

**From:** [Bradfield, Mary A.](#)  
**To:** [john.k.mashburn@who.eop.gov](mailto:john.k.mashburn@who.eop.gov)  
**Subject:** RE: Updated Contact Information  
**Date:** Monday, January 23, 2017 2:41:00 PM

---

**Full Name:** Mary Anne Bradfield  
**Department/Agency:** SBA  
**Official Email:** [mary.bradfield@sba.gov](mailto:mary.bradfield@sba.gov)  
**Official Phone:** 202-499-0293

---

**From:** [REDACTED]  
**Sent:** Monday, January 23, 2017 2:23 PM  
**To:** Bradfield, Mary A.  
**Subject:** Fwd: Updated Contact Information

Sent from my iPhone

Begin forwarded message:

**From:** "Spero, Casin D. EOP/WHO" <[Casin.D.Spero@who.eop.gov](mailto:Casin.D.Spero@who.eop.gov)>  
**Date:** January 23, 2017 at 2:05:00 PM EST  
**Cc:** "Spero, Casin D. EOP/WHO" <[Casin.D.Spero@who.eop.gov](mailto:Casin.D.Spero@who.eop.gov)>  
**Subject:** Updated Contact Information

Good Afternoon,

I hope you are having a great day and that your transition experience continues to run smoothly. In order to keep things moving along here in PPO, we are asking that you confirm/update some information.

**Full Name:**  
**Department/Agency:**  
**Official Email:**  
**Official Phone:**

If you have any questions, please feel free contact me via email [REDACTED] or by phone [REDACTED].

Thank you,

Casin Spero  
PPO

**From:** Bradfield, Mary A.  
**To:** [john.k.mashburn](#); [Parker, Matthew M.](#)  
**Subject:** SBA Disaster Assistance and Georgia  
**Date:** Tuesday, January 24, 2017 12:12:08 PM

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Do you and Justin have a moment to discuss situational report and WH guidance

Sent from my iPhone

**From:** [Bradfield, Mary A.](#)  
**To:** [john.k.mashburn@who.eop.gov](mailto:john.k.mashburn@who.eop.gov)  
**Subject:** FW: Office of Disaster Assistance - Preliminary Damage Assessment - Georgia  
**Date:** Tuesday, January 24, 2017 2:30:00 PM

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FYI

-----Original Message-----

From: Rivera, James E.  
Sent: Tuesday, January 24, 2017 1:00 PM  
To: Bradfield, Mary A.; Parker, Matthew M.  
Subject: FW: Office of Disaster Assistance - Preliminary Damage Assessment - Georgia

Looping you in...

-----Original Message-----

From: Escobar, Alan E.  
Sent: Tuesday, January 24, 2017 11:57 AM  
To: Chastang, Carol; Cornelius Jr., Eugene; Edwards, Jerome; Gribben, Timothy E.; Mueller, Andrea J.; Nell, Christine B.; Ledford, Michael S.; Levine, Nina D.; Lopez-Suarez, Lisa; Mitravich, Michael R.; Pitts, Cynthia G.; Rivera, James E.; Dial, Patrick L.; Larsen, Bartie J.; Avery, Craig L.; Wall, Eric N.; Warstler, Sandra K.; Yeager, Michael A.; Rosario, Alfred; Contreras, Alejandro C.; Fenner, Jodie A.; Yang, Samuel S.; Escobar, Alan E.  
Cc: Denison, Terri L.  
Subject: Office of Disaster Assistance - Preliminary Damage Assessment - Georgia

SBA's Field Operations Center East (FOC-East), with assistance from the Damage Verification Center (DVC), will join FEMA, State and local officials for a Preliminary Damage Assessment in Georgia beginning tomorrow, Wednesday, January 25. The counties to be surveyed are Cook, Crisp, Dougherty, Turner and Wilcox with the possibility of more counties being added. The damage was caused by severe storms and tornadoes beginning on January 22.

**From:** [Bradfield, Mary A.](#)  
**To:** [john.k.mashburn@who.eop.gov](mailto:john.k.mashburn@who.eop.gov)  
**Subject:** FW: Office of Disaster Assistance - Preliminary Damage Assessment - Mississippi  
**Date:** Tuesday, January 24, 2017 2:31:00 PM

---

FYI

-----Original Message-----

**From:** Rivera, James E.  
**Sent:** Tuesday, January 24, 2017 1:10 PM  
**To:** Parker, Matthew M.; Bradfield, Mary A.  
**Subject:** FW: Office of Disaster Assistance - Preliminary Damage Assessment - Mississippi

FYI...

I cut and paste the two disaster declarations but we will add you to the early warning list.

Thanks, JR.

-----Original Message-----

**From:** Escobar, Alan E.  
**Sent:** Monday, January 23, 2017 2:43 PM  
**To:** Chastang, Carol; Cornelius Jr., Eugene; Edwards, Jerome; Gribben, Timothy E.; Mueller, Andrea J.; Nell, Christine B.; Ledford, Michael S.; Levine, Nina D.; Lopez-Suarez, Lisa; Mitrovich, Michael R.; Pitts, Cynthia G.; Rivera, James E.; Dial, Patrick L.; Larsen, Bartie J.; Avery, Craig L.; Wall, Eric N.; Warstler, Sandra K.; Yeager, Michael A.; Rosario, Alfred; Contreras, Alejandro C.; Fenner, Jodie A.; Yang, Samuel S.; Escobar, Alan E.  
**Cc:** Stewart, Janita R.  
**Subject:** Office of Disaster Assistance - Preliminary Damage Assessment - Mississippi

SBA's Field Operations Center East (FOC-East), with assistance from the Damage Verification Center (DVC), will join FEMA, State and local officials for a Preliminary Damage Assessment in Mississippi beginning tomorrow, Tuesday, January 24. The counties to be surveyed are Forrest, Lamar, Lauderdale and Perry with the possibility of more counties being added. The damage was caused by severe storms and tornadoes beginning on January 21.



**From:** Uli, Gabriella M. EOP/WHO  
**To:** [Bradfield, Mary A.](#); [Mashburn, John K. EOP/WHO](#)  
**Subject:** RE: Request for Small Business Committee Invitations to future SBA Administrator swearing in  
**Date:** Tuesday, January 24, 2017 6:04:56 PM

---

Hi Mary Elizabeth,  
Go ahead and shoot Mashburn a call anytime tonight.

Personal: [REDACTED] Ex. 6  
Work: [REDACTED]

Thanks!

-----Original Message-----

From: Bradfield, Mary A. [<mailto:Mary.Bradfield@sba.gov>]  
Sent: Tuesday, January 24, 2017 5:49 PM  
To: Mashburn, John K. EOP/WHO <[John.K.Mashburn@who.eop.gov](mailto:John.K.Mashburn@who.eop.gov)>  
Cc: Uli, Gabriella M. EOP/WHO <[Gabriella.M.Uli@who.eop.gov](mailto:Gabriella.M.Uli@who.eop.gov)>  
Subject: Request for Small Business Committee Invitations to future SBA Administrator swearing in

John,

The Senate Small Business Committee mentioned that they would like to attend Ms. McMahon's swearing in if/when confirmed. How would I go about making sure that happens? They anticipate voting on Friday if we can turn the QFRs around quickly.

Thanks. Mary Anne Bradfield

**From:** Bradfield, Mary A.  
**To:** Mashburn, John K. EOP/WHO  
**Subject:** FW Update re: SBA Disaster Assistance Progress - MS JIC News Release: Four Mississippi Counties Declared Federal Disaster Areas  
**Date:** Wednesday, January 25, 2017 3:14:00 PM  
**Attachments:** image001.png  
image002.png  
image003.png  
image004.png  
image005.png  
Federal Disaster Declaration 1.25.17.pdf

---

FYSA.

**From:** Rivera, James E.  
**Sent:** Wednesday, January 25, 2017 3:12 PM  
**To:** Parker, Matthew M.  
**Cc:** Bradfield, Mary A.  
**Subject:** FW: MS JIC News Release: Four Mississippi Counties Declared Federal Disaster Areas

[REDACTED]

Ex. 5

Thanks, JR.

**From:** Skaggs, Timothy R.F.  
**Sent:** Wednesday, January 25, 2017 2:44 PM  
**To:** Rivera, James E.; Monchek, Rafaela  
**Cc:** Ballew, Brenda K.; Fleming, Kern R.; Billingslea, Grady L.; Strong, Jerome W.; Lampton, Michael L.; Ihenacho, Mark C.; Meck, Karen E.; Saunders, Robin T.  
**Subject:** FW: MS JIC News Release: Four Mississippi Counties Declared Federal Disaster Areas

Mississippi Declared for 4 counties.

Thanks.

Frank Skaggs  
Director  
US Small Business Administration  
Office of Disaster Assistance  
Field Operations Center East  
(404) 331-0333 ext 2174

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**From:** memainfo [<mailto:memainfo@mema.ms.gov>]  
**Sent:** Wednesday, January 25, 2017 2:37 PM  
**Subject:** MS JIC News Release: Four Mississippi Counties Declared Federal Disaster Areas



# State Emergency Operations Center

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## Joint Information Center

CONTACT: (866) 920-MEMA (6362)

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FOR IMMEDIATE RELEASE

Jan 25, 2017

Media Contact:

Greg Flynn, (769) 798-8065, [gflynn@mema.ms.gov](mailto:gflynn@mema.ms.gov) OR

Ray Coleman, (601)780-0342, [rcoleman@mema.ms.gov](mailto:rcoleman@mema.ms.gov)

### **Four Mississippi Counties Declared Federal Disaster Areas**

**JACKSON** – Gov. Phil Bryant announced that President Donald Trump declared **Forrest, Lamar, Lauderdale and Perry counties** federal disaster areas this afternoon from severe storms and tornadoes that hit Mississippi Jan. 21.

“I would like to thank President Trump’s administration for its exceptionally quick response to our Mississippians in need,” Gov. Bryant said. “With more than 500 homes either destroyed or having sustained major damage, this federal assistance is critical to help these counties recover. Our hearts and prayers continue to be with the four people killed, those injured and everyone who is faced with the task of rebuilding.”

Approved in this disaster declaration are:

- Individual Assistance- Grants to individuals and households.
- Hazard Mitigation Grant Program (Statewide).

Joint Preliminary Damage Assessment Teams made up of MEMA, FEMA, U.S. Small Business Administration and local officials are surveying additional damages to be considered for additional federal disaster assistance.

Anyone with damages in these counties may apply by going to [www.disasterassistance.gov](http://www.disasterassistance.gov) or by calling **1-800-621-FEMA (3362)**. The speech or hearing impaired may call (TTY) **1-800-462-7585**.

Information about Disaster Recovery Centers opening in the declared counties will be released as soon as it becomes available but please do not wait to register for assistance either online or by phone.

###

FOR IMMEDIATE RELEASE

Jan 25, 2017

Media Contact:

Greg Flynn, (769) 798-8065, [gflynn@mema.ms.gov](mailto:gflynn@mema.ms.gov) OR

Ray Coleman, (601)780-0342, [rcoleman@mema.ms.gov](mailto:rcoleman@mema.ms.gov)

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###

**Greg Flynn**

MEMA External Affairs Director

[gflynn@mema.ms.gov](mailto:gflynn@mema.ms.gov)

Office: 601-933-6652

Cell: 769-798-8065



*Click Logos Below to Stay Connected with Us:*



*“Preparing for Tomorrow’s Disasters Today”*

**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Subject:** updates on SBA QFRs?  
**Date:** Thursday, January 26, 2017 7:23:00 PM

---

**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#); [Gabiella Uli \(Gabiella.M.Uli@who.eop.gov\)](mailto:Gabiella.M.Uli@who.eop.gov)  
**Subject:** what time is the SBA Conference call today/ongoing?  
**Date:** Monday, January 30, 2017 10:11:00 AM

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Thanks. MAB

**From:** Uli, Gabriella M. EOP/WHO  
**To:** [Bradfield, Mary A.](#); [Mashburn, John K. EOP/WHO](#)  
**Subject:** RE: what time is the SBA Conference call today/ongoing?  
**Date:** Monday, January 30, 2017 10:44:05 AM

---

Hi Mary Anne,

Given that we are on time, the group for SBA is scheduled for 12:55 – 1:15 PM. Let me know if you have any questions.

Thanks!

---

**From:** Bradfield, Mary A. [mailto:Mary.Bradfield@sba.gov]  
**Sent:** Monday, January 30, 2017 10:12 AM  
**To:** Mashburn, John K. EOP/WHO <John.K.Mashburn@who.eop.gov>; Uli, Gabriella M. EOP/WHO <Gabriella.M.Uli@who.eop.gov>  
**Subject:** what time is the SBA Conference call today/ongoing?

Thanks. MAB



**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#); [rick.dearborn@who.eop.gov](mailto:rick.dearborn@who.eop.gov)  
**Cc:** [Parker, Matthew M.](#)  
**Subject:** FW: EO on regulations  
**Date:** Monday, January 30, 2017 10:47:00 AM

---

Did I miss a notice on this somehow? Please advise ASAP. Thanks! MAB

---

**From:** West, Meredith (SBC) [mailto:[Meredith\\_West@sbc.senate.gov](mailto:Meredith_West@sbc.senate.gov)]  
**Sent:** Monday, January 30, 2017 10:29 AM  
**To:** Bradfield, Mary A.  
**Cc:** Holderness, Skiffington (SBC)  
**Subject:** EO on regulations

Hi Mary Ann,

Can you please get us a copy of the EO the President just signed?

Thanks,  
Meredith

Meredith Davis West  
Deputy Staff Director  
Chairman Jim Risch  
U.S. Senate Committee on Small Business & Entrepreneurship

**From:** Mashburn, John K. EOP/WHO  
**To:** [Bradfield, Mary A.](#)  
**Subject:** RE: what time is the SBA Conference call today/ongoing?  
**Date:** Monday, January 30, 2017 11:35:07 AM

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Mary – call me about the WH Conference. [REDACTED]

Ex. 6

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**From:** Uli, Gabriella M. EOP/WHO  
**Sent:** Monday, January 30, 2017 10:27 AM  
**To:** Bradfield, Mary A. <Mary.Bradfield@sba.gov>; Mashburn, John K. EOP/WHO <John.K.Mashburn@who.eop.gov>  
**Subject:** RE: what time is the SBA Conference call today/ongoing?

Hi Mary Anne,

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**From:** Bradfield, Mary A. [mailto:Mary.Bradfield@sba.gov]  
**Sent:** Monday, January 30, 2017 10:12 AM  
**To:** Mashburn, John K. EOP/WHO <John.K.Mashburn@who.eop.gov>; Uli, Gabriella M. EOP/WHO <Gabriella.M.Uli@who.eop.gov>  
**Subject:** what time is the SBA Conference call today/ongoing?

Thanks. MAB

**From:** Uli, Gabriella M. EOP/WHO  
**Cc:** [Mashburn, John K. EOP/WHO](#)  
**Subject:** Contact Info Required  
**Date:** Monday, January 30, 2017 11:52:23 AM

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Beachhead Teams,

Please send me contact information for the following:

- Communications department (political positions only)
- Chief of Staff if named
- Any additional WH Liaisons
- Your official government phone number and email address if you have not already done so.

Let me know if you have any questions.

Thanks!

Gabriella Uli

WH Cabinet Affairs

Phone: (██████████)

Gabriella.M.Uli@who.eop.gov

Ex. 6

**From:** [Bradfield, Mary A.](#)  
**To:** [Uli, Gabriella M. EOP/WHO](#); [Mashburn, John K. EOP/WHO](#)  
**Subject:** RE: what time is the SBA Conference call today/ongoing?  
**Date:** Monday, January 30, 2017 12:56:00 PM

---

Is there a new dial in and meeting number? It will not let me dial in. Thanks! MAB

---

**From:** Uli, Gabriella M. EOP/WHO [mailto:[Gabriella.M.Uli@who.eop.gov](mailto:Gabriella.M.Uli@who.eop.gov)]  
**Sent:** Monday, January 30, 2017 10:27 AM  
**To:** Bradfield, Mary A.; Mashburn, John K. EOP/WHO  
**Subject:** RE: what time is the SBA Conference call today/ongoing?

Hi Mary Anne,

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**From:** Bradfield, Mary A. [mailto:[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)]  
**Sent:** Monday, January 30, 2017 10:12 AM  
**To:** Mashburn, John K. EOP/WHO <[John.K.Mashburn@who.eop.gov](mailto:John.K.Mashburn@who.eop.gov)>; Uli, Gabriella M. EOP/WHO <[Gabriella.M.Uli@who.eop.gov](mailto:Gabriella.M.Uli@who.eop.gov)>  
**Subject:** what time is the SBA Conference call today/ongoing?

Thanks. MAB

**From:** Uli, Gabriella M. EOP/WHO  
**To:** [Bradfield, Mary A.](#); [Mashburn, John K. EOP/WHO](#)  
**Subject:** RE: what time is the SBA Conference call today/ongoing?  
**Date:** Monday, January 30, 2017 12:59:47 PM

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Same call in info as before.

- Participant Dial-In: [REDACTED] Ex. 5  
- Participant Code: [REDACTED]

Let me know if you're still having trouble dialing in.

---

**From:** Bradfield, Mary A. [mailto:[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)]  
**Sent:** Monday, January 30, 2017 12:56 PM  
**To:** Uli, Gabriella M. EOP/WHO <[Gabriella.M.Uli@who.eop.gov](mailto:Gabriella.M.Uli@who.eop.gov)>; Mashburn, John K. EOP/WHO <[John.K.Mashburn@who.eop.gov](mailto:John.K.Mashburn@who.eop.gov)>  
**Subject:** RE: what time is the SBA Conference call today/ongoing?

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**From:** Uli, Gabriella M. EOP/WHO [mailto:[Gabriella.M.Uli@who.eop.gov](mailto:Gabriella.M.Uli@who.eop.gov)]  
**Sent:** Monday, January 30, 2017 10:27 AM  
**To:** Bradfield, Mary A.; Mashburn, John K. EOP/WHO  
**Subject:** RE: what time is the SBA Conference call today/ongoing?

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Thanks!

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**From:** Bradfield, Mary A. [mailto:[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)]  
**Sent:** Monday, January 30, 2017 10:12 AM  
**To:** Mashburn, John K. EOP/WHO <[John.K.Mashburn@who.eop.gov](mailto:John.K.Mashburn@who.eop.gov)>; Uli, Gabriella M. EOP/WHO <[Gabriella.M.Uli@who.eop.gov](mailto:Gabriella.M.Uli@who.eop.gov)>  
**Subject:** what time is the SBA Conference call today/ongoing?

Thanks. MAB

**From:** Freeland, Jeffrey K. EOP/OMB  
**Cc:** Mashburn, John K. EOP/WHO; Uli, Gabriella M. EOP/WHO; Jason.simmons@opm.gov; Vought, Russell T. EOP/OMB  
**Subject:** Additional Guidance on Hiring Freeze  
**Date:** Tuesday, January 31, 2017 4:08:42 PM  
**Attachments:** [M-17-18 Federal Civilian Hiring Freeze Guidance.pdf](#)  
[M-17-17 Immediate Actions and Initial Guidance for Federal Civilian Hir....pdf](#)

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Beachhead Teams – A number of you have been awaiting further guidance on the hiring freeze. OPM and OMB coordinated in drafting the attached guidance that is being posted to our website within the hour. I also attached the previous memo on the issue.

Please have your careers work with ours to answer any additional questions. Please loop Jason Simmons (OPM Beachhead lead) and I as you see fit.

Hope this helps answers your questions!

Thanks,  
Jeff

JEFF FREELAND  
Senior Advisor  
Office of Management and Budget  
Mobile [REDACTED]

Ex. 6



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

January 25, 2017

M-17-17

MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: MARK SANDY   
ACTING DIRECTOR

SUBJECT: Immediate Actions and Initial Guidance for Federal Civilian Hiring Freeze

On January 23, 2017, the President issued a Memorandum (PM) entitled "Hiring Freeze" directing agencies to implement an across-the-board hiring freeze, with the exception of military personnel in the armed forces. The purpose of this initial guidance is to clarify immediate actions to be taken by Heads of Executive Departments and Agencies to implement the PM while further guidance is being finalized. As stated in the PM, the freeze on the hiring of Federal civilian employees is to be applied to all executive branch departments and agencies regardless of the sources of their operational and programmatic funding, excepting military personnel.

Further guidance from the Office of Management and Budget (OMB) and/or the Office of Personnel Management (OPM) (including further details on exemptions, potential reporting requirements, and other instructions) is forthcoming. Until such time:

- As of noon on January 22, 2017, no existing vacant positions may be filled, and no new positions may be created. Executive departments and agencies should not make any new offers of employment. Department and agency heads may make limited exemptions that they deem necessary to ensure national security or public safety.
- Departments and agencies are permitted to make reallocations to meet the highest priority needs, ensure that essential services are not interrupted, and ensure that national security is not affected.
- An individual who has received a job offer/appointment prior to January 22, 2017, and who has received documentation from the agency that specifies a confirmed start date on or before February 22, 2017, should report to work on that start date.
- If an individual has received a job offer/appointment prior to January 22, 2017, and has received documentation from the agency that specifies a confirmed start date after February 22, 2017, (or does not have a confirmed start date) the Agency head should review the position to determine whether the job offer/appointment should be revoked, or

whether the individual should report for duty on an agreed upon start date. Agency heads should consider merit system principles, essential mission priorities, and current agency resources and funding levels when making determinations about whether or not to revoke appointments.

Inquiries from agencies regarding this initial guidance should be directed to your OMB Resource Management Offices.





U.S. Office of  
Management & Budget

U.S. Office of  
Personnel Management



January 31, 2017

M-17-18

MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: MARK SANDY *Mark Sandy*  
ACTING DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET  
KATHLEEN McGETTIGAN *Kathleen McGettigan*  
ACTING DIRECTOR, OFFICE OF PERSONNEL MANAGEMENT

SUBJECT: Federal Civilian Hiring Freeze Guidance

1. Purpose. 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." This guidance is in addition to the initial implementation guidance issued by the Acting Director of the Office of Management and Budget (OMB) on January 25, 2017. This guidance provides information on the types of exemptions authorized under this hiring freeze as well as instructions on how departments and agencies can request exemptions from the Director of the Office of Personnel Management (OPM) for critical situations where additional exemptions may be warranted.
2. Coverage. This memorandum applies to all Executive departments and agencies regardless of the sources of their operational and programmatic funding and to all types of Federal civilian appointments, regardless of the length of the appointment, except as provided for below or otherwise provided in law. No vacant positions existing at noon on January 22, 2017, may be filled and no new positions may be created, except in limited circumstances. For the purposes of this memorandum, a position is not considered vacant if an individual has been given an offer of employment prior to noon on January 22, 2017, has accepted the position, and has a designated start date on or before February 22, 2017.

