



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

APR 15 2005

The Honorable Paul K. Charlton
United States Attorney
District of Arizona
Two Renaissance Square
40 North Central Avenue
Phoenix, AZ 85004-4408

Dear Mr. Charlton:

I am pleased to appoint you to serve as Chair of the Border and Immigration Law Enforcement Subcommittee. Your appointment is effective immediately.

Under the leadership of United States Attorney David Iglesias (NM), the Subcommittee was very proactive in providing advice and counsel to Department officials on border and immigration matters. This area is a crucial enforcement priority and demands the focused attention of United States Attorneys and others. I appreciate your interest in this area and look forward to working with you as the new Chair of this distinguished group.

Sincerely,

A handwritten signature in cursive script, appearing to read "A. Gonzales".

Alberto R. Gonzales
Attorney General

EOUSA000000160



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

APR 15 2005

The Honorable David C. Iglesias
United States Attorney
District of New Mexico
201 Third Street, N.W.
Suite 900
Albuquerque, New Mexico 87102

Dear Mr. Iglesias:

I would like to take this opportunity to thank you for chairing the Attorney General's Advisory Committee's Border and Immigration Law Enforcement Subcommittee. Under your leadership, the Subcommittee was very proactive in providing advice and counsel to Department officials on border security to include both the southern and northern borders and working with senior Mexican law enforcement officials to continue to nurture on-going goodwill between our countries.

A number of United States Attorneys have expressed an interest in playing a leadership role on this Subcommittee. I have asked United States Attorney Paul Charlton (AZ) to serve as Chair of the Subcommittee effective immediately.

In your time as United States Attorney, you have made a number of important contributions to the Department's policy making process through the Advisory Committee and the Subcommittee. Thank you in advance for your future contributions to the Department's policy making process.

Sincerely,

A handwritten signature in black ink, appearing to read "A. R. Gonzales".

Alberto R. Gonzales
Attorney General

EOUSA000000161



U.S. Department of Justice

Executive Office for United States Attorneys

Office of the Director

Main Justice Building Room 2616
950 Pennsylvania Avenue, NW
Washington, D.C. 20530

(202) 514-2121

August 22, 2003

The Honorable Daniel G. Bogden
United States Attorney
District of Nevada
333 South Las Vegas Boulevard, Suite 5000
Lloyd George Federal Building
Las Vegas, Nevada 89101

Dear Mr. Bogden:

I want to thank you for your district's efforts in completing the Deputy Attorney General's template for the 2002 District Performance Report. Over the past several months, members of my staff have diligently reviewed, analyzed, summarized, and scored all 93 District Performance Reports. Since a great deal of time was spent preparing these reports, I wanted to spend a commensurate amount of time in their review.

During the review process, reports were scored quantitatively according to criteria in seven categories: Anti-Terrorism, Project Safe Neighborhoods, Drugs, Civil Rights, Corporate Fraud, Management, and an Intangibles category. Intangibles included district priorities, goals, and the thoroughness of the report. The seven categories were scored from one (lowest) to five (highest), and then averaged for an overall district rating.

Your district received an overall rating of 4.00, slightly higher than the national average of 3.91. Your scores for each of the sections were: Anti-Terrorism (5), Project Safe Neighborhoods (5), Drugs (4), Civil Rights (3), Corporate Fraud (3), Management (4), and Intangibles (4). This score demonstrates the quality and thoroughness of your District Performance Report and should not be interpreted to reflect the actual effectiveness of your district's programs.

In addition to the scoring of the reports, a matrix captured qualitative information pertaining to the various sections from the template. This provided valuable insight into each individual district as well as meaningful information about the entire United States Attorneys' community. Our findings and analysis were presented to the Deputy Attorney General and to the Office Management and Budget subcommittee of the Attorney General's Advisory Committee. Your report was also utilized by select Executive Office for United States Attorneys' staffs, as

The Honorable Daniel G. Bogden
Page 2

appropriate. For example, the Deputy Attorney General asked us to use these reports in conjunction with our evaluation program to measure the district's actual performance compared to the aspirations set out in the performance report.

