

**Crowell, James (ODAG)**

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**From:** Crowell, James (ODAG)  
**Sent:** Friday, July 28, 2017 11:09 AM  
**To:** Medina, Amelia (ODAG); Lan, Iris (ODAG)  
**Cc:** Ferrato, Katherine M. (ODAG)  
**Subject:** RE: URGENT DUE TODAY - (OLA WF 115877) FBI Oversight Testimony 8/2 of Haley on FBI Headquarters Consolidation Project – What Happened and What’s Next

Good for JMD.

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**From:** Medina, Amelia (ODAG)  
**Sent:** Friday, July 28, 2017 10:43 AM  
**To:** Lan, Iris (ODAG) <[irlan@jmd.usdoj.gov](mailto:irlan@jmd.usdoj.gov)>; Crowell, James (ODAG) <[jcrowell@jmd.usdoj.gov](mailto:jcrowell@jmd.usdoj.gov)>  
**Cc:** Ferrato, Katherine M. (ODAG) <[kferrato@jmd.usdoj.gov](mailto:kferrato@jmd.usdoj.gov)>  
**Subject:** RE: URGENT DUE TODAY - (OLA WF 115877) FBI Oversight Testimony 8/2 of Haley on FBI Headquarters Consolidation Project – What Happened and What’s Next

Jim – An update that Iris has deferred and OASG has cleared.

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**From:** Medina, Amelia (ODAG)  
**Sent:** Friday, July 28, 2017 10:04 AM  
**To:** Lan, Iris (ODAG) <[irlan@jmd.usdoj.gov](mailto:irlan@jmd.usdoj.gov)>; Crowell, James (ODAG) <[jcrowell@jmd.usdoj.gov](mailto:jcrowell@jmd.usdoj.gov)>  
**Cc:** Ferrato, Katherine M. (ODAG) <[kferrato@jmd.usdoj.gov](mailto:kferrato@jmd.usdoj.gov)>  
**Subject:** FW: URGENT DUE TODAY - (OLA WF 115877) FBI Oversight Testimony 8/2 of Haley on FBI Headquarters Consolidation Project – What Happened and What’s Next

Jim & Iris – Please review for clearance; this is due to OMB at noon. - Amelia

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**From:** Wahdan, Rana S. (OLA)  
**Sent:** Friday, July 28, 2017 10:00 AM  
**To:** Ferrato, Katherine M. (ODAG) <[kferrato@jmd.usdoj.gov](mailto:kferrato@jmd.usdoj.gov)>; Hall, Jeffrey (OASG) <[jehall@jmd.usdoj.gov](mailto:jehall@jmd.usdoj.gov)>; Medina, Amelia (ODAG) <[ammedina@jmd.usdoj.gov](mailto:ammedina@jmd.usdoj.gov)>  
**Cc:** Kellner, Kenneth E. (OLA) <[kkellner@jmd.usdoj.gov](mailto:kkellner@jmd.usdoj.gov)>; Gunn, Currie (OASG) <[cgunn@jmd.usdoj.gov](mailto:cgunn@jmd.usdoj.gov)>; Parker, Rachel (OASG) <[racparker@jmd.usdoj.gov](mailto:racparker@jmd.usdoj.gov)>  
**Subject:** RE: URGENT DUE TODAY - (OLA WF 115877) FBI Oversight Testimony 8/2 of Haley on FBI Headquarters Consolidation Project – What Happened and What’s Next

Please review this version. (b) (5) Sorry for the inconvenience.

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**From:** Wahdan, Rana S. (OLA)  
**Sent:** Friday, July 28, 2017 9:34 AM  
**To:** Ferrato, Katherine M. (ODAG) <[kferrato@jmd.usdoj.gov](mailto:kferrato@jmd.usdoj.gov)>; Hall, Jeffrey (OASG) <[jehall@jmd.usdoj.gov](mailto:jehall@jmd.usdoj.gov)>; Medina, Amelia (ODAG) <[ammedina@jmd.usdoj.gov](mailto:ammedina@jmd.usdoj.gov)>  
**Cc:** Kellner, Kenneth E. (OLA) <[kkellner@jmd.usdoj.gov](mailto:kkellner@jmd.usdoj.gov)>; Gunn, Currie (OASG) <[cgunn@jmd.usdoj.gov](mailto:cgunn@jmd.usdoj.gov)>; Parker, Rachel (OASG) <[racparker@jmd.usdoj.gov](mailto:racparker@jmd.usdoj.gov)>; Ramer, Sam (OLA) <[sramer@jmd.usdoj.gov](mailto:sramer@jmd.usdoj.gov)>  
**Subject:** RE: URGENT DUE TODAY - (OLA WF 115877) FBI Oversight Testimony 8/2 of Haley on FBI

Headquarters Consolidation Project – What Happened and What's Next

Does ODAG/OASG have any objection to sending OMB the following draft FBI Oversight Testimony for an August 2, 2017 on FBI Headquarters Consolidation Project – What Happened and What's Next?

- 1) Matter circulated to OLC, OLP, CIV, JMD, NSD
- 2) Received comments from JMD Budget had minor comments and requested to move forward in light of time sensitivity.
- 3) All components responded.
- 4) OMB requested a response by **12 PM Friday 7/28/17**.
- 5) Attached is the draft testimony.

