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"Rummaging in the government's attic"

Description of document: Emails in the account of U.S. Agency for Global Media (USAGM) Chief Executive Officer (CEO) Michael Pack that contain the word "transition", November 1 - December 8, 2020

Requested date: 29-November-2020

Release date: 22-December-2020

Posted date: 13-December-2021

Source of document: Freedom of Information Act Request
USAGM FOIA Office
Room 3349
330 Independence Ave. SW
Washington, D.C. 20237
ATTN: FOIA/Privacy Act Officer
Fax: (202) 203-4585
Email: foia@usagm.gov

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U.S. AGENCY FOR
GLOBAL MEDIA

330 Independence Avenue SW | Washington, DC 20237 | usagm.gov

Office of General Counsel
Freedom of Information Act Office

September 7, 2021

Via email

RE: Request Pursuant to the Freedom of Information Act – FOIA #21-017

This letter is in response to your Freedom of Information Act (FOIA) request dated December 8, 2020 to the U.S. Agency for Global Media (USAGM), which the Agency received on the same date. In your request, you asked for

“A copy of each email (to/from/cc) in the email account of Michael Pack during the timeframe November 1, 2020 to the present that contains the word “transition”.”

Enclosed are copies of documents responsive to your request. We redacted information under FOIA Exemption (b)(6) (protecting information, the release of which would constitute a clearly unwarranted invasion of personal privacy) and under FOIA Exemption (b)(5) (protecting deliberate and pre-decisional materials, the release of which would harm the deliberative process). The Agency is waiving all fees for this request and the enclosed records are provided to you at no charge.

This concludes the Agency’s response to your request and it is now closed.

For further assistance or to discuss any aspect of your request, you may contact me at foia@usagm.gov or 202-920-2448. You also may contact USAGM’S FOIA Liaison, Daniel Rosenholtz, with questions about pending FOIA matters at drosenholtz@usagm.gov or 202-920-2342. Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer:

Office of Government Information Services
National Archives and Records Administration



8601 Adelphi Road-OGIS
College Park, Maryland 20740-6001
E-mail: ogis@nara.gov;
Telephone: 202-741-5770
Toll free: 1 877-684-6448
Facsimile: 202-741-5769

Finally, if you are not satisfied with this response to your request, you may file an administrative appeal with the Agency by writing to: Chairperson, Access Appeal Committee, USAGM, Suite 3349, 330 Independence Avenue, SW, Washington, DC 20237. Your appeal must be postmarked or transmitted by facsimile to 202-203-4548 within 90 days of the date of this letter. It is advisable due to COVID-related restricted access to our building to e-mail a copy of any appeal to Mr. Rosenholtz.

If you have any questions regarding your request, please contact me at 202-203-4550, the Office of the General Counsel at the above address, or at foia@usagm.gov.

Sincerely,

A handwritten signature in blue ink, appearing to read "James McLaren".

James McLaren
Acting Deputy General Counsel

Enclosures

From: [John Jagers](#)
To: [CEO2016](#)
Subject: Accepted: Transition Meeting

From: [Morvared Namdarkhan](#)
To: [CEO2016](#)
Subject: Accepted: Transition Meeting

From: [Sam Dewey](#)
To: [CEO2016](#)
Subject: Accepted: Transition Meeting

From: [Frank Wuco](#)
To: [CEO2016](#)
Subject: Accepted: Transition Meeting

From: (b) (6)
To: [John Jagers](#); [Toni DeLancey](#)
Cc: [Michael Pack](#)
Subject: Questions on Transition/Need Help
Date: Thursday, December 3, 2020 9:58:21 AM
Attachments: [M-20-33.pdf](#)

Hi John/Toni

I have reviewed the OMB/GSA directives and talked with GSA/FTC. Here's what (b) (6), the deputy federal Transition coordinator, said.

- USAGM should start complying immediately with the Transition. The "starting gun" already went off with the ascertainment letter Nov. 23. The FTC is not awaiting another directive.
- Under OMB's memorandum M-20-33, USAGM was statutorily required to provide certified agency briefing materials by Nov. 1, 2020.
- These documents, at a minimum, include: 1/An overview of the organization; (2) the top five to ten most pressing operational items a new administration will have to handle immediately after Inauguration; (3) a budget overview; (4) the current leadership team; and (5) Congressional considerations.
- A succession plan. M-20-33 required that this be provided to FTC -- and the Transition Team.
- I am supposed to have a meeting with (b) (6) tomorrow. He has already shared his list.
- Moving Forward, I have several questions:

1/ Who is going to provide the Front Office input/written material? 2/ Who is going to review the documents? 3/ Who is going to decide what is non-public information?

This is quite a task, and I don't think I'll be able to do it on my own. I will need someone to assist me. Is it possible to have someone assigned to help me organize the material?

Once I've talked with (b) (6), I'd like to review his list with John and Toni to see what should be included. I'll set up a meeting for Friday. Also need to know about the Sharepoint site.

Best, (b) (6)


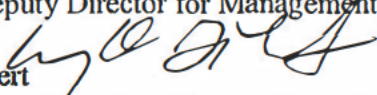


EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

September 4, 2020

M-20-33

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: Michael Rigas 
Acting Deputy Director for Management, Office of Management and Budget
Mary Gibert 
Federal Transition Coordinator, General Services Administration

SUBJECT: Guidance on Presidential Transition Preparations

This memorandum provides guidance to agencies on transition preparation requirements and deadlines consistent with the statutory obligations in the Presidential Transition Act of 1963, as amended (3 U.S.C. § 102 note) (the Act) and best practices. In addition to the ongoing work required by the Act, this guidance is intended to ensure the seamless continuity of Federal government operations and services during a transition to a second term of an administration or to a new administration. It also increases the transparency of the transition process. As agencies implement the guidance outlined below, officials should approach the work in ways that are responsive to the ongoing needs of the current administration while balancing the preparations for a potential new administration.

To prepare for a transition to a second term of an administration or to a new administration, agencies shall do the following:

- 1. Agency Transition Governance.** The Act requires each agency head to designate a senior career employee of the agency and a senior career employee of each major component and subcomponent of the agency to oversee and implement the activities of the agency, component, or subcomponent relating to the Presidential transition. Where agencies have multiple components and subcomponents, working groups can be established to discuss the status of transition preparations at all levels of the agency. The senior career employees have been identified and have been meeting with the Co-Chairs of the Agency Transition Directors Council.
- 2. Pre-Election Engagement with Transition Teams of Eligible Candidates.** To ensure proper, consistent, and equitable dissemination of information to the authorized representatives of the eligible candidates, Federal employees should refer any inquiries from the campaigns to their Agency Transition Director or Presidential Transition Communication Point of Contact, who will refer the campaign to the Office of Management and Budget (OMB) Deputy Director for Management and the Federal Transition Coordinator (FTC). To

increase transparency, the name of each individual requesting information on behalf of a campaign from an agency, the date of the request and the request itself are to be compiled by the agency for posting on the Presidential Transition Directory website. Federal officials should not engage with candidates or their authorized representatives on any matter related to their official duties without prior written approval from the OMB Deputy Director for Management or the FTC.

3. **Succession Planning.** Agency heads are statutorily required to ensure that a succession plan is in place for each senior noncareer position in the agency. Agencies shall ensure that such succession plans are in place no later than September 15, 2020. Under the Act, agencies' succession plans must be in accordance with subchapter III of chapter 33 of title 5, which includes the Federal Vacancies Reform Act (VRA). As such, no later than September 15, 2020, agencies shall submit (1) a certification of completion of a succession plan for all senior noncareer positions; (2) a high level organizational chart inclusive of the senior noncareer positions identified in the succession plan; and (3) any other relevant materials. The FTC will provide separate instructions to agencies as to how and where to submit the required information for succession planning.
4. **Agency Briefing Materials.** Agencies are statutorily required to prepare and finalize briefing materials no later than November 1, 2020. As such, agencies should certify that they have done so on or before November 1, 2020. The FTC will provide separate instructions to agencies as to how and where to submit the agency briefing material certification. Given the different needs of potential agency review teams and incoming administration officials, agencies may be requested to prepare tailored briefing materials as appropriate. While agencies have discretion as to the format and information included in the briefing materials, they should be prepared with the needs of the intended audiences in mind, and agencies should make electronic versions available. At a minimum, briefing materials should include information on the following: (1) an overview of the organization; (2) the top five to ten most pressing operational items a new administration will have to handle immediately after Inauguration; (3) a budget overview; (4) the current leadership team; and (5) Congressional considerations. Agencies should ensure information included in briefing materials is approved for release to the intended audience. As a general principle, briefing materials for the agency review teams may include information that is releasable to members of the public through a Freedom of Information Act (FOIA) request, but should not include pre-decisional or deliberative information, information that is otherwise privileged, or other information that is exempted from disclosure under FOIA, the Privacy Act, or other law.

Recognizing that it may be necessary in some circumstances to provide specified transition personnel with access to non-disclosable information, a clearance mechanism will be established through a memorandum of understanding (MOU) between the President and the representative of the eligible candidate on the conditions of access to employees, facilities, and documents of agencies. The MOU will be in place prior to the election.

In accordance with the Presidential Transition Act of 1963, as amended, upon the ascertainment of the President-elect and Vice President-elect, agencies shall be prepared for the following if there will be a transition to a new administration:

- 1. Agency Review Team Preparations.** Agency review teams will be deployed by the President-elect or his transition team to a subset of Federal agencies immediately following the ascertainment of the election results. Agency interactions with agency review teams will be governed by the MOU described in section 4 above. Agencies are to act in accordance with any requirements, including transparency, incorporated into the MOU.

The teams will review briefing materials and meet with internal agency transition teams to develop a better understanding of each agency and its current state of affairs. Not all agencies should expect to receive agency review teams, and we will work with the President-elect's transition team to identify the respective agency review list. Agencies that have historically received agency review teams should begin making the necessary preparations so that by November 1, 2020, the resources are in place to provide the agency review teams with logistical and administrative support, including building access and work spaces. Moreover, upon the arrival of agency review teams, Agency Transition Directors and Presidential Transition Communication Point of Contact should assist the teams with the coordination of briefings and generally be responsive to requests by the teams for permissible information and assistance.

- 2. Off-Boarding Current Noncareer Employees.** A key component of a change in administrations is the successful outward transition of current noncareer employees. As needed, agencies should develop guidance on the records management responsibilities of departing political appointees. For additional information, agencies should consult guidance issued by the National Archives and Records Administration. In addition, agencies should develop a briefing on "exit ethics" and post-service health benefit coverage and retirement benefits, which should include information about whom to contact with related questions after noncareer employees leave government service. As a matter of best practice, agencies may establish "one-stop" briefings for noncareer employees so they may be informed in the most efficient manner.

From: [Sam Dewey](#)
To: [Michael Pack](#)
Subject: Re: MOU on the transition
Date: Sunday, November 29, 2020 11:08:10 PM

No. (b) (6)

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From: Michael Pack (b) (6)
Sent: Sunday, November 29, 2020 7:11:26 PM
To: Sam Dewey (b) (6)
Subject: Re: MOU on the transition

Not bad news, I hope.

Sent from my iPhone

On Nov 29, 2020, at 7:02 PM, Sam Dewey (b) (6) wrote:

Yes.

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Sunday, November 29, 2020 7:01:39 PM
To: Sam Dewey (b) (6)
Subject: Re: MOU on the transition

Privately?

Sent from my iPhone

On Nov 29, 2020, at 6:45 PM, Sam Dewey (b) (6) wrote:

Let's discuss quickly tomorrow.

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Sunday, November 29, 2020 6:42:12 PM
To: Sam Dewey (b) (6)
Subject: Re: MOU on the transition

Sam:

(b) (6)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

On Nov 29, 2020, at 6:41 PM, Sam Dewey
(b) (6) wrote:

Michael. I'll be teleworking. 10 works

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Sunday, November 29, 2020 6:40:49 PM
To: Sam Dewey (b) (6)
Cc: Toni DeLancey (b) (6); Frank Wuco
(b) (6); John Jagers (b) (6);
Morvared Namdarkhan (b) (6)
Subject: Re: MOU on the transition

Sam:

Let's discuss at 10AM tomorrow. Will you be back in person? (b) (6)

Best,
Michael Pack
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U.S. Agency for Global Media

(b) (6)

On Nov 29, 2020, at 4:03 PM, Sam Dewey
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Michael:

We should discuss tomorrow. I talked to WHCO and have some guidance.

Best,

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From: Michael Pack (b) (6)
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As to individuals on leave, seems to me that's a request that if allowed under our orders from WH would require further

instruction.

I'll contact WHCO and get guidance.

Best,

Sam

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From: Michael Pack

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Sent: Saturday, November 28,
2020 3:20:49 PM

To: Toni DeLancey

(b) (6); Frank

Wuco (b) (6)

John Jagers

(b) (6); Sam

Dewey (b) (6);

Morvared Namdarkhan

(b) (6)

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A large black rectangular redaction box covers the majority of the text in this section. The text "(b) (6)" is visible at the top left of the redacted area.

From: [Sam Dewey](#)
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Date: Sunday, November 29, 2020 6:41:46 PM

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Cc: [Michael Pack](#); [Frank Wuco](#); [John Jagers](#); [Morvared Namdarkhan](#)
Subject: Re: MOU on the transition
Date: Sunday, November 29, 2020 4:07:46 PM

FYI Jeffrey has asked for guidance as Thom is already asking subordinate organizations for data. I've asked them to hold until we provide direction. Will forward his request to Jeffrey - see next email.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)

U.S. Agency for Global Media

[330 Independence Ave. SW | Washington, DC 20237](#)

<http://usagm.gov>

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U.S. Agency for Global Media

(b) (6)

On Nov 28, 2020, at 4:29 PM, Sam Dewey (b) (6) wrote:

WH names the POC is my understanding. I'm also not sure on protocols for talking to individual staff—we should inquire.

As to individuals on leave, seems to me that's a request that if allowed under our orders from WH would require further instruction.

I'll contact WHCO and get guidance.

Best,

Sam

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)

Sent: Saturday, November 28, 2020 3:20:49 PM

To: Toni DeLancey (b) (6); Frank Wuco (b) (6); John
Jaggers (b) (6); Sam Dewey (b) (6); Morvared
Namdarkhan (b) (6)

Subject: MOU on the transition

Is attached. I do think I am empowered to name the POC.

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

From: [Sam Dewey](#)
To: [Toni DeLancey](#); [Michael Pack](#)
Cc: [Frank Wuco](#); [John Jagers](#); (b) (6); [Morvared Namdarkhan](#)
Subject: Re: USAGM Work Plan
Date: Saturday, November 28, 2020 4:32:23 PM

They should be able to add an auto reply to Emily's account easily without getting into account, etc.

Get [Outlook for iOS](#)

From: Toni DeLancey (b) (6)
Sent: Saturday, November 28, 2020 12:59:27 PM
To: Michael Pack (b) (6)
Cc: Frank Wuco (b) (6); John Jagers (b) (6);
(b) (6) Morvared Namdarkhan (b) (6) Sam Dewey
(b) (6)
Subject: Re: USAGM Work Plan

(b) (5)



Thank you,

Toni DeLancey, Ph.D.
Senior Advisor
Office of the Chief Executive Officer (CEO)
Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)

U.S. Agency for Global Media
[330 Independence Ave. SW | Washington, DC 20237](#)
<http://usagm.gov>

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On Nov 28, 2020, at 12:13 PM, Michael Pack (b) (6) > wrote:

(b) (5)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

Begin forwarded message:

From: (b) (6) (b) (6)
Subject: FW: USAGM Work Plan
Date: November 28, 2020 at 10:59:52 AM EST
To: Emily Pauline Newman <F(b) (6)>
Cc: Michael Pack (b) (6), Frank Wuco
(b) (6)

Emily,

One of my collateral duties is to serve as the agency transition director. On Wednesday, (b) (6) contacted me and let me know his plan was forthcoming. I just received it last night (see attached). Other than this plan, I do not have any other information. Please let me know if you have any questions that you would like me to ask him. He would like to talk to Mr. Pack this week. What day and time would be best?

Best,

(b) (6)

From: (b) (6)
Sent: Friday, November 27, 2020 8:02 PM
To: (b) (6) (b) (6)
Cc: (b) (6)
Subject: USAGM Work Plan

(b) (6)

Good to talk to you on Wednesday.
Hope you and your family had a wonderful Thanksgiving.
As we discussed, I wanted to send you our proposed work plan

today.

I'm sorry to have it be Friday evening.

I think it's absolutely fine to not start work until Monday.

Until then, have a great weekend.

Best regards, (b) (6)

<USAGM Requests & Proposed Transition Work Plan.docx>

From: [Sam Dewey](#)
To: [Michael Pack](#); [Toni DeLancey](#); [Frank Wuco](#); [John Jagers](#); [Morvared Namdarkhan](#)
Subject: Re: MOU on the transition
Date: Saturday, November 28, 2020 4:29:25 PM

WH names the POC is my understanding. I'm also not sure on protocols for talking to individual staff—we should inquire.

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Best,

Sam

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Saturday, November 28, 2020 3:20:49 PM
To: Toni DeLancey (b) (6); Frank Wuco (b) (6); John Jagers (b) (6); Sam Dewey (b) (6); Morvared Namdarkhan (b) (6)
Subject: MOU on the transition

Is attached. I do think I am empowered to name the POC.

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

From: [Toni DeLancey](#)
To: (b) (6)
Cc: [Michael Pack](#); [Frank Wuco](#); (b) (6)
Subject: FW: USAGM Work Plan
Date: Saturday, November 28, 2020 3:35:54 PM
Attachments: [USAGM Requests & Proposed Transition Work Plan.docx](#)
[image001.png](#)

Hi there, (b) (6)

Please do not take any further action on the below.

Please also let me know what you've already communicated.

I will have further guidance for you on Monday.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



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Begin forwarded message:

From: (b) (6) (b) (6)
Subject: FW: USAGM Work Plan
Date: November 28, 2020 at 10:59:52 AM EST
To: Emily Pauline Newman (b) (6)
Cc: Michael Pack (b) (6) Frank Wuco (b) (6)
(b) (6)

Emily,

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Best,

Thom

From: (b) (6)
Sent: Friday, November 27, 2020 8:02 PM
To: (b) (6) (b) (6)
Cc: (b) (6)
Subject: USAGM Work Plan

(b) (6)
Good to talk to you on Wednesday.
Hope you and your family had a wonderful Thanksgiving.
As we discussed, I wanted to send you our proposed work plan today.
I'm sorry to have it be Friday evening.
I think it's absolutely fine to not start work until Monday.
Until then, have a great weekend.
Best regards, (b) (6)

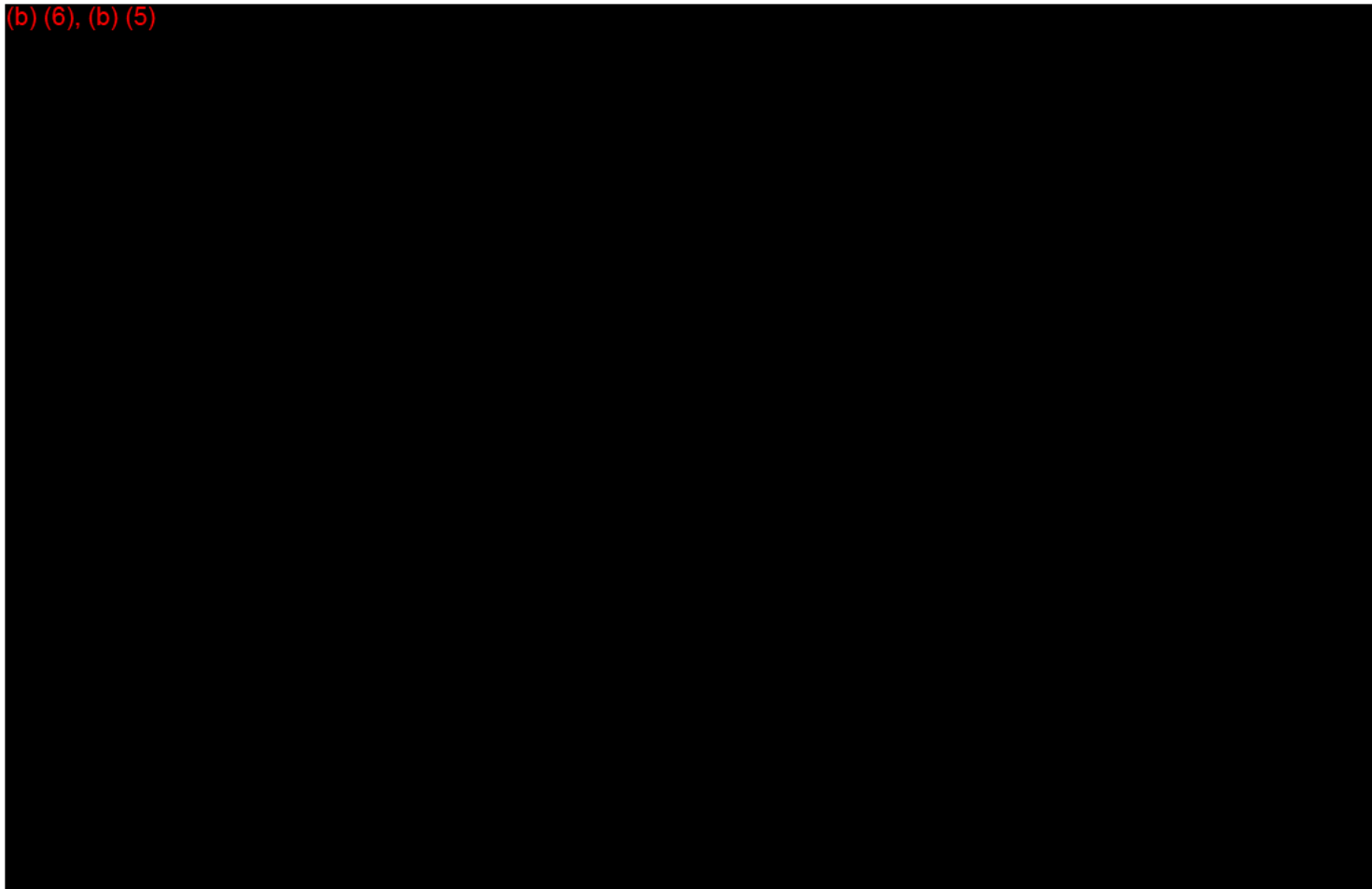
USAGM & Transition Team Work Plan and Requests

Biden-Harris Transition Team Mission

The Biden-Harris Transition Team looks forward to working collaboratively with USAGM staff to ensure a smooth transition. In this effort, we hope to reflect the values of our transition effort by promoting transparency and innovation, ensuring our government reflects the diversity of our nation, while of course trying to deal with overcome the pandemic. We hope to have the opportunity to engage with staff and ensure all employees have the opportunity to share their input with Transition and incoming leadership.

Key Contacts & Coordination for the Biden-Harris Transition Team

(b) (6), (b) (5)



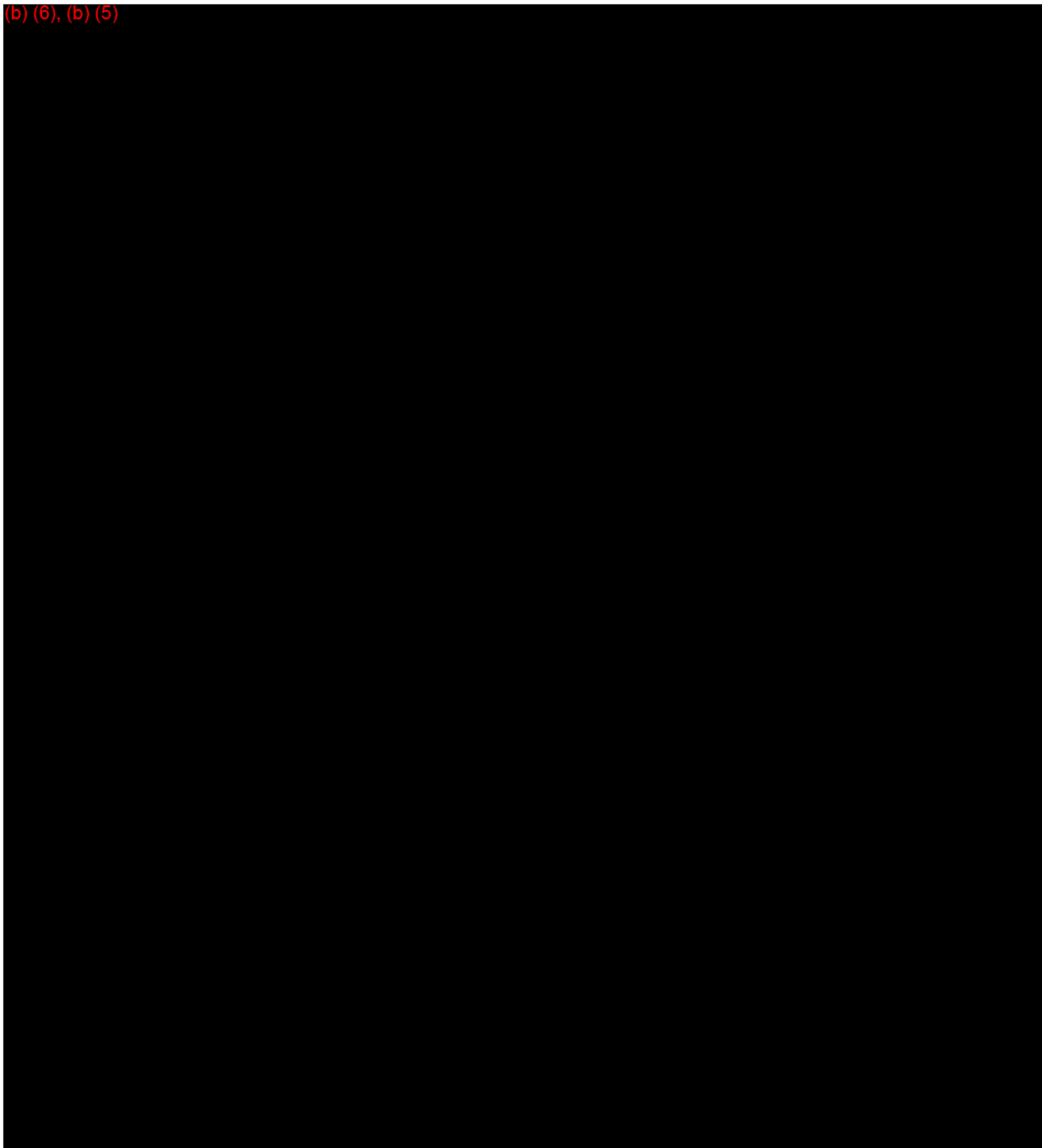
Work Plan, Next Steps & Timeline Proposal

(b) (5)



Requested Meetings & Briefings

(b) (6), (b) (5)



Request for Official Data and Documents

(b) (5)



From: [Toni DeLancey](#)
To: [Michael Pack](#)
Subject: Re: USAGM Work Plan
Date: Saturday, November 28, 2020 1:14:54 PM

(b) (6), (b) (5)



Toni

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On Nov 28, 2020, at 1:09 PM, Michael Pack (b) (6) wrote:

I did not designate him. I don't think GSA did either.

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)



On Nov 28, 2020, at 1:01 PM, Toni DeLancey (b) (6) wrote:

Also how was (b) (6) designated? Was that your call?

Thank you,

Toni DeLancey, Ph.D.
Senior Advisor
Office of the Chief Executive Officer (CEO)
Office: (b) (6) | Mobile: (b) (6)
(b) (6) | Email: (b) (6)



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On Nov 28, 2020, at 12:13 PM, Michael Pack
(b) (6) wrote:

(b) (5)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

Begin forwarded message:

From: (b) (6)

Subject: FW: USAGM Work Plan

Date: November 28, 2020 at 10:59:52 AM
EST

To: Emily Pauline Newman
(b) (6)

Cc: Michael Pack (b) (6)
Frank Wuc (b) (6)

Emily,

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(b) (6)

From: (b) (6)
Sent: Friday, November 27, 2020 8:02 PM
To: (b) (6)
Cc: (b) (6)
Subject: USAGM Work Plan

(b) (6)

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Until then, have a great weekend.
Best regards (b) (6)

<USAGM Requests & Proposed Transition Work Plan.docx>

From: [Toni DeLancey](#)
To: [Michael Pack](#)
Subject: Re: USAGM Work Plan
Date: Saturday, November 28, 2020 1:01:44 PM

Also how was (b) (6) designated? Was that your call?