Contracting outside the Government to circumvent the intent of the PM shall not be permitted. For example, agencies shall not acquire by contract with a commercial vendor services that are substantially similar to those that would have been provided by a Federal civilian in a vacancy covered by the PM. However, nothing in this memorandum is intended to restrict agencies from continuing, modifying, or entering into service contracts for other purposes, consistent with law, regulation, and any applicable management direction.

The guidance in this memorandum should be implemented consistent with any lawful collective bargaining obligations that may apply.

3. Exemptions. The following exemptions to the Federal civilian hiring freeze are permitted:
- a. Military personnel in the armed forces and all Federal uniformed personnel, including the U.S. Coast Guard, the Commissioned Corps of the U.S. Public Health Service, and the Commissioned Officer Corps of the National Oceanic and Atmospheric Administration.
  - b. Filling of positions under programs where limiting the hiring of personnel would conflict with applicable law.
  - c. Nomination and appointment of officials to positions requiring Presidential appointment, with or without Senate confirmation.
  - d. Appointment of officials to non-career positions in the Senior Executive Service or to Schedule C appointments in the Excepted Service, or the appointment of any other officials who serve at the pleasure of the appointing authority (i.e., “appointed” positions of a political/non-career nature).
  - e. Appointment of seasonal employees and short-term temporary employees necessary to meet traditionally recurring seasonal workloads, provided that the agency informs its OMB Resource Management Office in writing in advance of its hiring plans.
  - f. Hiring by the U.S. Postal Service.
  - g. Federal civilian personnel hires made by the Office of the Director of National Intelligence (ODNI) and the Central Intelligence Agency (CIA).
  - h. Appointments made under the Pathways Internship and Presidential Management Fellows programs (this does not include the Recent Graduates program). Agencies should ensure that such hires understand the provisional nature of these appointments and that conversion is not guaranteed.
  - i. Conversions in the ordinary course to the competitive service of current agency employees serving in positions with conversion authority, such as Veteran’s Recruitment Act (VRA) and Pathways programs.
  - j. Appointments made under 5 C.F.R. § 213.3102(r) (time limited positions in support of fellowship or professional/industry exchange programs) provided that the total number of individuals employed under this authority does not exceed the number of employees onboard (hired under this authority) on January 22, 2017.

- k. Placement of persons with restoration rights accorded by law, such as restoration after absence with injury compensation and restoration after military duty.
- l. Job offers made prior to January 22, 2017, for which the individual has a confirmed start date on or before February 22, 2017. Those individuals should report to work according to their respective designated start dates.
- m. Job offers made prior to January 22, 2017, but for which the individual has a confirmed start date that is later than February 22, 2017 (or does not have a confirmed start date), should be decided on a case-by-case basis and must go through an agency-head review. The agency head should review each position to determine whether the job offer should be revoked, or whether the hiring process should continue. Agency heads should consider essential mission priorities, current agency resources, and funding levels when making determinations about whether or not to revoke job offers.
- n. Internal career ladder promotions.
- o. Reallocations (i.e., noncompetitive reassignments and details) of current Federal civilian employees within an agency to meet the highest priority needs (including preservation of national security and other essential services) are not affected. Details (reimbursable and non-reimbursable) between agencies are also not affected; however, agency leadership should ensure that any reimbursable details between agencies are not being used to circumvent the intent of the hiring freeze.
- p. Term and temporary appointments of existing Federal employees may be extended up to the maximum allowable time limit, consistent with the conditions/requirements of the legal authority originally used to appoint the employee.
- q. A limited number of voluntary transfers of current SES between agencies, as necessary to secure the leadership capacity of agencies, and where needs cannot be met by reallocation of resources within an agency's current workforce; however, filling of such vacancies is subject to OPM approval in accordance with section 4 below.
- r. The head of any agency may exempt any positions that it deems necessary to:
  - i. Meet national security (including foreign relations) responsibilities, or
  - ii. Meet public safety responsibilities (including essential activities to the extent that they protect life and property). Agencies may refer to longstanding guidance, which provides examples of such activities in OMB Memorandum, Agency Operations in the Absence of Appropriations, dated 11/17/1981 [see examples 3(a) to 3(k)].

Agency heads should consult with appropriate personnel, including the agency Chief Human Capital Officer (CHCO) or equivalent and agency counsel when

determining what positions to exempt from the hiring freeze. Agency heads are also required to consult with OPM and the agency's OMB Resource Management Office on their intent to exempt positions using their agency head authority before implementing these exemptions. Note that in the case of an Inspector General's (IG) office, the Inspector General is considered the agency head for the purposes of determining which positions in the IG office are exempt based on the definitions above, as well as for the purposes of the agency-head review of job offers in the IG office that either do not have a start date or have a designated start date beyond February 22, 2017.

4. Exemptions Granted by the Director of OPM. The Director of OPM may grant additional exemptions from the hiring freeze for critical situations. Accordingly, if an agency head assesses that circumstances warrant additional exemptions to the hiring freeze other than those specified above, a request must be made in writing to the Director of OPM and signed by the agency head. The request must:
  - Explain the critical need and how it relates to essential services or critical mission requirements.
  - Explain why reallocation (reassignment/detail) of existing staff within the agency is not possible to meet the needs outlined in the request.
  - Explain the urgency of the need and the consequences of not filling the position within a 3 to 6 month timeline.

Agencies must also notify their respective OMB Resource Management Office of exemption requests to OPM under this provision.

5. Effective Dates. The guidance in this memorandum is effective immediately. Within 90 days of the publication of the PM issued on January 23, 2017, the Director of OMB, in consultation with the Director of OPM, shall recommend a long-term plan to reduce the size of the Federal Government's workforce through attrition. The hiring freeze will expire upon implementation of the OMB plan.
6. Inquiries. Questions from departments and agencies regarding the instructions and guidance in this memorandum should be addressed to agency OMB Resource Management Officers and OPM contacts provided to Chief Human Capital Officers and HR Directors.

**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Subject:** FW: Managing Through a New Administration - FYI  
**Date:** Thursday, February 02, 2017 1:20:00 PM

---

**From:** Government Executive [mailto:hello@e.govexec.com]  
**Sent:** Wednesday, February 01, 2017 11:03 AM  
**To:** Bradfield, Mary A.  
**Subject:** Managing Through a New Administration

Is this email not displaying correctly? [View it in your browser](#)



# A Federal Manager's Guide to the New Administration

## How the new administration will impact the federal workforce

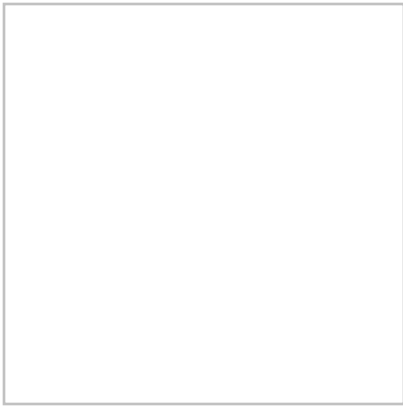
Every presidential transition creates uncertainty along with a certain amount of turmoil, especially when a new political party comes to power. The new Donald J. Trump administration is likely to engender more anxiety than most—even among federal managers who supported the new president, and there are many. Trump has promised to upend business as usual, and there's every indication he will deliver on that promise.

While many of the specifics have yet to be worked out, big changes are on the horizon in personnel (a hiring freeze, for starters), the regulatory process (for every new regulation, two must go), contracting (expect more outsourcing), and even agency missions. [In this eBook](#), the staff at *Government Executive* offer insight into what managers can expect over the next few months and how some of Trump's proposals may play out.

[Download the eBook](#)

---

## Other Items You Might Be Interested In



- [Innovating from the Top](#) | At Nextgov, we partnered with Forrester Research to get its analysts' take on what government technologies will be hot in 2017
- [Removing the Blind Spots from Cloud IT](#) | It's no secret that moving to the cloud is the "new, shiny toy" when it comes to government IT. [Click to read more.](#)

---

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**From:** Uli, Gabriella M. EOP/WHO  
**Cc:** [McGinley, William J. EOP/WHO](#); [McBride, Emily J. EOP/WHO](#); [Mashburn, John K. EOP/WHO](#); [Gunn, Ashley L. EOP/WHO](#)  
**Subject:** Cabinet Affairs Beachhead Leads Meeting 2/4  
**Date:** Thursday, February 02, 2017 2:38:40 PM

---

Good afternoon beachhead leads,

I want to let you know, we will be holding a mandatory meeting on Saturday, February 4th at 3 pm. If you have a time conflict, have your deputy or liaison attend. Please notify me as I will need to clear people through the USSS system.

Plan to arrive at least 20 minutes in advance to go through security and get settled. Meet at the security access point on State and 16th St. and we will escort the group by 2:50 pm. Room location is EEOB 210/212. Do not be late.

Feel free to reach out with any questions you may have.

Thank you.

Gabriella Uli  
WH Cabinet Affairs

Phone: [REDACTED]

Gabriella.M.Uli@who.eop.gov

Ex. 6

**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Subject:** FW: SBA-MI PLUM Baltimore Task Force - Prioritization Survey  
**Date:** Thursday, February 02, 2017 6:29:00 PM

---

As requested. MAB

John,

[REDACTED]

Ex. 5

[REDACTED]

Thanks.  
Mary Anne Bradfield

---

**From:** Jackson Mueller ([jmueller@milkeninstitute.org](mailto:jmueller@milkeninstitute.org)) [<mailto:jmueller@milkeninstitute.org>]  
**Sent:** Thursday, February 02, 2017 3:53 PM  
**To:** Jackson Mueller ([jmueller@milkeninstitute.org](mailto:jmueller@milkeninstitute.org))  
**Cc:** Aron Betru ([abetru@milkeninstitute.org](mailto:abetru@milkeninstitute.org)); Ziyi Huang ([zhuang@milkeninstitute.org](mailto:zhuang@milkeninstitute.org))  
**Subject:** SBA-MI PLUM Baltimore Task Force - Prioritization Survey  
**Importance:** High

**To: SBA-MI PLUM Baltimore Task Force**

Good afternoon everyone.

During our in-person meeting on Tuesday, January 31, we handed out a list of 25 activities and asked participants to rate each activity based on importance on a scale of 1-5 (1: wrong; and 5: Must do). The 25 activities represent the opportunities to enhance lending to minority-owned small businesses that surfaced during the various working group discussions held over the last few months. These activities, depending on their level of priority, will help inform the PLUM initiative as to where it needs to put its resources to best use as we enter Phase II of the PLUM initiative.

**Because certain Task Force members could not make the meeting, we would ask that those who were not present (or who were present but did not fill out the survey) to please fill out the survey.**



**Survey:** [REDACTED]

Your input is vital in determining the activities that the PLUM initiative will coalesce around. **The due date for responses to the survey is COB Monday, February 6.** The survey takes 5-10 minutes.

It was great to connect with folks at the in-person meeting. If you have any questions about the survey or anything else, please let me know.

Regards,  
Jackson

*P.S. For those who attended the PLUM Baltimore Task Force in-person meeting, I have in my possession one contact card case and a hermes scarf. If the above pictures match what you lost, please let me know.*

**Jackson Mueller**

Associate Director, FinTech Program, Center for Financial Markets

**Milken Institute**

+1 (202) 336-8934 | [jmueller@milkeninstitute.org](mailto:jmueller@milkeninstitute.org)

Santa Monica | **Washington** | London | Singapore

@jackson\_mueller

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**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Cc:** [Parker, Matthew M.](#); [Gabiella Uli \(Gabiella.M.Uli@who.eop.gov\)](#)  
**Subject:** SBA - Nothing to report  
**Date:** Tuesday, February 07, 2017 12:54:00 PM

---

John, As discussed earlier today, send this email in the interest of time, SBA has nothing to report today. MAB

Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
[Mary.bradfield@sba.gov](mailto:Mary.bradfield@sba.gov)  
Office: 202-205-6464  
Cell: [REDACTED] Ex. 6

**From:** Uli, Gabriella M. EOP/WHO  
**To:** [Bradfield, Mary A.](#); [Mashburn, John K. EOP/WHO](#)  
**Cc:** [Parker, Matthew M.](#)  
**Subject:** RE: SBA - Nothing to report  
**Date:** Tuesday, February 07, 2017 1:47:30 PM

---

Great – thanks for the written confirmation!

---

**From:** Bradfield, Mary A. [mailto:Mary.Bradfield@sba.gov]  
**Sent:** Tuesday, February 7, 2017 12:55 PM  
**To:** Mashburn, John K. EOP/WHO <John.K.Mashburn@who.eop.gov>  
**Cc:** Parker, Matthew M. <Matthew.Parker@sba.gov>; Uli, Gabriella M. EOP/WHO <Gabriella.M.Uli@who.eop.gov>  
**Subject:** SBA - Nothing to report

John, As discussed earlier today, send this email in the interest of time, SBA has nothing to report today. MAB

Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
Mary.bradfield@sba.gov  
Office: 202-205-6464  
Cell: [REDACTED] Ex. 6

**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#); [John.M.Roscoe@who.eop.gov](mailto:John.M.Roscoe@who.eop.gov)  
**Cc:** [Parker, Matthew M.](#)  
**Subject:** FW: Monday - Possible McMahon confirmation  
**Date:** Thursday, February 09, 2017 7:04:00 PM

---

FYI. Preparing on our end as best we can. Please advise of developments/guidance from your end. Thanks. MAB

-----Original Message-----

**From:** Holderness, Skiffington (SBC) [[mailto:Skiffington\\_Holderness@sbc.senate.gov](mailto:Skiffington_Holderness@sbc.senate.gov)]  
**Sent:** Thursday, February 09, 2017 6:52 PM  
**To:** Miller, Nathan J.; Bradfield, Mary A.  
**Subject:** Monday

It looks like we may have a time agreement for a vote late Monday. Keep your fingers crossed...

Skiffington Holderness

**From:** McBride, Emily J. EOP/WHO  
**To:** [kevin.sweeney@sd.mil](mailto:kevin.sweeney@sd.mil); [josh.venable@ed.gov](mailto:josh.venable@ed.gov); [Leggitt, Lance \(HHS/IOS\)](#); [kirstjen.nielsen@hq.dhs.gov](mailto:kirstjen.nielsen@hq.dhs.gov); [shella.m.greenwood@hud.gov](mailto:shella.m.greenwood@hud.gov); [jody.hunt@usdoj.gov](mailto:jody.hunt@usdoj.gov); [Doyle, Emma K. EOP/OMB](#); [Bradfield, Mary A.](#); [Peterlin, Margaret JA](#); [Britt, Michael \(OST\)](#); [briampm7@ucia.gov](mailto:briampm7@ucia.gov)  
**Cc:** [Mashburn, John K. EOP/WHO](#); [Gunn, Ashley L. EOP/WHO](#); [McGinley, William J. EOP/WHO](#); [Uli, Gabriella M. EOP/WHO](#)  
**Subject:** Chiefs of Staff Meeting next Tuesday  
**Date:** Friday, February 10, 2017 6:17:26 PM

---

Hi everyone,

Cabinet Affairs will be holding our weekly meeting next Tuesday, February 14th, at 10:30 a.m. in the Secretary of War Suite in the Eisenhower Building (same room as last time).

For those of you who are new this week, the Office of Cabinet Affairs holds weekly meetings with Cabinet Chiefs of Staff in order to sync up and share information. Please respond to this email and let me know that you plan to attend. I will let you know if I already have your WAVES information at that time.

Thanks,

Emily J. McBride  
Assistant to the Cabinet Secretary  
Office of Cabinet Affairs  
The White House  
[emily.j.mcbride@who.eop.gov](mailto:emily.j.mcbride@who.eop.gov)

 Ex. 6

**From:** [Bradfield, Mary A.](#)  
**To:** [john. k. mashburn](#); [Justin Clark](#); [Gabriella Uli](#)  
**Cc:** [Parker, Matthew M.](#)  
**Subject:** Fwd: President Trump Approves Major Disaster for Louisiana  
**Date:** Sunday, February 12, 2017 7:57:21 AM

---

For your situational awareness (FYSA)  
Sent from my iPhone

Begin forwarded message:

**From:** "Rivera, James E." <[james.rivera@sba.gov](mailto:james.rivera@sba.gov)>  
**Date:** February 11, 2017 at 9:12:26 PM EST  
**To:** "Bradfield, Mary A." <[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)>, "Jones, Eric R." <[Eric.Jones@sba.gov](mailto:Eric.Jones@sba.gov)>, "Paranzino, Anthony M." <[Anthony.Paranzino@sba.gov](mailto:Anthony.Paranzino@sba.gov)>, "Parker, Matthew M." <[Matthew.Parker@sba.gov](mailto:Matthew.Parker@sba.gov)>, "Monchek, Rafaela" <[Rafaela.Monchek@sba.gov](mailto:Rafaela.Monchek@sba.gov)>, "Lopez-Suarez, Lisa" <[lisa.lopez.suarez@sba.gov](mailto:lisa.lopez.suarez@sba.gov)>, "Pitts, Cynthia G." <[cynthia.pitts@sba.gov](mailto:cynthia.pitts@sba.gov)>  
**Subject:** Fwd: President Trump Approves Major Disaster for Louisiana

Hi Mary Anne,

Just an FYI, in response to Louisiana tornadoes, POTUS declared a Presidential disaster declaration with Individual Assistance. [REDACTED]

Ex. 5

Thanks, JR

Begin forwarded message:

**From:** "FEMA (Federal Emergency Management Agency)" <[fema@service.govdelivery.com](mailto:fema@service.govdelivery.com)>  
**Date:** February 11, 2017 at 7:38:24 PM EST  
**To:** [james.rivera@sba.gov](mailto:james.rivera@sba.gov)  
**Subject:** President Trump Approves Major Disaster for Louisiana  
**Reply-To:** [fema@service.govdelivery.com](mailto:fema@service.govdelivery.com)

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You are subscribed to National News Releases for FEMA (Federal Emergency Management Agency). This information has recently

been updated, and is now available.

## **[President Trump Approves Major Disaster for Louisiana](#)**

*02/11/2017 05:55 PM EST*

WASHINGTON, D.C. – The Federal Emergency Management Agency (FEMA) announced that Federal disaster assistance has been made available to the state of Louisiana to supplement state and local recovery efforts in the areas affected by severe storms, tornadoes, and straight-line winds on February 7, 2017.

The President's action makes Federal funding available to affected individuals in Livingston and Orleans parishes.

Language English

---

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This email was sent to [james.rivera@sba.gov](mailto:james.rivera@sba.gov) using GovDelivery, on behalf of FEMA · U.S. Department of Homeland Security · Washington, DC 20472



**From:** [Bradfield, Mary A.](#)  
**To:** [Gabriella Ull](#); [john\\_k\\_mashburn](#)  
**Subject:** Fwd: Calendar of Special Observances  
**Date:** Monday, February 13, 2017 11:07:54 AM

---

See List of SBA Diversity events scheduled so far. Thanks! MAB

Sent from my iPhone

Begin forwarded message:

**From:** "Nelson, Nicole M." <[Nicole.Nelson@sba.gov](mailto:Nicole.Nelson@sba.gov)>  
**Date:** February 13, 2017 at 9:54:01 AM EST  
**To:** "Bradfield, Mary A." <[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)>  
**Subject:** **FW: Calendar of Special Observances**

Per your request

---

**From:** Stubblefield, Larry  
**Sent:** Tuesday, February 07, 2017 2:57 PM  
**To:** Paranzino, Anthony M.  
**Cc:** Nelson, Nicole M.; Stubblefield, Larry; Loddo, Joseph P.  
**Subject:** Calendar of Special Observances

Hi Anthony, please let me know if you have any questions.

Best,  
Larry

Larry Stubblefield  
Assistant Administrator/Office of Diversity, Inclusion and Civil Rights  
U.S Small Business Administration  
409 Third Street, SW, Suite 6400  
Washington, DC 20416  
(202) 205-6750

Calendar of Special Observances	
Observance	Month Celebrated
Martin Luther King, Jr., Birthday	January
African American History Month	February
Women's History Month	March
Holocaust Observance	April



Asian Pacific American Heritage Month	May
Gay and Lesbian Pride Month	June
Women's Equality Day	August 26 <sup>th</sup>
Hispanic Heritage Month	September 15 to October 15
National Disability Awareness Month	October
National American Indian Heritage Month	November

**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#); [justin.r.clark@who.eop.gov](mailto:justin.r.clark@who.eop.gov)  
**Cc:** [Parker, Matthew M.](#)  
**Subject:** FW: Louisiana Disaster Response  
**Date:** Monday, February 13, 2017 1:35:00 PM  
**Attachments:** [LA 15045 Scan.pdf](#)  
[LA 15045 Fact Sheet.pdf](#)  
[LA 15045 Locations 02-13-17.docx](#)

---

Update re: SBA Disaster Assistance in Louisiana. MAB

**From:** Rivera, James E.  
**Sent:** Monday, February 13, 2017 1:02 PM  
**To:** Bradfield, Mary A.; Jones, Eric R.; Paranzino, Anthony M.; Parker, Matthew M.; Millikin, Jennifer E.; Miller, Nathan J.; Hayward, Mark S.  
**Cc:** Monchek, Rafaela; Lopez-Suarez, Lisa; Pitts, Cynthia G.  
**Subject:** Louisiana Disaster Response

Hi All,

As you know, we received a Presidential disaster declaration for Louisiana on Saturday.

From a background perspective, FEMA is the lead agency in disaster response/recovery so they opened up their tele registration lines on Saturday.

[REDACTED]



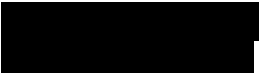

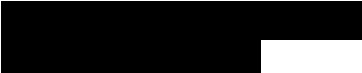
[REDACTED]

[REDACTED]

[REDACTED]

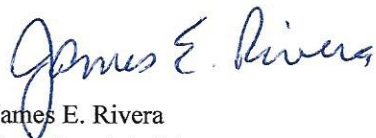
**SBA DISASTER OFFICE LOCATIONS  
CURRENT LISTING AS OF 02/13/17 8:45 AM PST**

**LOUISIANA – 15045  
SEVERE STORMS, TORNADOES & STRAIGHT-LINE WINDS**

<b>PUBLIC USE ONLY</b>	<b>INTERNAL USE ONLY</b>
<b>EAST BATON ROUGE PARISH</b> This center is not open to the general public.	<b>EAST BATON ROUGE PARISH</b>  Ex. 5  
<b>ORLEANS PARISH</b> <b>NEW ORLEANS</b> Disaster Recovery Center (DRC) East New Orleans Regional Library <a href="#">5641 Read Boulevard</a> <a href="#">New Orleans, LA 70127</a> <b>Opens: Monday, February 13 @ 1:00 pm</b> Mondays – Saturdays 9:00 am – 6:00 pm Sundays 10:00 am – 4:00 pm  Bilingual: N/A	<b>ORLEANS PARISH</b>  



The number assigned to this disaster for physical damage is 15045B and for economic injury is 150460.  
(Catalog of Federal Domestic Assistance Number 59008)

A handwritten signature in blue ink that reads "James E. Rivera". The signature is written in a cursive style with a large initial "J".

