about your election — such as when, where or how to vote — from untrusted sources. State and local government websites are the authoritative sources for this information.

► Second, we encourage candidates, election

officials, technology companies and others involved in elections to report suspicious cyber activity to us. The FBI and the Cybersecurity and Infrastructure Security Agency have set up election-focused websites that host additional information about election security and provide avenues to report concerns.

## Consume and share media with a critical eye

► Third, an informed and discerning public

is a resilient public. As consumers of all types of media, you can help separate facts from falsehoods by seeking trustworthy sources for information and by evaluating what you read or watch with a critical eye. Some foreign governments have a track record

EAC-19-1311-000100

of meddling in our affairs by attempting to shape public opinion and voter perceptions. Foreign actors have done this by hacking and dumping private campaign and candidate information on the internet and spreading disinformation and divisive messages on social media.

Often, we see foreign adversaries amplifying messages some Americans create and share with each other, in an effort to stoke hostility among us and make us appear more divided than we are. They seek to undermine our trust and confidence in each other, our democratic society and democracy itself.

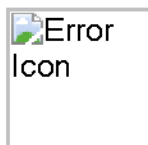
To combat this threat, we continue to strengthen partnerships with technology and social media companies and share more information than ever before. Those companies are taking more responsibility for preventing foreign adversaries from weaponizing their platforms. Additionally, we must remain aware that foreign adversaries continue to spread disinformation to discredit politicians and views that are counter to their interests and ambitions.

We cannot prevent all disinformation, foreign propaganda or cyberattacks on our infrastructure. However, together, we can all help to mitigate these threats by exercising care when we share information and by maintaining good cyber hygiene to reduce the risks that malicious cyberattacks will succeed.

We can all play a role in sustaining our democracy and securing our elections from foreign interference. Americans can rest assured that our agencies' efforts to defend our republic are unwavering, and we will work diligently to secure our elections, both in 2020 and beyond.

*William Barr is attorney general of the United States. Christopher Wray is director of the FBI. Chad Wolf is acting secretary of the Department of Homeland Security. Christopher Krebs is director of the Cybersecurity and Infrastructure Security Agency. Joseph Maguire is acting director of national intelligence.*





## Message not delivered

There was a problem delivering your message to **BCavanaugh@nsc.eop.ic.gov**. See the technical details below, or try resending in a few minutes.

The response from the remote server was:

550 Requested action not taken: server unavailable

---

email: "**Brian.J.Cavanaugh@nsc.eop.gov** **Cavanaugh, Brian J. EOP/NSC**" **Wednesday, February 19, 2020 at 6:48:25 PM Eastern Standard Time**  
To: email: "dpalmer@eac.gov Donald Palmer", email: "BCavanaugh@nsc.eop.ic.gov Cavanaugh, Brian J. EOP/ Nsc", email: "Spencer.R.Fisher@nsc.eop.gov Fisher, Spencer R. EOP/NSC"  
Cc: email: "cmccormick@eac.gov Christy McCormick", email: "Kimberly.N.Gajewski@nsc.eop.gov Gajewski, Kimberly N. EOP/NSC"

Good evening Mr. Palmer,

Thank you for your note regarding the Op-Ed on Election Security. I certainly appreciate the role the Election Assistance Commission (EAC) plays as the Federal agency tasked with election administration best

practices and security of voting systems – and appreciate the willingness to participate in the NSC election security communications interagency group. With that being said, Kim and I will actively seek opportunities to include the EAC in upcoming engagements and will be more forward leaning.

Regarding the inclusion in Op-Ed's such as this, we here at the NSC will take on the role of ensuring coordination in these opportunities. We have visibility across all the lines of effort and have a role in clearing these prior to being published.

Thank you for the invite to the State and local election officials in April. This is certainly an opportunity that we would like to take part in and I would like to connect on either in person or over the phone at your availability to discuss both the engagement in public affairs opportunities and the April meeting. Let me know if there is a window that works best for you to connect.

Thank you again and I always appreciate the open communication.

Respectfully,

Brian

**Brian J. Cavanaugh**

Special Assistant to the President

Senior Director for Resilience

National Security Council

202-456-9216

---

**From:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>

**Sent:** Wednesday, February 19, 2020 4:51 PM

**To:** Cavanaugh, Brian J. EOP/ Nsc <[BCavanaugh@nsc.eop.ic.gov](mailto:BCavanaugh@nsc.eop.ic.gov)>; Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>; Fisher, Spencer R. EOP/NSC <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>

**Cc:** Harvey, Mark P. EOP/NSC <[Mark.P.Harvey@nsc.eop.gov](mailto:Mark.P.Harvey@nsc.eop.gov)>; Christy McCormick <[cmccormick@eac.gov](mailto:cmccormick@eac.gov)>

**Subject:** Fwd: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

Mr. Cavanaugh,

As the federal agency tasked with election administration best practices and security of voting systems and part of the NSC election security comms interagency group, it's my belief that the EAC should have been invited to sign on the Op-Ed (see below) for "whole of government" purposes.

We raised the issue last year and the NSC included the EAC with communications groups. Thank you. How do we have a discussion with these agencies on why it is beneficial to include the EAC on similar letters or op-Ed's. Is there anything you can do to help? As a bipartisan federal agency tasked with election integrity, it will bring significant credibility to future government statements and activities that are being taken to secure our elections.

Also, on another note, I'd like to invite someone from the NSC to speak to State and election officials from all 55 states and territories on April 16-17 in Scottsdale Arizona. It is the largest organization of state and local election officials in the country to convene annually and which will include a number of Secretaries of State and lease in each state. We will be working toward adoption of the VVSG 2.0, standards for next generation of voting systems. We'd love to include the NSC as part of the discussion and to encourage these officials on the front line of the 2020 elections.

Regards

Donald Palmer, Commissioner

Election Assistance Commission

(202) 744.1862 [REDACTED]

Sent from my iPhone

Begin forwarded message:

**From:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Date:** February 18, 2020 at 6:56:15 PM EST

**To:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Subject: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19**

**The below referenced interagency op-ed is scheduled to run tomorrow (Wednesday, February 19, 2020) morning. Please do not share or forward before February 19.**

EIS GCC and EISCC members,

Attached and below is a joint interagency op-ed from the Department of Justice, FBI, Department of Homeland Security, CISA, and Office of the Director of National Intelligence. It is scheduled to run tomorrow morning, but we wanted to provide an advance copy for your awareness.

Please let us know if you have any questions.

Respectfully,

Election Infrastructure Sector-Specific Agency

Cybersecurity and Infrastructure Security Agency

[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)

---

## **William Barr, Christopher Wray, Chad Wolf, Christopher Krebs and Joseph Maguire**

Election season is in full swing, and Americans have already begun to cast their votes in the 2020 presidential primaries. As we exercise this precious right, we must be mindful that foreign interference and malign influence in our elections are still threats to our democracy.

Combating these threats requires a whole-of-society approach that deserves the attention of all Americans. While these threats to our elections are perennial, our efforts to defend our democracy are unwavering. As leaders of our government, we are committed to defending our democracy, but we need your help, too.

Safeguarding the sanctity of your vote is paramount. States have made significant progress since 2016, but as long as the threat remains, there is work to be done. We have yet to identify any activity designed to prevent voting or change votes. However, we remain watchful of any malicious activities from cybercriminals and from foreign actors like Russia, China and Iran.

**We are on guard against attacks**

The states' autonomy over elections makes our elections more resilient. The diversity of election systems among the states, multiple checks and redundancies in those systems and post-election auditing all make it extraordinarily difficult for foreign adversaries to disrupt or change vote tallies.

States have plans in place, like provisional ballots, to enable a reliable election to proceed in the case that interference does occur. While the states have primary responsibility for administering elections under our Constitution, our agencies continue to provide them with support by identifying best practices for voting systems, sharing threat information and offering services and resources.

Several of our agencies are working directly with campaigns and candidates to educate them about ways to help keep their networks secure. We are mobilized and working with states to identify cybersecurity threats to their own systems and to campaigns, and we are better able to warn them about threats today than ever before.

You can play an important role, too:

► First, you can participate in the process. All

Americans should be undeterred by concerns of attempted foreign interference and have full confidence that a vote cast is a vote counted. The best way to understand how your elections are secured is to engage with your state and local officials, or to volunteer to serve as a poll-worker and help support the election process yourself. Don't fall prey to disinformation about your election — such as when, where or how to vote — from untrusted sources. State and local government websites are the authoritative sources for this information.

► Second, we encourage candidates, election

officials, technology companies and others involved in elections to report suspicious cyber activity to us. The FBI and the Cybersecurity and Infrastructure Security Agency have set up election-focused websites that host additional information about election security and provide avenues to report concerns.

## Consume and share media with a critical eye

► Third, an informed and discerning public

is a resilient public. As consumers of all types of media, you can help separate facts from falsehoods by seeking trustworthy sources for information and by evaluating what you read or watch with a critical eye. Some foreign governments have a track record

EAC-19-1311-000109



of meddling in our affairs by attempting to shape public opinion and voter perceptions. Foreign actors have done this by hacking and dumping private campaign and candidate information on the internet and spreading disinformation and divisive messages on social media.

Often, we see foreign adversaries amplifying messages some Americans create and share with each other, in an effort to stoke hostility among us and make us appear more divided than we are. They seek to undermine our trust and confidence in each other, our democratic society and democracy itself.

To combat this threat, we continue to strengthen partnerships with technology and social media companies and share more information than ever before. Those companies are taking more responsibility for preventing foreign adversaries from weaponizing their platforms. Additionally, we must remain aware that foreign adversaries continue to spread disinformation to discredit politicians and views that are counter to their interests and ambitions.

We cannot prevent all disinformation, foreign propaganda or cyberattacks on our infrastructure. However, together, we can all help to mitigate these threats by exercising care when we share information and by maintaining good cyber hygiene to reduce the risks that malicious cyberattacks will succeed.

We can all play a role in sustaining our democracy and securing our elections from foreign interference. Americans can rest assured that our agencies' efforts to defend our republic are unwavering, and we will work diligently to secure our elections, both in 2020 and beyond.

*William Barr is attorney general of the United States. Christopher Wray is director of the FBI. Chad Wolf is acting secretary of the Department of Homeland Security. Christopher Krebs is director of the Cybersecurity and Infrastructure Security Agency. Joseph Maguire is acting director of national intelligence.*

Confidential Notice: This message may contain Controlled Unclassified Information (CUI) that requires safeguarding or dissemination control under applicable law, regulation, or Government-wide policy. This email, including all attachments, may constitute a Federal record or other Government property that is intended only for the use of the individual or entity to which it is addressed. If you are not the intended recipient or the employee or agent responsible for delivering the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this email or its contents is strictly prohibited. If you have received this email in error, please notify the sender by responding to the email and then immediately delete the email.

---

email: "dpalmer@eac.gov Donald Palmer"  
To: email: "mharrington@eac.gov"

Thursday, February 20, 2020 at 8:27:56 AM Eastern Standard Time

Donald Palmer, Commissioner  
Election Assistance Commission  
(202) 744.1862 [REDACTED]

Sent from my iPhone

Begin forwarded message:

**From:** "Cavanaugh, Brian J. EOP/NSC" <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>  
**Date:** February 19, 2020 at 6:48:25 PM EST  
**To:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>, "Cavanaugh, Brian J. EOP/ Nsc" <[BCavanaugh@nsc.eop.ic.gov](mailto:BCavanaugh@nsc.eop.ic.gov)>, "Fisher, Spencer R. EOP/NSC" <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>  
**Cc:** Christy McCormick <[cmccormick@eac.gov](mailto:cmccormick@eac.gov)>, "Gajewski, Kimberly N. EOP/NSC" <[Kimberly.N.Gajewski@nsc.eop.gov](mailto:Kimberly.N.Gajewski@nsc.eop.gov)>  
**Subject:** RE: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

Good evening Mr. Palmer,

Thank you for your note regarding the Op-Ed on Election Security. I certainly appreciate the role the Election Assistance Commission (EAC) plays as the Federal agency tasked with election administration best practices and security of voting systems – and appreciate the willingness to participate in the NSC election security communications interagency group. With that being said, Kim and I will actively seek opportunities to include the EAC in upcoming engagements and will be more forward leaning.

