

**From:** Nam, Julius (OLP)  
**Subject:** RE: revising the FSA Annual Report  
**To:** Rossi, Rachel (OASG); Solow, Sara (ODAG); Thompson, Karl (ODAG)  
**Cc:** Matthews-Johnson, Tamarra D. (OAG); Visser, Tim (OAG)  
**Sent:** January 10, 2022 3:50 PM (UTC-05:00)  
**Attached:** DRAFT FSA Annual Report - for leadership review 12-9-2021.docx

Sara/Karl: The draft I circulated on Dec. 9 (attached) is the latest version I have. Is there a further updated draft that I should use for BOP's updates?

Rachel: (b) (5)

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**From:** Rossi, Rachel (OASG) <(b) (6)>  
**Sent:** Monday, January 10, 2022 3:39 PM  
**To:** Nam, Julius (OLP) <(b) (6)>; Solow, Sara (ODAG) <(b) (6)>; Thompson, Karl (ODAG) <(b) (6)>  
**Cc:** Matthews-Johnson, Tamarra D. (OAG) <(b) (6)>; Visser, Tim (OAG) <(b) (6)>  
**Subject:** RE: revising the FSA Annual Report

Sara, should we still work to review and editing the sections you highlighted, or is it best to wait for a revised draft from BOP? And do we have a projected date for release of the FSA Annual Report yet?

I'm almost done with the 1.2-R to 1.3 and cut points memo and hope to have a draft for our group to review after our meeting tomorrow (to include anything we learn in our meeting).

Re: (b) (5) do we know what (b) (5) were included in the prior annual reports?

Thanks!  
Rachel

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**From:** Nam, Julius (OLP) <(b) (6)>  
**Sent:** Monday, January 10, 2022 3:35 PM  
**To:** Solow, Sara (ODAG) <(b) (6)>; Thompson, Karl (ODAG) <(b) (6)>  
**Cc:** Matthews-Johnson, Tamarra D. (OAG) <(b) (6)>; Rossi, Rachel (OASG) <(b) (6)>; Visser, Tim (OAG) <(b) (6)>  
**Subject:** RE: revising the FSA Annual Report

Yes, I'll reach out to BOP re updating the (b) (5) in accordance with the (b) (5).

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**From:** Solow, Sara (ODAG) <(b) (6)>  
**Sent:** Monday, January 10, 2022 3:01 PM  
**To:** Nam, Julius (OLP) <(b) (6)>; Thompson, Karl (ODAG) <(b) (6)>  
**Cc:** Matthews-Johnson, Tamarra D. (OAG) <(b) (6)>; Rossi, Rachel (OASG) <(b) (6)>; Visser, Tim (OAG) <(b) (6)>  
**Subject:** RE: revising the FSA Annual Report

Hi Julius and Karl – and looping Tamarra and Rachel an Tim,

My understanding is that BOP has not yet been asked to go back to the draft of the FSA report last settled/circulated in mid-December, which we had shared with leadership, and **update it in light of the (b) (5)**

(b) (5), etc. My initial email below tried to catalogue the sections of the report that I think will need to be changed, although I could have missed something. We also still need to settle on whether we are (b) (5) which would match to the prior Annual Report, or (b) (5) (which would require (b) (5)).

Julius/Karl, I would recommend that we ask BOP to start updating the (b) (5) sections **now** (and any edits to the programs guide section), given that we know what (b) (5).

On PATTERN, the update of that section may need to wait (b) (5), and I would imagine can draw from Rachel's memo.

I think we should also all reach a consensus on the (b) (5) question.

Sara

Sara A. Solow  
Senior Counsel  
Office of the Deputy Attorney General  
U.S. Department of Justice  
Cell: (b) (6)  
Other: (b) (6)

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**From:** Nam, Julius (OLP) <(b) (6)>  
**Sent:** Wednesday, December 22, 2021 2:44 PM  
**To:** Solow, Sara (ODAG) <(b) (6)>; Thompson, Karl (ODAG) <(b) (6)>  
**Subject:** RE: revising the FSA Annual Report

Hi Sara & Karl,

I'm assuming it remains the case that we'll transmit the FSA annual report to Congress in the second half of January? Just asking for my reporting purposes within OLP. If there's a specific role/task that OLP should take in the remaining process, please let us know.