James E. Rivera  
Associate Administrator  
for Disaster Assistance



## U.S. SMALL BUSINESS ADMINISTRATION FACT SHEET - DISASTER LOANS

### LOUISIANA Declaration #15045 & #15046

(Disaster: LA-00073)

**Incident: SEVERE STORMS, TORNADOES & STRAIGHT-LINE WINDS**

occurring: February 7, 2017

in the Louisiana parishes of: **Livingston & Orleans;**  
and for economic injury only in the contiguous Louisiana parishes of: **Ascension, East Baton Rouge, Jefferson, Plaquemines, St. Bernard, St. Helena, St. John the Baptist, St. Tammany & Tangipahoa**

#### **Application Filing Deadlines:**

**Physical Damage: April 12, 2017      Economic Injury: November 13, 2017**

If you are located in a declared disaster area, you may be eligible for financial assistance from the U. S. Small Business Administration (SBA).

#### **What Types of Disaster Loans are Available?**

- Business Physical Disaster Loans – Loans to businesses to repair or replace disaster-damaged property owned by the business, including real estate, inventories, supplies, machinery and equipment. Businesses of any size are eligible. Private, non-profit organizations such as charities, churches, private universities, etc., are also eligible.
- Economic Injury Disaster Loans (EIDL) – Working capital loans to help small businesses, small agricultural cooperatives, small businesses engaged in aquaculture, and most private, non-profit organizations of all sizes meet their ordinary and necessary financial obligations that cannot be met as a direct result of the disaster. These loans are intended to assist through the disaster recovery period.
- Home Disaster Loans – Loans to homeowners or renters to repair or replace disaster-damaged real estate and personal property, including automobiles.

#### **What are the Credit Requirements?**

- Credit History – Applicants must have a credit history acceptable to SBA.
- Repayment – Applicants must show the ability to repay all loans.
- Collateral – Collateral is required for physical loss loans over \$25,000 and all EIDL loans over \$25,000. SBA takes real estate as collateral when it is available. SBA will not decline a loan for lack of collateral, but requires you to pledge what is available.

#### **What are the Interest Rates?**

By law, the interest rates depend on whether each applicant has Credit Available Elsewhere. An applicant does not have Credit Available Elsewhere when SBA determines the applicant does not have sufficient funds or other resources, or the ability to borrow from non-government sources, to provide for its own disaster recovery. An applicant, which SBA determines to have the ability to provide for his or her own recovery is deemed to have Credit Available Elsewhere. Interest rates are fixed for the term of the loan. The interest rates applicable for this disaster are:

	No Credit Available Elsewhere	Credit Available Elsewhere
Business Loans	3.150%	6.300%
Non-Profit Organization Loans	2.500%	2.500%
Economic Injury Loans		
Businesses and Small Agricultural Cooperatives	3.150%	N/A
Non-Profit Organizations	2.500%	N/A
Home Loans	1.875%	3.750%

#### **What are Loan Terms?**

The law authorizes loan terms up to a maximum of 30 years. However, the law restricts businesses with credit available elsewhere to a maximum 7-year term. SBA sets the installment payment amount and corresponding maturity based upon each borrower's ability to repay.

### **What are the Loan Amount Limits?**

- **Business Loans** – The law limits business loans to \$2,000,000 for the repair or replacement of real estate, inventories, machinery, equipment and all other physical losses. Subject to this maximum, loan amounts cannot exceed the verified uninsured disaster loss.
- **Economic Injury Disaster Loans (EIDL)** – The law limits EIDLs to \$2,000,000 for alleviating economic injury caused by the disaster. The actual amount of each loan is limited to the economic injury determined by SBA, less business interruption insurance and other recoveries up to the administrative lending limit. EIDL assistance is available only to entities and their owners who cannot provide for their own recovery from non-government sources, as determined by the U.S. Small Business Administration.
- **Business Loan Ceiling** – The \$2,000,000 statutory limit for business loans applies to the combination of physical, economic injury, mitigation and refinancing, and applies to all disaster loans to a business and its affiliates for each disaster. If a business is a major source of employment, SBA has the authority to waive the \$2,000,000 statutory limit.
- **Home Loans** – SBA regulations limit home loans to \$200,000 for the repair or replacement of real estate and \$40,000 to repair or replace personal property. Subject to these maximums, loan amounts cannot exceed the verified uninsured disaster loss.

### **What Restrictions are there on Loan Eligibility?**

- **Uninsured Losses** – Only uninsured or otherwise uncompensated disaster losses are eligible. Any insurance proceeds which are required to be applied against outstanding mortgages are not available to fund disaster repairs and do not reduce loan eligibility. However, any insurance proceeds voluntarily applied to any outstanding mortgages do reduce loan eligibility.
- **Ineligible Property** – Secondary homes, personal pleasure boats, airplanes, recreational vehicles and similar property are not eligible, unless used for business purposes. Property such as antiques and collections are eligible only to the extent of their functional value. Amounts for landscaping, swimming pools, etc., are limited.
- **Noncompliance** – Applicants who have not complied with the terms of previous SBA loans may not be eligible. This includes borrowers who did not maintain flood and/or hazard insurance on previous SBA loans.

**Note:** Loan applicants should check with agencies / organizations administering any grant or other assistance program under this declaration to determine how an approval of SBA disaster loan might affect their eligibility.

### **Is There Help with Funding Mitigation Improvements?**

If your loan application is approved, you may be eligible for additional funds to cover the cost of improvements that will protect your property against future damage. Examples of improvements include retaining walls, seawalls, sump pumps, etc. Mitigation loan money would be in addition to the amount of the approved loan, but may not exceed 20 percent of total amount of physical damage to real property, including leasehold improvements, and personal property as verified by SBA to a maximum of \$200,000 for home loans. It is not necessary for the description of improvements and cost estimates to be submitted with the application. SBA approval of the mitigating measures will be required before any loan increase.

### **Is There Help Available for Refinancing?**

- SBA can refinance all or part of prior mortgages that are evidenced by a recorded lien, when the applicant (1) does not have credit available elsewhere, (2) has suffered substantial uncompensated disaster damage (40 percent or more of the value of the property or 50% or more of the value of the structure), and (3) intends to repair the damage.
- **Businesses** – Business owners may be eligible for the refinancing of existing mortgages or liens on real estate, machinery and equipment, up to the amount of the loan for the repair or replacement of real estate, machinery, and equipment.
- **Homes** – Homeowners may be eligible for the refinancing of existing liens or mortgages on homes, up to the amount of the loan for real estate repair or replacement.

### **What if I Decide to Relocate?**

You may use your SBA disaster loan to relocate. The amount of the relocation loan depends on whether you relocate voluntarily or involuntarily. If you are interested in relocation, an SBA representative can provide you with more details on your specific situation.

### **Are There Insurance Requirements for Loans?**

To protect each borrower and the Agency, SBA may require you to obtain and maintain appropriate insurance. By law, borrowers whose damaged or collateral property is located in a special flood hazard area must purchase and maintain flood insurance. SBA requires that flood insurance coverage be the lesser of 1) the total of the disaster loan, 2) the insurable value of the property, or 3) the maximum insurance available.

For more information, contact SBA's Disaster Assistance Customer Service Center by calling (800) 659-2955, emailing [disastercustomerservice@sba.gov](mailto:disastercustomerservice@sba.gov), or visiting SBA's Web site at <https://www.sba.gov/disaster>. Deaf and hard-of-hearing individuals may call (800) 877-8339. Applicants may also apply online using the Electronic Loan Application (ELA) via SBA's secure Web site at <https://disasterloan.sba.gov/ela>.

We also have the Call Center located in Buffalo, NY that handles all disaster calls, in the event a person doesn't want to drive to a Disaster Recovery Center or has specific questions.

[REDACTED]

[REDACTED]

[REDACTED]. Please let me know if you have any questions.

Thanks, JR.

---

**From:** Rivera, James E. [<mailto:james.rivera@sba.gov>]  
**Sent:** Saturday, February 11, 2017 9:12 PM  
**To:** Bradfield, Mary A.; Jones, Eric R.; Paranzino, Anthony M.; Parker, Matthew M.; Monchek, Rafaela; Lopez-Suarez, Lisa; Pitts, Cynthia G.  
**Subject:** Fwd: President Trump Approves Major Disaster for Louisiana

Hi Mary Anne,

Just an FYI, in response to Louisiana tornadoes, POTUS declared a Presidential disaster declaration with Individual Assistance. [REDACTED]

[REDACTED]

Thanks, JR

Begin forwarded message:

**From:** "FEMA (Federal Emergency Management Agency)"  
<[fema@service.govdelivery.com](mailto:fema@service.govdelivery.com)>  
**Date:** February 11, 2017 at 7:38:24 PM EST  
**To:** [james.rivera@sba.gov](mailto:james.rivera@sba.gov)  
**Subject:** **President Trump Approves Major Disaster for Louisiana**  
**Reply-To:** [fema@service.govdelivery.com](mailto:fema@service.govdelivery.com)

Having trouble viewing this email? [View it as a Web page.](#)

You are subscribed to National News Releases for FEMA (Federal Emergency Management Agency). This information has recently been updated, and is now available.

**[President Trump Approves Major Disaster for Louisiana](#)**

*02/11/2017 05:55 PM EST*

Ex. 5

Ex. 5



WASHINGTON, D.C. – The Federal Emergency Management Agency (FEMA) announced that Federal disaster assistance has been made available to the state of Louisiana to supplement state and local recovery efforts in the areas affected by severe storms, tornadoes, and straight-line winds on February 7, 2017.

The President's action makes Federal funding available to affected individuals in Livingston and Orleans parishes.

Language English

---

[Update Your E-mail Address](#) | [Change Delivery Preference](#) | [Update State and Zip Code](#) | [Unsubscribe](#)

[Subscribe to receive alerts during disasters in your state.](#)

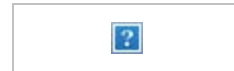
If you have questions or problems with the subscription service, please contact [subscriberhelp.govdelivery.com](mailto:subscriberhelp.govdelivery.com).

This service is provided to you at no charge by [FEMA](#).

[Privacy Policy](#) | GovDelivery is providing this information on behalf of U.S. Department of Homeland Security, and may not use the information for any other purposes.

---

This email was sent to [james.rivera@sba.gov](mailto:james.rivera@sba.gov) using GovDelivery, on behalf of FEMA · U.S. Department of Homeland Security · Washington, DC 20472



**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Subject:** FW: Chabot on Squawk Box tomorrow re confirmation (good news)  
**Date:** Monday, February 13, 2017 4:25:00 PM

---

Good news. See below from the House Small Business Committee.

---

**From:** McNabb, Kelley [mailto:Kelley.McNabb@mail.house.gov]  
**Sent:** Monday, February 13, 2017 3:52 PM  
**To:** Bradfield, Mary A.  
**Subject:** Chabot on Squawk Box tomorrow re confirmation

Hi Mary Anne—

So great to meet you and the team last week. Viktoria and I were just talking about how much we're looking forward to working with you all.

I just wanted to give you a heads up that we just confirmed a Chairman Chabot appearance for 8:40 tomorrow morning on CNBC's Squawk Box to talk about how great it is we're getting a new SBA Administrator tomorrow. We've done statements on each step in her confirmation process so hopefully this is a nice way to wrap it all up.

He's got plenty to talk about in terms of priorities and having such a great partner in keeping small businesses at the center of the national economic conversation moving forward, but we just wanted to give you guys a little advanced warning. If you've got anything you'd like him to throw in, we're happy to run it by him.

Thanks,  
Kelley

**Kelley McNabb | Communications Director | [@HouseSmallBiz](#)**  
House Committee on Small Business | Chairman Steve Chabot (OH-01)  
2361 Rayburn House Office Building | Washington, DC 20515  
o | 202-225-5821 c | 202-440-0465

**From:** Bradfield, Mary A.  
**To:** Mashburn, John K. EOP/WHO  
**Cc:** Gabriella Uli (Gabriella.M.Uli@who.eop.gov)  
**Subject:** FW: Need asap/FW: Womens Entrepreneurship  
**Date:** Monday, February 13, 2017 6:33:00 PM  
**Attachments:** [image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)

[REDACTED]

Ex. 5


**From:** Mckeehan, Christopher S.  
**Sent:** Monday, February 13, 2017 4:54 PM  
**To:** Bradfield, Mary A.  
**Subject:** FW: Need asap/FW: Womens Entrepreneurship  
**Importance:** High

Per our conversation.

C. Shawn McKeegan  
Program Manager  
SBA Office of Congressional and Legislative Affairs  
Telephone: (202) 205-7729  
Fax: (202) 481-0567

**From:** Sanchez, Ami (SBC) [[mailto:Ami\\_Sanchez@sbcsenate.gov](mailto:Ami_Sanchez@sbcsenate.gov)]  
**Sent:** Monday, February 13, 2017 2:28 PM  
**To:** Mckeehan, Christopher S.  
**Subject:** Need asap/FW: Womens Entrepreneurship  
**Importance:** High

Can you provide more info as to what role SBA will play on the Canada-US Council Advancement for Women Entrepreneurs and Business Leaders that Trudeau just announced?

**Ami M. Sanchez**  
General Counsel (Min.)  
Senator Jeanne Shaheen (D-NH), Ranking Member  
U.S. Senate Committee on Small Business and Entrepreneurship  
(202) 224-8482  
[Ami\\_Sanchez@sbcsenate.gov](mailto:Ami_Sanchez@sbcsenate.gov)  


**From:** Simon, Ryan (SBC)  
**Sent:** Monday, February 13, 2017 2:26 PM

**To:** Sanchez, Ami (SBC) <[Ami\\_Sanchez@sbcsenate.gov](mailto:Ami_Sanchez@sbcsenate.gov)>

**Cc:** Finnell, DeMarcus (SBC) <[DeMarcus\\_Finnell@sbcsenate.gov](mailto:DeMarcus_Finnell@sbcsenate.gov)>

**Subject:** Womens Entrepreneurship

# Trudeau, Trump find common ground on economic growth, border security

Prime Minister Justin Trudeau and U.S. President Donald Trump seem to have found common ground on a range of issues following their debut meeting in Washington today, including military cooperation, securing the border and empowering women business leaders.

<http://www.cbc.ca/news/politics/washington-trudeau-trump-meeting-1.3979743>

**Ryan A Simon**

Legislative Intern

U.S. Senate Committee on Small Business and Entrepreneurship

428A Russell Senate Office Building

[www.sbc.senate.gov](http://www.sbc.senate.gov)

**From:** Mashburn, John K. EOP/WHO  
**To:** Bradfield, Mary A.  
**Cc:** Uli, Gabriella M. EOP/WHO  
**Subject:** RE: Need asap/FW: Womens Entrepreneurship  
**Date:** Monday, February 13, 2017 6:50:48 PM  
**Attachments:** image001.png  
image002.png  
image003.png  
image004.png

---

[REDACTED]

Ex. 5

**From:** Bradfield, Mary A. [mailto:Mary.Bradfield@sba.gov]  
**Sent:** Monday, February 13, 2017 6:33 PM  
**To:** Mashburn, John K. EOP/WHO <John.K.Mashburn@who.eop.gov>  
**Cc:** Uli, Gabriella M. EOP/WHO <Gabriella.M.Uli@who.eop.gov>  
**Subject:** FW: Need asap/FW: Womens Entrepreneurship  
**Importance:** High

[REDACTED]

Ex. 5

**From:** Mckeehan, Christopher S.  
**Sent:** Monday, February 13, 2017 4:54 PM  
**To:** Bradfield, Mary A.  
**Subject:** FW: Need asap/FW: Womens Entrepreneurship  
**Importance:** High

Per our conversation.

C. Shawn Mckeehan  
Program Manager  
SBA Office of Congressional and Legislative Affairs  
Telephone: (202) 205-7729  
Fax: (202) 481-0567

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Senator Jeanne Shaheen (D-NH), Ranking Member  
U.S. Senate Committee on Small Business and Entrepreneurship  
(202) 224-8482

[Ami\\_Sanchez@sbcsenate.gov](mailto:Ami_Sanchez@sbcsenate.gov)



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**Cc:** Finnell, DeMarcus (SBC) <[DeMarcus\\_Finnell@sbcsenate.gov](mailto:DeMarcus_Finnell@sbcsenate.gov)>  
**Subject:** Womens Entrepreneurship

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**From:** Bradfield, Mary A.  
**To:** Mashburn, John K. EOP/WHO  
**Cc:** Uli, Gabriella M. EOP/WHO  
**Subject:** RE: Need asap/FW: Womens Entrepreneurship  
**Date:** Monday, February 13, 2017 7:11:00 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)

---

Understand. Appreciate you!!! Talk tomorrow. ☺

---

**From:** Mashburn, John K. EOP/WHO [mailto:John.K.Mashburn@who.eop.gov]  
**Sent:** Monday, February 13, 2017 6:50 PM  
**To:** Bradfield, Mary A.  
**Cc:** Uli, Gabriella M. EOP/WHO  
**Subject:** RE: Need asap/FW: Womens Entrepreneurship

[REDACTED]

ex. 5

**From:** Bradfield, Mary A. [mailto:Mary.Bradfield@sba.gov]  
**Sent:** Monday, February 13, 2017 6:33 PM  
**To:** Mashburn, John K. EOP/WHO <John.K.Mashburn@who.eop.gov>  
**Cc:** Uli, Gabriella M. EOP/WHO <Gabriella.M.Uli@who.eop.gov>  
**Subject:** FW: Need asap/FW: Womens Entrepreneurship  
**Importance:** High

[REDACTED]

Ex. 5

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**Sent:** Monday, February 13, 2017 4:54 PM  
**To:** Bradfield, Mary A.  
**Subject:** FW: Need asap/FW: Womens Entrepreneurship  
**Importance:** High

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C. Shawn McKeegan  
Program Manager  
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Telephone: (202) 205-7729  
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**Sent:** Monday, February 13, 2017 2:26 PM

**To:** Sanchez, Ami (SBC) <[Ami\\_Sanchez@sbc.senate.gov](mailto:Ami_Sanchez@sbc.senate.gov)>

**Cc:** Finnell, DeMarcus (SBC) <[DeMarcus\\_Finnell@sbc.senate.gov](mailto:DeMarcus_Finnell@sbc.senate.gov)>

**Subject:** Womens Entrepreneurship

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<http://www.cbc.ca/news/politics/washington-trudeau-trump-meeting-1.3979743>

**Ryan A Simon**

Legislative Intern

U.S. Senate Committee on Small Business and Entrepreneurship

428A Russell Senate Office Building

[www.sbc.senate.gov](http://www.sbc.senate.gov)



**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#); [Gabiella Uli \(Gabiella.M.Uli@who.eop.gov\)](mailto:Gabiella.M.Uli@who.eop.gov)  
**Subject:** Dead air on the conference call  
**Date:** Tuesday, February 14, 2017 12:56:00 PM

---

John, For some reason I cannot get onto today's conference call. The only items for us to report today are:

- 1) Ms. McMahon's confirmation by a vote of 81-19
- 2) 1 Interview request so far which our Communications folks are reaching out to Jessica and Kaelan to coordinate (having a great deal of difficulty reaching them)
- 3) Standing ready in case the CA dam disaster gets worse and SBA's long-term disaster assistance recover through lending is required.

Thanks. Please advise if you need more information for today.

Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
[Mary.bradfield@sba.gov](mailto:Mary.bradfield@sba.gov)

[REDACTED]  
[REDACTED]

Ex. 6

**From:** Mashburn, John K. EOP/WHO  
**To:** [Bradfield, Mary A.](mailto:Bradfield.Mary.A)  
**Subject:** Re: Dead air on the conference call  
**Date:** Tuesday, February 14, 2017 12:59:28 PM

---

Call back - we had a glitch

Sent from my iPhone

On Feb 14, 2017, at 12:56 PM, Bradfield, Mary A. <[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)> wrote:

John, For some reason I cannot get onto today's conference call. The only items for us to report today are:

<!--[if !supportLists]-->1) <!--[endif]--> Ms. McMahon's confirmation by a vote of 81-19

<!--[if !supportLists]-->2) <!--[endif]-->1 Interview request so far which our Communications folks are reaching out to Jessica and Kaelan to coordinate (having a great deal of difficulty reaching them)

<!--[if !supportLists]-->3) <!--[endif]-->Standing ready in case the CA dam disaster gets worse and SBA's long-term disaster assistance recover through lending is required.

Thanks. Please advise if you need more information for today.

Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
[Mary.bradfield@sba.gov](mailto:Mary.bradfield@sba.gov)

[REDACTED]  
[REDACTED]

Ex. 6

**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Subject:** RE: Dead air on the conference call  
**Date:** Tuesday, February 14, 2017 1:00:00 PM

---

Got on now.

---

**From:** Mashburn, John K. EOP/WHO [mailto:John.K.Mashburn@who.eop.gov]  
**Sent:** Tuesday, February 14, 2017 12:57 PM  
**To:** Bradfield, Mary A.  
**Subject:** Re: Dead air on the conference call

Call back - we had a glitch

Sent from my iPhone

On Feb 14, 2017, at 12:56 PM, Bradfield, Mary A. <[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)> wrote:

John, For some reason I cannot get onto today's conference call. The only items for us to report today are:

- 1) Ms. McMahon's confirmation by a vote of 81-19
- 2) 1 Interview request so far which our Communications folks are reaching out to Jessica and Kaelan to coordinate (having a great deal of difficulty reaching them)
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Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
[Mary.bradfield@sba.gov](mailto:Mary.bradfield@sba.gov)

[REDACTED]  
[REDACTED]

Ex. 6

**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Cc:** [Millikin, Jennifer E.](#)  
**Bcc:** [Parker, Matthew M.](#)  
**Subject:** FW: McMahon on TV  
**Date:** Tuesday, February 14, 2017 1:13:00 PM

---

John, As discussed, Jennifer Millikin (SBA communications, carbon copied here) is trying to reach Jessica and/or Kaelan to coordinate McMahon press. Thank you!

-----Original Message-----

From: Millikin, Jennifer E.  
Sent: Tuesday, February 14, 2017 12:50 PM  
To: Parker, Matthew M.; Bradfield, Mary A.  
Subject: FW: McMahon on TV

FYI... Shall I call Kaelan? I haven't heard back from Jessica and wasn't able to leave a message as her voicemail wasn't set up. I thought I was to deal with her first and foremost? By the way, we have just once request for a newspaper interview thus far.