Regarding the inclusion in Op-Ed's such as this, we here at the NSC will take on the role of ensuring coordination in these opportunities. We have visibility across all the lines of effort and have a role in clearing these prior to being published.

Thank you for the invite to the State and local election officials in April. This is certainly an opportunity that we would like to take part in and I would like to connect on either in person or over the phone at your availability to discuss both the engagement in public affairs opportunities and the April meeting. Let me know if there is a window that works best for you to connect.

Thank you again and I always appreciate the open communication.

Respectfully,

Brian

**Brian J. Cavanaugh**

Special Assistant to the President

Senior Director for Resilience

National Security Council

202-456-9216

---

**From:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>

**Sent:** Wednesday, February 19, 2020 4:51 PM

**To:** Cavanaugh, Brian J. EOP/ Nsc <[BCavanaugh@nsc.eop.ic.gov](mailto:BCavanaugh@nsc.eop.ic.gov)>; Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>; Fisher, Spencer R. EOP/NSC <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>

**Cc:** Harvey, Mark P. EOP/NSC <[Mark.P.Harvey@nsc.eop.gov](mailto:Mark.P.Harvey@nsc.eop.gov)>; Christy McCormick <[cmccormick@eac.gov](mailto:cmccormick@eac.gov)>

**Subject:** Fwd: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

Mr. Cavanaugh,

As the federal agency tasked with election administration best practices and security of voting systems and part of the NSC election security comms interagency group, it's my belief that the EAC should have been invited to sign on the Op-Ed (see below) for "whole of government" purposes.

We raised the issue last year and the NSC included the EAC with communications groups. Thank you. How do we have a discussion with these agencies on why it is beneficial to include the EAC on similar letters or op-Ed's. Is there anything you can do to help? As a bipartisan federal agency tasked with election integrity, it will bring significant credibility to future government statements and activities that are being taken to secure our elections.

Also, on another note, I'd like to invite someone from the NSC to speak to State and election officials from all 55 states and territories on April 16-17 in Scottsdale Arizona. It is the largest organization of state and local election officials in the country to convene annually and which will include a number of Secretaries of State and lease in each state. We will be working toward adoption of the VVSG 2.0.

EAC-19-1311-000114

standards for next generation of voting systems. We'd love to include the NSC as part of the discussion and to encourage these officials on the front line of the 2020 elections.

Regards

Donald Palmer, Commissioner

Election Assistance Commission

(202) 744.1862 [REDACTED]

Sent from my iPhone

Begin forwarded message:

**From:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Date:** February 18, 2020 at 6:56:15 PM EST

**To:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Subject: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19**

**The below referenced interagency op-ed is scheduled to run tomorrow (Wednesday, February 19, 2020) morning. Please do not share or forward before February 19.**

EIS GCC and EISCC members,

Attached and below is a joint interagency op-ed from the Department of Justice, FBI, Department of Homeland Security, CISA, and Office of the Director of National Intelligence. It is scheduled to run tomorrow morning, but we wanted to provide an advance copy for your awareness.

Respectfully,

Election Infrastructure Sector-Specific Agency

Cybersecurity and Infrastructure Security Agency

[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)

---

**William Barr, Christopher Wray, Chad Wolf, Christopher Krebs  
and Joseph Maguire**

Election season is in full swing, and Americans have already begun to cast their votes in the 2020 presidential primaries. As we exercise this precious right, we must be mindful that foreign interference and malign influence in our elections are still threats to our democracy.

Combating these threats requires a whole-of-society approach that deserves the attention of all Americans. While these threats to our elections are perennial, our efforts to defend our democracy are unwavering. As leaders of our government, we are committed to defending our democracy, but we need your help, too.



Safeguarding the sanctity of your vote is paramount. States have made significant progress since 2016, but as

long as the threat remains, there is work to be done. We have yet to identify any activity designed to prevent voting or change votes. However, we remain watchful of any malicious activities from cybercriminals and from foreign actors like Russia, China and Iran.

## **We are on guard against attacks**

The states' autonomy over elections makes our elections more resilient. The diversity of election systems among the states, multiple checks and redundancies in those systems and post-election auditing all make it extraordinarily difficult for foreign adversaries to disrupt or change vote tallies.

States have plans in place, like provisional ballots, to enable a reliable election to proceed in the case that interference does occur. While the states have primary responsibility for administering elections under our Constitution, our agencies continue to provide them with support by identifying best practices for voting systems, sharing threat information and offering services and resources.

Several of our agencies are working directly with campaigns and candidates to educate them about ways to help keep their networks secure. We are mobilized and working with states to identify cybersecurity threats to their own systems and to campaigns, and we are better able to warn them about threats today than ever before.

You can play an important role, too:

► First, you can participate in the process. All Americans should be undeterred by concerns of attempted foreign interference and have full confidence that a vote cast is a vote counted. The best way to understand how your elections are secured is to engage with your state and local officials, or to volunteer to serve as a poll-worker and help support the election process yourself. Don't fall prey to disinformation about your election — such as when, where or how to vote — from untrusted sources. State and local government websites are the authoritative sources for this information.

► Second, we encourage candidates, election officials, technology companies and others involved in elections to report suspicious

cyber activity to us. The FBI and the Cybersecurity and Infrastructure Security Agency have set up election-focused websites that host additional information about election security and provide avenues to report concerns.

## Consume and share media with a critical eye

► Third, an informed and discerning public is a resilient public. As consumers of all types of media, you can help separate facts from falsehoods by seeking trustworthy sources for information and by evaluating what you read or watch with a critical eye. Some foreign governments have a track record of meddling in our affairs by attempting to shape public opinion and voter perceptions. Foreign actors have done this by hacking and dumping private campaign and candidate information on the internet and spreading disinformation and divisive messages on social media.

Often, we see foreign adversaries amplifying messages some Americans create and share with each other, in an effort to stoke hostility among us and make us appear more divided than we are. They seek to undermine our trust and confidence in each other, our democratic society and democracy itself.

To combat this threat, we continue to strengthen partnerships with technology and social media companies and share more information than ever before. Those companies are taking more responsibility for preventing foreign adversaries from weaponizing their platforms. Additionally, we must remain aware that foreign adversaries continue to spread disinformation to discredit politicians and views that are counter to their interests and ambitions.

We cannot prevent all disinformation, foreign propaganda or cyberattacks on our infrastructure. However, together, we can all help to mitigate these threats by exercising care when we share information and by maintaining good cyber hygiene to reduce the risks that malicious cyberattacks will succeed.

We can all play a role in sustaining our democracy and securing our elections from foreign interference. Americans can rest assured that our agencies' efforts to defend our republic are unwavering, and we will work diligently to secure our elections, both in 2020 and beyond.

*William Barr is attorney general of the United States. Christopher Wray is director of the FBI. Chad Wolf is acting secretary of the Department of Homeland Security. Christopher Krebs is director of the Cybersecurity and Infrastructure Security Agency. Joseph Maguire is acting director of national intelligence.*

Confidential Notice: This message may contain Controlled Unclassified Information (CUI) that requires safeguarding or dissemination control under applicable law, regulation, or Government-wide policy. This email, including all attachments, may constitute a Federal record or other Government property that is intended only for the use of the individual or entity to which it is addressed. If you are not the intended recipient or the employee or agent responsible for delivering the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this email or its contents is strictly prohibited. If you have received this email in error, please notify the sender by responding to the email and then immediately delete the email.

---

**email: "dpalmer@eac.gov Donald Palmer"**

**Thursday, February 20, 2020 at 1:59:17 PM Eastern Standard Time**

To: email: "Brian.J.Cavanaugh@nsc.eop.gov Cavanaugh, Brian J. EOP/NSC"

Cc: email: "BCavanaugh@nsc.eop.ic.gov Cavanaugh, Brian J. EOP/ Nsc" , email: "Spencer.R.Fisher@nsc.eop.gov Fisher, Spencer R. EOP/NSC" , email: "cmccormick@eac.gov Christy McCormick" , email: "Kimberly.N.Gajewski@nsc.eop.gov Gajewski, Kimberly N. EOP/NSC"

Brian,

Thank you very much for the quick response and willingness to coordinate to include the EAC in engagements and communication opportunities.

To discuss the upcoming April Standards Board meeting and other issues, I'm available by phone or in person most of the week with the exception of a State Department event on Tuesday afternoon where Commissioner Hicks and I will be explaining American elections, including the protection of our democratic process, to a large group of international visitors. Tuesday and Wednesday a.m. are best for in person or phone. And additionally Monday and Thursday are open by phone most of the day.

EAC-19-1311-000120

I am including our acting Executive Director on this email to ensure our communications person is briefed on all the participants of the interagency group.

Respectfully,

Donald Palmer, Commissioner  
Election Assistance Commission  
(202) 744.1862 [REDACTED]

Sent from my iPhone

On Feb 19, 2020, at 6:48 PM, Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)> wrote:

Good evening Mr. Palmer,

Thank you for your note regarding the Op-Ed on Election Security. I certainly appreciate the role the Election Assistance Commission (EAC) plays as the Federal agency tasked with election administration best practices and security of voting systems – and appreciate the willingness to participate in the NSC election security communications interagency group. With that being said, Kim and I will actively seek opportunities to include the EAC in upcoming engagements and will be more forward leaning.

Regarding the inclusion in Op-Ed's such as this, we here at the NSC will take on the role of ensuring coordination in these opportunities. We have visibility across all the lines of effort and have a role in clearing these prior to being published.

Thank you for the invite to the State and local election officials in April. This is certainly an opportunity that we would like to take part in and I would like to connect on either in person or over the phone

at your availability to discuss both the engagement in public affairs opportunities and the April meeting. Let me know if there is a window that works best for you to connect.

Thank you again and I always appreciate the open communication.

Respectfully,

Brian

**Brian J. Cavanaugh**

Special Assistant to the President

Senior Director for Resilience

National Security Council

202-456-9216

---

**From:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>

**Sent:** Wednesday, February 19, 2020 4:51 PM

**To:** Cavanaugh, Brian J. EOP/ Nsc <[BCavanaugh@nsc.eop.ic.gov](mailto:BCavanaugh@nsc.eop.ic.gov)>; Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>; Fisher, Spencer R. EOP/NSC <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>

**Cc:** Harvey, Mark P. EOP/NSC <[Mark.P.Harvey@nsc.eop.gov](mailto:Mark.P.Harvey@nsc.eop.gov)>; Christy McCormick <[cmccormick@eac.gov](mailto:cmccormick@eac.gov)>

**Subject:** Fwd: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

Mr. Cavanaugh,

As the federal agency tasked with election administration best practices and security of voting systems and part of the NSC election security comms interagency group, it's my belief that the EAC should have been invited to sign on the Op-Ed (see below) for "whole of government" purposes.

We raised the issue last year and the NSC included the EAC with communications groups. Thank you. How do we have a discussion with these agencies on why it is beneficial to include the EAC on similar letters or op-Ed's. Is there anything you can do to help? As a bipartisan federal agency tasked with election integrity, it will bring significant credibility to future government statements and activities that are being taken to secure our elections.

Also, on another note, I'd like to invite someone from the NSC to speak to State and election officials from all 55 states and territories on April 16-17 in Scottsdale Arizona. It is the largest organization of state and local election officials in the country to convene annually and which will include a number of Secretaries of State and lease in each state. We will be working toward adoption of the VVSG 2.0, standards for next generation of voting systems. We'd love to include the NSC as part of the discussion and to encourage these officials on the front line of the 2020 elections.

