

Message

From: Macy, Jim [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=4E5474F0324546D69DAC5848765CDC87-9A7B6343-42]
Sent: 4/3/2025 2:46:29 PM
To: Chu, Ed [Chu.Ed@epa.gov]
Subject: draft confidential work product
Attachments: Ex. 5 Deliberative Process (DP)

Jim Macy | Regional Administrator
U.S. Environmental Protection Agency
Region 7 (Kansas, Missouri, Nebraska, Iowa & Nine Tribes)
(913) 551-7006 | Macy.Jim@EPA.gov
epa.gov | epa.gov/region7

Message

From: Pace, Donald [Pace.Donald@epa.gov]
Sent: 3/27/2025 10:47:22 PM
To: Arcaya, Alyssa [arcaya.alyssa@epa.gov]
CC: Ruvo, Richard [Ruvo.Richard@epa.gov]; Hurley, Kevin [Hurley.Kevin@epa.gov]
Subject: RE: First cut
Attachments: Cost Savings Proposals & Plans.xlsx

Hi – attached is the chart we put together.

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

Also, this is a rough draft so I can help in cleaning it up. I'm around tomorrow if you need anything.

From: Arcaya, Alyssa <arcaya.alyssa@epa.gov>
Sent: Thursday, March 27, 2025 6:38 PM
To: Pace, Donald <Pace.Donald@epa.gov>
Cc: Ruvo, Richard <Ruvo.Richard@epa.gov>; Hurley, Kevin <Hurley.Kevin@epa.gov>
Subject: RE: First cut

Thanks so much, Don! I think this is a great first cut.

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

From: Pace, Donald <Pace.Donald@epa.gov>
Sent: Thursday, March 27, 2025 1:24 PM
To: Arcaya, Alyssa <arcaya.alyssa@epa.gov>
Cc: Ruvo, Richard <Ruvo.Richard@epa.gov>; Hurley, Kevin <Hurley.Kevin@epa.gov>
Subject: First cut

Hi – please take a look and let me know if you have recommended changes/additives.

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

Donald Pace
Director
Mission Support Division | U.S. EPA | Region 2
290 Broadway | New York, NY | (212) 637-4135

Message

From: Arcaya, Alyssa [arcaya.alyssa@epa.gov]
Sent: 4/2/2025 7:31:37 PM
To: Martucci, Michael [Martucci.Michael@epa.gov]
Subject: Fw: R5 Comments/Suggestions
Attachments: Draft Regional Efficiencies.R5.docx

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From: Newton, Cheryl <Newton.Cheryl@epa.gov>
Sent: Wednesday, April 2, 2025 3:22:14 PM
To: Arcaya, Alyssa <arcaya.alyssa@epa.gov>; Pace, Donald <Pace.Donald@epa.gov>
Cc: Sanders, Amy <Sanders.Amy@epa.gov>
Subject: R5 Comments/Suggestions

Hi Alyssa, Don – Please find attached a version of the document you shared, where we have filled in some additional ideas, as well as provided editing and comments on other aspects. We did our best with the time, and much appreciate having this time. There's a number of good ideas for overall organizational improvement and efficiency that are being collected here, beyond some of the larger potential questions. Please let us know if you have any questions.

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

Please advise if I should share with anyone else directly. Thanks

Cheryl

Cheryl L. Newton
Deputy Regional Administrator, R5
312-353-6730 (office)
312-405-7213 (mobile)

Please note: If you receive this email outside of your normal working hours, please know that I do not expect a response until you are back at work during your normal hours.

Message

From: Knapp, Kristien [Knapp.Kristien@epa.gov]
Sent: 3/4/2025 10:01:06 PM
To: Talmage, Sarah [Talmage.Sarah@epa.gov]; Barja, Jaide [Barja.Jaide@epa.gov]; Bailey, KevinJ [Bailey.KevinJ@epa.gov]
CC: Levine, Carolyn [Levine.Carolyn@epa.gov]
Subject: FW: Letter from EPW Democrats re EPA Staffing and Budget Cuts
Attachments: 3.4.25 Letter to EPA re RIF Staffing Reduction.pdf

FYI, new oversight letter from EPW Minority caucus on staff reductions.

From: Misk, Jonathan (EPW) <Jonathan_Misk@epw.senate.gov>
Sent: Tuesday, March 4, 2025 3:31 PM
To: Levine, Carolyn <Levine.Carolyn@epa.gov>; Knapp, Kristien <Knapp.Kristien@epa.gov>
Cc: Dudis, Dan (EPW) <Dan_Dudis@epw.senate.gov>; Allen, Kara (EPW) <Kara_Allen@epw.senate.gov>; Mabry, Elizabeth (Alsobrooks) <Elizabeth_Mabry@alsobrooks.senate.gov>; Wiegard, Pierce (EPW) <Pierce_Wiegard@epw.senate.gov>; Lao, Amy (EPW) <Amy_Lao@epw.senate.gov>
Subject: Letter from EPW Democrats re EPA Staffing and Budget Cuts

Caution: This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

Good afternoon Carolyn, Kristien—

Attached please find a letter addressed to EPA Administrator Lee Zeldin from Senator Sheldon Whitehouse, Ranking Member of the Committee on Environment and Public Works, Senator Angela Alsobrooks, a member of the Committee, and all other Democratic Committee members concerning reported staffing and budget cuts at EPA.

Should you have any questions, please do not hesitate to reach out to us. Thank you for confirming receipt.

Best,
Jonathan

Jonathan N. Misk

Chief Oversight and Investigations Counsel
Senate Committee on Environment & Public Works
Ranking Member Sheldon Whitehouse (D-RI)
T (202) 228-7403
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E jonathan_misk@epw.senate.gov

SHELLEY MOORE CAPITO, WEST VIRGINIA, CHAIRMAN
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LISA BLUNT ROCHESTER, DELAWARE
ANGELA D. ALSOBROOKS, MARYLAND

ADAM TOMLINSON, REPUBLICAN STAFF DIRECTOR
DAN DUDIS, DEMOCRATIC STAFF DIRECTOR

United States Senate
COMMITTEE ON ENVIRONMENT AND PUBLIC WORKS
WASHINGTON, DC 20510-6175

March 4, 2025

The Honorable Lee M. Zeldin
Administrator
Environmental Protection Agency
1200 Pennsylvania Avenue NW
Washington, DC 20460

Dear Administrator Zeldin:

On February 26, 2025, President Trump said that you planned to fire 65 percent of staff at the Environmental Protection Agency (EPA).¹ Hours later, a White House spokesperson stated that the President misspoke and that you instead planned to cut EPA spending by 65 percent.² You then doubled down a day later, telling *Spectrum News* in an interview that you had shared with President Trump that a 65 percent budget cut was a “low number” and that you believe “that the EPA can save even more than 65 percent of our budget year over year.”³

The Office of Management and Budget (OMB) and the Office of Personnel Management (OPM) released a memorandum on February 26, 2025 outlining a multi-month process for reducing the size of the federal workforce.⁴ The Agency Reduction in Force and Reorganization Plan (ARRP) process detailed in this memo requires agency heads to submit “Phase 1 ARRs” and “Phase 2 ARRs” to provide an accounting of the agency’s reduction in force (RIF) plans, including numerical data and justification. Those submissions are due on March 13 and April 14 of this year, respectively.

¹ Robin Bravender, “Trump: EPA boss expects to cut 65 percent of staff,” *E&E News by Politico* (Feb. 26, 2025), <https://subscriber.politicopro.com/article/eenews/2025/02/26/trump-epa-boss-expects-to-cut-65-percent-of-staff-00206230>.

² Alex Guillén, “White House says Trump meant EPA will cut 65 percent of spending, not staff,” *E&E News by Politico* (Feb. 26, 2025), <https://subscriber.politicopro.com/article/eenews/2025/02/26/white-house-says-trump-meant-epa-will-cut-65-percent-of-spending-not-staff-00206228>.

³ Robin Bravender, “Zeldin: 65 percent EPA budget cut is a ‘low number,’” *E&E News by Politico* (Feb. 27, 2025), <https://subscriber.politicopro.com/article/eenews/2025/02/27/zeldin-65-percent-epa-budget-cut-is-a-low-number>.

⁴ U.S. Office of Personnel Management & U.S. Office of Management and Budget, *Guidance on Agency RIF and Reorganization Plans Requested by Implementing The President’s “Department of Government Efficiency” Workforce Optimization Initiative* (Feb 26, 2025), https://www.opm.gov/policy-data-oversight/latest-memos/guidance-on-agency-rif-and-reorganization-plans-requested-by-implementing-the-president-s-department-of-government-efficiency-workforce-optimization-initiative.pdf?fbclid=IwZXh0bgNhZW0CMTEAAR0i9XEhXQMzWex4mhUHwXE50RBQOq-hqB08c4kxp7lYobjjMpr2_A-DwJw_aem_5Fg3HvIF7JlKtHDAAbFwZg.

Your intention to do either of these things—fire large numbers of EPA staff or proceed with deep budget cuts—raises serious concerns. EPA could not fulfill its mission of protecting our air and water and preventing toxic pollution if its staff *or* budget were cut by 65 percent.⁵ Moreover, you do not have legal authority to set EPA’s spending levels; that power is reserved under Article I of the Constitution to Congress.