-----Original Message-----

From: Chiokadze, David G.  
Sent: Tuesday, February 14, 2017 12:41 PM  
To: Millikin, Jennifer E.  
Subject: FW: McMahon on TV

David Chiokadze  
Special Advisor  
David.Chiokadze@SBA.gov

-----Original Message-----

From: Dorr, Kaelan K. EOP/WHO [<mailto:Kaelan.K.Dorr@who.eop.gov>]  
Sent: Tuesday, February 14, 2017 12:09 PM  
To: Chiokadze, David G.; Henning, Alexa A. EOP/WHO; Hurley, Carolina L. EOP/WHO  
Cc: Rateike, Bradley A. EOP/WHO  
Subject: McMahon on TV

David,

Meet Alexa and Carolina (if you haven't already) - they will be booking Secretary McMahon on television. All tv interviews for the Secretary need to run through them at the WH. I wanted to loop the three of you in an email together before she's sworn in so we can tackle any requests you may have outstanding, etc. Please give me a call if you have q's [REDACTED].

Ex. 6

KD

Kaelan Dorr  
Strategic Communications Advisor and Special Projects Manager [Kaelan.k.dorr@who.eop.gov](mailto:Kaelan.k.dorr@who.eop.gov)

[REDACTED]  
Ex. 6

**From:** [Bradfield, Mary A.](#)  
**To:** [Ditto, Jessica E. EOP/WHO](#); [Millikin, Jennifer E.](#)  
**Cc:** [Mashburn, John K. EOP/WHO](#); [Parker, Matthew M.](#)  
**Subject:** Communications Contact  
**Date:** Tuesday, February 14, 2017 7:16:00 PM

---

Jessica,

In case you have not met Jenn Milliken who is our current SBA Communications Liaison I have carbon copied her here. Jenn has considerable communications experience and will be a great asset. She has been trying to make contact with you to coordinate re: Ms. McMahon's confirmation and path forward media but has been unable to reach you.

Can you please reach out to her tomorrow morning so we can move forward with the SBA communications? Thanks!

FYSA-Apparently your voice mail is not set up yet.

Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
Mary.bradfield@sba.gov  
Office: 202-205-6464  
Cell: [REDACTED]

Ex. 6

**From:** Ditto, Jessica E. EOP/WHO  
**To:** [Bradfield, Mary A.](#); [Millikin, Jennifer E.](#); [Dorr, Kaelan K. EOP/WHO](#); [Rateike, Bradley A. EOP/WHO](#)  
**Cc:** [Mashburn, John K. EOP/WHO](#); [Parker, Matthew M.](#)  
**Subject:** RE: Communications Contact  
**Date:** Tuesday, February 14, 2017 9:24:55 PM

---

Good Evening,

I am sorry I missed you. Jenn, I don't believe I received an email so I was unaware you were trying to reach me. Look forward to connecting. I'm copying Brad and Kaelan. They have been planning our communications rollouts for all of the secretaries in coordination with our counterparts at the agency. Would love to discuss this strategy tomorrow, but schedule will be tight with Israel's visit. I will forward you a media inquiry we've received as well that I think could be used favorably.

Best,  
Jessica

---

**From:** Bradfield, Mary A. [mailto:Mary.Bradfield@sba.gov]  
**Sent:** Tuesday, February 14, 2017 7:16 PM  
**To:** Ditto, Jessica E. EOP/WHO <Jessica.E.Ditto@who.eop.gov>; Millikin, Jennifer E. <Jennifer.Millikin@sba.gov>  
**Cc:** Mashburn, John K. EOP/WHO <John.K.Mashburn@who.eop.gov>; Parker, Matthew M. <Matthew.Parker@sba.gov>  
**Subject:** Communications Contact  
**Importance:** High

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Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
Mary.bradfield@sba.gov  
Office: 202-205-6464  
Cell: [REDACTED] Ex. 6

**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#); [Gabiella Uli \(Gabiella.M.Uli@who.eop.gov\)](#)  
**Subject:** WH Advisor call cancelled?  
**Date:** Wednesday, February 15, 2017 1:04:00 PM

---

A few of us are on the line but unable to get in touch. We can always do a written report if needed.  
Thanks. MAB

Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
Mary.bradfield@sba.gov  
Office: 202-205-6464  
Cell: [REDACTED] Ex. 6

**From:** Uli, Gabriella M. EOP/WHO  
**To:** [Bradfield, Mary A.](#); [Mashburn, John K. EOP/WHO](#)  
**Subject:** RE: WH Advisor call cancelled?  
**Date:** Wednesday, February 15, 2017 1:07:54 PM

---

Hi Mary Ann,

There is new call in information, which was updated on the calendar. Do you know who else is having issues?

Participant Dial-In: [REDACTED] ex. 5  
Participant Code: [REDACTED]

This should work.

---

**From:** Bradfield, Mary A. [mailto:Mary.Bradfield@sba.gov]  
**Sent:** Wednesday, February 15, 2017 1:05 PM  
**To:** Mashburn, John K. EOP/WHO <John.K.Mashburn@who.eop.gov>; Uli, Gabriella M. EOP/WHO <Gabriella.M.Uli@who.eop.gov>  
**Subject:** WH Advisor call cancelled?

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Thanks. MAB

Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
Mary.bradfield@sba.gov  
Office: 202-205-6464  
Cell: [REDACTED] Ex. 5



**From:** [Bradfield, Mary A.](#)  
**To:** [Uli, Gabriella M. EOP/WHO](#); [Mashburn, John K. EOP/WHO](#)  
**Subject:** RE: WH Advisor call cancelled?  
**Date:** Wednesday, February 15, 2017 1:09:00 PM

---

HUD, but not sure who else was on the line. Nothing urgent for us. We will send over a quick written snapshot by 3 pm so we do not delay the process. Thanks. MAB

---

**From:** Uli, Gabriella M. EOP/WHO [mailto:[Gabriella.M.Uli@who.eop.gov](mailto:Gabriella.M.Uli@who.eop.gov)]  
**Sent:** Wednesday, February 15, 2017 1:06 PM  
**To:** Bradfield, Mary A.; Mashburn, John K. EOP/WHO  
**Subject:** RE: WH Advisor call cancelled?

Hi Mary Ann,

There is new call in information, which was updated on the calendar. Do you know who else is having issues?

Participant Dial-In: [REDACTED] Ex. 5  
Participant Code: [REDACTED]

This should work.

---

**From:** Bradfield, Mary A. [mailto:[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)]  
**Sent:** Wednesday, February 15, 2017 1:05 PM  
**To:** Mashburn, John K. EOP/WHO <[John.K.Mashburn@who.eop.gov](mailto:John.K.Mashburn@who.eop.gov)>; Uli, Gabriella M. EOP/WHO <[Gabriella.M.Uli@who.eop.gov](mailto:Gabriella.M.Uli@who.eop.gov)>  
**Subject:** WH Advisor call cancelled?

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U.S. Small Business Administration  
[Mary.bradfield@sba.gov](mailto:Mary.bradfield@sba.gov)  
Office: 202-205-6464  
Cell: [REDACTED] Ex. 6

**From:** Uli, Gabriella M. EOP/WHO  
**Cc:** [Flynn, Matthew](#); [Mashburn, John K. EOP/WHO](#)  
**Subject:** Cabinet Affairs/Agency Daily Conference Call  
**Date:** Wednesday, February 15, 2017 1:56:02 PM

---

Good afternoon all-

In regards to our daily agency conference call, any written reports in lieu of being on the call, or as additions to the call, must be submitted to us no later than 4 pm. Reports coming in after 4 pm that promised on or off the call that is said to be a substitute for reporting on the call will cause that agency to be marked as absent. We have a 6 pm deadline for us to report and folks say they will report in writing and then the written reports coming in after 6 pm cannot be included for the day.

In case anyone did not receive the updated call-in information, I have included below.

Participant Dial-In: [REDACTED] ex. 5  
Participant Code: [REDACTED]

Thank you for your understanding.

Gabriella Uli  
WH Cabinet Affairs  
Phone: [REDACTED] Ex. 6  
Gabriella.M.Uli@who.eop.gov

**From:** Bradfield, Mary A.  
**To:** john.k.mashburn; Gabriella Uli  
**Subject:** Fwd: Senator Shaheen in Inquiry re Hiring Freeze  
**Date:** Wednesday, February 15, 2017 2:13:59 PM  
**Attachments:** Sen Shaheen in inquiry re Hiring Freeze.pdf  
ATT00001.htm

---

This is the only immediate issue. [REDACTED]

[REDACTED] e will have more tomorrow.

ex. 5

Thanks!

Sent from my iPhone

Begin forwarded message:

**From:** "McKeehan, Christopher S." <[christopher.mckeehan@sba.gov](mailto:christopher.mckeehan@sba.gov)>  
**Date:** February 15, 2017 at 10:49:48 AM EST  
**To:** "Heys, Karen E." <[Karen.Heys@sba.gov](mailto:Karen.Heys@sba.gov)>, "Brinkley, Charles" <[Charles.Brinkley@sba.gov](mailto:Charles.Brinkley@sba.gov)>, "Hernandez, Elias" <[elias.hernandez@sba.gov](mailto:elias.hernandez@sba.gov)>  
**Cc:** "Loddo, Joseph P." <[Joseph.Loddo@sba.gov](mailto:Joseph.Loddo@sba.gov)>, "Bradfield, Mary A." <[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)>, "Cantlon, James D." <[James.Cantlon@sba.gov](mailto:James.Cantlon@sba.gov)>, "King, Stephanie M." <[Stephanie.King@sba.gov](mailto:Stephanie.King@sba.gov)>  
**Subject:** Senator Shaheen in inquiry re Hiring Freeze

This case is being entered in CMS and will soon be assigned out. Please have a draft response ready for clearance in 5 business days.

THANKS

C. Shawn McKeehan  
Program Manager  
SBA Office of Congressional and Legislative Affairs  
Telephone: (202) 205-7729  
Fax: (202) 481-0567

JAMES E. RUCY, IDAHO, CHAIRMAN  
JEANNE SHAMLEN, NEW HAMPSHIRE, RANKING MEMBER

MARCO RUBIO, FLORIDA  
RAND PAUL, KENTUCKY  
TIM SCOTT, SOUTH CAROLINA  
JOHN CORNYN, TEXAS  
JAMES M. INHOFE, OKLAHOMA  
TODD YOUNG, INDIANA  
MICHAEL B. ENR, WYOMING  
LINDA ROYCE, SOUTH DAKOTA  
JOHN AUSTIN, LOUISIANA

MARIA CANTWELL, WASHINGTON  
BENJAMIN L. CARDIN, MARYLAND  
HEIDI HEITLAND, NORTH DAKOTA  
EDWARD J. MARKEY, MASSACHUSETTS  
CORY A. BOKER, NEW JERSEY  
CHRISTOPHER A. COONS, DELAWARE  
MURK DOUGLAS, MARYLAND  
TAMMY DUCKWORTH, ILLINOIS

SID FRANKLIN, REPUBLICAN STAFF DIRECTOR  
SEAN MOORE, DEMOCRATIC STAFF DIRECTOR

## United States Senate

COMMITTEE ON SMALL BUSINESS & ENTREPRENEURSHIP  
WASHINGTON, DC 20510-6350

TELEPHONE: (202) 224-4175 FAX: (202) 224-4646

CLASSIFIED - SBA  
2017 FEB 15 11:10 AM

February 15, 2017

The Honorable Linda E. McMahon  
Administrator  
Small Business Administration  
409 3rd Street, SW  
Washington, DC 20416

Kathleen McGettigan  
Acting Director  
Office of Personnel Management  
1900 E Street, NW  
Washington, DC 20415

Dear Administrator McMahon and Acting Director McGettigan:

I write to express my concern regarding the Presidential Memorandum issued January 23, 2017, and its impact on the ability of the Small Business Administration (SBA) to continue serving small businesses in New Hampshire. In particular, I want to call your attention to two vacancies that are the result of recent departures in the SBA's New Hampshire District Office. I respectfully urge you to fill these critical positions as soon as possible to ensure that the hiring freeze does not harm New Hampshire small businesses.

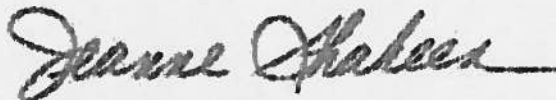
In January, the SBA's New Hampshire District Office lost a quarter of its staff with the departures of its Deputy District Director and Lender Relations Specialist. Unfortunately, these two vacancies will significantly limit the capacity of the SBA to fulfill its mission of helping small businesses in New Hampshire, especially in terms of access to credit. As you may know, the Lender Relations Specialist serves as the main expert on SBA loan programs and is the liaison to the New Hampshire lending community. The departure of the outgoing Deputy District Director, who had previously served as the Lender Relations Specialist, further compounds the loss in expertise in New Hampshire.

Last year alone, the SBA worked with 61 lenders in New Hampshire to guarantee \$112 million in loans to 600 small businesses. Without dedicated staff with expertise in the SBA's loan programs, it will be very difficult for the SBA in New Hampshire to maintain or expand partnerships with lenders, especially the smaller community banks that typically do not have staff dedicated to SBA's programs like their larger counterparts. The strain on the SBA's District Office may also inhibit the ability of the SBA to offer other critical services in the state, such as navigating the complex federal contracting process, supporting veteran entrepreneurs and helping small businesses export.

I recognize that the Presidential Memorandum freezes all hiring in the executive branch, except for jobs that meet national security or public safety responsibilities. However, the Presidential Memorandum also included authority for the Office of Personnel Management (OPM) to grant exemptions from the freeze where "these exemptions are otherwise necessary." I urge you to use this authority to exempt these positions because they are necessary for the SBA to carry out its mission in New Hampshire.

Thank you for your attention to this matter. I look forward to hearing from you.

Sincerely,

A handwritten signature in cursive script, reading "Jeanne Shaheen". The signature is written in dark ink and includes a long horizontal flourish at the end.

**Jeanne Shaheen**  
**Ranking Member**  
**U.S. Senate Committee on Small Business &**  
**Entrepreneurship**

**From:** Bradfield, Mary A.  
**To:** Mashburn, John K. EOP/WHO  
**Cc:** Gabriella Uli (Gabriella.M.Uli@who.eop.gov)  
**Subject:** FW: SBA Press Release -- Linda McMahon Confirmed By Senate as SBA Administrator  
**Date:** Wednesday, February 15, 2017 6:12:00 PM  
**Attachments:** [17-08 McMahon confirmed.docx](#)  
[image001.png](#)  
[image002.png](#)

---

FYSA

**From:** Millikin, Jennifer E.  
**Sent:** Wednesday, February 15, 2017 5:29 PM  
**To:** Bradfield, Mary A.  
**Subject:** FW: SBA Press Release -- Linda McMahon Confirmed By Senate as SBA Administrator

**From:** Sutherland, Terrence P.  
**Sent:** Wednesday, February 15, 2017 12:41 PM  
**To:** Millikin, Jennifer E.  
**Cc:** Daravi, Roma S.; Chiokadze, David G.  
**Subject:** FW: SBA Press Release -- Linda McMahon Confirmed By Senate as SBA Administrator

Jennifer et al,

FYI - The final press release is attached and posted below. The release was sent to PRNewswire where we used our US1 distro list to reach out directly to more than 6,000 U.S. news outlets. We have posted to SBA.gov/news and our 68 District Offices are also sending directly to the key reporters in their states/regions.

[PRNewswire link](#)

[SBA.gov link](#)

Bulletin Intelligence will monitor the coverage and run the highlighted stories over the next several days in our daily a.m. news brief.

Thanks,  
Terry

Terry Sutherland  
Director, Press Office  
U.S. Small Business Administration  
{Office}: 202-205-6919  
{Fax}: 202-292-3508  
[Terrence.Sutherland@sba.gov](mailto:Terrence.Sutherland@sba.gov)  
Press Office: [www.sba.gov/newsroom](http://www.sba.gov/newsroom)



# News Release

## PRESS OFFICE

---

**Release Date:** February 15, 2017

**Release Number:** 17-08

**Contact:** Terry Sutherland (202) 205-6919

**Internet Address:** <http://www.sba.gov/news>

## *Linda McMahon Confirmed By Senate as SBA Administrator*

**WASHINGTON** – The U.S. Senate confirmed on Tuesday President Donald Trump’s nomination of Linda E. McMahon as the 25th Administrator of the U.S. Small Business Administration.

“Small businesses are the engine of our national economy,” McMahon said upon her confirmation. “I will work to revitalize a spirit of entrepreneurship in America. Small businesses want to feel they can take a risk on an expansion or a new hire without fearing onerous new regulations or unexpected taxes, fees and fines that will make such growth unaffordable. We want to renew optimism in our economy.”

“I want to thank President Trump for this opportunity to join his Administration and to advocate for our nation’s small business owners and entrepreneurs,” McMahon said. “I would also like to express my appreciation to Joe Liggio for his leadership as Acting Administrator during this transition, along with everyone at the SBA for the hard work they are doing to support America’s small businesses.”

In testimony on January 24 before the Senate Committee on Small Business and Entrepreneurship, McMahon discussed her hands-on experience managing and helping to grow small businesses.

“As an entrepreneur myself, I have shared the experiences of our nation’s small business owners. My husband and I built our business from scratch. We started out sharing a desk. Over decades of hard work and strategic growth, we built it into a publicly traded global enterprise with more than 800 employees. I am proud of our success – I know every bit of the hard work it took to create that success.”

“I believe in leadership by example. As a CEO, I never expect employees to do anything I am not willing to do myself. I believe in setting expectations and holding people accountable, but trusting them to do the job for which they were hired. I look forward to working with the SBA staff. I am eager to learn from their experience and expertise. I will listen, and their ideas, concerns and recommendations will be taken seriously.”

As Administrator of the SBA, McMahon will direct a federal agency with more than 2,000 full-time employees, with a leading role in helping small business owners and entrepreneurs secure financing, technical assistance and training, and federal contracts. SBA also plays a leading role in disaster recovery by making low interest loans.

McMahon is the co-founder and chief executive officer of Women’s Leadership LIVE, as well as the co-founder and former CEO of WWE. She was the Republican nominee to represent Connecticut in the U.S. Senate in 2010 and 2012. McMahon is an advocate for small business and continues to promote entrepreneurship, particularly among women.

McMahon is a graduate of East Carolina University. She and her husband, Vince, have two adult children and six grandchildren.

Link to McMahon's Statement to the Senate Committee on Small Business and Entrepreneurship:  
[http://www.sbc.senate.gov/public/?a=Files.Serve&File\\_id=B60A5A7D-A28A-497A-A834-456E7108AE01](http://www.sbc.senate.gov/public/?a=Files.Serve&File_id=B60A5A7D-A28A-497A-A834-456E7108AE01)

###

### **About the U.S. Small Business Administration**

The [U.S. Small Business Administration](#) (SBA) was created in 1953 and since January 13, 2012, has served as a Cabinet-level agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. The SBA helps Americans start, build and grow businesses. Through an extensive network of field offices and partnerships with public and private organizations, the SBA delivers its services to people throughout the United States, Puerto Rico, the U.S. Virgin Islands and Guam.





# News Release

## PRESS OFFICE

**Release Date:** February 15, 2017

**Contact:** Terry Sutherland (202) 205-6919

**Release Number:** 17-08

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[http://www.sbc.senate.gov/public/?a=Files.Serve&File\\_id=B60A5A7D-A28A-497A-A834-456E7108AE01](http://www.sbc.senate.gov/public/?a=Files.Serve&File_id=B60A5A7D-A28A-497A-A834-456E7108AE01)

###

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**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Subject:** when you have a minute  
**Date:** Thursday, February 16, 2017 8:49:00 AM

---

Mash, When you have a minute I have a few outstanding issues waiting for WH coordination that I would like to follow up with you on. Much thanks! MAB

Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
Mary.bradfield@sba.gov  
Office: 202-205-6464  
Cell: [REDACTED] Ex. 6

**From:** Uli, Gabriella M. EOP/WHO  
**Cc:** [McGinley, William J. EOP/WHO](#); [Gunn, Ashley L. EOP/WHO](#); [Mashburn, John K. EOP/WHO](#); [Flynn, Matthew](#)  
**Subject:** Cabinet Affairs/Beachhead Leads Meeting  
**Date:** Thursday, February 16, 2017 12:07:50 PM

---

Hi Beachhead Leads,

Our weekly Cabinet Affairs/Beachhead Leads meeting will be Saturday at 11 am in the EEOB Diplomatic Reception Room 210/212. We will escort the group at 10:50 am from the security access point located on State St. and 17th St. Please let me know if you plan for another beachhead member to take your place as I will need to clear them through USSS.

As a reminder, if you have not provided John Mashburn with your internal Presidential Transition team book/plan, please bring a hard copy to the meeting.

Feel free to reach out with any questions.

Thank you

Gabriella Uli  
WH Cabinet Affairs  
Phone: [REDACTED] Ex. 6  
Gabriella.M.Uli@who.eop.gov

**From:** Bradfield, Mary A.  
**To:** Uli, Gabriella M. EOP/WHO  
**Cc:** McGinley, William J. EOP/WHO; Gunn, Ashley L. EOP/WHO; Mashburn, John K. EOP/WHO; Flynn, Matthew; Parker, Matthew M.; Paranzino, Anthony M.  
**Subject:** RE: Cabinet Affairs/Beachhead Leads Meeting  
**Date:** Thursday, February 16, 2017 1:19:00 PM  
**Attachments:** WAVES USSS Appointment Form Paranzino.docx

---

Gabriella,

[REDACTED]. Either Matt Parker or Anthony Paranzino (carbon copied here) will attend in my place if I am unavailable.

Ex. 5

Anthony's WAVES information is attached and Matt can provide his information separately. Would you please keep their WAVES information so they can attend as alternates as needed. Thank you!

V/r,

Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
Mary.bradfield@sba.gov  
Office: 202-205-6464  
Cell: [REDACTED]

Ex. 6

-----Original Message-----

From: Uli, Gabriella M. EOP/WHO [mailto:Gabriella.M.Uli@who.eop.gov]  
Sent: Thursday, February 16, 2017 12:06 PM  
Cc: McGinley, William J. EOP/WHO; Gunn, Ashley L. EOP/WHO; Mashburn, John K. EOP/WHO; Flynn, Matthew  
Subject: Cabinet Affairs/Beachhead Leads Meeting

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As a reminder, if you have not provided John Mashburn with your internal Presidential Transition team book/plan, please bring a hard copy to the meeting.

Feel free to reach out with any questions.

Thank you

Gabriella Uli  
WH Cabinet Affairs  
Phone: [REDACTED]  
Gabriella.M.Uli@who.eop.gov

## The White House

Please enter your first name, last name, gender, and date of birth exactly as they appear in your government issued ID. If there are any discrepancies between this information and your presented ID, we cannot guarantee your clearance onto the complex.