Thank you,  
Julius

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**From:** Solow, Sara (ODAG) <(b) (6)>  
**Sent:** Friday, December 17, 2021 3:02 PM  
**To:** Nam, Julius (OLP) <(b) (6)>; Thompson, Karl (ODAG) <(b) (6)>; Rossi, Rachel (OASG) <(b) (6)>  
**Cc:** Matthews-Johnson, Tamarra D. (OAG) <(b) (6)>; Visser, Tim (OAG) <(b) (6)>  
**Subject:** RE: revising the FSA Annual Report

Emily Loeb thinks we can keep the (b) (5) to what it is now – (b) (5). We can ask BOP how heavy a lift it would be to do otherwise, but she didn't think it was a huge deal.

Sara A. Solow  
Senior Counsel  
Office of the Deputy Attorney General  
U.S. Department of Justice

Cell: (b) (6)  
Other: (b) (6)

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**From:** Nam, Julius (OLP) <(b) (6)>  
**Sent:** Friday, December 17, 2021 1:23 PM  
**To:** Thompson, Karl (ODAG) <(b) (6)>; Solow, Sara (ODAG) <(b) (6)>; Rossi, Rachel (OASG) <(b) (6)>  
**Cc:** Matthews-Johnson, Tamarra D. (OAG) <(b) (6)>; Visser, Tim (OAG) <(b) (6)>  
**Subject:** RE: revising the FSA Annual Report

Sara,

On the “(b) (5)” question, I see (b) (5) references to “(b) (5)” and (b) (5) separate references to “(b) (5)” (defined as the (b) (5)) in the current draft not only in connection to data in charts, but also what BOP did. It seems BOP will need to provide updated information and text, as the changes will go well beyond tweaking the phrasing.

Julius

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**From:** Thompson, Karl (ODAG) <(b) (6)>  
**Sent:** Thursday, December 16, 2021 2:57 PM  
**To:** Nam, Julius (OLP) <(b) (6)>; Solow, Sara (ODAG) <(b) (6)>; Rossi, Rachel (OASG) <(b) (6)>  
**Cc:** Matthews-Johnson, Tamarra D. (OAG) <(b) (6)>; Visser, Tim (OAG) <(b) (6)>  
**Subject:** RE: revising the FSA Annual Report

Yes, that is the plan.

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**From:** Nam, Julius (OLP) <(b) (6)>  
**Sent:** Thursday, December 16, 2021 2:48 PM  
**To:** Solow, Sara (ODAG) <(b) (6)>; Thompson, Karl (ODAG) <(b) (6)>; Rossi, Rachel (OASG) <(b) (6)>  
**Cc:** Matthews-Johnson, Tamarra D. (OAG) <(b) (6)>; Visser, Tim (OAG) <(b) (6)>  
**Subject:** RE: revising the FSA Annual Report

On page 20: (b) (5) – I recommend that BOP also revise that section. Karl can correct me on this, but I believe (b) (5) will be released at the same time as, if not before, the (b) (5).

On Monday, we’re having an ODAG/BOP/OLP meeting with OMB to provide a description of the (b) (5), which we hope will (b) (5) per OMB. So it appears that (b) (5) will also be (b) (5) per OMB.

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**From:** Solow, Sara (ODAG) <(b) (6)>  
**Sent:** Thursday, December 16, 2021 2:14 PM  
**To:** Thompson, Karl (ODAG) <(b) (6)>; Nam, Julius (OLP) <(b) (6)>; Rossi, Rachel (OASG) <(b) (6)>  
**Cc:** Matthews-Johnson, Tamarra D. (OAG) <(b) (6)>; Visser, Tim (OAG) <(b) (6)>  
**Subject:** revising the FSA Annual Report



**From:** Iacono, Michael A. (ODAG)  
**Subject:** ODAG Weekly Report - 2022.01.14  
**To:** ODAG Full Staff; Heinzelman, Kate (OAG)  
**Cc:** McCabe, Shannon (OLP)  
**Sent:** January 14, 2022 2:11 PM (UTC-05:00)  
**Attached:** 2022.01.14 - Redacted Leadership Report.pdf, 2022.01.14 - Full Leadership Report.pdf, 2022.01.14 - Master Weekly.xlsx

Hi all,

Attached above is this week's report. The DAG is recused from one item arising from ATR, so please do not disclose the full report or the master report. This is my last day with DOJ, and I have to say that it was an absolute pleasure working with you all. I've learned a tremendous amount and the Department will always hold a special place in my heart. For those that don't already know, Shannon McCabe, a stellar paralegal from OLP, will be taking over after I depart. Thank you all and have a wonderfully relaxing long weekend.

