

The Insider's Guide to Forming the Next Administration

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THE ADMINISTRATION PROJECT

About This Report

On November 7th, Delve will launch **The Administration Project (TAP)**, our new research-on-demand service that will provide subscribers with an information advantage on the transition into the next presidential administration.

As a sneak peak of what is on TAP, ***The Insider's Guide to Forming the Next Administration*** provides an overview of key developments in the road to the presidential transition so far. We hope this report helps you start preparing for November 9th and beyond.



About Delve

Delve is a competitive intelligence and issue management firm that believes what you don't know *can* hurt you. We are experts at finding information, analyzing it, and turning it into breakthrough insights for our clients.

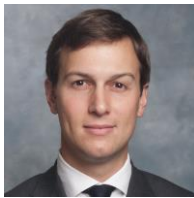
Our clients rely on us to help them achieve an information advantage on the issues and entities they face in the political, policy, and business environments. They know being deeply informed is crucial to their success.

We have the best trained talent and use the most sophisticated technology tools to ensure we don't miss a thing. Our reports are actionable and user-friendly, ensuring you'll know how to leverage the information advantage to achieve your objectives.

TRUMP TRANSITION TEAM LEADERSHIP



The Trump Transition Team Leadership:



Jared Kushner, *Transition Adviser*

CEO of Kushner Companies, a real estate organization based in New York City, Chairman and Publisher of Observer Media, and Donald Trump's son-in-law.



Chris Christie, *Transition Chair*

Current Governor of New Jersey, former candidate for the 2016 Republican presidential nomination, former Chair of the Republican Governors Association, and former U.S. Attorney for the District of New Jersey.



Rich Bagger, *Executive Director*

Former New Jersey state lawmaker, former Chief of Staff to Governor Chris Christie, pharmaceutical lobbyist, current Senior Vice President at Celgene Corporation, and former Senior Vice President with Pfizer.



William Hagerty, *Director of Presidential Appointments*

Former Director of Presidential Appointments on the 2012 Romney-Ryan Transition Team, former domestic policy advisor to President George H.W. Bush, former Tennessee Economic & Community Development Commissioner, and founder and Managing Director of Hagerty Peterson & Company.



William Palatucci, *Transition Team Counsel*

One of New Jersey's best-connected Republican operatives, he led the reelection campaigns of President Ronald Reagan and President George H.W. Bush, served as senior advisor to Governor George W. Bush's Presidential campaign in 2000, and currently serves as Special Counsel at Gibbons P.C.



Rick Dearborn, *Transition Team Leader*

Current Chief of Staff to Senator Jeff Sessions (R-AL) and former Assistant Secretary of Energy for Congressional and Intergovernmental Affairs,

TRUMP TRANSITION TEAM PLAYERS

Agriculture

Bruce Rastetter, Iowa agribusiness mogul who has made his fortune in the pork, ethanol, and farm real estate industries, and **Chuck Conner**, president of the National Council of Farmer Cooperatives, have both been floated as potential nominees for Secretary of Agriculture in a Trump administration. Given Rastetter's background, look for him to push for policies friendly to the biofuels industry. Conner's resume is more traditional, including stints in George W. Bush's administration as Deputy Secretary of Agriculture and on the National Economic Council focusing on agriculture trade and food assistance; but Rastetter's strong ties to Trump transition chairman Chris Christie could potentially give him the leg up in securing the job.

Energy

Ado Machida, a top domestic policy aide to Vice President Dick Cheney and former lobbyist, joins the Trump transition team. On energy, Machida is listed as a transition adviser on energy issues. While serving as deputy assistant to Vice President Cheney, Machida also served as Director of the Office of Domestic Policy where he dealt with a variety of policy areas including energy.

Myron Ebell, director of the Center for Energy and Environment at the conservative Competitive Enterprise Institute will lead Trump's Environmental Protection Agency transition team. Ebell is one of the nation's best known climate skeptics, suggesting a Trump EPA would craft policies with a skepticism towards climate change concerns.