First Name	Anthony
Middle Name (If you do not have a middle name, leave this field blank)	Michael
Last Name	Paranzino
Date of Birth	████████
Email	<a href="mailto:Anthony.paranzino@sba.gov">Anthony.paranzino@sba.gov</a>
U.S. Citizen?	Yes
Social Security Number	████████
Gender	Male
City of Residence	████████
State of Residence	████████
Country of Birth	USA

Ex. 6

Information you submit will be used to process your security request and will be retained in accordance with applicable federal records laws. For children under 13, the information requested on this form must be submitted by a parent, guardian, or other adult with lawful authority. Information submitted through this form is subject to our Voluntary Policy for Visitor Access Records.

**From:** Mashburn, John K. EOP/WHO  
**To:** [Bradfield, Mary A.](mailto:Bradfield.Mary.A)  
**Subject:** Fwd: Notification: RE: Cabinet Affairs/Beachhead Leads Meeting  
**Date:** Thursday, February 16, 2017 1:42:15 PM

---

What is this?

Sent from my iPhone

Begin forwarded message:

**Date:** February 16, 2017 at 1:19:28 PM EST  
**To:** <[Gabriella.M.Uli@who.eop.gov](mailto:Gabriella.M.Uli@who.eop.gov)>, <[William.J.McGinley@who.eop.gov](mailto:William.J.McGinley@who.eop.gov)>, <[Ashley.L.Gunn@who.eop.gov](mailto:Ashley.L.Gunn@who.eop.gov)>, <[John.K.Mashburn@who.eop.gov](mailto:John.K.Mashburn@who.eop.gov)>, <[Matthew.J.Flynn@who.eop.gov](mailto:Matthew.J.Flynn@who.eop.gov)>  
**Subject: Notification: RE: Cabinet Affairs/Beachhead Leads Meeting**

Small Business Administration (SBA), Office of Chief Information Office, Privacy Office quarantined your email because it contained Personal Identifiable Information (PII) or Sensitive PII. The Office of Management and Budget (OMB) has defined PII as any information that permits the identity of an individual to be directly or indirectly inferred, including any information that is linked or linkable to that individual, regardless of whether the individual is a U.S citizen, legal permanent resident, visitor to the U.S, or employee or contractor to SBA. Some categories of PII are sensitive as stand-alone data elements. Examples include: SSN, driver's license or state identification number, passport number, Alien Registration Number, or financial account number. Other data elements such as citizenship or immigration status, medical information, ethnic, religious, sexual orientation, or lifestyle information, and account passwords, in conjunction with the identity of an individual. If you have any question, please contact Terrence Hudgen 202-205-6384 or Dwoyne Lewis 202-619-1618.

**From:** Mashburn, John K. EOP/WHO  
**To:** [Bradfield, Mary A.](#)  
**Subject:** Re: when you have a minute  
**Date:** Thursday, February 16, 2017 1:44:56 PM

---

After call concludes!!

Sent from my iPhone

On Feb 16, 2017, at 8:50 AM, Bradfield, Mary A. <[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)> wrote:

Mash, When you have a minute I have a few outstanding issues waiting for WH coordination that I would like to follow up with you on. Much thanks! MAB

Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
[Mary.bradfield@sba.gov](mailto:Mary.bradfield@sba.gov)  
Office: 202-205-6464  
Cell: [REDACTED] Ex. 6



**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Cc:** [Nelson, Nicole M.](#)  
**Subject:** RE: Notification: RE: Cabinet Affairs/Beachhead Leads Meeting  
**Date:** Thursday, February 16, 2017 2:02:00 PM

---

Apparently the Cyber Security is stopping emails. I will look into this. Thanks! MAB

---

**From:** Mashburn, John K. EOP/WHO [mailto:John.K.Mashburn@who.eop.gov]  
**Sent:** Thursday, February 16, 2017 1:42 PM  
**To:** Bradfield, Mary A.  
**Subject:** Fwd: Notification: RE: Cabinet Affairs/Beachhead Leads Meeting

What is this?

Sent from my iPhone

Begin forwarded message:

**Date:** February 16, 2017 at 1:19:28 PM EST  
**To:** <[Gabriella.M.Uli@who.eop.gov](mailto:Gabriella.M.Uli@who.eop.gov)>, <[William.J.McGinley@who.eop.gov](mailto:William.J.McGinley@who.eop.gov)>, <[Ashley.L.Gunn@who.eop.gov](mailto:Ashley.L.Gunn@who.eop.gov)>, <[John.K.Mashburn@who.eop.gov](mailto:John.K.Mashburn@who.eop.gov)>, <[Matthew.J.Flynn@who.eop.gov](mailto:Matthew.J.Flynn@who.eop.gov)>  
**Subject: Notification: RE: Cabinet Affairs/Beachhead Leads Meeting**

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**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Cc:** [Millikin, Jennifer E.](#); [Parker, Matthew M.](#)  
**Subject:** FW: here is the article  
**Date:** Thursday, February 16, 2017 6:16:00 PM

---

FYSA. A little good news today. MAB

---

**From:** Hayward, Mark S.  
**Sent:** Thursday, February 16, 2017 2:01 PM  
**To:** Bradfield, Mary A.; Loddo, Joseph P.; Benderson, Eric S.; Levine, Nina D.; Shepard, Joseph  
**Subject:** Fwd: here is the article

FYI

Sent from my iPhone

Begin forwarded message:

**From:** "Olear, Stephen J." <[stephen.olear@sba.gov](mailto:stephen.olear@sba.gov)>  
**Date:** February 16, 2017 at 12:57:30 PM EST  
**To:** "Hayward, Mark S." <[Mark.Hayward@sba.gov](mailto:Mark.Hayward@sba.gov)>  
**Subject:** here is the article

## IFA APPLAUDS SBA FOR REVISING FRANCHISE REVIEW PROCESS

### FOR IMMEDIATE RELEASE

**Contact:**  
Jenna Weisbord, 310-995-0839  
[jweisbord@franchise.org](mailto:jweisbord@franchise.org)  
[@franchising411](#)

### IFA APPLAUDS SBA FOR REVISING FRANCHISE REVIEW PROCESS

WASHINGTON, Feb. 15, 2017 – International Franchise Association President and CEO Robert Cresanti released the following statement applauding the Small Business Administration's (SBA) announcement that it is [temporarily revising the new procedures governing lending to franchise businesses](#), a victory for small business owners who rely on SBA lending programs to access capital to open new franchises. The revisions are a result of IFA advocating directly with current and former administration officials regarding concerns with the revised procedures released late last year.

"The IFA is pleased the SBA listened to the concerns expressed by franchisors and franchisees about the new lending process and decided to accommodate those views. Most recently, IFA members raised these issues at the IFA's annual convention in Las Vegas during roundtables featuring SBA staff. At those roundtables, several franchisors asserted they would be unable to comply with the new rules and could not sign the new required addendum, which would have seriously curtailed SBA backed lending to franchise

businesses. The attendees asked the SBA why they could not continue using their current SBA-approved addendums?

“With SBA’s announcement that it will allow franchisors to either certify that they are using previously approved 2015 and 2016 SBA addendum or sign the new addendum released in December 2016, the SBA is demonstrating it listened to the small franchise businesses it serves and is alleviating some of the unintended negative consequences of the new procedures.

“The IFA is pleased the SBA is adopting this common sense approach, and we look forward to working with the SBA to ensure franchise businesses’ access to credit continues unimpeded.”

In 2016 alone, SBA backed loans to franchise businesses totaled \$770 million and were used in the financing of over 5,500 franchise businesses. Franchise businesses are local businesses that provide \$404 billion in economic activity in communities across the country. And, for every \$1 million in lending franchises, an estimated 40 new direct and indirect jobs are created. Ensuring lending to franchise businesses is facilitated is critical to the IFA.

###

#### **About the International Franchise Association**

Celebrating 56 years of excellence, education and advocacy, the International Franchise Association is the world's oldest and largest organization representing franchising worldwide. IFA works through its government relations and public policy, media relations and educational programs to protect, enhance and promote franchising and the more than 733,000 franchise establishments that support nearly 7.6 million direct jobs, \$674.3 billion of economic output for the U.S. economy and 2.5 percent of the Gross Domestic Product (GDP). IFA members include franchise companies in over 300 different business format categories, individual franchisees and companies that support the industry in marketing, law, technology and business development.

1900 K St., N.W., Suite 700 Washington, DC 20006 USA

Phone: +1 202/628-8000 Fax: +1 202/628-0812 [www.franchise.org](http://www.franchise.org)

Stephen J. Olear  
Chief Franchise Counsel  
Office of the General Counsel  
Financial Law and Lender Oversight  
818 552-3307  
Fax (202) 481-5666

**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Cc:** [Gabriella Uli \(Gabriella.M.Uli@who.eop.gov\)](#); [Emily J. McBride \(emily.j.mcbride@who.eop.gov\)](#); [McGinley, William J. EOP/WHO](#); [Paranzino, Anthony M.](#)  
**Subject:** FW: Cabinet Affairs/Beachhead Leads Meeting  
**Date:** Friday, February 17, 2017 4:53:00 PM

---

John/Gabriella,

This is the message that our SBA security stopped from coming through because the original attachment (removed from this version) had PII attached. I should be at tomorrow's meeting but there is a chance that I will still need to go to Oklahoma on short notice. If that happens Anthony Paranzino from the SBA team will attend for me if it is alright. His phone number is [REDACTED] and will have to provide his WAVE info via phone. Ex. 6

Thank you for understanding!

V/r,  
Mary Anne Bradfield

-----Original Message-----

**From:** Bradfield, Mary A.  
**Sent:** Thursday, February 16, 2017 1:19 PM  
**To:** 'Uli, Gabriella M. EOP/WHO'  
**Cc:** McGinley, William J. EOP/WHO; Gunn, Ashley L. EOP/WHO; Mashburn, John K. EOP/WHO; Flynn, Matthew; Parker, Matthew M.; Paranzino, Anthony M.  
**Subject:** RE: Cabinet Affairs/Beachhead Leads Meeting

Gabriella,

I have a family medical emergency and may not be able to attend on Saturday. Either Matt Parker or Anthony Paranzino (carbon copied here) will attend in my place if I am unavailable.

Anthony's WAVES information is attached and Matt can provide his information separately. Would you please keep their WAVES information so they can attend as alternates as needed. Thank you!

V/r,

Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
Mary.bradfield@sba.gov

[REDACTED] ex. 6

-----Original Message-----

**From:** Uli, Gabriella M. EOP/WHO [<mailto:Gabriella.M.Uli@who.eop.gov>]  
**Sent:** Thursday, February 16, 2017 12:06 PM  
**Cc:** McGinley, William J. EOP/WHO; Gunn, Ashley L. EOP/WHO; Mashburn, John K. EOP/WHO; Flynn, Matthew  
**Subject:** Cabinet Affairs/Beachhead Leads Meeting

Hi Beachhead Leads,


Our weekly Cabinet Affairs/Beachhead Leads meeting will be Saturday at 11 am in the EEOB Diplomatic Reception Room 210/212. We will escort the group at 10:50 am from the security access point located on State St. and 17th St. Please let me know if you plan for another beachhead member to take your place as I will need to clear them through USSS.

As a reminder, if you have not provided John Mashburn with your internal Presidential Transition team book/plan, please bring a hard copy to the meeting.

Feel free to reach out with any questions.

Thank you

Gabriella Uli  
WH Cabinet Affairs

  
Gabriella.M.Uli@who.eop.gov

Ex. 6

**From:** Uli, Gabriella M. EOP/WHO  
**Cc:** [Mashburn, John K. EOP/WHO](#); [Flynn, Matthew](#)  
**Subject:** Daily Conference Call Cancelled  
**Date:** Monday, February 20, 2017 10:14:34 AM

---

Good morning beachhead leads,  
Cabinet Affairs will not hold the agency conference call today.

Happy Presidents' Day!

Gabriella Uli  
WH Cabinet Affairs  
Phone: [REDACTED] Ex.6  
Gabriella.M.Uli@who.eop.gov

**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Cc:** [Gabriella Uli \(Gabriella.M.Uli@who.eop.gov\)](#); [Paranzino, Anthony M.](#)  
**Subject:** SBA Report  
**Date:** Wednesday, February 22, 2017 1:18:00 PM

---

John,

The only thing SBA has to report is that the Administrator is in Baltimore with Dina Powell and Ivanka Trump this afternoon at an event with the Urban League. My apologies for forgetting to hit "send" on this email in advance of the call. We are being inundated w/WH invitations and running like mad.

Mary Anne Bradfield  
Sr. White House Advisor  
U.S. Small Business Administration  
Mary.bradfield@sba.gov  
Office: 202-205-6464  
Cell: [REDACTED] Ex. 6

**From:** Bradfield, Mary A.  
**To:** john.k.mashburn  
**Subject:** Fwd: Administrator McMahon Invite  
**Date:** Thursday, February 23, 2017 9:02:20 PM  
**Attachments:** gridiron\_3.doc  
ATT00001.htm

---

See below. A [REDACTED]  
Thanks. MAB

Ex. 5

Sent from my iPhone

Begin forwarded message:

**From:** "Millikin, Jennifer E." <Jennifer.Millikin@sba.gov>  
**Date:** February 23, 2017 at 8:03:51 PM EST  
**To:** "Bradfield, Mary A." <Mary.Bradfield@sba.gov>  
**Subject:** FW: Administrator McMahon invite

As discussed...

**From:** Baier, Bret [mailto:bret.baier@REDACTED]  
**Sent:** Tuesday, February 21, 2017 8:17 PM  
**To:** Millikin, Jennifer E.  
**Cc:** Ricalde, Katy  
**Subject:** Administrator McMahon invite

Jennifer,

I think in the transition this invite was lost along the way -- I am inviting Administrator McMahon to attend the Gridiron Dinner in DC Saturday March 4<sup>th</sup> as my guests. Administrator McMahon would be seated at the head table. Attached is a letter that was sent --but, must have been lost. I am hoping to confirm her attendance ASAP.

And from the letter.. in case you don't know the Gridiron:

**"the Gridiron Club is regarded, at least by its members, as Washington's most prestigious journalistic organization. It's composed of 65 Washington-based reporters and columnists from print and broadcast news organizations and has existed since 1885 for the purpose of sponsoring this dinner, featuring skits spoofing the political scene, including the press. A 501 ©(3) organization, its profits support a number of journalism programs and organizations.**

**If you can attend, you'll be seated at the Head Table with fellow Cabinet members and other top officials.**

**House Democratic leader Nancy Pelosi will represent the Democrats and Sen. Joni**



BRET BAIER  
Chief Political Anchor, Fox News Channel  
Washington, D.C. 20007

The Hon. Administrator Linda McMahon  
US Small Business Administration  
Washington, DC 20001

February 15, 2017

Dear Administrator McMahon:

I am writing to invite you to be my guest at the 132nd anniversary Gridiron Club and Foundation Dinner on Saturday night, March 4. It's always an interesting and enjoyable experience.

As you may know, the Gridiron Club is regarded, at least by its members, as Washington's most prestigious journalistic organization. It's composed of 65 Washington-based reporters and columnists from print and broadcast news organizations and has existed since 1885 for the purpose of sponsoring this dinner, featuring skits spoofing the political scene, including the press. A 501 ©(3) organization, its profits support a number of journalism programs and organizations.

If you can attend, you'll be seated at the Head Table with fellow Cabinet members and other top officials.

House Democratic leader Nancy Pelosi will represent the Democrats and Sen. Joni Ernst of Iowa the Republicans, and Vice President Pence will be representing the Trump Administration. The skits take place between courses of the meal.

The dinner takes place in the Grand Ballroom of Marriott's Washington Renaissance Hotel, 999 Ninth Street NW, in downtown Washington. Dress is white tie for men, and long dresses for women. The dinner will begin promptly at 7 p.m., with cocktails starting at 5:30 p.m. By eliminating one course and promising to start on time, we have been able in recent years to end the dinner before 10:30 p.m. and expect to do so again this year.

Please let me know if you have any questions. The best way is by phone at [REDACTED] or by email at [bret.baier@foxnews.com](mailto:bret.baier@foxnews.com) [REDACTED] -I hope very much you'll be able to join us.

Sincerely,

Bret Baier  
Fox News Channel Chief Political Anchor  
Gridiron Executive Board Member

Ex. 6



**Ernst of Iowa the Republicans, and Vice President Pence will be representing the Trump Administration. The skits take place between courses of the meal.”**

Thanks for the urgent attention.

Any questions... call me or my assistant Katy Riclade... 2 [REDACTED] (she is cc'd) ex. 6

Sincerely,

Bret

**Bret Baier**  
**Chief Political Anchor, Fox News Channel**  
**Anchor & Executive Editor "Special Report with Bret Baier"**

This message and its attachments may contain legally privileged or confidential information. It is intended solely for the named addressee. If you are not the addressee indicated in this message (or responsible for delivery of the message to the addressee), you may not copy or deliver this message or its attachments to anyone. Rather, you should permanently delete this message and its attachments and kindly notify the sender by reply e-mail. Any content of this message and its attachments that does not relate to the official business of Fox News or Fox Business must not be taken to have been sent or endorsed by either of them. No representation is made that this email or its attachments are without defect.

**From:** Mashburn, John K. EOP/WHO  
**To:** [Bradfield, Mary A.](mailto:Bradfield.Mary.A)  
**Subject:** Re: Administrator McMahon invite  
**Date:** Friday, February 24, 2017 12:01:07 AM

---

Thanks for calling this to my attention. [REDACTED]

Ex. 5

Sent from my iPhone

On Feb 23, 2017, at 9:02 PM, Bradfield, Mary A. <[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)> wrote:

See below. [REDACTED]

[REDACTED] hanks. MAB

Ex. 5

Sent from my iPhone

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**From:** "Millikin, Jennifer E." <[Jennifer.Millikin@sba.gov](mailto:Jennifer.Millikin@sba.gov)>  
**Date:** February 23, 2017 at 8:03:51 PM EST  
**To:** "Bradfield, Mary A." <[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)>  
**Subject:** FW: Administrator McMahon invite

As discussed...

---

**From:** Baier, Bret [<mailto:bret.baier>] [REDACTED]  
**Sent:** Tuesday, February 21, 2017 8:17 PM  
**To:** Millikin, Jennifer E.  
**Cc:** Ricalde, Katy  
**Subject:** Administrator McMahon invite

Ex. 6

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Thanks for the urgent attention.

Any questions... call me or my assistant Katy Riclade... [REDACTED] (she is cc'd)

Ex. 6

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**Bret Baier  
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Anchor & Executive Editor "Special Report with Bret Baier"**

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<gridiron 3.doc>

**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Subject:** Re: Administrator McMahon invite  
**Date:** Friday, February 24, 2017 12:24:46 AM

---

Thank you!

Sent from my iPhone

On Feb 24, 2017, at 12:01 AM, Mashburn, John K. EOP/WHO  
<[John.K.Mashburn@who.eop.gov](mailto:John.K.Mashburn@who.eop.gov)> wrote:

[REDACTED]

Sent from my iPhone

Ex. 5

On Feb 23, 2017, at 9:02 PM, Bradfield, Mary A. <[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)>  
wrote:

See below. [REDACTED]

Sent from my iPhone

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**To:** "Bradfield, Mary A." <[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)>  
**Subject:** FW: Administrator McMahon invite

As discussed...

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Thanks for the urgent attention.

Any questions... call me or my assistant Katy Riclade... [REDACTED]

[REDACTED] (she is cc'd)

Ex. 6

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<gridiron 3.doc>



**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#); [Gabiella Uli \(Gabiella.M.Uli@who.eop.gov\)](#)  
**Cc:** [Freeland, Jeffrey K. EOP/OMB](#)  
**Subject:** FW: Trump to Sign Regulatory Executive Order Friday  
**Date:** Friday, February 24, 2017 3:09:00 PM

---

Any chance the new Reg Reform EO can be shared w/SBA? Thanks. MAB

---

**From:** Levine, Nina D.  
**Sent:** Friday, February 24, 2017 3:08 PM  
**To:** Bradfield, Mary A.  
**Subject:** RE: Trump to Sign Regulatory Executive Order Friday

Thanks Mary Anne. We haven't been able to get a copy of it yet, although the media is reporting that it has been signed.

Trump to Sign Regulatory Executive Order Friday

<https://www.bloomberg.com/politics/trackers/2017-02-24/trump-to-sign-regulatory-executive-order-friday>

Bloomberg Politics

**From:** Freeland, Jeffrey K. EOP/OMB  
**To:** [Bradfield, Mary A.](#); [Mashburn, John K. EOP/WHO](#); [Uli, Gabriella M. EOP/WHO](#)  
**Cc:** [Anderson, Jessica C. EOP/OMB](#)  
**Subject:** RE: Trump to Sign Regulatory Executive Order Friday  
**Date:** Friday, February 24, 2017 3:18:39 PM

---

Looping in Jess. Not sure what we can do there.

---

**From:** Bradfield, Mary A. [mailto:Mary.Bradfield@sba.gov]  
**Sent:** Friday, February 24, 2017 3:09 PM  
**To:** Mashburn, John K. EOP/WHO <John.K.Mashburn@who.eop.gov>; Uli, Gabriella M. EOP/WHO <Gabriella.M.Uli@who.eop.gov>  
**Cc:** Freeland, Jeffrey K. EOP/OMB <Jeffrey.K.Freeland@omb.eop.gov>  
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Bloomberg Politics

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**Cc:** [Anderson, Jessica C. EOP/OMB](#)  
**Subject:** RE: Trump to Sign Regulatory Executive Order Friday  
**Date:** Friday, February 24, 2017 3:19:00 PM

---

Thanks.

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**Sent:** Friday, February 24, 2017 3:17 PM  
**To:** Bradfield, Mary A.; Mashburn, John K. EOP/WHO; Uli, Gabriella M. EOP/WHO  
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Trump to Sign Regulatory Executive Order Friday

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Bloomberg Politics

**From:** Anderson, Jessica C. EOP/OMB  
**To:** [Bradfield, Mary A.](#); [Freeland, Jeffrey K. EOP/OMB](#); [Mashburn, John K. EOP/WHO](#); [Uli, Gabriella M. EOP/WHO](#)  
**Subject:** RE: Trump to Sign Regulatory Executive Order Friday  
**Date:** Friday, February 24, 2017 3:29:07 PM

---

Yes. This was signed today at noon. It should be on the website and subsequently in the Federal Register, I just have not yet had the chance to look.

---

**From:** Bradfield, Mary A. [mailto:[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)]  
**Sent:** Friday, February 24, 2017 3:19 PM  
**To:** Freeland, Jeffrey K. EOP/OMB <[Jeffrey.K.Freeland@omb.eop.gov](mailto:Jeffrey.K.Freeland@omb.eop.gov)>; Mashburn, John K. EOP/WHO <[John.K.Mashburn@who.eop.gov](mailto:John.K.Mashburn@who.eop.gov)>; Uli, Gabriella M. EOP/WHO <[Gabriella.M.Uli@who.eop.gov](mailto:Gabriella.M.Uli@who.eop.gov)>  
**Cc:** Anderson, Jessica C. EOP/OMB <[Jessica.C.Anderson@omb.eop.gov](mailto:Jessica.C.Anderson@omb.eop.gov)>  
**Subject:** RE: Trump to Sign Regulatory Executive Order Friday

Thanks.