All the best,  
Mike



# ODAG Weekly Leadership Report

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WEEK OF

January 7, 2022 – January 14, 2022

**DAG Recused Do Not Disclose**

		<u>CRT</u>				
<b>Component POC</b> (Name and Number)	Bridget Cheung-Smith (b) (6) -O (b) (6) -C	<i>Internal/FOUO</i>				
<b>Date Submitted</b>	1/13/2022	<i>Please include all of your component's noteworthy operational matters, congressional engagement, public engagement/events/speeches, and interagency or policy work that require leadership awareness or will require OAG/ODAG action within the next 30 days.</i>				
<b>Category</b>	<b>Date Occurred or Next Deadline</b>	<b>Item to Report</b>	<b>Leadership Action Required?</b>	<b>Deadline for Leadership Action?</b>	<b>Likely to Require OPA involvement?</b>	<b>Recommend Kudos to Team? (if yes, include team members in item description)</b>

Not Responsive

# Not Responsive

Interagency and/or Policy Work		<p>[VOT] <i>E.O. 14019 - Promoting Access to Voting:</i> VOT has completed revised drafts of a voting rights brochure for the public and UOCAVA materials for DOJ overseas employees. These items are part of DOJ's strategic plan under the Order. VOT and DRS have been consulting with NIST on a draft report under the March 7 Executive Order called "Promoting Access to Voting: Recommendations for Addressing Barriers to Private and Independent Voting for People with Disabilities."</p> <p>(b)(5) per CRT [REDACTED]</p>	No	NA	No	No
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# Not Responsive



<b>Component POC (Name and Number)</b>	Bridget Cheung- Smith (b) (6) -O; (b) (6) -C
<b>Date Submitted</b>	1/13/2022
<b>Category</b>	<b>Date Occurred or Next Deadline</b>
Not Responsive	

Not Responsive

Interagency and/or  
Policy Work

<b>CRT</b>	
<b><i>Internal/FOUO</i></b>	
<i>Please include all of your component's noteworthy operational matters, congressional engagement, public engagement/events/speeches, and interagency or policy work that require leadership awareness or will require OAG/ODAG action within the next 30 days.</i>	
<b>Item to Report</b>	<b>Leadership Action Required?</b>

Not Responsive

# Not Responsive

[VOT] *E.O. 14019 - Promoting Access to Voting*: VOT has completed revised drafts of a voting rights brochure for the public and UOCAVA materials for DOJ overseas employees. These items are part of DOJ's strategic plan under the Order. VOT and DRS have been consulting with NIST on a draft report under the March 7 Executive Order called "Promoting Access to Voting: Recommendations for Addressing Barriers to Private and Independent Voting for People with Disabilities."

(b)(5) per CRT

No

Deadline for Leadership Action?	Likely to Require OPA involvement?	Recommend Kudos to Team? (if yes, include team members in item description)

Not Responsive

Not Responsive

NA	No	No
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# ODAG Weekly Leadership Report

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WEEK OF

January 7, 2022 – January 14, 2022

		<u>CRT</u>				
<b>Component POC</b> (Name and Number)	Bridget Cheung-Smith (b) (6) -O (b) (6) -C	<i>Internal/FOUO</i>				
<b>Date Submitted</b>	1/13/2022	<i>Please include all of your component's noteworthy operational matters, congressional engagement, public engagement/events/speeches, and interagency or policy work that require leadership awareness or will require OAG/ODAG action within the next 30 days.</i>				
<b>Category</b>	<b>Date Occurred or Next Deadline</b>	<b>Item to Report</b>	<b>Leadership Action Required?</b>	<b>Deadline for Leadership Action?</b>	<b>Likely to Require OPA involvement?</b>	<b>Recommend Kudos to Team? (if yes, include team members in item description)</b>