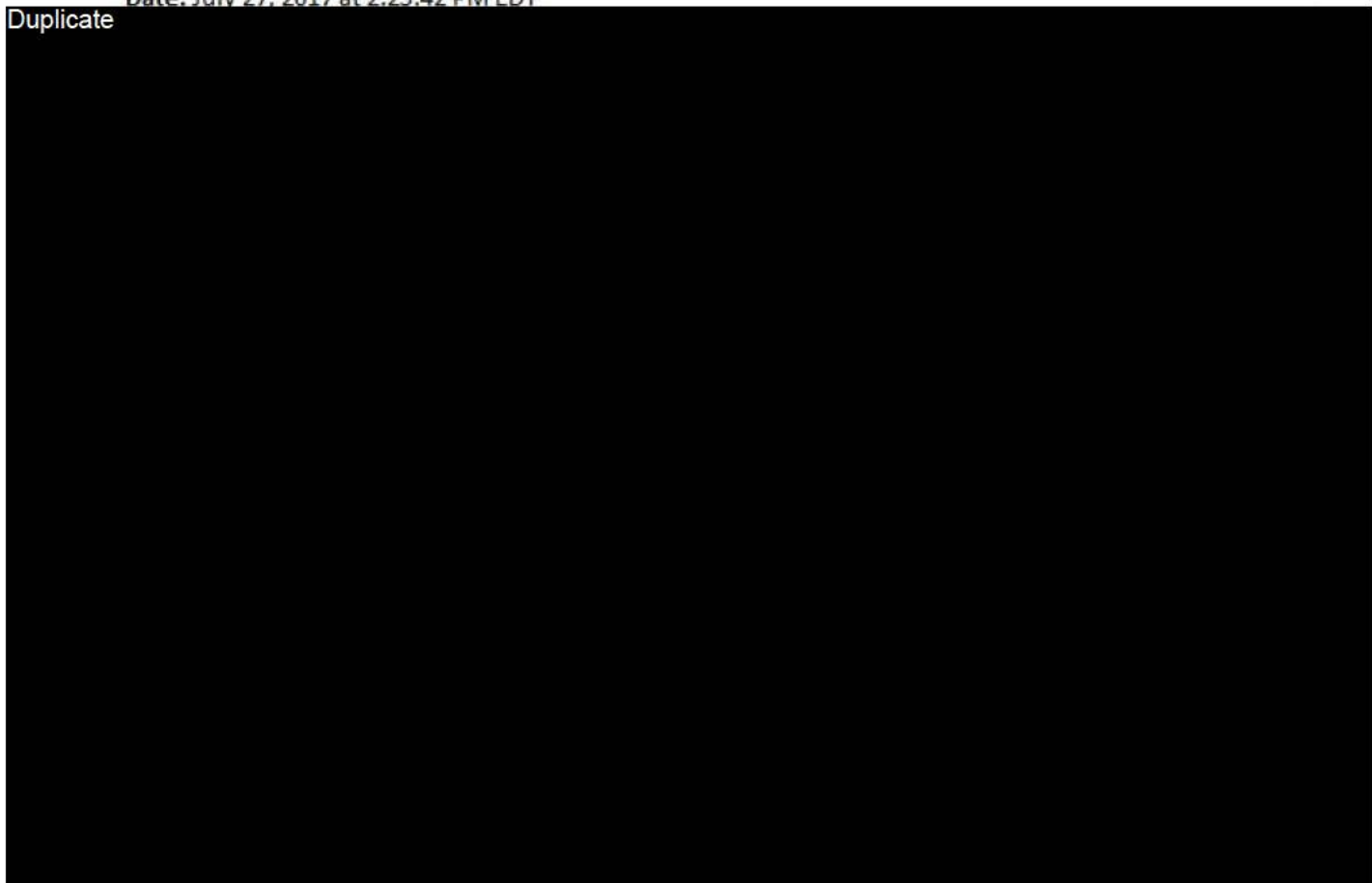
Best,

Rana Wahdan  
Attorney Advisor  
Office of Legislative Affairs  
U.S. Department of Justice  
[Rana.S.Wahdan@usdoj.gov](mailto:Rana.S.Wahdan@usdoj.gov)  
Work: (b) (6)  
Cell: [REDACTED]

Begin forwarded message:

**From:** "Beechum, Venessa M. (OLA)" <[Venessa.M.Beechum2@jmd.usdoj.gov](mailto:Venessa.M.Beechum2@jmd.usdoj.gov)>  
**Date:** July 27, 2017 at 2:25:42 PM EDT

Duplicate



## Hudson, Andrew (OLP)

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**From:** Hudson, Andrew (OLP)  
**Sent:** Friday, June 9, 2017 8:07 PM  
**To:** Panuccio, Jesse (OASG); Lauria, Jolene A (JMD); Lofthus, Lee J (JMD); Schools, Scott (ODAG); Gauhar, Tashina (ODAG); Mizelle, Chad (ODAG); Ramer, Sam (OLA); Hill, John L. (ODAG)  
**Cc:** Terwilliger, Zachary (ODAG); Crowell, James (ODAG)  
**Subject:** Urgent: Sunday Hearing Prep  
**Attachments:** Select Budget Papers.zip; Policy Papers and Cheat Sheets.zip  
**Importance:** High

Hey, all,

As you might already know (but this is close hold for now, so please don't discuss it with anyone outside of this email), the DAG is now going to be testifying on behalf of the Department on Tuesday in two separate hearings on Capitol Hill. On Tuesday morning, he'll be testifying before the Senate Commerce, Justice, and Science (CJS) Appropriations Subcommittee. That afternoon, he'll be testifying before the same subcommittee in the House. The official subject in both hearings will be the FY18 budget request for DOJ, but members might (and likely will) ask about any number of additional topics.

As a result, we will be working with the DAG to make sure he has the information he needs. Per PADAG's request, I'm asking each of you to **join us this Sunday afternoon at 2:00pm** in the DAG's conference room to lend your expertise and assistance as we brief the DAG. I've attached the briefing papers (which were originally written for the AG) on these topics for your reference, and the DAG also has a copy. The policy topics are where we'll need your expertise to answer questions, but I've also included the budget papers I have on hand. I'm getting the rest of the budget papers from JMD and will be happy to send them out.

If you could just let me know that you received this email and can join us this Sunday, it'd be great to have a head count. Thanks for any help you can offer, and please let me know if you have any questions or comments!

Drew Hudson  
Counsel  
Office of Legal Policy  
U.S. Department of Justice  
950 Pennsylvania Ave N.W.  
Washington, D.C. 20530

(b) (6)



**Hankey, Mary Blanche (OLA)**

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**From:** Hankey, Mary Blanche (OLA)  
**Sent:** Tuesday, April 17, 2018 6:00 PM  
**To:** Cutrona, Danielle (OAG); Whitaker, Matthew (OAG); Boyd, Stephen E. (OLA); Mangum, Anela M. (OLA)  
**Subject:** CJS Prep April 18  
**Attachments:** 01 - Budget Overview FY 2019 Summary.docx; 03 - DOJ Restructuring Initiatives FY 2019.docx; 20 - BOP Budget.docx; 21 - BOP Staffing Reductions.docx; 22 - BOP Letcher County Prison v2.docx; 23 - Second Chance Act - updated 3-26-18.docx; 25 - FBI Budget and Staffing.docx; 24 - FBI Headquarters Building.docx

The topic tomorrow is General DOJ/Budget/Reorg. JMD prepared the attached briefing papers and plan on covering the topics in the following order:

Budget Overview: Papers 1 & 3  
Prison and Construction Issues: Papers 20-23  
FBI Issues: Papers 24 +25

Mary Blanche Hankey  
Chief of Staff and Counselor  
Office of Legislative Affairs  
Office: (b) (6)  
Cell: (b) (6)



**Whitaker, Matthew (OAG)**

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**From:** Whitaker, Matthew (OAG)  
**Sent:** Friday, March 23, 2018 5:47 PM  
**To:** Barnett, Gary E. (OAG); Cutrona, Danielle (OAG)  
**Subject:** Fwd: Budget Highlights Doc  
**Attachments:** OMNIBUS Opioids Funding v2.pdf; ATT00001.htm; FY 2018 Omnibus Good News-Bad News -- DRAFT JL edits.docx; ATT00002.htm

Begin forwarded message:

**From:** "Lofthus, Lee J (JMD)" <[llofthus@jmd.usdoj.gov](mailto:llofthus@jmd.usdoj.gov)>  
**Date:** March 23, 2018 at 5:11:37 PM EDT  
**To:** "Whitaker, Matthew (OAG)" <[mwhitaker@jmd.usdoj.gov](mailto:mwhitaker@jmd.usdoj.gov)>, "Terwilliger, Zachary (ODAG)" <[zterwilliger@jmd.usdoj.gov](mailto:zterwilliger@jmd.usdoj.gov)>  
**Cc:** "Lauria, Jolene A (JMD)" <[jlauria@jmd.usdoj.gov](mailto:jlauria@jmd.usdoj.gov)>  
**Subject:** Budget Highlights Doc

Matt, Zach – (b) (6) but delivering to you a Highlights/Good News Bad News overview of today's enacted budget in hard copy. Also, recap of Opioid funding. For AG and DAG if you want to provide tonight/this weekend. We will cover highlights in our Monday hiring freeze/budget/reorgs meeting. Thks Lee PS – softcopies provided here if you want that.

**Lofthus, Lee J (JMD)**

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**From:** Lofthus, Lee J (JMD)  
**Sent:** Wednesday, February 7, 2018 5:54 PM  
**To:** Whitaker, Matthew (OAG); Cutrona, Danielle (OAG); Thiemann, Robyn (ODAG); Terwilliger, Zachary (ODAG); Bolitho, Zachary (ODAG)  
**Subject:** Budget Good News - Important, need feedback by morning re PSN

OMB called. As part of the CR/Shutdown Avoidance deal on Hill, the Admin has worked to increase the budget caps for both FY18 and FY19. As a result, OMB is adding funds to select agency FY19 budgets. DOJ additions:

Byrne/JAG +69.5 million – (for Law Enforcement, will help ameliorate COPS grants cut)

FBI HQ Bldg +\$250 million (follows POTUS decision on FBI HQ project, this restores FBI balance cut)

Second Chance Act/Prisoner Re-Entry +10 million

Violence Against Women grants +10 million (restores a balance cut)

Working Capital Fund +146 million (restores a cut to DOJ funds, but see below)

We have opening (b) (5)

(b) (5)

(b) (5)

are AG and DAG are OK with this?