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Trump to Sign Regulatory Executive Order Friday

<https://www.bloomberg.com/politics/trackers/2017-02-24/trump-to-sign-regulatory-executive-order-friday>

Bloomberg Politics

**From:** Bradfield, Mary A.  
**To:** Mashburn, John K. EOP/WHO  
**Cc:** Gabriella Uji (Gabriella.M.Uji@who.eop.gov)  
**Subject:** Warren & Markey Letter - For your situational awareness  
**Date:** Monday, February 27, 2017 6:19:00 PM  
**Attachments:** Letter from Senators Warren and Markey.msg  
ATT00001.htm

[REDACTED]

Ex. 5

. Thanks. MAB

**From:** Hayward, Mark S.  
**Sent:** Monday, February 27, 2017 6:17 PM  
**To:** Bradfield, Mary A.  
**Subject:** Fwd: letter

Sent from my iPhone

Begin forwarded message:

**From:** "McKeehan, Christopher S." <[christopher.mckeehan@sba.gov](mailto:christopher.mckeehan@sba.gov)>  
**To:** "Hayward, Mark S." <[Mark.Hayward@sba.gov](mailto:Mark.Hayward@sba.gov)>  
**Subject:** RE: letter

Attached is the letter per your request.

C. Shawn McKeehan  
Program Manager  
SBA Office of Congressional and Legislative Affairs  
Telephone: (202) 205-7729  
Fax: (202) 481-0567

**From:** Hayward, Mark S.  
**Sent:** Monday, February 27, 2017 6:05 PM  
**To:** McKeehan, Christopher S.  
**Subject:** letter

Can you scan that letter to mary ann so she can send it over.

Thanks  
Mark

*Mark S. Hayward*  
*Senior Advisor to the Administrator*  
202-205-6484

[REDACTED]

Ex. 6

**Hunter, Karen L.**

---

**From:** D'Amico, Zach (Warren) <Zach\_D'Amico@warren.senate.gov>  
**Sent:** Monday, February 27, 2017 5:22 PM  
**To:** CLAIquiry  
**Cc:** Ramamurti, Bharat (Warren)  
**Subject:** Letter from Senators Warren and Markey  
**Attachments:** 2017.02.27 Letter to SBA re Trump Sanctuary City EO.pdf

Hello,

Please see the attached letter from Senators Warren and Markey to Administrator McMahon. Please let me know if you have any questions.

Best,

**Zachary D'Amico**  
**Assistant Counsel**  
Office of Senator Elizabeth Warren  
317 Senate Hart Office Building  
Washington, DC 20510  
(202) 224-2283

# United States Senate

WASHINGTON, DC 20510

February 27, 2017

The Honorable Linda McMahon  
Administrator  
Small Business Administration  
409 3<sup>rd</sup> St., SW  
Washington, D.C. 20416

Dear Administrator McMahon:

On January 25, 2017, President Trump issued an Executive Order directing Administration officials to identify “sanctuary jurisdictions” and cut off all federal grants to those jurisdictions.<sup>1</sup> Despite lawsuits challenging the legality of the Order, the Trump Administration appears to be accelerating its efforts to put the Order into effect. Last week, Department of Homeland Security (DHS) Secretary John Kelly issued a memorandum instructing his agency on how to implement the Order,<sup>2</sup> and the White House Press Secretary said that the Administration would “do everything we can to respect taxpayers and ensure that your states follow the law.”<sup>3</sup> Because the Order is unconstitutional and the Administration is not pausing to give the courts time to weigh in, we write to better understand your views and your intentions regarding immediate enforcement against Massachusetts.

Massachusetts is a huge contributor to the federal treasury. We are among the nation’s top three states in terms of per capita federal taxes paid, and Massachusetts is also one of only eleven states whose residents actually subsidize the federal government by paying more in federal taxes than we get back.<sup>4</sup> Federal funding that actually returns to Massachusetts is vitally important. For example, federal support accounts for nearly \$11 billion of our state’s annual budget.<sup>5</sup> These funds go to support health insurance for children, affordable housing for

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<sup>1</sup> “Executive Order: Enhancing Public Safety in the Interior of the United States” (Jan. 25, 2017), at <https://www.whitehouse.gov/the-press-office/2017/01/25/presidential-executive-order-enhancing-public-safety-interior-united>.

<sup>2</sup> Memorandum from DHS Secretary John Kelly on Enforcement of the Immigration Laws to Serve the National Interest (Feb. 20, 2017), at [https://www.dhs.gov/sites/default/files/publications/17\\_0220\\_S1\\_Enforcement-of-the-Immigration-Laws-to-Serve-the-National-Interest.pdf](https://www.dhs.gov/sites/default/files/publications/17_0220_S1_Enforcement-of-the-Immigration-Laws-to-Serve-the-National-Interest.pdf).

<sup>3</sup> White House Press Briefing, Feb. 23, 2017.

<sup>4</sup> Dave Gilson, *Unlike Trump, California Pays Its Taxes*, Mother Jones (Feb. 6, 2017), at <http://www.motherjones.com/politics/2017/02/california-federal-taxes-spending-trump>

<sup>5</sup> Massachusetts Budget & Policy Center, *Partnership in Peril: Federal Funding at Risk for State Programs Relied Upon by Massachusetts Residents* (Feb. 16, 2017), at [http://www.massbudget.org/report\\_window.php?loc=Partnership-in-Peril-Federal-Funding-at-Risk.html](http://www.massbudget.org/report_window.php?loc=Partnership-in-Peril-Federal-Funding-at-Risk.html).

families, nursing care for veterans, and countless other critical programs.<sup>6</sup> By its terms, the President’s Executive Order threatens that vital support.

Section 9(a) of the Order directs the Attorney General and DHS Secretary to exercise “discretion” to “ensure that jurisdictions that willfully refuse to comply with 8 U.S.C. [§] 1373 (sanctuary jurisdictions) are not eligible to receive federal grants, except as deemed necessary for enforcement purposes by the Attorney General or the Secretary.”<sup>7</sup> In turn, 8 U.S.C. § 1373 states that “a Federal, State, or local government entity or official may not prohibit, or in any way restrict, any government entity or official from sending to, or receiving from, the Immigration and Naturalization Service information regarding the citizenship or immigration status, lawful or unlawful, of any individual.” The Order also gives the DHS Secretary “the authority to designate, in his discretion and to the extent consistent with law, a jurisdiction as a sanctuary jurisdiction.”<sup>8</sup> That sweeping provision gives the DHS Secretary unilateral authority to arbitrarily jeopardize federal grants to numerous jurisdictions, despite the clear unconstitutionality of such an action.

In recent days, states and localities have begun to grapple with how they will respond to this directive. Some have already begun changing their own laws to avoid risking the loss of vital funding.<sup>9</sup> Despite these threats, however, local leaders in Massachusetts have indicated that they do not intend to be browbeaten into changing their own laws to suit the whims of the President on matters over which he has no legal authority or control.<sup>10</sup> Several jurisdictions, including the Massachusetts cities of Chelsea and Lawrence,<sup>11</sup> have sued the Administration to prevent the implementation of this unconstitutional directive.

Evidently, the purpose of this Order is to punish local jurisdictions that make local law enforcement decisions that the President disagrees with. The President himself has described the Order as a “weapon” against certain cities,<sup>12</sup> while the White House Press Secretary said that the Order “directs the [DHS] secretary to look at . . . funding streams that are going to these cities . . . and figure out how we can defund those streams.”<sup>13</sup>

The President has no constitutional authority to direct your agency to withhold grants on these arbitrary terms. First, as the Supreme Court reiterated in its seminal case on the Affordable Care Act in 2012, it is unconstitutional to use the threat of cutting off significant, pre-existing

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<sup>6</sup> Id.

<sup>7</sup> “Executive Order: Enhancing Public Safety in the Interior of the United States” (Jan. 25, 2017), § 9(a), at <https://www.whitehouse.gov/the-press-office/2017/01/25/presidential-executive-order-enhancing-public-safety-interior-united>.

<sup>8</sup> Id. § 9(a).

<sup>9</sup> Alan Gomez, *First ‘Sanctuary City’ caves to Trump demands*, USA Today (Jan. 26, 2017), at <http://www.usatoday.com/story/news/2017/01/26/first-sanctuary-city-caves-donald-trump-demands/97111048/>.

<sup>10</sup> See, e.g., Meghan E. Irons & Cristela Guerra, *Walsh rails against Trump, calls immigration actions ‘direct attack’*, Boston Globe (Jan. 25, 2017), at <https://www.bostonglobe.com/metro/2017/01/25/walsh-says-boston-will-use-city-hall-itself-last-resort/UtZrLHENkQvEC1fTjgs7bP/story.html>.

<sup>11</sup> *City of Chelsea & City of Lawrence v. Trump* (D. Mass. 2017), at <http://lawyerscom.org/wp-content/uploads/2017/02/Sanctuary-Cities-Complaint-FINAL-FILED.pdf>.

<sup>12</sup> Fox News, O’Reilly Factor (Feb. 5, 2017).

<sup>13</sup> Daily Press Briefing (Jan. 25, 2017).



funding to “coerce” a state into adopting a federal policy directive.<sup>14</sup> Where a President openly brags of his desire to use the loss of unrelated funding as a “weapon” against states and localities, the intent to exert such unconstitutional coercion is obvious.

Second, the Supreme Court has long established that conditions on federal grants must be related “to the federal interest in particular national projects or programs” funded by the grants.<sup>15</sup> The Order contains no such limitation, instead referring explicitly to “all Federal grant money that currently is received by any sanctuary jurisdiction.”<sup>16</sup> The Order is unconstitutional because it would condition federal grants on compliance with certain federal immigration laws even when those grants are completely unrelated to those areas.

Third, the Supreme Court has also long established that “if Congress intends to impose a condition on the grant of federal moneys, it must do so unambiguously. By insisting that Congress speak with a clear voice, we enable the States to exercise their choice knowingly, cognizant of the consequences of their participation.”<sup>17</sup> Under this precedent, the Order cannot constitutionally be applied to any grant programs at your agency unless Congress – not the President – has expressly and unambiguously conditioned grants under those programs on compliance in the immigration-related areas discussed in the Order.<sup>18</sup> To the best of our knowledge, few, if any, such conditional grants exist.

Finally, the Order is unconstitutional because it ties federal funds to compliance with 8 U.S.C. § 1373 – which is itself an unconstitutional provision. The Supreme Court has ruled that the federal government cannot “commandeer” state officials by directing them to enforce federal law.<sup>19</sup> Consistent with the federalism principles that animate our system of government and our Constitution, this anti-commandeering principle aims to maintain the “[p]reservation of the States as independent and autonomous political entities.”<sup>20</sup> Section 1373 prohibits states and localities from telling their own government employees how to do their jobs – one of the most basic aspects of state and local sovereignty – and is therefore unconstitutional.<sup>21</sup>

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<sup>14</sup> *National Federation of Independent Businesses v. Sebelius*, 567 U.S. \_\_ (2012).

<sup>15</sup> *South Dakota v. Dole*, 483 U.S. 203, 212 (1987) (internal quotations omitted).

<sup>16</sup> “Executive Order: Enhancing Public Safety in the Interior of the United States” (Jan. 25, 2017), § 9(c), at <https://www.whitehouse.gov/the-press-office/2017/01/25/presidential-executive-order-enhancing-public-safety-interior-united>.

<sup>17</sup> *Pennhurst State Sc. & Hosp. v. Halderman*, 451 U.S. 1, 17 (1981) (internal citations omitted).

<sup>18</sup> See, e.g., Erwin Chemerinsky, Annie Lai, and Seth Davis, *Trump Can’t Force “Sanctuary Cities” to Enforce His Deportation Plans*, Washington Post (Dec. 22, 2016), at [https://www.washingtonpost.com/opinions/trump-cant-force-sanctuary-cities-to-enforce-his-deportation-plans/2016/12/22/421174d4-c7a4-11e6-85b5-76616a33048d\\_story.html?utm\\_term=.91e9fbb7a0ca](https://www.washingtonpost.com/opinions/trump-cant-force-sanctuary-cities-to-enforce-his-deportation-plans/2016/12/22/421174d4-c7a4-11e6-85b5-76616a33048d_story.html?utm_term=.91e9fbb7a0ca); Ilya Somin, *Why Trump’s Executive Order on Sanctuary Cities is Unconstitutional*, Washington Post (Jan. 26, 2017), at [https://www.washingtonpost.com/news/volokh-conspiracy/wp/2017/01/26/constitutional-problems-with-trumps-executive-order-on-sanctuary-cities/?utm\\_term=.b2d635bbe605](https://www.washingtonpost.com/news/volokh-conspiracy/wp/2017/01/26/constitutional-problems-with-trumps-executive-order-on-sanctuary-cities/?utm_term=.b2d635bbe605).

<sup>19</sup> *Printz v. United States*, 521 U.S. 898 (1997).

<sup>20</sup> *Id.* at 919.

<sup>21</sup> See, e.g., Ilya Somin, *Why Trump’s Executive Order on Sanctuary Cities is Unconstitutional*, Washington Post (Jan. 26, 2017), at [https://www.washingtonpost.com/news/volokh-conspiracy/wp/2017/01/26/constitutional-problems-with-trumps-executive-order-on-sanctuary-cities/?utm\\_term=.b2d635bbe605](https://www.washingtonpost.com/news/volokh-conspiracy/wp/2017/01/26/constitutional-problems-with-trumps-executive-order-on-sanctuary-cities/?utm_term=.b2d635bbe605) (“The anti-commandeering issue raised by Section 1373 has not yet been directly addressed by the Supreme Court (though the law was upheld in a badly flawed lower court decision back in 1999). We cannot be certain what will happen when and if the

If the Administration continues to press ahead with this blatantly unconstitutional order, it will lose in court. In the meantime, however, chaos and confusion will reign, as funding for countless vital programs in Massachusetts and other jurisdictions that refuse to be bullied is thrown into question. Every agency head takes an oath to “support and defend the Constitution of the United States against all enemies, foreign and domestic” and “bear true faith and allegiance to the same.”<sup>22</sup> It is your responsibility to act in accordance with that oath.

You and your counsel are no doubt familiar with each of these Constitutional precepts. It is our responsibility to do what we can to make certain that the Constitutional protections of the people in our home state are protected. Therefore, we ask that you answer the following questions:

1. Do you plan to support the President’s January 25, 2017 Executive Order?
2. Section 9(a) of the Order authorizes the Attorney General and/or the DHS Secretary to cut off any federal grants disbursed by your agency to a jurisdiction if that jurisdiction is found to be a “sanctuary jurisdiction” under the Order. Please indicate which grants administered by your agency you believe are covered by this order, and your basis for determining that Section 9(a) applies to those grants.
3. Do any of the laws that direct your agency to provide federal grants to state and local jurisdictions explicitly condition those grants on compliance with 8 U.S.C. § 1373? If so, please indicate which grants and provide the relevant corroborating statutory citations. If not, please provide the constitutional rationale for denying such grants disbursed by your agency to any jurisdiction not in compliance with 8 U.S.C. § 1373.
4. Do any of the laws that direct your agency to provide federal grants to state and local jurisdictions expressly condition those grants on whether or not such jurisdictions have been designated as a “sanctuary jurisdiction” under the Order? If so, please indicate which grants and provide the relevant corroborating statutory citations. If not, please provide the constitutional rationale for denying such grants disbursed by your agency to any jurisdiction designated as a “sanctuary jurisdiction” under the Order.
5. If you plan to deny access to pre-existing grants and grant programs disbursed by your agency under the Order, please explain how such action is not unconstitutionally coercive by the standards established in *National Federation of Independent Businesses v. Sebelius*, 567 U.S. \_\_\_ (2012), particularly in light of the President’s explicit direction that the Order is intended to be used as a “weapon” against local jurisdictions that do not affirmatively enforce his federal policy preferences.

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justices take up this issue. But the principles underlying the Court’s anti-commandeering cases should lead it to strike down this law.”).

<sup>22</sup> 5 U.S.C. § 3331.

6. If the Attorney General and/or the DHS Secretary determine under Section 9(a) of the Executive Order that certain “sanctuary jurisdictions” are ineligible to receive federal grants, will you cut off or otherwise approve cutting off of grants to those jurisdictions? If not, please indicate what actions you intend to take to ensure that those jurisdictions still receive those grants.


Given the importance of these issues, we respectfully request that you respond to these questions as soon as possible.

Sincerely,



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Elizabeth Warren  
United States Senator



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Edward J. Markey  
United States Senator



**From:** Lai, Joseph G. EOP/WHO  
**To:** [Bradfield, Mary A.](#); [Mashburn, John K. EOP/WHO](#)  
**Cc:** [Boney, Virginia](#)  
**Subject:** RE: Warren & Markey Letter - For your situational awareness  
**Date:** Monday, February 27, 2017 6:43:00 PM

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Mary,

I'm Joe Lai – formerly Senator Wicker's LD. Virginia Boney and I are helping handle the Senate.

Please don't hesitate to let us know how we can be of assistance.

Joe

Joseph Lai  
Special Assistant to the President  
Legislative Affairs  
The White House  
202-881-8511  
[joseph.g.lai@who.eop.gov](mailto:joseph.g.lai@who.eop.gov)

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**From:** Mashburn, John K. EOP/WHO  
**Sent:** Monday, February 27, 2017 6:37 PM  
**To:** DL-WHO-OLA <[DL-WHO-OLA@who.eop.gov](mailto:DL-WHO-OLA@who.eop.gov)>  
**Subject:** FW: Warren & Markey Letter - For your situational awareness

FYI

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**From:** Bradfield, Mary A. [<mailto:Mary.Bradfield@sba.gov>]  
**Sent:** Monday, February 27, 2017 6:21 PM  
**To:** Mashburn, John K. EOP/WHO <[John.K.Mashburn@who.eop.gov](mailto:John.K.Mashburn@who.eop.gov)>  
**Cc:** Uli, Gabriella M. EOP/WHO <[Gabriella.M.Uli@who.eop.gov](mailto:Gabriella.M.Uli@who.eop.gov)>  
**Subject:** Warren & Markey Letter - For your situational awareness

[REDACTED]

[REDACTED] Thanks. MAB

Ex. 5

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**From:** Hayward, Mark S.  
**Sent:** Monday, February 27, 2017 6:17 PM  
**To:** Bradfield, Mary A.  
**Subject:** Fwd: letter

Sent from my iPhone

Begin forwarded message:

**From:** "Mckeehan, Christopher S." <[christopher.mckeehan@sba.gov](mailto:christopher.mckeehan@sba.gov)>  
**To:** "Hayward, Mark S." <[Mark.Hayward@sba.gov](mailto:Mark.Hayward@sba.gov)>  
**Subject:** RE: letter

Attached is the letter per your request.

C. Shawn McKeehan  
Program Manager  
SBA Office of Congressional and Legislative Affairs  
Telephone: (202) 205-7729  
Fax: (202) 481-0567

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**From:** Hayward, Mark S.  
**Sent:** Monday, February 27, 2017 6:05 PM  
**To:** Mckeehan, Christopher S.  
**Subject:** letter

Can you scan that letter to mary ann so she can send it over.

Thanks  
Mark

*Mark S. Hayward*  
*Senior Advisor to the Administrator*  
*202-205-6484*



Ex. 6

**From:** Bradfield, Mary A.  
**To:** Mashburn, John K. EOP/WHO  
**Cc:** Paranzino, Anthony M.  
**Subject:** FW: Boots to Business Briefing on March 6th  
**Date:** Tuesday, February 28, 2017 2:24:00 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)

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FYSA.

**From:** King, Stephanie M.  
**Sent:** Tuesday, February 28, 2017 2:13 PM  
**To:** Bradfield, Mary A.  
**Subject:** FW: Boots to Business Briefing on March 6th

Ex. 5

**From:** Sanchez, Ami (SBC) [[mailto:Ami\\_Sanchez@sbc.senate.gov](mailto:Ami_Sanchez@sbc.senate.gov)]  
**Sent:** Tuesday, February 28, 2017 2:09 PM  
**To:** King, Stephanie M.; Carson, Barbara E.; Heilman, Craig W.  
**Cc:** Forster, Zach (SBC); Shearman, David (Veterans Affairs); Gardiner, Eric (Veterans Affairs)  
**Subject:** Boots to Business Briefing on March 6th

Hi Stephanie, Barb and Craig,

Super quickly, I wanted to let you know that we've decided to open the briefing up to SVAC LAs, who've likely not had much exposure to the Boots to Business program. Additionally, we *may* open the briefing up to SBC LAs as well. Zach is checking with his Staff Director and we'll let you know if we open it up to SBC folks. Either way, we will get you a full head count in advance of the 6<sup>th</sup>, so that you know how much to bring in the way of materials, etc. (if you're not going to bring any handouts, that's fine too).

Thanks so much for your willingness to come and explain the program, and if you have any questions before the 6<sup>th</sup>, please let us know!

V/r,  
Ami

**Ami M. Sanchez**  
General Counsel (Min.)  
Senator Jeanne Shaheen (D-NH), Ranking Member  
U.S. Senate Committee on Small Business and Entrepreneurship

[Ami\\_Sanchez@sbc.senate.gov](#)



Ex. 6

**From:** Bradfield, Mary A.  
**To:** McGinley, William J. EOP/WHO; Mashburn, John K. EOP/WHO  
**Cc:** Paranzino, Anthony M.  
**Subject:** FW: COC to SBA - McMahon  
**Date:** Tuesday, February 28, 2017 4:43:00 PM  
**Attachments:** COC to SBA - McMahon - 2\_16\_17.PDF  
ATT00001.htm

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Gentlemen,

[REDACTED]

Ex. 5

Thanks! MAB

**From:** Sullivan, Tom [mailto:TSullivan@USChamber.com]  
**Sent:** Tuesday, February 21, 2017 10:44 AM  
**To:** Bradfield, Mary A.  
**Subject:** COC to SBA - McMahon

Mary Anne,

Here is letter I referred to. Thank you for all you and your team do to help small business.