Regards

Donald Palmer, Commissioner

EAC-19-1311-000124

Election Assistance Commission

(202) 744.1862 [REDACTED]

Sent from my iPhone

Begin forwarded message:

**From:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Date:** February 18, 2020 at 6:56:15 PM EST

**To:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Subject: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19**

**The below referenced interagency op-ed is scheduled to run tomorrow\_ (Wednesday, February 19, 2020) morning. Please do not share or forward\_ before February 19.**

EAC-19-1311-000125



EIS GCC and EISCC members,

Attached and below is a joint interagency op-ed from the Department of Justice, FBI, Department of Homeland Security, CISA, and Office of the Director of National Intelligence. It is scheduled to run tomorrow morning, but we wanted to provide an advance copy for your awareness.

Please let us know if you have any questions.

Respectfully,

Election Infrastructure Sector-Specific Agency

Cybersecurity and Infrastructure Security Agency

[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)

---

## **William Barr, Christopher Wray, Chad Wolf, Christopher Krebs and Joseph Maguire**

Election season is in full swing, and Americans have already begun to cast their votes in the 2020 presidential primaries. As we exercise this precious right, we must be mindful that foreign interference and malign influence in our elections are still threats to our democracy.

Combating these threats requires a whole-of-society approach that deserves the attention of all Americans. While these threats to our elections are perennial, our efforts to defend our democracy are unwavering. As leaders of our government, we are committed to defending our democracy, but we need your help, too.

Safeguarding the sanctity of your vote is paramount. States have made significant progress since 2016, but as long as the threat remains, there is work to be done. We have yet to identify any activity designed to prevent voting or change votes. However, we remain watchful of any malicious activities from cybercriminals and from foreign actors like Russia, China and Iran.

### **We are on guard against attacks**

The states' autonomy over elections makes our elections more resilient. The diversity of election systems among the states, multiple checks and redundancies in those systems and post-election auditing all make it extraordinarily difficult for foreign adversaries to disrupt or change vote tallies.

States have plans in place, like provisional ballots, to enable a reliable election to proceed in the case that interference does occur. While the states have primary responsibility for administering elections under our Constitution, our agencies continue to provide them with support by identifying best practices for voting systems, sharing threat information and offering services and resources.

Several of our agencies are working directly with campaigns and candidates to educate them about ways to help

keep their networks secure. We are mobilized and working with states to identify cybersecurity threats to their own systems and to campaigns, and we are better able to warn them about threats today than ever before.

You can play an important role, too:

► First, you can participate in the process. All

Americans should be undeterred by concerns of attempted foreign interference and have full confidence that a vote cast is a vote counted. The best way to understand how your elections are secured is to engage with your state and local officials, or to volunteer

to serve as a poll-worker and help support the election process yourself. Don't fall prey to disinformation about your election — such as when, where or how to vote — from untrusted sources. State and local government websites are the authoritative sources for this information.

► Second, we encourage candidates, election

officials, technology companies and others involved in elections to report suspicious cyber activity to us. The FBI and

the Cybersecurity and Infrastructure Security Agency have set up election-focused websites that host additional information about election security and provide avenues to report concerns.

## Consume and share media with a critical eye

► Third, an informed and discerning public

is a resilient public. As consumers of all types of media, you can help separate facts from falsehoods by seeking trustworthy sources for information and by evaluating what you read or watch with a critical eye. Some foreign governments have a track record of meddling in our affairs by attempting to shape public opinion and voter perceptions. Foreign actors have done this by hacking and dumping private campaign and candidate information on the internet and spreading disinformation and divisive messages on social media.

Often, we see foreign adversaries amplifying messages some Americans create and share with each other, in an effort

to stoke hostility among us and make us appear more divided than we are. They seek to

undermine our trust and confidence in each other, our democratic society and democracy itself.

To combat this threat, we continue to strengthen partnerships with technology and social media companies and share more information than ever before. Those companies are taking more responsibility for preventing foreign adversaries from weaponizing their platforms. Additionally, we must remain aware that foreign adversaries continue to spread disinformation to discredit politicians and views that are counter to their interests and ambitions.

We cannot prevent all disinformation, foreign propaganda or cyberattacks on our infrastructure. However, together, we can all help to mitigate these threats by exercising care when we share information and by maintaining good cyber hygiene to reduce the risks that malicious cyberattacks will succeed.

We can all play a role in sustaining our democracy and securing our elections from foreign interference. Americans can rest assured that our agencies' efforts to defend our republic are unwavering, and we will work diligently to secure our elections, both in 2020 and beyond.

*William Barr is attorney general of the United States. Christopher Wray is director of the FBI. Chad Wolf is acting secretary of the Department of Homeland Security. Christopher Krebs is director of the Cybersecurity and Infrastructure Security Agency. Joseph Maguire is acting director of national intelligence.*

Confidential Notice: This message may contain Controlled Unclassified Information (CUI) that requires safeguarding or dissemination control under applicable law, regulation, or Government-wide policy. This email, including all attachments, may constitute a Federal record or other Government property that is intended only for the use of the individual or entity to which it is addressed. If you are not the intended recipient or the employee or agent responsible for delivering

the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this email or its contents is strictly prohibited. If you have received this email in error, please notify the sender by responding to the email and then immediately delete the email.

---

email: "mailer-daemon@googlemail.com Mail Delivery Subsystem"  
To: email: "dpalmer@eac.gov"

Thursday, February 20, 2020 at 1:59:20 PM Eastern Standard Time



### Message not delivered

There was a problem delivering your message to **BCavanaugh@nsc.eop.ic.gov**. See the technical details below, or try resending in a few minutes.

The response from the remote server was:

550 Requested action not taken: server unavailable

---

email: "dpalmer@eac.gov Donald Palmer"  
To: email: "mharrington@eac.gov"

Thursday, February 20, 2020 at 3:23:05 PM Eastern Standard Time

FYI

Election Assistance Commission  
(202) 744.1862 [REDACTED]

Sent from my iPhone

Begin forwarded message:

**From:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>  
**Date:** February 20, 2020 at 1:59:17 PM EST  
**To:** "Cavanaugh, Brian J. EOP/NSC" <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>  
**Cc:** "Cavanaugh, Brian J. EOP/ Nsc" <[BCavanaugh@nsc.eop.ic.gov](mailto:BCavanaugh@nsc.eop.ic.gov)>, "Fisher, Spencer R. EOP/NSC" <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>, Christy McCormick <[cmccormick@eac.gov](mailto:cmccormick@eac.gov)>, "Gajewski, Kimberly N. EOP/NSC" <[Kimberly.N.Gajewski@nsc.eop.gov](mailto:Kimberly.N.Gajewski@nsc.eop.gov)>  
**Subject:** Re: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

Brian,

Thank you very much for the quick response and willingness to coordinate to include the EAC in engagements and communication opportunities.

To discuss the upcoming April Standards Board meeting and other issues, I'm available by phone or in person most of the week with the exception of a State Department event on Tuesday afternoon where Commissioner Hicks and I will be explaining American elections, including the protection of our democratic process, to a large group of international visitors. Tuesday and Wednesday a.m. are best for in person or phone. And additionally Monday and Thursday are open by phone most of the day.

I am including our acting Executive Director on this email to ensure our communications person is briefed on all the participants of the interagency group.

Respectfully,

Donald Palmer, Commissioner  
Election Assistance Commission  
(202) 744.1862 [REDACTED]

Sent from my iPhone

On Feb 19, 2020, at 6:48 PM, Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)> wrote:

Good evening Mr. Palmer,

Thank you for your note regarding the Op-Ed on Election Security. I certainly appreciate the role the Election Assistance Commission (EAC) plays as the Federal agency tasked with election administration best practices and security of voting systems – and appreciate the willingness to participate in the NSC election security communications interagency group. With that being said, Kim and I will actively seek opportunities to include the EAC in upcoming engagements and will be more forward leaning.

Regarding the inclusion in Op-Ed's such as this, we here at the NSC will take on the role of ensuring coordination in these opportunities. We have visibility across all the lines of effort and have a role in clearing these prior to being published.

Thank you for the invite to the State and local election officials in April. This is certainly an opportunity that we would like to take part in and I would like to connect on either in person or over the phone at your availability to discuss both the engagement in public affairs opportunities and the April meeting. Let me know if there is a window that works best for you to connect.

Thank you again and I always appreciate the open communication.

Respectfully,

Brian

**Brian J. Cavanaugh**

Special Assistant to the President

Senior Director for Resilience

National Security Council

202-456-9216

---

**From:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>

**Sent:** Wednesday, February 19, 2020 4:51 PM

**To:** Cavanaugh, Brian J. EOP/ Nsc <[BCavanaugh@nsc.eop.ic.gov](mailto:BCavanaugh@nsc.eop.ic.gov)>; Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>; Fisher, Spencer R. EOP/NSC <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>

**Cc:** Harvey, Mark P. EOP/NSC <[Mark.P.Harvey@nsc.eop.gov](mailto:Mark.P.Harvey@nsc.eop.gov)>; Christy McCormick <[cmccormick@eac.gov](mailto:cmccormick@eac.gov)>



**Subject:** Fwd: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

Mr. Cavanaugh,

As the federal agency tasked with election administration best practices and security of voting systems and part of the NSC election security comms interagency group, it's my belief that the EAC should have been invited to sign on the Op-Ed (see below) for "whole of government" purposes.

We raised the issue last year and the NSC included the EAC with communications groups. Thank you. How do we have a discussion with these agencies on why it is beneficial to include the EAC on similar letters or op-Ed's. Is there anything you can do to help? As a bipartisan federal agency tasked with election integrity, it will bring significant credibility to future government statements and activities that are being taken to secure our elections.

Also, on another note, I'd like to invite someone from the NSC to speak to State and election officials from all 55 states and territories on April 16-17 in Scottsdale Arizona. It is the largest organization of state and local election officials in the country to convene annually and which will include a number of Secretaries of State and lease in each state. We will be working toward adoption of the VVSG 2.0, standards for next generation of voting systems. We'd love to include the NSC as part of the discussion and to encourage these officials on the front line of the 2020 elections.

Regards

Donald Palmer, Commissioner

Election Assistance Commission

(202) 744.1862 [REDACTED]

Sent from my iPhone

Begin forwarded message:

**From:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Date:** February 18, 2020 at 6:56:15 PM EST

**To:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Subject: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19**

**The below referenced interagency op-ed is scheduled to run tomorrow (Wednesday, February 19, 2020) morning. Please do not share or forward before February 19.**

EIS GCC and EISCC members,

Attached and below is a joint interagency op-ed from the Department of Justice, FBI, Department of Homeland Security, CISA, and Office of the Director of National Intelligence. It is scheduled to run tomorrow morning, but we wanted to provide an advance copy for your awareness.

Please let us know if you have any questions.

Respectfully,

Election Infrastructure Sector-Specific Agency

Cybersecurity and Infrastructure Security Agency

[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)

---

**William Barr, Christopher Wray, Chad Wolf,  
Christopher Krebs and Joseph Maguire**

Election season is in full swing, and Americans have already begun to cast their votes in the 2020 presidential primaries. As we exercise this precious right, we must be mindful that foreign interference and malign influence in our elections are still threats to our democracy.

Combating these threats requires a whole-of-society approach that deserves the attention of all Americans. While

EAC-19-1311-000137

these threats to our elections are perennial, our efforts to defend our democracy are unwavering. As leaders of our government, we are committed to defending our democracy, but we need your help, too.

Safeguarding the sanctity of your vote is paramount. States have made significant progress since 2016, but as long as the threat remains, there is work to be done. We have yet to identify any activity designed to prevent voting or change votes. However, we remain watchful of any malicious activities from cybercriminals and from foreign actors like Russia, China and Iran.

## **We are on guard against attacks**

The states' autonomy over elections makes our elections more resilient. The diversity of election systems among the states, multiple checks and redundancies in those systems and post-election auditing all make it extraordinarily difficult for foreign adversaries to disrupt or change vote tallies.