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



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On Nov 28, 2020, at 12:13 PM, Michael Pack (b) (6) wrote:

(b) (5)



Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)



Begin forwarded message:

From: (b) (6)
Subject: FW: USAGM Work Plan
Date: November 28, 2020 at 10:59:52 AM EST
To: Emily Pauline Newman (b) (6)
Cc: Michael Pack (b) (6), Frank Wuco (b) (6)

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<USAGM Requests & Proposed Transition Work Plan.docx>

From: [Toni DeLancey](#)
To: [Michael Pack](#)
Cc: [Frank Wuco](#); [John Jaggers](#) (b) (6); [Morvared Namdarkhan](#); [Sam Dewey](#)
Subject: Re: USAGM Work Plan
Date: Saturday, November 28, 2020 12:59:29 PM

(b) (6), (b) (5)



Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)

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(b) (5)



Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)



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(b) (6)

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(b) (6)

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Sent: Friday, November 27, 2020 8:02 PM
To: (b) (6)
Cc: (b) (6)
Subject: USAGM Work Plan

(b) (6)

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<USAGM Requests & Proposed Transition Work Plan.docx>

From: (b) (6)
To: [Emily Pauline Newman](#)
Cc: [Michael Pack](#); [Frank Wuco](#); (b) (6)
Subject: FW: USAGM Work Plan
Date: Saturday, November 28, 2020 11:00:10 AM
Attachments: [USAGM Requests & Proposed Transition Work Plan.docx](#)

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(b) (6)

From: (b) (6)
Sent: Friday, November 27, 2020 8:02 PM
To: (b) (6)
Cc: (b) (6)
Subject: USAGM Work Plan

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USAGM & Transition Team Work Plan and Requests

Biden-Harris Transition Team Mission

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Key Contacts & Coordination for the Biden-Harris Transition Team

(b) (6), (b) (5)



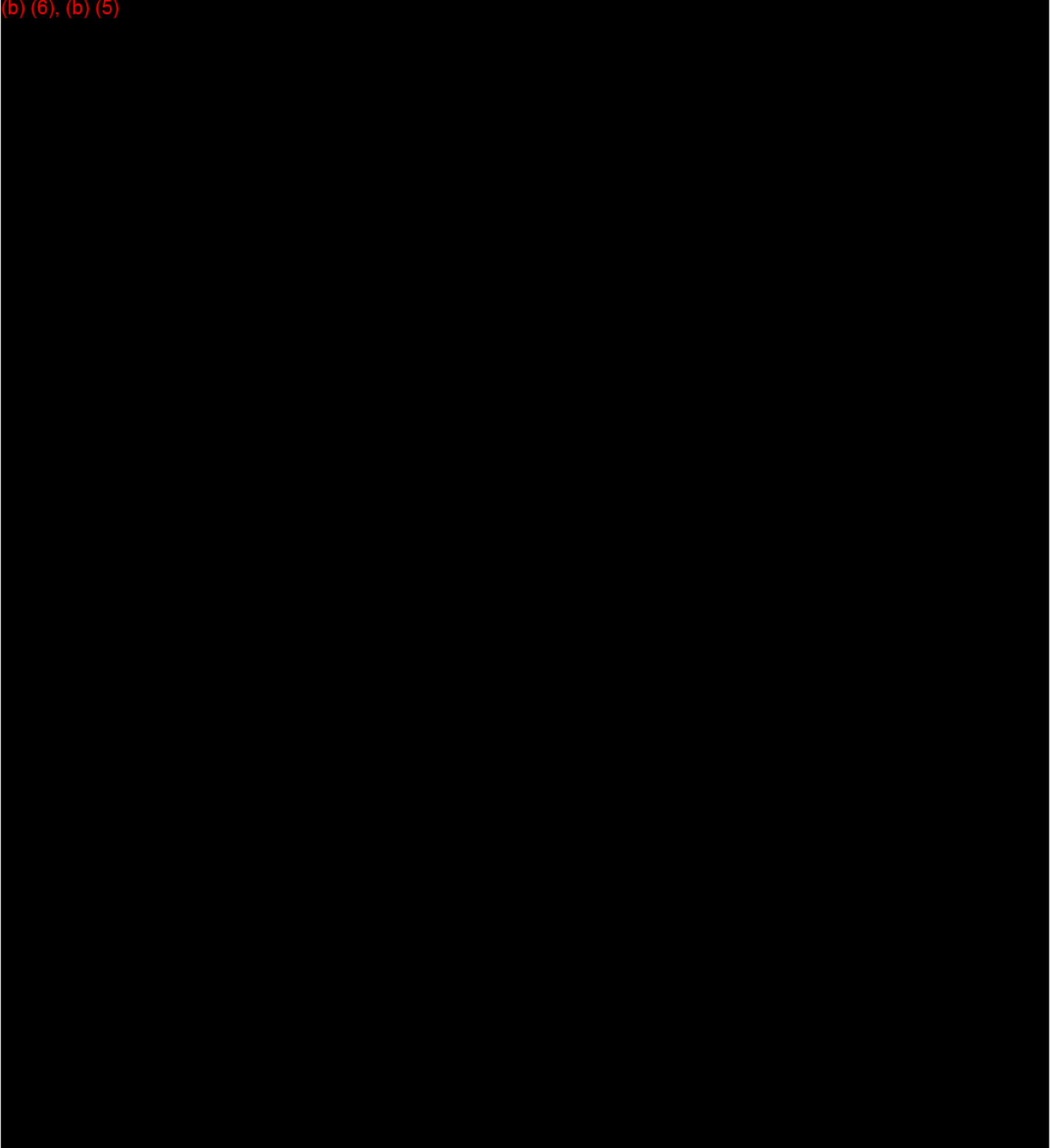
Work Plan, Next Steps & Timeline Proposal

(b) (5)



Requested Meetings & Briefings

(b) (6), (b) (5)



Request for Official Data and Documents

(b) (5)



From: [David Folkenflik](#)
To: [Diane Cullo](#)
Cc: [Michael Pack](#)
Subject: NPR query
Date: Monday, November 16, 2020 5:18:58 PM

Michael:

It would like and in fact prefer, as ever, to speak with you directly so our listeners and readers can hear your perspective from you in your own voice and words.

Among my questions - what are your plans in light of Biden's win? Are you intending to continue in office during his administration? how would you frame your record and your legacy

Some questions about unresolved matters at USAGM:

> How does USAGM address question of Kelu Chao's standing as a plaintiff in claims vs. USAGM and yourself?

> What is the agency's reply to the lawsuit filed last week by former Urdu language journalist (b) (6) for what she alleges is wrongful termination of her contract and violation of statutory firewall over her coverage of the presidential race?

> What is the standing of the USAGM investigation of the video taken by people at HHS and publicized in Daily Caller on 2 Nov 2020? It was characterized by the Daily Caller as occurring at the VOA building. However, no fewer than seven people with ties to USAGM and VOA tell me the site is inside or adjacent to the USAGM office of congressional affairs, which I am told is itself is near the agency's SCIF and within 50 feet of the chairman's office. Is that correct? If these colleagues' characterizations are correct, what does that say about the agency's security measures? If not, what information has the investigation yielded?

> Is the agency aiding President Biden's transition team for USAGM? If not, why not? Is the agency accepting the legitimacy of Biden's electoral win? If not, why not?

My deadline is tomorrow at 12pm noon ET. Can be slightly flexible if we can talk ahead of time.

Thank you

David

David Folkenflik
Media Correspondent
NPR NEWS
11 W 42nd St
19th Floor
New York NY 10036
o) 212.880.3438
mobile) +1 202 744 2540
e) dfolkenflik@npr.org
Twitter: davidfolkenflik

From: [robert reilly](#)
To: [Michael Pack](#); [Michael Pack](#)
Subject: Uh, oh!
Date: Thursday, November 12, 2020 3:20:11 PM

Michael,

I am sure you have seen this announcement.

"Former Delaware Sen. Ted Kaufman wrote the law on presidential transitions. Reuters Biden picked Kaufman, his longtime friend and former Senate chief of staff, to lead his presidential transition team. Kaufman is a former Delaware senator; he was appointed to serve out the remainder of Biden's Senate term after he became vice president in January 2009."

Kaufman was on the BBG when I was VOA director.

I can tell you what to expect if you are interested.

best,

Bob

From: [Jonathan Bronitsky](#)
To: [CEO2016](#); [Toni DeLancey](#); [Thad Strom](#); [Robert Patterson](#)
Subject: Engel Statement on Appointment of Robert Reilly as VOA Director
Date: Wednesday, December 9, 2020 1:11:05 PM

Engel Statement on Appointment of Robert Reilly as VOA Director

December 9, 2020

Washington—Representative Eliot L. Engel, Chairman of the House Committee on Foreign Affairs, today made the following statement on Michael Pack’s appointment of Robert Reilly as Director of Voice of America:

“Michael Pack should be packing up his office, not packing the leadership of U.S. broadcasting entities with right-wing ideologues and bigots. Robert Reilly, Mr. Pack’s new pick to run VOA, is best known for [spewing anti-LGBT hatred in print and on the airways](#). The idea that he’s been given the reins of an institution with the history and legacy of VOA is a disgrace and an embarrassment. VOA journalists shouldn’t have to endure the reputational harm of having to work for someone with views so backward and out of step with American values.

“Mr. Pack should believe [VOA’s coverage of the election](#), embrace reality, and acknowledge that Joe Biden won. Then he should instruct USAGM personnel to help President-elect Biden’s transition team find its footing at USAGM.”

###

Permalink: <https://foreignaffairs.house.gov/2020/12/engel-statement-on-appointment-of-robert-reilly-as-voa-director>

From: [Ted Lipien](#)
To: (b) (6)
Cc: [CEO2016](#); [Elez Biberaj](#); [Kelu Chao](#); (b) (6); [Jonathan Bronitsky](#)
Subject: Partisan Bias at VOA Tolerated by Former Management Between 2016 and 2020
Date: Tuesday, December 8, 2020 6:12:49 PM

Dear Honorable (b) (6) and Members of the Biden-Harris USAGM Transition Team.

[Please share with other team members: (b) (6), for whom I do not have e-mail addresses.]

I thought that you might find some interesting insights about USAGM in two analyses-reports written by former senior Voice of America (VOA) correspondent, former VOA foreign and domestic bureau chief and former VOA foreign language service chief Dan Robinson. Dan is one of the most respected VOA journalists who retired a few years ago after a distinguished career. As Dan Robinson himself pointed out in some of his other reports published by mainstream media, including “Columbia Journalism Review” CJR, he is a registered Democrat who was going to vote for Joe Biden. But like many of us who volunteer at BBG - USAGM Watch, regardless of our party affiliations or lack thereof, both he and I are deeply concerned that VOA has become politicized and has been for more than a few years a highly partisan media outlet with some impact in the United States, including U.S. elections, and has engaged in illegal targeting of Americans for partisan and ideological reasons. (As reported by former House Foreign Affairs Committee Chairman former Rep. Ed Royce (R-CA), the former USAGM/VOA management admitted to illegal targeting of Americans with VOA Facebook ads, but other even more serious violations have also occurred.) Those of us who actually analyze VOA content on a regular basis know very well that the VOA bias has not been at all in favor of Trump, as many may now think from reading or watching mainstream media reports, but are very much in favor of some Democratic Party politicians and liberal political causes.

The SIDEBAR to Dan Robinson’s analysis is particularly interesting because it quotes comments by one of the very few conservative journalists who are left at the agency but are afraid to speak out. These comments clearly establish the leadership failure which produced the VOA anti-Trump political ad in 2016 and the pro-Biden 2020 political ad. To my knowledge, no one among VOA journalists or lower-level and mid-level VOA management was even publicly reprimanded for the 2016 anti-Trump VOA Ukrainian campaign ad. The incident was hidden just as the 2016 consultants report on bias in VOA content. Since no meaningful actions were taken by the former management after the 2016 video [<https://youtu.be/CGDVUOyQJAM>], in which Trump was called “pig,” “mutt,” and other offensive names and physical violence against him was condoned—the first such call for violence against an American politician issued in a VOA program in VOA’s history—the 2020 VOA Urdu video [<https://youtu.be/r2iL0uy6iL8>] did not surprise any of us who are committed to the VOA Charter regardless of our own political leanings, whatever they might be.

Best Regards,

Ted Lipien
former VOA acting associate director
former VOA Eurasia Division director
former BBG regional marketing director (Munich and Prague)

former VOA Polish Service chief during Solidarity and martial law period

SIDEBAR: Where 2016 Consultant Report Recommendations Missed The Mark

USAGM Watch Commentary

EDITOR'S NOTE: A USAGM staffer reacts to key aspects of the [Executive Summary](#) of the 2016 consultant report solicited by and submitted to former VOA director Amanda Bennett. The full report, paid for by U.S. taxpayers, has not been found and produced by the agency despite repeated requests by journalists.

Bias in News [from 2016 Consultant Report]

“The perception of biased coverage is real among multiple VOA reporters and editors. Biased coverage threatens the credibility of the overwhelming majority of VOA journalists who strive for fairness, balance and accuracy. It’s vital that VOA leadership take visible steps to communicate that bias is unacceptable and that the integrity of VOA reporting is sacrosanct.”

USAGM Staffer: It’s not enough to acknowledge there is “bias” and say it needs to be dealt with. If you can’t name the TYPE of bias that exists, how can you expect VOA management to take “visible steps” to fix it? The most serious bias problem that VOA has had for years has been the left wing/liberal bias of its almost exclusively liberal-minded journalists in favor of Democrats and against Republicans and conservatives. There is no reference to that problem in this summary. As a result, the anti-bias “training” that Bennett ordered her staff to take in the following years was worthless, because (based on what I witnessed) the training course did not not involve any study of the MANY examples of pervasive liberal bias in VOA’s actual reporting. The course merely looked at bias as a general problem that journalists should try to avoid. So, trainees who didn’t think there was anything wrong with their own liberal bias, and who were not confronted during the course with EXAMPLES of that bias, would not have been inclined to change the way they did their jobs in the slightest. And as you can see from VOA’s reporting on U.S. politics this past election year, that’s exactly what happened.

Recommendations on bias from 2016 Consultant Report

Create a safe avenue for staffers to report bias concerns without fear of reprisal. Regularly remind staffers about the responsibility to report perceived bias. Put division directors on notice that that they will be held accountable for bias in their services.

USAGM Staffer: The English News Center has NOT been held accountable at all for its liberal bias, because it has flagrantly continued and flaunted that bias for the past 4 years. Also, there are NO safe avenues for staffers to report liberal bias, because News Center managers have shown themselves, in their regular emails to staff, to be of one ideological mindset, and to be defiant in the face of criticism from Trump and Michael Pack, rather than being humble in the face of criticism, looking in the mirror, and soliciting constructive criticism from their peers. When staffers see this kind of messaging from their newsroom leaders, HOW can they have faith that their legitimate concerns will be considered seriously? On the contrary, they would be rightly concerned about being ridiculed and ostracized for going against the party line.

Consider more frequent content audits to determine if bias is evident.

USAGM Staffer: I don't know of any such audits that have been conducted in the past 4 years.

In communications about bias, clarify the difference between bias and aggressive accountability reporting. Tough, authoritatively sourced coverage that calls out abuses of power is not biased

USAGM Staffer: Wrong. Even aggressive accountability reporting NEEDS to fairly reflect the views of the people who are alleged to have abused their power (and perhaps even the views of their supporters), as distasteful as those views might be to the journalists doing the reporting. The ethical requirement for a journalist to eschew bias isn't thrown out the window just because you as a VOA journalist, and many other like-minded people, want to "go after" a person in power.

READ: 2016 Report Confirmed Problem of Political Bias At Voice of America. OPINION by Dan Robinson, USAGM Watch, December 6, 2020

Link: <https://bbgwatch.com/bbgwatch/sidebar-where-2016-consultant-report-recommendations-missed-the-mark/>

Link: <https://www.usagmwatch.com/sidebar-where-2016-consultant-report-recommendations-missed-the-mark/>

2016 Report Confirmed Problem of Political Bias At Voice of America

OPINION

Trump USAGM CEO Michael Pack Was Attacked For Attempts to Focus on Problem

by [Dan Robinson](#)

It was May of 2016 and Amanda Bennett was only a few weeks into what would become a nearly four year stint as director of the Voice of America, among the “plum” jobs in Washington, D.C.

Bennett was just getting her feet wet, and at the time was dependent on a group of longtime embedded VOA managers that she would at one point describe as a “fantastic leadership team.”

She had received fair warning, from former VOA employees and extensive reporting by the independent watchdog website [BBG and USAGM Watch](#), of disturbing issues at VOA, located in what has long been one of the most dysfunctional of federal agencies.

Some VOA journalists were using their taxpayer-funded positions to engage in self-promotion and campaign for political causes, a fact little known to most Americans. VOA’s website and digital operations were plagued by failures in breaking news coverage, and inaccuracies in content.

Both VOA and what was then called the Broadcasting Board of Governors (BBG) were increasingly seen by U.S. lawmakers as moribund. A Republican-led and eventually bipartisan effort in Congress proposed major restructuring – there was little patience left on Capitol Hill where the agency was increasingly considered to be “broken,” “rudderless,” and “worthless.” President Obama signed the reform legislation in December 2016 to create a powerful agency CEO position and to make the BBG Board purely advisory.

In a meeting with one former VOA reporter, Bennett asked how anyone could know if VOA was succeeding or not, as if incompetence in covering breaking news, on-air mistakes, and management dysfunction would not be visible to outsiders.

Bennett would not have left her former life to take over a notoriously troubled agency with seemingly intractable problems, to focus just on the negatives.

That preference notwithstanding, on May 23rd 2016 she sent a memo to staff announcing the hiring of three consultants: Joyce Dehli, Tom Detzel, and Marcy McGinnis.

Dehli was a co-chair of the Pulitzer Prize Board. Bennett herself had been part of a Pulitzer winning newspaper reporting team, a fact that boosted her credibility with VOA’s

government-paid civilian journalistic force. She is married to former *Washington Post* publisher and businessman Donald E. Graham. As then chairman of *The Washington Post*, he was a Pulitzer Prize Board member in the 2000s, as was Bennett. She was then editor of *Lexington Herald-Leader*, later editor of *The Philadelphia Inquirer*, and at the end of her time on the Pulitzer Prize Board, executive editor of Enterprise, Bloomberg News.

The memo described Detzel as having led award-winning investigative teams at *ProPublica*, and collaborated on projects with *The Washington Post*, *The New York Times*, and PBS.

McGinnis had been a Senior Vice President, News Coverage, at CBS News, and had helped launch Al Jazeera America.

As Bennett told it in her memo, this short-term consultant team had a wide-ranging mission: “To assist us in benchmarking our entire operation to the best in the world” and “digging deep into all our journalism on all platforms.”

Panel members would have “access to our written work, both web and mobile; to listen to our broadcasts; to watch our shows and to engage with our social media” and would “[have] a free hand in asking to interview anyone they want, and to hold meetings of any groups they feel they need to learn more about or from.”

Between the date of the Bennett memo and today at the end of 2020, no final report by the consultant group or any of its findings is known to have ever been distributed to VOA and USAGM staff.

If any final report actually does exist, VOA and USAGM management have done their best to bury it – a product paid for by taxpayer funds has been hidden from public view and potential media scrutiny.

In 2018, I submitted a Freedom of Information Act (FOIA) request to USAGM, then still headed by John Lansing (who now heads National Public Radio) requesting a range of electronic and written records relating to the consultant panel.



USAGM slow walked this and other FOIA requests, applying a familiar tactic employed when government agencies seek to avoid wider disclosure – saying the requests were over-broad and imposed an unacceptable burden on staff.

Fast forward to 2020. I have discovered that staff of USAGM CEO Michael Pack attempted to learn from agency managers whether any written record existed of the consultant panel's work.

Almost immediately, I was told that roadblocks were erected by longtime senior officials at 330 Independence Avenue (the VOA and USAGM headquarters) who denied knowledge of any final report, or an executive summary.

However, this reporter finally obtained a copy of the [Executive Summary](#) the consultants sent to Bennett and we present its contents here.

It's details confirm the depth of problems at VOA, especially regarding an issue that USAGM CEO Pack attempted to focus on – political bias by VOA's taxpayer-funded staff.

EXCERPT FROM EXECUTIVE SUMMARY

"The perception of biased coverage is real among multiple VOA reporters and editors," the summary stated. "It's vital that VOA leadership take visible steps to communicate that bias is unacceptable and that the integrity of VOA reporting is sacrosanct."

Asserting that the "overwhelming majority of VOA journalists . . . strive for fairness, balance and accuracy" the consultants nonetheless urged Bennett to create "a safe avenue for staffers to report bias concerns without fear of reprisal".

They also recommended regular reminders to staffers "about the responsibility to report perceived bias," and "[putting] division directors on notice that they will be held accountable for bias in their services."

And the summary said there should be more frequent content audits to determine if bias is evident, and [in communications about bias] “clarify the difference between bias and aggressive accountability reporting.”



The significance of the emergence of the report summary cannot be over-stated.

At the very beginning of her four years as VOA director, Bennett and others with access to the full report, and this summary, were made fully aware of the kind of issues involving that BBG and USAGM Watch had reported on for years.

What followed is part of the historical record: the problem of political bias in the reporting of VOA journalists, and in their social media feeds, continued in the first term of Donald Trump. Things worsened as the 2020 presidential election approached.

Bennett ordered all VOA staff to undergo training (provided by an outside contractor) in avoiding political bias in reporting. These sessions continued as of mid-2020, with employees warned of negative repercussions in their personnel files should they choose not to participate.

“VOA’s Best Practices Guide” was repeatedly updated – sometimes it seemed in direct response to BBG and USAGM Watch reporting – to reflect changes aimed at dealing with what seemed like an out-of-control bias situation.

Already facing a tsunami of attacks by elite left-leaning media for decisions he made since becoming CEO, Michael Pack [issued a statement](#) in late 2020 seeking to enforce existing rules or, as his critics have charged, exert control over what some VOA reporters were doing in their reporting and on social media. An agency spokesman said that the CEO’s memo was “clarifying *long-standing* agency Conflicts of Interest and Social Media policies” and that “No new policies were established.”

Titled “Guidance on Conflicts of Interest” the memo stated that it would be a conflict of interest for any agency journalist “to participate personally and substantially in reporting on an issue: (1) in which they have a personal interest or (2) have publicly personally expressed a political opinion.”

Again, recall that BBG and USAGM Watch had revealed political bias in VOA reporting and social media posts, including online activity by some of VOA’s highest-visibility journalists which violated the VOA Charter.

We have been directed to other examples in some of VOA’s bureaus, and by staff in some VOA language services. BBG and USAGM Watch reporting over at least the last five years is replete with such examples.

Pack’s memo noted that VOA’s own standards and practices stated that journalists “are

expected to remain neutral and objective in all public appearances and public spaces, including social media . . . and try to avoid conduct or activity that would call into question your neutrality and objectivity as well as the neutrality and objectivity of VOA.”

The new guidance recommended that any VOA journalist “reporting on or otherwise working on a story regarding “X” situation” should “avoid publicly voicing your personal opinion about that situation because such activity may call into question your credibility as a journalist and could compromise VOA’s reputation as a reliable and credible news organization.”

Supervisors, Pack added, should enforce a need for reporters to recuse themselves from covering certain issues if they are “personally affected by a potential governmental action”.

It could have been a reference to a VOA language service reporter who questioned a Trump National Security Council official about Michael Pack’s cancellation of J-1 work visas held by some VOA staff members. USAGM did not renew the reporter’s U.S. visa. He asserted that his report from the White House had been “censored” by VOA’s central newsroom.

The memo also addressed the issue of VOA reporters using social media accounts to indicate personal disagreement with government policies, recommending that they recuse themselves “from reporting on the Department and the part of the Administration implicated by the criticism.”

Any VOA journalist “who expresses personal views on political topics in their personal social media creates the potential for a conflict of interest and should consider whether recusal or mitigation is required.”

For example, a VOA journalist who on Facebook “likes” a comment or political cartoon that aggressively attacks or disparages the President must recuse themselves from covering the President.

Of course, this guidance caused enormous controversy and became part of a challenge in the courts to Pack’s management of USAGM – even though it sought to address violations of VOA’s own long-standing standards by the organization’s journalists.

Back to the executive summary. It contains some telling words. Remember the objective of this panel was to do a deep dive into every aspect of VOA’s journalistic operations.

Ultimately they wrote, “one can judge Voice of America’s success or failure by its content. Does the quality meet professional standards? Is it relevant to VOA’s diverse audiences? Is it distinctive? Does it connect with audiences in the most apt formats, from digital news and social media to podcasts, radio and TV? Finally, does it serve VOA’s mission to tell America’s story abroad and to cover global regions and peoples not otherwise served by uncensored news organizations?”

EXCERPT FROM EXECUTIVE SUMMARY

“Too often the answer to these questions is no. VOA content varies widely in quality and relevance but is often routine, mediocre and late. It frequently lacks the context, sourcing, sophistication and production values today’s audiences demand. Investigative stories, data journalism, long form narrative and in depth video storytelling are largely absent.”

“VOA continues to be hindered by archaic habits and bereft of some skills and resources needed to achieve excellence. Bureaucratic obstacles are not the biggest problem; VOA needs a radical change in thinking, spirit and organization. Tradition has carved the agency into fiefdoms that impede communication, collaboration and creativity.”

Since she left VOA, with her deputy, just as Michael Pack was arriving at USAGM, Bennett has spent many hours in numerous online Zoom events sponsored by liberal and media think tanks, making a case for excellence of VOA news products.

Specifically, Bennett has claimed that VOA is an impactful investigative reporting force. Interestingly, one of the members of the consultant team ended up at VOA in charge of an investigative reporting unit.

But it’s not like VOA investigative stories have produced consistent banner breaking news headlines. As I and other outside observers have noted, VOA and the greater USAGM have nowhere near the financial, sourcing and reputational capabilities of major news organizations required to be seen as a major force in this area.

As for major restructuring recommended by the consultants, Bennett accelerated a process already underway of enhancing cooperation across stove piped sections of VOA. The report called for a “dramatic break from outdated structures and routines – a revolutionary plan of action, designed from within, to propel the organization into the future.” Between 2016 and 2020, some of VOA’s foreign language services produced multimedia content which included political ads [against Donald Trump](#), in [favor of Hillary Clinton](#), and in [favor of Joe Biden](#).

The full executive summary of the consultants report is provided here for readers. But the message from its conclusions was clear in 2016, and warrants attention – especially from the transition team representing President-elect Joe Biden – as we near 2021.

The headline in 2016 was quite clear: Decades after the end of the Cold War, and many years of attempting to establish itself as a consistent major global media force in the digital age, VOA was still failing in 2016. And not much has changed between 2016 and 2020.

As Amanda Bennett heard in 2016 as she was taking up her position at VOA, it was one thing to want to focus on positives, quite another to be open to seeing and hearing the fullest possible picture of problems at this historically dysfunctional agency.

Here's the bigger question: WHERE IS THE FULL REPORT ON WHICH THE EXECUTIVE SUMMARY WAS BASED?

It's possible that there was only a paper copy of the full report. But there must be some electronic traces and references to it, and to the executive summary.

Remember, all of this was paid for with taxpayer dimes. If someone deleted electronic agency email traffic pertaining to the original report and/or the summary that would raise a question of potential destruction of government records that could have been subject to FOIA requests.

The full 2016 consultants report is a work product that needs to be seen in its entirety by the public and media. If anybody within the agency retained copies, they need to make these available to the senior management. They should be then released to inquiring media.

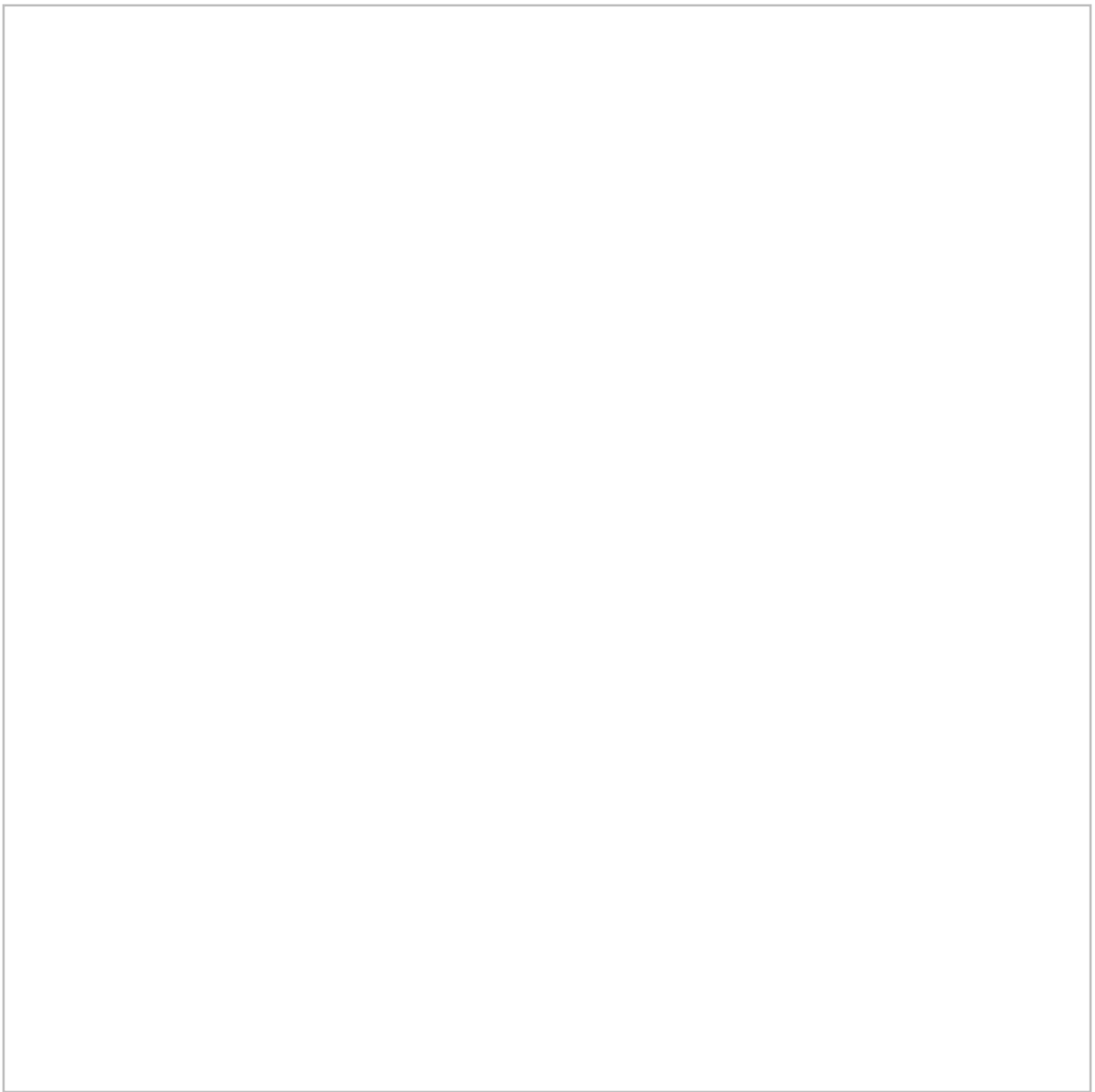
The full report to the former VOA director represents an important document for American taxpayers to see and assess, so they can make their own judgments as to the full extent of the dysfunctions identified. The USAGM Advisory Transition Team appointed by President-Elect Biden also should see and analyze the full report.



DAN ROBINSON

Dan Robinson retired in 2014 after 34 years with the Voice of America. In addition to his assignment as senior White House correspondent from 2010 to 2014, he served as bureau chief in Nairobi, Kenya and Bangkok, Thailand. He was also the chief of the VOA Burmese Service and the Capitol Hill correspondent. Views expressed here are his own.

READ: SIDEBAR: Where 2016 Consultant Report
Recommendations Missed The Mark



Link: <https://bbgwatch.com/bbgwatch/2016-report-confirmed-problem-of-political-bias-at-voice-of-america/>

Link: <https://www.usagmwatch.com/2016-report-confirmed-problem-of-political-bias-at-voice-of-america/>

From: [John Jagers](#)
To: (b) (6)
Cc: [CEO2016](#); [Elez Biberaj](#); [Toni DeLancey](#); (b) (6)
Subject: RE: VOA Clearance Packets for staffing - Review of Current and future needs
Date: Tuesday, December 8, 2020 2:07:55 PM
Attachments: [image004.png](#)
[image001.png](#)

Sure c u then – it has a white board right?