Not Responsive



# Not Responsive

Interagency and/or Policy Work		<p>[VOT] <i>E.O. 14019 - Promoting Access to Voting:</i> VOT has completed revised drafts of a voting rights brochure for the public and UOCAVA materials for DOJ overseas employees. These items are part of DOJ's strategic plan under the Order. VOT and DRS have been consulting with NIST on a draft report under the March 7 Executive Order called "Promoting Access to Voting: Recommendations for Addressing Barriers to Private and Independent Voting for People with Disabilities."</p> <p>(b)(5) per CRT [REDACTED]</p>	No	NA	No	No
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# Not Responsive

**From:** Heinzelman, Kate (OAG)  
**Subject:** FW: ODAG Weekly Report - 2022.01.14  
**To:** Reich, Mitchell (OAG); Goodlander, Margaret V. (OAG); Matthews-Johnson, Tamarra D. (OAG); Visser, Tim (OAG)  
**Cc:** Klapper, Matthew B. (OAG)  
**Sent:** January 14, 2022 4:19 PM (UTC-05:00)  
**Attached:** 2022.01.14 - Redacted Leadership Report.pdf, 2022.01.14 - Full Leadership Report.pdf, 2022.01.14 - Master Weekly.xlsx

FYSA – have not reviewed

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**From:** Iacono, Michael A. (ODAG) <(b) (6)>  
**Sent:** Friday, January 14, 2022 2:11 PM  
**To:** ODAG Full Staff <(b) (6)>; Heinzelman, Kate (OAG) <(b) (6)>  
**Cc:** McCabe, Shannon (OLP) <(b) (6)>  
**Subject:** ODAG Weekly Report - 2022.01.14

Duplicative Information - See Document ID 22-cv-1733 - 8634

**From:** Cheung-Smith, Bridget (CRT)  
**Subject:** FW: Weekly Leadership Report - 1.19.2022  
**To:** AGWeeklyReport (JMD); Braden, Myesha (ODAG); Carlin, John P. (ODAG); Colangelo, Matthew (OASG); Gupta, Vanita (OASG); Mitchell, Kendall M. (PAO); Bradford, Aryele (PAO); Sooknanan, Sparkle (OASG); Thompson, Karl (ODAG); Visser, Tim (OAG); West Rasmus, Emma (OASG); Grogg, Adam (OASG); Hahn, Mary (OASG); Weekly Leadership Reports (ODAG)  
**Cc:** Smith, Johnathan (CRT); Clarke, Kristen (CRT); Cochran, Shaylyn (CRT); Friel, Gregory B (CRT); Howe, Suey (CRT); Karlan, Pamela (CRT); Moosy, Robert (CRT); Wertz, Jeremy (CRT); Powers, John (CRT); Simon, Eliza (CRT); Heming Segal, Julia (CRT); Polansky, Jessica (CRT); Bullard-Tubbs, Carmelle (CRT); Mathis, Jennifer (CRT); Flagg, Kinara (CRT); Godoy, Pablo (CRT)  
**Sent:** January 19, 2022 4:14 PM (UTC-05:00)  
**Attached:** CRT - Weekly Leadership Report 1.19.2022 kaf - final.docx

Good afternoon all:

Attached please find the Weekly Leadership Report for the week ending January 21, 2022.

Thank you,

*Bridget*

Bridget Cheung-Smith  
Document Management Analyst II, Contractor  
Office of the Assistant Attorney General  
Civil Rights Division  
U.S. Department of Justice  
Office: (b) (6)  
Cell: (b) (6)  
(b) (6)

**WEEKLY REPORT**

January 19, 2022

MEMORANDUM FOR THE OFFICE OF THE ATTORNEY GENERAL

THE OFFICE OF THE DEPUTY ATTORNEY GENERAL

THE OFFICE OF THE ASSOCIATE ATTORNEY GENERAL

FROM: Kristen Clarke  
Assistant Attorney General for the Civil Rights Division

SUBJECT: Civil Rights Division Report for the Week Ending January 21, 2022

Not Responsive

Not Responsive

**4. Interagency or Policy Work**

Not Responsive

# Not Responsive

[VOT] *E.O. 14019 - Promoting Access to Voting*: VOT has revised the draft of a voting rights brochure for the public as part of DOJ's strategic plan under the order and sent the revised draft to OASG. VOT and DRS have been consulting with NIST on a draft report under the March 7 Executive Order called "Promoting Access to Voting: Recommendations for Addressing Barriers to Private and Independent Voting for People with Disabilities." (b)(5) per CRT