States have plans in place, like provisional ballots, to enable a reliable election to proceed in the case that interference does occur. While the states have primary responsibility for administering elections under our Constitution, our agencies continue to provide them with support by identifying best practices for voting systems, sharing threat information and offering services and resources.

Several of our agencies are working directly with campaigns and candidates to educate them about ways to help keep their networks secure. We are mobilized and working with states to identify cybersecurity threats to their own systems and to campaigns, and we are better able to warn them about threats today than ever before.

You can play an important role, too:

► First, you can participate in the process. All Americans should be undeterred by concerns of attempted foreign interference and have full confidence that a vote cast is a vote counted. The best way to understand how your elections are secured is to engage with your state and local officials, or to volunteer to serve as a poll-worker and help support the election process yourself. Don't fall prey to disinformation about your election — such as when

where or how to vote — from untrusted sources. State and local government websites are the authoritative sources for this information.

► Second, we encourage candidates, election officials, technology companies and others involved in elections to report suspicious cyber activity to us. The FBI and the Cybersecurity and Infrastructure Security Agency have set up election-focused websites that host additional information about election security and provide avenues to report concerns.

## **Consume and share media with a critical eye**

► Third, an informed and discerning public is a resilient public. As consumers of all types of media, you can help separate facts from falsehoods by seeking trustworthy sources for information and by evaluating what you read or watch with a critical eye. Some foreign governments have a track record of meddling in our affairs by attempting to shape public opinion and voter perceptions. Foreign actors have done this by hacking and dumping private campaign and candidate information on the internet and spreading disinformation and divisive messages on social media.

Often, we see foreign adversaries amplifying messages some Americans create and share with each other, in an effort to stoke hostility among us and make us appear more divided than we are. They seek to undermine our trust and confidence in each other, our democratic society and democracy itself.

To combat this threat, we continue to strengthen partnerships with technology and social media companies and share more information than ever before. Those companies are taking more responsibility for preventing foreign adversaries from weaponizing their platforms. Additionally, we must remain aware that foreign adversaries continue to spread disinformation to discredit politicians and views that are counter to their interests and ambitions.

We cannot prevent all disinformation, foreign propaganda or cyberattacks on our infrastructure. However, together, we can all help to mitigate these threats by exercising care when we share

information and by maintaining good cyber hygiene to reduce the risks that malicious cyberattacks will succeed.

We can all play a role in sustaining our democracy and securing our elections from foreign interference. Americans can rest assured that our agencies' efforts to defend our republic are unwavering, and we will work diligently to secure our elections, both in 2020 and beyond.

*William Barr is attorney general of the United States. Christopher Wray is director of the FBI. Chad Wolf is acting secretary of the Department of Homeland Security. Christopher Krebs is director of the Cybersecurity and Infrastructure Security Agency. Joseph Maguire is acting director of national intelligence.*

Confidential Notice: This message may contain Controlled Unclassified Information (CUI) that requires safeguarding or dissemination control under applicable law, regulation, or Government-wide policy. This email, including all attachments, may constitute a Federal record or other Government property that is intended only for the use of the individual or entity to which it is addressed. If you are not the intended recipient or the employee or agent responsible for delivering the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this email or its contents is strictly prohibited. If you have received this email in error, please notify the sender by responding to the email and then immediately delete the email.

email: "dpalmer@eac.gov Donald Palmer"

Tuesday, February 25, 2020 at 4:53:26 PM Eastern Standard Time

To: email: "Brian.J.Cavanaugh@nsc.eop.gov Cavanaugh, Brian J. EOP/NSC"

Cc: email: "Spencer.R.Fisher@nsc.eop.gov Fisher, Spencer R. EOP/NSC" , email: "Kimberly.N.Gajewski@nsc.eop.gov Gajewski, Kimberly N. EOP/NSC" , email: "mharrington@eac.gov Mona Harrington"

I just wanted to follow up and add Mona Harrington, our acting executive director, to the email and serve as a contact to our communications folks on public affairs issues.

Please don't hesitate to contact me.

Regards,

Don Palmer, Vice Chair

Election Assistance Commission

On Wed, Feb 19, 2020 at 6:48 PM Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)> wrote:

Good evening Mr. Palmer,

-

Thank you for your note regarding the Op-Ed on Election Security. I certainly appreciate the role the Election Assistance Commission (EAC) plays as the Federal agency tasked with election administration best practices and security of voting systems – and appreciate the willingness to participate in the NSC election security communications interagency group. With that being said, Kim and I will actively seek opportunities to include the EAC in upcoming engagements and will be more forward leaning.

-

Regarding the inclusion in Op-Ed's such as this, we here at the NSC will take on the role of ensuring coordination in these opportunities. We have visibility across all the lines of effort and have a role in clearing these prior to being published.

-



Thank you for the invite to the State and local election officials in April. This is certainly an opportunity that we would like to take part in and I would like to connect on either in person or over the phone at your availability to discuss both the engagement in public affairs opportunities and the April meeting. Let me know if there is a window that works best for you to connect.

-

Thank you again and I always appreciate the open communication.

-

Respectfully,

Brian

-

**Brian J. Cavanaugh**

Special Assistant to the President

Senior Director for Resilience

National Security Council

202-456-9216

-

-

---

**From:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>

**Sent:** Wednesday, February 19, 2020 4:51 PM

**To:** Cavanaugh, Brian J. EOP/ Nsc <[BCavanaugh@nsc.eop.ic.gov](mailto:BCavanaugh@nsc.eop.ic.gov)>; Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>; Fisher, Spencer R. EOP/NSC <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>

**Cc:** Harvey, Mark P. EOP/NSC <[Mark.P.Harvey@nsc.eop.gov](mailto:Mark.P.Harvey@nsc.eop.gov)>; Christy McCormick <[cmccormick@eac.gov](mailto:cmccormick@eac.gov)>

**Subject:** Fwd: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

-

Mr. Cavanaugh,

As the federal agency tasked with election administration best practices and security of voting systems and part of the NSC election security comms interagency group, it's my belief that the EAC should have been invited to sign on the Op-Ed (see below) for "whole of government" purposes.

-

We raised the issue last year and the NSC included the EAC with communications groups. Thank you. How do we have a discussion with these agencies on why it is beneficial to include the EAC on similar letters or op-Ed's. Is there anything you can do to help? As a bipartisan federal agency tasked with election integrity, it will bring significant credibility to future government statements and activities that are being taken to secure our elections.

-

Also, on another note, I'd like to invite someone from the NSC to speak to State and election officials from all 55 states and territories on April 16-17 in Scottsdale Arizona. It is the largest organization of state and local election officials in the country to convene annually and which will include a number of Secretaries of State and lease in each state. We will be working toward adoption of the VVSG 2.0, standards for next generation of voting systems. We'd love to include the NSC as part of the discussion and to encourage these officials on the front line of the 2020 elections.

-

Regards

-

Donald Palmer, Commissioner

Election Assistance Commission

(202) 744.1862 [REDACTED]

Sent from my iPhone

Begin forwarded message:

**From:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Date:** February 18, 2020 at 6:56:15 PM EST

**To:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Subject:** Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

**The below referenced interagency op-ed is scheduled to run tomorrow (Wednesday, February 19, 2020) morning. Please do not share or forward before February 19.**

EIS GCC and EISCC members,

-

Attached and below is a joint interagency op-ed from the Department of Justice, FBI, Department of Homeland Security, CISA, and Office of the Director of National Intelligence. It is scheduled to run tomorrow morning, but we wanted to provide an advance copy for your awareness.

-

Please let us know if you have any questions.

-

Respectfully,

-

Election Infrastructure Sector-Specific Agency

Cybersecurity and Infrastructure Security Agency

[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)

-

-

## William Barr, Christopher Wray, Chad Wolf, Christopher Krebs and Joseph Maguire

Election season is in full swing, and Americans have already begun to cast their votes in the 2020 presidential primaries. As we exercise this precious right, we must be mindful that foreign interference and malign influence in our elections are still threats to our democracy.

Combating these threats requires a whole-of-society approach that deserves the attention of all Americans. While these threats to our elections are perennial, our efforts to defend our democracy are unwavering. As leaders of our government, we are committed to defending our democracy, but we need your help, too.

Safeguarding the sanctity of your vote is paramount. States have made significant progress since 2016, but as long as the threat remains, there is work to be done. We have yet to identify any activity designed to prevent voting or change votes. However, we remain watchful of any malicious activities from cybercriminals and from foreign actors like Russia, China and Iran.

### We are on guard against attacks

The states' autonomy over elections makes our elections more resilient. The diversity of election systems among the states, multiple checks and redundancies in those systems and post-election auditing all make it extraordinarily difficult for foreign adversaries to disrupt or change vote tallies.

States have plans in place, like provisional ballots, to enable a reliable election to proceed in the case that interference does occur. While the states have primary responsibility for administering elections under our Constitution, our agencies continue to provide them with support by identifying best practices for voting systems, sharing threat information and offering services and resources.

Several of our agencies are working directly with campaigns and candidates to educate them about ways to help keep their networks secure. We are mobilized and working with states to identify cybersecurity threats to their own systems and to campaigns, and we are better able to warn them about threats today than ever before.

## You can play an important role, too:

### ► First, you can participate in the process. All

Americans should be undeterred by concerns of attempted foreign interference and have full confidence that a vote cast is a vote counted. The best way to understand how your elections are secured is to engage with your state and local officials, or to volunteer to serve as a poll-worker and help support the election process yourself. Don't fall prey to disinformation about your election — such as when, where or how to vote — from untrusted sources. State and local government websites are the authoritative sources for this information.

### ► Second, we encourage candidates, election

officials, technology companies and others involved in elections to report suspicious cyber activity to us. The FBI and the Cybersecurity and Infrastructure Security Agency have set up election-focused websites that host additional information about election security and provide avenues to report concerns.

## **Consume and share media with a critical eye**

### ► Third, an informed and discerning public

is a resilient public. As consumers of all types of media, you can help separate facts from falsehoods by seeking trustworthy sources for information and by evaluating what you read or watch with a critical eye. Some foreign governments have a track record of meddling in our affairs by attempting to shape public opinion and voter perceptions. Foreign actors have done this by hacking and dumping private campaign and candidate information on the internet and spreading disinformation and divisive messages on social media.

Often, we see foreign adversaries amplifying messages some Americans create and share with each other, in an effort to stoke hostility among us and make us appear more divided than we are. They seek to undermine our trust and confidence in each other, our democratic society and democracy itself.

To combat this threat, we continue to strengthen partnerships with technology and social media companies and share more information than ever before. Those companies are taking more responsibility for preventing foreign adversaries from weaponizing their platforms. Additionally, we must remain aware that foreign adversaries continue to spread disinformation to discredit politicians and views that are counter to their interests and ambitions.

We cannot prevent all disinformation, foreign propaganda or cyberattacks on our infrastructure. However, together, we can all help to mitigate these threats by exercising care when we share information and by maintaining good cyber hygiene to reduce the risks that malicious cyberattacks will succeed.

We can all play a role in sustaining our democracy and securing our elections from foreign interference. Americans can rest assured that our agencies' efforts to defend our republic are unwavering, and we will work diligently to secure our elections, both in 2020 and beyond.

William Barr is attorney general of the United States. Christopher Wray is director of the FBI. Chad Wolf is acting secretary of the Department of Homeland Security. Christopher Krebs is director of the Cybersecurity and Infrastructure Security Agency. Joseph Maguire is acting director of national intelligence.