Finally, any decision to fire large numbers of EPA staff calls into question the probity of the statements you made on this subject at your confirmation hearing not even two months ago. Each time you were asked about your plans for agency staffing, you assured Committee members that you looked forward to working “collaboratively” with EPA’s dedicated staff. Notably, you were pressed on this point because individuals closely affiliated with President Trump were championing mass firings even before he took office. On November 15, 2024, for example, *Forbes* reported that Elon Musk had stated that he would seek to cut up to 75% of federal agencies and implement workforce reductions similar to those he implemented at Twitter, where he cut 80% of staff.⁶ During your confirmation hearing, you also told members of the Committee on eight separate occasions that you would “not prejudge[e] outcomes” or made substantially identical statements.⁷ It is difficult to understand how a decision to cut two-thirds of a federal agency’s staff or budget when Trump-affiliated groups had been urging a similar course of action since before President Trump even took office is anything other than a “prejudged outcome.”

Accordingly, in order to assist in our investigation of statements by both the White House and you that you plan to eliminate 65 percent of EPA staff or cut agency spending by 65 percent or more, please respond to the following questions no later than March 11, 2025.

1. Are President Trump’s comments that EPA plans to fire approximately 65 percent of its staff accurate?
2. Is the White House statement that you plan to cut EPA spending by 65 percent accurate? If not, is the 65 percent estimate too low or too high? Please explain in detail your plans for cutting EPA spending.
3. If President Trump’s statements related to EPA staffing are not accurate, what are your plans for complying with the OMB/OPM ARRP memo and what percentage of EPA staff are you planning on firing? Please detail your layoff plans (dates employees will be fired and number of employees to be fired) across EPA’s various divisions (Office of the Administrator (OA), Office of Air and Radiation (OAR), Office of Chemical Safety and Pollution Prevention (OCSPP), Office of the Chief Financial Officer (OCFO), Office of

⁵ See, e.g., Emma Gardner and Maria Hegsted, “GAO Warns Of Staff Shortages In ‘High Risk’ Policy Areas As Cuts Continue,” *InsideEPA* (Feb. 25, 2025), <https://insideepa.com/transition-2025/249266>.

⁶ Jack Kelly, “Federal Employees Brace for Potential Mass Layoffs in Trump’s Second Term,” *Forbes* (Nov. 15, 2024), <https://www.forbes.com/sites/jackkelly/2024/11/15/federal-employees-brace-for-potential-mass-layoffs-in-trumps-second-term/>.

⁷ U.S. Senate Committee on Environment and Public Works, *Hearing on the Nomination of the Honorable Lee M. Zeldin to be Administrator of the Environmental Protection Agency* (Feb. 27, 2025), https://www.epw.senate.gov/public/_cache/files/c/4/c4282a20-59a6-4523-bcd3-f692ffd133c9/BA023DD60A07E4B417B6DA9813A57307AECB8171E9B518601F316BC288B4C10F.spw-01162025-nomination-of-hon-lee-zeldin-.pdf

Enforcement and Compliance Assurance (OECA), Office of Environmental Justice and External Civil Rights (OEJECR), Office of General Counsel (OGC), Office of Inspector General (OIG), Office of International and Tribal Affairs (OITA), Office of Land and Emergency Management (OLEM), Office of Mission Support (OMS), Office of Research and Development (ORD), Office of Water (OW), and EPA's ten Regional Offices).

4. If President Trump's statements related to EPA staffing are accurate, when did EPA determine that it would eliminate approximately 65 percent of EPA? How did EPA determine that a 65 percent reduction in staff was appropriate? Was this your own determination as Administrator, or the recommendation of other officials or outside groups? Please list any parties—whether inside or outside the Trump Administration—who were consulted on EPA's planning regarding layoffs. Provide any communications (including but not limited to emails, text messages, and memoranda)—dating from November 1, 2024 to present—between and among the EPA and White House officials, members of the Trump 2024 campaign, members of the Trump-Vance Transition Team, OMB staff, OPM staff, Elon Musk, individuals affiliated with the so-called "Department of Government Efficiency," Mandy Gunasekara, or Russell Vought concerning EPA's RIF plans.
5. Please describe how you believe that any largescale firing of EPA employees will "support career staff who have dedicated" themselves to EPA's mission and "foster a collaborative culture within the agency," as you pledged under oath to do during your confirmation hearing.
6. If the White House statement that you plan to cut EPA spending by 65 percent is accurate, as it seems to be based on your follow-up statement that 65 percent may be an underestimate, please provide the legal authority for making such a budget cut. We note that any Executive Order or executive branch memorandum does not have the force of law, and so are requesting that you cite to specific statutory or Constitutional language that provides you such authority.
7. Do you agree that, under the Constitution, it is Congress that has the power to set spending levels and determine how appropriated funds will be spent?
8. Please itemize the 65 percent (or more) spending reduction that you are planning to implement. Please list all programs you plan to cut and the amounts of money you plan to save from each by fiscal year. Please also detail your planned spending reductions (amounts by fiscal year) across EPA's various divisions (Office of the Administrator (OA), Office of Air and Radiation (OAR), Office of Chemical Safety and Pollution Prevention (OCSPP), Office of the Chief Financial Officer (OCFO), Office of Enforcement and Compliance Assurance (OECA), Office of Environmental Justice and External Civil Rights (OEJECR), Office of General Counsel (OGC), Office of Inspector General (OIG), Office of International and Tribal Affairs (OITA), Office of Land and Emergency Management (OLEM), Office of Mission Support (OMS), Office of Research and Development (ORD), Office of Water (OW), and EPA's ten Regional Offices).

Thank you for your cooperating in this matter.

Sincerely,



Sheldon Whitehouse
United States Senator
Ranking Member
Committee on Environment
and Public Works



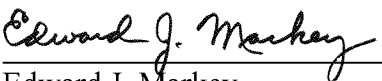
Angela Alsobrooks
United States Senator



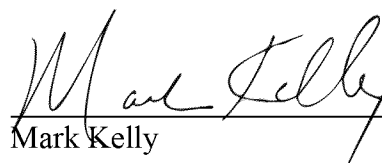
Bernard Sanders
United States Senator



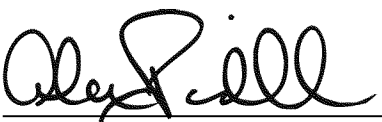
Jeffrey A. Merkley
United States Senator



Edward J. Markey
United States Senator



Mark Kelly
United States Senator



Alex Padilla
United States Senator



Adam B. Schiff
United States Senator



Lisa Blunt Rochester
United States Senator

cc: Sen. Shelley Moore Capito
Chairman, Senate Committee on Environment and Public Works

Message

From: Shaw, Betsy [Shaw.Betsy@epa.gov]
Sent: 3/7/2025 2:43:13 PM
To: Gunning, Paul [Gunning.Paul@epa.gov]
Subject: Touch base
Attachments: OPM_OMB - guidance on DOGE workforce EO 2.26.25 FINAL.pdf

Hi Paul,

I grabbed time on your calendar at 2:30 to talk about the attached. If you're in the office today, I can wander down. Let me know.

Thanks,

Betsy



U.S. Office of
Management and Budget

U.S. Office of
Personnel Management



MEMORANDUM

TO: Heads of Executive Departments and Agencies

FROM: Russell T. Vought, Director, Office of Management and Budget;
Charles Ezell, Acting Director, Office of Personnel Management.

DATE: February 26, 2025

RE: Guidance on Agency RIF and Reorganization Plans Requested by
*Implementing The President's "Department of Government
Efficiency" Workforce Optimization Initiative*

I. Background

The federal government is costly, inefficient, and deeply in debt. At the same time, it is not producing results for the American public. Instead, tax dollars are being siphoned off to fund unproductive and unnecessary programs that benefit radical interest groups while hurting hard-working American citizens.

The American people registered their verdict on the bloated, corrupt federal bureaucracy on November 5, 2024 by voting for President Trump and his promises to sweepingly reform the federal government.

On February 11, 2025, President Trump's Executive Order *Implementing The President's "Department of Government Efficiency" Workforce Optimization Initiative (Workforce Optimization)* "commence[d] a critical transformation of the Federal bureaucracy." It directed agencies to "eliminat[e] waste, bloat, and insularity" in order to "empower American families, workers, taxpayers, and our system of Government itself."

President Trump required that "Agency Heads shall promptly undertake preparations to initiate large-scale reductions in force (RIFs), consistent with applicable law." President Trump also directed that, **no later than March 13, 2025**, agencies develop Agency Reorganization Plans.

The U.S. Office of Management and Budget ("OMB") and the U.S. Office of Personnel Management ("OPM") now submit guidance on these Agency RIF and Reorganization Plans ("ARRP"), along with the instruction that such plans be submitted to OMB and OPM.

II. Principles to Inform ARRs

ARRPs should seek to achieve the following:

1. Better service for the American people;

2. Increased productivity;
3. A significant reduction in the number of full-time equivalent (FTE) positions by eliminating positions that are not required;
4. A reduced real property footprint; and
5. Reduced budget topline.

Pursuant to the President's direction, agencies should focus on the maximum elimination of functions that are not statutorily mandated while driving the highest-quality, most efficient delivery of their statutorily-required functions.

