



MEMORANDUM

January 19, 2017

TO: President-elect Donald Trump
FROM: Vice President-elect Mike Pence, Transition Chairman
SUBJECT: Transition Accomplishments Summary

It has been an honor to serve as Transition Chairman, and I am thankful for the truly exceptional work that Governor Christie and his team did in the pre-Election phase to position us to transition. The team that is in place, and the process that we have developed and executed establishes a new standard for future transitions.

The hallmark and overarching purpose of any presidential transition is to facilitate the peaceful transition of power by preparing to install new leadership throughout the Executive Branch. Trump for America, Inc. has operated since the summer to accomplish this end, and I am pleased to report that the Transition has accomplished its intended goals ahead of schedule, and well under budget. The Transition has been run efficiently and effectively and has achieved its objective of positioning the incoming Administration to avoid any delay in implementing our agenda on Day One, as well as the first 100/200 days.

The following are reports summarizing the accomplishments of each Transition unit:

Presidential Appointments:

- The Presidential Appointments team conducted approximately **170 interviews prior to the Election** all across the country of former office holders, prospective candidates and campaign senior advisors. Insight was gathered from some of the key conservative voices in the Republican Party.
- Tiger team interviews of senior candidates **since the Election will exceed 200 people** – these interviews are in addition to the Executive Committee – and President-elect -level interviews – that have occurred with all Cabinet members and many Senior White House staff, and Deputy Secretary posts.
- **Over 86,882 resumes have been submitted to the Transition** from citizens eager to serve from all across the country, **and over 4,000 candidate referrals** have been received from the Executive Committee, members of Congress, trade organizations, transition personnel, friends of the Transition, and secretary designees. All of these submissions from across the country have been logged and merged over to the permanent White House PPO system that will operate within the Executive Office of the President on January 20, 2017.
- On the eve of the Inauguration, **536-Day One-beachhead team members have been identified** to join the various federal agencies on January 20, 2017, as Donald J. Trump is sworn in as President of the United States.

Office of Legislative Affairs/Confirmations:

- Recruited and organized **90 volunteers** to create and execute a confirmation strategy designed for 27 publicly announced Senate confirmed nominees.
- Designees attended **373 visits with Senators**.
- Pioneered database for compiling and tracking over 735 personnel recommendations from members of Congress.
- Created tracking system for all Office of Legislative Affairs contacts with the Senate, amassing 1,311 meeting entries and over 260 Senate tweets.
- Coordinated the responses to thousands of Questions for the Record (QFRs), including at least 1,151 questions alone for State Secretary designee Tillerson.
- Designed and executed a robust mock hearing process for all Cabinet-level designees, including:
 - o **Nearly 46 Mock Hearings or informal roundtable sessions.**
 - o **~ 5,670 questions** asked across all mock hearings.
 - o On average, **123 questions** per each hearing.
 - o **Nearly 92 hours of total mock hearing time**, as well as 46 hours of pre- and post-hearing review.
 - o **414 “Senators”** – volunteers who thus far have sat behind our dais.

Communications:

- The Presidential Transition Communications (PTC) team developed a 73-day plan prior to the Election and has worked to execute that plan.
- For the first time, the PTC designed and assembled a **Media Sherpa support system** for each nominee, ensuring quick response to incoming media inquiries. Comprised of over 25 experienced and highly qualified communication experts, the Media Sherpas played an integral role in facilitating speed and accuracy in reporting to meet the needs of today’s 24/7 media environment. While sherpas have been used in past transitions, this the **first time that a Media Sherpa was used to support the designees** through the confirmation process while serving as a liaison to the media.
- The PTC played a key role in providing **accurate and timely information to the media**, including pre-release excerpts of testimony in advance of hearings, one-on-one briefings with reporters on the designees, distribution of recaps and summaries of the hearings, and sharing of recent news articles and op-eds. The goal was to ensure accurate and timely information being delivered to the general public that has a vested interest in the confirmation hearings.
- The PTC hosted a **daily press conference call, open to all reporters**. Daily schedules of the President-elect and Vice President-elect were provided as well as updates on the Transition progress. There was always an open line of communication for the media to Transition officials, ensuring response to their questions and concerns. Additionally, the PTC hosted two live press conferences, one in New York and one in Washington, DC.
- The PTC also simulated press briefings to prepare incoming White House press staff.
- The PTC devoted a full team to monitor, react to and edit false news stories in order to ensure that the correct message was received and distributed to the American people.
- A roll out mechanism was created for each Cabinet designee, which included, prior to announcement, a dossier of background, comments of support, surrogates for TV, radio and print media outs, and a headshot.
- Headshots were taken of each nominee to be used for all media coverage leading up to, during and after their hearings/appearances.
- Beachhead teams will now also be comprised of communications team members who during the first 120 days will build and secure a strong interagency communications program.