-

Confidential Notice: This message may contain Controlled Unclassified Information (CUI) that requires safeguarding or dissemination control under applicable law, regulation, or Government-wide policy. This email, including all attachments, may constitute a Federal record or other Government property that is intended only for the use of the individual or entity to which it is addressed. If you are not the intended recipient or the employee or agent responsible for delivering the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this email or its contents is strictly prohibited. If you have received this email in error, please notify the sender by responding to the email and then immediately delete the email.

email: "Brian.J.Cavanaugh@nsc.eop.gov  
Cavanaugh, Brian J. EOP/NSC"

Tuesday, February 25, 2020 at 4:47:29 PM Eastern Standard Time

To: email: "dpalmer@eac.gov Donald Palmer"

Cc: email: "Spencer.R.Fisher@nsc.eop.gov Fisher, Spencer R. EOP/NSC" , email: "Kimberly.N.Gajewski@nsc.eop.gov Gajewski, Kimberly N. EOP/NSC" , email: "mharrington@eac.gov Mona Harrington" , email: "Fiona.G.O'Beirne@nsc.eop.gov EAC-19-1311-000149



O'Beirne, Fiona G. EOP/NSC"

Thank you Don –

I will be in touch and Kim will coordinate with Ms. Harrington.

Best,

Brian

**Brian J. Cavanaugh**

Special Assistant to the President

Senior Director for Resilience

National Security Council

202-456-9216

**From:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>

**Sent:** Tuesday, February 25, 2020 4:53 PM

**To:** Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>

**Cc:** Fisher, Spencer R. EOP/NSC <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>; Gajewski, Kimberly N. EOP/NSC <[Kimberly.N.Gajewski@nsc.eop.gov](mailto:Kimberly.N.Gajewski@nsc.eop.gov)>; Mona Harrington <[mharrington@eac.gov](mailto:mharrington@eac.gov)>

**Subject:** Re: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

I just wanted to follow up and add Mona Harrington, our acting executive director, to the email and serve as a contact to our communications folks on public affairs issues.

Please don't hesitate to contact me.

Regards,

Don Palmer, Vice Chair

Election Assistance Commission

On Wed, Feb 19, 2020 at 6:48 PM Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)> wrote:

Good evening Mr. Palmer,

-

Thank you for your note regarding the Op-Ed on Election Security. I certainly appreciate the role the Election Assistance Commission (EAC) plays as the Federal agency tasked with election administration best practices and security of voting systems – and appreciate the willingness to participate in the NSC election security communications interagency group. With that being said, Kim and I will actively seek opportunities to include the EAC in upcoming engagements and will be more forward leaning.

Regarding the inclusion in Op-Ed's such as this, we here at the NSC will take on the role of ensuring coordination in these opportunities. We have visibility across all the lines of effort and have a role in clearing these prior to being published.

-

Thank you for the invite to the State and local election officials in April. This is certainly an opportunity that we would like to take part in and I would like to connect on either in person or over the phone at your availability to discuss both the engagement in public affairs opportunities and the April meeting. Let me know if there is a window that works best for you to connect.

-

Thank you again and I always appreciate the open communication.

-

Respectfully,

Brian

-

**Brian J. Cavanaugh**

Special Assistant to the President

Senior Director for Resilience

National Security Council

202-456-9216

-

-

-

---

**From:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>

**Sent:** Wednesday, February 19, 2020 4:51 PM

**To:** Cavanaugh, Brian J. EOP/ Nsc <[BCavanaugh@nsc.eop.ic.gov](mailto:BCavanaugh@nsc.eop.ic.gov)>; Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>; Fisher, Spencer R. EOP/NSC <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>

**Cc:** Harvey, Mark P. EOP/NSC <[Mark.P.Harvey@nsc.eop.gov](mailto:Mark.P.Harvey@nsc.eop.gov)>; Christy McCormick <[cmccormick@eac.gov](mailto:cmccormick@eac.gov)>

**Subject:** Fwd: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

-

Mr. Cavanaugh,

As the federal agency tasked with election administration best practices and security of voting systems and part of the NSC election security comms interagency group, it's my belief that the EAC should have been invited to sign on the Op-Ed (see below) for "whole of government" purposes.

-

We raised the issue last year and the NSC included the EAC with communications groups. Thank you. How do we have a discussion with these agencies on why it is beneficial to include the EAC on similar letters or op-Ed's. Is there anything you can do to help? As a bipartisan federal agency tasked with election integrity, it will bring significant credibility to future government statements and activities that are being taken to secure our elections.

-

Also, on another note, I'd like to invite someone from the NSC to speak to State and election officials from all 55 states and territories on April 16-17 in Scottsdale Arizona.

It is the largest organization of state and local election officials in the country to convene annually and which will include a number of Secretaries of State and lease in each state. We will be working toward adoption of the VVSG 2.0, standards for next generation of voting systems. We'd love to include the NSC as part of the discussion and to encourage these officials on the front line of the 2020 elections.

Regards

-

Donald Palmer, Commissioner

Election Assistance Commission

(202) 744.1862 [REDACTED]

-

Sent from my iPhone

Begin forwarded message:

**From:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Date:** February 18, 2020 at 6:56:15 PM EST

**To:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Subject:** Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

**The below referenced interagency op-ed is scheduled to run tomorrow (Wednesday, February 19, 2020) morning. Please do not share or forward before February 19.**

-

EIS GCC and EISCC members,

-

Attached and below is a joint interagency op-ed from the Department of Justice, FBI, Department of Homeland Security, CISA, and Office of the Director of National Intelligence. It is scheduled to run tomorrow morning, but we wanted to provide an advance copy for your awareness.

-

Please let us know if you have any questions.

-

Respectfully,

-

Election Infrastructure Sector-Specific Agency

Cybersecurity and Infrastructure Security Agency



---

-

---

-

## **William Barr, Christopher Wray, Chad Wolf, Christopher Krebs and Joseph Maguire**

Election season is in full swing, and Americans have already begun to cast their votes in the 2020 presidential primaries. As we exercise this precious right, we must be mindful that foreign interference and malign influence in our elections are still threats to our democracy.

Combating these threats requires a whole-of-society approach that deserves the attention of all Americans. While these threats to our elections are perennial, our efforts to defend our democracy are unwavering. As leaders of our government, we are committed to defending our democracy, but we need your help, too.

Safeguarding the sanctity of your vote is paramount. States have made significant progress since 2016, but as long as the threat remains, there is work to be done. We have yet to identify any activity designed to prevent voting or change votes. However, we remain watchful of any malicious activities from cybercriminals and from foreign actors like Russia, China and Iran.

## **We are on guard against attacks**

The states' autonomy over elections makes our elections more resilient. The diversity of election systems among the states, multiple checks and redundancies in those systems and post-election auditing all make it extraordinarily difficult for foreign adversaries to disrupt or change vote tallies.

States have plans in place, like provisional ballots, to enable a reliable election to proceed in the case that interference does occur. While the states have primary responsibility for administering elections under our Constitution, our agencies continue to provide them

with support by identifying best practices for voting systems, sharing threat information and offering services and resources.

Several of our agencies are working directly with campaigns and candidates to educate them about ways to help keep their networks secure. We are mobilized and working with states to identify cybersecurity threats to their own systems and to campaigns, and we are better able to warn them about threats today than ever before.

You can play an important role, too:

► First, you can participate in the process. All Americans should be undeterred by concerns of attempted foreign interference and have full confidence that a vote cast is a vote counted. The best way to understand how your elections are secured is to engage with your state and local officials, or to volunteer to serve as a poll-worker and help support the election process yourself. Don't fall prey to disinformation about your election — such as when, where or how to vote — from untrusted sources. State and local government websites are the authoritative sources for this information.

► Second, we encourage candidates, election officials, technology companies and others involved in elections to report suspicious cyber activity to us. The FBI and the Cybersecurity and Infrastructure Security Agency have set up election-focused websites that host additional information about election security and provide avenues to report concerns.

## **Consume and share media with a critical eye**

► Third, an informed and discerning public is a resilient public. As consumers of all types of media, you can help separate facts from falsehoods by seeking trustworthy sources for information and by evaluating what you read or watch with a critical eye. Some foreign governments have a track record of meddling in our affairs by attempting to shape public opinion and voter perceptions. Foreign actors have done this by hacking and dumping private campaign and candidate information on the internet and spreading disinformation and divisive messages on social media.

Often, we see foreign adversaries amplifying messages some Americans create and share with each other, in an effort to stoke hostility among us and make us appear more divided than we are. They seek to undermine our trust and confidence in each other, our democratic society and democracy itself.

To combat this threat, we continue to strengthen partnerships with technology and social media companies and share more information than ever before. Those companies are taking more responsibility for preventing foreign adversaries from weaponizing their platforms. Additionally, we must remain aware that foreign adversaries continue to spread disinformation to discredit politicians and views that are counter to their interests and ambitions.

We cannot prevent all disinformation, foreign propaganda or cyberattacks on our infrastructure. However, together, we can all help to mitigate these threats by exercising care when we share information and by maintaining good cyber hygiene to reduce the risks that malicious cyberattacks will succeed.

We can all play a role in sustaining our democracy and securing our elections from foreign interference. Americans can rest assured that our agencies' efforts to defend our republic are unwavering, and we will work diligently to secure our elections, both in 2020 and beyond.

*William Barr is attorney general of the United States. Christopher Wray is director of the FBI. Chad Wolf is acting secretary of the Department of Homeland Security. Christopher Krebs is director of the Cybersecurity and Infrastructure Security Agency. Joseph Maguire is acting director of national intelligence.*

-

Confidential Notice: This message may contain Controlled Unclassified Information (CUI) that requires safeguarding or dissemination control under applicable law, regulation, or Government-wide policy. This email, including all attachments, may constitute a Federal record or other Government property that is intended only for the use of the individual or entity to which it is addressed. If you are not the intended recipient or the employee or agent responsible for delivering the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this email or its contents is strictly prohibited. If you have received this email in error,

please notify the sender by responding  
to the email and then immediately delete the email.

Confidential Notice: This message may contain Controlled Unclassified Information (CUI) that requires safeguarding or dissemination control under applicable law, regulation, or Government-wide policy. This email,

including all attachments, may constitute a Federal record or other Government property that is intended only for the use of the individual or entity to which it is addressed. If you are not the intended recipient or the employee or agent responsible for delivering

the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this email or its contents is strictly prohibited. If you have received this email in error, please notify the sender by responding to the email and then immediately delete the email.

---

email: "Kimberly.N.Gajewski@nsc.eop.gov  
Gajewski, Kimberly N. EOP/NSC"

Tuesday, February 25, 2020 at 5:20:48 PM Eastern Standard Time

To: email: "Brian.J.Cavanaugh@nsc.eop.gov Cavanaugh, Brian J. EOP/NSC" , email: "dpalmer@eac.gov Donald Palmer"

Cc: email: "Spencer.R.Fisher@nsc.eop.gov Fisher, Spencer R. EOP/NSC" , email: "mharrington@eac.gov Mona Harrington" ,  
email: "Fiona.G.O\Beirne@nsc.eop.gov O\Beirne, Fiona G. EOP/NSC"

Good evening,

Thank you for sharing Ms. Harrington's contact info. In regards to coordination for the April event, are you available to meet (or have a call) with Brian this Friday at 3:30?

Kim

Kimberly Gajewski

Director for Election Security Policy

National Security Council

202-456-2929 (Desk)

---

**From:** Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>

**Sent:** Tuesday, February 25, 2020 4:47 PM

**To:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>

**Cc:** Fisher, Spencer R. EOP/NSC <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>; Gajewski, Kimberly N. EOP/NSC <[Kimberly.N.Gajewski@nsc.eop.gov](mailto:Kimberly.N.Gajewski@nsc.eop.gov)>; Mona Harrington <[mharrington@eac.gov](mailto:mharrington@eac.gov)>; O'Beirne, Fiona G. EOP/NSC <[Fiona.G.O'Beirne@nsc.eop.gov](mailto:Fiona.G.O'Beirne@nsc.eop.gov)>

**Subject:** RE: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

Thank you Don –

I will be in touch and Kim will coordinate with Ms. Harrington.