Warm Regards,
John E. Jagers

(b) (6)



From: (b) (6)
Sent: Tuesday, December 8, 2020 1:36 PM
To: John Jagers (b) (6)
Cc: CEO2016 <(b) (6)>; Elez Biberaj (b) (6); Toni DeLancey (b) (6)
Subject: RE: VOA Clearance Packets for staffing - Review of Current and future needs

Hi John,

Certainly. How about 1:30 on Thursday in my office Room 3360J?

Thanks,

(b) (6)

From: John Jagers (b) (6)
Sent: Tuesday, December 8, 2020 12:52 PM
To: (b) (6)
Cc: CEO2016 (b) (6); Elez Biberaj (b) (6); Toni DeLancey (b) (6)
Subject: VOA Clearance Packets for staffing - Review of Current and future needs
Importance: High

Hi (b) (6)

I hope all is well with you. I just finished my meeting with Elez in VOA and the subject of staff needs arose.

Can we please meet in person either Thursday or Friday in a conference room with a white board to review the current state, current and future needs of VOA staffing?

We need to do this for two reasons:

- 1) . Good management – to stop the continuous flow of surprise staff requirements needed ASAP
- 2) We need to support the transition team since the potential incoming team has requested the current staff levels and future plans (which they may alter)

I am available any time either Thursday or Friday after 1330 and would like 1 hour. Thanks in advance for your support.

Warm Regards,
John E. Jagers

(b) (6)



From: (b) (6)
To: John Jagers
Cc: CEO2016; Elez Biberaj; Toni DeLancey; (b) (6)
Subject: RE: VOA Clearance Packets for staffing - Review of Current and future needs
Date: Tuesday, December 8, 2020 1:36:01 PM
Attachments: image001.png

Hi (b) (6)

Certainly. How about 1:30 on Thursday in my office (b) (6) ?

Thanks,

(b) (6)

From: John Jagers (b) (6)
Sent: Tuesday, December 8, 2020 12:52 PM
To: (b) (6)
Cc: CEO2016 (b) (6); Elez Biberaj (b) (6); Toni DeLancey (b) (6)
Subject: VOA Clearance Packets for staffing - Review of Current and future needs
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Warm Regards,
John E. Jagers

(b) (6)



From: (b) (6)
To: [John Jagers](#)
Cc: [CEO2016](#); [Elez Biberaj](#); [Toni DeLancey](#); (b) (6)
Subject: RE: VOA Clearance Packets for staffing - Review of Current and future needs
Date: Tuesday, December 8, 2020 2:11:42 PM
Attachments: [image001.png](#)

The white wall is painted for white board use!

From: John Jagers (b) (6)
Sent: Tuesday, December 8, 2020 2:08 PM
To: (b) (6)
Cc: CEO2016 (b) (6); Elez Biberaj (b) (6); Toni DeLancey (b) (6)
Subject: RE: VOA Clearance Packets for staffing - Review of Current and future needs

Sure c u then – it has a white board right?

Warm Regards,
John E. Jagers

(b) (6)



From: (b) (6)
Sent: Tuesday, December 8, 2020 1:36 PM
To: John Jagers (b) (6)
Cc: CEO2016 (b) (6); Elez Biberaj (b) (6); Toni DeLancey (b) (6)
Subject: RE: VOA Clearance Packets for staffing - Review of Current and future needs

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Thanks,

(b) (6)

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Sent: Tuesday, December 8, 2020 12:52 PM
To: (b) (6)

Cc: CEO2016 (b) (6); Elez Biberaj (b) (6); Toni DeLancey (b) (6)

Subject: VOA Clearance Packets for staffing - Review of Current and future needs

Importance: High

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- 2) We need to support the transition team since the potential incoming team has requested the current staff levels and future plans (which they may alter)

I am available any time either Thursday or Friday after 1330 and would like 1 hour. Thanks in advance for your support.

Warm Regards,
John E. Jagers

(b) (6)



From: [John Jagers](#)
To: (b) (6)
Cc: [CEO2016](#); [Elez Biberaj](#); [Toni DeLancey](#); (b) (6)
Subject: VOA Clearance Packets for staffing - Review of Current and future needs
Date: Tuesday, December 8, 2020 12:52:15 PM
Attachments: [image003.png](#)
Importance: High

Hi (b) (6)

I hope all is well with you. I just finished my meeting with Elez in VOA and the subject of staff needs arose.

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- 1) . Good management – to stop the continuous flow of surprise staff requirements needed ASAP
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I am available any time either Thursday or Friday after 1330 and would like 1 hour. Thanks in advance for your support.

Warm Regards,
John E. Jagers

(b) (6)



From: Toni DeLancey
To: CEO2016
Subject: Re: Next Week and beyond
Date: Sunday, December 6, 2020 6:59:47 PM

This is how Frank seemed to view (b) (6) as well in regards to the disciplinary issue. As if (b) (6) is running USAGM.

If you'd like I can send this response to (b) (6) and copy you in and ask what is going on? Do you know his email address? I've only communicated with (b) (6) via phone.

Thank you,

Toni

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On Dec 6, 2020, at 6:51 PM, CEO2016 (b) (6) wrote:

(b) (6)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

On Dec 6, 2020, at 5:45 PM, Toni DeLancey (b) (6) wrote:

Hi Michael. I just wanted to share the below message I received from (b) (6) with you.

Thank you,

Toni DeLancey, Ph.D.
Senior Advisor
Office of the Chief Executive Officer (CEO)
Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)

U.S. Agency for Global Media
[330 Independence Ave. SW | Washington, DC 20237](https://www.usagm.gov)
<http://usagm.gov>

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Begin forwarded message:

From: (b) (6)
Date: December 6, 2020 at 4:21:28 PM EST
To: Toni DeLancey (b) (6)
Cc: Robert Patterson (b) (6)
Subject: Re: Next Week and beyond

Hi Tony,

Apologies for the delay I wanted to make sure I had the most recent update from (b) (6) has asked that I continue to telework. I have communicated this to Bob and would be happy to communicate this with you as well moving forward.

A reminder that I am out on Monday and Tuesday.

As always, let me know how I can be most helpful while I continue to support remotely.

Best,

(b) (6)

Get [Outlook for iOS](#)

From: Toni DeLancey (b) (6)

Sent: Friday, December 4, 2020 3:37:52 PM

To: (b) (6)

Cc: (b) (6) John Jagers (b) (6)

Subject: Next Week and beyond

Hi (b) (6)

(b) (6). That is not fun!

I'm also really happy you're coming back to us. As you know, the GSA has directed us to begin transition activities. Mr. Pack has named (b) (6) copied here) into the Transition Coordinator role. (b) really needs support from our office.

I've let (b) know to reach out to you for administrative support. Don't hesitate to let either of us know (and John Jagers who is overseeing transition for our office) if you have any questions at all and thank you for helping (b) with the duties of the role.

Have a great weekend everyone.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office (b) (6) | Mobile (b) (6) | Email (b) (6)

<image001.png>

U.S. Agency for Global Media
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<http://usagm.gov>

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From: [Toni DeLancey](#)
To: [CEO2016](#)
Subject: Fwd: Next Week and beyond
Date: Sunday, December 6, 2020 5:45:06 PM
Attachments: [image001.png](#)

Hi Michael. I just wanted to share the below message I received from (b) (6) with you.

Thank you,

Toni DeLancey, Ph.D.
Senior Advisor
Office of the Chief Executive Officer (CEO)
Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)

U.S. Agency for Global Media
[330 Independence Ave. SW | Washington, DC 20237](#)
<http://usagm.gov>

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Date: December 6, 2020 at 4:21:28 PM EST
To: Toni DeLancey (b) (6)
Cc: Robert Patterson (b) (6)
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A reminder that I am out on Monday and Tuesday.

As always, let me know how I can be most helpful while I continue to support remotely.

Best,

(b) (6)

Get [Outlook for iOS](#)

From: Toni DeLancey (b) (6)
Sent: Friday, December 4, 2020 3:37:52 PM
To: (b) (6)
Cc: (b) (6); John Jaggers
(b) (6)
Subject: Next Week and beyond

Hi (b) (6)

(b) (6). That is not fun!

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Have a great weekend everyone.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



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330 Independence Ave. SW | Washington, DC 20237
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From: (b) (6)
To: Toni DeLancey
Cc: CEO2016; Robert Patterson
Subject: RE: Next Week and beyond
Date: Monday, December 7, 2020 10:25:35 AM
Attachments: image001.png

Hi Toni – (b) (6) is running special projects for me in conjunction with the WH Liaison office. I understand that you asked (b) (6) to assist with Transition and told (b) (6) to help (b) (6) where needed. (b) (6)'s currently teleworking due to the COVID environment.

(b) (6)

From: Toni DeLancey (b) (6)
Sent: Sunday, December 6, 2020 7:26 PM
To: (b) (6)
Cc: CEO2016 (b) (6)
Subject: Fwd: Next Week and beyond

Hi (b) (6)

Hope you had a great weekend.

Can you read (b) (6) note below and let us know what is going on?

Michael and I had no idea (b) (6) was still working for USAGM until late last week and now we hear (b) (6)'s teleworking after I gave (b) (6) some work direction.

Thank you so much, (b) (6)

Toni DeLancey, Ph.D.
Senior Advisor
Office of the Chief Executive Officer (CEO)
Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)

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Begin forwarded message:

From: (b) (6)

Date: December 6, 2020 at 4:21:28 PM EST

To: Toni DeLancey (b) (6)

Cc: Robert Patterson (b) (6)

Subject: Re: Next Week and beyond

Hi Tony,

Apologies for the delay I wanted to make sure I had the most recent update from (b) (6) has asked that I continue to telework. I have communicated this to Bob and would be happy to communicate this with you as well moving forward.

A reminder that I am out on Monday and Tuesday.

As always, let me know how I can be most helpful while I continue to support remotely.

Best,

(b) (6)

Get [Outlook for iOS](#)

From: Toni DeLancey (b) (6)

Sent: Friday, December 4, 2020 3:37:52 PM

To: (b) (6)

Cc: (b) (6) John Jagers

(b) (6)

Subject: Next Week and beyond

Hi (b) (6)

(b) (6) That is not fun!

I'm also really happy you're coming back to us. As you know, the GSA has directed us to begin transition activities. Mr. Pack has named (b) (6) (copied here) into the Transition Coordinator role. (b) (6) really needs support from our office.

I've let (b) (6) know to reach out to you for administrative support. Don't hesitate to let either of us know (and John Jagers who is overseeing transition for our office) if you have any questions at all and thank you for helping (b) (6) with the duties of the role.

Have a great weekend everyone.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



U.S. Agency for Global Media

330 Independence Ave. SW | Washington, DC 20237

<http://usagm.gov>

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From: [Toni DeLancey](#)
To: (b) (6)
Cc: [CEO2016](#)
Subject: Fwd: Next Week and beyond
Date: Sunday, December 6, 2020 7:25:46 PM
Attachments: [image001.png](#)

Hi (b) (6)

Hope you had a great weekend.

Can you read (b) (6) note below and let us know what is going on?

Michael and I had no idea (b) (6) was still working for USAGM until late last week and now we hear (b) (6)'s teleworking after I gave (b) (6) some work direction.

Thank you so much, (b) (6)

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)

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As always, let me know how I can be most helpful while I continue to support remotely.

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Get [Outlook for iOS](#)

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Have a great weekend everyone.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



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From: [Toni DeLancey](#)
To: [CEO2016](#)
Subject: FW: USAGM Transition Memo
Date: Friday, December 4, 2020 2:48:43 PM
Attachments: [image001.png](#)
[Memo - Transition Appointment FINAL.pdf](#)

FYI

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



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From: Toni DeLancey
Sent: Friday, December 4, 2020 2:37 PM
To: Thad Strom (b) (6)
(b) (6)
(b) (6) Chris Luer (b) (6)
(b) (6) Elez Biberaj (b) (6); Jeffrey Shapiro
(b) (6) Daisy Sindelar (b) (6); Parameswaran Ponnudurai
(b) (6); Kelley Sullivan (b) (6)
Cc: (b) (6)
Subject: USAGM Transition Memo

All:

Please see attached memo referencing transition.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



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INFORMATIONAL MEMO

December 3, 2020

FOR: USAGM Department and Broadcasting Leaders
FROM: Michael Pack, CEO
SUBJECT: Transition Team Point of Contact (POC) and Planning

The General Services Administration (GSA) has the responsibility of supporting Executive Branch transitions when there is a change of presidential administration.

On November 27, 2020 GSA reached out to the U.S. Agency for Global Media (USAGM) to instruct the agency to begin preparations for supporting the Biden transition team. The initial requirement is to designate a principal point of contact (POC) between USAGM and the GSA/Biden transition team.

The POC for transition is (b) (6).

(b) (6) will coordinate with USAGM department and broadcasting leaders to meet transition requirements and timelines as GSA and the Executive Office of the President direct in a set of anticipated memoranda.

If you or someone else on your staff has been asked to gather documents related to transition, please do so by close of business Friday. If, however, you anticipate that you will be unable to gather the documents by then, please stop gathering until further directed by USAGM'S Transition Plan Coordinator.

Thank you for your time and attention in this matter. (b) (6) will provide additional information regarding transition in the coming week.

From: (b) (6)
To: [CEO2016](#)
Cc: [Toni DeLancey](#); [John Jagers](#)
Subject: FW: Programming Highlights for the week ending December 5
Date: Friday, December 4, 2020 11:46:55 AM
Attachments: [RFA Programming Highlights.docx](#)
[VOA Programming Highlights.docx](#)
[RFERL Programming Highlights.docx](#)
[MBN Programming Highlights.docx](#)

Please see the attached programming highlights for this past week.

Best,

(b) (6)



Radio Free Asia

TO: USAGM CEO Michael Pack

FROM: RFA Editorial Department

DATE: Dec 3, 2020

SUBJECT: RFA Programming Highlights for the Week of Nov. 26-Dec. 2, 2020

North Korea Sends Anti-Aircraft Units to Chinese Border to Stop Illegal Border Crossers

North Korea has deployed anti-aircraft guns on some parts of its border with China, the latest tactic aimed at preventing people from escaping, and stopping corruption among other soldiers there, sources in the country told RFA. <https://www.rfa.org/english/news/korea/border-12022020201044.html>

Food Prices Spike After North Korean Authorities Relax Controls

Food prices are skyrocketing in North Korea as authorities have relaxed price controls in local markets amid food shortages and a worsening economy due to COVID-19, sources in the country told RFA. <https://www.rfa.org/english/news/korea/food-12012020192038.html>

New Official Biography of North Korean Leader Kim Jong Un Hides His Date and Place of Birth

North Korea has published an official biography of its leader Kim Jong Un, but the book omits significant details like his date and place of birth and his childhood education in Switzerland, sources in the country told RFA. <https://www.rfa.org/english/news/korea/biography-11302020204208.html>

Xinjiang Authorities Remove Statue of Revered Uyghur Scholar Mahmut Kashgary

Authorities in northwest China's Xinjiang Uyghur Autonomous Region (XUAR) have removed the statue Mahmud Kashgary, one of the Turkic world's most important scholars, according to satellite imagery. <https://www.rfa.org/english/news/uyghur/scholar-12022020185652.html>

Authorities Remove Statue of Uyghur Medicine 'Pioneer' From Xinjiang Hospital

Authorities in northwest China's Xinjiang Uyghur Autonomous Region (XUAR) have removed the statue of a progenitor of Uyghur

medicinal science from the site of a hospital in the capital Urumqi, as part of what observers say is an ongoing campaign to eradicate the ethnic group's culture.

<https://www.rfa.org/english/news/uyghur/statue-11302020161149.html>

Chinese Rights Activist Who Opposed Hong Kong Security Law

'Tortured' Guangzhou-based rights activist Zhang Wuzhou has been subjected to torture in detention after she opposed Beijing's imposition of a draconian national security law on Hong Kong, according to her son.

<https://www.rfa.org/english/news/china/zhang-torture-11262020165930.html>

WEEKLY HIGHLIGHTS

To: Michael Pack, USAGM CEO
From: Elez Biberaj, VOA Acting Director



December 3, 2020

EXCLUSIVE: VOA Persian Interviews House Armed Services Committee Member on Iran, Israel

[U.S. Representative Don Bacon](#) (R-NE) told VOA Persian that he believes Iran's leadership is a threat to Israel and to the U.S. On the Israel-UAE peace deal, he said the Arab states are less concerned with Israel than with Iran's hostility, adding that the incoming Biden administration should continue the direct dialogue with Arab states the Trump administration brokered. He said the Tehran government is America's adversary, not the Iranian people.

VOA Russian Marks Native American Heritage Day with "The Lakota Daughters" Project

VOA Russian marked Native American Heritage Day with the debut of its groundbreaking documentary, [The Lakota Daughters](#), featuring stories of women struggling to overcome hardship on South Dakota's Pine Ridge Native American reservation. Given unprecedented access to life on the reservation, the VOA Russian team talked to multiple generations of Lakota women about their fight against poverty and rampant crime by creating "girl societies," safe places for girls to have fun, talk about problems and pursue opportunities. The documentary garnered more than 45,000 views. It will be released in English and available on OTT and other platforms.

Vietnamese Refugee's American Success Story Hits Home with Audience

In an interview with VOA Vietnamese, U.S. special envoy for the Sahel region of Africa, Ambassador John Peter Pham, said the American dream is very much alive. Dr. Pham, who fled communism in Vietnam in 1975 and arrived in America as a refugee, said, "It's an honor to serve the U.S., which has given me everything." The ambassador [retweeted](#) his interview with VOA, remarking that immigrants find opportunities in the U.S. that exist nowhere else. The [story](#) was a hit on social media with more than 20,000 views and 1,400 engagements.

Venezuelan Doctor on the Forefront of COVID-19 Vaccine Development Talks to VOA Spanish

[Gabriela Becerra](#), a Venezuelan doctor on the team leading the phase three development of the COVID19 vaccine for Pfizer and BioNTech, told VOA's (b) (6) that "the effectiveness of the vaccine is 95%, but there is that 5% that still puts a person at risk of contracting the virus." The story garnered more than 7k views on the service's webpage and was picked up by digital affiliates in the region.

VOA Holds Nigeria Townhall on Demonstrations Against Police Violence

In a special Facebook Live from VOA's reporting center in Abuja, [VOA Hausa](#) joined (b) (6) and (b) (6) socially-distanced members of the public in a discussion about unprecedented protests against police violence. "We are enjoying your news and we are with you every time," VOA Hausa fan (b) (6) posted on Facebook. VOA's coverage of the protests included reporting from Lagos, Port Harcourt, Kaduna, and Abuja.

VOA Story on Iranian Dissident Makes a Splash on Social Media

VOA Persian bridge editor (b) (6) received appreciative comments from family and supporters of an Iranian-German dissident who, (b) (6) [reported](#), was arrested and apparently forced into a confession by Iranian authorities. (b) (6)'s [tweet](#) of the article was [retweeted](#) by the dissident's daughter, (b) (6), who said, "Thank you ... for this English coverage of my father's abduction and illegal detention for almost 4 months by the IRI." The tweet was also [retweeted](#) by leading U.S. and foreign journalists and by prominent think tank and university officials.

“Which November?” – Farda reporting sparks fervor on social media

During the past week, Radio Farda focused its attention on the [assassination of Mohsen Fakhrizadeh](#), the creator and top scientist in Iran’s military nuclear program, featuring extensive coverage of the issue with hours of extra airtime, accompanied by [in-depth analysis](#) and [insight](#).

Before Fakhrizadeh’s death, however, Farda’s reporting about the [one-year anniversary of Iran’s November 2019 nationwide wave of protests](#) and the bloody crackdown that followed became a trending topic on social media and set the agenda for other Persian-language media.

- The hashtag #which_november (in Persian #کدام_آبان) came from the title Farda chose for its feature—when family members of one of the victims contacted the office of the Ayatollah Khamenei to inquire about their relative, the office’s first reaction was to ask “Which November?”
- The hashtag became the hottest topic on Persian Twitter for 24 hours. Farda’s reporting was quoted numerous times by other media and prompted coverage of the issue by other media outlets including BBC Persian, [VOA 365, Iran International](#), and [Kayhan London](#).

Kazakh Service publishes exposé on Kazakhstan’s most powerful family

RFE/RL’s Kazakh Service released a special investigative project about the most powerful family in Kazakhstan on December 1, as the country celebrated the Day of Nursultan Nazarbaev – the former longtime president of Kazakhstan and head of the Nazarbaev family, many members of which occupy executive positions in oil, gas, media, and other state companies.

- Working over the course of one month, the Service collected all the information it could obtain about the family and organized it in the style of a Kazakh family tree “shejire” (шежіре). Many family members were previously hidden from the public eye – making this an exceptional product that unravels previously hidden linkages for the Kazakh audience.
- Both the [Kazakh](#) and [Russian](#) versions of the project were the most popular on the Service’s website, drawing a combined total of 180,000 views in the first day it was published.

RFE/RL reveals abhorrent cases of sexual and domestic violence

- **Rape Allegedly Used To Punish Prisoners in Donbas** – in a [November 24 long-read article](#), Current Time spoke with women and men who say they were raped while held in detention in separatist Donetsk and Luhansk. Ukrainian prosecutors, however, have not always launched criminal investigations into these allegations; in at least one instance, the professed victim said she was told that her claims could not be proven. Amnesty International has noted that police in Ukrainian-controlled territory have also used sexual violence as a tool against prisoners.
- **Breaking the Cycle of Violence (1)**– on November 25, the International Day for the Elimination of Violence against Women, the Kazakh Service [published a mission-oriented project](#) dedicated to telling the stories of four victims of domestic violence who managed to escape their abusive partners.
- **Breaking the Cycle of Violence (2)**– on the same day, the Georgian Service posted a [feature story](#) to its Facebook stream about Sophie, a victim of domestic violence who managed to escape from her abusive father. Because of the COVID pandemic, Sophie lost her job, and could not keep up with her studies due to lack of resources. In the interview, Sophie talked about her desire to continue her education and become a strong woman to empower others. The message resonated with audiences in Georgia, who shared her story and crowdsourced the funds to allow Sophie to buy a computer and secure Internet access, and even resulted in job offers for the young woman.

Educating audiences about political malfeasance across borders

RFE/RL’s Bulgarian Service investigated [how nationalists in the Bulgarian government funnel public money to their NGO](#), presenting it as “support for patriotic organizations.”

- The investigation revealed that one NGO that received such funding from the state budget, the Macedonian Scientific Institute (MNI), has the same street address as the VMRO political party, and several party activists serve on the NGO’s board; some of the funds were used to finance a program on a small TV channel that is also domiciled in the same building as MNI and VMRO. While technically fully legal under the law, citizens need to know how their money is handled. The investigation was republished by [Dnevnik](#) and covered by [Mediapool](#).
- RFE/RL’s Macedonia Unit then [adapted the story for the North Macedonia market](#), adding further details about how the money is in fact used to fuel tensions between Bulgaria and North Macedonia. The article was the 3rd most read article in the past week on the Macedonian website.

(FOIA21-017) 090

Explaining the science behind a deadly Russian chemical weapon

After the Soviet Union collapsed in the early 1990s, scientists who claim to have worked on its chemical weapons program spoke publicly about a nerve agent they had named Novichok -- Russian for "new guy" or "newcomer." Russia has never officially confirmed its existence, but those same scientists said Novichok nerve agents are the deadliest ever made.

- RFE/RL's Central Newsroom produced a high-quality piece of visual journalism, telling readers [Everything You Need To Know About Novichok](#). The piece took a deep dive into the nerve agent – how it was developed, how it works, why it's so difficult to detect, and known (or suspected) Novichok poisoning cases.
- The piece was versioned into additional RFE/RL languages, including [Russian](#) and [Hungarian](#).

Focus stays on Belarus as protests continue against dictatorship

RFE/RL's focus hasn't strayed from the ongoing protests that continue to rock Belarus, as well as the nationwide police repression, detentions, and massive human rights violations against citizens who continue to fight for democratic process and freedom.

- **Live Coverage:** The Belarus Service continues wall-to-wall live coverage of the daily protests, relying heavily on user-submitted videos and photos – due to the fact that six of its field journalists were jailed for 8- to 15-day sentences on bogus misdemeanor charges by Belarusian authorities (all have now been released after serving their sentences).
- **Interview with Opposition Leader:** Belarusian opposition leader Svyatlana Tsikhanouskaya gave [an exclusive interview](#) to RFE/RL's Ukrainian Service, which was cited more than 250 times by local Ukrainian as well as Russian media outlets. Tsikhanouskaya said that she wants to meet with Vladimir Putin and seeks a good relationship with Russia. She also condemned the detentions of RFE/RL and other journalists in Minsk, addressed the status of Crimea, and discussed the 2014 Maidan protests.
- **Exposing Lukashenka's Political Past:** On November 19, Current Time Digital published a video report that takes an in-depth look at [the controversial political past of Belarus' Alyaksandr Lukashenka](#). The video has received nearly 2 million views and over 5,600 comments across Facebook and YouTube to date.
- **How Fake News Works in Practice:** Current Time's [Footage Vs. Footage](#) program exposed how mainstream outlets facilitate fake news in Belarus ([English version](#)). One day, Yulia Artyukh might appear as a news anchor on Belarusian state TV; the next, she might feature as a mother of many children, an activist for children's welfare, or as a participant in a car rally to support Alyaksandr Lukashenka. Flip to Russian TV, and you might see her interviewed as "an officer's wife." Belarus' mediascape may be one constant battle over fake news, but state television's practice of casting the same people in multiple roles for its newscasts underlines just how far artifice makes up part of its journalism.

MBN Programming Highlights

November 26-December 2, 2020

Iran Accuses Israel of Killing Nuclear Scientist

- Alhurra followed this story upon first report with live updates on Alhurra and Sawa from correspondents in Israel and reaction from the region.
- Featured on *Alhurra Tonight* with analysts from the U.S., Israel and the region.
<https://www.youtube.com/c/alhurra/videos>
https://www.youtube.com/watch?v=n14_PTYai8U
<https://www.youtube.com/watch?v=ztZcApB9Egs>

Covid Advances - Updates on Moderna and Pfizer Vaccines

- Headline in Alhurra's news bulletins with comments by expert guests.
https://www.facebook.com/watch/live/?v=880741772507968&ref=watch_permalink
- Daily updates and analysis in *Alhurra Tonight*.
<https://www.youtube.com/watch?v=KzSLi7HmbRw&feature=youtu.be>
<https://www.youtube.com/watch?v=jH0a-RyTFk0&feature=youtu.be>
- Live coverage of the Pentagon briefing on vaccines.
<https://www.facebook.com/alhurra/videos/369900277436970>

Conclusion of Talks between Members of the Divided Libyan Parliament

- Alhurra's Rabat correspondent was deployed to Tangier to provide live updates during the four days of talks.
- Interviews with Libyan experts featured in Pan-Arab and North African newscasts and *Alhurra Tonight*.
https://www.facebook.com/watch/live/?v=748989149349079&ref=watch_permalink
<https://www.youtube.com/watch?v=nXh-dIDV17Q>

New Round of Syrian Peace Talks Start in Geneva

- Live coverage and analysis, including coverage of press conference held by the UN Envoy to Syria.
https://www.facebook.com/watch/live/?v=754345582165805&ref=watch_permalink
<https://youtu.be/25SREOGBp8>

Morocco's Prime Minister Accuses Algeria of Exploiting the Saharawi People

- The headline and first topic on Alhurra's *North African News* with report highlighting the Moroccan Prime Minister's strong statements against Algeria and debate between Algerian and Moroccan experts on the topic.
<https://www.youtube.com/watch?v=K6y-AAI6O3M>

Continuing Coverage of U.S. Presidential Transition

- Coverage of Biden economic team announcement and interviews with analysts.
https://www.facebook.com/alhurra/live_videos/?ref=page_internal

From: [Toni DeLancey](#)
To: [CEO2016](#)
Subject: Fwd: The Transition POC memo complete and attached
Date: Friday, December 4, 2020 10:48:59 AM
Attachments: [image003.png](#)
[Memo - Transition Appointment 2.1- FINAL.docx](#)

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile (b) (6) | Email (b) (6)



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Begin forwarded message:

From: John Jagers (b) (6)
Date: December 3, 2020 at 11:08:06 AM EST
To: Toni DeLancey (b) (6)
Cc: (b) (6) Jonathan Bronitsky
(b) (6)
Subject: The Transition POC memo complete and attached

Warm Regards,
John E. Jagers

(b) (6)



INFORMATIONAL MEMO

December 3, 2020

FOR: USAGM Department and Broadcasting Leaders
FROM: Michael Pack, CEO
SUBJECT: Transition Team Point of Contact (POC) and Planning

The General Services Administration (GSA) has the responsibility of supporting Executive Branch transitions when there is a change of presidential administration.

On November 27, 2020 GSA reached out to the U.S. Agency for Global Media (USAGM) to instruct the agency to begin preparations for supporting the Biden transition team. The initial requirement is to designate a principal point of contact (POC) between USAGM and the GSA/Biden transition team.

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Thank you for your time and attention in this matter. (b) (6) will provide additional information regarding transition in the coming week.

From: [Ted Lipien](#)
To: [Elez Biberaj](#); [Kelu Chao](#); (b) (6)
Cc: (b) (6); [CEO2016](#); (b) (6)
Subject: 2016 Study of VOA News and Partisan Bias
Date: Thursday, December 3, 2020 11:44:00 PM

Dear Elez , Kelu , and (b) (6)

I was truly pleased to learn that “the Biden-Harris Transition Team looks forward to working collaboratively with USAGM staff to ensure a smooth transition” and “reflect the values of our transition effort by promoting transparency and innovation, ensuring our government reflects the diversity of our nation.”

I think both full transparency and respect for the VOA Charter at USAGM and VOA are of paramount importance. I therefore hope that you might help the Transition Team in this effort, as well as journalists, by finding and releasing a document paid for by American taxpayers, which, I believe, can shed some light on serious violations of the VOA Charter, and therefore U.S. law. These unprecedented violations in the last several years are quite different from what you may read in media reports written by journalists who spent no more than a few minutes looking at VOA content, if at all, before repeating claims, without any checking, that have very little in common with reality.

I have spent years looking at VOA content and many years doing research on the history of U.S. international broadcasting, not to mention more than 30 years I spent in journalistic and management positions at VOA and BBG. I can assure you that VOA never had a serious right-wing bias, not under Trump and not even under Reagan despite media claims to the contrary, but it often had significant left-wing bias, starting with VOA’s first director John Houseman who was quietly forced to resign by the FDR State Department and White House for hiring Soviet sympathizers, including VOA’s first chief news writer and news director Howard Fast (also forced to resign) who in 1953 received the Stalin Peace Prize.