Agencies should also seek to consolidate areas of the agency organization chart that are duplicative; consolidate management layers where unnecessary layers exist; seek reductions in components and positions that are non-critical; implement technological solutions that automate routine tasks while enabling staff to focus on higher-value activities; close and/or consolidate regional field offices to the extent consistent with efficient service delivery; and maximally reduce the use of outside consultants and contractors. When taking these actions, agencies should align closures and/or relocation of bureaus and offices with agency return-to-office actions to avoid multiple relocation benefit costs for individual employees.

Agencies should review their statutory authority and ensure that their plans and actions are consistent with such authority.

Agency heads should collaborate with their Department of Government Efficiency ("DOGE") team leads within the agency in developing competitive areas for ARRP. In addition, the agency should specifically identify competitive areas that include positions not typically designated as essential during a lapse in appropriations. When making this determination, agencies should refer to the functions that are excepted from the Antideficiency Act (ADA) in the Agency Contingency Plans submitted to OMB in 2019 as the starting point for making this determination.

III. Available Tools

In their ARRP, agencies should employ all available tools to effectuate the President's directive for a more effective and efficient government and describe how they will use each. Such tools include:

1. Continuing to comply with the hiring freeze outlined in the January 20, 2025 Presidential Memorandum *Hiring Freeze* or (with approval of OPM and OMB) implementing the general principle that, subject to appropriate exemptions, no more than one employee should be hired for every four employees that depart;
2. Establishing internal processes that ensure agency leadership has visibility and/or direct sign-off on all potential job offers and candidates prior to extending offers;

3. Eliminating non-statutorily mandated functions through RIFs (Appendix 1 contains a sample timeline);
4. Removing underperforming employees or employees engaged in misconduct, and continuing to evaluate probationary employees;
5. Reducing headcount through attrition and allowing term or temporary positions to expire without renewal;
6. Separating reemployed annuitants in areas likely subject to RIFs; and
7. Renegotiating provisions of collective bargaining agreements (CBAs) that would inhibit enhanced government efficiency and employee accountability.

ARRPs should also list the competitive areas for large-scale reductions in force, the RIF effective dates (which may be a date prior to when the plan is submitted), the expected conclusion of the RIFs, the number of FTEs reduced, and additional impact of RIFs such as cancellation of related contracts, leases or overhead.

Agencies should also closely consider changes to regulations and agency policies, including changes that must be pursued through notice-and-comment rulemaking, that would lead to the reduction or elimination of agency subcomponents or speed up the implementation of ARRs.

IV. Phase 1 ARRs

Each agency will submit a Phase 1 ARRs to OMB and OPM for review and approval **no later than March 13, 2025**. Phase 1 ARRs shall focus on initial agency cuts and reductions. Each Phase 1 ARR should identify:

1. A list of agency subcomponents or offices that provide direct services to citizens. Such subcomponents or offices should be included in ARRs to improve services to citizens while eliminating costs and reducing the size of the federal government. But for service delivery subcomponents or offices, implementation shall not begin until certified by OMB and OPM as resulting in a positive effect on the delivery of such services.
2. Any statutes that establish the agency, or subcomponents of the agency, as statutorily required entities. Agency leadership must confirm statutes have not been interpreted in a way that expands requirements beyond what the statute actually requires. Instead, statutes should be interpreted to cover only what functions they explicitly require.
3. All agency components and employees performing functions not mandated by statute or regulation who are not typically designated as essential during a lapse in appropriations (because the functions performed by such employees do not fall under an exception to the ADA) using the Agency Contingency Plans submitted to OMB in 2019 referenced above.

4. Whether the agency or any of its subcomponents should be eliminated or consolidated; and which specific subcomponents or functions, if any, should be expanded to deliver on the President's priorities.
5. The specific tools the agency intends to use to achieve efficiencies, including, as to each, the number of FTEs reduced and any potential savings or costs associated with such actions in Fiscal Years 2025, 2026 and 2027:
 - a. Continuation of the current hiring freeze;
 - b. Regular attrition (e.g., retirement, movement between agencies and the private sector);
 - c. Attrition through enhanced policies governing employee performance and conduct;
 - d. Attrition through the termination or non-renewal of term or limited positions or reemployed annuitants;
 - e. Attrition achieved by RIFs. Please refer to Appendix 1 for specific steps and timing. For purposes of the Phase 1 ARRP, the agency should include the following information:
 - i. The competitive areas and organizational components that the agency has targeted or will target for initial RIFs, and
 - ii. The agency's target for reductions in FTE positions via RIFs.
6. A list by job position of all positions categorized as essential for purposes of exclusion from large-scale RIFs, including the number per each job position and total by agency and subcomponent.
7. The agency's suggested plan for congressional engagement to gather input and agreement on major restructuring efforts and the movement of fundings between accounts, as applicable, including compliance with any congressional notification requirements.
8. The agency's timetable and plan for implementing each part of its Phase 1 ARRP.

V. Phase 2 ARRPs

Agencies should then submit a Phase 2 ARRP to OMB and OPM for review and approval **no later than April 14, 2025**. Phase 2 plans shall outline a positive vision for more productive, efficient agency operations going forward. Phase 2 plans should be planned for implementation by September 30, 2025. The Phase 2 plan should include the following additional information:

1. The agency's proposed future-state organizational chart with its functional areas, consolidated management hierarchy, and position titles and counts clearly depicted.
2. Confirmation that the agency has reviewed all personnel data, including each employee's official position description, four most recent performance ratings of record, retention service computation date, and veterans' preference status.

3. The agency's plan to ensure that employees are grouped, to the greatest extent possible, based on like duties and job functions to promote effective collaboration and management, and that the agency's real estate footprint is aligned with cross-agency efforts coordinated by GSA to establish regional federal office hubs.
4. Any proposed relocations of agency bureaus and offices from Washington, D.C. and the National Capital Region to less-costly parts of the country.
5. The competitive areas for subsequent large-scale RIFs.
6. All reductions, including FTE positions, term and temporary positions, reemployed annuitants, real estate footprint, and contracts that will occur in relation to the RIFs.
7. Any components absorbing functions, including how this will be achieved in terms of FTE positions, funding, and space.
8. The agency's internal processes that ensure agency leadership has visibility and/or direct sign-off on all potential job offers and candidates prior to extending offers.
9. The agency's data-driven plan to ensure new career appointment hires are in highest-need areas and adhere to the general principle that, subject to appropriate exemptions, no more than one employee should be hired for every four employees that depart. Until the agency has finalized its post-hiring-freeze plan, agencies should continue to adhere to the current hiring freeze.
10. Any provisions of collective bargaining agreements that would inhibit government efficiency and cost-savings, and agency plans to renegotiate such provisions.
11. An explanation of how the ARRP's will improve services for Americans and advance the President's policy priorities.
12. The framework and criteria the agency has used to define and determine efficient use of existing personnel and funds to improve services and the delivery of these services.
13. For agencies that provide direct services to citizens (such as Social Security, Medicare, and veterans' health care), the agency's certification that implementation of the ARRP's will have a positive effect on the delivery of such services. The certification should include a written explanation from the Agency Head and, where appropriate, the agency's CIO and any relevant program manager.
14. The programs and agency components not impacted by the ARRP, and the justification for any exclusion.

15. Plans to reduce costs and promote efficiencies through improved technology, including through the adoption of new software or systems, and elimination of duplicative systems.
16. Any changes to regulations and agency policies, including changes that must be pursued through notice-and-comment rulemaking, that would lead to the reduction or elimination of agency subcomponents, or speed up implementation of ARRP.
17. The agency's timetable and plan for implementing each part of its Phase 2 ARRP, and its plan for monitoring and accountability in implementing its ARRP.

Agencies should continue sending monthly progress reports each month on May 14, 2025, June 16, 2025, and July 16, 2025. All plans and reports requested by this memorandum should be submitted to OPM at tracking@opm.gov and OMB at workforce@omb.eop.gov; when submitting plans and reports, please ensure both OPM and OMB addresses are included on the message.

VI. Exclusions

Nothing in this memorandum shall have any application to:

1. Positions that are necessary to meet law enforcement, border security, national security, immigration enforcement, or public safety responsibilities;
2. Military personnel in the armed forces and all Federal uniformed personnel, including the U.S. Coast Guard, the Commissioned Corps of the U.S. Public Health Service, and the Commissioned Officer Corps of the National Oceanic and Atmospheric Administration;
3. Officials nominated and appointed to positions requiring Presidential appointment or Senate confirmation, non-career positions in the Senior Executive Service or Schedule C positions in the excepted service, officials appointed through temporary organization hiring authority pursuant to 5 U.S.C. § 3161, or the appointment of any other non-career employees or officials, if approved by agency leadership appointed by the President;
4. The Executive Office of the President; or
5. The U.S. Postal Service.

Finally, agencies or components that provide direct services to citizens (such as Social Security, Medicare, and veterans' health care) shall not implement any proposed ARRP until OMB and OPM certify that the plans will have a positive effect on the delivery of such services.

cc: Chief Human Capital Officers ("**CHCOs**"), Deputy CHCOs, Human Resources Directors, Chiefs of Staff, and DOGE team leads.

Appendix 1- Sample RIF Timeline

This sample timeline is prepared in accordance with the U.S. Office of Personnel Management **Workforce Reshaping Operations Handbook**. RIF timing may vary based on agency-specific requirements, collective bargaining agreements, and workforce considerations. Agencies can accelerate these timelines through parallel processing, securing OPM waivers to policy, expediting process steps, and streamlining stakeholder coordination.