Mike McKenna, energy lobbyist with known ties to industry-backed American Energy Alliance and the Institute for Energy Research will lead the Trump transition team's efforts relating to the Department of Energy. Given his strong ties to the energy industry, including stints lobbying for Southern Company, Dow Chemical Company, and Koch Industries, it can be expected he will bring long-standing industry concerns of over-regulation of the sector to the discussion.

Harold Hamm, Oklahoma oilman and CEO of Continental Resources, has been mentioned as a potential Secretary of Energy in a Trump administration. Hamm has served as an important adviser to Trump on energy issues throughout the campaign, though some have suggested the successful businessman would not be interested in the job. Hamm's key policy influences would likely center around his bid to repeal crude export restrictions, which he has devoted considerable time and resources to in the past.

David Bernhardt, natural resources lobbyist at Brownstein Hyatt Farber Schreck and former Interior Department official during George W. Bush's administration, will [lead](#) the Trump transition effort regarding the Interior Department. While at Interior during the Bush administration, Bernhardt served as deputy chief of staff and director of congressional and legislative affairs before being confirmed as Solicitor of the Department. During his time in the administration, he worked on a variety of efforts [including](#) development of multiple land use plans, expanded offshore energy leasing programs, as well as enhancing NEPA compliance practices and wildlife conservation efforts.

Forrest Lucas, co-founder of oil products company Lucas Oil, has allegedly been [placed](#) on Trump's short list for Interior Secretary. An Interior Department led by Lucas would be unquestionably more friendly to oil and gas interests, working with them to expand production. Lucas' appointment would be unique by being the first time an oil executive has held the job and breaking from the long-standing tradition that the job be filled by a citizen of a Western state. (It should also be mentioned that **Donald Trump Jr.** has [expressed](#) interest in the Interior Secretary job as well.)

Foreign Policy/National Security

Mike Rogers, former chairman of the House Intelligence Committee, [joins](#) Trump transition team. Rogers is a former FBI agent who has been a strong [proponent](#) of the National Security Administration's surveillance programs and spent much of his time on Capitol Hill [pushing](#) for a greater focus on cyber security issues.

Matthew Freedman, former State Department employee and protégé of former Trump campaign chairman Paul Manafort is [rumored](#) to join Trump transition team. Freedman was expected to play an important role in crafting the Trump transition team's foreign policy, but since Manafort's exit it remains unclear how involved he is.

Richard Burt, lobbyist and former Reagan administration official, [reportedly](#) helped Donald Trump craft a key foreign policy speech allegedly giving the candidate's diplomatic approach a more realist, less interventionist track. Burt previously served as a State Department official and U.S. Ambassador to Germany, but more recently he has lobbied on behalf of a Russian oil and gas pipeline, which has led to some concerns over conflicts of interest.

Health Care

Jamie Burke, former George H.W. Bush liaison to health and human services, [joins](#) Trump transition team. Burke previously served on Mitt Romney's transition team and some have suggested his presence represents a nod to establishment Republicans.

Ado Machida has also been [charged](#) with crafting a policy roadmap to repealing Obamacare.

Telecommunications

Jeffrey Eisenach, former Federal Trade Commission and Office of Management and Budget official during the Reagan administration, [joins](#) the Trump transition effort on telecommunications issues. Eisenach previously founded the now defunct Progress and Freedom Foundation, which was devoted to telecommunications deregulation. Based on his aggressive [opposition](#) of FCC net neutrality laws it should be important in understanding what a Trump administration's views on telecommunications policy will be.

Trade

Ado Machida has also been [charged](#) with tackling issues of trade policy. As a lobbyist at Akin Gump Strauss Hauer & Feld, Machida lobbied on tax, trade, and appropriations issues for companies such as American Airlines, Time Warner, Walgreens, AT&T, and Lucent Technologies. He also currently serves as President of the International Stability Operation Association, which is an international trade association representing the interests of the private military and disaster relief industries.