I would like to recognize your district for producing a thorough report. Your detailed descriptions of activities in your Anti-Terrorism Task Force provided excellent insights into your program. I am pleased to see your coordination with Nevada Homeland Security and the ongoing work with emergency management. Additionally, your report maintained a high-level of detail throughout all of the sections.

The Deputy Attorney General has been stressing the importance of management in our districts and this report is intended to showcase the many different approaches to management throughout our organization. Besides being well organized, your report described issues in a fashion suited for this exercise. Your in-depth review of your organization, and several of the changes you made, indicate a willingness to strive to make the district better. It is obvious that your office spent a considerable amount of time and effort on the report and I would like to commend you for it.

Once again, thank you for all of your district's hard work. I hope that this process provides you with another tool for successfully managing your district. If you have any questions, please call me or Bill Goldman (Attorney Advisor) at (202) 514-2121.

Sincerely,

Guy A. Lewis
Director



U.S. Department of Justice

Executive Office for United States Attorneys
Office of the Director

RFK Main Justice Building, Room 2261
950 Pennsylvania Avenue, NW
Washington, DC 20530

(202) 514-2121

JUN -3 2005

The Honorable Daniel G. Bogden
United States Attorney
District of Nevada
Lloyd George Federal Building
333 South Las Vegas Boulevard, Suite 5000
Las Vegas, Nevada 89101

Dear Mr. Bogden: *DM*

Thank you for the time and effort your District spent in completing the 2003 District Performance Report. The information you provided will assist the Executive Office for United States Attorneys (EOUSA) and the Office of the Deputy Attorney General in assessing the outstanding work that you and the other United States Attorneys' Offices are doing, and will help us to better serve your needs. Your Performance Report has been thoroughly reviewed. Any issues you may have identified have been or will be referred to the appropriate EOUSA component for follow-up action. Your Report will also be forwarded to the Evaluation and Review Staff for its use in preparing for your office's next evaluation. Overall the 2003 District Performance Reports were excellent, and demonstrate a firm commitment by United States Attorneys to achieve the Department's National Priorities, as well as a wide variety of District priorities and sound management practices.

As evidenced in your Report, the District of Nevada has effectively dedicated its resources to advocate and implement the Department's National Priorities. Despite a large and predominantly rural District, the Anti-Terrorism Advisory Council (ATAC) and Joint Terrorism Task Force (JTTF) effectively coordinated federal, state, and local law enforcement agencies to assess and respond to risks of terrorism. Additionally, to facilitate information sharing, your ATAC joined with the JTTF to create the Nevada Emergency Operations and Notification Network web site. Because Las Vegas is replete with high interest targets, your District had to work very hard to overcome the transfer of investigative resources away from white collar crime. As a result, your District continues to bring many significant white collar prosecutions, sending the clear message that economic crimes will not escape detection and punishment. The efforts of your narcotics prosecution strategy have also been outstanding, as evidenced by the 100 percent increase in OCDEF cases from 2002. Your serious approach to gun violence reduction is

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reflected in your Project Effect/Project Safe Neighborhoods initiatives. Programs such as yours which combine strategic planning, research, innovation, training, and aggressive prosecution greatly further the cause of the reduction of gun crime.

In addition to pursuing National Priorities, the District Priorities you have set illustrates your District's firm grasp on its unique issues and crime problems. Your District has excelled in presenting the message of zero tolerance of official corruption, as evidenced by your prosecution of officials from Lander and Clark Counties and the Nevada Department of Motor Vehicles. Additionally, your office worked diligently with the Federal Bureau of Investigation and the Internal Revenue Service to disrupt operations of the many La Cosa Nostra crime families in Las Vegas, through operations such as Matchbox and the Crazy Horse Too investigation. The complex issues arising from the Indian Country in your District present challenges which you have met with vigor, as demonstrated in your aggressive prosecution strategy and the work of your Tribal Liaison/Indian Country Prosecutor to reach out to all 26 tribes.