I have obtained from another journalist a copy of the Executive Summary to the report produced by the three-person consultant team reportedly brought in by Amanda Bennett in 2016. The journalist told me that he had requested a copy of the actual report in a FOIA submitted to the agency, which he said agency bureaucrats have stonewalled on to this day.

I would like to ask you to make every effort to find the report and make it public, even if it requires contacting Ms. Bennett, Ms. Sugawara or Mr. Lansing and asking them where it can be found. The full report, having been paid for by U.S. taxpayers, should be in the public domain. The Transition Team should certainly see a copy of the report, as should all Americans who are interested in how their tax money is being spent. You should also make public online all most recent Program Review reports, as well as making them available to the Transition Team.

The significance of the 2016 consulting team report is clear -- and one portion of the summary confirms concerns back in 2016, as well as today, about political bias problems at the Voice of America, which I wrote about in my most recent “Washington Examiner” op-ed. It is attached FYI.

I would suggest that you and Transition Team members do some simple word searches on the VOA English news website. See how many times the Southern Poverty Law Center has been cited by VOA News in the last several years and contrast that with results of searches for names of mainstream conservative think tanks or mainstream conservative experts who may be cited or write for such mainstream conservative publications as "National Review."

VOA News is not even close to being balanced as required by the VOA Charter and U.S. law. It most certainly is not biased in favor of Donald Trump, contrary to what one may read in most liberal media reports about Michael Pack and the agency.

VOA, of course, should not be in favor of Trump or anybody else. It should NOT protect foreign officials who interfere in U.S. elections, as VOA has done recently in order not to antagonize a friendly ambassador and a friendly Democratic Party politician who was to benefit from the interference but lost the election to another Democrat.

VOA has a profound anti-mainstream conservative bias in violation of the VOA Charter. VOA also, quite frequently, repeated in recent years Chinese and Russian propaganda, often without any balance or challenge.

I think it would be very helpful to the Transition Team and journalists, including VOA journalists, if you would find and make public the 2016 study of Voice of America program content.

Sincerely,

Ted Lipien

Former acting associate VOA director, former Eurasia Division director, former regional BBG marketing director, former VOA reporter and Polish Service chief during Solidarity and martial law period in Poland

Portland, OR, USA

(b) (6)

PS.

Quotes from the summary of the "missing" study reportedly commissioned by former VOA Director Amanda Bennett, as provided to me by a journalist:

(1) "VOA content varies widely in quality and relevance but is often routine, mediocre and late."

(2) "[Content] frequently lacks the context, sourcing, sophistication and production values today's audiences demand. Investigative stories, data journalism, long form narrative and in depth video storytelling are largely absent."

(3) "The perception of biased coverage is real among multiple VOA reporters and editors. Biased coverage threatens the credibility of the overwhelming majority of VOA journalists who strive for fairness, balance and accuracy. It's vital that VOA leadership take visible steps to communicate that bias is unacceptable and that the integrity of VOA reporting is sacrosanct."

<https://www.washingtonexaminer.com/opinion/op-eds/voice-of-one-america-is-against-us-law>

OPINION

'Voice of One America' is against US law

By [Ted Lipien](#)

November 30, 2020 - 7:00 AM

There are two Americas, one left-leaning liberal America and one right-leaning conservative America. But the taxpayer-funded Voice of America, VOA, in the \$800 million U.S. Agency for Global Media not only reflects but also represents just one of them — illegally.

Americans whose information comes only from the Voice of America itself, the *Washington Post*, the *New York Times*, CNN, MSNBC, or NPR have no idea what really goes on in the VOA newsroom. They may have been convinced by now that VOA is VOT (Voice of Trump) because his appointee, Michael Pack, has been in charge of USAGM for several months. The truth is that VOA has been consistently VOB (Voice of Biden), but liberal media outlets failed to notice and report these violations of U.S. law.

While I hope that Joe Biden's win will be good for America and the world, and I have no problem whatsoever with Voice of America reporting accurately on criticism of President Trump's policies and his

often controversial statements and actions, I am absolutely against VOA's federal government employees interfering in U.S. elections with partisan propaganda at my expense as a taxpayer.

VOA's domestic impact needs to be studied and measured because any intentional interference in U.S. elections by VOA officials and journalists is illegal. I do not want a [pro-Biden VOA Urdu Service 2020 campaign ad](#) costing Trump and Republicans support among U.S. ethnic voters in Michigan and elsewhere, just as I do not want VOA to help Trump and Republicans win in any elections. As an immigrant, a refugee from communism, and a former VOA journalist and manager during the Cold War, I know very well how much good VOA can do if it can focus on its essential mission abroad and not waste energy and money on electioneering in the United States — an illegal activity which both Democratic and Republican lawmakers and all honest journalists should strongly condemn.

Amid VOA's persistent violations of U.S. law, Democrats in the Senate blocked Pack's confirmation vote for three years and allowed these violations to continue. The agency was still run until June 2020 mostly by holdover Obama officials. Americans might have gotten the impression from media reports that these officials heroically protected VOA's independence and were unjustly put by Pack on a punitive administrative leave. They might have learned also that U.S. Federal District Judge Beryl A. Howell [ruled](#) recently that Michael Pack had tried to interfere with VOA content and told him to stop it. This is not quite true.

It is in my view a good thing that the judge had made an initial attempt to define the still-unclear boundaries of the so-called editorial "firewall" between VOA and the head of its federal agency, but she also said that Pack probably had the right to replace USAGM administrators and to

take other measures as the principle manager of U.S. international broadcasting. This was mentioned only in passing, if at all, in most media reports, which also failed to explore what may have been behind Pack's actions. Liberal journalists who know almost nothing about VOA automatically attributed his motives to malice and loyalty to President Trump.

I suspect most of them could not even imagine that a Trump-appointed official could have been trying to protect the [VOA Charter](#). Although the so-called "firewall" prevents direct contacts between USAGM managers and journalists under most circumstances, interference in U.S. elections at U.S. taxpayers' expense definitely violates VOA's basic law — the 1976 VOA Charter — in a much more profound way.

Pack maintains that he has done nothing wrong in addressing the reported violations of the VOA Charter. He only revoked the firewall regulations that the old Broadcasting Board of Governors put in place hours before his swearing-in. VOA had functioned without these additional regulations for many years. Pack told reporters he was addressing mismanagement and lax enforcement of laws and regulations by the previous agency leadership team. Agency sources also said that they did not approach VOA journalists directly but went through the acting VOA Director Elez Biberaj.

As someone who managed many VOA programs over several decades, I believe Pack has a duty to bring balance to VOA but may have received poor advice on a still-unclear matter of law. Pack should have relied on the acting VOA Director to deal with these problems according to the established policies and procedures. He claims that he did so. He also could have hired a permanent VOA Director who would enforce the rules of good journalism and the VOA Charter fairly and without any partisan bias. Pack is telling reporters that he did not hire a new VOA director because all of those he approached, who had the

gravitas for the job, said, “talk to me after the election.”

While Pack’s behavior was presented by his critics as threatening toward VOA journalists, VOA has not changed its unbalanced anti-Trump coverage. There has been no major change since Michael Pack took over as USAGM CEO, although his presence may have stopped some of the most blatant violations of the VOA Charter. With Biden’s win, the real danger is that VOA will continue to be a voice against conservative America.

I believe that Voice of America’s illegal political propaganda targeting U.S. voters may have had an impact on outcomes of U.S. elections in some states. One [video](#) posted by VOA condoned physical violence against Trump and could have intimidated some voters. Media outlets, instead of taking the word of journalists who were behaving badly, should have analyzed current and past VOA news reports and looked at multiple scandals at VOA and the agency, including the firing of VOA Mandarin Service journalists under former VOA Director Amanda Bennett and former USAGM CEO John F. Lansing.

VOA's Charter, which is U.S. law, requires the Voice of America to represent all of America, not any single segment of American society. Years of hiring of like-minded left-wing journalists have left the VOA central English newsroom almost completely empty of mainstream conservatives. A few who stayed have told me that they do not dare to challenge their bosses and colleagues in public because they fear being ostracized and denied promotions. But apparently, one of them published anonymously a [comment](#) on the University of Southern California public diplomacy blog that “Taxpayers (especially conservative ones) should not stand for VOA continuing to be the ‘Voice of Biden’ ‘Voice of Liberal America,’ as it has been for all of 2020 and basically all of the Trump presidency. If taxpayers knew what

VOA really has become — a partisan news outlet that consistently ignores & marginalizes conservative voices in America — and if they realized that they are all paying for it, they might be furious.”

Another current or former VOA journalist observed: “We’re violating our Charter by only representing liberal America, no matter where our audiences are, be they overseas or in the U.S. And because VOA content is accessed by many people in the U.S. (a fact that cannot be disputed), it makes matters even worse, because taxpayers are essentially funding liberal propaganda that can influence domestic politics, whether that is VOA’s intention or not.”

Ted Lipien is a former Voice of America acting associate director.

From: (b) (6)
To: [John Jagers](#); [Toni DeLancey](#)
Cc: [Michael Pack](#)
Subject: Questions on Transition/Need Help
Date: Thursday, December 3, 2020 9:58:21 AM
Attachments: [M-20-33.pdf](#)

Hi John/Toni

I have reviewed the OMB/GSA directives and talked with GSA/FTC. Here's what (b) (6), the deputy federal Transition coordinator, said.

- USAGM should start complying immediately with the Transition. The "starting gun" already went off with the ascertainment letter Nov. 23. The FTC is not awaiting another directive.
- Under OMB's memorandum M-20-33, USAGM was statutorily required to provide certified agency briefing materials by Nov. 1, 2020.
- These documents, at a minimum, include: 1/An overview of the organization; (2) the top five to ten most pressing operational items a new administration will have to handle immediately after Inauguration; (3) a budget overview; (4) the current leadership team; and (5) Congressional considerations.
- A succession plan. M-20-33 required that this be provided to FTC -- and the Transition Team.
- I am supposed to have a meeting with (b) (6) tomorrow. He has already shared his list.
- Moving Forward, I have several questions:

1/ Who is going to provide the Front Office input/written material? 2/ Who is going to review the documents? 3/ Who is going to decide what is non-public information?

This is quite a task, and I don't think I'll be able to do it on my own. I will need someone to assist me. Is it possible to have someone assigned to help me organize the material?

Once I've talked with (b) (6), I'd like to review his list with John and Toni to see what should be included. I'll set up a meeting for Friday. Also need to know about the Sharepoint site.

Best, (b) (6)


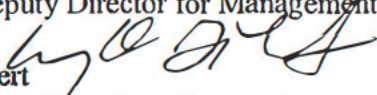


EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

September 4, 2020

M-20-33

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: Michael Rigas 
Acting Deputy Director for Management, Office of Management and Budget
Mary Gibert 
Federal Transition Coordinator, General Services Administration

SUBJECT: Guidance on Presidential Transition Preparations

This memorandum provides guidance to agencies on transition preparation requirements and deadlines consistent with the statutory obligations in the Presidential Transition Act of 1963, as amended (3 U.S.C. § 102 note) (the Act) and best practices. In addition to the ongoing work required by the Act, this guidance is intended to ensure the seamless continuity of Federal government operations and services during a transition to a second term of an administration or to a new administration. It also increases the transparency of the transition process. As agencies implement the guidance outlined below, officials should approach the work in ways that are responsive to the ongoing needs of the current administration while balancing the preparations for a potential new administration.

To prepare for a transition to a second term of an administration or to a new administration, agencies shall do the following:

- 1. Agency Transition Governance.** The Act requires each agency head to designate a senior career employee of the agency and a senior career employee of each major component and subcomponent of the agency to oversee and implement the activities of the agency, component, or subcomponent relating to the Presidential transition. Where agencies have multiple components and subcomponents, working groups can be established to discuss the status of transition preparations at all levels of the agency. The senior career employees have been identified and have been meeting with the Co-Chairs of the Agency Transition Directors Council.
- 2. Pre-Election Engagement with Transition Teams of Eligible Candidates.** To ensure proper, consistent, and equitable dissemination of information to the authorized representatives of the eligible candidates, Federal employees should refer any inquiries from the campaigns to their Agency Transition Director or Presidential Transition Communication Point of Contact, who will refer the campaign to the Office of Management and Budget (OMB) Deputy Director for Management and the Federal Transition Coordinator (FTC). To

increase transparency, the name of each individual requesting information on behalf of a campaign from an agency, the date of the request and the request itself are to be compiled by the agency for posting on the Presidential Transition Directory website. Federal officials should not engage with candidates or their authorized representatives on any matter related to their official duties without prior written approval from the OMB Deputy Director for Management or the FTC.

3. **Succession Planning.** Agency heads are statutorily required to ensure that a succession plan is in place for each senior noncareer position in the agency. Agencies shall ensure that such succession plans are in place no later than September 15, 2020. Under the Act, agencies' succession plans must be in accordance with subchapter III of chapter 33 of title 5, which includes the Federal Vacancies Reform Act (VRA). As such, no later than September 15, 2020, agencies shall submit (1) a certification of completion of a succession plan for all senior noncareer positions; (2) a high level organizational chart inclusive of the senior noncareer positions identified in the succession plan; and (3) any other relevant materials. The FTC will provide separate instructions to agencies as to how and where to submit the required information for succession planning.
4. **Agency Briefing Materials.** Agencies are statutorily required to prepare and finalize briefing materials no later than November 1, 2020. As such, agencies should certify that they have done so on or before November 1, 2020. The FTC will provide separate instructions to agencies as to how and where to submit the agency briefing material certification. Given the different needs of potential agency review teams and incoming administration officials, agencies may be requested to prepare tailored briefing materials as appropriate. While agencies have discretion as to the format and information included in the briefing materials, they should be prepared with the needs of the intended audiences in mind, and agencies should make electronic versions available. At a minimum, briefing materials should include information on the following: (1) an overview of the organization; (2) the top five to ten most pressing operational items a new administration will have to handle immediately after Inauguration; (3) a budget overview; (4) the current leadership team; and (5) Congressional considerations. Agencies should ensure information included in briefing materials is approved for release to the intended audience. As a general principle, briefing materials for the agency review teams may include information that is releasable to members of the public through a Freedom of Information Act (FOIA) request, but should not include pre-decisional or deliberative information, information that is otherwise privileged, or other information that is exempted from disclosure under FOIA, the Privacy Act, or other law.

Recognizing that it may be necessary in some circumstances to provide specified transition personnel with access to non-disclosable information, a clearance mechanism will be established through a memorandum of understanding (MOU) between the President and the representative of the eligible candidate on the conditions of access to employees, facilities, and documents of agencies. The MOU will be in place prior to the election.

In accordance with the Presidential Transition Act of 1963, as amended, upon the ascertainment of the President-elect and Vice President-elect, agencies shall be prepared for the following if there will be a transition to a new administration:

- 1. Agency Review Team Preparations.** Agency review teams will be deployed by the President-elect or his transition team to a subset of Federal agencies immediately following the ascertainment of the election results. Agency interactions with agency review teams will be governed by the MOU described in section 4 above. Agencies are to act in accordance with any requirements, including transparency, incorporated into the MOU.

The teams will review briefing materials and meet with internal agency transition teams to develop a better understanding of each agency and its current state of affairs. Not all agencies should expect to receive agency review teams, and we will work with the President-elect's transition team to identify the respective agency review list. Agencies that have historically received agency review teams should begin making the necessary preparations so that by November 1, 2020, the resources are in place to provide the agency review teams with logistical and administrative support, including building access and work spaces. Moreover, upon the arrival of agency review teams, Agency Transition Directors and Presidential Transition Communication Point of Contact should assist the teams with the coordination of briefings and generally be responsive to requests by the teams for permissible information and assistance.

- 2. Off-Boarding Current Noncareer Employees.** A key component of a change in administrations is the successful outward transition of current noncareer employees. As needed, agencies should develop guidance on the records management responsibilities of departing political appointees. For additional information, agencies should consult guidance issued by the National Archives and Records Administration. In addition, agencies should develop a briefing on "exit ethics" and post-service health benefit coverage and retirement benefits, which should include information about whom to contact with related questions after noncareer employees leave government service. As a matter of best practice, agencies may establish "one-stop" briefings for noncareer employees so they may be informed in the most efficient manner.

(b) [REDACTED]

(b) (6) [REDACTED]

(b) (6) [REDACTED]

(b) (6) [REDACTED]

(b) (6) [REDACTED]

(b) (6) [REDACTED]

(b) (6) [REDACTED]

From: [Toni DeLancey](#)
To: [CEO2016](#)
Subject: Re: meeting add for tomorrow
Date: Tuesday, December 1, 2020 9:01:06 PM

I have reached out to (b) (6) to see if that works and will let (b) (6) know as soon as I hear back.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office (b) (6) | Mobile: (b) (6) | (b) (6)

U.S. Agency for Global Media

[330 Independence Ave. SW | Washington, DC 20237](#)

<http://usagm.gov>

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On Dec 1, 2020, at 7:29 PM, CEO2016 (b) (6) wrote:

How about 3pm?

Sent from my iPhone

On Dec 1, 2020, at 6:46 PM, Toni DeLancey (b) (6) wrote:

Michael:

(b) (6) is able to meet with us tomorrow as you requested and is honored to be the USAGM POC for the transition.

(b) (6) can pop in at 1140 after the Congressional meeting if that works for you. You do seem free then.

Also, see this link which (b) (6) actually told me about in BBG Watch:

<https://bbgwatch.com/bbgwatch/usagm-transition-team-work-plan-and-requests-exclusive/>

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile (b) (6) | Email: (b) (6)

<image001.png>

U.S. Agency for Global Media

330 Independence Ave. SW | Washington, DC 20237

<http://usagm.gov>

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From: [Toni DeLancey](#)
To: [CEO2016](#); (b) (6)
Subject: meeting add for tomorrow
Date: Tuesday, December 1, 2020 6:46:10 PM
Attachments: [image001.png](#)

Michael:

(b) (6) is able to meet with us tomorrow as you requested and is honored to be the USAGM POC for the transition.

(b) (6) can pop in at 1140 after the Congressional meeting if that works for you. You do seem free then.

Also, see this link which (b) (6) actually told me about in BBG Watch:

<https://bbgwatch.com/bbgwatch/usagm-transition-team-work-plan-and-requests-exclusive/>

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



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330 Independence Ave. SW | Washington, DC 20237
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From: (b) (6)
To: Toni DeLancey
Cc: (b) (6); John Jagers; CEO2016; (b) (6)
Subject: Re: FW: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020
Date: Monday, November 30, 2020 12:59:53 PM
Attachments: [image001.png](#)
[image002.png](#)

Toni -

Do you have time for a quick call?

(b) (6)



U.S. General Services Administration

(b) (6)
Federal Transition Coordinator and
Associate Administrator
Office of Civil Rights (AK)
1800 F Street, NW, Room 2340
Washington, DC 20405
Office (b) (6) | Mobile (b) (6)
Federal Relay: (b) (6)
www.gsa.gov



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On Mon, Nov 30, 2020 at 11:45 AM Toni DeLancey (b) (6) wrote:

Hello (b) (6)

I hope this note finds you well.

My name is Toni DeLancey and I am the new Chief of Staff for CEO Michael Pack here at USAGM.

We've seen by the below emails and through subsequent activities by (b) (6) (one of our career employees) that you have reached out to (b) (6) and appear to have named (b) (6) as the identified USAGM POC for the transition.

We are working to adhere to the transition MOU signed by the WHCoS and this does not seem to follow that document.

Moving forward, can you reach out to me and those copied here until we name our transition POC? We will definitely cooperate fully and fulfill our transition activities following the MOU but we understand that Mr. Pack is authorized to select the POC for the transition and that he did not name (b) (6)

If there is additional information you can provide as to how you are moving forward or a published directive for how the transition is to work – please do send that. Also, don't hesitate to reach out to me to discuss and/or clarify. We want to minimize any confusion!

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile (b) (6) | Email: (b) (6)



U.S. Agency for Global Media

330 Independence Ave. SW | Washington, DC 20237

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From: Jeffrey Shapiro (b) (6)
Sent: Sunday, November 29, 2020 3:24 PM
To: Toni DeLancey (b) (6)
Subject: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

Begin forwarded message:

From: (b) (6)
Date: November 27, 2020 at 8:53:37 AM EST
To: Jeffrey Shapiro (b) (6)
Subject: FW: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

Jeffrey,

I hope all is well with you. I was notified on Wednesday that I am the agency transition director. I may begin scheduling briefings for the transition team as early as next week. (b) (6) did not have any immediate requests however, he did ask for any type of read ahead materials as soon as possible. At your earliest convenience please send me anything you may have that I can pass along to the transition team. I will be following up on scheduling the briefing.

Best,

(b) (6)

Director of Budget

Office: (b) (6)

Cell: (b) (6)

(b) (6)



From: (b) (6) **On Behalf Of** Presidential Transition 2020

Sent: Wednesday, November 25, 2020 11:27 AM

To: (b) (6)

Cc: (b) (6)

Subject: Fwd: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

Hello (b) (6)

We have been informed that you are now the Agency Transition Director for the U.S. Agency for Global Media. Below is the list of Agency Review Team members with whom you are authorized to engage. If the list gets updated we will inform you accordingly. If you would like to discuss this process or anything else related to the transition activities, please just let us know.

(b) (6) (cc'd) will register you for the MAX site where we have transition resources/guidance available and will send you the link.

Best,

(b) (6)

Deputy Federal Transition Coordinator

(b) (6)

From: (b) (6)
To: Toni DeLancey
Cc: (b) (6); John Jagers; CEO2016; (b) (6)
Subject: Re: FW: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020
Date: Monday, November 30, 2020 2:44:26 PM
Attachments: [image001.png](#)
[image002.png](#)

Can I call around 4:30 -

Thanks

(b) (6)



U.S. General Services Administration

(b) (6)
Federal Transition Coordinator and
Associate Administrator
Office of Civil Rights (AK)
1800 F Street, NW, Room 2340
Washington, DC 20405
Office (b) (6) | Mobile (b) (6)
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On Mon, Nov 30, 2020 at 2:43 PM Toni DeLancey (b) (6) wrote:

(b) (6)

I just left a message for you. Will be available until 3 pm then after 3:30.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email (b) (6)



U.S. Agency for Global Media

330 Independence Ave. SW | Washington, DC 20237

<http://usagm.gov>

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From: (b) (6)
Sent: Monday, November 30, 2020 1:00 PM
To: Toni DeLancey (b) (6)
Cc: (b) (6); John Jaggers (b) (6)
CEO2016 (b) (6)
Subject: Re: FW: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

Toni -

Do you have time for a quick call?

(b) (6)

FTC

(b) (6)



U.S. General Services Administration

(b) (6)

Federal Transition Coordinator and

Associate Administrator

Office of Civil Rights (AK)

1800 F Street, NW, (b) (6)

Washington, DC 20405

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Federal Relay: (b) (6)

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If there is additional information you can provide as to how you are moving forward or a published directive for how the transition is to work – please do send that. Also, don't hesitate to reach out to me to discuss and/or clarify. We want to minimize any confusion!

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



U.S. Agency for Global Media

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Subject: FW: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

Jeffrey,

I hope all is well with you. I was notified on Wednesday that I am the agency transition director. I may begin scheduling briefings for the transition team as early as next week. (b) (6) did not have any immediate requests however, (b) (6) did ask for any type of read ahead materials as soon as possible. At your earliest convenience please send me anything you may have that I can pass along to the transition team. I will be following up on scheduling the briefing.

Best,

(b) (6)

Director of Budget

Office: (b) (6)

Cell: (b) (6)

(b) (6)



From: (b) (6) **On Behalf Of** Presidential Transition 2020

Sent: Wednesday, November 25, 2020 11:27 AM

To: (b) (6)

Cc: (b) (6)

Subject: Fwd: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

Hello (b) (6)

We have been informed that you are now the Agency Transition Director for the U.S. Agency for Global Media. Below is the list of Agency Review Team members with whom you are authorized to engage. If the list gets updated we will inform you accordingly. If you would like to discuss this process or anything else related to the transition activities, please just let us know.

(b) (6) (cc'd) will register you for the MAX site where we have transition resources/guidance available and will send you the link.

Best,

(b) (6)

Deputy Federal Transition Coordinator

(b) (6)

From: (b) (6)
To: Toni DeLancey
Cc: (b) (6); John Jagers; CEO2016; (b) (6)
Subject: Re: FW: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020
Date: Monday, November 30, 2020 2:44:26 PM
Attachments: [image001.png](#)
[image002.png](#)

Can I call around 4:30 -

Thanks

(b) (6)



U.S. General Services Administration

(b) (6)
Federal Transition Coordinator and
Associate Administrator
Office of Civil Rights (AK)
1800 F Street, NW, (b) (6)
Washington, DC 20405
Office (b) (6) | Mobile (b) (6)
Federal Relay: (b) (6)
www.gsa.gov



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On Mon, Nov 30, 2020 at 2:43 PM Toni DeLancey (b) (6) > wrote:

(b) (6)

I just left a message for you. Will be available until 3 pm then after 3:30.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile (b) (6) | Email: (b) (6)



U.S. Agency for Global Media

330 Independence Ave. SW | Washington, DC 20237

<http://usagm.gov>

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From: (b) (6)

Sent: Monday, November 30, 2020 1:00 PM

To: Toni DeLancey (b) (6)

Cc: (b) (6) John Jaggers (b) (6)

CEO2016 (b) (6)

Subject: Re: FW: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

Toni -

Do you have time for a quick call?

(b) (6)

FTC

(b) (6)



U.S. General Services Administration

(b) (6)

Federal Transition Coordinator and
Associate Administrator
Office of Civil Rights (AK)
1800 F Street, NW, Room 2340
Washington, DC 20405
Office (b) (6) | Mobile (b) (6)
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On Mon, Nov 30, 2020 at 11:45 AM Toni DeLancey (b) (6) wrote:

Hello (b) (6)

I hope this note finds you well.

My name is Toni DeLancey and I am the new Chief of Staff for CEO Michael Pack here at USAGM.

We've seen by the below emails and through subsequent activities by (b) (6) (one of our career employees) that you have reached out to (b) (6) and appear to have named (b) (6) as the identified USAGM POC for the transition.

We are working to adhere to the transition MOU signed by the WHCoS and this does not seem to follow that document.

Moving forward, can you reach out to me and those copied here until we name our transition POC? We will definitely cooperate fully and fulfill our transition activities following the MOU but we understand that Mr. Pack is authorized to select the POC for the transition and that he did not name (b) (6).

If there is additional information you can provide as to how you are moving forward or a published directive for how the transition is to work – please do send that. Also, don't hesitate to reach out to me to discuss and/or clarify. We want to minimize any confusion!

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email (b) (6)



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From: Jeffrey Shapiro (b) (6)
Sent: Sunday, November 29, 2020 3:24 PM
To: Toni DeLancey (b) (6)
Subject: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

Begin forwarded message:

From: (b) (6)
Date: November 27, 2020 at 8:53:37 AM EST
To: Jeffrey Shapiro (b) (6)
Subject: FW: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

Jeffrey,

I hope all is well with you. I was notified on Wednesday that I am the agency transition director. I may begin scheduling briefings for the transition team as early as next week. (b) (6) did not have any immediate requests however, (b) (6) did ask for any type of read ahead materials as soon as possible. At your earliest convenience please send me anything you may have that I can pass along to the transition team. I will be following up on scheduling the briefing.

Best,

(b) (6)

Director of Budget

Office: (b) (6)

Cell: (b) (6)

(b) (6)



From: (b) (6) **On Behalf Of** Presidential Transition 2020

Sent: Wednesday, November 25, 2020 11:27 AM

To: (b) (6)

Cc: (b) (6)

Subject: Fwd: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

Hello (b) (6)

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(b) (6) (cc'd) will register you for the MAX site where we have transition resources/guidance available and will send you the link.

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(b) (6)

Deputy Federal Transition Coordinator

(b) (6)

From: [Toni DeLancey](#)
To: (b) (6)
Cc: [John Jagers](#); [CEO2016](#)
Subject: FW: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020
Date: Monday, November 30, 2020 11:45:00 AM
Attachments: [image001.png](#)
[image002.png](#)

Hello (b) (6):

I hope this note finds you well.

My name is Toni DeLancey and I am the new Chief of Staff for CEO Michael Pack here at USAGM.

We've seen by the below emails and through subsequent activities by (b) (6) (one of our career employees) that you have reached out to (b) (6) and appear to have named (b) (6) as the identified USAGM POC for the transition.

We are working to adhere to the transition MOU signed by the WHCoS and this does not seem to follow that document.

Moving forward, can you reach out to me and those copied here until we name our transition POC? We will definitely cooperate fully and fulfill our transition activities following the MOU but we understand that Mr. Pack is authorized to select the POC for the transition and that he did not name (b) (6)

If there is additional information you can provide as to how you are moving forward or a published directive for how the transition is to work – please do send that. Also, don't hesitate to reach out to me to discuss and/or clarify. We want to minimize any confusion!

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



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Director of Budget
Office: (b) (6)
Cell (b) (6)
(b) (6)



From: (b) (6) On Behalf Of Presidential Transition 2020
Sent: Wednesday, November 25, 2020 11:27 AM
To: (b) (6)

Cc: (b) (6)

Subject: Fwd: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

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(b) (6) (cc'd) will register you for the MAX site where we have transition resources/guidance available and will send you the link.

Best,

(b) (6)

Deputy Federal Transition Coordinator

(b) (6)

From: [Sam Dewey](#)
To: [Michael Pack](#)
Subject: Re: MOU on the transition
Date: Sunday, November 29, 2020 11:08:10 PM

No. (b) (6)

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Sunday, November 29, 2020 7:11:26 PM
To: Sam Dewey (b) (6)
Subject: Re: MOU on the transition

Not bad news, I hope.

Sent from my iPhone

On Nov 29, 2020, at 7:02 PM, Sam Dewey (b) (6) wrote:

Yes.

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Sunday, November 29, 2020 7:01:39 PM
To: Sam Dewey (b) (6)
Subject: Re: MOU on the transition

Privately?

Sent from my iPhone

On Nov 29, 2020, at 6:45 PM, Sam Dewey (b) (6) wrote:

Let's discuss quickly tomorrow.