- *Leadership Action*: No
- *OPA Involvement*: No
- *Kudos*: No

# Not Responsive

**From:** Nam, Julius (OLP)  
**Subject:** RE: revising the FSA Annual Report  
**To:** Rossi, Rachel (OASG); Solow, Sara (ODAG); Thompson, Karl (ODAG)  
**Cc:** Matthews-Johnson, Tamarra D. (OAG); Visser, Tim (OAG)  
**Sent:** January 19, 2022 9:10 PM (UTC-05:00)  
**Attached:** DRAFT FSA Annual Report - BOP\_OLP\_01-19-2022.docx

Rachel:

Attached draft came back from BOP today and I just finished going through their edits. It includes additional text re the (b) (5) (assuming what I last saw is the (b) (5) ). (I believe the (b) (5) is moving from ODAG to OIRA, and knock-on-wood it's now ready for publication.)

So this draft is ready for your updates, though BOP/OLP's redlined edits probably need additional reads.

Julius

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**From:** Rossi, Rachel (OASG) <(b) (6)>  
**Sent:** Wednesday, January 19, 2022 7:45 PM  
**To:** Nam, Julius (OLP) <(b) (6)>; Solow, Sara (ODAG) <(b) (6)>; Thompson, Karl (ODAG) <(b) (6)>  
**Cc:** Matthews-Johnson, Tamarra D. (OAG) <(b) (6)>; Visser, Tim (OAG) <(b) (6)>  
**Subject:** RE: revising the FSA Annual Report

Hi all,

Checking in to see if we have further updates on projected report release timing or a revised draft of the FSA report. You may be tracking this already, but OPA notified us that NPR was working on a story about the FSA Report. I haven't gotten back in touch with her to hear how that landed today.

Let me know if we received any updates from BOP and I am happy to work on that draft to add any additional edits.

Thanks!  
Rachel

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**From:** Nam, Julius (OLP) <(b) (6)>  
**Sent:** Monday, January 10, 2022 3:50 PM  
**To:** Rossi, Rachel (OASG) <(b) (6)>; Solow, Sara (ODAG) <(b) (6)>; Thompson, Karl (ODAG) <(b) (6)>  
**Cc:** Matthews-Johnson, Tamarra D. (OAG) <(b) (6)>; Visser, Tim (OAG) <(b) (6)>  
**Subject:** RE: revising the FSA Annual Report

Duplicative Information - See Document ID 22-cv-1733 - 8575

**From:** Solow, Sara (ODAG)  
**Subject:** RE: revising the FSA Annual Report  
**To:** Nam, Julius (OLP); Rossi, Rachel (OASG); Thompson, Karl (ODAG)  
**Cc:** Matthews-Johnson, Tamarra D. (OAG); Visser, Tim (OAG)  
**Sent:** January 20, 2022 12:53 PM (UTC-05:00)  
**Attached:** DRAFT FSA Annual Report - BOP\_OLP\_01-19-2022 - sas edits.docx

Here are edits to this.

Key things:

1. The (b) (5) section needs more meat. This is so puny. OLP, can you please try to beef this up, drawing on (b) (5)? Maybe Susan Inman can add, as she lived (b) (5) for 4 weeks. We also need BOP to add some more numbers about what is actually happening under the new (b) (5).
2. On (b) (5), did my best reflecting where we are now, but Rachel, this will definitely need to be revisited after
3. Related to 2, there is a table showing (b) (5), which I imagine will need to be replaced entirely, or we will need to run a new one under it, after we land on (b) (5).
4. There are a few other comments to BOP here and there, to clarify things.

Julius, it would be great if OLP could pls try to do #1, and then we could send this back to BOP to work on, until early next week. We won't be ready to do the (b) (5) edits until next week anyway, so unless others on this chain want to jump in now, I think this can live with OLP and BOP for a bit longer.