The management principles applied in your District promote a high quality of work from your personnel. Your hiring procedures ensure that only the best qualified candidates are selected. The use of National Advocacy Center training and mentors for new attorney personnel are excellent tools for ensuring a knowledgeable and capable work force. Your system of case reviews and review of LIONS and Alcatraz information, combined with an open door management policy, encourage excellence and direct employees to achieve greater productivity. Further, the relationships your District has carefully developed with client agencies plays an important role in your success.

We are aware of the time-consuming nature of the District Performance Report and greatly appreciate the time your office spent on completing it. In an effort to decrease future reporting burdens on your office, we are carefully reviewing all feedback we received regarding this reporting process, and will incorporate the same in order to improve and streamline reporting requirements in the future.

Again, thank you for your hard work on your Report, which makes clear the emphasis you have put on carrying out Departmental priorities and maintaining a solid management practice. If you have any questions, please call me or Dan Villegas, Counsel, Office of Legal Programs and Policy, at (202) 616-6444.

Sincerely,



Mary Beth Buchanan
Director



U.S. Department of Justice

Executive Office for United States Attorneys

Office of the Director

Main Justice Building Room 2616
950 Pennsylvania Avenue, NW
Washington, D.C. 20530

(202) 514-2121

August 22, 2003

The Honorable Paul K. Charlton
United States Attorney
District of Arizona
Two Renaissance Square
40 North Central Avenue, Suite 1200
Phoenix, Arizona 85004-4408

Dear Mr. Charlton:

I want to thank you for your district's efforts in completing the Deputy Attorney General's template for the 2002 District Performance Report. Over the past several months, members of my staff have diligently reviewed, analyzed, summarized, and scored all 93 District Performance Reports. Since a great deal of time was spent preparing these reports, I wanted to spend a commensurate amount of time in their review.

During the review process, reports were scored quantitatively according to criteria in seven categories: Anti-Terrorism, Project Safe Neighborhoods, Drugs, Civil Rights, Corporate Fraud, Management, and an Intangibles category. Intangibles included district priorities, goals, and the thoroughness of the report. The seven categories were scored from one (lowest) to five (highest), and then averaged for an overall district rating.

Your district received an overall rating of 4.43, considerably higher than the national average of 3.91. Your scores for each of the sections were: Anti-Terrorism (5), Project Safe Neighborhoods (4), Drugs (5), Civil Rights (4), Corporate Fraud (3), Management (5), and Intangibles (5). This score demonstrates the quality and thoroughness of your District Performance Report and should not be interpreted to reflect the actual effectiveness of your district's programs.

In addition to the scoring of the reports, a matrix captured qualitative information pertaining to the various sections from the template. This provided valuable insight into each individual district as well as meaningful information about the entire United States Attorneys' community. Our findings and analysis were presented to the Deputy Attorney General and to the Office Management and Budget subcommittee of the Attorney General's Advisory Committee. Your report was also utilized by select Executive Office for United States Attorneys' staffs, as

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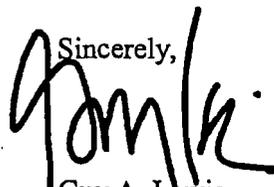
The Honorable Paul K. Charlton
Page 2

appropriate. For example, the Deputy Attorney General asked us to use these reports in conjunction with our evaluation program to measure the district's actual performance compared to the aspirations set out in the performance report.

I would like to specially recognize your district for producing an excellent report. Your detailed descriptions of the Anti-Terrorism Task Force and your use of the Patriot Act to bring down the wall that had existed between intelligence gathering and criminal cases are truly exceptional. Additionally, your report maintained a high level of detail throughout all of the sections.

One of the many ways we plan on using information from these reports involves the coordination of "best practices" with EOUSA's Evaluation and Review Staff. While not every district had a best practice identified, your district had several areas that were highlighted under this section. Your district's efforts in organizing a "Tech Fair" for local business members demonstrates a creative form of outreach with your Project Safe Neighborhoods program. Through your efforts in developing crime victims' surveys, your office has placed an importance in this area and followed through with effective means and strategies.

Once again, thank you for all of your district's hard work. I hope that this process provides you with another tool for successfully managing your district. If you have any questions, please call me or Bill Goldman (Attorney Advisor) at (202) 514-2121.