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Sunday, November 29, 2020 6:42:12 PM
To: Sam Dewey (b) (6)
Subject: Re: MOU on the transition

Sam:

(b) (6)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

On Nov 29, 2020, at 6:41 PM, Sam Dewey
(b) (6) wrote:

Michael. I'll be teleworking. 10 works

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Sunday, November 29, 2020 6:40:49 PM
To: Sam Dewey (b) (6)
Cc: Toni DeLancey (b) (6); Frank Wuco
(b) (6); John Jagers (b) (6);
Morvared Namdarkhan (b) (6)
Subject: Re: MOU on the transition

Sam:

Let's discuss at 10AM tomorrow. Will you be back in
person? (b) (6)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

On Nov 29, 2020, at 4:03 PM, Sam Dewey
(b) (6) wrote:

Michael:

We should discuss tomorrow. I talked to
WHCO and have some guidance.

Best,

Sam

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
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To: Sam Dewey (b) (6)
Cc: Toni DeLancey (b) (6);
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In any case, we are guided by the signed MOU.

Michael Pack
Chief Executive Officer
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(b) (6)

On Nov 28, 2020, at 4:29 PM,
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As to individuals on leave, seems to me that's a request that if allowed under our orders from WH would require further instruction.

I'll contact WHCO and get

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Best,

Sam

Get [Outlook for iOS](#)

From: Michael Pack

(b) (6)

Sent: Saturday, November 28,
2020 3:20:49 PM

To: Toni DeLancey

(b) (6) Frank

Wuco (b) (6)

John Jagers

(b) (6); Sam

Dewey (b) (6)

Morvared Namdarkhan

(b) (6)

Subject: MOU on the transition

Is attached. I do think I am
empowered to name the POC.

Best,

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Chief Executive Officer

U.S. Agency for Global Media

(b) (6)

From: [Sam Dewey](#)
To: [Michael Pack](#)
Subject: Re: MOU on the transition
Date: Sunday, November 29, 2020 7:02:04 PM

Yes.

Get [Outlook for iOS](#)

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From: Michael Pack (b) (6)
Sent: Saturday, November 28, 2020 3:20:49 PM
To: Toni DeLancey (b) (6);
Frank Wuco (b) (6); John
Jaggers (b) (6) Sam Dewey
(b) (6); Morvared
Namdarkhan (b) (6)
Subject: MOU on the transition

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Subject: MOU on the transition

Is attached. I do think I am empowered to name the POC.

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Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

From: [Toni DeLancey](#)
To: [CEO2016; Sam Dewey](#)
Cc: [Morvared Namdarkhan; Frank Wuco; John Jagers](#)
Subject: Fwd: URGENT -- U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020
Date: Sunday, November 29, 2020 4:08:51 PM
Attachments: [C.4. OCB Org Chart.docx](#)
[C.4. OCB Fact Sheet.pdf](#)

Forwarding thread, as discussed.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)

U.S. Agency for Global Media

[330 Independence Ave. SW | Washington, DC 20237](#)

<http://usagm.gov>

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Begin forwarded message:

From: Jeffrey Shapiro (b) (6)
Date: November 29, 2020 at 4:00:16 PM EST
To: (b) (6)
Cc: (b) (6)
(b) (6) Toni DeLancey (b) (6)
Subject: URGENT -- U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

(b) (6)

Until I get express clearance from above — and also confirm all the information in the documents are correct, please do not send anything to any parties outside the agency.

First, I have not yet received any formal guidance on this issue.

Second, the organizational chart is all wrong and outdated and I am working on

getting our updated copy now as we worked on it in September and October. I don't know where this one came from. We need to make sure all the information we send anyone is 100 percent accurate because sending outdated information could cause confusion since some significant changes have been made at OCB since the attached chart was made.

I have copied our Acting COS, Toni DeLancey for further guidance on this issue, and ypu and (b) (6) can call me at (b) (6) anytime to further discuss.

Thank you for everything, everyone.

Very Respectfully,
Jeffrey Scott Shapiro

Begin forwarded message:

From: (b) (6)
Date: November 27, 2020 at 1:12:53 PM EST
To: Jeffrey Shapiro (b) (6)
Cc: (b) (6)
Subject: URGENT -- U.S. Agency for Global Media (USAGM)
Designated Agency Review Team Members as of 11/23/2020

Hi Jeffrey,

Please see the two attached documents. Both must be reviewed and updated, and returned to me no later than Monday, November 30, COB/5:00 pm. Please cc' (b) (6) and (b) (6).

Let me know if you have any questions.

Thank you.

(b) (6)

From: (b) (6)
Sent: Friday, November 27, 2020 12:51 PM
To: (b) (6)
Cc: (b) (6)

Subject: FW: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

Hi (b) (6)

Please send the attached two documents to OCB to update any information as needed. OCB should send back the two documents with all updates made by 5pm on Monday, November 30th with (b) (6) and myself cc-ed.

Thank you, (b) (6)

From: (b) (6)

Sent: Friday, November 27, 2020 8:51 AM

To: CFO Budget Division (b) (6)

Subject: FW: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

Team,

I hope you all were able to enjoy your Thanksgiving. On Wednesday I was notified that I am the Agency's Transition Director. I spoke to (b) (6) who is the transition team lead late Wednesday and he told me that he has a list of things that he and the transition team will need. (b) (6) will help facilitate collecting this information. (b) (6) will work with each of you to obtain the information from each of your entities. I have reached out to the head of each entity and let them know that requests will be coming soon. This is just a heads up for now but there will be more to follow.

Thanks,

(b) (6)

From: (b) (6) On Behalf Of

Presidential Transition 2020

Sent: Wednesday, November 25, 2020 11:27 AM

To: (b) (6)

Cc: (b) (6)

Subject: Fwd: U.S. Agency for Global Media (USAGM) Designated Agency Review Team Members as of 11/23/2020

Hello (b) (6)

We have been informed that you are now the Agency Transition

Director for the U.S. Agency for Global Media. Below is the list of Agency Review Team members with whom you are authorized to engage. If the list gets updated we will inform you accordingly. If you would like to discuss this process or anything else related to the transition activities, please just let us know.

(b) (6) (cc'd) will register you for the MAX site where we have transition resources/guidance available and will send you the link.

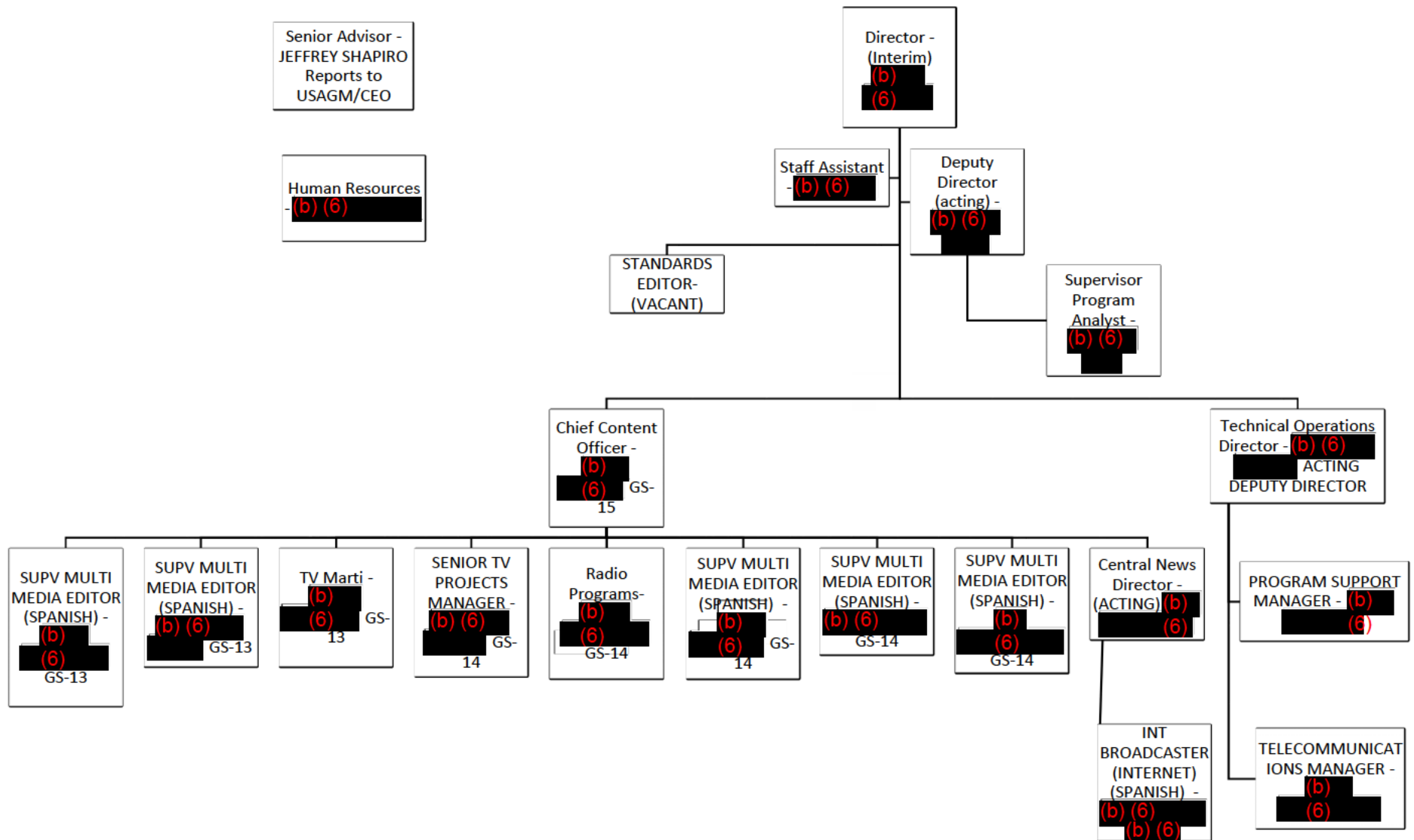
Best,

(b) (6)

Deputy Federal Transition Coordinator

(b) (6)

Office of Cuba Broadcasting – Organizational Chart 6-2020



FAST FACTS

HEADQUARTERS
Miami, FL

ANNUAL BUDGET
\$21 million (FY20)

LANGUAGE
Spanish

AUDIENCE
1.0 million (FY19)

The Office of Cuba Broadcasting (OCB) oversees Radio and Television Martí, a multimedia hub of news, information, and analysis that provide the people of Cuba with interactive programs seven days a week through satellite television and shortwave and AM radio, as well as through flash drives, emails, and DVDs. Combined with the online platform radiotelevisionmarti.com, the Martí's are a one-of-a-kind service that brings unbiased, objective news and information to all Cubans.



MISSION

The Office of Cuba Broadcasting's mission is to promote freedom and democracy by providing the people of Cuba with objective news and information programming.

PROGRAMS

Cuba has one of the world's most restrictive media environments. The island nation consistently ranks among the "Most Censored Countries" by the Committee to Protect Journalists, while Reporters Without Borders has called it Latin America's worst media freedom violator year after year. It is in this challenging environment that OCB operates the Martí's.

"I've experienced very touching moments while visiting different provinces, and people know me not for my blog nor for my Twitter account but because of my presence and my voice on Radio Martí."

— Yoani Sanchez, Cuban blogger and human rights activist

Despite consistent jamming by the Cuban government, OCB reaches audiences on the island through a variety of high- and low-tech solutions. In addition to satellite television, and shortwave, satellite, and AM radio, OCB launched a mobile app for Android and iOS devices.

The Martí broadcasts cover a wide range of topics, including news, sports and entertainment, with a focus on topics that are generally censored or slanted by the Cuban government.

Radiotelevisionmarti.com offers in-depth analysis of top Cuban and international news and a section dedicated to highlighting Cuban bloggers. It also provides 24/7 streaming of TV and Radio Martí broadcasts.

IMPACT

For the first time, OCB was able to report audience data in FY 2017 based on a content media preference survey conducted on the island. Radio Martí, TV Martí, and Martí Digital reach 11.1 percent of all Cubans on a weekly basis with audio, video, and digital content. This percentage reflects that more than one million Cubans on the island follow Martí radio, television, and digital programming each week. Of those who reported accessing such content, 97 percent considered it trustworthy. Also, 96 percent of audience members said that Martí programming helped them form opinions and that they would share that information with others.

CORONAVIRUS COVERAGE

OCB has stood up a unit made up of several journalists within its central news division to address issues of countering disinformation and providing greater context to audiences as it relates to COVID-19. The Martí have been providing non-stop coverage of the pandemic and its spread throughout Latin America and the world as well as the latest scientific information on the virus and advice from medical experts on how to protect oneself.

In addition to factual information about the virus and its spread, the Martí are providing Cubans with the truth about their government's harassment of independent journalists reporting on the pandemic, Amnesty International's concern about lack of social distancing on the island, and the Inter-American Human Rights Commission's new report on the government's suppression of expression and artistic creation.



From: [Toni DeLancey](#)
To: [Sam Dewey](#)
Cc: [Michael Pack](#); [Frank Wuco](#); [John Jagers](#); [Morvared Namdarkhan](#)
Subject: Re: MOU on the transition
Date: Sunday, November 29, 2020 4:07:46 PM

FYI Jeffrey has asked for guidance as (b) (6) is already asking subordinate organizations for data. I've asked them to hold until we provide direction. Will forward his request to Jeffrey - see next email.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office (b) (6) | Mobile: (b) (6) | Email: (b) (6)

U.S. Agency for Global Media

[330 Independence Ave. SW | Washington, DC 20237](#)

<http://usagm.gov>

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On Nov 29, 2020, at 4:03 PM, Sam Dewey (b) (6) wrote:

Michael:

We should discuss tomorrow. I talked to WHCO and have some guidance.

Best,

Sam

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)

Sent: Sunday, November 29, 2020 2:23:30 PM

To: Sam Dewey (b) (6)

Cc: Toni DeLancey (b) (6); Frank Wuco (b) (6); John Jagers (b) (6); Morvared Namdarkhan (b) (6)

Subject: Re: MOU on the transition

I have heard that agency heads have been naming POCs. I believe the POCs have to be career; please check.

In any case, we are guided by the signed MOU.

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

On Nov 28, 2020, at 4:29 PM, Sam Dewey (b) (6) wrote:

WH names the POC is my understanding. I'm also not sure on protocols for talking to individual staff—we should inquire.

As to individuals on leave, seems to me that's a request that if allowed under our orders from WH would require further instruction.

I'll contact WHCO and get guidance.

Best,

Sam

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Saturday, November 28, 2020 3:20:49 PM
To: Toni DeLancey (b) (6); Frank Wuco (b) (6); John Jagers (b) (6); Sam Dewey (b) (6); Morvared Namdarkhan (b) (6)
Subject: MOU on the transition

Is attached. I do think I am empowered to name the POC.

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

(b) (6)

From: [Sam Dewey](#)
To: [Michael Pack](#)
Cc: [Toni DeLancey](#); [Frank Wuco](#); [John Jagers](#); [Morvared Namdarkhan](#)
Subject: Re: MOU on the transition
Date: Sunday, November 29, 2020 4:03:45 PM

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Best,

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Sent: Saturday, November 28, 2020 3:20:49 PM

To: Toni DeLancey (b) (6); Frank Wuco (b) (6); John
Jaggers (b) (6); Sam Dewey (b) (6); Morvared
Namdarkhan (b) (6)

Subject: MOU on the transition

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Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

From: [Sam Dewey](#)
To: [Toni DeLancey](#); [Michael Pack](#)
Cc: [Frank Wuco](#); [John Jaggers](#); (b) (6); [Morvared Namdarkhan](#)
Subject: Re: USAGM Work Plan
Date: Saturday, November 28, 2020 4:32:23 PM

They should be able to add an auto reply to Emily's account easily without getting into account, etc.

Get [Outlook for iOS](#)

From: Toni DeLancey (b) (6)
Sent: Saturday, November 28, 2020 12:59:27 PM
To: Michael Pack (b) (6)
Cc: Frank Wuco (b) (6); John Jaggers (b) (6);
(b) (6) Morvared Namdarkhan (b) (6); Sam Dewey
(b) (6)
Subject: Re: USAGM Work Plan

(b) (5)



Thank you,

Toni DeLancey, Ph.D.
Senior Advisor
Office of the Chief Executive Officer (CEO)
Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)

U.S. Agency for Global Media
[330 Independence Ave. SW | Washington, DC 20237](#)
<http://usagm.gov>

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On Nov 28, 2020, at 12:13 PM, Michael Pack (b) (6) wrote:

(b) (5)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

Begin forwarded message:

From: (b) (6)
Subject: FW: USAGM Work Plan
Date: November 28, 2020 at 10:59:52 AM EST
To: Emily Pauline Newman (b) (6)
Cc: Michael Pack (b) (6), Frank Wuco
(b) (6)

Emily,

One of my collateral duties is to serve as the agency transition director. On Wednesday, (b) (6) contacted me and let me know (b) (6) plan was forthcoming. I just received it last night (see attached). Other than this plan, I do not have any other information. Please let me know if you have any questions that you would like me to ask (b) (6) would like to talk to Mr. Pack this week. What day and time would be best?

Best,

(b) (6)

From: (b) (6)
Sent: Friday, November 27, 2020 8:02 PM
To: (b) (6)
Cc: (b) (6)
Subject: USAGM Work Plan

(b) (6)

Good to talk to you on Wednesday.
Hope you and your family had a wonderful Thanksgiving.
As we discussed, I wanted to send you our proposed work plan today.

I'm sorry to have it be Friday evening.
I think it's absolutely fine to not start work until Monday.
Until then, have a great weekend.
Best regards, (b) (6)

<USAGM Requests & Proposed Transition Work Plan.docx>

From: [Sam Dewey](#)
To: [Michael Pack](#); [Toni DeLancey](#); [Frank Wuco](#); [John Jagers](#); [Morvared Namdarkhan](#)
Subject: Re: MOU on the transition
Date: Saturday, November 28, 2020 4:29:24 PM

WH names the POC is my understanding. I'm also not sure on protocols for talking to individual staff—we should inquire.

As to individuals on leave, seems to me that's a request that if allowed under our orders from WH would require further instruction.

I'll contact WHCO and get guidance.

Best,

Sam

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Saturday, November 28, 2020 3:20:49 PM
To: Toni DeLancey (b) (6); Frank Wuco (b) (6); John Jagers (b) (6); Sam Dewey (b) (6); Morvared Namdarkhan (b) (6)
Subject: MOU on the transition

Is attached. I do think I am empowered to name the POC.

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

From: [Toni DeLancey](#)
To: (b) (6)
Cc: [Michael Pack](#); [Frank Wuco](#); (b) (6)
Subject: FW: USAGM Work Plan
Date: Saturday, November 28, 2020 3:35:53 PM
Attachments: [image001.png](#)
[USAGM Requests & Proposed Transition Work Plan.docx](#)

Hi there (b) (6)

Please do not take any further action on the below.

Please also let me know what you've already communicated.

I will have further guidance for you on Monday.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



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Begin forwarded message:

From: (b) (6)
Subject: FW: USAGM Work Plan
Date: November 28, 2020 at 10:59:52 AM EST
To: Emily Pauline Newman (b) (6)
Cc: Michael Pack (b) (6); Frank Wuco (b) (6)
(b) (6)

Emily,

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Best,

(b) (6)

From: (b) (6) >
Sent: Friday, November 27, 2020 8:02 PM
To: (b) (6)
Cc: (b) (6)
Subject: USAGM Work Plan

(b) (6)

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Until then, have a great weekend.
Best regards, (b) (6)

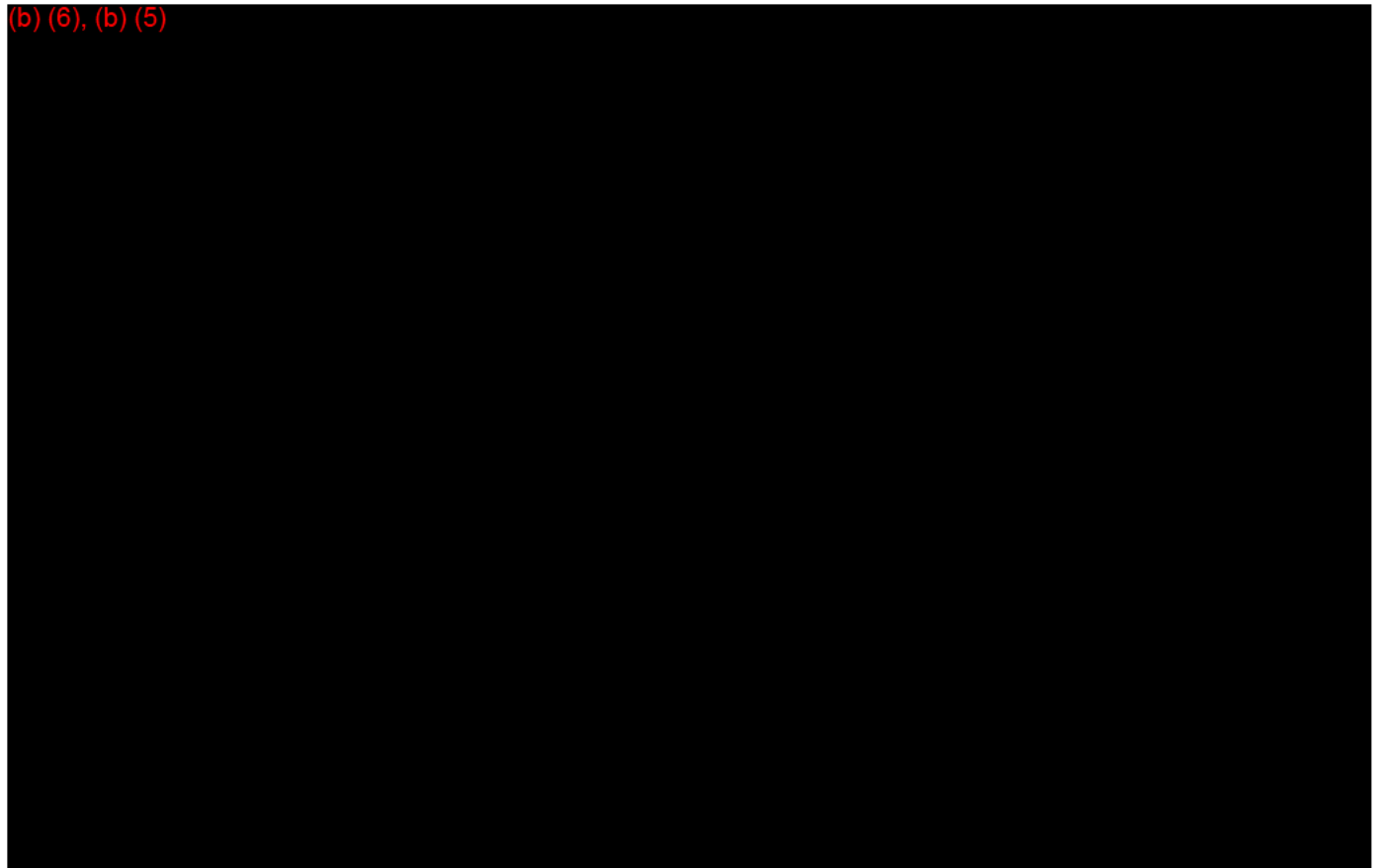
USAGM & Transition Team Work Plan and Requests

Biden-Harris Transition Team Mission

The Biden-Harris Transition Team looks forward to working collaboratively with USAGM staff to ensure a smooth transition. In this effort, we hope to reflect the values of our transition effort by promoting transparency and innovation, ensuring our government reflects the diversity of our nation, while of course trying to deal with overcome the pandemic. We hope to have the opportunity to engage with staff and ensure all employees have the opportunity to share their input with Transition and incoming leadership.

Key Contacts & Coordination for the Biden-Harris Transition Team

(b) (6), (b) (5)



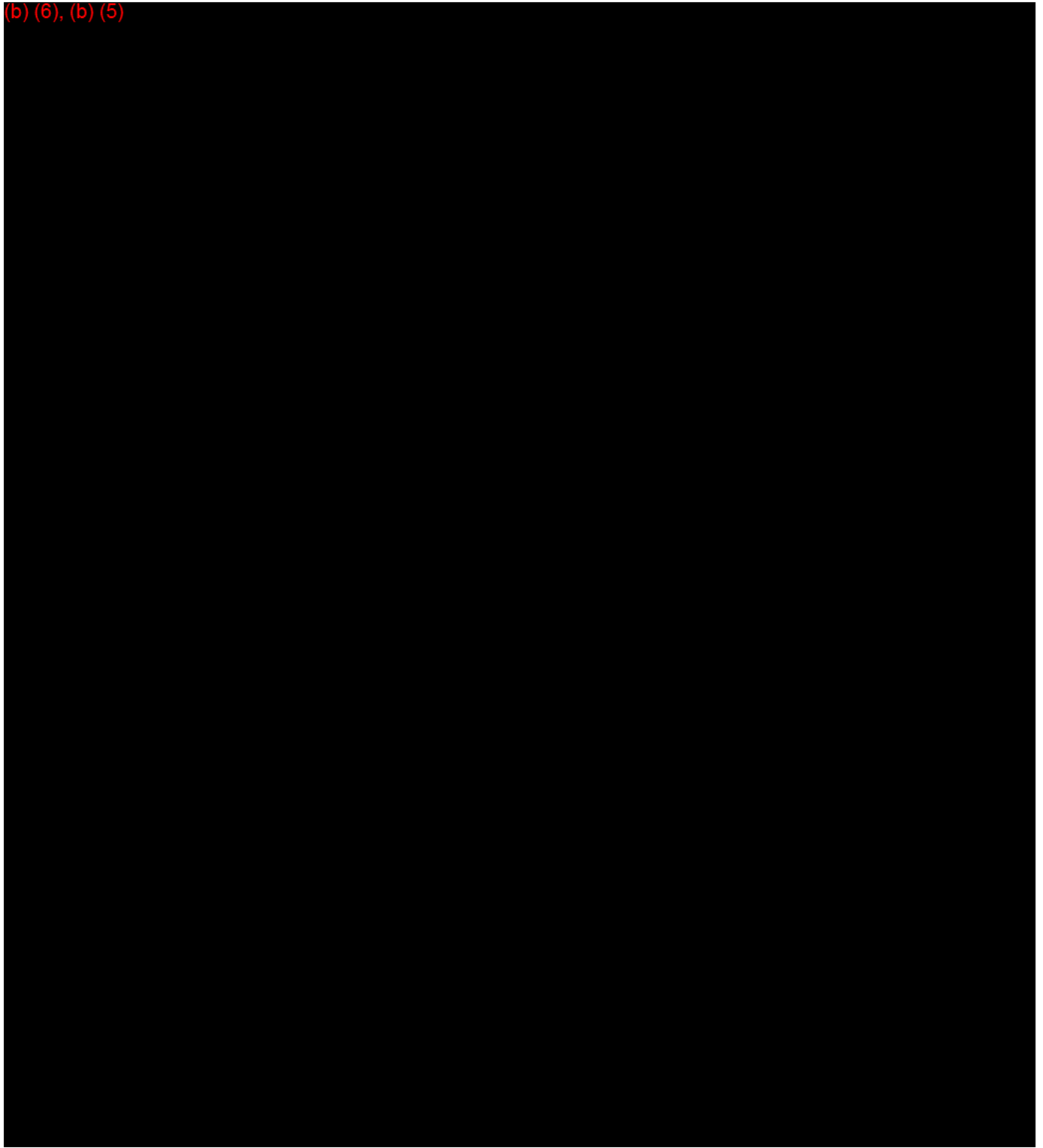
Work Plan, Next Steps & Timeline Proposal

(b) (5)



Requested Meetings & Briefings

(b) (6), (b) (5)



Request for Official Data and Documents

(b) (5)



From: [Toni DeLancey](#)
To: [Michael Pack](#)
Subject: Re: USAGM Work Plan
Date: Saturday, November 28, 2020 1:14:54 PM

(b) (5)



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On Nov 28, 2020, at 1:09 PM, Michael Pack (b) (6) wrote:

I did not designate him. I don't think GSA did either.

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)



On Nov 28, 2020, at 1:01 PM, Toni DeLancey
(b) (6) wrote:

Also how was (b) (6) designated? Was that your call?

Thank you,

Toni DeLancey, Ph.D.
Senior Advisor
Office of the Chief Executive Officer (CEO)
Office: (b) (6) | Mobile:
(b) (6) | Email: (b) (6)



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On Nov 28, 2020, at 12:13 PM, Michael Pack
(b) (6) wrote:

(b) (5)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

Begin forwarded message:

From: (b) (6)
(b) (6)
Subject: FW: USAGM Work Plan
Date: November 28, 2020 at 10:59:52 AM
EST
To: Emily Pauline Newman
(b) (6)
Cc: Michael Pack (b) (6)

Frank Wuco (b) (6)

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Best,

(b) (6)

From: (b) (6)
Sent: Friday, November 27, 2020 8:02 PM
To: (b) (6)
Cc: (b) (6)
Subject: USAGM Work Plan

(b) (6)

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Best regards, (b) (6)

<USAGM Requests & Proposed Transition Work Plan.docx>

From: [Toni DeLancey](#)
To: [Michael Pack](#)
Subject: Re: USAGM Work Plan
Date: Saturday, November 28, 2020 1:01:44 PM

Also how was (b) (6) designated? Was that your call?