This money is all being added real time for Budget Rollout, OMB is not re-opening the whole budget process or inviting other spending proposals, and want answer by morning so budget can be finalized, this is all a fast push as you can imagine.

I know our principals are on travel. Can you pls send to AG and DAG so they know this is happening. Can I get signal (b) (5)? Lee

**Ferrato, Katherine M. (ODAG)**

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**From:** Ferrato, Katherine M. (ODAG)  
**Sent:** Friday, August 4, 2017 11:26 AM  
**To:** Crowell, James (ODAG)  
**Subject:** RE: URGENT: DAG QFRs from 6/13/17 House and Senate Appropriations Hearing

Hi Jim—Circling back on this. Do you have an idea of when you'll be able to review the responses? For ease of review, I've included the responses that require your review are below. Thank you!

1. **(Max Coons 4) Has the Department of Justice assessed the longer-term budgetary impacts of forcing prosecutors to charge even low-level offenders with the most serious offense possible?**

(b) (5)



2. **(MAX Coons 6) During your time as United States Attorney for Maryland, how many times did you directly speak with the President of the United States?**
  - a. **If conversations occurred, what did you discuss during those conversations?**

(b) (5)



**Fighting Violent Crime:**

The Department of Justice requests \$19 million to implement the recommendations of the Attorney General's Task Force on Crime Reduction and Public Safety. From what I understand, the Task Force has met only once for an introductory meeting.

1. **What, if any, recommendations has the Task Force put forward?**

(b) (5)



2. **If the recommendations are not yet finalized, how did the Department or Administration arrive at the \$19 million figure?**
-



(b) (5)

3. How will the Task Force move forward on these recommendations, and when can we expect those final recommendations?

(b) (5)

4. The Attorney General has already made decisions that will have a significant impact on our criminal justice system and prison population without input from the Task Force, such as rescinding the Obama Administration's Smart on Crime policy. What role will the Task Force play in the Department's decision making?

(b) (5)

#### FBI Headquarters

The FY 2017 Consolidated Appropriations Act included \$323 million, which is half of what the FBI requested in FY 2017 to consolidate the FBI headquarters. It also provided \$200 million to GSA for the project. However, the Trump administration's budget proposal neither funds the other half of the FBI's or GSA's request nor rescinds the FY 2017 headquarter funding. With the lack of full funding in FY 2017 and no requested funds in FY 2018, no contract may be awarded for the project and the FBI and GSA cannot announce a location. The project could be stalled until FY 2019 or even cancelled without sufficient resources. Not only could this cost American taxpayers upwards of \$150 million in total, preventable damages if the bidders file protest lawsuits, but would also leave the FBI workforce currently dispersed throughout the National Capital region without the operational work environment necessary for the FBI to be successful in performing its national security, intelligence, and criminal investigative missions.

1. Is the new FBI headquarters project still a priority for the Department of Justice in FY 2018?

(b) (5)

2. If the new FBI headquarters remains a priority for the Department, does the President intend to submit a budget amendment to Congress to request those funds in FY 2018?

(b) (5)

#### Department of Justice Hiring

1. Does DOJ consider BOP a component of public safety? Why is the BOP not exempt from the DOJ hiring freeze?

(b) (5)

1. (MAX Meng 2) Deputy Attorney General Rosenstein, have you or Attorney General Sessions, now, or have you ever, owned stock in any publicly traded private prison company?

(b) (5)

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**From:** Ferrato, Katherine M. (ODAG)  
**Sent:** Thursday, August 3, 2017 6:26 PM  
**To:** Crowell, James (ODAG) <jcrowell@jmd.usdoj.gov>  
**Subject:** FW: URGENT: DAG QFRs from 6/13/17 House and Senate Appropriations Hearing  
**Importance:** High

Hi Jim,

Iris flagged that one of Leahy's questions relates to the FBI HQ project and that you may be tracking the project in light of your JMD/budget role. The question is in the Senate QFRs under the heading "FBI HQ Project" (it is not numbered). Can you take a look at it in addition to the other responses you are reviewing? Thank you.

Best,  
Katie

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**From:** Ferrato, Katherine M. (ODAG)  
**Sent:** Wednesday, August 2, 2017 6:24 PM  
**To:** Schools, Scott (ODAG) <sschools@jmd.usdoj.gov>; Gauhar, Tashina (ODAG) <tagauhar@jmd.usdoj.gov>; Murray, Michael (ODAG) <mmurray@jmd.usdoj.gov>; Bumatay, Patrick (ODAG) <pabumatay@jmd.usdoj.gov>; Lan, Iris (ODAG) <irlan@jmd.usdoj.gov>; Troester, Robert J. (ODAG) <rtroester@jmd.usdoj.gov>; Raman, Sujit (ODAG) <sraman@jmd.usdoj.gov>; Terwilliger, Zachary (ODAG) <zterwilliger@jmd.usdoj.gov>; Ohr, Bruce (ODAG) <brohr@jmd.usdoj.gov>; Frank, Michael (ODAG) <mfrank@jmd.usdoj.gov>; Mizelle, Chad (ODAG) <cmizelle@jmd.usdoj.gov>; Hill, John L. (ODAG) <jhill@jmd.usdoj.gov>; Bressack, Leah (ODAG) <lbressack@jmd.usdoj.gov>; Cook, Steven H. (ODAG) <shcook@jmd.usdoj.gov>; Crowell, James (ODAG) <jcrowell@jmd.usdoj.gov>  
**Cc:** Medina, Amelia (ODAG) <ammedina@jmd.usdoj.gov>  
**Subject:** URGENT: DAG QFRs from 6/13/17 House and Senate Appropriations Hearing  
**Importance:** High

Hi all,

Attached please find draft responses to Questions for the Record (QFRs) for the DAG following his appearance before the House and Senate Appropriations hearing. I have also attached a spreadsheet indicating which components drafted the responses and who in ODAG should review them.

The first tab is for the Senate QFRs and the second is for the House QFRs. Green indicates responses that need to be reviewed by ODAG and white indicates responses that need to be drafted by ODAG.



The easiest way to keep track of clearances will be using the spreadsheet. Please save the spreadsheet locally (named "DAG QFRs\_House and Senate\_Last Name") and indicate on the sheet which responses you clear as written and which ones you clear as edited. If you have edits, please save the document you are editing (again adding your last name on the end), make the edits, and send it back my way. I will compile the changes into one document.

OASG is reviewing these responses as well and may reach out to you directly with suggested changes.

The Committee originally requested DOJ's responses by July 25, 2017 for the House QFRs and July 28, 2017 for the Senate QFRs. Please review the responses you've been assigned as **soon as possible** with target deadline of **3 pm tomorrow**.

Thanks for your help with this! Please don't hesitate to ask if you have any questions.