Sincerely,

Guy A. Lewis
Director



U.S. Department of Justice

*Executive Office for United States Attorneys
Office of the Director*

*RFK Main Justice Building, Room 2261
950 Pennsylvania Avenue, NW
Washington, DC 20530*

(202) 514-2121

JUN - 3 2004

The Honorable Paul K. Charlton
United States Attorney
District of Arizona
Two Renaissance Square
40 North Central Avenue, Suite 1200
Phoenix, Arizona 85004

Dear Mr. Charlton:

Thank you for the time and effort your District spent in completing the 2003 District Performance Report. The information you provided will assist the Executive Office for United States Attorneys (EOUSA) and the Office of the Deputy Attorney General in assessing the outstanding work that you and the other United States Attorneys' Offices are doing, and will help us to better serve your needs. Your Performance Report has been thoroughly reviewed. Any issues you may have identified have been or will be referred to the appropriate EOUSA component for follow-up action. Your Report will also be forwarded to the Evaluation and Review Staff for its use in preparing for your office's next evaluation. Overall the 2003 District Performance Reports were excellent, and demonstrate a firm commitment by United States Attorneys to achieve the Department's National Priorities, as well as a wide variety of District priorities and sound management practices.

As evidenced in your Report, the District of Arizona has effectively dedicated its resources to advocate and implement the Department's National Priorities. The enhanced information sharing and extensive training your District has developed regarding anti-terrorism exemplifies your proactive role in the fight against terror. Your decision to split the ATAC into three groups to address the specific terrorism concerns of each geographic area in the District demonstrates both flexibility and sound judgment. Furthermore, the level of coordination between your ATACs and JTTFs is commendable and has led to significant successes, as exemplified by the considerable number of terrorism-related cases handled by your office. The District's efforts to dismantle the drug trafficking operations of the Hells Angels and the New Mexican Mafia have also yielded significant results. Moreover, your District's impressive increase in the number of firearms cases handled in the last few years illustrates your progress in the reduction of gun violence.

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The District Priorities you have set illustrate your District's firm grasp on its unique needs and crime problems. The resources committed to address Indian Country crimes have a profound effect on the Native peoples in your District. In particular, your work with the Arizona Tribal Prosecutor's Association has had a significant impact on communication between federal and tribal prosecutors and your drug and alcohol interdiction efforts have led to a decrease in violent crime in Indian Country. Understandably, border crimes continue to be an area of emphasis in your District. Operation Desert Risk resulted in a significant number of prosecutions and a decline in the number of deaths related to exposure in the desert. Operation ICE Storm has been most effective in targeting alien smuggling operations and the assets associated with them.

The management principles applied in your District promote high quality work from your personnel. Your hiring procedures ensure that only the best qualified candidates are selected and have resulted in a very diverse workforce. The indictment review process ensures the consistency and quality of your Criminal Division's work product. The review of civil pleadings by the Civil Chief also encourages effective and well-written work product. Given the size of your District and the great distance between some of the offices, communication appears to be quite good.

We are aware of the time-consuming nature of the District Performance Report and greatly appreciate the time your office spent on completing it. In an effort to decrease future reporting burdens on your office, we are carefully reviewing all feedback we received regarding this reporting process, and will incorporate the same in order to improve and streamline reporting requirements in the future.

Again, thank you for your hard work on your Report, which makes clear the emphasis you have put on carrying out Departmental priorities and maintaining a solid management practice. If you have any questions, please call me or Dan Villegas, Counsel, Office of Legal Programs and Policy, at (202) 616-6444.

Sincerely,



Mary Beth Buchanan
Director



U.S. Department of Justice

*Executive Office for United States Attorneys
Office of the Director*

*RFK Main Justice Building, Room 2261
950 Pennsylvania Avenue, NW
Washington, DC 20530*

(202) 514-2121

JUN - 3 2005

The Honorable Margaret M. Chiara
United States Attorney
Western District of Michigan
Post Office Box 208
Grand Rapids, Michigan 49501

Dear Ms. Chiara:

Margaret

Thank you for the time and effort your District spent in completing the 2003 District Performance Report. The information you provided will assist the Executive Office for United States Attorneys (EOUSA) and the Office of the Deputy Attorney General in assessing the outstanding work that you and the other United States Attorneys' Offices are doing, and will help us to better serve your needs. Your Performance Report has been thoroughly reviewed. Any issues you may have identified have been or will be referred to the appropriate EOUSA component for follow-up action. Your Report will also be forwarded to the Evaluation and Review Staff for its use in preparing for your office's next evaluation. Overall the 2003 District Performance Reports were excellent, and demonstrate a firm commitment by United States Attorneys to achieve the Department's National Priorities, as well as a wide variety of District priorities and sound management practices.