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



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On Nov 28, 2020, at 12:13 PM, Michael Pack (b) (6) wrote:

(b) (5)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

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From: (b) (6)
Subject: FW: USAGM Work Plan
Date: November 28, 2020 at 10:59:52 AM EST
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Cc: Michael Pack (b) (6) Frank Wuco
(b) (6)

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<USAGM Requests & Proposed Transition Work Plan.docx>

From: [Toni DeLancey](#)
To: [Michael Pack](#)
Cc: [Frank Wuco](#); [John Jaggers](#); (b) (6); [Morvared Namdarkhan](#); [Sam Dewey](#)
Subject: Re: USAGM Work Plan
Date: Saturday, November 28, 2020 12:59:29 PM

(b) (5)



Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)

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(b) (5)



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Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)



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<USAGM Requests & Proposed Transition Work Plan.docx>

From: (b) (6)
To: [Emily Pauline Newman](#)
Cc: [Michael Pack](#); [Frank Wuco](#); (b) (6)
Subject: FW: USAGM Work Plan
Date: Saturday, November 28, 2020 11:00:09 AM
Attachments: [USAGM Requests & Proposed Transition Work Plan.docx](#)

Emily,

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Best,

(b) (6)

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To: (b) (6)
Cc: (b) (6)
Subject: USAGM Work Plan

(b) (6)

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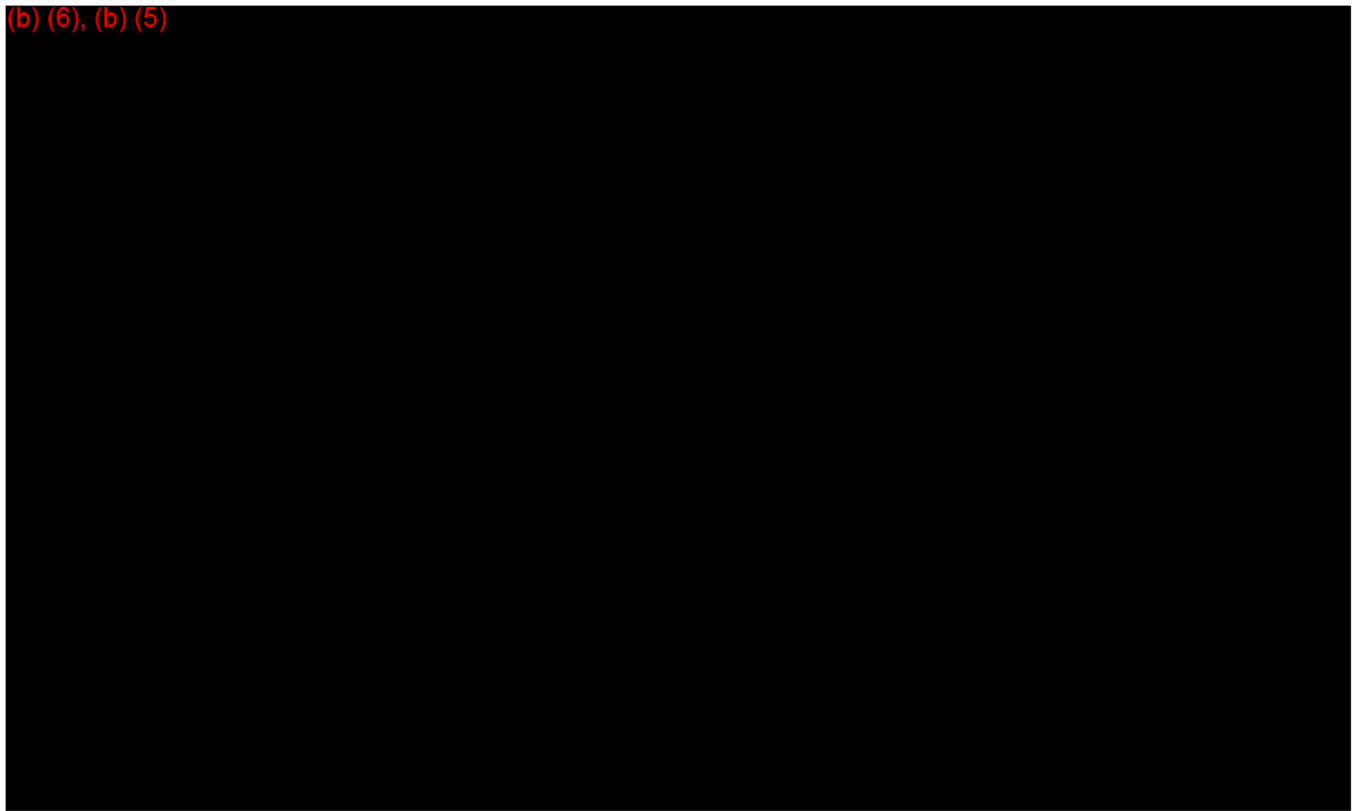
USAGM & Transition Team Work Plan and Requests

Biden-Harris Transition Team Mission

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Key Contacts & Coordination for the Biden-Harris Transition Team

(b) (6), (b) (5)



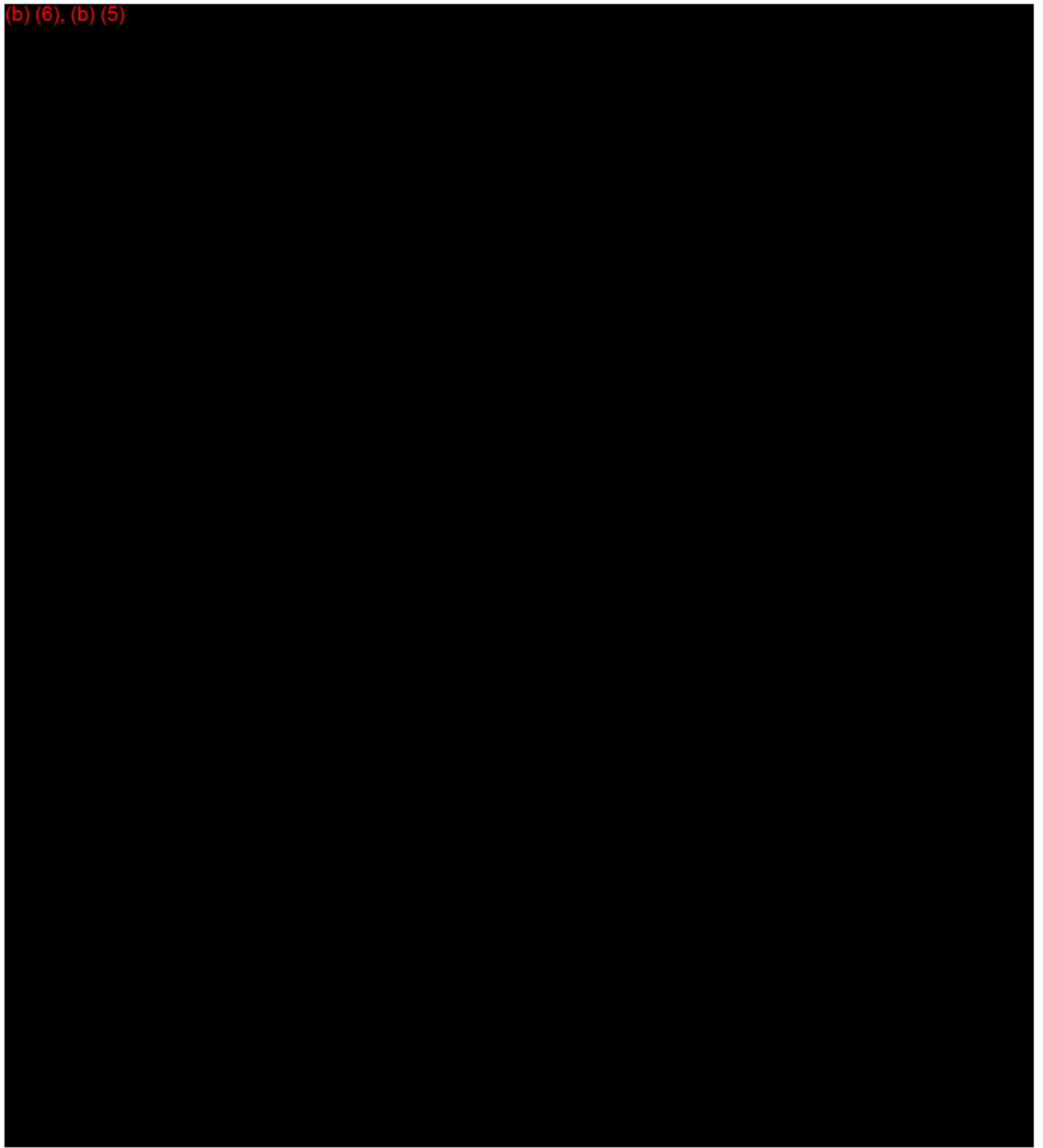
Work Plan, Next Steps & Timeline Proposal

(b) (5)



Requested Meetings & Briefings

(b) (6), (b) (5)



Request for Official Data and Documents

(b) (5)



From: [Diane Cullo](#)
To: [CEO2016](#)
Subject: RE: NPR query
Date: Tuesday, November 17, 2020 4:27:45 PM

Yup.

From: CEO2016 (b) (6)
Sent: Monday, November 16, 2020 5:51 PM
To: Diane Cullo (b) (6)
Subject: Fwd: NPR query

This guy knows a lot

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

Begin forwarded message:

From: David Folkenflik <DFolkenflik@npr.org>
Subject: NPR query
Date: November 16, 2020 at 5:18:52 PM EST
To: Diane Cullo (b) (6)
Cc: (b) (6)

Michael:

It would like and in fact prefer, as ever, to speak with you directly so our listeners and readers can hear your perspective from you in your own voice and words.

Among my questions - what are your plans in light of Biden's win? Are you intending to continue in office during his administration? how would you frame your record and your legacy

Some questions about unresolved matters at USAGM:

> How does USAGM address question of Kelu Chao's standing as a plaintiff in claims vs. USAGM and yourself?

> What is the agency's reply to the lawsuit filed last week by former Urdu

language journalist (b) (6) for what (b) (6) alleges is wrongful termination of (b) (6) contract and violation of statutory firewall over (b) (6) coverage of the presidential race?

> What is the standing of the USAGM investigation of the video taken by people at HHS and publicized in Daily Caller on 2 Nov 2020? It was characterized by the Daily Caller as occurring at the VOA building. However, no fewer than seven people with ties to USAGM and VOA tell me the site is inside or adjacent to the USAGM office of congressional affairs, which I am told is itself is near the agency's SCIF and within 50 feet of the chairman's office. Is that correct? If these colleagues' characterizations are correct, what does that say about the agency's security measures? If not, what information has the investigation yielded?

> Is the agency aiding President Biden's transition team for USAGM? If not, why not? Is the agency accepting the legitimacy of Biden's electoral win? If not, why not?

My deadline is tomorrow at 12pm noon ET. Can be slightly flexible if we can talk ahead of time.

Thank you

David

David Folkenflik
Media Correspondent
NPR NEWS
11 W 42nd St
19th Floor
New York NY 10036
o) 212.880.3438
mobile) +1 202 744 2540
e) dfolkenflik@npr.org
Twitter: davidfolkenflik

From: [David Folkenflik](#)
To: [Diane Cullo](#)
Cc: [Michael Pack](#)
Subject: NPR query
Date: Monday, November 16, 2020 5:18:58 PM

Michael:

It would like and in fact prefer, as ever, to speak with you directly so our listeners and readers can hear your perspective from you in your own voice and words.

Among my questions - what are your plans in light of Biden's win? Are you intending to continue in office during his administration? how would you frame your record and your legacy

Some questions about unresolved matters at USAGM:

> How does USAGM address question of Kelu Chao's standing as a plaintiff in claims vs. USAGM and yourself?

> What is the agency's reply to the lawsuit filed last week by former Urdu language journalist (b) (6) for what (b) alleges is wrongful termination of (b) contract and violation of statutory firewall over (b) coverage of the presidential race?

> What is the standing of the USAGM investigation of the video taken by people at HHS and publicized in Daily Caller on 2 Nov 2020? It was characterized by the Daily Caller as occurring at the VOA building. However, no fewer than seven people with ties to USAGM and VOA tell me the site is inside or adjacent to the USAGM office of congressional affairs, which I am told is itself is near the agency's SCIF and within 50 feet of the chairman's office. Is that correct? If these colleagues' characterizations are correct, what does that say about the agency's security measures? If not, what information has the investigation yielded?

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New York NY 10036
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mobile) +1 202 744 2540
e) dfolkenflik@npr.org
Twitter: davidfolkenflik

From: [Jonathan Bronitsky](#)
To: [CEQ2016](#); [Morvared Namdarkhan](#); [Diane Cullo](#); [Emily Pauline Newman](#); [Robert Patterson](#); [John Jagers](#); [Sam Dewey](#); [Toni DeLancey](#) (b) (6)
Subject: Coverage: USAGM / Stengel
Date: Monday, November 16, 2020 12:25:31 PM

[Biden Appoints Free-Speech Antagonist to Sell Free Speech Abroad](#)

National Review

November 11, 2020

David Harsanyi

[Top Biden Transition Team Member Wrote Widely Criticized Op-Ed Advocating First Amendment Crackdown](#)

The Daily Wire

November 16, 2020

Ryan Saavedra

[Biden Transition Official Believes the First Amendment Has a 'Design Flaw' -- His Remedy Is to Curb Free Speech](#)

PJ Media

November 14, 2020

Robert Spencer

From: [Ted Lipien](#)
To: (b) (6); [Elez Biberaj](#) (b) (6)
Cc: [CEO2016](#); [Emily Pauline Newman](#); [Jonathan Bronitsky](#)
Subject: Why Is VOA Not Reporting on Stengel's Free Speech Controversy?
Date: Saturday, November 14, 2020 8:07:26 PM

Dear (b) (6),

If you are still VOA's "Press Freedom Editor" I wanted to call your attention and to the attention of some of your colleagues with whom I have exchanged e-mails from time to time in the past that both conservative and liberal media in the U.S. have reported on Richard Stengel's controversial 2019 op-ed urging restrictions on 1st Amendment free speech rights to combat "hate speech." This seems to me to be an issue that affects press freedom. Is there any reason for VOA not reporting this when other U.S. media outlets are? I even saw a report on the Stengel free speech/USAGM transition appointment controversy by Russia's RT.

The USAGM Watch commentary has links to some of U.S. media reporting on Richard Stengel. I could not find anything recent on the VOAnews.com website.

I am not suggesting how you should cover this story. I'm only suggesting that ignoring it does not serve the cause of press freedom in the United States and abroad.

Best,

Ted Lipien
former VOA acting associate director (retired)

NOVEMBER 14, 2020
4 MINUTE READ

Richard Stengel's October 29, 2019 op-ed in *The Washington Post*, "[Why America needs a hate speech law](#)," has been [criticized by free press advocates](#) immediately after it was written, with [new criticism](#) emerging in the last few days after President-Elect Biden has appointed him to lead the transition at the U.S. government agency, the U.S. Agency for Global Media (USAGM), which is responsible for promoting free speech and free press abroad. USAGM's largest media outlet, the Voice of America (VOA), which has a "[Press](#)

[Freedom](#)” section, has ignored the controversy over Biden’s appointment of Stengel for a transition role at USAGM.

Former *Time* magazine editor [Richard Stengel](#) who as former Under Secretary of State for Public Diplomacy and Public Affairs represented Secretary of State John Kerry at meetings of the Broadcasting Board of Governors (BBG)—the former governing body of the agency which has been renamed in 2018 the U.S. Agency for Global Media—has been selected by President-Elect Biden to be the team lead transition volunteer for the USAGM agency review team. USAGM, which is an independent federal agency, oversees five networks: two federal organizations — the Voice of America and the Office of Cuba Broadcasting, which oversees Radio and TV Martí — and three non-profit organizations — Radio Free Europe/Radio Liberty, Radio Free Asia and the Middle East Broadcasting Networks — which receive grants from USAGM. Stengel is being [criticized](#) for his earlier call to [restrict free speech](#) in the United States by making “hate speech” illegal.

The Voice of America which has posted multiple news reports with [criticism of Trump-appointed USAGM CEO Michael Pack](#) has had nothing on Richard Stengel’s appointment by President-Elect Biden and criticism of Stengel’s *Washington Post* op-ed in favor of restricting free speech.

David Harsanyi, a senior writer for National Review, wrote that that “[Biden Appoints Free-Speech Antagonist to Sell Free Speech Abroad.](#)”

Biden Appoints Free-Speech Antagonist
to Sell Free Speech Abroad | National
Review



**Biden Appoints Free-Speech
Antagonist to Sell Free Speech
Abroad | National Review**

Considering Stengel's animosity towards free
expression this seems quite a poor fit.

New York Post published an op-ed: "[Joe Biden
transition official wrote op-ed advocating free
speech restrictions.](#)"

Joe Biden transition official wrote op-ed
advocating free speech restrictions



**Joe Biden transition official wrote op-
ed advocating free speech restrictions**

Stengel, an Obama administration alumnus,

wrote last year in a Washington Post op-ed that US freedom of speech was too unfettered and that changes must be considered.

An article in *PJMedia* by Robert Spencer was titled: [“Biden Transition Official Believes the First Amendment Has a ‘Design Flaw’ — His Remedy Is to Curb Free Speech.”](#)

Biden Transition Official Believes the First Amendment Has a ‘Design Flaw’ — His Remedy Is to Curb Free Speech



Biden Transition Official Believes the First Amendment Has a ‘Design Flaw’ — His Remedy Is to Curb Free Speech

The destruction of the freedom of speech is an idea whose time has come, says Richard Stengel, Biden transition ‘Team Lead’ for the US Agency for Global Media.

Richard Stengel’s *Washington Post* op-ed also received earlier criticism from *The Atlantic* in a article [“Bad Arguments for Limiting Speech.”](#)

Bad Arguments for Limiting Speech



Bad Arguments for Limiting Speech

The First Amendment is not a problem; it is a solution to many problems.

The First Amendment is not a problem; it is a solution to many problems, Conor Friedersdorf, staff writer at *The Atlantic* observed in criticizing Richard Stengel's *Washington Post* op ed.

Current USAGM CEO, [Michael Pack](#), was nominated by President Trump and after a long delay when former Obama administration appointees were in charge of the agency during the first three years of the Trump administration, Pack was confirmed by the U.S. Senate last June in a largely partisan vote for a three-year term.

It is not clear that Pack can be forced to resign until he completes his three-year term. The [bipartisan legislation](#) which established his office and was signed by President Obama in December 2016 set the term of the first agency CEO to three years. However, according to an article in *VOX*, quoting Andrew Bates, a spokesperson for the former vice president's campaign, Biden definitely [wants to fire Michael Pack](#).

Other transition volunteers for USAGM are:

Rumana Ahmed, National Democratic Institute, Brian Conniff, Middle East Broadcasting Networks (Retired), Raina Gardiner, Juggernaut, LLC, Bruce Sherman, Self-employed, Dana Shell Smith, Self-employed, and Margaret Taylor, Brookings Institution. Agency review teams are responsible for understanding the operations of each agency, ensuring a smooth transfer of power, and preparing for President-Elect Biden and Vice-President-Elect Harris to assume their duties.

Stengel is an on-air analyst at [MSNBC](#), a strategic advisor at [Snap Inc.](#), and a Distinguished Fellow at the [Atlantic Council](#). His 2019 book, *Information Wars: How we Lost the Battle Against Disinformation and What to Do About It*, recounts his time in the State Department countering Russian disinformation and ISIS propaganda.

The following additional [information about Richard Stengel](#) is on the USAGM website:

Stengel has served as the managing editor of *Time* magazine since 2006, overseeing the magazine, Time.com, Time Books and Time for Kids. Stengel received the News and Documentary Emmy Award in 2012 for Time.com's *Beyond 9/11: Portraits of Resilience*, on which he served as executive producer. In 2010, he was awarded Citizen of the Year at the Annual National Conference on Citizenship and the 2010 Lifetime of Idealism Award. He has also authored several books, including *Mandela's Way: Fifteen Lessons on Life*, which has drawn praise from President Bill Clinton, Henry Louis

Gates, Jr. and Deepak Chopra.

From 2004 to 2006, Stengel was the President and Chief Executive Officer of the National Constitution Center in Philadelphia. In 2000, Stengel served as a Senior Adviser and Chief Speechwriter for Bill Bradley's Presidential campaign. He graduated magna cum laude from Princeton University and studied English as a Rhodes Scholar at Christ Church, Oxford.

Link: <https://bbgwatch.com/bbgwatch/bidens-usagm-transition-leader-richard-stengel-criticized-for-advocating-restrictions-on-free-speech/>

From: [robert reilly](#)
To: [Michael Pack](#); [Michael Pack](#)
Subject: Uh, oh!
Date: Thursday, November 12, 2020 3:20:11 PM

Michael,

I am sure you have seen this announcement.

"Former Delaware Sen. Ted Kaufman wrote the law on presidential transitions. Reuters Biden picked Kaufman, his longtime friend and former Senate chief of staff, to lead his presidential transition team. Kaufman is a former Delaware senator; he was appointed to serve out the remainder of Biden's Senate term after he became vice president in January 2009."

Kaufman was on the BBG when I was VOA director.

I can tell you what to expect if you are interested.

best,

Bob

From: [Diane Cullo](#)
To: (b) (6); [Emily Pauline Newman](#); [CEO2016](#); (b) (6); [Frank Wuco](#); [Sam Dewey](#); (b) (6); [Thad Strom](#); [John Jagers](#); [Jonathan Bronitsky](#); [Robert Patterson](#); [Morvared Namdarkhan](#); [Toni DeLancey](#); (b) (6)
Subject: Re: USAGM Daily Comms Report
Date: Tuesday, November 10, 2020 11:46:12 AM

This is what morning comms report should look like! Great work!

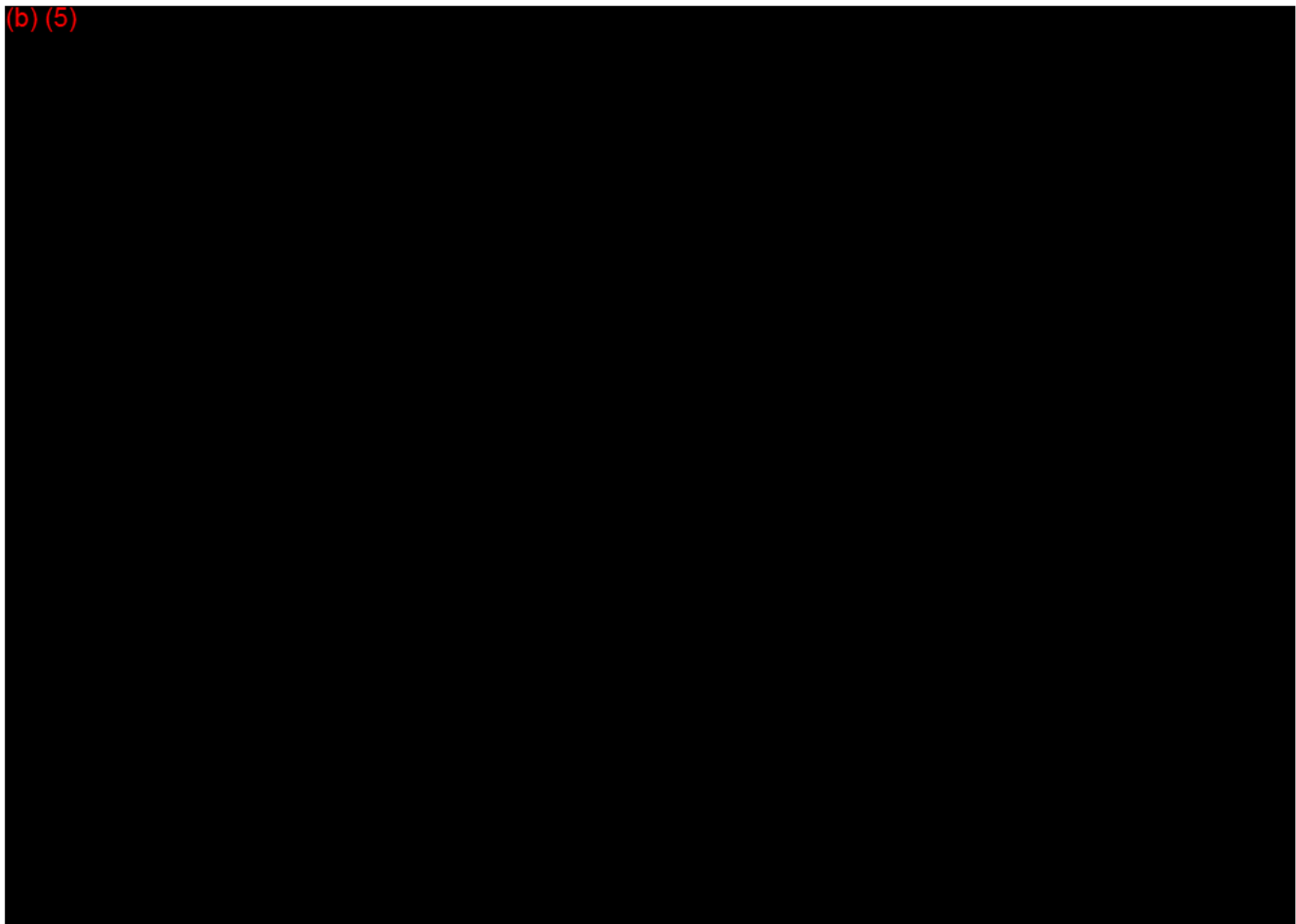
From: (b) (6)
Sent: Monday, November 9, 2020 10:29:57 AM
To: [Emily Pauline Newman](#); (b) (6); [Diane Cullo](#); (b) (6); [CEO2016](#); (b) (6); [Frank Wuco](#); (b) (6); [Sam Dewey](#); (b) (6); [Thad Strom](#); (b) (6); [John Jagers](#); (b) (6); [Jonathan Bronitsky](#); (b) (6); [Robert Patterson](#); (b) (6); [Morvared Namdarkhan](#); (b) (6); [Toni DeLancey](#); (b) (6);
(b) (6)

Subject: USAGM Daily Comms Report

Good morning,

I am back in the office and more than happy to assist however possible. Thank you!

(b) (5)



(b) (5)



(b) (5)




(b) (6)




Special Assistant

US Agency for Global Media

Work Cell: (b) (6)



Email: (b) (6)



DRAFT – DELIBERATIVE – CONFIDENTIAL

From: (b) (6)
To: [Emily Pauline Newman](#); [Diane Cullo](#); [CEO2016](#); (b) (6); [Frank Wuco](#); [Sam Dewey](#); (b) (6); [Thad Strom](#); [John Jagers](#); [Jonathan Bronitsky](#); [Robert Patterson](#); [Morvared Namdarkhan](#); [Toni DeLancey](#); (b) (6)
Subject: USAGM Daily Comms Report
Date: Tuesday, November 10, 2020 10:59:44 AM
Attachments: [USAGM COMMS REPORT 11.10.2020.docx](#)

Good morning,

As to internal announcements, tomorrow is Veteran's Day. You can still get your flu shot in the building on the first floor. Finally, it is open season for insurance so if you want to change your insurance, now is the time. Thank you!

Best,

(b) (6)

(b) (5)



(b) (5)



(b) (6)

Special Assistant

US Agency for Global Media

Work Cell: (b) (6)

Email: (b) (6)

DRAFT – DELIBERATIVE – CONFIDENTIAL

From: (b) (6)
To: [Emily Pauline Newman](#); [Diane Cullo](#); [CEO2016](#); (b) (6); [Frank Wuco](#); [Sam Dewey](#) (b) (6); [Thad Strom](#); [John Jagers](#); [Jonathan Bronitsky](#); [Robert Patterson](#); [Morvared Namdarkhan](#); [Toni DeLancey](#); (b) (6)
Subject: USAGM Daily Comms Report
Date: Monday, November 9, 2020 10:30:15 AM
Attachments: [USAGM COMMS REPORT 11.09.2020.docx](#)

Good morning,

I am back in the office and more than happy to assist however possible. Thank you!

(b) (5)



(b) (5)



(b) (6)

Special Assistant

US Agency for Global Media

Work Cell: (b) (6)

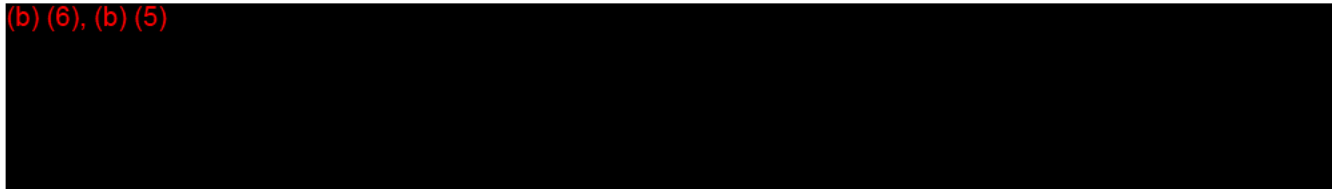
Email: (b) (6)

DRAFT – DELIBERATIVE – CONFIDENTIAL

From: [Jonathan Bronitsky](#)
To: [Toni DeLancey](#)
Cc: [Diane Cullo](#); [CEO2016](#)
Subject: RE: Notice of Resignation - (b) (6)
Date: Thursday, November 5, 2020 11:26:37 AM
Attachments: [image001.png](#)

PRE-DECISIONAL AND DELIBERATIVE PROCESS

(b) (6), (b) (5)



V/R,
Jonathan

From: Toni DeLancey (b) (6)
Sent: Thursday, November 5, 2020 9:45 AM
To: Diane Cullo (b) (6); Jonathan Bronitsky (b) (6); CEO2016 (b) (6)
Subject: RE: Notice of Resignation - (b) (6)

Michael – as we discussed yesterday.

I do think we need to ensure continuity of leadership in that department so we'll need to identify who the new leader is.

(b) (6) mentioned (b) (6) and I also can identify (b) (6) if we want to utilize our current staff. They are both great but could simply be in an acting role. Jonathan, Diane or I could also step in and fill that role.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



U.S. Agency for Global Media
330 Independence Ave. SW | Washington, DC 20237
<http://usagm.gov>

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From: (b) (6)
Sent: Thursday, November 5, 2020 9:30 AM
To: Diane Cullo (b) (6); Toni DeLancey (b) (6); Jonathan Bronitsky (b) (6)
Cc: Chris Luer (b) (6)
Subject: Notice of Resignation - (b) (6)

Dear Diane, Toni, and Jonathan,

Please accept this email as formal notice that I am resigning as USAGM's (b) (6). My last day of employment will be (b) (6), 2020. Please let me know how I can be helpful in making the transition as smooth as possible.

Thank you,
(b) (6)

CC: Chris Luer

(b) (6)
Chief Global Communications Officer
Off: (b) (6) ~ Cell: (b) (6)
www.usagm.gov

From: [Toni DeLancey](#)
To: [Diane Cullo](#); [Jonathan Bronitsky](#); [CEO2016](#)
Subject: RE: Notice of Resignation - (b) (6)
Date: Thursday, November 5, 2020 9:44:46 AM
Attachments: [image001.png](#)

Michael – as we discussed yesterday.

I do think we need to ensure continuity of leadership in that department so we'll need to identify who the new leader is.

(b) (6) mentioned (b) (6) and I also can identify (b) (6) if we want to utilize our current staff. They are both great but could simply be in an acting role. Jonathan, Diane or I could also step in and fill that role.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



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From: (b) (6)
Sent: Thursday, November 5, 2020 9:30 AM
To: Diane Cullo (b) (6); Toni DeLancey (b) (6); Jonathan Bronitsky (b) (6)
Cc: Chris Luer (b) (6)
Subject: Notice of Resignation - (b) (6)

Dear Diane, Toni, and Jonathan,

Please accept this email as formal notice that I am resigning as USAGM's (b) (6) (b) (6). My last day of employment will be (b) (6), 2020. Please let me know how I can be helpful in making the transition as smooth as possible.