Step 1: Identification of Competitive Areas and Levels (by March 13, 2025 for Phase 1 ARRs)

1. Identify competitive areas and levels and determine which positions may be affected. If applicable, seek OPM waiver approval to adjust competitive areas within 90 days of the RIF effective date.
2. For Phase 1 ARRs, this step should be completed no later than March 13, 2025.

Step 2: Planning, Preparation & Analysis (up to 30 days)

1. Explore use of VSIP/VERA.
2. Conduct an impact assessment.
3. Review position descriptions for accuracy, validate competitive levels, and verify employee retention data (e.g., veteran preference, service computation dates).
4. Develop retention register.
5. Draft RIF notices and seek OPM waiver approval for a 30-day notification period.
6. Develop transition materials.
7. Notify unions (if required).
8. Prepare congressional notification (if required).

Step 3: Formal RIF Notice Period (60 days, shortened to 30 days with an OPM waiver)

1. Issue official RIF notices.
2. Provide employees with appeal rights, career transition assistance, and priority placement options.
3. Execute any required congressional notification and notice to the Department of Labor, state, and local officials, if applicable.

Step 4: RIF Implementation & Separation (Final Step)

1. Officially implement separations, reassignments, or downgrades.
2. Provide final benefits counseling, exit processing, and documentation.
3. Update HR systems and notify OPM of personnel actions.

From: Short, Thomas [short.thomas@epa.gov]
Sent: 3/31/2025 5:46:49 PM
To: Ballotti, Doug [ballotti.douglas@epa.gov]
Subject: OPM Guidance
Attachments: opm_omb-guidance-on-doge-workforce-eo-22625-final.pdf; Draft_RIF_proposal.docx

The first attachment is the OPM's guidance on DOGE workforce reductions. The second attachment is a document the union is circulating suggesting it's EPA's Phase 1 plan but it's missing many of the items called for in the OPM guidance. As you can see Phase 2 calls for even more specificity.

Phase 1 includes:

1. Whether the agency or any of its subcomponents should be eliminated or consolidated; and which specific subcomponents or functions, if any, should be expanded to deliver on the President's priorities.

The specific tools the agency intends to use to achieve efficiencies, including, as to each, the number of FTEs reduced and any potential savings or costs associated with such actions in Fiscal Years 2025, 2026 and 2027: Continuation of the current hiring freeze;

Regular attrition (e.g., retirement, movement between agencies and the private sector);

Attrition through enhanced policies governing employee performance and conduct;

Attrition through the termination or non-renewal of term or limited positions or reemployed annuitants;

1 Attrition achieved by RIFs. Please refer to Appendix 1 for specific steps and timing. For purposes of the Phase 1 ARRP, the agency should include the following information: The competitive areas and organizational components that the agency has targeted or will target for initial RIFs, and

1 The agency's target for reductions in FTE positions via RIFs.

1

1 A list by job position of all positions categorized as essential for purposes of exclusion from large-scale RIFs, including the number per each job position and total by agency and subcomponent.

1 The agency's suggested plan for congressional engagement to gather input and agreement on major restructuring efforts and the movement of fundings between accounts, as applicable, including compliance with any congressional notification requirements.

Phase 2 of the OPM guidance gets more specific.

Agencies should then submit a Phase 2 ARRP to OMB and OPM for review and approval **no later than April 14, 2025**. Phase 2 plans shall outline a positive vision for more productive, efficient agency operations going forward. Phase 2 plans should be planned for implementation by September 30, 2025. The Phase 2 plan should include the following additional information:

1. The agency's proposed future-state organizational chart with its functional areas, consolidated management hierarchy, and position titles and counts clearly depicted.

2. Confirmation that the agency has reviewed all personnel data, including each employee's official position description, four most recent performance ratings of record, retention service computation date, and veterans' preference status.

1. The agency's plan to ensure that employees are grouped, to the greatest extent possible, based on like duties and job functions to promote effective collaboration and management, and that

the agency's real estate footprint is aligned with cross-agency efforts coordinated by GSA to establish regional federal office hubs.

2. Any proposed relocations of agency bureaus and offices from Washington, D.C. and the National Capital Region to less-costly parts of the country.
3. The competitive areas for subsequent large-scale RIFs.
4. All reductions, including FTE positions, term and temporary positions, reemployed annuitants, real estate footprint, and contracts that will occur in relation to the RIFs.
5. Any components absorbing functions, including how this will be achieved in terms of FTE positions, funding, and space.



Thomas R. Short Jr. (Tom)
U.S. Environmental Protection Agency
Superfund Deputy Director
Office Phone: 312-353-8826
Cell Phone: 312-405-7207
Email: Short.Thomas@epa.gov



U.S. Office of
Management and Budget

U.S. Office of
Personnel Management



MEMORANDUM

TO: Heads of Executive Departments and Agencies

FROM: Russell T. Vought, Director, Office of Management and Budget;
Charles Ezell, Acting Director, Office of Personnel Management.

DATE: February 26, 2025

RE: Guidance on Agency RIF and Reorganization Plans Requested by
*Implementing The President's "Department of Government
Efficiency" Workforce Optimization Initiative*

I. Background

The federal government is costly, inefficient, and deeply in debt. At the same time, it is not producing results for the American public. Instead, tax dollars are being siphoned off to fund unproductive and unnecessary programs that benefit radical interest groups while hurting hard-working American citizens.

The American people registered their verdict on the bloated, corrupt federal bureaucracy on November 5, 2024 by voting for President Trump and his promises to sweepingly reform the federal government.

On February 11, 2025, President Trump's Executive Order *Implementing The President's "Department of Government Efficiency" Workforce Optimization Initiative (Workforce Optimization)* "commence[d] a critical transformation of the Federal bureaucracy." It directed agencies to "eliminat[e] waste, bloat, and insularity" in order to "empower American families, workers, taxpayers, and our system of Government itself."

President Trump required that "Agency Heads shall promptly undertake preparations to initiate large-scale reductions in force (RIFs), consistent with applicable law." President Trump also directed that, **no later than March 13, 2025**, agencies develop Agency Reorganization Plans.

The U.S. Office of Management and Budget ("OMB") and the U.S. Office of Personnel Management ("OPM") now submit guidance on these Agency RIF and Reorganization Plans ("ARRP"), along with the instruction that such plans be submitted to OMB and OPM.

II. Principles to Inform ARRs

ARRPs should seek to achieve the following:

1. Better service for the American people;

2. Increased productivity;
3. A significant reduction in the number of full-time equivalent (FTE) positions by eliminating positions that are not required;
4. A reduced real property footprint; and
5. Reduced budget topline.

Pursuant to the President's direction, agencies should focus on the maximum elimination of functions that are not statutorily mandated while driving the highest-quality, most efficient delivery of their statutorily-required functions.

Agencies should also seek to consolidate areas of the agency organization chart that are duplicative; consolidate management layers where unnecessary layers exist; seek reductions in components and positions that are non-critical; implement technological solutions that automate routine tasks while enabling staff to focus on higher-value activities; close and/or consolidate regional field offices to the extent consistent with efficient service delivery; and maximally reduce the use of outside consultants and contractors. When taking these actions, agencies should align closures and/or relocation of bureaus and offices with agency return-to-office actions to avoid multiple relocation benefit costs for individual employees.

Agencies should review their statutory authority and ensure that their plans and actions are consistent with such authority.

Agency heads should collaborate with their Department of Government Efficiency ("DOGE") team leads within the agency in developing competitive areas for ARRP. In addition, the agency should specifically identify competitive areas that include positions not typically designated as essential during a lapse in appropriations. When making this determination, agencies should refer to the functions that are excepted from the Antideficiency Act (ADA) in the Agency Contingency Plans submitted to OMB in 2019 as the starting point for making this determination.

III. Available Tools

In their ARRP, agencies should employ all available tools to effectuate the President's directive for a more effective and efficient government and describe how they will use each. Such tools include:

1. Continuing to comply with the hiring freeze outlined in the January 20, 2025 Presidential Memorandum *Hiring Freeze* or (with approval of OPM and OMB) implementing the general principle that, subject to appropriate exemptions, no more than one employee should be hired for every four employees that depart;
2. Establishing internal processes that ensure agency leadership has visibility and/or direct sign-off on all potential job offers and candidates prior to extending offers;

3. Eliminating non-statutorily mandated functions through RIFs (Appendix 1 contains a sample timeline);
4. Removing underperforming employees or employees engaged in misconduct, and continuing to evaluate probationary employees;
5. Reducing headcount through attrition and allowing term or temporary positions to expire without renewal;
6. Separating reemployed annuitants in areas likely subject to RIFs; and
7. Renegotiating provisions of collective bargaining agreements (CBAs) that would inhibit enhanced government efficiency and employee accountability.

ARRPs should also list the competitive areas for large-scale reductions in force, the RIF effective dates (which may be a date prior to when the plan is submitted), the expected conclusion of the RIFs, the number of FTEs reduced, and additional impact of RIFs such as cancellation of related contracts, leases or overhead.

Agencies should also closely consider changes to regulations and agency policies, including changes that must be pursued through notice-and-comment rulemaking, that would lead to the reduction or elimination of agency subcomponents or speed up the implementation of ARRs.