Thx,  
Sara

Sara A. Solow  
Senior Counsel  
Office of the Deputy Attorney General  
U.S. Department of Justice  
Cell: (b) (6)  
Other: (b) (6)

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**From:** Nam, Julius (OLP) <(b) (6)>  
**Sent:** Wednesday, January 19, 2022 9:10 PM  
**To:** Rossi, Rachel (OASG) <(b) (6)>; Solow, Sara (ODAG) <(b) (6)>; Thompson, Karl (ODAG) <(b) (6)>  
**Cc:** Matthews-Johnson, Tamarra D. (OAG) <(b) (6)>; Visser, Tim (OAG) <(b) (6)>  
**Subject:** RE: revising the FSA Annual Report

Duplicative Information - See Document ID 22-cv-1733 - 9463



**From:** Nam, Julius (OLP)  
**Subject:** RE: revising the FSA Annual Report  
**To:** Solow, Sara (ODAG); Rossi, Rachel (OASG); Thompson, Karl (ODAG)  
**Cc:** Matthews-Johnson, Tamarra D. (OAG); Visser, Tim (OAG)  
**Sent:** January 21, 2022 2:18 PM (UTC-05:00)  
**Attached:** DRAFT FSA Annual Report - BOP\_OLP\_01-19-2022 - sas edits - sdi\_jn.docx

Sara and Rachel:

I'm attaching a further edited draft of the report. Susan Inman kindly took a pen to the (b)(5) section, and BOP has reviewed those portions. BOP has provided additional responses to Sara's questions, which I've inserted in the attached draft.

On the (b)(5), this was BOP's (Sonya Thompson) response: "(b)(5) per BOP  
[REDACTED]  
" I placed this as a comment in the attached. I told BOP that they may very well be asked to run the numbers once the (b)(5) decisions are reached.

Julius

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**From:** Solow, Sara (ODAG) <(b)(6)>  
**Sent:** Thursday, January 20, 2022 12:53 PM  
**To:** Nam, Julius (OLP) <(b)(6)>; Rossi, Rachel (OASG) <(b)(6)>; Thompson, Karl (ODAG) <(b)(6)>  
**Cc:** Matthews-Johnson, Tamarra D. (OAG) <(b)(6)>; Visser, Tim (OAG) <(b)(6)>  
**Subject:** RE: revising the FSA Annual Report

Duplicative Information - See Document ID 22-cv-1733 - 9524

**From:** Goodlander, Margaret V. (OAG)  
**Subject:** Re: ODAG Weekly Report - 2022.01.14  
**To:** Heinzelman, Kate (OAG)  
**Sent:** January 24, 2022 6:47 AM (UTC-05:00)  
**Attached:** 2022.01.14 - Redacted Leadership Report.pdf, 2022.01.14 - Full Leadership Report.pdf, 2022.01.14 - Master Weekly.xlsx

Thanks, Kate. Could you share the weekly report for this week when you have the chance?

Best,  
Maggie

On Jan 14, 2022, at 16:18, Heinzelman, Kate (OAG) <(b) (6)> wrote:

Duplicative Information - See Document ID 22-cv-1733 - 9033



**From:** Solow, Sara (ODAG)  
**Subject:** RE: revising the FSA Annual Report  
**To:** Nam, Julius (OLP); Rossi, Rachel (OASG); Thompson, Karl (ODAG)  
**Cc:** Matthews-Johnson, Tamarra D. (OAG); Visser, Tim (OAG)  
**Sent:** January 24, 2022 9:50 AM (UTC-05:00)  
**Attached:** DRAFT FSA Annual Report - BOP\_OLP\_01-24-22.docx

Thank you Julius (and OLP). This is the state of the report currently. The (b) (5) section will need to change, as well as that (b) (5) that is flagged (I disagree w/BOP that it makes sense to (b) (5); we should at the very least (b) (5)).