As evidenced in your Report, the Western District of Michigan has effectively dedicated its resources to advocate and implement the Department's National Priorities. The enhanced information sharing and training your District has developed regarding anti-terrorism exemplifies your proactive role in the fight against terror. Your efforts on the dismantling and disruption of drug organizations, through operations such as El Tio, Nine Lives, and Underwire, has sent a clear message to those involved in illegal drug activities that such conduct will be actively prosecuted. Moreover, these types of prosecutions have contributed to a decrease in the availability of drugs and drug-related violence. The office's work on gun violence reduction has resulted in a considerable increase in the number of firearms cases referred by state and local authorities for federal prosecution and in the number of defendants convicted for these offenses.

The District Priorities you have set illustrate your District's firm grasp on its unique crime problems and issues. The emphasis you have placed on addressing violent crimes in Indian Country has resulted in additional federal investigative resources and training for tribal

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law enforcement. On the civil side of the office, the goals of increasing referrals and encouraging parallel proceedings in the Affirmative Civil Enforcement context are laudable and will have a positive effect on the office's financial recoveries. Focusing on improving the Financial Litigation Unit will also have a positive effect on the functioning of the office--from criminal and civil debt collection to bankruptcy and foreclosure litigation.

The management principles applied in your District promote high quality work from your personnel. Case reviews and reviews of written work product are outstanding tools to ensure that cases are being handled timely and appropriately. Your office's use of mentoring programs for less experienced Assistant United States Attorneys and support staff is an excellent way to develop capable and successful employees. The extensive training your office offers to its personnel also helps keep them informed and up-to-date on legal issues.

We are aware of the time-consuming nature of the District Performance Report and greatly appreciate the time your office spent on completing it. In an effort to decrease future reporting burdens on your office, we are carefully reviewing all feedback we received regarding this reporting process, and will incorporate the same in order to improve and streamline reporting requirements in the future.

Again, thank you for your hard work on your Report, which makes clear the emphasis you have put on carrying out Departmental priorities and maintaining a solid management practice. If you have any questions, please call me or Dan Villegas, Counsel, Office of Legal Programs and Policy, at (202) 616-6444.

Sincerely,



Mary Beth Buchanan
Director



U.S. Department of Justice

*Executive Office for United States Attorneys
Office of the Director*

*RFK Main Justice Building, Room 2261
950 Pennsylvania Avenue, NW
Washington, DC 20530*

(202) 514-2121

JUN -3 2005

The Honorable David C. Iglesias
United States Attorney
District of New Mexico
Post Office Box 607
Albuquerque, New Mexico 87103

Dear Mr. Iglesias: *David*

Thank you for the time and effort your District spent in completing the 2003 District Performance Report. The information you provided will assist the Executive Office for United States Attorneys (EOUSA) and the Office of the Deputy Attorney General in assessing the outstanding work that you and the other United States Attorneys' Offices are doing, and will help us to better serve your needs. Your Performance Report has been thoroughly reviewed. Any issues you may have identified have been or will be referred to the appropriate EOUSA component for follow-up action. Your Report will also be forwarded to the Evaluation and Review Staff for its use in preparing for your office's next evaluation. Overall, the 2003 District Performance Reports were excellent, and demonstrate a firm commitment by United States Attorneys to achieve the Department's National Priorities, as well as a wide variety of District priorities and sound management practices.