Best,

Brian

**Brian J. Cavanaugh**

Special Assistant to the President

Senior Director for Resilience

National Security Council

202-456-9216

**From:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>

**Sent:** Tuesday, February 25, 2020 4:53 PM

**To:** Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>

**Cc:** Fisher, Spencer R. EOP/NSC <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>; Gajewski, Kimberly N. EOP/NSC <[Kimberly.N.Gajewski@nsc.eop.gov](mailto:Kimberly.N.Gajewski@nsc.eop.gov)>; Mona Harrington <[mharrington@eac.gov](mailto:mharrington@eac.gov)>

**Subject:** Re: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

I just wanted to follow up and add Mona Harrington, our acting executive director, to the email and serve as a contact to our communications folks on public affairs issues.

Please don't hesitate to contact me.

Regards,

Don Palmer, Vice Chair

On Wed, Feb 19, 2020 at 6:48 PM Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)> wrote:

Good evening Mr. Palmer,

-

Thank you for your note regarding the Op-Ed on Election Security. I certainly appreciate the role the Election Assistance Commission (EAC) plays as the Federal agency tasked with election administration best practices and security of voting systems – and appreciate the willingness to participate in the NSC election security communications interagency group. With that being said, Kim and I will actively seek opportunities to include the EAC in upcoming engagements and will be more forward leaning.

-

Regarding the inclusion in Op-Ed's such as this, we here at the NSC will take on the role of ensuring coordination in these opportunities. We have visibility across all the lines of effort and have a role in clearing these prior to being published.

-



Thank you for the invite to the State and local election officials in April. This is certainly an opportunity that we would like to take part in and I would like to connect on either in person or over the phone at your availability to discuss both the engagement in public affairs opportunities and the April meeting. Let me know if there is a window that works best for you to connect.

-

Thank you again and I always appreciate the open communication.

-

Respectfully,

Brian

-

**Brian J. Cavanaugh**

Special Assistant to the President

Senior Director for Resilience

National Security Council

202-456-9216

-

-

-

---

**From:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>

**Sent:** Wednesday, February 19, 2020 4:51 PM

**To:** Cavanaugh, Brian J. EOP/ Nsc <[BCavanaugh@nsc.eop.ic.gov](mailto:BCavanaugh@nsc.eop.ic.gov)>; Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>; Fisher, Spencer R. EOP/NSC <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>

**Cc:** Harvey, Mark P. EOP/NSC <[Mark.P.Harvey@nsc.eop.gov](mailto:Mark.P.Harvey@nsc.eop.gov)>; Christy McCormick <[cmccormick@eac.gov](mailto:cmccormick@eac.gov)>

**Subject:** Fwd: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

-

Mr. Cavanaugh,

As the federal agency tasked with election administration best practices and security of voting systems and part of the NSC election security comms interagency group, it's my belief that the EAC should have been invited to sign on the Op-Ed (see below) for "whole of government" purposes.

We raised the issue last year and the NSC included the EAC with communications groups. Thank you. How do we have a discussion with these agencies on why it is beneficial to include the EAC on similar letters or op-Ed's. Is there anything you can do to help? As a bipartisan federal agency tasked with election integrity, it will bring significant credibility to future government statements and activities that are being taken to secure our elections.

-

Also, on another note, I'd like to invite someone from the NSC to speak to State and election officials from all 55 states and territories on April 16-17 in Scottsdale Arizona.

It is the largest organization of state and local election officials in the country to convene annually and which will include a number of Secretaries of State and lease in each state. We will be working toward adoption of the VVSG 2.0, standards for next generation of voting systems. We'd love to include the NSC as part of the discussion and to encourage these officials on the front line of the 2020 elections.

-

Regards

-

Donald Palmer, Commissioner

Election Assistance Commission

(202) 744.1862 [REDACTED]

-

Sent from my iPhone

Begin forwarded message:

**From:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Date:** February 18, 2020 at 6:56:15 PM EST

**To:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Subject:** Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

**The below referenced interagency op-ed is scheduled to run tomorrow (Wednesday, February 19, 2020) morning. Please do not share or forward before February 19.**

EIS GCC and EISCC members,

-

Attached and below is a joint interagency op-ed from the Department of Justice, FBI, Department of Homeland Security, CISA, and Office of the Director of National Intelligence. It is scheduled to run tomorrow morning, but we wanted to provide an advance copy for your awareness.

-

Please let us know if you have any questions.

-

Respectfully,

-

Election Infrastructure Sector-Specific Agency

Cybersecurity and Infrastructure Security Agency

[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)

-

-

## **William Barr, Christopher Wray, Chad Wolf, Christopher Krebs and Joseph Maguire**

Election season is in full swing, and Americans have already begun to cast their votes in the 2020 presidential primaries. As we exercise this precious right, we must be mindful that foreign interference and malign influence in our elections are still threats to our democracy.

Combating these threats requires a whole-of-society approach that deserves the attention of all Americans. While these threats to our elections are perennial, our efforts to defend our democracy are unwavering. As leaders of our government, we are committed to defending our democracy, but we need your help, too.

Safeguarding the sanctity of your vote is paramount. States have made significant progress since 2016, but as long as the threat remains, there is work to be done. We have yet to identify any activity designed to prevent voting or change votes. However, we remain watchful of any malicious activities from cybercriminals and from foreign actors like Russia, China and Iran.

### **We are on guard against attacks**

The states' autonomy over elections makes our elections more resilient. The diversity of election systems among the states, multiple checks and redundancies in those systems and post-election auditing all make it extraordinarily difficult for foreign adversaries to disrupt or change vote tallies.

States have plans in place, like provisional ballots, to enable a reliable election to proceed in the case that interference does occur. While the states have primary responsibility for administering elections under our Constitution, our agencies continue to provide them with support by identifying best practices for voting systems, sharing threat information and offering services and resources.

Several of our agencies are working directly with campaigns and candidates to educate them about ways to help keep their networks secure. We are mobilized and working with states to identify cybersecurity threats to their own systems and to campaigns, and we are better able to warn them about threats today than ever before.

You can play an important role, too:

► First, you can participate in the process. All Americans should be undeterred by concerns of attempted foreign interference and have full confidence that a vote cast is a vote counted. The best way to understand how your elections are secured is to engage with your state and local officials, or to volunteer to serve as a poll-worker and help support the election process yourself. Don't fall prey to disinformation about your election — such as when, where or how to vote — from untrusted sources. State and local government websites are the authoritative sources for this information.

► Second, we encourage candidates, election officials, technology companies and others involved in elections to report suspicious cyber activity to us. The FBI and the Cybersecurity and Infrastructure Security Agency have set up election-focused websites that host additional information about election security and provide avenues to report concerns.

## **Consume and share media with a critical eye**

► Third, an informed and discerning public is a resilient public. As consumers of all types of media, you can help separate facts from falsehoods by seeking trustworthy sources for information and by evaluating what you read or watch with a critical eye. Some foreign governments have a track record of meddling in our affairs by attempting to shape public opinion and voter perceptions. Foreign actors have done this by hacking and dumping private campaign and candidate information on the internet and spreading disinformation and divisive messages on social media.

Often, we see foreign adversaries amplifying messages some Americans create and share with each other, in an effort to stoke hostility among us and make us appear more divided than we are. They seek to undermine our trust and confidence in each other, our democratic society and democracy itself.

To combat this threat, we continue to strengthen partnerships with technology and social media companies and share more information than ever before. Those companies are taking more responsibility for preventing foreign adversaries from weaponizing their platforms. Additionally, we must remain aware that foreign adversaries continue to spread disinformation to discredit politicians and views that are counter to their interests and ambitions.

We cannot prevent all disinformation, foreign propaganda or cyberattacks on our infrastructure. However, together, we can all help to mitigate these threats by exercising care when we share information and by maintaining good cyber hygiene to reduce the risks that malicious cyberattacks will succeed.

We can all play a role in sustaining our democracy and securing our elections from foreign interference. Americans can rest assured that our agencies' efforts to defend our republic are unwavering, and we will work diligently to secure our elections, both in 2020 and beyond.

William Barr is attorney general of the United States. Christopher Wray is director of the FBI. Chad Wolf is acting secretary of the Department of Homeland Security. Christopher Krebs is director of the Cybersecurity and Infrastructure Security Agency. Joseph Maguire is acting director of national intelligence.

-

Confidential Notice: This message may contain Controlled Unclassified Information (CUI) that requires safeguarding or dissemination control under applicable law, regulation, or Government-wide policy. This email, including all attachments, may constitute a Federal record or other Government property that is intended only for the use of the individual or entity to which it is addressed. If you are not the intended recipient or the employee or agent responsible for delivering the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this email or its contents is strictly prohibited. If you have received this email in error, please notify the sender by responding to the email and then immediately delete the email.

Confidential Notice: This message may contain Controlled Unclassified Information (CUI) that requires safeguarding or dissemination control under applicable law, regulation, or Government-wide policy. This



email,

including all attachments, may constitute a Federal record or other Government property that is intended only for the use of the individual or entity to which it is addressed. If you are not the intended recipient or the employee or agent responsible for delivering

the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this email or its contents is strictly prohibited. If you have received this email in error, please notify the sender by responding

to the email and then immediately delete the email.

---

**email: "dpalmer@eac.gov Donald Palmer"**

**Tuesday, February 25, 2020 at 6:37:14 PM Eastern Standard Time**

To: email: "Kimberly.N.Gajewski@nsc.eop.gov Gajewski, Kimberly N. EOP/NSC"

Cc: email: "Brian.J.Cavanaugh@nsc.eop.gov Cavanaugh, Brian J. EOP/NSC" , email: "Spencer.R.Fisher@nsc.eop.gov Fisher, Spencer R. EOP/NSC" , email: "mharrington@eac.gov Mona Harrington" , email: "Fiona.G.O'Beirne@nsc.eop.gov O'Beirne, Fiona G. EOP/NSC"

Kim,

Yes, I'll be traveling but available for a phone call Friday, 3:30pm. Talk to you then.

Regards

Donald Palmer, Vice-Chair  
Election Assistance Commission

(202) 744.1862 [REDACTED]

Sent from my iPhone

On Feb 25, 2020, at 5:20 PM, Gajewski, Kimberly N. EOP/NSC <[Kimberly.N.Gajewski@nsc.eop.gov](mailto:Kimberly.N.Gajewski@nsc.eop.gov)> wrote:

Good evening,

Thank you for sharing Ms. Harrington's contact info. In regards to coordination for the April event, are you available to meet (or have a call) with Brian this

Friday at 3:30?

Respectfully,

Kim

Kimberly Gajewski

Director for Election Security Policy

National Security Council

202-456-2929 (Desk)

---

**From:** Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>

**Sent:** Tuesday, February 25, 2020 4:47 PM

**To:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>

**Cc:** Fisher, Spencer R. EOP/NSC <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>; Gajewski, Kimberly N. EOP/NSC <[Kimberly.N.Gajewski@nsc.eop.gov](mailto:Kimberly.N.Gajewski@nsc.eop.gov)>; Mona Harrington <[mharrington@eac.gov](mailto:mharrington@eac.gov)>; O'Beirne, Fiona G. EOP/NSC <[Fiona.G.O'Beirne@nsc.eop.gov](mailto:Fiona.G.O'Beirne@nsc.eop.gov)>

**Subject:** RE: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

Thank you Don –

I will be in touch and Kim will coordinate with Ms. Harrington.

Best,

Brian

**Brian J. Cavanaugh**

Special Assistant to the President

Senior Director for Resilience

National Security Council

202-456-9216

**From:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>

**Sent:** Tuesday, February 25, 2020 4:53 PM

**To:** Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>

**Cc:** Fisher, Spencer R. EOP/NSC <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>; Gajewski, Kimberly N. EOP/NSC <[Kimberly.N.Gajewski@nsc.eop.gov](mailto:Kimberly.N.Gajewski@nsc.eop.gov)>; Mona Harrington <[mharrington@eac.gov](mailto:mharrington@eac.gov)>

**Subject:** Re: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

I just wanted to follow up and add Mona Harrington, our acting executive director, to the email and serve as a contact to our communications folks on public affairs issues.