IV. Phase 1 ARRs

Each agency will submit a Phase 1 ARRs to OMB and OPM for review and approval **no later than March 13, 2025**. Phase 1 ARRs shall focus on initial agency cuts and reductions. Each Phase 1 ARR should identify:

1. A list of agency subcomponents or offices that provide direct services to citizens. Such subcomponents or offices should be included in ARRs to improve services to citizens while eliminating costs and reducing the size of the federal government. But for service delivery subcomponents or offices, implementation shall not begin until certified by OMB and OPM as resulting in a positive effect on the delivery of such services.
2. Any statutes that establish the agency, or subcomponents of the agency, as statutorily required entities. Agency leadership must confirm statutes have not been interpreted in a way that expands requirements beyond what the statute actually requires. Instead, statutes should be interpreted to cover only what functions they explicitly require.
3. All agency components and employees performing functions not mandated by statute or regulation who are not typically designated as essential during a lapse in appropriations (because the functions performed by such employees do not fall under an exception to the ADA) using the Agency Contingency Plans submitted to OMB in 2019 referenced above.

4. Whether the agency or any of its subcomponents should be eliminated or consolidated; and which specific subcomponents or functions, if any, should be expanded to deliver on the President's priorities.
5. The specific tools the agency intends to use to achieve efficiencies, including, as to each, the number of FTEs reduced and any potential savings or costs associated with such actions in Fiscal Years 2025, 2026 and 2027:
 - a. Continuation of the current hiring freeze;
 - b. Regular attrition (e.g., retirement, movement between agencies and the private sector);
 - c. Attrition through enhanced policies governing employee performance and conduct;
 - d. Attrition through the termination or non-renewal of term or limited positions or reemployed annuitants;
 - e. Attrition achieved by RIFs. Please refer to Appendix 1 for specific steps and timing. For purposes of the Phase 1 ARRP, the agency should include the following information:
 - i. The competitive areas and organizational components that the agency has targeted or will target for initial RIFs, and
 - ii. The agency's target for reductions in FTE positions via RIFs.
6. A list by job position of all positions categorized as essential for purposes of exclusion from large-scale RIFs, including the number per each job position and total by agency and subcomponent.
7. The agency's suggested plan for congressional engagement to gather input and agreement on major restructuring efforts and the movement of fundings between accounts, as applicable, including compliance with any congressional notification requirements.
8. The agency's timetable and plan for implementing each part of its Phase 1 ARRP.

V. Phase 2 ARRPs

Agencies should then submit a Phase 2 ARRP to OMB and OPM for review and approval **no later than April 14, 2025**. Phase 2 plans shall outline a positive vision for more productive, efficient agency operations going forward. Phase 2 plans should be planned for implementation by September 30, 2025. The Phase 2 plan should include the following additional information:

1. The agency's proposed future-state organizational chart with its functional areas, consolidated management hierarchy, and position titles and counts clearly depicted.
2. Confirmation that the agency has reviewed all personnel data, including each employee's official position description, four most recent performance ratings of record, retention service computation date, and veterans' preference status.

3. The agency's plan to ensure that employees are grouped, to the greatest extent possible, based on like duties and job functions to promote effective collaboration and management, and that the agency's real estate footprint is aligned with cross-agency efforts coordinated by GSA to establish regional federal office hubs.
4. Any proposed relocations of agency bureaus and offices from Washington, D.C. and the National Capital Region to less-costly parts of the country.
5. The competitive areas for subsequent large-scale RIFs.
6. All reductions, including FTE positions, term and temporary positions, reemployed annuitants, real estate footprint, and contracts that will occur in relation to the RIFs.
7. Any components absorbing functions, including how this will be achieved in terms of FTE positions, funding, and space.
8. The agency's internal processes that ensure agency leadership has visibility and/or direct sign-off on all potential job offers and candidates prior to extending offers.
9. The agency's data-driven plan to ensure new career appointment hires are in highest-need areas and adhere to the general principle that, subject to appropriate exemptions, no more than one employee should be hired for every four employees that depart. Until the agency has finalized its post-hiring-freeze plan, agencies should continue to adhere to the current hiring freeze.
10. Any provisions of collective bargaining agreements that would inhibit government efficiency and cost-savings, and agency plans to renegotiate such provisions.
11. An explanation of how the ARRP will improve services for Americans and advance the President's policy priorities.
12. The framework and criteria the agency has used to define and determine efficient use of existing personnel and funds to improve services and the delivery of these services.
13. For agencies that provide direct services to citizens (such as Social Security, Medicare, and veterans' health care), the agency's certification that implementation of the ARRP will have a positive effect on the delivery of such services. The certification should include a written explanation from the Agency Head and, where appropriate, the agency's CIO and any relevant program manager.
14. The programs and agency components not impacted by the ARRP, and the justification for any exclusion.

15. Plans to reduce costs and promote efficiencies through improved technology, including through the adoption of new software or systems, and elimination of duplicative systems.
16. Any changes to regulations and agency policies, including changes that must be pursued through notice-and-comment rulemaking, that would lead to the reduction or elimination of agency subcomponents, or speed up implementation of ARRP.
17. The agency's timetable and plan for implementing each part of its Phase 2 ARRP, and its plan for monitoring and accountability in implementing its ARRP.

Agencies should continue sending monthly progress reports each month on May 14, 2025, June 16, 2025, and July 16, 2025. All plans and reports requested by this memorandum should be submitted to OPM at tracking@opm.gov and OMB at workforce@omb.eop.gov; when submitting plans and reports, please ensure both OPM and OMB addresses are included on the message.

VI. Exclusions

Nothing in this memorandum shall have any application to:

1. Positions that are necessary to meet law enforcement, border security, national security, immigration enforcement, or public safety responsibilities;
2. Military personnel in the armed forces and all Federal uniformed personnel, including the U.S. Coast Guard, the Commissioned Corps of the U.S. Public Health Service, and the Commissioned Officer Corps of the National Oceanic and Atmospheric Administration;
3. Officials nominated and appointed to positions requiring Presidential appointment or Senate confirmation, non-career positions in the Senior Executive Service or Schedule C positions in the excepted service, officials appointed through temporary organization hiring authority pursuant to 5 U.S.C. § 3161, or the appointment of any other non-career employees or officials, if approved by agency leadership appointed by the President;
4. The Executive Office of the President; or
5. The U.S. Postal Service.

Finally, agencies or components that provide direct services to citizens (such as Social Security, Medicare, and veterans' health care) shall not implement any proposed ARRP until OMB and OPM certify that the plans will have a positive effect on the delivery of such services.

cc: Chief Human Capital Officers ("**CHCOs**"), Deputy CHCOs, Human Resources Directors, Chiefs of Staff, and DOGE team leads.

Appendix 1- Sample RIF Timeline

This sample timeline is prepared in accordance with the U.S. Office of Personnel Management **Workforce Reshaping Operations Handbook**. RIF timing may vary based on agency-specific requirements, collective bargaining agreements, and workforce considerations. Agencies can accelerate these timelines through parallel processing, securing OPM waivers to policy, expediting process steps, and streamlining stakeholder coordination.

Step 1: Identification of Competitive Areas and Levels (by March 13, 2025 for Phase 1 ARRs)

1. Identify competitive areas and levels and determine which positions may be affected. If applicable, seek OPM waiver approval to adjust competitive areas within 90 days of the RIF effective date.
2. For Phase 1 ARRs, this step should be completed no later than March 13, 2025.

Step 2: Planning, Preparation & Analysis (up to 30 days)

1. Explore use of VSIP/VERA.
2. Conduct an impact assessment.
3. Review position descriptions for accuracy, validate competitive levels, and verify employee retention data (e.g., veteran preference, service computation dates).
4. Develop retention register.
5. Draft RIF notices and seek OPM waiver approval for a 30-day notification period.
6. Develop transition materials.
7. Notify unions (if required).
8. Prepare congressional notification (if required).

Step 3: Formal RIF Notice Period (60 days, shortened to 30 days with an OPM waiver)

1. Issue official RIF notices.
2. Provide employees with appeal rights, career transition assistance, and priority placement options.
3. Execute any required congressional notification and notice to the Department of Labor, state, and local officials, if applicable.

Step 4: RIF Implementation & Separation (Final Step)

1. Officially implement separations, reassignments, or downgrades.
2. Provide final benefits counseling, exit processing, and documentation.
3. Update HR systems and notify OPM of personnel actions.