Best,  
Katie

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**From:** Wahdan, Rana S. (OLA)  
**Sent:** Wednesday, August 2, 2017 5:23 PM  
**To:** Ferrato, Katherine M. (ODAG) <[kferrato@jmd.usdoj.gov](mailto:kferrato@jmd.usdoj.gov)>; Medina, Amelia (ODAG) <[ammedina@jmd.usdoj.gov](mailto:ammedina@jmd.usdoj.gov)>; Hall, Jeffrey (OASG) <[jehall@jmd.usdoj.gov](mailto:jehall@jmd.usdoj.gov)>  
**Cc:** Lasseter, David F. (OLA) <[dlasseter@jmd.usdoj.gov](mailto:dlasseter@jmd.usdoj.gov)>; Tyson, Jill C. (OLA) <[jctyson@jmd.usdoj.gov](mailto:jctyson@jmd.usdoj.gov)>; Wilson, Karen L (OLA) <[kwilson@jmd.usdoj.gov](mailto:kwilson@jmd.usdoj.gov)>; Kellner, Kenneth E. (OLA) <[kkellner@jmd.usdoj.gov](mailto:kkellner@jmd.usdoj.gov)>; Gunn, Currie (OASG) <[cgunn@jmd.usdoj.gov](mailto:cgunn@jmd.usdoj.gov)>; Parker, Rachel (OASG) <[racparker@jmd.usdoj.gov](mailto:racparker@jmd.usdoj.gov)>; Cheng, Ivy (OLA) <[lcheng@jmd.usdoj.gov](mailto:lcheng@jmd.usdoj.gov)>; Slusher, Michelle (JMD) <[mlsruher@jmd.usdoj.gov](mailto:mlsruher@jmd.usdoj.gov)>  
**Subject:** DAG QFRs from 6/13/17 House and Senate Appropriations Hearing

OASG and ODAG:

Attached please find draft responses to Questions for the Record (QFRs) for the DAG following his appearance before the House and Senate Appropriations hearing. Responses to these questions were drafted by the following components:

OLA, OLC, OLP, CIV, EOUSA, CRT, COPS USMS, CRM, FBI, DEA, JMD, BOP, OCDEF, OJP, ATF, NSD.

I have also attached an Excel sheet indicating which component(s) drafted each question, and all attachments referenced by the responses (eight in total).

Thank you for coordinating as needed to review and advise of any edits or concerns. The Committee originally requested DOJ's responses by July 25, 2017 for the House QFRs and July 28, 2017 for the Senate QFRs.

Best,

Rana Wahdan  
Attorney Advisor  
Office of Legislative Affairs  
U.S. Department of Justice  
[Rana.S.Wahdan@usdoj.gov](mailto:Rana.S.Wahdan@usdoj.gov)

Work: (b) (6)  
Cell: [REDACTED]



**Hur, Robert (ODAG)**

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**From:** Hur, Robert (ODAG)  
**Sent:** Monday, September 11, 2017 8:59 PM  
**To:** Crowell, James (ODAG)  
**Subject:** Fwd: DOJ FY 2019 AG Budget Transmittal Enclosures, DOJ FY 2019 AG Budget Transmittal Letter  
**Attachments:** DOJ FY 2019 AG Budget Transmittal Enclosures.pdf; ATT00001.htm; DOJ FY 2019 AG Budget Transmittal Letter.pdf; ATT00002.htm

FYSA

Sent from my iPhone

Begin forwarded message:

**From:** "Lofthus, Lee J (JMD)" <[llofthus@jmd.usdoj.gov](mailto:llofthus@jmd.usdoj.gov)>  
**To:** "Cutrona, Danielle (OAG)" <[dcutrona@jmd.usdoj.gov](mailto:dcutrona@jmd.usdoj.gov)>, "Hur, Robert (ODAG)" <[rhur@jmd.usdoj.gov](mailto:rhur@jmd.usdoj.gov)>  
**Cc:** "Lauria, Jolene A (JMD)" <[jlauria@jmd.usdoj.gov](mailto:jlauria@jmd.usdoj.gov)>  
**Subject:** **FW: DOJ FY 2019 AG Budget Transmittal Enclosures, DOJ FY 2019 AG Budget Transmittal Letter**

Here you go. This will be put in ECMS tomorrow. Thanks Lee

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

**From:** Harwood, Stacy L. (JMD)  
**Sent:** Monday, September 11, 2017 8:50 PM  
**To:** Funston, Robin (JMD) <[rfunston@jmd.usdoj.gov](mailto:rfunston@jmd.usdoj.gov)>  
**Cc:** Lofthus, Lee J (JMD) <[llofthus@jmd.usdoj.gov](mailto:llofthus@jmd.usdoj.gov)>  
**Subject:** DOJ FY 2019 AG Budget Transmittal Enclosures, DOJ FY 2019 AG Budget Transmittal Letter

Robin:

Attached is the final AG Letter and enclosures for DOJ FY 2019 Budget Transmittal.

Attachment:

DOJ FY 2019 AG Budget Transmittal Letter DOJ FY 2019 AG Budget Transmittal Enclosures

**U.S. Department of Justice  
Agency Reform Plan**



FY 2019 Budget

Enclosure A

Category: Improve organizational Efficiency and Effectiveness

### **Focus Resources on Field Operations**

**What:** Realigning positions out of Washington-based headquarters offices and into field offices around the country.

**Why:** The future Department of Justice workforce will be a field centered, streamlined workforce focused on the DOJ law enforcement mission, including national security, and the fight against violent crime, opioids, and illegal immigration. This will put more investigators and prosecutors in cities across America, improve service delivery to taxpayers, and reduce bureaucracy by trimming headquarters staffing and adjusting staffing levels to focus resources on operations.

**How:** Most components are being directed to absorb annual inflationary cost increases from within base, and to focus their efforts on field operations. For law enforcement, and the US Attorneys, the Department is reducing administrative and headquarters funding by two percent in order to right-size headquarters staffing and costs.

**Costs & Savings:** This initiative will save approximately \$230 million, realized through greater efficiencies and a rebalancing of headquarters and field functions.

**Statutory, Regulatory, and Administrative Analysis:** This proposal can be executed administratively as part of the execution of the budget.

**Performance Goals:** Under development.



Category: Restructure or Merge Activities

### **Consolidate Component Public Affairs Staffing**

**What:** As part of the restructuring review, the Department is streamlining public affairs functions to ensure DOJ communicates effectively with the public and media. A centralized public affairs office ensures that the Department's message is consistent, timely, and comprehensive.

**Why:** The consolidation of public affairs staffs will facilitate information sharing and better coordinate messaging for the administration's agenda. Department components that will be affected include, but are not limited to, Executive Office of Immigration Review, Executive Office for United States Attorneys, Office of Justice Programs, and Office on Violence against Women. After an evaluation, it is clear that larger Department components should retain their public affairs autonomy; therefore, only certain public affairs staffs will be consolidated.

**How:** This proposal will take effect beginning in FY 2019. Approximately 40 positions will be either re-aligned or eliminated. Specific implementation costs are still being formulated; however, it is projected that costs may include relocation of personnel and additional space requirements for an expanded central Public Affairs staff.

**Costs & Savings:** As mentioned, specific costs are still being formulated, but expenses for relocation and additional space are anticipated. An approximate reduction of 20 positions would result in a savings amount of \$12.8 million over five years.

**Statutory, Regulatory, and Administrative Analysis:** Legal Counsel is being consulted to ensure a comprehensive analysis of underlying statutory, regulatory, and other legal authorities is performed. Absent additional findings, we believe this proposal can be implemented without statutory change but does require Congressional notice and support.

**Performance Goals:** Under development.

Category: Restructure or Merge Activities

### **Reduce DOJ Regional Office Administrative Levels**

**What:** The proposal would reduce excess layers of administrative and management functions by eliminating the Bureau of Prisons' and the Community Relations Service's regional offices.

**Why:** The proposal would eliminate redundancies in administrative oversight and focus efforts on mission activities.

**How:** DOJ would eliminate regional offices within BOP and CRS.

**Costs & Savings:** As of June 24, 2017, the Bureau of Prisons has 252 employees assigned to six regional offices. Employees would be reassigned to either a Federal prison with vacancies, to serve more appropriately on the front lines, or to BOP Headquarters if the function they perform is a uniquely headquarters function. Elimination of those positions would produce salary and rent savings of approximately \$14 million in FY 2019, and \$30 million in FY 2020. However, relocation of employees to prisons with vacancies or BOP HQ may entail permanent change of station (PCS) move costs of around \$10 million, all in FY 2019. Therefore, the net savings in FY 2019 are estimated at \$4 million. DOJ would realize the full \$30 million savings in FY 2020.