CLINTON TRANSITION TEAM LEADERSHIP



The Clinton-Kaine Transition Project Leadership:



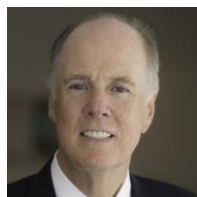
John Podesta, *President of the Clinton-Kaine Transition Project*

Chairman of the 2016 Hillary Clinton presidential campaign, former co-chair of President Obama's transition team, former White House Chief of Staff to President Bill Clinton, former Counselor to President Barack Obama, and former Chair and current board member of the Center for American Progress.



Ken Salazar, *Chair of the Clinton-Kaine Transition Project*

Former Secretary of the Interior under President Obama (2009-2013), former U.S. Senator from Colorado (2005-2009), and current partner at WilmerHale, an international law firm.



Tom Donilon, *Co-Chair of the Clinton-Kaine Transition Project*

Former Obama administration National Security Adviser (2010-2013), former Chief of Staff at the Department of State under the Clinton Administration, and served in a leadership capacity in the State Department and National Security Council transition of 2008.



Jennifer Granholm, *Co-Chair of the Clinton-Kaine Transition Project*

Former Michigan Governor (2003-2011), former Michigan Attorney General (1999-2003), former advisor to Pew Charitable Trusts' Clean energy Program, and current Senior Research Fellow with the Berkeley Energy and Climate Institute.



Neera Tanden, *Co-Chair of the Clinton-Kaine Transition Project*

President of the Center for American Progress, former senior adviser for health reform at the Department of Health and Human Services, former policy director for the 2008 Hillary Clinton presidential campaign, and former director of domestic policy for the Obama-Biden campaign during the general election.



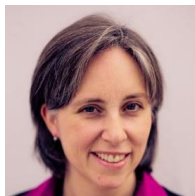
Maggie Williams, *Co-Chair of the Clinton-Kaine Transition Project*

Director of the Institute of Politics at the Kennedy School of Government at Harvard University, former Communications Director for the Children’s Defense Fund, former Assistant to the President and Chief of Staff to First Lady Hillary Clinton, and former transition director for First Lady Hillary Clinton in 1992.



Ed Meier, *Co-Executive Director of the Clinton-Kaine Transition Project*

Former Director of Policy Outreach at Hillary for America and former Senior Advisor to Deputy Secretary of State during Clinton’s tenure at the State Department.



Ann O’Leary, *Co-Executive Director of the Clinton-Kaine Transition Project*

Former Senior Policy Adviser at Hillary for America, handling issues on college affordability, health care, and family economic security.



Heather Boushey, *Chief Economist of the Clinton-Kaine Transition Project*

Executive Director and Chief Economist at the Washington Center for Equitable Growth, Senior Fellow at the Center for America Progress, former economist for the Joint Economic Committee of the U.S. Congress, the Center for Economic Policy and Research, and the Economic Policy Institute.



Minyon Moore, *Secretary of the Clinton-Kaine Transition Project*

Long-time Hillary Clinton senior adviser, former Assistant to the President and Director of White House Political Affairs under President Bill Clinton, and former CEO of the Democratic National Committee (DNC).

CLINTON TRANSITION TEAM PLAYERS

Agriculture

Steve Beshear, former Democratic governor of Kentucky, and **Karen Ross**, secretary of the California Department of Food and Agriculture have been [described](#) as among the top people being considered to head the Department of Agriculture in a Hillary Clinton administration. As a former governor, Beshear carries more political heft, but Ross' background of serving as current Secretary of Agriculture Tom Vilsack's Chief of Staff and as president of the California Association of Winegrape Growers (CAWG) gives her greater institutional knowledge of the department and its policies.

Education

Rohit Chopra, former student-loan ombudsman at the Consumer Financial Protection Bureau (CFPB) and a close ally of Sen. Elizabeth Warren, [joins](#) Clinton transition team. Chopra's ties to Elizabeth Warren and her role at the CFPB would suggest she will be a vocal proponent of more progressive policies and could serve as Warren's voice in the room where a Clinton administration's policy agenda is being set.