Sara A. Solow  
Senior Counsel  
Office of the Deputy Attorney General  
U.S. Department of Justice  
Cell: (b) (6)  
Other: (b) (6)

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**From:** Nam, Julius (OLP) <(b) (6)>  
**Sent:** Friday, January 21, 2022 2:18 PM  
**To:** Solow, Sara (ODAG) <(b) (6)>; Rossi, Rachel (OASG) <(b) (6)>; Thompson, Karl (ODAG) <(b) (6)>  
**Cc:** Matthews-Johnson, Tamarra D. (OAG) <(b) (6)>; Visser, Tim (OAG) <(b) (6)>  
**Subject:** RE: revising the FSA Annual Report

Duplicative Information - See Document ID 22-cv-1733 - 9648

**From:** Rossi, Rachel (OASG)  
**Subject:** FW: Strategic Plan: final red-flag review  
**To:** Goodlander, Margaret V. (OAG)  
**Sent:** January 24, 2022 1:23 PM (UTC-05:00)  
**Attached:** Learning Agenda Draft 2022-01-13.docx, Strategic Plan ERM DRAFT 1-13-22.docx, Strategic Plan DRAFT 1-24-22.docx, DOJ KPIs 01-24-22 DRAFT.docx, DOJ APGs 01-24-22--DRAFT.docx, Strategic Plan redline 1-13 to 1-24 DRAFT.docx, APG redline 1-13 to 1-24 DRAFT.docx, KPI redline 1-13 to 1-24 DRAFT.docx

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**From:** Ralston, Sonja M. (ODAG) <(b) (6)>  
**Sent:** Monday, January 24, 2022 1:12 PM  
**To:** (b)(6), (b)(7)(C) per ATF <(b) (6)>; Attridge, James (ATR) <(b) (6)>; Milusnic, Louis (BOP) <(b) (6)>; Rao, Arun (CIV) <(b) (6)>; Randolph, Cory (COPS) <(b) (6)>; Stamper, Gwendolyn (CRM) <(b) (6)>; Cochran, Shaylyn (CRT) <(b) (6)>; Diegor, Melody L. (CRS) <(b) (6)>; (b)(6), (b)(7)(C) per DEA <(b)(6), (b)(7)(C) per DEA>; Smith, Justin (ENRD) <(b) (6)>; Sheehey, Kate (EOIR) <(b) (6)>; Wong, Norman (USAEO) <(b)(6) per EOUSA>; Otto, Caroline F. (RPO) (FBI) <(b)(7)(E) per FBI>; LaFrancois, Jeremy R (FCSC) <(b) (6)>; (b)(6) per Interpol <(b)(6) per Interpol>; Lauria, Jolene A (JMD) <(b) (6)>; Findlay, Patrick (NSD) <(b) (6)>; Cervoni, Rena J (OARM) <(b) (6)>; Cohen, Adam (OCDETF) <(b) (6)>; Davies, Susan M. (OLP) <(b) (6)>; Robinson-Smith, Andria (OPCL) <(b) (6)>; Ford, Rebecca A. (OPR) <(b) (6)>; Fletcher, Brian H. (OSG) <(b) (6)>; Jacobs, Jeanne H. (OTJ) <(b)(6) per EOUSA>; Randall, Allison (OVW) <(b) (6)>; Taylor, Will (PARDON) <(b) (6)>; Grimes, Benjamin (PRAO) <(b) (6)>; Shatz, Eileen M. (TAX) <(b) (6)>; Nieboer, Chad (USMS) <(b) (6)>; Wongsam, Andrea M. (USPC) <(b) (6)>; Haverstock, Christopher J. (USTP) <(b) (6)>; Cohen, Brent (OJP) <(b) (6)>; Hyun, Peter (OLA) <(b) (6)>; Rossi, Rachel (OASG) <(b) (6)>; Bullock, Bob B. (ATJ) <(b) (6)>; Jones, Barbara (COPS) <(b) (6)>  
**Cc:** Oloya, Apiyo (ODAG) <(b) (6)>; Funston, Robin (JMD) <(b) (6)>; Basu, Joy (ODAG) <(b) (6)>; Choi, Eun Young (ODAG) <(b) (6)>; Atkinson, Lawrence (ODAG) <(b) (6)>; Dickerson, Julie (ODAG) <(b) (6)>; Gannon, Anne (ODAG) <(b) (6)>; Solow, Sara (ODAG) <(b) (6)>; Benedict, Margot (ODAG) <(b) (6)>; Robertson, Ashley E. (ODAG) <(b) (6)>; Braden, Myesha (ODAG) <(b) (6)>; Chambers, Kevin (ODAG) <(b) (6)>; O'Herron, Margy (ODAG) <(b) (6)>; Toomey, Kathleen (ODAG) <(b) (6)>; Sooknanan, Sparkle (OASG) <(b) (6)>