By reducing CRS to a staff of 15 based at headquarters in Washington, DC, and eliminating its regional office presence around the country, the Department would save approximately \$10 million. The CRS current regional structure is inefficient, with small teams of perhaps two employees overseen by a GS-15 manager in each region. By eliminating this level of overhead, and consolidating into a flexible, agile response force based in Washington, CRS can perform its mission more efficiently and at a greater savings to the taxpayer.

**Statutory, Regulatory, and Administrative Analysis:** No apparent statutory, regulatory, or other legal authorities are at issue. Proposals can be implemented administratively, but would require congressional notification and, potentially, union negotiations.

**Performance Goals:** Under development.

Category: Restructure or Merge Activities

### **Merge Administrative Support and Grants Management Staff for the Three DOJ Grants Offices**

**What:** The Attorney General's budget requests the merger/reduction of administrative and grants management staff for the three grants offices.

**Why:** This will create an efficiency of up to 200 positions by the end of FY 2019 and allow any current and future savings to be redirected to grants and shared with our state and local partners who are on the front lines fighting crime.

**How:** The Department's budget includes the reduction of up to 200 positions in FY 2019. The Department plans to build one grants management system, which interfaces with one financial system that will incorporate all three grant components. The Department is currently developing a plan to best operationalize this proposal through the use of reassignments, VERA/VSIP, and other administrative actions while enhancing our stewardship over the DOJ grants portfolio.

**Costs & Savings:** First-year cost savings are estimated at \$8.5 million. Out-year costs are to be determined but are expected to exceed first year costs starting in FY 2020 since the full-year savings will be achieved.

**Statutory, Regulatory, and Administrative Analysis:** Legal Counsel is being consulted to ensure a comprehensive analysis of underlying statutory, regulatory, and other legal authorities is performed. Absent additional findings, we believe this proposal can be implemented without statutory change but does require Congressional notice and support.

**Performance Goals:** Under development.



Category: Restructure or Merge Activities

### **Close Standalone Minimum Security Camps**

**What:** The proposal would close underutilized standalone minimum security camps.

**Why:** Closing seven standalone minimum security camps, and reassigning prisoners elsewhere, would reduce overhead costs and facility operations.

**How:** This will require a two-year effort. In the first year, the budget proposal closes three camps (Duluth, MN; Yankton, SD; Pensacola, FL), and the remaining four (Alderson, WV; Bryan, TX; Montgomery, AL; Morgantown, WV) would close in FY 2020.

Initially, BOP would cease assigning additional prisoners to these camps, which would have the natural effect of beginning to reduce prisoner counts. In the year of implementation, BOP would identify available bed space at satellite minimum security facilities co-located with other BOP institutions. BOP would transport prisoners from standalone camps to satellite facilities. Additionally, BOP would conduct necessary HR actions (e.g., transfer, reassignment) to eliminate staffing at standalone facilities, preferably by reassigning staff to vacant positions in other BOP institutions. BOP would then deactivate standalone facilities by preparing for sale/deactivation/closure, and completing facility shutdown.

**Costs & Savings:** The Department anticipates minimal savings in FY 2019. This is due to the fact that the estimated 1,300 prisoners remaining in the camps in FY 2019 will need to be moved, at a cost of \$800K. The reassignment of staff will require PCS costs of over \$13M. However, based on staffing levels as of March 18, 2017, the elimination of 297 positions at the camps, through a combination of attrition, administrative reductions, and reassignment of personnel to vacancies at other institutions, would save over \$14 million in FY 2019. In FY 2020, the Department projects savings amounting to over \$32 million, as the full effect of the first three camps' closure begins to be realized as the final four are closed, similarly eliminating another 382 positions in FY 2020. By FY 2021, the Department estimates \$82 million in annual savings.

**Statutory, Regulatory, and Administrative Analysis:** No apparent statutory, regulatory, or other legal authorities are at issue. The proposal can be implemented administratively; however, it would require congressional notification of facility closures and consultation with BOP unions, including possible contract negotiations.

**Performance Goals:** Under development.

Category: Improve organizational Efficiency and Effectiveness

**Co-Locate 95% of the Civil Rights Division Staff at 4CON**

**What:** The Civil Rights Division (CRT) is currently located in various buildings around Washington, DC. This initiative consolidates 95% of CRT staff into one location.

**Why:** Consolidation of 95% of CRT staff into one location will save the agency approximately \$45 million over a 10-year period, as well as increase efficiency.

**How:** This proposal will move approximately 224 employees currently located in 1800 G Street into the Department's 4CON location. CRT will already have space in 4CON and this proposed plan is to add current staff to new space at no additional charge. CRT will not seek additional space in 4CON for the 1800 G Street staff, but will increase the density of its space allocation.

**Costs & Savings:** Although CRT will likely have some minimal move costs on the front end, the overall savings will be beneficial to the agency and estimated at \$45 million over 10 years. Current annual rent for 1800 G Street is approximately \$4.5 million.

**Statutory, Regulatory, and Administrative Analysis:** Legal Counsel is being consulted to ensure a comprehensive analysis of underlying statutory, regulatory, and other legal authorities is performed. Absent additional findings, we believe this proposal can be implemented without statutory change but does require Congressional notice and support.

**Performance Goals:** Under development.

Category: Improve organizational Efficiency and Effectiveness

### **Modernize and Streamline USPC**

**What:** Modernize and streamline U.S. Parole Commission (USPC) operations.

**Why:** To increase the efficiency of the Parole Commission.

**How:** Change statutory language to 1) reduce the number of Commissioners from five to three; and 2) allow USPC to implement more hearings via videoconferencing. Once statutory language has been changed, USPC can immediately begin implementing more hearings by videoconferencing. Where there are locations that do not have videoconferencing equipment, USPC can work with them to see if they would be willing to purchase the necessary equipment.

**Costs & Savings:** Total savings projected from increased use of videoconferencing and other efficiencies is estimated at approximately \$500,000 per year. Savings from reduction of Commissioners from five to three is estimated to be \$400,000 per year.

**Statutory, Regulatory, and Administrative Analysis:** Statutory changes made by Congress would be needed in order to implement these changes. Also noted, some judges have a personal preference for in-person hearings, which will also present a challenge to cost savings.

**Performance Goals:** Under development.



Category: Restructure or Merge Activities

### **Permanently Close Two U.S. Trustee Field Offices**

**What:** The United States Trustees Program (USTP) has identified two field offices in remote locations that can be permanently closed due to infrequent use, and to generate efficiencies and cost savings. The offices are located in Anchorage, Alaska, and Sioux Falls, South Dakota.

**Why:** The closure of these offices would not cause a significant strain on the workload of remaining offices in the associated regions. The rent savings that would be achieved through this proposal would be a positive outcome for the Department.

**How:** This proposal will take effect beginning in FY 2019; however, USTP is looking to notify Congress as soon as plans become finalized. The Anchorage office is currently unstaffed and receives assistance from Seattle when required. The Sioux Falls office is only staffed by one support FTE and receives assistance on an ad hoc basis from other regional offices. As mentioned, closing neither of these two offices would have a significant impact to USTP's mission.

**Costs & Savings:** The closing of these offices will result in annual rent savings of \$52,000 and \$120,000, respectively. This savings is in addition to the minor salary and benefits savings that would be achieved (~1FTE and \$100K). Approximate total savings are \$272K per year.

**Statutory, Regulatory, and Administrative Analysis:** USTP would need to inform Congress about these closures prior to executing. This proposal can be done administratively through a Congressional Relocation Report (CRR) submitted to Congress per legislation dictated in Title V, Section 505 of HR-244 "Consolidated Appropriations Act, 2017". Legal Counsel is being consulted to ensure a comprehensive analysis of underlying statutory, regulatory, and other legal authorities is performed. Absent additional findings, we believe this proposal can be implemented without statutory change but will require Congressional notice and support.