Appointment

From: Heffernan, Daniel [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=476E8214D930417C977FC823B7027D7B-HEFFERNAN, DANIEL]
Sent: 2/26/2025 7:16:09 PM
To: Heffernan, Daniel [Heffernan.Daniel@epa.gov]
Subject: Phase 2 ARRs due to OMB & OPM
Start: 4/14/2025 6:00:00 AM
End: 4/15/2025 6:00:00 AM
Show Time As: Free

<https://chcoc.gov/sites/default/files/OPM-OMB%20Memo%20Guidance%20on%20Agency%20RIF%20and%20Reorganization%20Plans%20Requested%20by%20Implementing%20The%20President's%20'Department%20of%20Government%20Efficiency'%20Workforce%20Optimization%20Initiative%202-26-2025.pdf>

Message

From: Kamen, Mara [kamen.mara@epa.gov]
Sent: 3/7/2025 8:37:05 PM
To: Atkinson, Ryan [Atkinson.Ryan@epa.gov]; Chen, Team [chen.team@epa.gov]; Coomber, Robert [coomber.robert@epa.gov]; Davis, Nikki [davis.nikki@epa.gov]; Holt, Kendal [holt.kendal@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]; Jones, Laura [Jones.Laura@epa.gov]; McManus, Catharine [mcmanus.catharine@epa.gov]; Morina, Lenée [Morina.Lenée@epa.gov]; Nichols, Nathanael [nichols.nathanael@epa.gov]; Smith, Kathryn [Smith.Kathryn@epa.gov]; Sykes, Tiffany [Sykes.Tiffany@epa.gov]; Wells, Krysti [Wells.Krysti@epa.gov]; Zuco, Arthur [Zuco.Arthur@epa.gov]
CC: Patrick, Kimberly [Patrick.Kimberly@epa.gov]; Wooden-Aguilar, Helena [Wooden-Aguilar.Helena@epa.gov]
Subject: 3.7.25 CHCO Council call - RIF/ARRP

These are my personal notes and are not meant for greater distribution.

Ex. 5 Deliberative Process (DP)

If you have questions or need further information, please feel free to contact me.

Mara

Mara J. Kamen

Office of Human Resources

Director, Deputy CHCO

US Environmental Protection Agency



If you receive this email outside of your normal working hours, please know that I do not expect a response until you are back at work during your normal hours. Thank you!

Message

From: Kamen, Mara [kamen.mara@epa.gov]
Sent: 3/31/2025 6:52:03 PM
To: Atkinson, Ryan [Atkinson.Ryan@epa.gov]; Chen, Team [chen.team@epa.gov]; Coomber, Robert [coomber.robert@epa.gov]; Davis, Nikki [davis.nikki@epa.gov]; Holt, Kendal [holt.kendal@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]; Jones, Laura [Jones.Laura@epa.gov]; McManus, Catharine [mcmanus.catharine@epa.gov]; Morina, Lenee [Morina.Lenee@epa.gov]; Nichols, Nathanael [nichols.nathanael@epa.gov]; Smith, Kathryn [Smith.Kathryn@epa.gov]; Sykes, Tiffany [Sykes.Tiffany@epa.gov]; Wells, Krysti [Wells.Krysti@epa.gov]; Zuco, Arthur [Zuco.Arthur@epa.gov]
Subject: FW: Agency RIF and Reorganization Phase 2 Plans Requested by Implementing the President's "Department of Government Efficiency" Workforce Optimization Initiative

FYI

From: CHCO Council Communications <chcocouncil@notify.opm.gov>
Sent: Monday, March 31, 2025 2:38 PM
To: Kamen, Mara <kamen.mara@epa.gov>
Subject: Agency RIF and Reorganization Phase 2 Plans Requested by Implementing the President's "Department of Government Efficiency" Workforce Optimization Initiative

Caution: This email originated from outside EPA, please exercise additional caution when deciding whether to open attachments or click on provided links.

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Agency RIF and Reorganization Phase 2 Plans Requested by Implementing the President's "Department of Government Efficiency" Workforce Optimization Initiative

Dear CHCOs and Deputy CHCOs,

As a follow up to the OPM memorandum titled, "**Guidance on Agency RIF and Reorganization Plans Requested by Implementing the President's "Department of Government Efficiency" Workforce Optimization Initiative**," today OPM is sharing the Agency RIF and Reorganization Plans (ARRP) Phase 2 Plan **instructions** and **reporting template**, which are due to OMB and OPM for review and approval **no later than April 14, 2025**. Submission instructions are forthcoming.

Reminder that monthly progress reports are also due to OMB and OPM on **May 14, 2025, June 16, 2025, and July 16, 2025**.

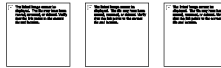
This request for Phase 2 ARRP Plans will also be discussed at today's CHCO Council Meeting from 3:00 to 4:00 p.m. Eastern Time - we look forward to seeing you there!

Agency headquarters-level human resources offices may email tracking@opm.gov if they have any follow up questions. Component-level human resources offices must contact their agency headquarters for assistance. Employees must contact their human resources offices for further information.

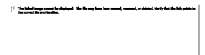
CHCO Council

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This email was sent to kamen.mara@epa.gov using govDelivery Communications Cloud on behalf of: U.S. Office of Personnel Management · 1900 E Street, NW · Washington, DC 20415-1000



Message

From: Chung, Angela [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=B3E49FCBA1AD46F1BDBE92EBB4936350-CHUNG, ANGELA]
Sent: 3/13/2025 5:50:02 AM
To: Opalski, Dan [Opalski.Dan@epa.gov]
CC: Regan, Mickey [Regan.Mickey@epa.gov]
Subject: Draft RA TPs
Attachments: RA Talking Points re Reorg Memo.docx

Hi Dan,

Any chance you can take a quick look at these on Thursday morning? These talking points are for her 1 pm RA call on Thursday and have turned into a lengthy document.

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

After I hear back from you, I'll ask Michelle to print out for Emma, with apologies for not providing to her at least the night before. Thanks.

Angela Chung
Region 10 Senior Resource Official
Director, Mission Support Division
1200 Sixth Ave, Suite 155
Seattle, WA 98101
(206) 553-6511

Message

From: Chung, Angela [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=B3E49FCBA1AD46F1BDBE92EBB4936350-CHUNG, ANGELA]
Sent: 3/13/2025 6:00:12 PM
To: Aberle, Travis [Aberle.Travis@epa.gov]; Regan, Mickey [Regan.Mickey@epa.gov]; Harmon, Russell [Harmon.Russell@epa.gov]
Subject: FW: Draft RA TPs
Attachments: RA Talking Points re Reorg Memo.docx

Just FYI – I had to make a couple more edits. Same close hold request. Thanks.

Angela Chung
Region 10 Senior Resource Official
Director, Mission Support Division
1200 Sixth Ave, Suite 155
Seattle, WA 98101
(206) 553-6511

From: Chung, Angela
Sent: Thursday, March 13, 2025 10:59 AM
To: Johnston, Staci <Johnston.Staci@epa.gov>
Cc: Fraser, Michelle <Fraser.michelle@epa.gov>; Opalski, Dan <Opalski.Dan@epa.gov>
Subject: RE: Draft RA TPs

Thanks for your patience. Here are the revised talking points for Emma.

Angela Chung
Region 10 Senior Resource Official
Director, Mission Support Division
1200 Sixth Ave, Suite 155
Seattle, WA 98101
(206) 553-6511

From: Johnston, Staci <Johnston.Staci@epa.gov>
Sent: Thursday, March 13, 2025 10:04 AM
To: Chung, Angela <Chung.Angela@epa.gov>
Cc: Fraser, Michelle <Fraser.michelle@epa.gov>
Subject: FW: Draft RA TPs

Angela talked to Dan about adding one more thing.

From: Fraser, Michelle <Fraser.michelle@epa.gov>
Sent: Thursday, March 13, 2025 9:53 AM
To: Johnston, Staci <Johnston.Staci@epa.gov>
Subject: FW: Draft RA TPs

Please print

Thanks,

Michelle Fraser
Executive Assistant



Office of the Regional Administrator
U.S. EPA, Region 10
1200 Sixth Avenue, Suite 155 (M/C 21-B03)
Seattle, Washington 98101
Desk (206) 553-4269
Cell (206) 773-7127

From: Chung, Angela <Chung.Angela@epa.gov>
Sent: Thursday, March 13, 2025 9:42 AM
To: Fraser, Michelle <Fraser.michelle@epa.gov>; Opalski, Dan <Opalski.Dan@epa.gov>
Subject: RE: Draft RA TPs

Hi Michelle,
I just addressed some comments from Dan and attached are the final TPs for today's 1 pm RA call. Thank you!

Angela Chung
Region 10 Senior Resource Official
Director, Mission Support Division
1200 Sixth Ave, Suite 155
Seattle, WA 98101
(206) 553-6511

From: Chung, Angela <Chung.Angela@epa.gov>
Sent: Thursday, March 13, 2025 7:47 AM
To: Fraser, Michelle <Fraser.michelle@epa.gov>; Opalski, Dan <Opalski.Dan@epa.gov>
Subject: Fw: Draft RA TPs

Hi Michelle and Dan,
Per my Teams chat, here are the RA TPs for Emma's 1 pm call today with the RAs. Please print out for her once we get Dan's okay. Thank you.