Please don't hesitate to contact me.

Regards,

Don Palmer, Vice Chair

## Election Assistance Commission

On Wed, Feb 19, 2020 at 6:48 PM Cavanaugh, Brian J. EOP/NSC  
<[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)> wrote:

Good evening Mr. Palmer,

-

Thank you for your note regarding the Op-Ed on Election Security. I certainly appreciate the role the Election Assistance Commission (EAC) plays as the Federal agency tasked with election administration best practices and security of voting systems – and appreciate the willingness to participate in the NSC election security communications interagency group. With that being said, Kim and I will actively seek opportunities to include the EAC in upcoming engagements and will be more forward leaning.

-

Regarding the inclusion in Op-Ed's such as this, we here at the NSC will take on the role of ensuring coordination in these opportunities. We have visibility across all the lines of effort and have a role in clearing these prior to being published.

-

Thank you for the invite to the State and local election officials in April. This is certainly an opportunity that we would like to take part in and I would like to connect on either in person or over the phone at your availability to discuss both the engagement in public affairs opportunities and the April meeting. Let me know if there is a window that works best for you to connect.

-

Thank you again and I always appreciate the open communication.

-

Respectfully,

Brian

-

**Brian J. Cavanaugh**

Special Assistant to the President

Senior Director for Resilience

National Security Council

202-456-9216

-

-

-

---

**From:** Donald Palmer <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>

**Sent:** Wednesday, February 19, 2020 4:51 PM

**To:** Cavanaugh, Brian J. EOP/ Nsc <[BCavanaugh@nsc.eop.ic.gov](mailto:BCavanaugh@nsc.eop.ic.gov)>; Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>; Fisher, Spencer R. EOP/NSC <[Spencer.R.Fisher@nsc.eop.gov](mailto:Spencer.R.Fisher@nsc.eop.gov)>

**Cc:** Harvey, Mark P. EOP/NSC <[Mark.P.Harvey@nsc.eop.gov](mailto:Mark.P.Harvey@nsc.eop.gov)>; Christy McCormick <[cmccormick@eac.gov](mailto:cmccormick@eac.gov)>

**Subject:** Fwd: Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to Feb. 19

-

Mr. Cavanaugh,

As the federal agency tasked with election administration best practices and security of voting systems and part of the NSC election security comms interagency group, it's my belief that the EAC should have been invited to sign on the Op-Ed (see below) for "whole of government" purposes.

-

We raised the issue last year and the NSC included the EAC with communications groups. Thank you. How do we have a discussion with these agencies on why it is beneficial to include the EAC on similar letters or op-Ed's. Is there anything you can do to help? As a bipartisan federal agency tasked with election integrity, it will bring significant credibility to future government statements and activities that are being taken to secure our elections.

-

Also, on another note, I'd like to invite someone from the NSC to speak to State and election officials from all 55 states and territories on April 16-17 in Scottsdale Arizona. It is the largest organization of state and local election officials in the country to convene annually and which will include a number of Secretaries of State and lease in each state. We will be working toward adoption of the VVSG 2.0, standards for next generation of voting systems. We'd love to include the NSC as part of the discussion and to encourage these officials on the front line of the 2020 elections.

-

Regards

-



Donald Palmer, Commissioner

Election Assistance Commission

(202) 744.1862 [REDACTED]

-

Sent from my iPhone

Begin forwarded message:

**From:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Date:** February 18, 2020 at 6:56:15 PM EST

**To:** Election Infrastructure SSA <[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)>

**Subject:** Interagency Op-Ed on 2020 Elections - Do Not Forward Prior to **Feb. 19**

**The below referenced interagency op-ed is scheduled to run tomorrow (Wednesday, February 19, 2020) morning. Please do not share or forward before February 19.**

-

EIS GCC and EISCC members,

-

Attached and below is a joint interagency op-ed from the Department of Justice, FBI, Department of Homeland Security, CISA, and Office of the Director of National Intelligence.

It is scheduled to run tomorrow morning, but we wanted to provide an advance copy for your awareness.

-

Please let us know if you have any questions.

-

Respectfully,

-

Election Infrastructure Sector-Specific Agency

Cybersecurity and Infrastructure Security Agency

[EISSA@hq.dhs.gov](mailto:EISSA@hq.dhs.gov)

---

-

**William Barr, Christopher Wray, Chad Wolf, Christopher Krebs and Joseph Maguire**

Election season is in full swing, and Americans have already begun to cast their votes in the 2020 presidential primaries. As we exercise this precious right, we must be mindful that foreign interference and malign influence in our elections are still threats to our democracy.

Combating these threats requires a whole-of-society approach that deserves the attention of all Americans. While these threats to our elections are perennial, our efforts to defend our democracy are unwavering. As leaders of our government, we are committed to defending our democracy, but we need your help, too.

Safeguarding the sanctity of your vote is paramount. States have made significant progress since 2016, but as long as the threat remains, there is work to be done. We have yet to identify any activity designed to prevent voting or change votes. However, we remain watchful of any malicious activities from cybercriminals and from foreign actors like Russia, China and Iran.

### **We are on guard against attacks**

The states' autonomy over elections makes our elections more resilient. The diversity of election systems among the states, multiple checks and redundancies in those systems and post-election auditing all make it extraordinarily difficult for foreign adversaries to disrupt or change vote tallies.

States have plans in place, like provisional ballots, to enable a reliable election to proceed in the case that interference does occur. While the states have

primary responsibility

for administering elections under our Constitution, our agencies continue to provide them with support by identifying best practices for voting systems, sharing threat information and offering services and resources.

Several of our agencies are working directly with campaigns and candidates to educate them about ways to help keep their networks secure. We are mobilized and working with states to identify cybersecurity threats to their own systems and to campaigns, and we are better able to warn them about threats today than ever before.

You can play an important role, too:

▶ First, you can participate in the process. All Americans should be undeterred by concerns of attempted foreign interference and have full confidence that a vote cast is a vote counted. The best way to understand how your elections are secured is to engage with your state and local officials, or to volunteer to serve as a poll-worker and help support the election process yourself.

Don't fall prey to disinformation about your election — such as when, where or how to vote — from untrusted sources. State and local government websites are the authoritative sources for this information.

▶ Second, we encourage candidates, election officials, technology companies and others involved in elections to report suspicious cyber activity to us. The FBI and the Cybersecurity and Infrastructure Security Agency have set up election-focused websites that host additional information about election security and provide avenues to report concerns.

## **Consume and share media with a critical eye**

▶ Third, an informed and discerning public is a resilient public. As consumers of all types of media, you can help separate facts from falsehoods by seeking trustworthy sources for information and by evaluating what you read or watch with a critical eye. Some foreign governments have a track record of meddling in our affairs by attempting to shape public opinion and voter perceptions.

Foreign actors have done this by hacking and dumping private campaign and candidate information on the internet and spreading disinformation and divisive messages on social media.

Often, we see foreign adversaries amplifying messages some Americans create and share with each other, in an effort to stoke hostility among us and make us appear more divided than we are. They seek to undermine our trust and confidence in each other, our democratic society and democracy itself.

To combat this threat, we continue to strengthen partnerships with technology and social media companies and share more information than ever before. Those companies are taking more responsibility for preventing foreign adversaries from weaponizing their platforms. Additionally, we must remain aware that foreign adversaries continue to spread disinformation to discredit politicians and views that are counter to their interests and ambitions.

We cannot prevent all disinformation, foreign propaganda or cyberattacks on our infrastructure. However, together, we can all help to mitigate these threats by exercising care when we share information and by maintaining good cyber hygiene to reduce the risks that malicious cyberattacks will succeed.

We can all play a role in sustaining our democracy and securing our elections from foreign interference. Americans can rest assured that our agencies' efforts to defend our republic are unwavering, and we will work diligently to secure our elections, both in 2020 and beyond.

William Barr is attorney general of the United States. Christopher Wray is director of the FBI. Chad Wolf is acting secretary of the Department of Homeland Security. Christopher Krebs is director of the Cybersecurity and Infrastructure Security Agency. Joseph Maguire is acting director of national intelligence.

-

Confidential Notice: This message may contain Controlled Unclassified Information (CUI) that requires safeguarding or dissemination control under applicable law, regulation, or Government-wide policy. This email, including all attachments, may constitute a Federal record or other Government property that is intended only for the use of the individual or entity to which it is addressed. If you are not the intended recipient or the employee or agent responsible for delivering the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this email or its contents is strictly prohibited. If you have received this email in error, please notify the sender by responding to the email and then immediately delete the email.

Confidential Notice: This message may contain Controlled Unclassified Information (CUI) that requires safeguarding or dissemination control under applicable law, regulation, or Government-wide policy. This email, including all attachments, may constitute a Federal record or other Government property that is intended only for the use of the individual or entity to which it is addressed. If you are not the intended recipient or the employee or agent responsible for delivering the transmission to the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this email or its contents is strictly prohibited. If you have received this email in error, please notify the sender by responding to the email and then immediately delete the email.

---

# RE: (Attachment) Overview of the Process for the U.S. Government to Notify the Public and Others Regarding Foreign Interference in U.S. Elections

---

email: "Kellie.Wade@dni.gov KELLIELW"

Friday, November 8, 2019 at 9:56:23 AM Eastern Standard Time

To: email: "mbenson@sso.org \mbenson@sso.org\" , email: "reynolds@sso.org \reynolds@sso.org\" , email: "acohen@nased.org \acohen@nased.org\" , email: "dpalmer@eac.gov \dpalmer@eac.gov\" , email: "thicks@eac.gov \thicks@eac.gov\" , email: "bhovland@eac.gov \bhovland@eac.gov\" , email: "cmccormick@eac.gov \cmccormick@eac.gov\"

Cc: email: "Kimberly.N.Gajewski@nsc.eop.gov \Gajewski, Kimberly N. EOP/NSC\" , email:

"Brian.J.Cavanaugh@nsc.eop.gov \Cavanaugh, Brian J. EOP/NSC\" , email: "Lauren.E.Ehram@nsc.eop.gov \Ehram, Lauren E. EOP/NSC\"

All—

As a friendly reminder, please let your customers know that the one-page overview document is embargoed until after the call ends today. As always, we appreciate your partnership and look forward to speaking with you today.

Best,

Kellie

Kellie Wade

Intelligence Community Election Threats Executive

Strategic Communications Lead

*Office of the Director of National Intelligence*

(office) 703-275-2365 (mobile) 202-770-7069

---

**From:** KELLIELW

**Sent:** Friday, November 08, 2019 8:59 AM

**To:** '[mbenson@sso.org](mailto:mbenson@sso.org)' <[mbenson@sso.org](mailto:mbenson@sso.org)>; '[reynolds@sso.org](mailto:reynolds@sso.org)' <[reynolds@sso.org](mailto:reynolds@sso.org)>; '[acohen@nased.org](mailto:acohen@nased.org)' <[acohen@nased.org](mailto:acohen@nased.org)>; '[dpalmer@eac.gov](mailto:dpalmer@eac.gov)' <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>; '[thicks@eac.gov](mailto:thicks@eac.gov)' <[thicks@eac.gov](mailto:thicks@eac.gov)>; '[bhovland@eac.gov](mailto:bhovland@eac.gov)' <[bhovland@eac.gov](mailto:bhovland@eac.gov)>; '[cmccormick@eac.gov](mailto:cmccormick@eac.gov)' <[cmccormick@eac.gov](mailto:cmccormick@eac.gov)>

**Cc:** 'Gajewski, Kimberly N. EOP/NSC' <[Kimberly.N.Gajewski@nsc.eop.gov](mailto:Kimberly.N.Gajewski@nsc.eop.gov)>; 'Cavanaugh, Brian J. EOP/NSC' <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>; 'Ehram, Lauren E. EOP/NSC' <[Lauren.E.Ehram@nsc.eop.gov](mailto:Lauren.E.Ehram@nsc.eop.gov)>

**Subject:** (Attachment) Overview of the Process for the U.S. Government to Notify the Public and Others Regarding Foreign Interference in U.S. Elections

Good morning colleagues,



Attached is a one-page overview of the process for the U.S. Government to notify the public and others regarding foreign interference in U.S. elections for this morning's call at 11:00AM.