**Performance Goals:** Under development.

Category: Restructure or Merge Activities

### **Consolidate Cybersecurity Operations**

**What:** Consolidate the Department's Cybersecurity Operations Centers.

**Why:** The Department currently operates six different Security Operations Centers (SOCs). This initiative would eliminate duplication of cyber security infrastructure, tools, staff, and streamline service delivery.

**How:** The Department will consolidate unclassified SOC operations under the Department's Office of Chief Information Officer (OCIO) and classified SOC operations and networks under the Federal Bureau of Investigation. Funding and some staffing will need to be transferred from DEA and FBI to the Department.

**Costs & Savings:** Cost savings are anticipated due to eliminating four SOC's along with positions and duplicative responsibilities. Estimated cost savings are to be determined.

**Statutory, Regulatory, and Administrative Analysis:** This proposal can be completed administratively and through the budget process. It does not have any underlying statutory, regulatory, or other legal authority issue or litigation risk.

**Performance Goals:** Under development.

The Department of Justice also offers the following cross-agency proposals for consideration:

#### **Streamline Immigration Operations**

- ***Evaluate Opportunities for Efficiencies from Realignment of Work Between the Executive Office for Immigration Review (EOIR) and the Department of Homeland Security (DHS)*** – This would create a more seamless and efficient immigration system, as EOIR is completely dependent on the work of DHS. EOIR's current budget is \$500 million and 2,588 positions.
- ***Transfer State Criminal Alien Assistance Program (SCAAP) to the Department of Homeland Security (DHS)*** – this would create efficiencies as DHS maintains a criminal alien records database. As the program is currently constructed, ICE and Citizenship and Immigration Services within DHS must verify the immigration status of detainees to allow BJA to determine eligibility for SCAAP payments. While no funds are included in the FY 2018 President's Budget, both House and Senate marks include funding. In FY 2017, the budget is \$210 million. This proposal would require Congress to authorize language to transfer the program.

#### **Streamline Drug-Related Grants & Programs**

- ***Transfer Office of National Drug Control Policy (ONDCP) Grants to the Department of Justice*** - ONDCP administers two grant programs: the High Intensity Drug Trafficking Areas (HIDTA) and Drug-Free Communities (DFC). Transferring the \$356.7 million budget and the 65 positions to the Department of Justice, which handles both law enforcement and associated grants, will make the awards and grant management more efficient. This proposal would require Congress to authorize language to transfer the program.

#### **Streamline Regulatory Operations**

- ***Consolidate Tobacco Tax Authority, Transfer ATF's tobacco regulation responsibilities to the Department of Treasury*** - The proposal assumes revenue generation, not cost savings. Treasury may be better able to collect fines and increase revenues through enforcement using their existing Tobacco Tax and Trade Bureau infrastructure. Treasury would receive some personnel and funding from ATF. Changes in both authorizing and appropriations language would be needed. This proposal will be further discussed between Treasury and DOJ.

#### **Streamline Offender Supervision Services Programs**

- ***Evaluate the Independent Agency Status of the Court Services and Offender Supervision Agency (CSOSA) for the District of Columbia***.- CSOSA performs the offender supervision function for D.C. offenders. It does so in coordination with the Superior Court of the District of Columbia and the U.S. Parole Commission. The FY 2017 budget for CSOSA is \$183 million and 887 positions.



### **Potential Opportunities for Government-Wide Efficiencies**

- ***Evaluate the Need for Standalone Offices of Small and Disadvantage Business Utilization Offices (OSDBU) Within Each Agency*** - Each procurement office can designate and post small business contacts for vendors on the website. The Small Business Administration can be responsible for vendor interaction and training courses. Cost savings are dependent upon size of OSDBUs. Requires statutory change and cost savings can be achieved throughout the government through consolidation of personnel, operations, and business practices.
- ***Streamline/Restructure the Office of Personnel Management*** - improve the efficiency and effectiveness of government personnel management by splitting off the operational elements of OPM such as retirement processing and background investigations to be run as separate business/service operations, and streamlining remaining policy functions. We are aware that OPM's NBIB organization is currently being re-evaluated in terms of its work with DOD, with resulting impact on civilian agency background investigations, so this is an opportune time to evaluate this service. Other streamlining, i.e. delegating more authority to agencies in lieu of OPM recurring oversight, should also be considered, allowing agencies more operational autonomy. Remaining federal personnel policy responsibilities could be consolidated into OMB consistent with how financial management, procurement, and IT are handled. Required legislative changes would be pursued through the FY19 budget process.
- ***Eliminate Duplicative Background Checks / Combine Background Investigation Functions*** - Allow employees to transfer an active security clearance when on-boarding at DOJ and consolidate background investigation functions for all DOJ components. Once established, estimated savings are up to \$11.2 million annually. Eliminating duplicative background checks could be implemented within one year after establishing standardized policies between DOJ components and OPM.

## **DOJ Long-Term Workforce Plan**

### **Background**

The Department of Justice reform plan reprioritizes resources towards areas of our greatest need, in large part by taking great advantage of the Administration's reorganization opportunities. We are reducing resources for our headquarters and administrative functions across the board, and moving more resources for investigations and prosecutions into the field where they can do the most good for the American people. We are eliminating redundant management layers and streamlining organizations and programs. Overall, we have identified over \$600 million in internal efficiencies that we are using to help maintain a strong national security program, to support a renewed emphasis to combatting violent crime, and to ensure we support this Nation's vital law enforcement work.

### **Future Workforce Vision**

The future Department of Justice workforce will be a field-centered, streamlined workforce focused on the DOJ law enforcement mission. The centerpiece of the long-term plan is to move positions to the field by moving positions from Washington components to meet increased law enforcement demands. The FY 2018 President's Budget began this effort by adding 1,500 positions for fighting violent crime, opioids, and illegal immigration on the front lines and eliminating over 9,000 vacant positions. Our FY 2019 budget proposal continues this effort with cuts to Washington and regional bureaucracy, eliminating nearly 800 positions from headquarters offices and sending over 1,200 positions to the field, where they can do the most good. The number of law enforcement agents in the Department will grow by 935 if this budget is approved (includes both new positions and vacancies to be filled). Further, we realize we must give our Department's agents and attorneys the tools and support they need to be successful. To that end, our FY 2019 budget provides additional paralegal support in the field as a critical force-multiplier for the 300 prosecutors we added in our FY 2018 budget for our U.S. Attorney's Offices. Additionally, DOJ will reduce layers by eliminating regional offices, consolidating like-functions, and eliminating duplication. These changes will produce a leaner, mission-focused workforce, freeing resources for mission-oriented work.

### **Workforce Strategies**

A combination of attrition, managed hiring, VERA/VSIP, and voluntary reassignments will be used to achieve the long-term workforce structure. A significant strategy will be managed hiring within the U.S. Attorney's Offices whereby each vacancy in a U.S. Attorney's Office will be evaluated and positions reassigned to areas of highest need. In addition, managed hiring strategies, designed to achieve attrition in lower priority areas, will remain in place across the non-law enforcement components.

## **Major Workforce Actions**

- **Focus Resources on Field Operations**
- Realign Washington staff to the field for violent crime, immigration enforcement, and other law enforcement priorities.
- Increase the number of paralegal positions in U.S. Attorney's Offices.
- Estimated Impact: 300 Assistant U.S. Attorney positions are being added in FY 2018. In FY 2019, nearly 800 positions are eliminated from headquarters offices and over 1,100 positions are sent to the field, where they can do the most good. The number of law enforcement agents in the Department will grow by 935 under this plan.
- Time Horizon - FY2018 - FY2019
- Affected Components - U.S. Attorney's Offices, Law Enforcement components, Litigating Divisions and Washington headquarters components.
  