Angela Chung
Region 10 Senior Resource Official
Director, Mission Support Division
1200 Sixth Ave, Suite 155
Seattle, WA 98101
(206) 553-6511

Appointment

From: Pokon, Emma [Pokon.Emma@epa.gov]
Sent: 3/4/2025 10:57:49 PM
To: Pokon, Emma [Pokon.Emma@epa.gov]; Chung, Angela [Chung.Angela@epa.gov]; Aberle, Travis [Aberle.Travis@epa.gov]
CC: Opalski, Dan [Opalski.Dan@epa.gov]; Regan, Mickey [Regan.Mickey@epa.gov]; So, Henry [So.Heny@epa.gov]; Young, Margo [Young.Margo@epa.gov]; Westenberger, Andrea [Westenberger.Andrea@epa.gov]
BCC: R10SeaRA-Room-21Tahoma-VTC/R10-Rooms-Restricted [R10SeaRA-Room-21Tahoma-VTC@epa.gov]
Subject: RA Briefing: Workforce Planning/OPM Guidance
Attachments: EPA Region 10 RA Briefing - HRB-Workforce Reshaping.pptx
Location: Microsoft Teams Meeting; R10SeaRA-Room-21Tahoma-VTC/R10-Rooms-Restricted
Start: 3/6/2025 11:30:00 PM
End: 3/7/2025 12:15:00 AM
Show Time As: Busy

Recurrence: (none)

Required Attendees: Chung, Angela; Aberle, Travis

Optional Attendees: Opalski, Dan; Regan, Mickey; So, Henry; Young, Margo; Westenberger, Andrea

Microsoft Teams [Need help?](#)

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Passcode: Ex. 6 Personal Privacy (PP)

Dial in by phone

Ex. 6 Personal Privacy (PP) United States, Washington

[Find a local number](#)

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Message

From: Wooden-Aguilar, Helena [Wooden-Aguilar.Helena@epa.gov]
Sent: 4/11/2025 7:43:08 PM
To: Voyles, Travis [voyles.travis@epa.gov]; Molina, Michael [molina.michael@epa.gov]
Subject: question
Attachments: Draft ARRP - Phase 2-Memo.OMS.v.2.docx; ARRP Cover Sheet Instructions 3-31-2025 (2).pdf; ARRP Phase 2 Cover Page 3-31-2025.xlsx

Ex. 5 Deliberative Process (DP)

Helena Wooden-Aguilar
Deputy Assistant Administrator of Workforce Solutions
Office of Mission Support
US Environmental Protection Agency
202-564-0792 (Work)
202-302-6846 (Cell)
wooden-aguilar.helena@epa.gov



They can because we do!

Message

From: Voyles, Travis [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1B106CBC235C47EFA550A831B623BF28-F26BBFA8-54]
Sent: 4/16/2025 4:49:10 PM
To: Cook, Steven [cook.steven@epa.gov]
CC: Busterud, John [Busterud.John@epa.gov]; Molina, Michael [molina.michael@epa.gov]; Hanson, Paige (Catherine) [hanson.catherine@epa.gov]
Subject: RE: OLEM ORD Fw: EPA RIF and Reorganization Plans
Attachments: OLEM Input - ORD Staff Needs 3-18-25 final.xlsx; OLEM RESPONSES: Another follow up on ORD resources - quick turnaround

Thank you! Can you schedule some time with OMS to walk through process and make sure they know numbers and have the necessary information?

--

Travis Voyles

C: Ex. 6 Personal Privacy (PP)

From: Cook, Steven <cook.steven@epa.gov>
Sent: Tuesday, April 15, 2025 4:16 PM
To: Voyles, Travis <voyles.travis@epa.gov>
Cc: Busterud, John <Busterud.John@epa.gov>
Subject: OLEM ORD Fw: EPA RIF and Reorganization Plans

Travis -

Ex. 5 Deliberative Process (DP)

Get Outlook for iOS

From: Cook, Steven <cook.steven@epa.gov>
Sent: Monday, April 7, 2025 6:11 PM
To: Voyles, Travis <voyles.travis@epa.gov>
Cc: Busterud, John <Busterud.John@epa.gov>
Subject: RE: EPA RIF and Reorganization Plans

Travis -

Ex. 5 Deliberative Process (DP)

Let me know if you have any questions.

Steven Cook
Deputy Assistant Administrator
Office of Land and Emergency Management
U.S. Environmental Protection Agency

Email: cook.steven@epa.gov

Phone: Ex. 6 Personal Privacy (PP)

From: Voyles, Travis <voyles.travis@epa.gov>

Sent: Monday, March 31, 2025 9:27 AM

To: Szabo, Aaron <Szabo.Aaron@epa.gov>; Tardif, Abigale (Abbie) <Tardif.Abigale@epa.gov>; Kramer, Jessica L. <kramer.jessical@epa.gov>; Browne, Peggy <Browne.Peggy@epa.gov>; Beck, Nancy <beck.nancy@epa.gov>; Dekleva, Lynn <dekleva.lynn@epa.gov>; Busterud, John <Busterud.John@epa.gov>; Cook, Steven <cook.steven@epa.gov>; Hall, Jeffrey <Hall.Jeffrey.A@epa.gov>; Turner, Usha <Turner.Usha@epa.gov>; Tran, Victoria <tran.victoria@epa.gov>; Donahue, Sean <donahue.sean@epa.gov>; Tisa, Nathaniel <Tisa.Nathaniel@epa.gov>

Cc: Hanson, Paige (Catherine) <hanson.catherine@epa.gov>; Molina, Michael <molina.michael@epa.gov>; McIntosh, Chad <mcintosh.chad@epa.gov>; Vaseliou, Molly <Vaseliou.Molly@epa.gov>; Abboud, Michael <abboud.michael@epa.gov>; Talmage, Sarah <Talmage.Sarah@epa.gov>; Amidon, Eric <Amidon.Eric@epa.gov>

Subject: EPA RIF and Reorganization Plans

Good Morning Team—

Emily should have been working with a subsection of this group (Phase 1) to set up meetings early this week to walk through updates on the reorg/RIF efforts.

After some discussions over the past week, we will likely

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

More than willing to talk through any of this with you prior to your meeting or during.

--

Travis Voyles
Assistant Deputy Administrator
Office of the Administrator
U.S. Environmental Protection Agency
C: Ex. 6 Personal Privacy (PP)

Message

From: Frost, Leland [Frost.Leland@epa.gov]
Sent: 4/2/2025 11:01:34 AM
To: McOmber, Kevin [McOmber.Kevin@epa.gov]
Subject: Ex. 5 Deliberative Process (DP)
Attachments: Ex. 5 Deliberative Process (DP) 4.1.25.docx

Kevin,

Please find attached a working draft Ex. 5 Deliberative Process (DP) As you are making edits and comments, you may Ex. 5 Deliberative Process (DP)

Ex. 5 Deliberative Process (DP)

I am still working on the Region 4 addendum.

Leland P. Frost
Chief of Staff, Region 4
U.S. Environmental Protection Agency
(404) 956-5021 mobile
frost.leland@epa.gov

Message

From: Opalski, Dan [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=8B5ED6410D934BF699A008A252791A55-OPALSKI, DAN]
Sent: 3/13/2025 3:48:08 PM
To: Chung, Angela [Chung.Angela@epa.gov]
Subject: RE: Draft RA TPs
Attachments: RA Talking Points re Reorg Memodo.docx

Made a few minor edits; please see comments in this version for your consideration. I think the link is fine

From: Chung, Angela <Chung.Angela@epa.gov>
Sent: Thursday, March 13, 2025 7:47 AM
To: Fraser, Michelle <Fraser.michelle@epa.gov>; Opalski, Dan <Opalski.Dan@epa.gov>
Subject: Fw: Draft RA TPs

Hi Michelle and Dan,
Per my Teams chat, here are the RA TPs for Emma's 1 pm call today with the RAs. Please print out for her once we get Dan's okay. Thank you.

Angela Chung
Region 10 Senior Resource Official
Director, Mission Support Division
1200 Sixth Ave, Suite 155
Seattle, WA 98101
(206) 553-6511

Appointment

From: Fraser, Michelle [Fraser.michelle@epa.gov]
on behalf of Pokon, Emma [Pokon.Emma@epa.gov]
Sent: 3/5/2025 6:57:43 PM
To: Chung, Angela [Chung.Angela@epa.gov]; Aberle, Travis [Aberle.Travis@epa.gov]
CC: Opalski, Dan [Opalski.Dan@epa.gov]; Regan, Mickey [Regan.Mickey@epa.gov]; So, Henry [So.Heny@epa.gov]; Young, Margo [Young.Margo@epa.gov]; Westenberger, Andrea [Westenberger.Andrea@epa.gov]

Subject: RA Briefing: Workforce Planning/OPM Guidance
Attachments: EPA Region 10 RA Briefing - HRB-Workforce Reshaping.pptx
Location: Microsoft Teams Meeting; R10SeaRA-Room-21Tahoma-VTC/R10-Rooms-Restricted

Start: 3/6/2025 11:30:00 PM
End: 3/7/2025 12:15:00 AM
Show Time As: Tentative

Recurrence: (none)

Required Attendees: Chung, Angela; Aberle, Travis
Optional Attendees: Opalski, Dan; Regan, Mickey; So, Henry; Young, Margo; Westenberger, Andrea

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From: Benkeser, Anna [Benkeser.Ann@epa.gov]
Sent: 3/5/2025 6:31:03 PM
To: Zavala, Julie [Zavala.Julie@epa.gov]; Thorpe, Nick [Thorpe.Nick@epa.gov]; Nowlan, Aileen [Nowlan.Aileen@epa.gov]; Shah, Monisha [Shah.Monisha@epa.gov]
Subject: Fw: Whitehouse, Alsobrooks Lead EPW Democrats in Ripping Zeldin's Scheme to Cripple the EPA

FYSA — I will try and get a copy of his responses...