Outreach

Stephanie Valencia Ramirez, a former Obama staffer having worked on the 2008 Campaign, 2008 transition team, the Obama Administration, and member of the Latino Victory national committee, and **John Jones**, former Chief of Staff to Rep. Emanuel Clever II, have both been [hired](#) to coordinate strategic outreach on the Hill and with constituency groups as transition hires are made. Both individuals have indicated a vested interest in increasing minority hiring at all levels of the Clinton Administration and are likely to advocate for any minority candidates approached for Senior positions.

Telecommunications

Susan Ness, a top Clinton fundraiser and former FCC commissioner under President Bill Clinton, **Karen Kornbluh**, an executive at the audience measurement firm Nielsen with deep Democratic ties, and **Phil Verveer**, a longtime Clinton ally and FCC official, have all been [listed](#) as potential candidates to lead the FCC during a Hillary Clinton presidency. (10/18) Each of these picks would represent a fairly predictable pick from Clinton's sizeable roster of longtime political allies and entrenched telecoms policy officials.

HERE'S A GLANCE AT WHAT'S ALREADY HAPPENED

Trump Transition Team Meets With Energy Elites

Trump transition team meeting with energy elites including: **Rebecca Rosen**, a former energy adviser to Mitt Romney's presidential campaign who now lobbies for oil and gas producer Devon Energy; **Frederick Eames** and **Joe Stanko** of Hunton & Williams, whose lobbying clients include Southern Company; and American Coalition for Clean Coal Electricity President **Mike Duncan**, a former Republican National Committee chairman. ([9/9/16](#))

Senator Bob Corker Rumored For Trump Cabinet Position

U.S. Sen. **Bob Corker** (R-TN) was at one point rumored to be seeking an appointment as either Treasury Secretary Of Secretary Of State under a potential Trump presidency, ([8/3/16](#)) but also publically announced his refusal to serve as Trump's VP if asked. ([7/6/16](#)) Since the summer Sen. Corker has remained quiet about potentially joining a Trump administration, and it is unclear whether he would still be interested should the Republican nominee get to the White House.

Progressives Offer Suggestions to Clinton

Progressive Democratic leaders including Senator Elizabeth Warren and representatives from the Progressive Chance Campaign Committee, Consumers Union, MoveOn.org, the AFL-CIO, and the American Federation of Teachers, have prepared suggestions for key personnel to be considered by her transition team. These names include former Commodity Futures Trading Commission chair **Gary Gensler**, current deputy Treasury Secretary **Sarah Bloom Raskin**, and current Labor Secretary **Tom Perez**. ([9/21/16](#))

Clinton Team Moving Slowing

Hillary Clinton's transition team has gotten off to a slow start with not much growth beyond their initial announcement of senior leadership. The bare bones team of about 20 staffers, including part-timers, has had little to do since much of Clinton's policy agenda has been shaped over years of planning. Clinton has decided to focus on closing out the campaign leaving much of the heavy-lifting of transition until after Election Day. ([9/29/16](#))

Trump Transition Team Met With Tech Leaders

Trump transition team met with tech leaders at closed-door meeting on Oct. 6 in Washington, DC. Attendees include major trade groups like the **Information Technology Industry Council** and the **Internet Association**, which together represent companies like Apple, Facebook, Google, and Microsoft, according to two sources familiar with the session. ([10/6/16](#))

Conservatives Looking to Influence Trump

With Chris Christie’s prominent role within the Trump transition effort, conservative leaders are reportedly very nervous about the more moderate northeastern governor’s influence over Trump’s policies and appointments. The conservatives say they are more comfortable with Christie’s leadership when he is surrounded by fellow Trump transition advisers from The Heritage Foundation, such as **Becky Norton Dunlop** and **Ed Feulner**. Conservatives have had an increasing influence in the Trump transition camp, with right-wing thought leaders including former Reagan attorney general **Ed Meese**, conservative economist **Paul Winfree**, former George W. Bush Office of Personnel Management Director **Kay Coles James**, and former Ohio Secretary of State and Family Research Council senior fellow **Ken Blackwell**. [\(10/6/16\)](#)