- **Eliminate Regional Offices**
- Eliminate management layers and redundancy by eliminating regional offices in two components with regional management structures.
- Estimated Impact: Eliminates 291 positions, saves net \$14 million in first year
- Time Horizon - FY 2019
- Affected Components - Federal Bureau of Prisons and Community Relations Service
  
- **Merge administrative program support for the three DOJ grant-making components.**
- Eliminate redundancy and streamline administration by combining the administrative program support functions of all DOJ grant-making components
- Estimated Impact: Eliminates up to 200 positions, saves an estimated net \$8.5 million in the first year
- Time Horizon - FY 2019
- Affected Components - Office of Justice Programs, Office on Violence Against Women, Community Oriented Policing Services
  
- **Consolidate component Public Affairs staffing in DOJ Office of Public Affairs**
- Eliminate redundancy and streamline management of public affairs functions
- Estimated Impact: approximately 20 positions eliminated with a savings of \$12.8 million
- Time Horizon - FY2019
- Affected Components - Executive Office of Immigration Review, Community Oriented Policing Services, Office on Violence Against Women, Office of Justice Programs, Executive Office of United States Attorneys.



- **Close seven standalone and underutilized low security prison camps**
- Close low security standalone camps and move inmates to larger facilities to capture economies of scale and reduce duplicative staff.
- Estimated Impact: FY 2019 net savings will be negligible, with FY 2020 savings estimated at \$32 million and the FY 2021 savings are estimated at \$82 million
- Time Horizon - close 3 camps in FY 2019 and the remaining 4 camps in FY 2020
- Affected Component - Bureau of Prisons

### **Considerations**

Congressional support will be required for the elimination of BOP regional offices and closure of standalone camps. Component reorganization proposals, e.g., for consolidating public affairs functions and grants administrative and program support functions, will also require Congressional support. Also, support from OPM is necessary to provide approval for VERA/VSIP flexibilities for Justice. The significant workforce realignment proposals in the FY 2019 Budget cannot be achieved without VERA/VSIP authority from OPM.

<b>Discretionary Summary</b>				
<b>Department of Justice</b>				
(Budget Authority in millions)				
	2018	2019		
	<u>President's Budget</u>	<u>Request to OMB</u>	<u>Request over 2018 PB</u>	<u>Percent over 2018 PB</u>
<b><u>Federal Programs</u></b>				
Federal Bureau of Investigation	8,579	8,940	361	4%
Federal Prison System	6,754	7,127	373	6%
Federal Prisoner Detention	1,536	1,544	8	1%
National Security Division	101	104	3	3%
General Legal Activities	904	901	-3	0%
U.S. Attorneys	2,057	2,147	90	4%
U.S. Marshals Service S&E and Construction	1,267	1,328	61	5%
Interagency Crime & Drug Enforcement	526	541	15	3%
Drug Enforcement Administration	2,164	2,253	89	4%
Bureau of Alcohol, Tobacco, Firearms, and Explosives	1,274	1,354	80	6%
Executive Office for Immigration Review	500	500	0	0%
Other	138	149	11	8%
<b>Subtotal, Federal Programs BA</b>	<b>25,801</b>	<b>26,889</b>	<b>1,087</b>	<b>4%</b>
<b><u>Discretionary Grants</u></b>				
<b>Subtotal, Discretionary Grants BA</b>	<b>1,930</b>	<b>1,708</b>	<b>(222)</b>	<b>-11%</b>
<i>State and Local Grants, Total</i>	<i>1,930</i>	<i>1,708</i>	<i>-222</i>	<i>-11%</i>
<i>OJP &amp; OVW Grants offset by CVF</i>	<i>[610]</i>	<i>[796]</i>	<i>[186]</i>	<i>[30%]</i>
<b>Subtotal, Discretionary BA w/o Mandatory Savings</b>	<b>27,732</b>	<b>28,597</b>	<b>865</b>	<b>3%</b>
Crime Victims Fund Credit	(11,020)	(11,020)	0	0%
Assets Forfeiture Fund Rescissions	(304)	(304)	0	0%
CVF Obligation Limit	[3,000]	[3,000]	[0]	[0%]
<b>Total, Discretionary BA</b>	<b>16,408</b>	<b>17,273</b>	<b>865</b>	<b>5%</b>

<b>Discretionary Summary</b>				
<b>Department of Justice</b>				
(Budget Authority in millions)				
	2018	2019		
	<u>President's Budget</u>	<u>Request to OMB</u>	<u>Request over 2018 PB</u>	<u>Percent over 2018 PB</u>
<b><u>Other Federal Programs</u></b>				
General Administration	114	122	8	7%
Justice Information Sharing Technology	31	41	10	32%
Office of the Inspector General	95	99	4	4%
U.S. Parole Commission	13	13	(1)	-5%
Antitrust	165	165	0	0%
U.S. Trustees	225	225	(0)	0%
Foreign Claims Settlement Commission	2	2	0	0%
Community Relations Service	14	5	(9)	-64%
Assets Forfeiture Fund Current Budget Authority	21	21	(0)	-2%
Federal Prison Industries	3	3	0	0%
Fees	(402)	(402)	0	0%
Working Capital Fund	(145)	(145)	0	0%
<b>Total Other</b>	<b>138</b>	<b>149</b>	<b>11</b>	<b>8%</b>



<b>Discretionary Summary</b>				
<b>Department of Justice</b>				
(Budget Authority in millions)				
	2018	2019		
	<u>President's Budget</u>	<u>Request to OMB</u>	<u>Request over 2018 PB</u>	<u>Percent over 2018 PB</u>
<b><u>General Legal Activities</u></b>				
Solicitor General	12	13	1	5%
Tax Division	107	107	(0)	0%
Criminal Division	182	192	9	5%
Civil Division	292	288	(4)	-1%
Environmental & Natural Resources Division	116	107	(8)	-7%
Legal Counsel	8	9	1	8%
Civil Rights Division	148	147	(1)	-1%
Interpol	35	35	0	0%
Office of Pardon Attorney	5	5	0	0%
<b>Total General Legal Activities</b>	<b>904</b>	<b>901</b>	<b>(3)</b>	<b>0%</b>



Office of the Attorney General  
Washington, D. C. 20530

September 11, 2017

The Honorable Mick Mulvaney  
Director, Office of Management and Budget  
Executive Office of the President  
Eisenhower Executive Office Building  
Washington, DC 20503

Dear Director Mulvaney:

Thank you for the opportunity to submit the Fiscal Year (FY) 2019 budget request of the Department of Justice (DOJ). As I wrote to you in March about our FY 2018 budget, we share the President's vision of realigning DOJ priorities to protect national security, counter illegal immigration, and strengthen law enforcement in its fight against violent crime on behalf of our great Nation. We also share the commitment to the wise stewardship of the tax dollars entrusted to us by hardworking Americans. Our FY 2019 budget submission upholds these values.

***Our FY 2019 Budget Request***

The Department of Justice request is \$28.6 billion. Within this level, we are reprioritizing resources toward areas of our greatest need, in large part by taking great advantage of the Administration's reorganization opportunities. We are reducing resources for our headquarters and administrative functions across the board, and moving more resources for investigations and prosecutions into the field where they can do the most good for the American people. We are eliminating redundant management layers and streamlining organizations and programs. Overall, we have identified over \$600 million in internal efficiencies that we are using towards our FY 2019 request. And, most importantly, we are using these efficiencies to help maintain a strong national security program, to support a renewed emphasis to combatting violent crime, and to ensure we support this Nation's vital law enforcement work.

Our FY 2019 budget proposal seeks to provide the Department with critical resources to address the opioid epidemic that is ravaging towns and cities across America. In 2015, over 52,000 Americans lost their lives to drug overdoses, and we are concerned that terrible toll is only going higher. This growth in unnecessary drug deaths is driven by the abuse of opioids such as fentanyl, a drug 30 to 50 times more powerful than heroin. While the price of some illegal drugs has gone down, which indicates an increased supply, the cost to our Nation from this scourge has only gone up. We must act to stem this unacceptable tide - our budget proposes \$73.5 million and 204 additional DEA agents to combat illegal opioid use and the fentanyl scourge.