Tom Sullivan  
Sent from my iPhone

Begin forwarded message:



**From:** [Bradfield, Mary A.](#)  
**To:** [john.k.mashburn](#); [Justin Clark](#)  
**Subject:** Fwd: SBA Disaster Declaration for Texas  
**Date:** Friday, March 03, 2017 3:17:05 PM  
**Attachments:** [TX\\_150810317.pdf](#)  
[ATT00001.htm](#)  
[15081-01 TX.DOCX](#)  
[ATT00002.htm](#)  
[TX\\_15081\\_Fact\\_Sheet.pdf](#)  
[ATT00003.htm](#)  
[TX\\_15081\\_Spanish\\_Fact\\_Sheet.pdf](#)  
[ATT00004.htm](#)

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Lark

Sent from my iPhone

Begin forwarded message:

**From:** "Rivera, James E." <[james.rivera@sba.gov](mailto:james.rivera@sba.gov)>  
**To:** "LEM" <[LEM@sba.gov](mailto:LEM@sba.gov)>, "Bradfield, Mary A." <[Mary.Bradfield@sba.gov](mailto:Mary.Bradfield@sba.gov)>, "Jones, Eric R." <[Eric.Jones@sba.gov](mailto:Eric.Jones@sba.gov)>, "Paranzino, Anthony M." <[Anthony.Paranzino@sba.gov](mailto:Anthony.Paranzino@sba.gov)>  
**Cc:** "Monchek, Rafaela" <[Rafaela.Monchek@sba.gov](mailto:Rafaela.Monchek@sba.gov)>  
**Subject:** SBA Disaster Declaration for Texas

Attached is the SBA Disaster Declaration for Texas including the disaster declaration page, Press Release and Fact Sheet.

We will be opening a SBA Disaster Loan Outreach Center on Monday.

Please let me know if you need any additional information.

Thanks, JR.

Billing Code 8025-01-P

U.S. SMALL BUSINESS ADMINISTRATION

Disaster Declaration # 15081 and # 15082

TEXAS Disaster # TX-00478

AGENCY: U.S. SMALL BUSINESS ADMINISTRATION

ACTION: Notice

SUMMARY: This is a notice of an Administrative declaration of a disaster for the State of TEXAS dated . 03/03/2017

INCIDENT: Severe Storms and Tornadoes

INCIDENT PERIOD: 02/19/2017 through 02/20/2017

EFFECTIVE DATE: 03/03/2017

PHYSICAL LOAN APPLICATION DEADLINE DATE: 05/02/2017

ECONOMIC INJURY (EIDL) LOAN APPLICATION DEADLINE DATE: 12/04/2017

ADDRESSES: Submit completed loan applications to :  
U.S. SMALL BUSINESS ADMINISTRATION  
PROCESSING AND DISBURSEMENT CENTER  
14925 KINGSPORT ROAD  
FORT WORTH , TX 76155

FOR FURTHER INFORMATION CONTACT: A Escobar, Office of Disaster Assistance,  
U.S. Small Business Administration, 409 3rd Street, SW, Suite 6050, Washington, DC 20416

SUPPLEMENTARY INFORMATION: Notice is hereby given that as a result of the Administrator's disaster declaration, applications for disaster loans may be filed at the address listed above or other locally announced locations.

The following areas have been determined to be adversely affected by the disaster:

Primary Counties:

BEXAR

Contiguous Counties:

TEXAS

ATASCOSA  
GUADALUPE  
WILSON

BANDERA  
KENDALL

COMAL  
MEDINA

The Interest Rates are:

For Physical Damage:

HOMEOWNERS WITH CREDIT AVAILABLE ELSEWHERE	3.750
HOMEOWNERS WITHOUT CREDIT AVAILABLE ELSEWHERE	1.875
BUSINESSES WITH CREDIT AVAILABLE ELSEWHERE	6.300
BUSINESSES WITHOUT CREDIT AVAILABLE ELSEWHERE	3.150
NON-PROFIT ORGANIZATIONS WITH CREDIT AVAILABLE ELSEWHERE	2.500
NON-PROFIT ORGANIZATIONS WITHOUT CREDIT AVAILABLE ELSEWHERE	2.500

For Economic Injury:

BUSINESSES & SMALL AGRICULTURAL COOPERATIVES WITHOUT CREDIT AVAILABLE ELSEWHERE	3.150
NON-PROFIT ORGANIZATIONS WITHOUT CREDIT AVAILABLE ELSEWHERE	2.500

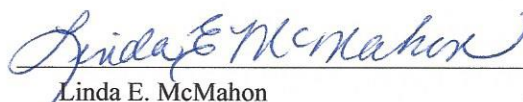
The number assigned to this disaster for physical damage is 15081 B and for economic injury is 15082 0.

The States which received an EIDL Declaration # are TEXAS

(Catalog of Federal Domestic Assistance Numbers 59002 and 59008)

MAR - 3 2017

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Linda E. McMahon

Administrator



## U. S. SMALL BUSINESS ADMINISTRATION FACT SHEET - DISASTER LOANS

### TEXAS Declaration #15081 & #15082

(Disaster: TX-00478)

### Incident: SEVERE STORMS & TORNADOES

occurring: February 19 through February 20, 2017

in Bexar County, Texas;

and the contiguous Texas counties of: Atascosa, Bandera, Comal, Guadalupe, Kendall, Medina & Wilson

#### Application Filing Deadlines:

Physical Damage: May 2, 2017      Economic Injury: December 4, 2017

If you are located in a declared disaster area, you may be eligible for financial assistance from the U. S. Small Business Administration (SBA).

#### What Types of Disaster Loans are Available?

- Business Physical Disaster Loans – Loans to businesses to repair or replace disaster-damaged property owned by the business, including real estate, inventories, supplies, machinery and equipment. Businesses of any size are eligible. Private, non-profit organizations such as charities, churches, private universities, etc., are also eligible.
- Economic Injury Disaster Loans (EIDL) – Working capital loans to help small businesses, small agricultural cooperatives, small businesses engaged in aquaculture, and most private, non-profit organizations of all sizes meet their ordinary and necessary financial obligations that cannot be met as a direct result of the disaster. These loans are intended to assist through the disaster recovery period.
- Home Disaster Loans – Loans to homeowners or renters to repair or replace disaster-damaged real estate and personal property, including automobiles.

#### What are the Credit Requirements?

- Credit History – Applicants must have a credit history acceptable to SBA.
- Repayment – Applicants must show the ability to repay all loans.
- Collateral – Collateral is required for physical loss loans over \$25,000 and all EIDL loans over \$25,000. SBA takes real estate as collateral when it is available. SBA will not decline a loan for lack of collateral, but requires you to pledge what is available.

#### What are the Interest Rates?

By law, the interest rates depend on whether each applicant has Credit Available Elsewhere. An applicant does not have Credit Available Elsewhere when SBA determines the applicant does not have sufficient funds or other resources, or the ability to borrow from non-government sources, to provide for its own disaster recovery. An applicant, which SBA determines to have the ability to provide for his or her own recovery is deemed to have Credit Available Elsewhere. Interest rates are fixed for the term of the loan. The interest rates applicable for this disaster are:

	No Credit Available Elsewhere	Credit Available Elsewhere
Business Loans	3.150%	6.300%
Non-Profit Organization Loans	2.500%	2.500%
Economic Injury Loans		
Businesses and Small Agricultural Cooperatives	3.150%	N/A
Non-Profit Organizations	2.500%	N/A
Home Loans	1.875%	3.750%

#### What are Loan Terms?

The law authorizes loan terms up to a maximum of 30 years. However, the law restricts businesses with credit available elsewhere to a maximum 7-year term. SBA sets the installment payment amount and corresponding maturity based upon each borrower's ability to repay.

**What are the Loan Amount Limits?**

- **Business Loans** – The law limits business loans to \$2,000,000 for the repair or replacement of real estate, inventories, machinery, equipment and all other physical losses. Subject to this maximum, loan amounts cannot exceed the verified uninsured disaster loss.
- **Economic Injury Disaster Loans (EIDL)** – The law limits EIDLs to \$2,000,000 for alleviating economic injury caused by the disaster. The actual amount of each loan is limited to the economic injury determined by SBA, less business interruption insurance and other recoveries up to the administrative lending limit. EIDL assistance is available only to entities and their owners who cannot provide for their own recovery from non-government sources, as determined by the U.S. Small Business Administration.
- **Business Loan Ceiling** – The \$2,000,000 statutory limit for business loans applies to the combination of physical, economic injury, mitigation and refinancing, and applies to all disaster loans to a business and its affiliates for each disaster. If a business is a major source of employment, SBA has the authority to waive the \$2,000,000 statutory limit.
- **Home Loans** – SBA regulations limit home loans to \$200,000 for the repair or replacement of real estate and \$40,000 to repair or replace personal property. Subject to these maximums, loan amounts cannot exceed the verified uninsured disaster loss.

**What Restrictions are there on Loan Eligibility?**

- **Uninsured Losses** – Only uninsured or otherwise uncompensated disaster losses are eligible. Any insurance proceeds which are required to be applied against outstanding mortgages are not available to fund disaster repairs and do not reduce loan eligibility. However, any insurance proceeds voluntarily applied to any outstanding mortgages do reduce loan eligibility.
- **Ineligible Property** – Secondary homes, personal pleasure boats, airplanes, recreational vehicles and similar property are not eligible, unless used for business purposes. Property such as antiques and collections are eligible only to the extent of their functional value. Amounts for landscaping, swimming pools, etc., are limited.
- **Noncompliance** – Applicants who have not complied with the terms of previous SBA loans may not be eligible. This includes borrowers who did not maintain flood and/or hazard insurance on previous SBA loans.

**Note:** Loan applicants should check with agencies / organizations administering any grant or other assistance program under this declaration to determine how an approval of SBA disaster loan might affect their eligibility.

**Is There Help with Funding Mitigation Improvements?**

If your loan application is approved, you may be eligible for additional funds to cover the cost of improvements that will protect your property against future damage. Examples of improvements include retaining walls, seawalls, sump pumps, etc. Mitigation loan money would be in addition to the amount of the approved loan, but may not exceed 20 percent of total amount of physical damage to real property, including leasehold improvements, and personal property as verified by SBA to a maximum of \$200,000 for home loans. It is not necessary for the description of improvements and cost estimates to be submitted with the application. SBA approval of the mitigating measures will be required before any loan increase.

**Is There Help Available for Refinancing?**

- SBA can refinance all or part of prior mortgages that are evidenced by a recorded lien, when the applicant (1) does not have credit available elsewhere, (2) has suffered substantial uncompensated disaster damage (40 percent or more of the value of the property or 50% or more of the value of the structure), and (3) intends to repair the damage.
- **Businesses** – Business owners may be eligible for the refinancing of existing mortgages or liens on real estate, machinery and equipment, up to the amount of the loan for the repair or replacement of real estate, machinery, and equipment.
- **Homes** – Homeowners may be eligible for the refinancing of existing liens or mortgages on homes, up to the amount of the loan for real estate repair or replacement.

**What if I Decide to Relocate?**

You may use your SBA disaster loan to relocate. The amount of the relocation loan depends on whether you relocate voluntarily or involuntarily. If you are interested in relocation, an SBA representative can provide you with more details on your specific situation.

**Are There Insurance Requirements for Loans?**

To protect each borrower and the Agency, SBA may require you to obtain and maintain appropriate insurance. By law, borrowers whose damaged or collateral property is located in a special flood hazard area must purchase and maintain flood insurance. SBA requires that flood insurance coverage be the lesser of 1) the total of the disaster loan, 2) the insurable value of the property, or 3) the maximum insurance available.

For more information, contact SBA's Disaster Assistance Customer Service Center by calling (800) 659-2955, emailing [disastercustomerservice@sba.gov](mailto:disastercustomerservice@sba.gov), or visiting SBA's Web site at <https://www.sba.gov/disaster>. Deaf and hard-of-hearing individuals may call (800)877-8339. Applicants may also apply online using the Electronic Loan Application (ELA) via SBA's secure Web site at <https://disasterloan.sba.gov/ela>.



# HOJA DE DATOS DE LA ADMINISTRACIÓN DE PEQUEÑOS NEGOCIOS PRÉSTAMOS PARA DESASTRES

## TEXAS Declaración #15081 y #15082

(Desastre: TX-00478)

### Incidente: Tormentas Severas y Tornados

ocurriendo: 19 de Febrero hasta 20 de Febrero de 2017

en el **Bexar Condado de Texas;**

y los condados contiguos de **Texas: Atascosa, Bandera, Comal, Guadalupe, Kendall, Medina y Wilson**

#### Fechas Límites Para Solicitar Préstamos:

**Daños Físicos: 2 de Mayo de 2017 Daños Económicos: 4 de Diciembre de 2017**

Si usted está ubicado en un área declarada de desastre, usted puede ser elegible para asistencia financiera por la Administración Federal de Pequeños Negocios (SBA).

#### ¿Qué Tipos de Préstamos de Desastre están Disponible?

- Préstamos de Desastre para Negocios Con Daños Físicos – Préstamos a negocios para reparar o reemplazar propiedad dañada perteneciente al negocio, incluyendo: propiedad inmobiliaria, inventarios, mercaderías, maquinarias y equipos. Negocios de cualquier tamaño son elegibles. Organizaciones privadas sin fines de lucro, tal como organizaciones de caridad, iglesias, universidades privadas, etc. son también elegibles.
- Préstamos de Desastre para Pérdidas Económicas (EIDL) – Préstamos para proveer capital de trabajo para ayudar a pequeños negocios, pequeñas cooperativas agrícolas, pequeños negocios involucrados en acuicultura y la mayoría de organizaciones privadas sin fines de lucro, de todos tamaños. Son préstamos para cubrir las obligaciones ordinarias y necesidades financieras que no pueden ser cubiertas, debido al resultado directo del desastre. Estos préstamos están destinados para la asistencia durante el período de recuperación del desastre.
- Préstamos de Desastre para Hogares – Préstamos para dueños de hogares o inquilinos para reparar o reemplazar la propiedad inmobiliaria y propiedad personal dañada por el desastre, incluyendo automóviles.

#### ¿Cuáles son los Requisitos de Crédito?

- Historial de Crédito – El solicitante deberá tener un historial de crédito aceptable a SBA.
- Habilidad de Pago – El solicitante deberá demostrar su habilidad para pagar todos los préstamos.
- Colateral – Colateral es requerido para préstamos de pérdidas físicas de más de \$25,000 y préstamos para pérdidas económicas de más de \$25,000. SBA toma propiedad inmobiliaria como colateral cuando está disponible. SBA no desaprobará un préstamo por falta de colateral, pero requiere que usted ofrezca aquella que esté disponible.

#### ¿Cuáles son las Tasas de Interés?

Por ley, la tasa de interés dependerá si el solicitante tiene *Otros Créditos Disponibles*. Un solicitante no tiene *Otros Créditos Disponibles* cuando SBA determina que el solicitante no tiene suficientes fondos u otros recursos, o la habilidad para obtener préstamo de otras agencias no gubernamentales para proveer para su propia recuperación por daños sufridos por el desastre. Aquellos solicitantes los cuales SBA determina que tienen la habilidad para proveer para su propia recuperación, se entiende que tienen *Otros Créditos Disponibles*. Las tasas de intereses son fijas durante el término del préstamo. Los tipos de interés aplicables para este desastre son:

	Si usted no tiene Otro Crédito Disponible	Si usted tiene Otro Crédito Disponible
Préstamos para Negocios	3.150%	6.300%
Préstamos a Organizaciones Sin Fines de Lucro	2.500%	2.500%
Préstamos para Daños Económicos		
Negocios y Pequeñas Cooperativas Agrícolas	3.150%	N/A
Organizaciones Sin Fines Lucro	2.500%	N/A
Préstamos para Hogares	1.875%	3.750%

#### ¿Cuáles son los Términos del Préstamo?

La ley autoriza términos de préstamo hasta un máximo de 30 años. Sin embargo, para negocios con *Otros Créditos Disponibles* la ley limita su término a un máximo de 7 años. SBA establece la cantidad de pago y la madurez del préstamo correspondiente de acuerdo a la habilidad de pago de cada prestatario.

**¿Cuáles son los Límites de la Cantidad de Préstamo?**

- **Préstamos para Negocios** – La cantidad de los préstamos son limitadas por ley, hasta \$2,000,000 para reparar/reemplazar bienes inmobiliarios, inventarios, maquinarias, equipos y otras pérdidas físicas. Sujeto a este máximo, la cantidad máxima de los préstamos no podrá exceder la cantidad de daños verificados sin seguro.
- **Préstamos para Daños Económicos (EIDL)** – La cantidad de los préstamos por daños económicos son limitadas por ley, hasta \$2,000,000 para aliviar el daño económico causado por el desastre. La cantidad actual de cada préstamo es limitada por el daño económico determinado por SBA, menos lo recuperado por seguros de interrupción de negocios y otras fuentes de recuperación hasta el límite administrativo. La asistencia para EIDL está disponible sólo para las entidades y sus dueños que no pueden proveer para su propia recuperación, a través de recursos no gubernamentales, determinado por la U.S. Administración Federal de Pequeños Negocios (SBA).
- **Límites del Préstamo para Negocios** – El límite reglamentado de \$2,000,000 es aplicado a préstamos de negocio en combinación de pérdidas físicas, pérdidas económicas, mitigación y/o refinanciamiento, y se aplica a todos los préstamos de desastre para negocios y sus afiliados, por cada desastre. Si el negocio es una fuente mayor de empleos, SBA tiene la autoridad para elevar el límite estatutario de \$2,000,000.
- **Préstamos para Hogares** – Son limitados por regulaciones de SBA a un máximo de \$200,000 para reparar/reemplazar propiedad inmobiliaria, y \$40,000 para reparar o reemplazar propiedad personal. Sujeto a estos máximos, las cantidades de los préstamos no podrán exceder los daños verificados sin seguro.

**¿Qué Restricciones Existen Sobre la Elegibilidad de Préstamo?**

- **Pérdidas Sin Seguro** – Sólo pérdidas sin seguro o sin compensación son elegibles. Pagos de seguro que son requeridos para reducir el monto de la hipoteca y no están disponibles para financiar la reparación de daños causados por el desastre no reducirán la elegibilidad. Sin embargo, beneficios de seguro aplicados voluntariamente a la reducción de la hipoteca reducirán la elegibilidad.
- **Propiedades que no son Elegibles** – Propiedades secundarias, botes para diversión personal, aeroplanos, vehículos recreativos, y propiedades similares no son elegibles, a menos que sean parte de un negocio. Propiedades como antigüedades y colecciones califican hasta el valor máximo de funcionamiento. Cantidades del préstamo para restaurar jardinería, piscinas, etc., son limitadas.
- **Incumplimiento** – Solicitantes que con anterioridad no han cumplido con sus obligaciones en los préstamos de SBA no son elegibles. Esto incluye prestatarios que no han cumplido con su obligación de mantener seguro contra inundaciones y/o incendio en anteriores préstamos de SBA.

**Nota:** Los solicitantes de préstamo deberán verificar con las agencias/organizaciones que administran subvenciones u otros programas de asistencia, bajo esta declaración, para determinar si un préstamo de desastre aprobado por SBA podría afectar su elegibilidad.

**¿Hay Ayuda para Financiar Mejoras de Mitigación?**

Si su solicitud de préstamo es aprobada, usted puede ser elegible para fondos adicionales para cubrir los costos de mejoras para proteger su propiedad de daños futuros. Ejemplos de mejoras incluye; paredes de retención, muralla de contención marítima, etc. El dinero designado para mitigación será adicional a la cantidad del préstamo aprobado, pero no podrá exceder un 20% de la cantidad total de las pérdidas físicas y así verificadas por SBA hasta un máximo de \$200,000 para préstamos de hogares. No es necesario que la descripción de las mejoras y de los costos estimados sean enviados junto con la solicitud. La aprobación de SBA sobre las mejoras de mitigación será requerida antes de cualquier aumento en la cantidad del préstamo.

**¿Hay Ayuda Disponible para Refinanciar?**

- SBA puede refinanciar todo o parte de hipotecas previas, siempre que estén registrados debidamente, cuando un solicitante (1) no califica para obtener fondos por otros medios, (2) ha sufrido daños de desastre sustanciales no compensados (40% o más del valor de la propiedad o más del valor estructural), y (3) hay intención de reparar daños.
- **Negocios** – Dueños de negocios pueden ser elegibles para refinanciar hipotecas en la propiedad inmobiliaria, maquinarias y equipos, hasta la cantidad del préstamo para reparar o reemplazar la propiedad inmobiliaria, maquinarias y equipos.
- **Hogares** – Dueños de hogares pueden ser elegibles para el refinanciamiento de hipotecas existentes hasta la cantidad del préstamo para reparar o reemplazar la propiedad inmobiliaria.

**¿Qué si Decido Reubicarme?**

Usted puede utilizar su préstamo de desastre de SBA para reubicarse. La cantidad del préstamo de reubicación depende de si usted se reubicara voluntariamente o involuntariamente. Si usted está interesado en reubicarse un representante de SBA puede proveerle más detalles sobre su situación específica.

**¿Hay Algún Requerimiento de Seguro para los Préstamos?**

Para la protección de cada prestatario y la Agencia, SBA requiere a los prestatarios el obtener y mantener un seguro apropiado. Por ley, aquellos prestatarios los cuales sus propiedades damnificadas o propiedades de colateral están localizadas en una área especial de inundación, deben comprar y mantener seguros de inundación por el valor total asegurable de la propiedad por el término del préstamo.

Para más Información, contacte al Centro de Servicio al Cliente para Asistencia de Desastre de SBA llamando al (800) 659-2955, mande un correo electrónico a [disastercustomerservice@sba.gov](mailto:disastercustomerservice@sba.gov), o visite el sitio Web de SBA <https://www.sba.gov/disaster>. Las personas sordas o con problemas de audición pueden llamar al (800) 877-8339. Los solicitantes también pueden aplicar en línea utilizando la Aplicación Electrónica de Préstamo (ELA por sus iniciales) a través de sitio Web seguro de SBA en <https://disasterloan.sba.gov/ela>.





U.S. Small Business Administration

# ***DISASTER NEWS***

*Loans for Businesses, Private Nonprofits, Homeowners and Renters  
Disaster Field Operations Center–West, P.O. Box 419004, Sacramento, CA 95841*

**Release Date:** March 3, 2017

**Release Number:** TX 15081-01

**Media Contact:** Richard Jenkins

**Phone:** (916) 735-1500

## **SBA Offers Disaster Assistance to Texas Businesses and Residents Affected by the Severe Storms and Tornadoes**

**SACRAMENTO, Calif.** – Low-interest federal disaster loans are available to Texas businesses and residents affected by the severe storms and tornadoes that occurred Feb. 19-20, 2017, U.S. Small Business Administration’s Administrator Linda McMahon announced today. SBA acted under its own authority to declare a disaster in response to a request SBA received from Gov. Greg Abbott on March 2.

The disaster declaration makes SBA assistance available in Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina and Wilson counties.

“SBA is strongly committed to providing Texas with the most effective and customer-focused response possible, and we will be there to provide access to federal disaster loans to help finance recovery for businesses and residents affected by the disaster,” said McMahon. “Getting our businesses and communities up and running after a disaster is our highest priority at SBA.”