As evidenced in your Report, the District of New Mexico has effectively dedicated its resources to advocate and implement the Department's National Priorities. Through the Anti-Terrorism Advisory Council, your office effectively coordinates and trains federal, state, and local agencies in a proactive fight against terror. The dedication and efforts of your Intelligence Research Specialist are particularly noteworthy. You have also worked to overcome the transfer of investigative resources away from white collar crimes. As a result, your District continues to pursue significant white collar prosecutions and send the message that economic crimes will not escape detection and punishment. Your narcotics prosecutions remain very active, and the formation of the New Mexico Financial Crimes Task Force will help ensure that drug trafficking organizations are deprived of their funding. Your HIDTA and Weed and Seed programs also contribute greatly to drug enforcement and demand reduction. Further, your strategic approach to reducing gun crimes through the six initiatives associated with Project Safe Neighborhoods has resulted in an increase in the number of gun-related investigations and successful prosecutions in your District. Programs such as yours which combine strategic planning, research, innovation, training, and aggressive prosecution greatly further the cause of the reduction of gun crimes.

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In addition to pursuing National Priorities, the District Priorities you have set illustrate your District's firm grasp on its issues and crime problems. The complex issues arising from the Indian Country in your District present challenges which you have met with vigor, as demonstrated in your participation in Multi-Disciplinary Teams, your Domestic Violence in Indian Country Seminar, the Four Corners Conference, and the Indian Country Newsletter.

The management principles applied in your District promote high quality work from your personnel, allow for flexibility, yet ensure that cases are being handled appropriately. Your system of case and file reviews, workload monitoring, and hands-on management encourage excellence and direct employee energy to achieve greater productivity. Further, the relationships your District has carefully developed with other offices and agencies plays an important role in your success.

We are aware of the time-consuming nature of the District Performance Report and greatly appreciate the time your office spent on completing it. In an effort to decrease future reporting burdens on your office, we are carefully reviewing all feedback we received regarding this reporting process, and will incorporate the same in order to improve and streamline reporting requirements in the future.

Again, thank you for your hard work on your Report, which makes clear the emphasis you have put on carrying out Departmental priorities and maintaining a solid management practice. If you have any questions, please call me or Dan Villegas, Counsel, Office of Legal Programs and Policy, at (202) 616-6444.

Sincerely,



Mary Beth Buchanan
Director



U.S. Department of Justice

*Executive Office for United States Attorneys
Office of the Director*

*Main Justice Building, Room 2261
950 Pennsylvania Avenue, NW
Washington, DC 20530*

(202) 514-2121

JAN 24 2006

Honorable David C. Iglesias
United States Attorney
District of New Mexico
201 Third Street, Suite 900
Albuquerque, New Mexico 87103

Dear Mr. Iglesias:

I understand that the recent evaluation of your office went well. I have reviewed the enclosed Significant Observations Memorandum that Team Leader Matt Cain submitted. The Memorandum reflects that, overall, the legal management of your office is very good and that your office is staffed with well prepared and motivated Assistant United States Attorneys and support personnel who are appropriately directing their efforts to accomplishing the goals of the Attorney General. I want to commend you for your exemplary leadership in the Department's priority programs, including Anti-terrorism, Weed and Seed, and the Law Enforcement Coordinating Committee.

Thank you and your staff for working hard to prepare for the evaluation and for using the evaluation process as a management tool. You will be receiving a draft legal management evaluation report in approximately 30 days that will provide more detailed information. At that time you will be asked to provide a written response to the draft report.

Thank you for all the assistance you and your staff provided to the evaluation team.

Sincerely,

A handwritten signature in black ink that reads "Michael A. Battle".

Michael A. Battle
Director

Enclosure

EOUSA000000174



U.S. Department of Justice

Executive Office for United States Attorneys

Office of the Director

Main Justice Building Room 2616
950 Pennsylvania Avenue, NW
Washington, D.C. 20530

(202) 514-2121

August 22, 2003

The Honorable Carol C. Lam
United States Attorney
Southern District of California
880 Front Street, Room 6293
San Diego, California 92101

Dear Ms. Lam:

I want to thank you for your district's efforts in completing the Deputy Attorney General's template for the 2002 District Performance Report. Over the past several months, members of my staff have diligently reviewed, analyzed, summarized, and scored all 93 District Performance Reports. Since a great deal of time was spent preparing these reports, I wanted to spend a commensurate amount of time in their review.