Thank you,

(b) (6)

CC: Chris Luer

(b) (6)

Chief Global Communications Officer

Off: (b) (6) ~ Cell: (b) (6)

www.usagm.gov

From: [David Folkenflik](#)
To: [Diane Cull](#); (b) (6) ; [Public Affairs](#)
Cc: [Michael Pack](#)
Subject: deadline questions
Date: Tuesday, December 8, 2020 5:32:20 PM

Dear Michael and team:

These are deadline questions

1. I am preparing to report that Michael has forced out Elez Biberaj as acting director of VOA and is intending to name former VOA director Robert Reilly to the post. On what grounds did you make those decisions?
2. I am reporting that Michael is intending to replace some of the other network chiefs as well. What are your plans there?
3. I am reporting that Michael is replacing the earlier point of contact for the Biden transition team with (b) (6) and that people have been told not to talk otherwise to the Biden transition team. Why not cooperate with the Biden team? Do you accept the results of the November elections?
4. I am reporting that Michael signed a contract with the Richmond office of McGuire Woods law firm to conduct investigations of senior employees at the agency. What is the duration and value/rate of pay for the contract? It is assuredly a matter of public interest and a public document.
5. additionally, attorneys for some of the plaintiffs filed a Dec 4 note to the Justice Department alleging that you had violated Judge Howell's order by determining not to approve permanent appointment of two journalists. Gibson Dunn alleges that the intervention of Frank Wuco and John Jagers of the CEO's office in the cases of represents a clear violation in the cases of (b) (6) and (b) (6) just days after her ruling. What's your response?

As ever, I would prefer to speak to Michael directly on the record, so our listeners and readers can understand his approach directly in his own words.

Thank you.

David Folkenflik
Media Correspondent
NPR NEWS

11 W 42nd St
19th Floor
New York NY 10036
o) 212.880.3438
mobile) +1 202 744 2540
e) dfolkenflik@npr.org
Twitter: davidfolkenflik

From: (b) (6)
Subject: New Chairman Of U.S. House Committee On Foreign Affairs Visited Cuba in December 2006, May 2014 And March 2016
Date: Friday, December 4, 2020 9:39:40 AM

[New Chairman Of U.S. House Committee On Foreign Affairs Visited Cuba in December 2006, May 2014 And March 2016](#)

Dec 4, 2020

[Is Biden Transition Testing "Communist" And "Democracy" For Primary Messaging?](#)

Dec 4, 2020

[Turkey's Karadeniz Holding May Add To "Karpowership" Fleet In Cuba](#)

Dec 2, 2020

[30th Libertad Act Title III Lawsuit Filed- This One Against Societe Generale And BNP Paribas, Both Of France, May Have Found Jurisdiction In New York](#)

Dec 2, 2020

[Libertad Act Title III Lawsuit Updates: Three Dismissals, Attorney Withdrawals, Motions, EU Update](#)

Dec 1, 2020

[Incoming National Security Advisor Weighs-In On Cuba: Signaling Not-So-Far From Continuity With Trump Administration?](#)

Nov 30, 2020

[Background Of President-elect Biden's Nominee For Deputy Secretary Of The Treasury Has Obama Administration Connectivity](#)

Nov 30, 2020

[\[Some Of\] What Incoming National Security Advisor Believes- Those Beliefs Will Impact Cuba And Venezuela](#)

Nov 28, 2020

[Cuba Central Bank May Provide Option For Western Union To Continue Services To Cuba: REDSA](#)

Nov 26, 2020

[Has The United States Created "An Enormous Coalition" Against Cuba And Venezuela? The Data Does Not Support The Statement](#)

Nov 25, 2020

[U.S. Secretary Of The Treasury Janet Yellen's OFAC Will Be Guided By The White House And State Department](#)

Nov 24, 2020

[President-Elect Biden Converses With Representatives Of EU, But Readout Includes No Mention Of Cuba Or Venezuela](#)

Nov 23, 2020

[At 6:00 PM Today, Final \[For Now\] Western Union Transactions With Cuba Are \[Temporarily Perhaps\] Suspended](#)

Nov 23, 2020

[Three New Appointees To Biden Administration Foreign Policy Team Does Not Return To Obama Administration Cuba Policies](#)

Nov 23, 2020

[Will United States Airlines Now Post A Link To FinCEN Form 105 On Their Internet Sites For Passengers Traveling To Cuba?](#)

Nov 23, 2020

(b) (6)

President
U.S.-Cuba Trade and Economic Council, Inc.
New York, New York

Telephone: (b) (6)

Email: (b) (6)

Internet: (b) (6)

Twitter: (b) (6)

LinkedIn: (b) (6)

Facebook: (b) (6)

From: [CEO2016](#)
To: [Michael Pack](#)
Subject: Fwd: Talking points
Date: Wednesday, December 9, 2020 9:41:01 AM
Attachments: [CEO - event - ET - draft.docx](#)

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

Begin forwarded message:

From: Jonathan Bronitsky (b) (6)
Subject: RE: Talking points
Date: December 8, 2020 at 6:29:33 PM EST
To: Michael Pack (b) (6)

PRE-DECISIONAL AND DELIBERATIVE PROCESS

Attached.

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

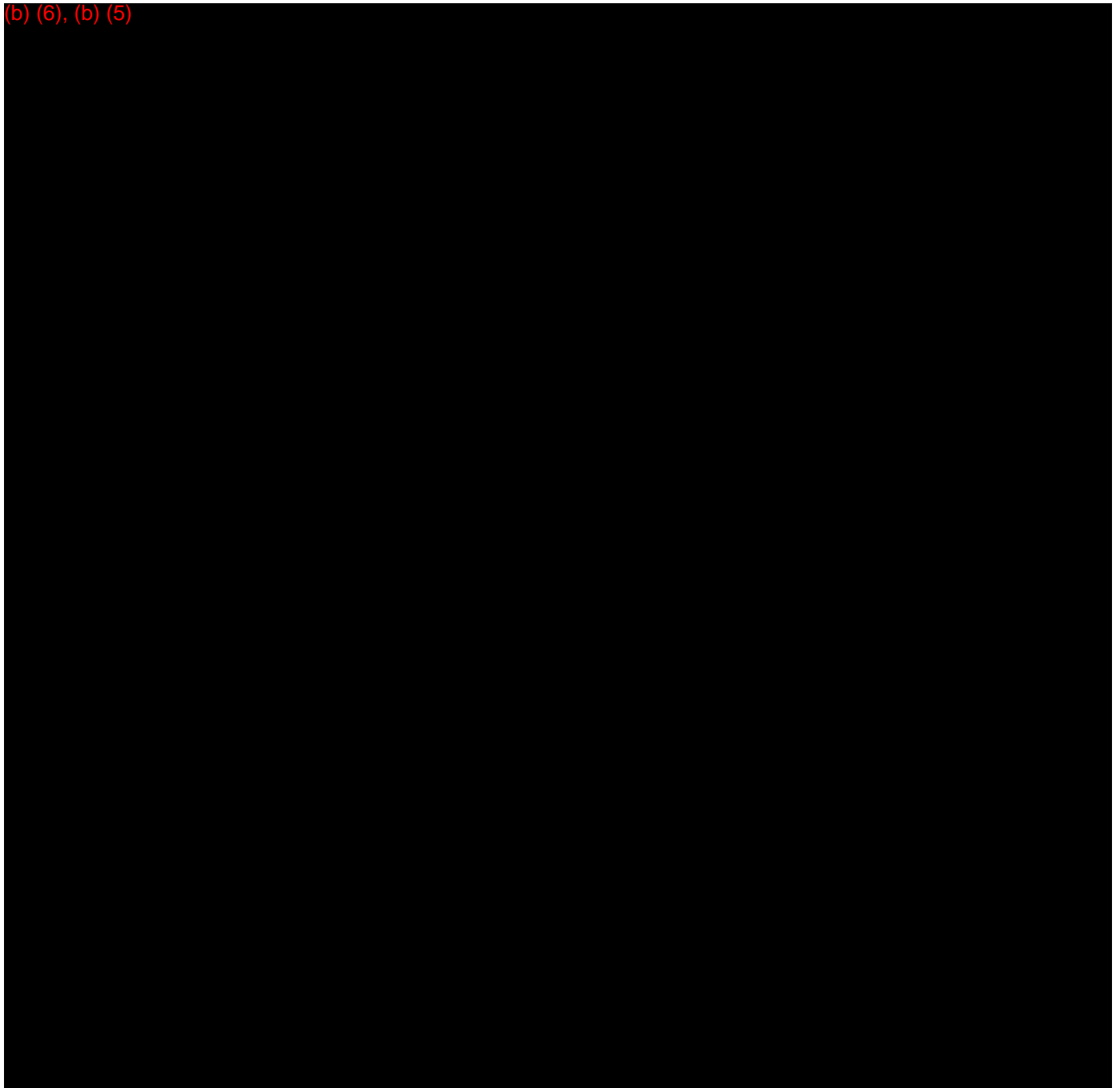
From: Michael Pack (b) (6)
Sent: Tuesday, December 8, 2020 6:06 PM
To: Jonathan Bronitsky (b) (6)
Subject: Talking points

Please send ones from epoch times interview

Sent from my iPhone

PRE-DECISIONAL AND DELIBERATIVE PROCESS

(b) (6), (b) (5)



PRE-DECISIONAL AND DELIBERATIVE PROCESS

(b) (5)



PRE-DECISIONAL AND DELIBERATIVE PROCESS

(b) (5)



PRE-DECISIONAL AND DELIBERATIVE PROCESS

(b) (5)



PRE-DECISIONAL AND DELIBERATIVE PROCESS

(b) (5)



PRE-DECISIONAL AND DELIBERATIVE PROCESS

(b) (5)



PRE-DECISIONAL AND DELIBERATIVE PROCESS

(b) (5)



PRE-DECISIONAL AND DELIBERATIVE PROCESS

(b) (5)



From: [CEO2016](#)
To: [Jonathan Bronitsky](#)
Subject: Fwd: deadline questions
Date: Tuesday, December 8, 2020 5:57:47 PM

More stuff

mp

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

Begin forwarded message:

From: David Folkenflik <DFolkenflik@npr.org>

Subject: deadline questions

Date: December 8, 2020 at 5:32:14 PM EST

To: Diane Cullo (b) (6)

(b) (6), "Public Affairs" (b) (6)

Cc: Michael Pack (b) (6)

Dear Michael and team:

These are deadline questions

1. I am preparing to report that Michael has forced out Elez Biberaj as acting director of VOA and is intending to name former VOA director Robert Reilly to the post. On what grounds did you make those decisions?
2. I am reporting that Michael is intending to replace some of the other network chiefs as well. What are your plans there?
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4. I am reporting that Michael signed a contract with the Richmond office of McGuire Woods law firm to conduct investigations of senior employees at the agency. What is the duration and value/rate of pay for the contract? It is

assuredly a matter of public interest and a public document.

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As ever, I would prefer to speak to Michael directly on the record, so our listeners and readers can understand his approach directly in his own words.

Thank you.

David Folkenflik
Media Correspondent
NPR NEWS
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19th Floor
New York NY 10036
o) 212.880.3438
mobile) +1 202 744 2540
e) dfolkenflik@npr.org
Twitter: davidfolkenflik

From: CEO2016
To: Toni DeLancey
Subject: (b) (6)
Date: Sunday, December 6, 2020 7:06:32 PM

Please write to him If that doesn't work, I will

(b) (6)

If (b) (6) works for us, we need to assign (b) (6) tasks If not (b) (6) should not be on the payroll

Best,
Michael Pack
Chief Executive Officer
U S Agency for Global Media

(b) (6)

On Dec 6, 2020, at 6:59 PM, Toni DeLancey (b) (6) wrote:

This is how (b) (6) seemed to view (b) (6) as well in regards to the disciplinary issue As i (b) (6) is running USAGM

If you'd like I can send this response to (b) (6) and copy you in and ask what is going on? Do you know his email address? I've only communicated with (b) (6) via phone

Thank you,

Toni

This communication, along with any attachments, is covered by federal and state law governing electronic communications and may contain confidential and legally privileged information. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution, use or copying of this message is strictly prohibited. If you have received this in error, please reply immediately to the sender and delete this message. Thank you.

On Dec 6, 2020, at 6:51 PM, CEO2016 (b) (6) wrote:

(b) (6)

Best,
Michael Pack
Chief Executive Officer
U S Agency for Global Media

(b) (6)

On Dec 6, 2020, at 5:45 PM, Toni DeLancey (b) (6) wrote:

Hi Michael. I just wanted to share the below message I received from (b) (6) with you.

Thank you,

Toni DeLancey, Ph.D.
Senior Advisor
Office of the Chief Executive Officer (CEO)
Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)

U.S. Agency for Global Media
[330 Independence Ave. SW | Washington, DC 20237](https://www.usagm.gov)
<http://usagm.gov>

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Begin forwarded message:

From: (b) (6)
Date: December 6, 2020 at 4:21:28 PM EST
To: Toni DeLancey (b) (6)
Cc: Robert Patterson (b) (6)
Subject: Re: Next Week and beyond

Hi Tony,

Apologies for the delay I wanted to make sure I had the most recent update from (b) (6). (b) (6) has asked that I continue to telework. I have communicated this to (b) (6) and would be happy to communicate this with you as well moving forward.

A reminder that I am out on Monday and Tuesday.

As always, let me know how I can be most helpful while I continue to support remotely.

Best,

(b) (6)

Get [Outlook for iOS](#)

From: Toni DeLancey (b) (6)
Sent: Friday, December 4, 2020 3:37:52 PM
To: (b) (6)
Cc: (b) (6); John Jaggars (b) (6) >
Subject: Next Week and beyond

Hi (b) (6)

(b) (6) That is not fun!

I'm also really happy you're coming back to us. As you know, the GSA has directed us to begin transition activities. Mr. Pack has named (b) (6) (copied here) into the Transition Coordinator role. (b) (6) really needs support from our office.

I've let Joan know to reach out to you for administrative support. Don't hesitate to let either of us know (and John Jaggars who is overseeing transition for our office) if you have any questions at all and thank you for helping (b) (6) with the duties of the role.

Have a great weekend everyone.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)

<image001.png>

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From: CEO2016
To: Toni DeLancey
Subject: Re: Next Week and beyond
Date: Sunday, December 6, 2020 6:51 08 PM

(b) (6) ?

Best,
Michael Pack
Chief Executive Officer
U S Agency for Global Media

(b) (6)

On Dec 6, 2020, at 5:45 PM, Toni DeLancey (b) (6) > wrote:

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Thank you,

Toni DeLancey, Ph.D.
Senior Advisor
Office of the Chief Executive Officer (CEO)
Office (b) (6) | Mobile: (b) (6) | Email (b) (6)

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Cc: (b) (6) John Jagers (b) (6)
Subject: Next Week and beyond

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I've let Joan know to reach out to you for administrative support. Don't hesitate to let either of us know (and John Jagers who is overseeing transition for our office) if you have any questions at all and thank you for helping [b] (b) with the duties of the role.

Have a great weekend everyone.

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office [b] (b) (6) | Mobile [b] (b) (6) | Email [b] (b) (6)

<image001.png>

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From: [CEO2016](#)
To: [Toni DeLancey](#)
Cc: [John Jagers](#)
Subject: Re: The Transition POC memo complete and attached
Date: Friday, December 4, 2020 10:52:18 AM

Okay to send

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

On Dec 4, 2020, at 10:48 AM, Toni DeLancey (b) (6) wrote:

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



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Begin forwarded message:

From: John Jaggers (b) (6)
Date: December 3, 2020 at 11:08:06 AM EST
To: Toni DeLancey (b) (6)
Cc: (b) (6) Jonathan
Bronitsky (b) (6)
Subject: The Transition POC memo complete and attached

Warm Regards,
John E. Jaggers
(b) (6)

<image003.png><Memo - Transition Appointment 2.1- FINAL.docx>

From: [CEO2016](#)
To: [Toni DeLancey](#)
Subject: Re: meeting add for tomorrow
Date: Tuesday, December 1, 2020 7:29:04 PM
Attachments: [image001.png](#)

How about 3pm?

Sent from my iPhone

On Dec 1, 2020, at 6:46 PM, Toni DeLancey (b) (6) wrote:

Michael:

(b) (6) is able to meet with us tomorrow as you requested and is honored to be the USAGM POC for the transition.

(b) (6) can pop in at 1140 after the Congressional meeting if that works for you. You do seem free then.

Also, see this link which (b) (6) actually told me about in BBG Watch:

<https://bbgwatch.com/bbgwatch/usagm-transition-team-work-plan-and-requests-exclusive/>

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile (b) (6) | Email: (b) (6)

<image001.png>

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From: [CEO2016](#)
To: [Frank Wuco](#) (b) (6); [Toni DeLancey](#) (b) (6); [John Jagers](#)
[\(b\) \(6\)](#); [Morvared Namdarkhan](#); [Sam Dewey](#)
Subject: Transition Meeting

From: [CEO2016](#)
To: (b) (6)
Subject: Biden Transition Team Plan to USAGM
Date: Saturday, November 28, 2020 2:48:56 PM
Attachments: [USAGM Requests & Proposed Transition Work Plan.docx](#)

fyi

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

Begin forwarded message:

From: (b) (6)
Subject: FW: USAGM Work Plan
Date: November 28, 2020 at 10:59:52 AM EST
To: Emily Pauline Newman (b) (6)
Cc: Michael Pack (b) (6), Frank Wuco (b) (6)
(b) (6)

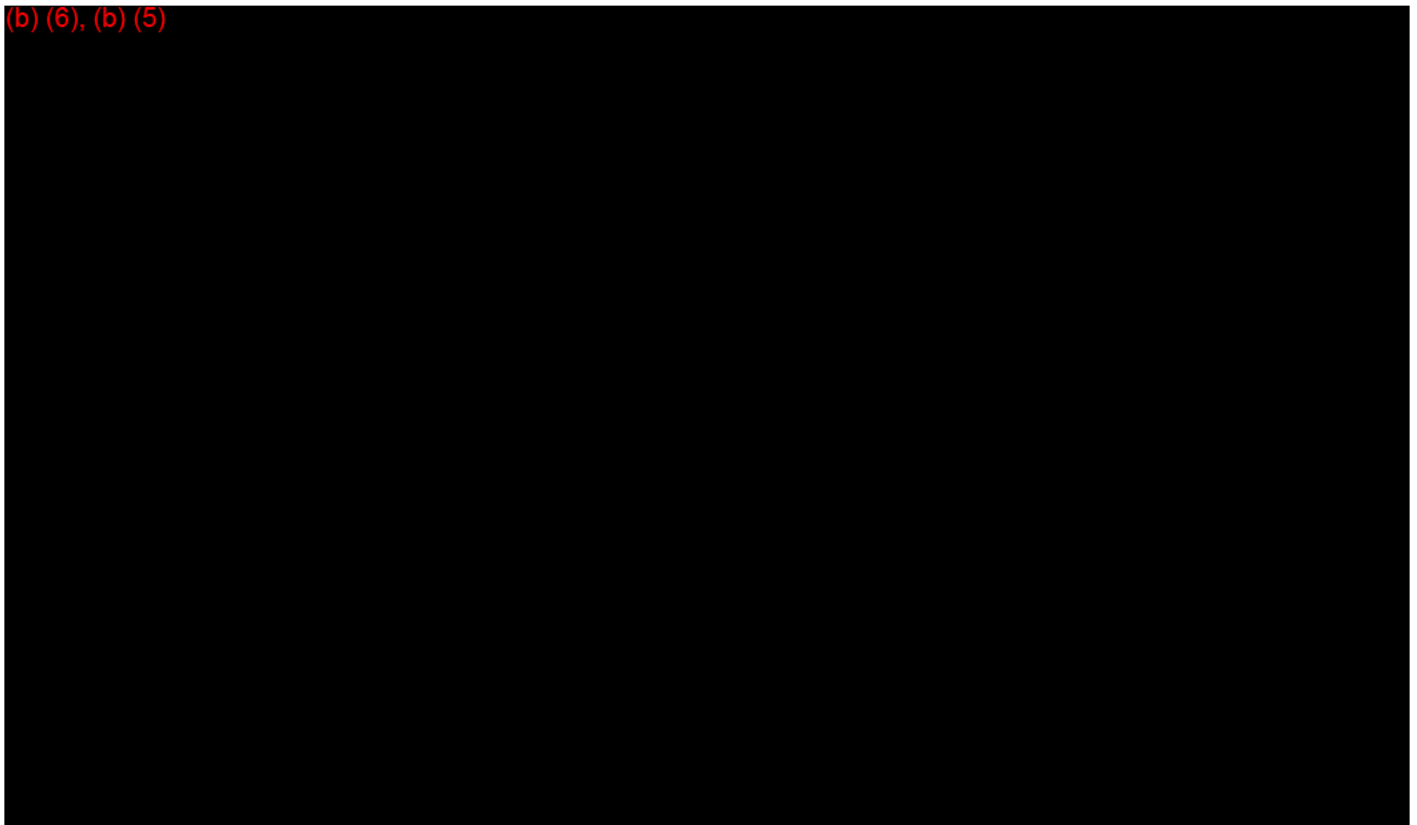
USAGM & Transition Team Work Plan and Requests

Biden-Harris Transition Team Mission

The Biden-Harris Transition Team looks forward to working collaboratively with USAGM staff to ensure a smooth transition. In this effort, we hope to reflect the values of our transition effort by promoting transparency and innovation, ensuring our government reflects the diversity of our nation, while of course trying to deal with overcome the pandemic. We hope to have the opportunity to engage with staff and ensure all employees have the opportunity to share their input with Transition and incoming leadership.

Key Contacts & Coordination for the Biden-Harris Transition Team

(b) (6), (b) (5)



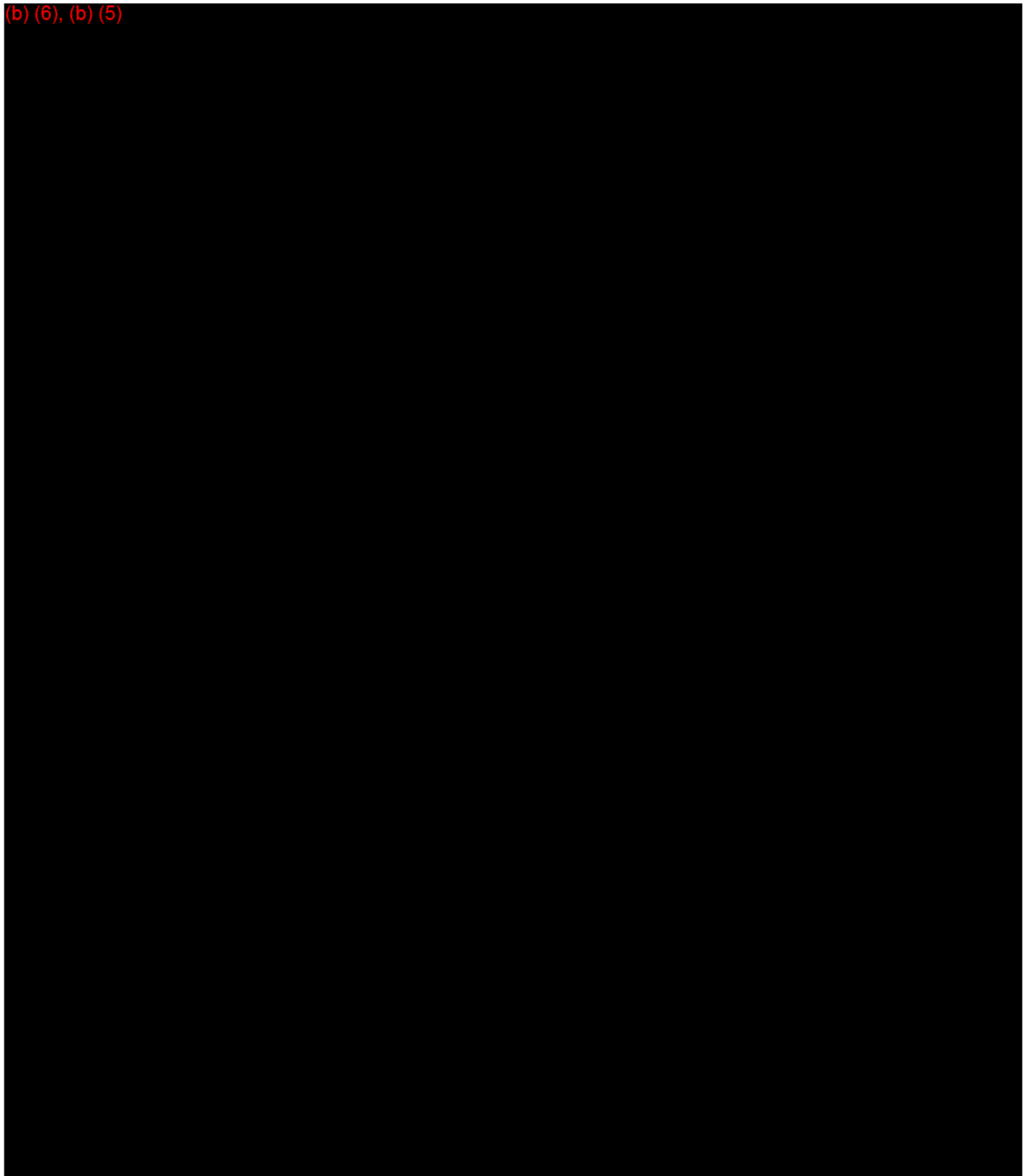
Work Plan, Next Steps & Timeline Proposal

(b) (5)



Requested Meetings & Briefings

(b) (6), (b) (5)



Request for Official Data and Documents

(b) (5)



From: [CEO2016](#)
To: [Diane Cullo](#)
Subject: Fwd: NPR query
Date: Monday, November 16, 2020 5:51:29 PM

This guy knows a lot

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

Begin forwarded message:

From: David Folkenflik <DFolkenflik@npr.org>
Subject: NPR query
Date: November 16, 2020 at 5:18:52 PM EST
To: Diane Cullo (b) (6)
Cc: (b) (6)

Michael:

It would like and in fact prefer, as ever, to speak with you directly so our listeners and readers can hear your perspective from you in your own voice and words.

Among my questions - what are your plans in light of Biden's win? Are you intending to continue in office during his administration? how would you frame your record and your legacy

Some questions about unresolved matters at USAGM:

> How does USAGM address question of Kelu Chao's standing as a plaintiff in claims vs. USAGM and yourself?

> What is the agency's reply to the lawsuit filed last week by former Urdu language journalist (b) (6) for what (b) (6) alleges is wrongful termination of (b) (6) contract and violation of statutory firewall over (b) (6) coverage of the presidential race?

> What is the standing of the USAGM investigation of the video taken by people at HHS and publicized in Daily Caller on 2 Nov 2020? It was characterized by the

Daily Caller as occurring at the VOA building. However, no fewer than seven people with ties to USAGM and VOA tell me the site is inside or adjacent to the USAGM office of congressional affairs, which I am told is itself is near the agency's SCIF and within 50 feet of the chairman's office. Is that correct? If these colleagues' characterizations are correct, what does that say about the agency's security measures? If not, what information has the investigation yielded?

> Is the agency aiding President Biden's transition team for USAGM? If not, why not? Is the agency accepting the legitimacy of Biden's electoral win? If not, why not?

My deadline is tomorrow at 12pm noon ET. Can be slightly flexible if we can talk ahead of time.

Thank you

David

David Folkenflik
Media Correspondent
NPR NEWS
11 W 42nd St
19th Floor
New York NY 10036
o) 212.880.3438
mobile) +1 202 744 2540
e) dfolkenflik@npr.org
Twitter: davidfolkenflik

From: [Michael Pack](#)
To: [Sam Dewey](#)
Subject: Re: MOU on the transition
Date: Sunday, November 29, 2020 7:01:40 PM

Privately?

Sent from my iPhone

On Nov 29, 2020, at 6:45 PM, Sam Dewey (b) (6) wrote:

Let's discuss quickly tomorrow.

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Sunday, November 29, 2020 6:42:12 PM
To: Sam Dewey (b) (6)
Subject: Re: MOU on the transition

Sam:

(b) (6)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

On Nov 29, 2020, at 6:41 PM, Sam Dewey (b) (6) wrote:

Michael. I'll be teleworking. 10 works

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Sunday, November 29, 2020 6:40:49 PM
To: Sam Dewey (b) (6)
Cc: Toni DeLancey (b) (6); Frank Wuco (b) (6); John Jagers (b) (6); Morvared Namdarkhan (b) (6)

Subject: Re: MOU on the transition

Sam:

Let's discuss at 10AM tomorrow. Will you be back in person? (b) (6)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

On Nov 29, 2020, at 4:03 PM, Sam Dewey

(b) (6) wrote:

Michael:

We should discuss tomorrow. I talked to WHCO and have some guidance.

Best,

Sam

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)

Sent: Sunday, November 29, 2020 2:23:30 PM

To: Sam Dewey (b) (6)

Cc: Toni DeLancey (b) (6); Frank Wuco

(b) (6); John Jagers (b) (6);

Morvared Namdarkhan (b) (6)

Subject: Re: MOU on the transition

I have heard that agency heads have been naming POCs.
I believe the POCs have to be career; please check.

In any case, we are guided by the signed MOU.

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

On Nov 28, 2020, at 4:29 PM, Sam Dewey
(b) (6) wrote:

WH names the POC is my understanding.
I'm also not sure on protocols for talking to
individual staff—we should inquire.

As to individuals on leave, seems to me
that's a request that if allowed under our
orders from WH would require further
instruction.

I'll contact WHCO and get guidance.

Best,

Sam

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Saturday, November 28, 2020 3:20:49 PM
To: Toni DeLancey (b) (6);
Frank Wuco (b) (6); John
Jagers (b) (6) Sam Dewey
(b) (6) Morvared
Namdarkhan (b) (6)
Subject: MOU on the transition

Is attached. I do think I am empowered to
name the POC.

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

From: [Michael Pack](#)
To: [Sam Dewey](#)
Subject: Re: MOU on the transition
Date: Sunday, November 29, 2020 6:42:13 PM

Sam:

(b) (6)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

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Cc: Toni DeLancey (b) (6); Frank Wuco (b) (6) John
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From: [Michael Pack](#)
To: [Sam Dewey](#)
Cc: [Toni DeLancey](#); [Frank Wuco](#); [John Jaggers](#); [Morvared Namdarkhan](#)
Subject: Re: MOU on the transition
Date: Sunday, November 29, 2020 6:40:50 PM

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U.S. Agency for Global Media

(b) (6)

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To: Toni DeLancey (b) (6); Frank Wuco

(b) (6); John Jagers (b) (6); Sam Dewey

(b) (6); Morvared Namdarkhan

(b) (6) >

Subject: MOU on the transition

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Michael Pack

Chief Executive Officer

U.S. Agency for Global Media

(b) (6)

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To: [Sam Dewey](#)
Cc: [Toni DeLancey](#); [Frank Wuco](#); [John Jaggers](#); [Morvared Namdarkhan](#)
Subject: Re: MOU on the transition
Date: Sunday, November 29, 2020 2:23:31 PM

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Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

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Subject: MOU on the transition

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Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

(b) (6)

From: [Michael Pack](#)
To: [Sam Dewey](#)
Cc: [Toni DeLancey](#); [Frank Wuco](#); [John Jaggers](#); [Morvared Namdarkhan](#)
Subject: Re: MOU on the transition
Date: Saturday, November 28, 2020 4:55:15 PM

Thanks. Please find out about the rules relating to my appointment as well.