Thank you,

Kellie

Kellie Wade

Intelligence Community Election Threats Executive

Strategic Communications Lead

*Office of the Director of National Intelligence*

(office) 703-275-2365 (mobile) 202-770-7069



---

# Re: Invitation for Conference Call Regarding Framework for Notification Regarding Foreign Interference in U.S. Elections

---

email: "acohen@nased.org Amy Cohen"

Thursday, November 7, 2019 at 11:55:29 AM Eastern Standard Time

To: email: "Kellie.Wade@dni.gov KELLIELW" , email: "mbenson@sso.org \mbenson@sso.org\" , email: "reynolds@sso.org \Reynolds, Leslie\" , email: "dpalmer@eac.gov \dpalmer@eac.gov\" , email: "thicks@eac.gov \thicks@eac.gov\" , email: "bhovland@eac.gov \bhovland@eac.gov\" , email: "cmccormick@eac.gov \cmccormick@eac.gov\"  
Cc: email: "Kimberly.N.Gajewski@nsc.eop.gov \Gajewski, Kimberly N. EOP/NSC\" , email: "Brian.J.Cavanaugh@nsc.eop.gov Cavanaugh, Brian J. EOP/NSC\" , email: "SHELBYLP@dni.gov SHELBYLP\" , email: "Lauren.E.Ehrsam@nsc.eop.gov Ehrsam, Lauren E. EOP/NSC\" , email: "matthew.lahr@dni.gov MATTHEJL\" , email: "amanda.schoch@dni.gov Amanda J Schoch\" , email: "Maura.Beard@nctc.gov MAURAAB\" , email: "rebeccpo@dni.gov Rebecca P Outlaw\" , email: "elizabeth.oreilly@dni.gov Elizabeth O'Reilly\" , email: "JOSEPHJR@dni.gov JOSEPHJR\" , email: "NICHOFD@dni.gov NICHOFD\"

Thank you, Kellie. I just sent this out to NASED.

Best,

Amy

The contents of this message, together with any attachments, are confidential and intended only for the use of the individual or entity to which they are addressed. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, or copying of this message, or any attachment, is strictly prohibited. If you have received this message in error, please notify the original sender immediately by email and delete this message, along with any attachments, from your computer.

---

**From:** KELLIELW <[Kellie.Wade@dni.gov](mailto:Kellie.Wade@dni.gov)>

**Date:** Thursday, November 7, 2019 at 11:44 AM

**To:** "[mbenson@sso.org](mailto:mbenson@sso.org)" <[mbenson@sso.org](mailto:mbenson@sso.org)>, "Reynolds, Leslie" <[reynolds@sso.org](mailto:reynolds@sso.org)>, "[acohen@nased.org](mailto:acohen@nased.org)" <[acohen@nased.org](mailto:acohen@nased.org)>, "[dpalmer@eac.gov](mailto:dpalmer@eac.gov)" <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>, "[thicks@eac.gov](mailto:thicks@eac.gov)" <[thicks@eac.gov](mailto:thicks@eac.gov)>, "[bhovland@eac.gov](mailto:bhovland@eac.gov)" <[bhovland@eac.gov](mailto:bhovland@eac.gov)>, "[cmccormick@eac.gov](mailto:cmccormick@eac.gov)" <[cmccormick@eac.gov](mailto:cmccormick@eac.gov)>

**Cc:** "Gajewski, Kimberly N. EOP/NSC" <[Kimberly.N.Gajewski@nsc.eop.gov](mailto:Kimberly.N.Gajewski@nsc.eop.gov)>, "Cavanaugh, Brian J. EOP/NSC" <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>, SHELBYLP <[SHELBYLP@dni.gov](mailto:SHELBYLP@dni.gov)>, "Ehrsam, Lauren E. EOP/NSC" <[Lauren.E.Ehrsam@nsc.eop.gov](mailto:Lauren.E.Ehrsam@nsc.eop.gov)>, MATTHEJL <[matthew.lahr@dni.gov](mailto:matthew.lahr@dni.gov)>, Amanda J Schoch <[amanda.schoch@dni.gov](mailto:amanda.schoch@dni.gov)>, MAURAAB <[Maura.Beard@nctc.gov](mailto:Maura.Beard@nctc.gov)>, Rebecca P Outlaw <[rebeccpo@dni.gov](mailto:rebeccpo@dni.gov)>, Elizabeth O'Reilly <[elizabeth.oreilly@dni.gov](mailto:elizabeth.oreilly@dni.gov)>, JOSEPHJR <[JOSEPHJR@dni.gov](mailto:JOSEPHJR@dni.gov)>, NICHOFD <[NICHOFD@dni.gov](mailto:NICHOFD@dni.gov)>

**Subject:** Invitation for Conference Call Regarding Framework for Notification Regarding Foreign Interference in U.S. Elections

Good morning colleagues,

Thank you again for taking the time yesterday to join the interagency communications group to discuss the Framework for Notification Regarding Foreign Interference in U.S. Elections. As a follow up to our discussion, we would like to invite you and your customers to join us tomorrow November 8, 2019 at 11:00AM for a conference call to introduce the Framework and take your questions. We will be sending you a copy of the quick guide on notification tomorrow morning before the call. As always, please feel free to reach out if you have any questions and thank you for your continued partnership.

**Dial in:** 1-888-537-7715

**Passcode:** 72217898#

Best,  
Kellie

Kellie Wade

Intelligence Community Election Threats Executive  
Strategic Communications

*Office of the Director of National Intelligence*

(office) 703-275-2365 (mobile) 202-770-7069

---

---

# RE: Invitation for Conference Call Regarding Framework for Notification Regarding Foreign Interference in U.S. Elections

---

**email: "mbenson@sso.org Maria Benson" Thursday, November 7, 2019 at 11:56:18 AM Eastern Standard Time**  
To: email: "Kellie.Wade@dni.gov KELLIELW" , email: "reynolds@sso.org Reynolds, Leslie" , email: "acohen@nased.org \acohen@nased.org\" , email: "dpalmer@eac.gov \dpalmer@eac.gov\" , email: "thicks@eac.gov \thicks@eac.gov\" , email: "bhovland@eac.gov \bhovland@eac.gov\" , email: "cmccormick@eac.gov \cmccormick@eac.gov\"  
Cc: email: "Kimberly.N.Gajewski@nsc.eop.gov \Gajewski, Kimberly N. EOP/NSC\" , email: "Brian.J.Cavanaugh@nsc.eop.gov Cavanaugh, Brian J. EOP/NSC" , email: "SHELBYLP@dni.gov SHELBYLP" , email: "Lauren.E.Ehrsam@nsc.eop.gov Ehrsam, Lauren E. EOP/NSC" , email: "matthew.lahr@dni.gov MATTHEJL" , email: "amanda.schoch@dni.gov Amanda J Schoch" , email: "Maura.Beard@nctc.gov MAURAAB" , email: "rebeccpo@dni.gov Rebecca P Outlaw" , email: "elizabeth.oreilly@dni.gov Elizabeth O'Reilly" , email: "JOSEPHJR@dni.gov JOSEPHJR" , email: "NICHOFD@dni.gov NICHOFD" , email: "lforson@sso.org Lindsey Forson"

Hi Kellie,

I appreciate this and for Brian's work to coordinate. I ask that we receive the "quick guide" no later than 9:00am ET tomorrow to give our members time to review.

Thank you,

*Maria (Dill) Benson*

Director of Communications

EAC-19-1311-000194

National Association of Secretaries of State (NASS)

444 N. Capitol Street NW, Suite 401 | Washington, DC 20001

Desk: 202-624-3528 | Cell: 423-504-1351

[www.nass.org](http://www.nass.org)



---

**From:** KELLIELW <[Kellie.Wade@dni.gov](mailto:Kellie.Wade@dni.gov)>

**Sent:** Thursday, November 7, 2019 11:45 AM

**To:** Maria Benson <[mbenson@sso.org](mailto:mbenson@sso.org)>; Reynolds, Leslie <[reynolds@sso.org](mailto:reynolds@sso.org)>; '[acohen@nased.org](mailto:acohen@nased.org)' <[acohen@nased.org](mailto:acohen@nased.org)>; '[dpalmer@eac.gov](mailto:dpalmer@eac.gov)' <[dpalmer@eac.gov](mailto:dpalmer@eac.gov)>; '[thicks@eac.gov](mailto:thicks@eac.gov)' <[thicks@eac.gov](mailto:thicks@eac.gov)>; '[bhovland@eac.gov](mailto:bhovland@eac.gov)' <[bhovland@eac.gov](mailto:bhovland@eac.gov)>; '[cmccormick@eac.gov](mailto:cmccormick@eac.gov)' <[cmccormick@eac.gov](mailto:cmccormick@eac.gov)>

**Cc:** 'Gajewski, Kimberly N. EOP/NSC' <[Kimberly.N.Gajewski@nsc.eop.gov](mailto:Kimberly.N.Gajewski@nsc.eop.gov)>; Cavanaugh, Brian J. EOP/NSC <[Brian.J.Cavanaugh@nsc.eop.gov](mailto:Brian.J.Cavanaugh@nsc.eop.gov)>; SHELBYLP <[SHELBYLP@dni.gov](mailto:SHELBYLP@dni.gov)>; Ehram, Lauren E. EOP/NSC <[Lauren.E.Ehram@nsc.eop.gov](mailto:Lauren.E.Ehram@nsc.eop.gov)>; MATTHEJL <[matthew.lahr@dni.gov](mailto:matthew.lahr@dni.gov)>; Amanda J Schoch <[amanda.schoch@dni.gov](mailto:amanda.schoch@dni.gov)>; MAURAAB <[Maura.Beard@nctc.gov](mailto:Maura.Beard@nctc.gov)>; Rebecca P Outlaw <[rebeccpo@dni.gov](mailto:rebeccpo@dni.gov)>; Elizabeth O'Reilly <[elizabeth.oreilly@dni.gov](mailto:elizabeth.oreilly@dni.gov)>; JOSEPHJR <[JOSEPHJR@dni.gov](mailto:JOSEPHJR@dni.gov)>; NICHOFD <[NICHOFD@dni.gov](mailto:NICHOFD@dni.gov)>

**Subject:** Invitation for Conference Call Regarding Framework for Notification Regarding Foreign Interference in U.S. Elections

Good morning colleagues,

Thank you again for taking the time yesterday to join the interagency communications group to discuss the Framework for Notification Regarding Foreign Interference in U.S. Elections. As a follow up to our discussion, we would like to invite you and your customers to join us tomorrow November 8, 2019 at 11:00AM for a conference call to introduce the Framework and take your questions. We will be sending you a copy of the quick guide on notification tomorrow morning before the call. As always, please feel free to reach out if you have any questions and thank you for your continued partnership.

**Dial in: 1-888-537-7715**

**Passcode: 72217898#**

Best,

Kellie

Intelligence Community Election Threats Executive

Strategic Communications

*Office of the Director of National Intelligence*

(office) 703-275-2365 (mobile) 202-770-7069

## Disclaimer

The information contained in this communication from the sender is confidential. It is intended solely for use by the recipient and others authorized to receive it. If you are not the recipient, you are hereby notified that any disclosure, copying, distribution or taking action in relation of the contents of this information is strictly prohibited and may be unlawful.

This email has been scanned for viruses and malware, and may have been automatically archived by **Mimecast Ltd**, an innovator in Software as a Service (SaaS) for business. Providing a **safer** and **more useful** place for your human generated data. Specializing in; Security, archiving and compliance. To find out more [Click Here](#).

---