During the review process, reports were scored quantitatively according to criteria in seven categories: Anti-Terrorism, Project Safe Neighborhoods, Drugs, Civil Rights, Corporate Fraud, Management, and an Intangibles category. Intangibles included district priorities, goals, and the thoroughness of the report. The seven categories were scored from one (lowest) to five (highest), and then averaged for an overall district rating.

Your district received an overall rating of 4.14, slightly higher than the national average of 3.91. Your scores for each of the sections were: Anti-Terrorism (5), Project Safe Neighborhoods (4), Drugs (4), Civil Rights (4), Corporate Fraud (4), Management (4), and Intangibles (4). This score demonstrates the quality and thoroughness of your District Performance Report and should not be interpreted to reflect the actual effectiveness of your district's programs.

In addition to the scoring of the reports, a matrix captured qualitative information pertaining to the various sections from the template. This provided valuable insight into each individual district as well as meaningful information about the entire United States Attorneys' community. Our findings and analysis were presented to the Deputy Attorney General and to the Office Management and Budget subcommittee of the Attorney General's Advisory Committee. Your report was also utilized by select Executive Office for United States Attorneys' staffs, as appropriate. For example, the Deputy Attorney General asked us to use these reports in

conjunction with our evaluation program to measure the district's actual performance compared to the aspirations set out in the performance report.

I would like to recognize your district for producing a thorough report. Your detailed descriptions of activities in your Anti-Terrorism Task Force provided excellent insights into your program. Your district's teamwork in coordinating with various law enforcement agencies deserves recognition. Additionally, your report maintained a high-level of detail throughout all of the sections.

One of the many ways we plan on using information from these reports, involves the coordination of "best practices" with the Evaluation and Review Staff. While not every district had a best practice identified, your district had several selected. Your district's written protocols with Civil Rights Division should prove effective in coordinating efforts to assure the public that incidents involving law enforcement "use-of-force" will be investigated and reviewed promptly. Also, your policy that requires attorneys to prepare a juror memo, and circulate it throughout the office after every trial, should provide a great resource in the preparation of trial strategies. This is a great example of the kind of management focus the Deputy Attorney General has been emphasizing.

Once again, thank you for all of your district's hard work. I hope that this process provides you with another tool for successfully managing your district. If you have any questions, please call me or Bill Goldman (Attorney Advisor) at (202) 514-2121.

Sincerely,

Guy A. Lewis
Director



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Washington, DC 20530*

(202) 514-2121

JUN - 3 2004

The Honorable Carol C. Lam
United States Attorney
Southern District of California
880 Front Street, Room 6293
San Diego, California 92101

Dear Ms. Lam:

Thank you for the time and effort your District spent in completing the 2003 District Performance Report. The information you provided will assist the Executive Office for United States Attorneys (EOUSA) and the Office of the Deputy Attorney General in assessing the outstanding work that you and the other United States Attorneys' Offices are doing, and will help us to better serve your needs. Your Performance Report has been thoroughly reviewed. Any issues you may have identified have been or will be referred to the appropriate EOUSA component for follow-up action. Your Report will also be forwarded to the Evaluation and Review Staff for its use in preparing for your office's next evaluation. Overall the 2003 District Performance Reports were excellent, and demonstrate a firm commitment by United States Attorneys to achieve the Department's National Priorities, as well as a wide variety of District priorities and sound management practices.

As evidenced in your Report, the Southern District of California has effectively dedicated its resources to advocate and implement the Department's National Priorities. The enhanced information sharing and extensive training your District has developed regarding anti-terrorism exemplifies your proactive role in the fight against terror, as does the fact that your anti-terrorism Assistant United States Attorneys (AUSAs) regularly review all FBI 315 case openings. Moreover, your work in prosecuting individuals known to have provided assistance to the 9/11 hijackers has been very significant in disrupting potential terrorist activities and securing the removal of these individuals to their countries of origin. In the corporate fraud arena, your AUSAs' pursuit of the seizure and forfeiture of a variety of assets to be used for restitution is noteworthy. The dismantling and disruption of several drug organizations, like the Arellano Felix Organization, the Hells Angels Outlaw Motorcycle Gang, and the Bravo-Molina Organization, has also sent a clear message to those involved in illegal drug activities that such conduct will be actively prosecuted. The District's leadership in the HIDTA, and the National Methamphetamine Chemicals Initiative (NMCI) in particular, is considerable and has significantly contributed to prosecutive successes in the fight against the use and manufacture of illegal drugs.