- **GreatAgain.gov:**

- Millions of visits to the Transition website despite never officially announcing the URL.
- Nearly **87,000 applications** to “Serve America”
- **307,000** Facebook Likes
- **177,000** Twitter Followers
- More than **220,000** Americans have shared their idea or comment for making America great again

Agency Action:

- The mission of the Agency Action teams was to:
 - Ensure an orderly transition of power in the agencies of government
 - Craft the change agenda that will deliver on the President-elect’s commitments to MAGA
 - Brief nominees after their hearings so they are prepared to implement once confirmed in role
- As a presidential transition first, teams published Agency Action Plans – a standard document that includes:
 - Briefing on the agency’s current state – e.g. key policy issues, organization, regulatory matters, ongoing litigation, budget overview, etc.
 - Detailed change initiatives that specify how to deliver on campaign promises and improve agency operations
 - Timeline of proposed Day 1/Day 100/Day 200 actions.
- Landing Teams also supported other Transition needs:
 - Identified holdovers from the current administration to ensure continuity of government
 - Reviewed agency’s external communications and developed plan to assume control over websites, social media accounts, etc.
 - Supported QFRs for pre-inauguration confirmation hearings
- **Agency Action by the numbers:**
 - **321** landing team members sent into **39 agencies**
 - **536** beachhead team members appointed as of Day One

The Policy Implementation:

- The mission of Policy Implementation was to take Campaign Promises, as determined by the Campaign, and identify and create action plans around how to implement those Campaign Promises from the Trump Administration’s (Executive Branch) perspective. **Specifically, the Transition focused on a Day 1/Day 100/Day 200-action plans for each of the Campaign Promises.**
- Significantly, different from Agency Action work (which specifically focused on an Agency or Department and determined what change initiatives would need to be reviewed and what course of action to be recommended), the Policy Implementation teams examined Campaign Promises and determined how to implement and execute on each promise from a government-wide perspective. As such, issues like “Building the Wall” has several Agency action plans for several different Agencies and Departments throughout the first 200 days of the Trump Administration.
- In order to accomplish the mission, we established **14 Policy Implementation teams**, and four (4) inter-Policy Implementation and Agency Action task forces to address crosscutting issues (e.g., Buy America; Women and Children issues; Intellectual Property issues; Currency Manipulation issues). We had over **110 active team** participants with an additional **90 experts** serving in an advisory capacity.
- **Policy Implementation by the numbers:**
 - **110 active team experts; additional 90 experts in advisory roles**
 - Over **1,200** pages of expert material produced, and
 - Over **135,000 manpower hours** dedicated to this endeavor.

President-Elect Support:

- President-Elect Support (PES) oversaw the development and execution of all needs of the President-elect, First Lady-elect (FLE), Vice President-elect (VPE), and their families, as well as 73-day planning for communications, public engagement and outreach, operations, White House structure, and logistical support.
- PES successfully developed 73-day planning prior to the Election, and the PES team has executed that plan.
- PES created a robust strategic communications approach to support the Transition communications team, and has functioned as a key rapid response and messaging arm for the Transition.
- PES developed GreatAgain.gov prior to the Election, and currently is working to prepare WhiteHouse.gov for launch.
- Originated and guided the branding and branding package for the Transition, including logo, stationery, business cards, and document templates.
- PES has successfully positioned the Transition for the first 100/200 days of the Trump Administration.
- PES team members have prepared the President-elect and Vice President-elect, and their families, for the logistics of the Inauguration, as well as coordinated their moves to Washington DC.
- PES has supported setting up the entire Office of First Lady, as well as Oval Office redecoration.