“Low-interest federal disaster loans are available to businesses of all sizes, most private nonprofit organizations, homeowners and renters whose property was damaged or destroyed by this disaster,” said SBA’s San Antonio District Director Anthony Ruiz. “Beginning at 1 p.m. on Monday, March 6, SBA representatives will be on hand at the following Disaster Loan Outreach Center to answer questions about SBA’s disaster loan program, explain the application process and help each individual complete their application,” Ruiz continued. The center will be open on the days and times indicated below until further notice. No appointment is necessary.

### **BEXAR COUNTY**

SBA Disaster Loan Outreach Center  
Central Library - Second Floor  
Reading Rooms 2D and 2E  
600 Soledad St.  
San Antonio, TX 78205

**Opens 1 p.m. Monday, March 6**

Mondays - Fridays, 9 a.m. - 6 p.m.

Businesses of all sizes and private nonprofit organizations may borrow up to \$2 million to repair or replace damaged or destroyed real estate, machinery and equipment, inventory and other business assets. SBA can also lend additional funds to businesses and homeowners to help with the cost of improvements to protect, prevent or minimize the same type of disaster damage from occurring in the future.

For small businesses, small agricultural cooperatives, small businesses engaged in aquaculture and most private nonprofit organizations of any size, SBA offers Economic Injury Disaster Loans to help meet working capital needs caused by the disaster. Economic injury assistance is available regardless of whether the business suffered any property damage.

(-- more --)



Disaster loans up to \$200,000 are available to homeowners to repair or replace damaged or destroyed real estate. Homeowners and renters are eligible for up to \$40,000 to repair or replace damaged or destroyed personal property.

Interest rates can be as low as 3.15 percent for businesses, 2.5 percent for private nonprofit organizations and 1.875 percent for homeowners and renters with terms up to 30 years. Loan amounts and terms are set by SBA and are based on each applicant's financial condition.

Applicants may apply online using SBA's secure website at <https://disasterloan.sba.gov/ela>.

Disaster loan information and application forms are also available from SBA's Customer Service Center by calling (800) 659-2955 or emailing [disastercustomerservice@sba.gov](mailto:disastercustomerservice@sba.gov). Individuals who are deaf or hard-of-hearing may call (800) 877-8339. For more disaster assistance information or to download applications, visit <https://www.sba.gov/disaster>. Completed applications should be mailed to U.S. Small Business Administration, Processing and Disbursement Center, 14925 Kingsport Road, Fort Worth, TX 76155.

The filing deadline to return applications for property damage is May 2, 2017. The deadline to return economic injury applications is Dec. 4, 2017.

###

**From:** Bradfield, Mary A.  
**To:** [john.k.mashburn](#)  
**Subject:** Tomorrow  
**Date:** Saturday, March 04, 2017 10:51:35 PM

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You available to talk briefly tomorrow.

Sent from my iPhone

**From:** Mashburn, John K. EOP/WHO  
**To:** [Bradfield, Mary A.](#)  
**Subject:** Re: Tomorrow  
**Date:** Saturday, March 04, 2017 11:58:07 PM

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Yes

Sent from my iPhone

> On Mar 4, 2017, at 10:51 PM, Bradfield, Mary A. <Mary.Bradfield@sba.gov> wrote:

>

> You available to talk briefly tomorrow.

>

> Sent from my iPhone

**From:** [Bradfield, Mary A.](#)  
**To:** [Mashburn, John K. EOP/WHO](#)  
**Subject:** Re: Tomorrow  
**Date:** Sunday, March 05, 2017 12:37:53 PM

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Give me a call at your convenience

Sent from my iPhone

> On Mar 4, 2017, at 11:58 PM, Mashburn, John K. EOP/WHO <John.K.Mashburn@who.eop.gov> wrote:

>

> Yes

>

> Sent from my iPhone

>

>> On Mar 4, 2017, at 10:51 PM, Bradfield, Mary A. <Mary.Bradfield@sba.gov> wrote:

>>

>> You available to talk briefly tomorrow.

>>

>> Sent from my iPhone

**From:** Bradfield, Mary A.  
**To:** Mashburn, John K. EOP/WHO; McGinley, William J. EOP/WHO  
**Cc:** Gunn, Ashley L. EOP/WHO; Murphy, Christine M. EOP/WHO; Paranzino, Anthony M.  
**Subject:** FW: Incoming Secretary and Deputy Secretary Guides  
**Date:** Monday, March 06, 2017 5:03:00 PM  
**Attachments:** A Guide for Incoming Secretaries.pdf  
A Guide for Incoming Deputy Secretaries.pdf

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Bill and John,

I thought you might be interested in the attached resources (and available training) for incoming Cabinet Secretaries provided by the Partnership for Public Service. Senior Executive Training for political appointees is free as I understand it, an added plus.

They also have a CoS training available and it is supposed to be very useful as well.

V/r,

Mary Anne Bradfield  
Chief of Staff  
U.S. Small Business Administration  
Mary.bradfield@sba.gov  
Office: 202-205-6464  
Cell: [REDACTED]

Ex. 6



THE FIRST TWO WEEKS

# A GUIDE FOR INCOMING DEPUTY SECRETARIES



As the deputy secretary, you are pivotal to your agency's success. You are taking on a critical leadership role in your organization, and across government, by driving the vision, mission and priorities of the administration and the secretary, and making sure the agency is able to implement them. This guide outlines the best practices and actions you should consider on day one and over the course of your first two weeks. It contains the immediate tactical, operational and strategic actions you will need to take to hit the ground running.

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There will be:

- **Expectations**—of your leadership role
- **Strategic priorities**—of the agency and administration, which should guide where you spend your time
- **Immediate decisions**—on budget and critical mission-support functions and systems
- **Ethics requirements**—including completing training, compliance and review(s)
- **Meeting people**—from your frontline staff and people in agency headquarters to staff in regional and field offices as well as other stakeholders
- **Lessons**—from former deputy secretaries' experiences

This guide covers:

- **What** you need to know and do
- **Whom** you need to meet
- **What** you need to communicate
- **How** you might do this



### **Tactical issues that demand your immediate attention could include:**

- Major stories in the mainstream (or social) media that may require an official response
- Pending inspector general and other investigations, HR and union issues, and Government Accountability Office reports
- Regulations attracting attention from stakeholder groups and the media
- Major court cases affecting the agency, directly or indirectly
- Imminent congressional hearings and legislative proposals, and significant budget issues
- Direction from, and liaising with, the White House

### **Significant operational issues that need to be addressed may include:**

- Any major mission-support challenges in administrative functions such as budget, finance and HR systems; acquisition and procurement processes; or information technology, workforce and human capital issues that include performance shortfalls, service interruptions or delays, and results from employee-engagement surveys
- The status of major acquisitions (or their implementation) that may come under IG or congressional scrutiny regarding cost, schedule and functionality
- Working with your secretary to ascertain your COO duties
- Work with your chief of staff and the secretary's to determine the responsibilities of your "front office"—which comprises the secretary, his or her chief of staff and you
- Governance processes in your agency

### **Strategic issues that need decisions in the short term may include:**

- Major program and policy initiatives from the previous administration that are at a critical implementation stage
- The status of the fiscal 2017 and fiscal 2018 budget submissions and their effect on your agency's priorities and performance
- Your agency's strategic plan and performance metrics measuring progress against stated outcomes, including relevant cross-agency priority goals
- Congressional requirements such as testimony, budget submissions and pending legislation

Your agency's political appointee team will not all be in place on your first day, or potentially even in your first several weeks or months. Accordingly, it will be critical to build relationships, trust and rapport with the career officials acting in these roles—not just because they will be available to support you until your entire political contingent is confirmed and on the job but because you will need their buy-in and support to succeed.

### **Key relationships include:**

- Senior career executives in critical positions<sup>5</sup>
- The Office of Presidential Personnel staff as you assemble your team of political appointees, in coordination with your secretary, chief of staff and the White House liaison, who will keep you connected on a day-to-day basis
- White House senior staff, including the chief of staff, senior advisors and stakeholders such as business leaders, interest groups and associations
- Your personal office and immediate support staff, and your direct reports, such as your chief financial, human capital, technology and information officers, and assistant secretaries for program area

<sup>5</sup> In preparation for potential gaps between the exit and onboarding of senior political appointees between administrations, agency heads are required to identify qualified career employees to serve in critical noncareer positions in an acting capacity if a position becomes vacant. These "acting officers" were identified as of September 15, 2016, in accordance with the Federal Vacancies Reform Act (VRA).



**Speak with past deputy secretaries** who were successful in the role and ask:

- What challenges they faced on their first day and first two weeks
- How they approached their discussion with the secretary about their role as the agency's COO
- How they built productive working relationships with the agency's career staff

*Note: The Partnership for Public Service will be able to assist you in connecting with former deputy secretaries.*

## STRUCTURES, SYSTEMS AND PROCESSES



**Seek the expertise** of your agency's chief human capital, IT, finance, procurement and acquisition officers, and chief management officers, to understand the key issues that will affect policy implementation and agency operations. It is critical to establish these relationships early to acquire institutional knowledge and strengthen the sustainability of operations from the beginning.

*Note: In some agencies the chief management officer will be the assistant secretary for administration and management. In others, it will be the under secretary for management.*



**Define and develop roles, responsibilities and procedures** so you can establish from the beginning how the front office (secretary, secretary's chief of staff and you) will run the agency. Communicate this clearly to the political and career heads of your agency's divisions.



**Get to know and establish trusting relationships with "center of government" personnel and organizations** that will help advance your secretary's agenda. Start by familiarizing yourself with existing processes to determine how you will use them. Key personnel and organizations include:

- White House senior advisors
- Key Office of Management and Budget officials and career staff
- OMB's deputy director for management, chief financial officer and the Office of Federal Procurement Policy
- Policy and management councils



**Prepare to be an active participant in the President's Management Council**, which you are a member of, to gather intelligence, build cross-agency relationships and gain an understanding of government-wide management challenges and the administration's management agenda.<sup>6</sup> PMC attendance is critical if you are to fulfill the GPRM Modernization Act requirements that hold you accountable for achieving specific cross agency priority goals.

<sup>6</sup> The PMC comprises the Chief Operating Officers of major Federal Government agencies, primarily Deputy Secretaries, Deputy Administrators, and agency heads from GSA and OPM and is chaired by the Deputy Director of OMB. Further information about the PMC and other management councils can be sourced from GSA. Historically, PMC commence once the deputy director for management is in place.



- Have a list of key agency and White House personnel on hand that includes the chiefs and deputy chiefs of staff to the president and vice president, the White House cabinet secretary and communications staff, reporters and media outlets covering your agency's programs
  - Prepare for calls and face-to-face meetings with key stakeholders, including business leaders, nongovernmental entities, interest groups, associations, union leaders and other relevant leaders across agencies as well as state, local and tribal governments, who will be involved in the issues you have responsibility for.
- As part of your efforts to familiarize yourself with the budget, **meet with your secretary, chief financial officer, OMB senior budget team, the assistant secretary for congressional affairs** and any other experts, to discuss immediate fiscal budget issues relevant to your agency and your role in addressing them, including:
- The impact of the fiscal 2017 budget, the debt ceiling increase (deadline: March 16, 2017) and hiring freeze implications on the agency's priorities and core business
  - The fiscal 2018 budget development status, including discretionary funding for election commitments and other agency priorities
  - Other critical and immediate budget-related decisions that you, the secretary and the CFO might need to make
- Have your office schedule meetings with your chief officers** (referred to as "CXOs") to:
- Understand the key agency workforce, technology, acquisition, finance and other issues you will need to address in your first days and weeks
  - Prepare for any White House staff briefings and policy and/or management council meetings that day and in the coming week(s)
- Note: You should establish a regular schedule of meetings with your chief officers, individually and as a team, to discuss program performance, mission priorities, risk management and the operational status of functional systems. One-on-one meeting issues are outlined in your "first two weeks" below, with the exception of the CIO, given the importance of cybersecurity.*
- Meet with your technology team including your **chief information officer, chief technology officer and/or chief information security officer** so they can brief you on any immediate decisions that need to be made, including in relation to:
- The status of cybersecurity systems and programs in the agency and its divisions, and opportunities to drive change
  - The organization of IT in the agency and its divisions, IT spending, staffing and performance issues
  - The agency's performance under the Federal Information Technology Acquisition Reform Act (FITARA)
- Note: You may wish to invite your secretary and his or her chief of staff to this initial briefing. You should also seek the views of your agency's IG, the GAO and the White House CIO on these issues.*
- Send an all-agency message to the agency introducing yourself.** Include your background, leadership vision and what you hope to achieve in your first 100 days. This will help you connect with staff as they get to know you, your priorities and expectations.

- \* **Meet with your chief financial officer** to get briefed on immediate decisions that need to be made, including in relation to:
  - The status and governance of the working capital fund (where applicable) and if it is adequate to support agency operations
  - The availability of funds to advance agency priorities and programs
  - Status of audits, budget execution and any significant shortfalls

- \* **Meet with your chief acquisition officer or chief procurement officer** to get briefed on immediate decisions that need to be made, including in relation to:
  - The major contracts that exist in the organization
  - Major contracts that will be up for renewal in the first six months of your term

- Meet with your agency's inspector general** to understand issues the IG identifies as relevant to your responsibilities, and that need to be addressed

*Note: You should coordinate this meeting with your secretary, who may already have met with your agency's IG*

- Meet with your agency's inspector general** to understand issues relevant to your responsibilities that they identify as needing to be addressed

- (if in place)* **Call the deputy director for management at OMB** to introduce yourself and discuss:
  - The White House's management priorities
  - Your responsibilities for overseeing mission-support functions and integrating management reforms with program and policy goals
  - Priorities and challenges for enterprise-wide mission-support functions (human capital, technology, acquisition, financial management, and budgeting and performance management)
  - Best practices for interagency and intergovernmental coordination
  - Expectations for how to strengthen government management performance and implement management priorities
  - Issues that will be covered at your first PMC meeting
  - Strategic planning and cross-agency priority goals

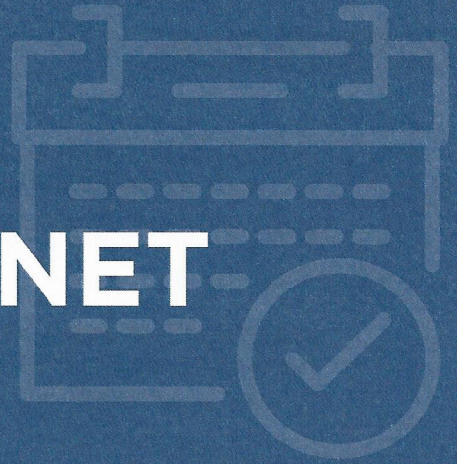
- (if in place)* **Call the deputy director for budget at OMB** to introduce yourself and discuss:
  - The White House's budget priorities
  - Key opportunities and challenges relating to your agency's immediate and future budget priorities
  - Enterprise-wide issues that will affect your agency's operation in the immediate and longer term
  - The interaction and coordination between the budget and management branches
  - Any concerns you might have about available funding for policy and program priorities for future budget cycles





## THE FIRST TWO WEEKS

# A GUIDE FOR INCOMING CABINET SECRETARIES



As secretary you will assume the leadership of all employees in your agency and lead implementation of the administration's priorities.

This guide outlines best practices and key actions to take on day one and in your first two weeks to support a meaningful orientation and increase effectiveness. It covers:

- ✓ **What** you need to know
- ✓ **Whom** you need to meet
- ✓ **What** you need to communicate

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From day one, your focus will be on establishing and communicating your vision, mission, priorities and key issues:

- Across your agency, including regional and field staff
- Directly to your leadership team, including agency career staff in critical positions<sup>1</sup>
- With key stakeholders, including business leaders, members of Congress, White House personnel and others involved in issues critical to your agency

Your political appointees will not all be in place on your first day, in your first weeks or even, potentially, in your first several months. Accordingly, career officials acting in these roles (“acting designees”) will be available to support you until your entire political contingent is confirmed and on the job.

<sup>1</sup> In preparation for potential gaps between the exit and onboarding of senior political appointees between administrations, agency heads are required to identify qualified career employees to serve in critical noncareer positions in an acting capacity if a position becomes vacant. These “acting officers” were identified as of September 15, 2016, in accordance with the Vacancy Reform Act (VRA).



## STRUCTURES, SYSTEMS AND PROCESSES



**Define and develop roles, responsibilities and procedures** so you can establish from the beginning how your front office will run; be clear about what you expect from your team, including your deputy secretary and chief of staff (or acting designees); and communicate this to your agency, including the heads of your agency divisions.

*Note: The front office refers explicitly to the secretary, deputy secretary and chief of staff roles.*



**Establish clear and open channels throughout your agency** to communicate with all agency personnel, including career and political appointees, employees in regional offices and field offices, and customers. They will be critical in implementing your agency's mission, priorities and ongoing core business.



**Orient yourself with "Center of Government" entities**, including the Office of Management and Budget, the White House, and policy and management councils that will help advance your agenda.

*Note: The Center of Government is defined as the entities that surround the president that he can use to implement his policies efficiently and effectively. Center of Government entities include the chiefs and deputy chiefs of staff to the president and vice president, senior White House staff, OMB and the policy and management councils.*



**Understand how your agency's systems and processes support delivery** of agency priorities:

- Key areas include human resources, information technology, cybersecurity, privacy, acquisition, budget execution, financial and performance management. Failures in these areas could lead to negative press and draw attention away from the administration's agenda.

*Note: if you have appointed your deputy secretary, give him or her this responsibility. By law, the deputy secretary will serve as the agency's chief operating officer.*

## STRUCTURES, SYSTEMS AND PROCESSES

- Meet with your deputy secretary and chief of staff** (or acting designees) to establish the roles, procedures and responsibilities of your front office and division heads, and communicate those to the rest of the agency. This will bring structure and order to the influx of issues, documents and requests you will face from day one.
  
- Direct your office to schedule meetings with your leadership team and direct reports** (acting designees or incoming political appointees) to:
  - Prepare for any White House briefings or policy council meetings that day and in the coming week(s)
  - Understand the key agency workforce, technology, budget and other issues you will need to address in your first days and weeks
  
- Send an all-staff email to the agency introducing yourself.** Include your background, leadership vision and what you hope to achieve in your first 100 days.

- With your deputy secretary** (or acting designee), **establish a regular rhythm of engagement with your division heads individually and as a team** to discuss:
  - The insights of those acting in “critical” positions, how they support the agency and your priorities as secretary
  - Critical issues and priorities that you and your incoming political leadership team will need to address
  - Your expectations of their performance
- Meet agency staff at headquarters** through planned walkarounds and being in areas where many agency staff will congregate (e.g. the cafeteria), and set a strategy for visiting field and regional offices and their managers.<sup>3</sup>
- Hold a conference call(s) with regional administrators** to introduce yourself and your goals, and to schedule a conference call with all regional employees.
- Meet with the comptroller general and your agency’s inspector general** for their perspectives on the management, resource and operational challenges of the department, and any other issues they identify as needing to be addressed.
- Meet with key stakeholders**, including, business leaders, nongovernmental entities, interest groups and associations, union leaders, relevant leaders across other agencies, state, local and tribal governments (where applicable), foreign dignitaries and diplomats who will be involved in the issues for which you have responsibility.
- Discuss a potential senior leadership team retreat** with your chief of staff and deputy secretary (or acting designees) for when your entire political contingent is confirmed and on board.

## STRUCTURES, SYSTEMS AND PROCESSES

- Meet with your beachhead team and agency transition point of contact** for an introductory briefing on agency issues, systems and processes you need to be aware of in your initial weeks.
- Meet with your deputy secretary and chief of staff** (or acting designees) to continue day one discussions and communication about the roles, procedures and responsibilities of your front office and division heads.
- Begin to communicate regularly with the agency about your priorities and personnel**—in person, on conference calls for regional and field offices, and via all-staff email communication.

<sup>3</sup> In her first week, Secretary Clinton scheduled time to stop by the cafeteria at lunch to meet staff



**From:** Mashburn, John K. EOP/WHO  
**To:** [Bradfield, Mary A.](#)  
**Subject:** Re: Incoming Secretary and Deputy Secretary Guides  
**Date:** Monday, March 06, 2017 8:20:00 PM

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Call me on this.

Sent from my iPhone

> On Mar 6, 2017, at 5:06 PM, Bradfield, Mary A. <Mary.Bradfield@sba.gov> wrote:  
>  
> Bill and John,  
>  
> I thought you might be interested in the attached resources (and available training) for incoming Cabinet Secretaries provided by the Partnership for Public Service. Senior Executive Training for political appointees is free as I understand it, an added plus.  
>  
> They also have a CoS training available and it is supposed to be very useful as well.  
>  
> V/r,  
>  
> Mary Anne Bradfield  
> Chief of Staff  
> U.S. Small Business Administration  
> Mary.bradfield@sba.gov  
> Office: 202-205-6464  
> Cell: [REDACTED] Ex. 6  
>  
>  
> <A Guide for Incoming Secretaries.pdf>  
> <A Guide for Incoming Deputy Secretaries.pdf>

**From:** Gunn, Ashley L. EOP/WHO  
**To:** [Britt, Michael \(OST\)](#); [Eng, Emily E \(S/TT\)](#); [Peterlin, Margaret JA](#); [Eli.Miller@treasury.gov](#); [Nielsen, Kirstjen: scott\\_hommel@ios.doi.gov](#); [Alexander, Brooke \(Federal\)](#); [Leggitt, Lance \(HHS/IOS\)](#); [Greenwood, Sheila M; McCormack, Brian; Venable, Joshua; Prince-Wheeler, Latriece R.; Sweeney, Kevin SES SD; Doyle, Emma K. EOP/OMB; brianpm7@ucia.gov; brendalo1; Bradfield, Mary A.; jody.hunt@usdoj.gov; Jackson, Ryan; lernerJS@state.gov; vivieca.wright@va.gov](#)  
**Cc:** [McGinley, William J. EOP/WHO](#); [Murphy, Christine M. EOP/WHO](#); [Mashburn, John K. EOP/WHO](#); [Flynn, Matthew J. EOP/WHO](#); [Uli, Gabriella M. EOP/WHO](#)  
**Subject:** COS mtg today in Sec of War, EEOB room 230  
**Date:** Tuesday, March 07, 2017 8:46:10 AM

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All resending as we are hearing that some did not receive reminder.  
See you soon!

---Original Message----

From: Murphy, Christine M. EOP/WHO  
Sent: Monday, March 6, 2017 4:06 PM  
Subject: Chiefs of Staff Meeting Tomorrow at 10:30AM

All,

We will hold our regular Chiefs of Staff meeting tomorrow at 10:30AM in the Secretary of War Suite (EEOB 230).

Please reach out with any questions. Thanks.

Christine Murphy  
Assistant to the Cabinet Secretary  
Phone: [REDACTED]  
Christine.M.Murphy@who.eop.gov

Ex. 6

Thank you,  
Ashley Gunn  
Senior Director  
Cabinet Affairs  
[REDACTED]