The Nation has seen an appalling and abhorrent rise in violent crime, one that reaches far beyond our major cities: the small town of Hamlet, North Carolina, cancelled its Independence Day celebration this year due to concerns over gang violence. This, too, is unacceptable. In recent months, we have directed additional DOJ resources towards the surge in violent crime in twelve American cities. Our FY 2019 budget seeks to build upon that start, and adds \$52 million, and 71 Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) agents, to combat violent crime and to bring justice to victims while we hold criminals accountable for their crimes and violence. Additionally, we are seeking \$20 million, including 60 Organized Crime and Drug Enforcement Task Force (CDETF) agents, to address transnational crime and to prevent overseas violence from spilling into our streets.

As you know, I have strong views on how this Department can best deliver its services to our American citizens. Our budget proposal cuts Washington bureaucracy, eliminating nearly 800 positions from headquarters offices and adding over 1,200 positions to the field, where they can do the most good. The number of law enforcement agents in the Department will grow by 935, new and currently vacant, if this budget is approved. Further, we realize we must give our Department's agents and attorneys the tools and support they need to be successful. To that end, this budget will provide our prosecutors in the field additional paralegal support as a critical force-multiplier for our U.S. Attorney's offices. This budget also invests \$54 million in information technology modernization that supports our legal and law enforcement operations consistent with the recently released "Report to the President on Federal IT Modernization." And, because we recognize the risks that come with today's cyber threats, we are seeking \$32 million in critically needed improvements to our own systems to ensure we are adequately protect sensitive Department and citizen information.

Finally, in this budget submission we are seeking your assistance in restoring some technical adjustments that will have a sizeable adverse impact on our law enforcement operations next year if not remedied. The FY 2018 President's Budget was built on nearly \$850 million in rescissions, most notably one-time rescissions of construction balances from the Bureau of Prisons. However, certain of our rescissions from last year cannot recur, like the construction balances, because the same funds cannot be cut a second time. If unaddressed, these budget adjustments from last year will deeply reduce our operational capabilities in FY 2019. Accordingly, within our \$28.6 billion request, we seek your support for \$558 million for the Department to restore the one-time savings from last year's budget. Importantly, we are not seeking to replace all of the Department's prior-year rescissions, but we do need this restoration in order to preserve our mission capabilities.

### ***Our Agency Reform Plan and Long-Term Workforce Plan***

We have given great emphasis to our commitment to the President's effort to reform the Federal government, and we are pleased to include our Reform Plans with this budget. Throughout the Reform Plan process, the Department received thousands of suggestions for improvement from the public, our employees, and our managers. After eliminating duplicates and ideas with less utility, an evaluation team within DOJ has identified over 100 ideas for action. Some of the ideas are sweeping and touch the entire Department, such reducing administrative overhead, moving positions out of headquarters and into the field, and de-layering



our organizational structures. For example, our plan includes a major reorganization of the Bureau of Prisons to reduce regional layers between senior management and the correctional facilities they manage. We are also seeking to close the more costly standalone minimum-security camps we operate.

Other major proposals include reforming our grant-making organizations by consolidating their program support and back-office functions, an action that will reduce bureaucracy and save money by reducing headquarters positions by roughly one-quarter. We also have ideas that are smaller in scale, but nonetheless important to improve efficiency and save money. These ideas range from consolidating office space and small-office information technology support to consolidating public affairs offices and streamlining travel processing. Our Reform Plan includes ideas that will require your support for the legislative changes required to enact them, but also many ideas that we believe we can begin to implement in FY 2018 within our own authorities or, where required, with OMB and CJS Appropriations subcommittee approval.

The ideas outlined above are incorporated in our Long-Term Workforce Plan, also included in this submission. As you can see, our plan sets forth a simple yet vital idea: The American people will be served best, and Justice will operate at its best, by finding efficiencies in our operations that will enable us to put our key operational staff - agents, attorneys, investigators, and more - closest to the people they serve.

Additionally, we have a number of other suggestions for reform that we intend to explore further with your staff as we work through the FY 2019 budget review process. We believe there are efficiencies to be gained by considering how best to accomplish the Administration's efforts to counter illegal immigration, and we would like to discuss those ideas with your staff and the Department of Homeland Security. I believe there could be greater unity of effort and efficiencies in our counter-drug mission by the Department assuming responsibility for all drug grants currently administered by the Office of National Drug Control Policy. We are going to discuss with the Department of Treasury its ideas regarding certain tobacco-related regulatory functions. We believe there may be savings associated with evaluating how the Parole Commission and the Court Services and Offender Supervision Agency operate. My senior staff has identified potential opportunities to streamline federal hiring and personnel management, including the background investigation process. We welcome the opportunity to discuss these ideas further with your staff and affected agencies.

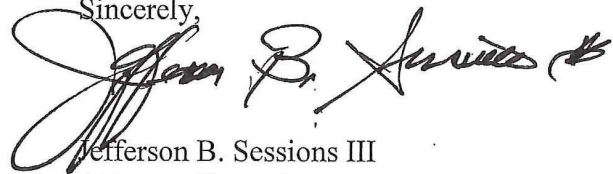
### ***Mission-Critical Infrastructure***

Last month, the General Services Administration suspended the project to acquire land and build a new headquarters for the FBI. While a new path forward is being considered, it is important to note the suspension does not obviate the fact that the present FBI Hoover building is inadequate to meet the FBI's mission requirements, either today or into the future. Accordingly, we are committed to working with you on an approach and a funding strategy that can succeed in delivering an appropriate FBI headquarters. We will be happy to share resource requirements for that project as part of our discussions.

Enclosed with this letter, please find our tables summarizing our Agency Reform Plan, our Long-Term Workforce Plan and our Budget. Our strategic plan will be submitted under separate cover. We look forward to working with you and your staff through the budget review process.

We are committed to keeping the American people safe, and to protecting the rule of law. We are committed to jealously guarding the hard-earned tax dollars entrusted to us. Our budget submission supports our mission and supports our Nation. I welcome your support for our efforts through the President's Budget for FY 2019.

Sincerely,

A handwritten signature in black ink, appearing to read "Jefferson B. Sessions III". The signature is fluid and cursive, with a large initial "J" and a distinct "S" at the end.

Jefferson B. Sessions III  
Attorney General

Enclosures

- A) Department of Justice Agency Reform Plan
- B) DOJ Long-Term Workforce Plan
- C) DOJ Budget Tables

**Flores, Sarah Isgur (OPA)**

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**From:** Flores, Sarah Isgur (OPA)  
**Sent:** Tuesday, July 11, 2017 10:55 AM  
**To:** Cutrona, Danielle (OAG); Hunt, Jody (OAG)  
**Subject:** Re: FBI bldg

I flagged this for him

On Jul 11, 2017, at 6:47 AM, Cutrona, Danielle (OAG) <[dcutrona@jmd.usdoj.gov](mailto:dcutrona@jmd.usdoj.gov)> wrote:

Sir--See below. GSA (b) (5) has cancelled the new building so now FBI's only option is to renovate the current HQ. Let me know if you need more information.

Begin forwarded message:

**From:** "Lofthus, Lee J (JMD)" <[llofthus@jmd.usdoj.gov](mailto:llofthus@jmd.usdoj.gov)>  
**Date:** July 11, 2017 at 7:43:11 AM EDT  
**To:** "Cutrona, Danielle (OAG)" <[dcutrona@jmd.usdoj.gov](mailto:dcutrona@jmd.usdoj.gov)>, "Crowell, James (ODAG)" <[jcrowell@jmd.usdoj.gov](mailto:jcrowell@jmd.usdoj.gov)>  
**Subject:** FBI bldg

The news on the FBI HQ project cancellation got out last night at nine or 10. Official vendor notices still happening this morning. FBI plans an employee communication but I have no more details than that.

Sent from my iPhone