- Correspondence:

In less than one-month the Transition Correspondence operation has:

- Coordinated the disposition for over **25,000 pieces of mail and packages**
- Sent **7,500 response cards** to general public mail
- Recruited and organized **10 volunteers** to rotate day and night shifts
- Designed and compiled a comprehensive database of individuals who have written the PE and VPE, which will be transferred to Records Management at the White House
- Wrote and vetted language and produced 17 5 x 7 response card variations on behalf of the President-elect, Vice President-elect and senior staff
- Drafted Transition correspondence language and style manual for volunteers
- Established a comprehensive mail room as a resource for Transition staff to receive and send mail
- Operated under budget
- Worked with the Remote Delivery Site to determine disposition of Trump Tower mail and family mail and gifts

Correspondence Trackers/Firsts:

- The Correspondence operation has processed and sent more responses than any transition correspondence in the history of transition teams

- Office of Nationwide Engagement:

The Transition formed the Office of Nationwide Engagement (ONE) to serve as the first point of contact from the Transition to the broader business, association and other organizations both in Washington DC and outside the Beltway.

ONE By the Numbers:

- **28 Listening Sessions** conducted December 1st through January 13th
- Excluding weekends and the Washington shutdown for the holidays all sessions were conducted in **22 business days**.
- Conservatively, ONE and Transition staff met with and heard the top policy concerns of **1,200 organizations, associations and special interest entities**.
- Combined, ONE and Transition staff have listened to the priorities of **25 million Americans** through these Listening Sessions.

- ONE staffing levels during this time period included **8 full-time professionals and four part-time professionals** while leveraging decades of relationships throughout the broader Washington community.
- **Specific Sectors Engaged:**
 - Veterans
 - Law Enforcement
 - Conservatives
 - Seniors
 - Manufacturers
 - Big 7 Intergovernmental
 - Faith (Catholics and Evangelicals)
 - Indian Tribes
 - Energy
 - Infrastructure
 - Healthcare 1 – FDA regulated entities
 - Healthcare 2 - Providers
 - African American Leaders
 - Agriculture
 - Labor 1 - Infrastructure
 - Labor 2 - Trade
 - Financial Services
 - Export-Import Bank users
 - Hispanics
 - Religious Persecution (Domestic)
 - Religious Persecution (International)
 - Defense 1: Contractors
 - Defense 2: Foreign Policy
 - Small Business
 - Youths
 - Higher Education, Faith-based, Technical and For-Profit
 - K-12, Public, Charter, Home-School
 - Asian Americans

Finance/Budget:

- The Finance Team is pleased to report that just days before the Inauguration, both the Appropriation granted by the Presidential Transition Act, and our 501(c)(4) organization – Trump for America, Inc. – are poised to complete their missions below budget.
- **Between November 9, 2016 and January 16, 2017, Trump for America, Inc. deposited \$5.4MM into its coffers and spent \$4.2MM, leaving it with a surplus of \$1.2MM.**
- Current Total Revenue, Combined PTA Appropriation and TFA, Inc. **\$11.4MM**
- Current Total Expenses, Combined PTA Appropriation and TFA, Inc. **\$7.8MM**
- Net available funds: **\$3.6MM**
- This means that the Transition is currently in a position to leave a significant part of the PTA Appropriation on the table for the American taxpayer—perhaps as much as \$1.2MM, or 20% of the PTA Appropriation of \$6MM.
- So even before the President-elect takes office, he is demonstrating an ability to reduce government spending.

Transition Trackers/Firsts:

- **77 Total Foreign Leader Calls made by PE/VPE combined**
- **21 of 21 Cabinet appointments made prior to the Inaugural**
- **~ 87,000 applications to serve**
- **370 interviews for high-impact positions**
- **321 landing team members sent into 39 agencies**
- **536 beachhead team members appointed as of Day One**
- **46 Mock hearings – 5,670 questions asked, 92 hours, 414 mock “senators” participated**
- **373 Senate office visits by Cabinet designees**
- **Thousands of QFR responses, including 1,151 for State Secretary designee Tillerson**
- **220,000 Americans shared their ideas/comments for how to make America great again**
- **~ 110 policy team participants and ~ 90 substantive experts**
- **More than 1,200 pages of policy papers produced**
- **25,000 pieces of mail processed – with 7,000 responses sent**

- **28 ONE Listening Sessions in 22 business days - 1,200 organizations engaged representing 25 million Americans**
- **Returning as much as 20% of taxpayer money used for Transition (\$1.2M) back to the Treasury**
- **First utilization of Media Sherpa and War Room operation to support nominees**
- **First transition to occur in institutionalized GSA facility where all future transitions will take place**
- **First incoming Administration dealing with Senate confirmation since Senate Rule change requiring only a majority of votes to confirm**
- **First online application database through GreatAgain.gov to capture and then be rolled into the White House PPO to become the PPO database**

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