Trump Will Not Release Tech Policy Plan

The Trump transition team stated they do not plan on crafting or releasing a tech policy platform. This announcement came as the team was meeting with industry leaders, while the campaign explained their decision to focus on building “landing teams” to study each federal agency and choose its leadership. [\(10/10/16\)](#)

Clinton Builds Out Team

Hillary Clinton’s transition team announced several new top officials, tapping current Obama administration senior Transportation Department official **Carlos Monje**, 2008 and 2016 Democratic National Convention Committee CEO **Rev. Leah Daughtry**, former White House Hispanic outreach aide **Stephanie Valencia Ramirez**, and Rep. Emanuel Cleaver II (D-MO) Chief of Staff **John Jones**. These staffers are tasked with various duties ranging from minority outreach to federal agency review. [\(10/12/16\)](#)

Trump Looks to CEOs For Staffing Government

Trump transition insiders have revealed that the real estate tycoon’s potential administration would look to top CEOs and private-sector executives to fill key government roles more than tradition Washington policy wonks and political players. One Republican business executive close to the Trump campaign has said the candidate wants, “a more business-friendly and business experience-heavy Cabinet, not just a token business person.” Trump has apparently spoken to a bevy of executives regarding policy advice including **J. Larry Nichols**, the chairman emeritus of Devon Energy Corporation, coal executive **Joe Craft**, Excel Services Corp CEO **Donald Hoffman**, and **Wilbur Ross**, head of investment company WL Ross & Co. [\(10/13/16\)](#)

TRANSITION TIMELINE



THURSDAY, JULY 21, 2016:
Donald Trump Accepts the Republican Nomination for President



THURSDAY, JULY 28, 2016:
Hillary Clinton Accepts the Democratic Nomination for President

PRE-ELECTION PLANNING PHASE:

Following major party nominating conventions, The Pre-Election Presidential Transition Act of (2010) makes office space and equipment, information technology, and staff assistance available to presidential candidates. Key activities undertaken during this pre-election planning phase include:

- Setting goals for the transition
- Organizing key transition team staff
- Allocating responsibilities and resources among the team
- Developing a management plan to guide the team through the entire transition process
- Establish relationships with Congress, the outgoing administration, GSA, the Office of Government Ethics, the FBI, and the Office of Personnel Management (OPM) to encourage information sharing and to begin the security clearance process for select personnel



TUESDAY, NOVEMBER 8, 2016: Election Day

POST-ELECTION TRANSITION PHASE:

The actual transition takes place in the 74-day window between the election and the inauguration. During the transition phase, the transition team must:

- Incorporate campaign staff and additional personnel into daily operations
- Prepare to take over the functions of government
- Staff the office of the president-elect
- Deploy agency review teams
- Building out the president-elect's management and policy agendas and schedule
- Identifying the key talent necessary to execute the new president's priorities



FRIDAY, JANUARY 20, 2017: Inauguration Day

POST-INAUGURATION HANDOVER PHASE:

After the inauguration, the new administration has approximately 100 days to achieve short-term wins and build the momentum to push for their policy initiatives. During the first 100 days, the transition team must:

- Identify and vet the right staff and appointees based on the president's top priorities
- Fill roughly 4,000 political appointments, including about 1,000 that require Senate confirmation
- Officially close down the transition operation
- Preserve important records to aid future transition teams



Saturday, April 1, 2017: End of First 100 Days

*Information based on: *Presidential Transition Guide*. Partnership for Public Service Center for Presidential Transitions. April 2016.

READY TO DELVE IN?

Looking for more information on the next administration or the changing public affairs landscape? [Contact us](#). Our competitive intelligence services can provide you with comprehensive analysis and actionable insights into the transition process and [more](#).