**Subject:** Strategic Plan: final red-flag review

**Importance:** High

Good afternoon all,

The time has arrived! Attached is the current, DAG-approved version of the DOJ Strategic Plan for FY 2022-2026. **Please provide any additional, red-flag/show-stopping\* comments by 10am on Wed. 1/26 to me, Apiyo, and Robin.**

This is your last opportunity to review these aspects of the Plan. Robin and her team in SPPS will continue to work with you and your component staff on the technical specifications for the KPIs and AGPs as well as the final pieces of the learning agenda and risk assessment. When reviewing, keep in mind that the final product will be a public document. You may share these draft documents within your components to those involved in the strategic planning process. We ask, however, that each component send one consolidated response.

What's attached:

- Strategic Plan main document: the text of the goals, objectives, strategies, and associated narratives. Redline from the 1-13 version also attached.

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- Agency Priority Goals (APGs): the three detailed goals on which we will report quarterly progress through the end of FY 2023. Redline from the 1-13 version also attached.
- Key Performance Indicators (KPIs): the metrics for each objective on which we will report quarterly and annual progress. The Strategic Planning and Performance Staff (SPPS) is working with performance staff in each component to clarify definitions, data validation and limitations, and targets for these metrics. Redline from the 1-13 version also attached. **\*please note: not every component will report on every KPI in each objective for which they are listed as “contributing”; indeed, a component does not need to provide data to any KPI to be included as contributing.\***
- Priority Questions (draft Learning Agenda): the questions selected to form the basis of the learning agenda. SPPS is completing the rest of the learning agenda and is reaching out to your experts for information as necessary.
- Enterprise Risks: the selected risks buckets that will be noted in the plan and form the basis of our risk profile process that SPPS is working on.

What’s changed since Jan. 13:

- APGs. There is a new APG on (b) (5). The metrics for the (b) (5) APGs have also changed some.
- KPIs. There have been some changes, particularly in the (b) (5) areas.
- Wording: there are a variety of wording changes throughout. Some are the result of your comments —**suggestions that ensure we are using appropriate terms of art have been very helpful**; thank you! Some are the DAG’s changes.

What’s changed since December:

- Numbering. As some of you know, we added a strategic goal on (b) (5). That is now goal (b) (5). The prior goals (b) (5) are now goals (b) (5). Relevant components are identified within each objective; all components are included in the objectives in goal (b) (5).
- The number of KPIs. Thanks to components’ and working groups’ hard work, we had a surplus of useful KPIs. To keep the plan focused and publicly digestible and the evaluation process manageable, we have reduced the overall number of KPIs. In most cases, there is only one KPI per strategy. SPPS has retained a list of the KPIs cut from the prior draft. In many cases those were quality metrics that can be useful for internal purposes.
- APGs. The specific targets within the APGs have changed slightly. We also cut the APG for the (b) (5). Although (b) (5) efforts remain a top Departmental priority, we—along with every other agency—struggled to identify high-quality metrics that could be measured accurately and meaningfully on a quarterly basis.
- Strategies. In two cases, we eliminated or combined strategies. First, in objective (b) (5) ((b) (5)), we combined the (b) (5) and (b) (5) strategies because the former had no independent metric. Second, in objective (b) (5) ((b) (5)), we cut the “(b) (5)” strategy because data gathering and analysis, although important, belong in the learning agenda, not the main plan.

Thank you again for all the hard work you and other members of your components have put into this process so far. If you have any questions, please let us (Sonja and Apiyo) know.

**Sonja Ralston**

Senior Counsel to the Deputy Attorney General

(b) (6) (c)

**Apiyo Oloya**

Special Advisor

Office of the Deputy Attorney General

(b) (6)

\*typos, grammatical errors, technical corrections, and conforming edits are included in this definition.