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

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Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

From: [Michael Pack](#)
To: [Toni DeLancey](#); [Frank Wuco](#); [John Jagers](#); [Sam Dewey](#); [Morvared Namdarkhan](#)
Subject: MOU on the transition
Date: Saturday, November 28, 2020 3:20:51 PM
Attachments: [Transition MOU \(signed\) 112820.pdf](#)

Is attached. I do think I am empowered to name the POC.

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

2020 Memorandum of Understanding Regarding Transition Procedures, Identification of Transition Contacts, and Access to Non-public Government and Transition Information

1. The Chief of Staff to the President (the "Chief of Staff") and the designated Chair of the Joseph R. Biden Transition Team (the "Chair of the Transition Team") agree, on behalf of, respectively, the Administration and the Joseph R. Biden Transition Team, that, in order to comply with the Presidential Transition Act of 1963, as amended (the "Transition Act") and the Intelligence Reform and Terrorism Prevention Act of 2004, should Joseph R. Biden become the "apparent successful candidate[] . . . ascertained by the Administrator [of General Services] following the general election[]," the Transition Team shall become the President-elect Transition Team (PETT) and the Chair of the Transition shall become the Chair of the PETT, and the President-elect and certain of his associates must become knowledgeable about current government policies and operations so that they can begin making informed decisions immediately upon taking office.
2. Section 4(b) of the Transition Act provides that "The President shall take such actions as the President determines necessary and appropriate to plan and coordinate activities by the Executive branch of the Federal Government to facilitate an efficient transfer of power to a successor President."
3. The Chief of Staff and the Chair of the Transition Team enter into this memorandum of understanding in order to establish an orderly process for identifying individuals charged with transition responsibilities, to ensure that the Government's and the Office of the President-elect's standards of conduct are observed, to protect the confidentiality of non-public government information made available to the PETT during the transition period, to preserve the constitutional, statutory, and common law privileges that attach to such information in the possession of the Executive Branch, and to protect the confidentiality of transition information made available to the Government.
4. The Chair of the PETT (or his designee) will furnish in writing to the Chief of Staff (or his designee) the name of each individual authorized by the PETT to work with the Executive Office of the President (EOP) and particular Departments and Agencies, including the designation of a Transition Team lead or leads for the EOP and each Department or Agency. The Chair of the PETT (or his designee) will also indicate in writing that each individual on the list has met the applicable public disclosure requirements of the Presidential Transition Act, as amended, has agreed to abide by the Transition's Code of Ethical Conduct, and has thereby represented that he or she has no conflict of interest that precludes the individual from working on the matters the individual has been assigned to work on with the EOP or the relevant Department or Agency. These lists will be updated as new members are added to the teams. The Chief of Staff (or his designee) will promptly forward these names to the appropriate Departments, Agencies, and EOP offices. The Chief of Staff (or his designee) will also provide in writing to the Chair of the PETT the names of individuals in the Departments, Agencies, and specified offices in the EOP who will serve as contacts responsible for coordinating transition matters on behalf of those Departments, Agencies, or specified EOP offices. The Chief of Staff (or his designee) is the contact person responsible for coordinating transition matters on behalf of those offices of the EOP for which contact persons have not otherwise been designated.

5. The Administration will conduct its transition activities with the PETT through the contacts authorized by the Chief of Staff (or his designee) and the Chair of the PETT (or his designee). The authorized contacts for the PETT will initiate transition activities with a particular Department, Agency, or specified office of the EOP through the individual(s) at that Department, Agency, or EOP office designated by the Chief of Staff (or his designee) to coordinate transition activities for that Department, Agency, or EOP office. The authorized contacts for the PETT will initiate transition activities involving any other office of the EOP through the Chief of Staff (or his designee).
6. Each Department and Agency will use best efforts to locate and set aside available space in their offices for the duration of the transition for use by authorized members of the PETT to facilitate review of information provided by the Department or Agency and communication with authorized contacts at such Department or Agency. Each Department or Agency will provide, to the extent practicable, appropriate support to and equipment for use by the PETT in such office space. The exact details of space and equipment will be worked out between the PETT lead(s) for that Department or Agency and the individual(s) at that Department or Agency designated by the Chief of Staff (or his designee). Each Department and Agency will use best efforts to make COVID-19 related accommodations, including, to the maximum extent practicable, facilitating remote access to information and employees, consistent with concerns for maintaining confidentiality of information, including sensitive but unclassified information.
7. In order to facilitate a smooth transition, it likely will be necessary in some circumstances to provide specified transition personnel with access to non-public information that may be protected by constitutional, statutory, or common law privileges, and material whose distribution is restricted by law. The Chief of Staff has advised the Chair of the Transition Team that Administration personnel will take steps to protect non-public information that are required by law or otherwise necessary to preserve applicable privileges, such as actions based on the Executive Branch standards of conduct, the Privacy Act, or the attorney-client privilege. The Transition Team recognizes that there is some information that a Department or Agency may not be able to provide in order to comply with statutory requirements or otherwise preserve applicable privileges.
8. In order to facilitate a smooth transition and provide a mechanism for expeditiously addressing any concerns, including ethical, privacy, and privilege concerns, regarding access to non-public information as described in paragraph (7), the Chief of Staff (or his designee) and the Chair of the PETT (or his designee) will each designate in writing an individual or individuals authorized to confer in order to resolve such concerns informally.
9. The Chief of Staff (or his designee) further advises that, before providing any classified information to a member of the PETT, it must be established:
 - That the member has the security clearances necessary to have access to that information, and the requisite need to know, and
 - That the member has signed the requisite non-disclosure agreement(s).

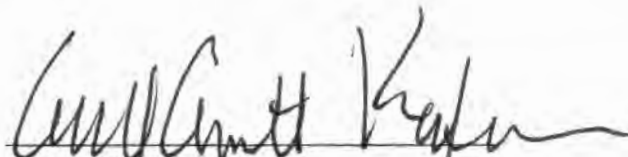
10. The Chief of Staff (or his designee) advises that, before providing non-public information (including classified information) as described in paragraph (7) to a member of the PETT authorized to receive it under the guidelines established in this memorandum, Departments and Agencies will expeditiously:
 - Brief the Transition Team member on the importance of maintaining the constitutional, statutory, and/or common law safeguards afforded the non-public information.
 - Clearly label non-public records provided to Transition Team personnel with a warning against subsequent disclosures to unauthorized individuals, including unauthorized members of the Transition Team.
 - Specifically advise Transition Team members that non-public information provided to them cannot be shared with other Transition Team personnel unless those other personnel satisfy the requirements for access to that information set forth in this memorandum.
 - Require the Transition Team member to sign a statement representing that, to the member's knowledge, he or she has no financial interest or imputed financial interest that would be directly and predictably affected by a particular matter to which the information is pertinent. The Department or Agency may require such additional information from the Transition Team member as the Department or Agency deems necessary, in light of the proposed disclosure.
 - Where advisable, prohibit the Transition Team member from removing records containing non-public information from the offices of the Department or Agency.
 - Make a written record of any disclosure of non-public information made to a member of the PETT.
11. Upon request from the EOP, a Department, or an Agency, the PETT will provide a written statement indicating a particular Transition Team member's need for access to the non-public information. The statement of need will be provided by the Chair of the PETT (or his designee) to the Chief of Staff (or his designee).
12. A government employee may not allow the improper use of non-public information to further his own private interest or that of another by knowing unauthorized disclosure. 5 C.F.R. § 2640.
13. It likely will be necessary for members of the PETT to share with the Administration information that they wish to be kept confidential. Accordingly, to the extent permitted by law, the Administration agrees to protect the confidentiality of information provided to it on a confidential basis by the PETT.

14. The PETT will implement and enforce an ethics plan to guide the conduct of the transition beginning on the date on which the President-elect becomes the President-elect. The Transition Team represents that the ethics plan includes, at a minimum, the provisions required by the Presidential Transition Enhancement Act of 2019 (the "Transition Enhancement Act"). In addition, the Transition Team represents that it has provided its ethics plan to the General Services Administration (GSA) for the GSA to make publicly available on its Internet website as required by the Transition Enhancement Act.
15. Any disagreements between the Administration and the PETT concerning the subject matter of this memorandum that are not resolved informally pursuant to paragraph (8) or otherwise will be referred by the Administration to the Chief of Staff (or his designee) and by the PETT to the Chair of the PETT (or his designee).
16. To the extent permitted by law, the Administration with respect to its staff members and the PETT with respect to its transition team members, state that they intend to take appropriate steps to discipline any person who fails to comply with the terms of this agreement.



Signed by:
Mark R. Meadows
Chief of Staff to the President

Date: 9/30/20



Signed by:
Edward Emmett Kaufman
Chair of the Joseph R. Biden Transition Team

Date: 9/30/20

From: [Michael Pack](#)
To: [Frank Wuco](#); [John Jagers](#); [Toni DeLancey](#)
Cc: [Sam Dewey](#); [Morvared Namdarkhan](#); (b) (6)
Subject: Fwd: USAGM Work Plan. RESENDING
Date: Saturday, November 28, 2020 1:10:48 PM
Attachments: [USAGM Requests & Proposed Transition Work Plan.docx](#)

RESENDING IN CASE THE ATTACHMENT DID NOT GO THROUGH. I LOOKS LIKE IT DID.

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

Begin forwarded message:

From: (b) (6)
Subject: FW: USAGM Work Plan
Date: November 28, 2020 at 10:59:52 AM EST
To: Emily Pauline Newman (b) (6)
Cc: Michael Pack (b) (6), Frank Wuco (b) (6)
(b) (6)

Emily,

One of my collateral duties is to serve as the agency transition director. On Wednesday, (b) (6) contacted me and let me know (b) (6) plan was forthcoming. I just received it last night (see attached). Other than this plan, I do not have any other information. Please let me know if you have any questions that you would like me to ask (b) (6) would like to talk to Mr. Pack this week. What day and time would be best?

Best,

(b) (6)

From: (b) (6)
Sent: Friday, November 27, 2020 8:02 PM
To: (b) (6)
Cc: (b) (6)
Subject: USAGM Work Plan

(b) (6)

Good to talk to you on Wednesday.
Hope you and your family had a wonderful Thanksgiving.

As we discussed, I wanted to send you our proposed work plan today.
I'm sorry to have it be Friday evening.
I think it's absolutely fine to not start work until Monday.
Until then, have a great weekend.
Best regards, (b) (6)

USAGM & Transition Team Work Plan and Requests

Biden-Harris Transition Team Mission

The Biden-Harris Transition Team looks forward to working collaboratively with USAGM staff to ensure a smooth transition. In this effort, we hope to reflect the values of our transition effort by promoting transparency and innovation, ensuring our government reflects the diversity of our nation, while of course trying to deal with overcome the pandemic. We hope to have the opportunity to engage with staff and ensure all employees have the opportunity to share their input with Transition and incoming leadership.

Key Contacts & Coordination for the Biden-Harris Transition Team

(b) (6), (b) (5)



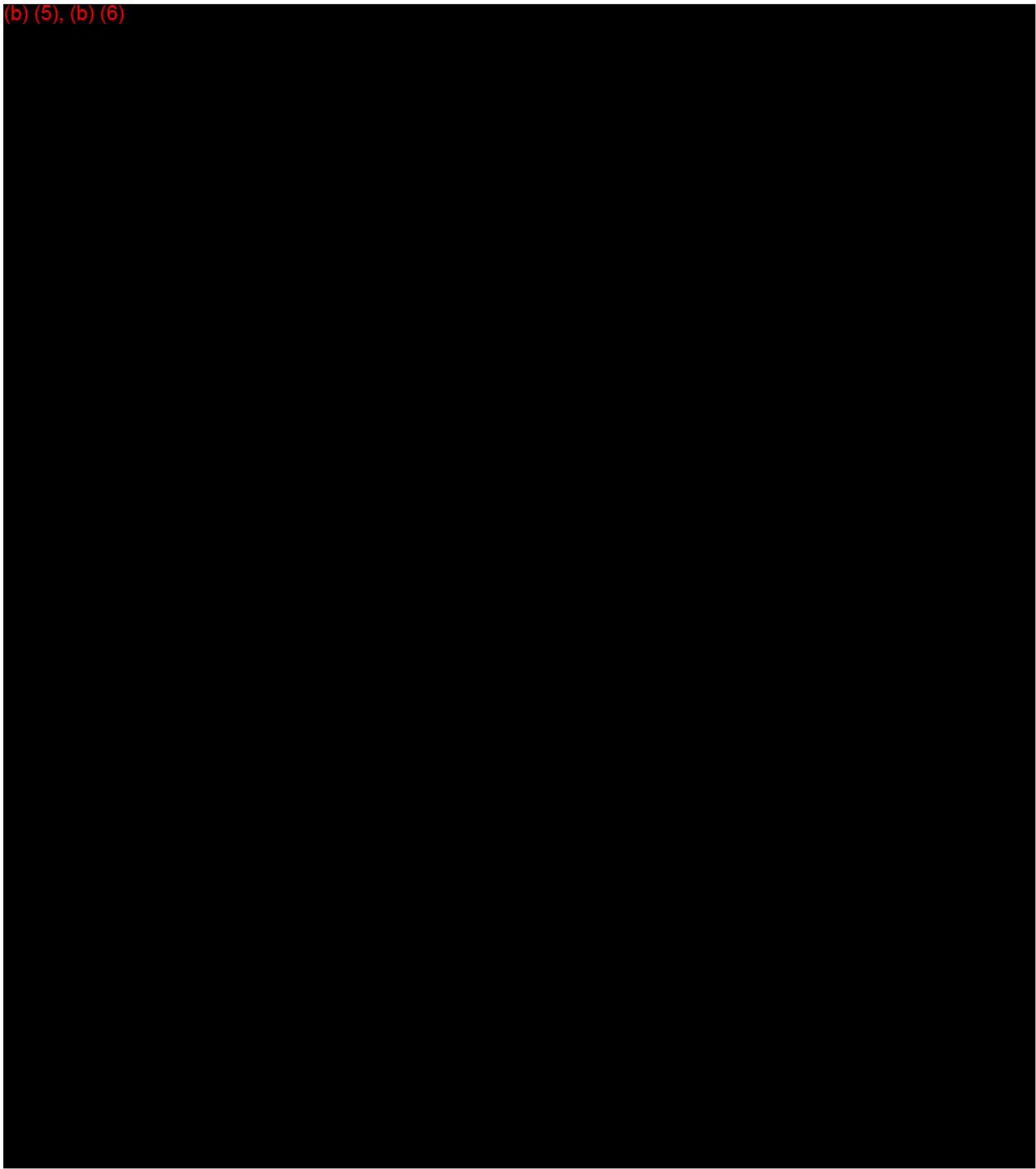
Work Plan, Next Steps & Timeline Proposal

(b) (5)



Requested Meetings & Briefings

(b) (5), (b) (6)



Request for Official Data and Documents

(b) (5)



From: [Michael Pack](#)
To: [Toni DeLancey](#)
Subject: Re: USAGM Work Plan
Date: Saturday, November 28, 2020 1:09:12 PM

I did not designate (b) (6). I don't think GSA did either.

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

On Nov 28, 2020, at 1:01 PM, Toni DeLancey (b) (6) wrote:

Also how was (b) (6) designated? Was that your call?

Thank you,

Toni DeLancey, Ph.D.

Senior Advisor

Office of the Chief Executive Officer (CEO)

Office: (b) (6) | Mobile: (b) (6) | Email: (b) (6)



U.S. Agency for Global Media

[330 Independence Ave. SW | Washington, DC 20237](#)

<http://usagm.gov>

This communication, along with any attachments, is covered by federal and state law governing electronic communications and may contain confidential and legally privileged information. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution, use or copying of this message is strictly prohibited. If you have received this in error, please reply immediately to the sender and delete this message. Thank you.

On Nov 28, 2020, at 12:13 PM, Michael Pack (b) (6) wrote:

(b) (5)

(b) (5)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

Begin forwarded message:

From: (b) (6)
Subject: FW: USAGM Work Plan
Date: November 28, 2020 at 10:59:52 AM EST
To: Emily Pauline Newman (b) (6)
Cc: Michael Pack (b) (6), Frank Wuco
(b) (6), (b) (6)

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Cc: (b) (6)
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<USAGM Requests & Proposed Transition Work Plan.docx>

From: [Michael Pack](#)
To: [Frank Wuco](#); [John Jaggers](#); [Toni DeLancey](#)
Cc: (b) (6); [Morvared Namdarkhan](#); [Sam Dewey](#)
Subject: Fwd: USAGM Work Plan
Date: Saturday, November 28, 2020 12:13:52 PM
Attachments: [USAGM Requests & Proposed Transition Work Plan.docx](#)

(b) (5)



Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)



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(b) (6)



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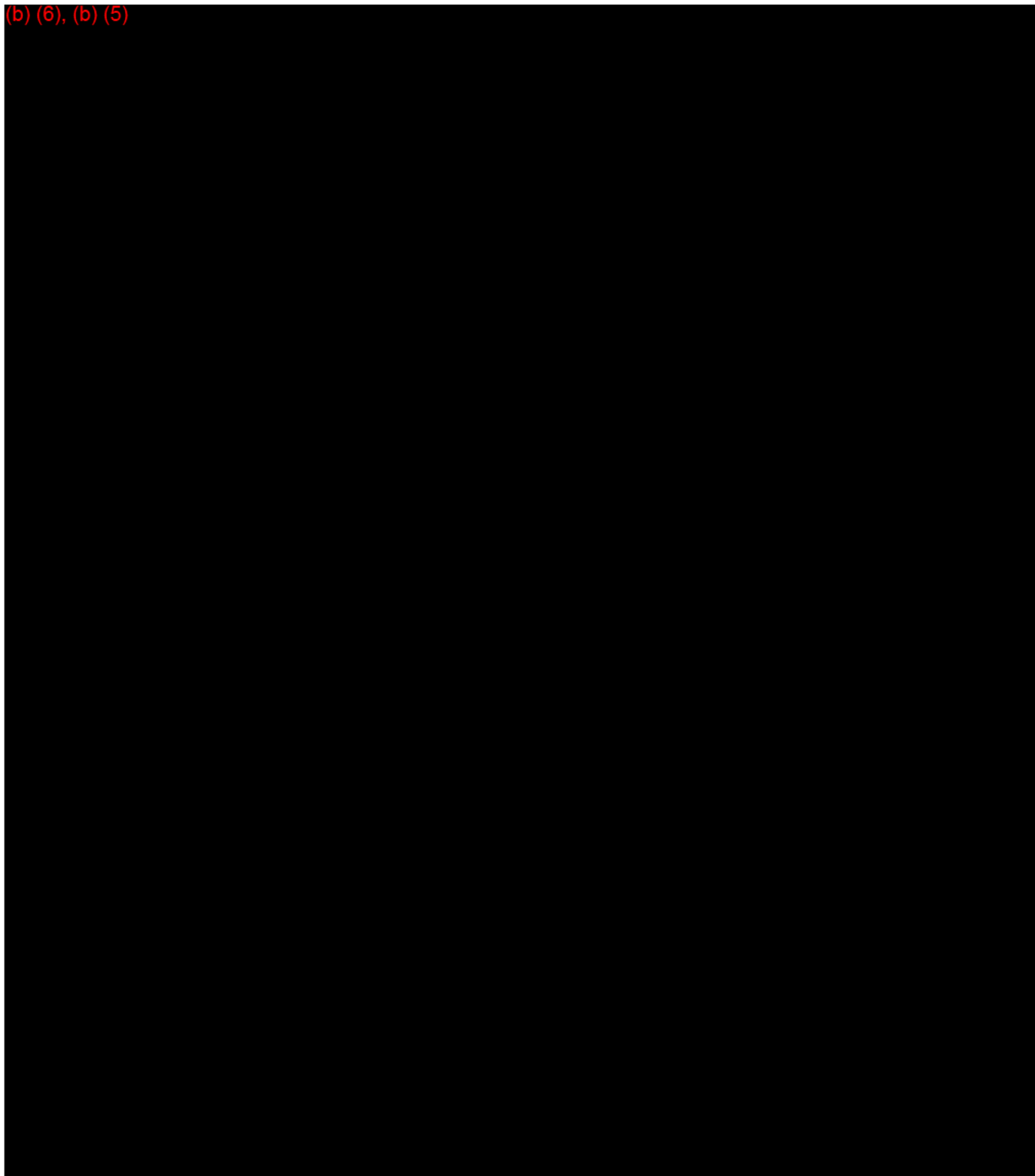
Key Contacts & Coordination for the Biden-Harris Transition Team

(b) (6), (b) (5)



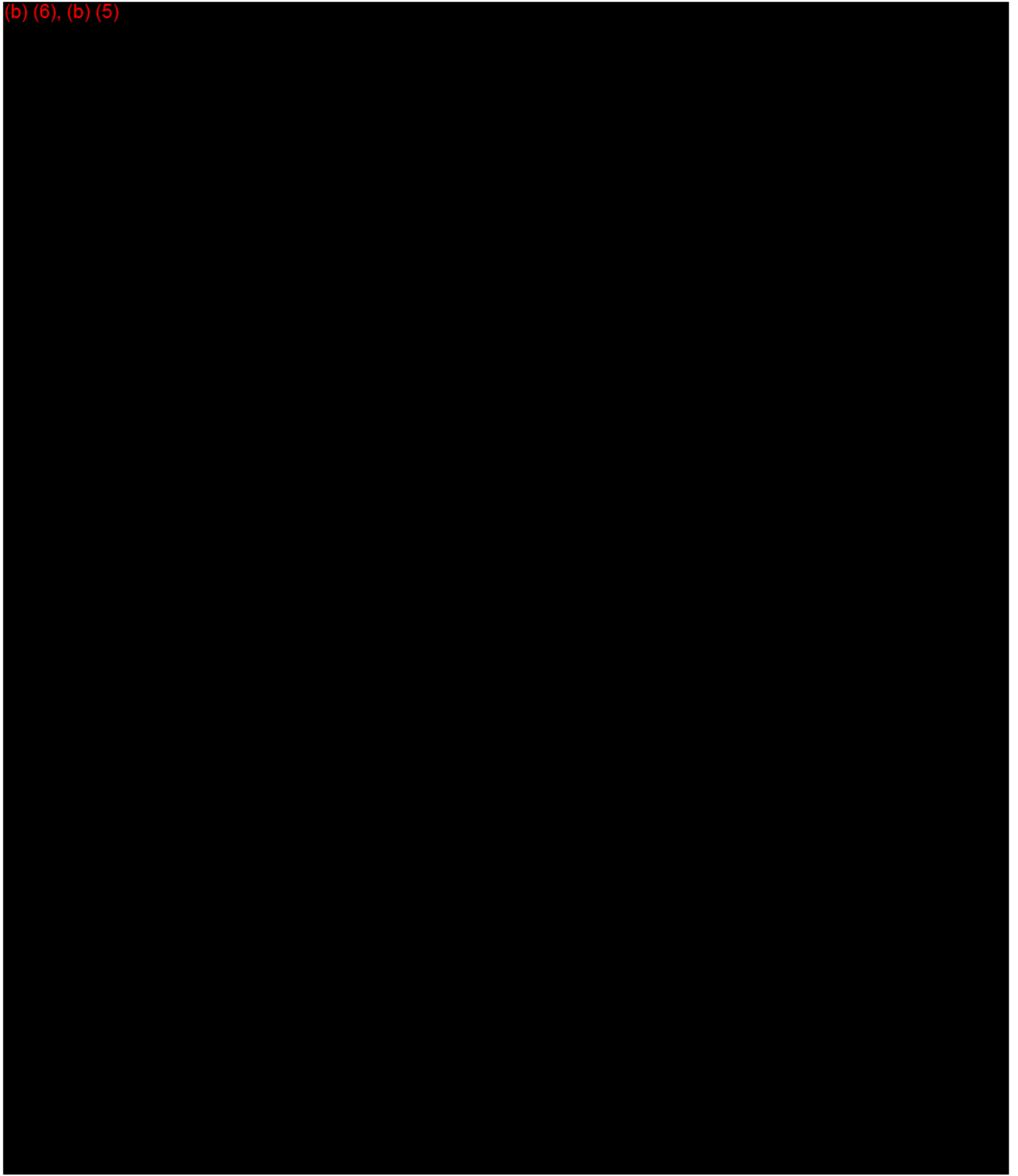
Work Plan, Next Steps & Timeline Proposal

(b) (6), (b) (5)



Requested Meetings & Briefings

(b) (6), (b) (5)



Request for Official Data and Documents

(b) (5)



From: [Michael Pack](#)
To: [John Jagers](#); [Toni DeLancey](#)
Subject: Fwd: Invitation: Second Term/Presidential Transition planning efforts for ... @ Tue Dec 15, 2020 3pm - 4pm (EST) (b) (6)
Date: Thursday, December 3, 2020 10:56:47 AM
Attachments: [invite.ics](#)

Is this something I should do or delegate?

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

Begin forwarded message:

From: (b) (6)
Subject: Invitation: Second Term/Presidential Transition planning efforts for ... @ Tue Dec 15, 2020 3pm - 4pm (EST) (b) (6)
Date: December 3, 2020 at 9:57:00 AM EST
To: (b) (6), (b) (6)

[REDACTED]

(b) (6)



Reply-To: (b) (6)

You have been invited to the following event.

**Second Term/Presidential Transition planning efforts for non
ATDC agencies December 15th, 2020**

When Tue Dec 15, 2020 3pm – 4pm Eastern Time - New York

Calendar (b) (6)

Who (b) (6)



(b) (6)



(b) (6)



(b) (6)



[more details »](#)

All,

Please join us for a virtual meeting on the Second Term/Presidential Transition planning efforts on Tuesday, December 15th 2020 from 3:00-4:00pm EST.

Meeting materials will be sent out prior to the meeting date.

The meeting will take place via the OMB Government Zoom platform. Log-In and Dial-In information is as follows:

Join ZoomGov Meeting

(b) (6)

Meeting ID: (b) (6)

Password: (b) (6)

Dial-in to the meeting via "one tap mobile"

(b) (6)

Dial-in to the meeting via "one tap mobile"

Dial by your location

(b) (6)

Meeting ID: (b) (6)

Password: (b) (6)

Find International numbers (b) (6)

Join by SIP

(b) (6)

Join by H.323

(b) (6)

Meeting ID: (b) (6)

Password: (b) (6)

Thanks and Regards,

(b) (6)

Federal Transition Coordinator

(b) (6)

(b) (6)

Going (b) (6) ? [Yes](#) - [Maybe](#) - [No](#) [more options »](#)

Invitation from [Google Calendar](#)

You are receiving this courtesy email at the account (b) (6) because you are an attendee of this event.

To stop receiving future updates for this event, decline this event. Alternatively you can sign up for a

Google account at <https://calendar.google.com/calendar/> and control your notification settings for your entire calendar.

Forwarding this invitation could allow any recipient to send a response to the organizer and be added to the guest list, or invite others regardless of their own invitation status, or to modify your RSVP. [Learn More](#).

From: [Michael Pack](#)
To: [Sam Dewey](#)
Subject: Re: MOU on the transition
Date: Sunday, November 29, 2020 7:11:27 PM

Not bad news, I hope.

Sent from my iPhone

On Nov 29, 2020, at 7:02 PM, Sam Dewey (b) (6) wrote:

Yes.

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Sunday, November 29, 2020 7:01:39 PM
To: Sam Dewey (b) (6)
Subject: Re: MOU on the transition

Privately?

Sent from my iPhone

On Nov 29, 2020, at 6:45 PM, Sam Dewey (b) (6) wrote:

Let's discuss quickly tomorrow.

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Sunday, November 29, 2020 6:42:12 PM
To: Sam Dewey (b) (6)
Subject: Re: MOU on the transition

Sam:

(b) (6)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

On Nov 29, 2020, at 6:41 PM, Sam Dewey

(b) (6) wrote:

Michael. I'll be teleworking. 10 works

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From: Michael Pack (b) (6)

Sent: Sunday, November 29, 2020 6:40:49 PM

To: Sam Dewey (b) (6)

Cc: Toni DeLancey (b) (6); Frank Wuco

(b) (6); John Jagers (b) (6);

Morvared Namdarkhan (b) (6)

Subject: Re: MOU on the transition

Sam:

Let's discuss at 10AM tomorrow. Will you be back in person? (b) (6)

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

On Nov 29, 2020, at 4:03 PM, Sam Dewey

(b) (6) wrote:

Michael:

We should discuss tomorrow. I talked to WHCO and have some guidance.

Best,

Sam

Get [Outlook for iOS](#)

From: Michael Pack (b) (6)
Sent: Sunday, November 29, 2020 2:23:30 PM
To: Sam Dewey (b) (6)
Cc: Toni DeLancey (b) (6);
Frank Wuco (b) (6); John
Jaggers (b) (6); Morvared
Namdarkhan (b) (6)
Subject: Re: MOU on the transition

I have heard that agency heads have been naming POCs. I believe the POCs have to be career; please check.

In any case, we are guided by the signed MOU.

Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)

On Nov 28, 2020, at 4:29 PM,
Sam Dewey
(b) (6) wrote:

WH names the POC is my understanding. I'm also not sure on protocols for talking to individual staff—we should inquire.

As to individuals on leave, seems to me that's a request that if allowed under our orders from WH would require further instruction.

I'll contact WHCO and get guidance.

Best,

Sam

Get [Outlook for iOS](#)

From: Michael Pack

(b) (6)

Sent: Saturday, November 28,
2020 3:20:49 PM

To: Toni DeLancey

(b) (6); Frank

Wuco (b) (6)

John Jagers

(b) (6); Sam

Dewey (b) (6);

Morvared Namdarkhan

(b) (6) >

Subject: MOU on the transition

Is attached. I do think I am
empowered to name the POC.

Best,
Michael Pack
Chief Executive Officer
U.S. Agency for Global Media

(b) (6)