Anna Benkeser

Chief of Staff, Office of the Greenhouse Gas Reduction Fund
U.S. Environmental Protection Agency
240-935-2907
Benkeser.Ann@epa.gov

From: Handloff, Erica (EPW) <Erica_Handloff@epw.senate.gov>
Sent: Wednesday, March 5, 2025 1:08 PM
To: Handloff, Erica (EPW) <Erica_Handloff@epw.senate.gov>
Cc: Lounsbury, Connor (Alsobrooks) <Connor_Lounsbury@alsobrooks.senate.gov>
Subject: Whitehouse, Alsobrooks Lead EPW Democrats in Ripping Zeldin's Scheme to Cripple the EPA

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FOR IMMEDIATE RELEASE

March 5, 2025

Contact: [Erica Handloff](#), 202-941-7251 (Whitehouse)
[Connor Lounsbury](#) (Alsobrooks)

Whitehouse, Alsobrooks Lead EPW Democrats in Ripping Zeldin's Scheme to Cripple the EPA

Zeldin's illegal plan to gut the federal agency is poised to torpedo environmental safeguards while undermining the Constitution

Washington, D.C.—Senator Sheldon Whitehouse (D-R.I.), Ranking Member of the Committee on Environment and Public Works (EPW), and Committee member Senator Angela Alsobrooks (D-M.D.), who represents nearly 150,000 federal workers, led all EPW Democrats in [demanding answers](#) from EPA Administrator Lee Zeldin about his illegal scheme to gut the agency. President Trump recently announced that

Administrator Zeldin planned to fire 65 percent of staff at EPA, but Administrator Zeldin subsequently clarified that he actually plans to slash EPA spending by at least 65 percent.

Either would be devastating. Firing more than 10,000 EPA workers or making deep budget cuts would make it impossible for the agency to protect the American public's clean air and water and to prevent toxic pollution, and any of Administrator Zeldin's efforts to manipulate agency spending levels would violate congressional authority.

“Your intention to do either of these things—fire large numbers of EPA staff or proceed with deep budget cuts—raises serious concerns. EPA could not fulfill its mission of protecting our air and water and preventing toxic pollution if its staff *or* budget were cut by 65 percent. Moreover, you do not have legal authority to set EPA's spending levels; that power is reserved under Article I of the Constitution to Congress,” wrote Senators Whitehouse, Alsbrooks, Sanders, Merkley, Markey, Kelly, Padilla, Schiff, and Blunt Rochester.

“[A]ny decision to fire large numbers of EPA staff calls into question the probity of the statements you made on this subject at your confirmation hearing not even two months ago. Each time you were asked about your plans for agency staffing, you assured Committee members that you looked forward to working ‘collaboratively’ with EPA's dedicated staff During your confirmation hearing, you also told members of the Committee on eight separate occasions that you would ‘not prejudge[e] outcomes’ or made substantially identical statements. It is difficult to understand how a decision to cut two-thirds of a federal agency's staff or budget when Trump-affiliated groups had been urging a similar course of action since before President Trump even took office is anything other than a ‘prejudged outcome,’” the Senators continued. **“Please describe how you believe that any largescale firing of EPA employees will ‘support career staff who have dedicated’ themselves to EPA's mission and ‘foster a collaborative culture within the agency,’ as you pledged under oath to do during your confirmation hearing.”**

In accordance with the President's directives to gut the civil service, agency heads are required to submit their plans for cutting staff to the Office of Management and Budget (OMB) and the Office of Personnel Management's (OPM) by March 13, 2025. EPW Democrats are demanding answers from Administrator Zeldin by March 11, 2025.

The text of the letter is below, and a full version (with footnotes) is available [HERE](#).

Dear Administrator Zeldin,

On February 26, 2025, President Trump said that you planned to fire 65 percent of staff at the Environmental Protection Agency (EPA). Hours later, a White House spokesperson stated that the President misspoke and that you instead planned to cut EPA spending by 65 percent. You then doubled down a day later, telling *Spectrum News* in an interview that you had shared with President Trump that a 65 percent budget cut was a “‘low number’” and that you believe “‘that the EPA can save even more than 65 percent of our budget year over year.’”

The Office of Management and Budget (OMB) and the Office of Personnel Management (OPM) released a memorandum on February 26, 2025 outlining a multi-month process for reducing the size of the federal workforce. The Agency Reduction in Force and Reorganization Plan (ARRP) process detailed in this memo requires agency heads to submit “Phase 1 ARRPs” and “Phase 2 ARRPs” to provide an accounting of the agency's reduction in force (RIF) plans, including numerical data and justification. Those submissions are due on March 13 and April 14 of this year, respectively.

Your intention to do either of these things—fire large numbers of EPA staff or proceed with deep budget cuts—raises serious concerns. EPA could not fulfill its mission of protecting our air and water and preventing toxic

pollution if its staff *or* budget were cut by 65 percent. Moreover, you do not have legal authority to set EPA's spending levels; that power is reserved under Article I of the Constitution to Congress.

Finally, any decision to fire large numbers of EPA staff calls into question the probity of the statements you made on this subject at your confirmation hearing not even two months ago. Each time you were asked about your plans for agency staffing, you assured Committee members that you looked forward to working "collaboratively" with EPA's dedicated staff. Notably, you were pressed on this point because individuals closely affiliated with President Trump were championing mass firings even before he took office. On November 15, 2024, for example, *Forbes* reported that Elon Musk had stated that he would seek to cut up to 75% of federal agencies and implement workforce reductions similar to those he implemented at Twitter, where he cut 80% of staff. During your confirmation hearing, you also told members of the Committee on eight separate occasions that you would "not prejudge[e] outcomes" or made substantially identical statements. It is difficult to understand how a decision to cut two-thirds of a federal agency's staff or budget when Trump-affiliated groups had been urging a similar course of action since before President Trump even took office is anything other than a "prejudged outcome."

Accordingly, in order to assist in our investigation of statements by both the White House and you that you plan to eliminate 65 percent of EPA staff or cut agency spending by 65 percent or more, please respond to the following questions no later than March 10, 2025.

1. Are President Trump's comments that EPA plans to fire approximately 65 percent of its staff accurate?
2. Is the White House statement that you plan to cut EPA spending by 65 percent accurate? If not, is the 65 percent estimate too low or too high? Please explain in detail your plans for cutting EPA spending.
3. If President Trump's statements related to EPA staffing are not accurate, what are your plans for complying with the OMB/OPM ARRP memo and what percentage of EPA staff are you planning on firing? Please detail your layoff plans (dates employees will be fired and number of employees to be fired) across EPA's various divisions (Office of the Administrator (OA), Office of Air and Radiation (OAR), Office of Chemical Safety and Pollution Prevention (OCSP), Office of the Chief Financial Officer (OCFO), Office of Enforcement and Compliance Assurance (OECA), Office of Environmental Justice and External Civil Rights (OEJECR), Office of General Counsel (OGC), Office of Inspector General (OIG), Office of International and Tribal Affairs (OITA), Office of Land and Emergency Management (OLEM), Office of Mission Support (OMS), Office of Research and Development (ORD), Office of Water (OW), and EPA's ten Regional Offices).
4. If President Trump's statements related to EPA staffing are accurate, when did EPA determine that it would eliminate approximately 65 percent of EPA? How did EPA determine that a 65 percent reduction in staff was appropriate? Was this your own determination as Administrator, or the recommendation of other officials or outside groups? Please list any parties—whether inside or outside the Trump Administration—who were consulted on EPA's planning regarding layoffs. Provide any communications (including but not limited to emails, text messages, and memoranda)—dating from November 1, 2024 to present—between and among the EPA and White House officials, members of the Trump 2024 campaign, members of the Trump-Vance Transition Team, OMB staff, OPM staff, Elon Musk, individuals affiliated with the so-called "Department of Government Efficiency," Mandy Gunasekara, or Russell Vought concerning EPA's RIF plans.
5. Please describe how you believe that any largescale firing of EPA employees will "support career staff who have dedicated" themselves to EPA's mission and "foster a collaborative culture within the agency," as you pledged under oath to do during your confirmation hearing.
6. If the White House statement that you plan to cut EPA spending by 65 percent is accurate, as it seems to be based on your follow-up statement that 65 percent may be an underestimate, please provide the legal authority for making such a budget cut. We note that any Executive Order or executive branch memorandum

does not have the force of law, and so are requesting that you cite to specific statutory or Constitutional language that provides you such authority.

7. Do you agree that, under the Constitution, it is Congress that has the power to set spending levels and determine how appropriated funds will be spent?

8. Please itemize the 65 percent (or more) spending reduction that you are planning to implement. Please list all programs you plan to cut and the amounts of money you plan to save from each by fiscal year. Please also detail your planned spending reductions (amounts by fiscal year) across EPA's various divisions (Office of the Administrator (OA), Office of Air and Radiation (OAR), Office of Chemical Safety and Pollution Prevention (OCSPP), Office of the Chief Financial Officer (OCFO), Office of Enforcement and Compliance Assurance (OECA), Office of Environmental Justice and External Civil Rights (OEJECR), Office of General Counsel (OGC), Office of Inspector General (OIG), Office of International and Tribal Affairs (OITA), Office of Land and Emergency Management (OLEM), Office of Mission Support (OMS), Office of Research and Development (ORD), Office of Water (OW), and EPA's ten Regional Offices).

Thank you for your cooperating in this matter.

--

Erica Handloff

Communications Director

Senate Committee on Environment & Public Works

Ranking Member Sheldon Whitehouse (D-RI)

202-941-7251