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illegal drugs.

The District Priorities you have set illustrate your District's firm grasp on its unique crime problems. The dedication of substantial resources to the enforcement of immigration laws enhances the District's ability to prosecute a myriad of offenses, from the importation of drugs to human trafficking. In addition, the Coyote Prosecution Program, which targets alien smuggling foot guides, has been exceedingly successful. The emphasis on computer hacking and intellectual property offenses makes perfect sense in light of the technology companies and research institutes based in the District. Further, your decision to make bankruptcy fraud a priority has benefitted the District by protecting the integrity of the judicial system.

The management principles applied in your District promote quality work from your personnel. The indictment review process in non-reactive cases ensures the consistency and quality of your Criminal Division's work product. The review of civil pleadings by the Civil Chief also encourages effective and well-written work product. The increased supervision and observation of trial skills of the less-experienced AUSAs is an excellent way to develop capable and successful employees. Furthermore, the merging of the Border Crimes and General Crimes Sections has succeeded in improving both the quality of work and morale in those sections.

We are aware of the time-consuming nature of the District Performance Report and greatly appreciate the time your office spent on completing it. In an effort to decrease future reporting burdens on your office, we are carefully reviewing all feedback we received regarding this reporting process, and will incorporate the same in order to improve and streamline reporting requirements in the future.

Again, thank you for your hard work on your Report, which makes clear the emphasis you have put on carrying out Departmental priorities and maintaining a solid management practice. If you have any questions, please call me or Dan Villegas, Counsel, Office of Legal Programs and Policy, at (202) 616-6444.

Sincerely,



Mary Beth Buchanan
Director



U.S. Department of Justice

Executive Office for United States Attorneys

Office of the Director

Main Justice Building Room 2616
950 Pennsylvania Avenue, NW
Washington, D.C. 20530

(202) 514-2121

August 22, 2003

The Honorable John McKay
United States Attorney
Western District of Washington
601 Union Street, Suite 5100
Seattle, Washington 98101-3903

Dear Mr. McKay:

I want to thank you for your district's efforts in completing the Deputy Attorney General's template for the 2002 District Performance Report. Over the past several months, members of my staff have diligently reviewed, analyzed, summarized, and scored all 93 District Performance Reports. Since a great deal of time was spent preparing these reports, I wanted to spend a commensurate amount of time in their review.

During the review process, reports were scored quantitatively according to criteria in seven categories: Anti-Terrorism, Project Safe Neighborhoods, Drugs, Civil Rights, Corporate Fraud, Management, and an Intangibles category. Intangibles included district priorities, goals, and the thoroughness of the report. The seven categories were scored from one (lowest) to five (highest), and then averaged for an overall district rating.

Your district received an overall rating of 4.71, considerably higher than the national average of 3.91. Your scores for each of the sections were: Anti-Terrorism (5), Project Safe Neighborhoods (5), Drugs (4), Civil Rights (4), Corporate Fraud (5), Management (5), and Intangibles (5). This score demonstrates the quality and thoroughness of your District Performance Report and should not be interpreted to reflect the actual effectiveness of your district's programs.

In addition to the scoring of the reports, a matrix captured qualitative information pertaining to the various sections from the template. This provided valuable insight into each individual district as well as meaningful information about the entire United States Attorneys' community. Our findings and analysis were presented to the Deputy Attorney General and to the Office Management and Budget subcommittee of the Attorney General's Advisory Committee. Your report was also utilized by select Executive Office for United States Attorneys' staffs, as appropriate. For example, the Deputy Attorney General asked us to use these reports in

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The Honorable John McKay
Page 2

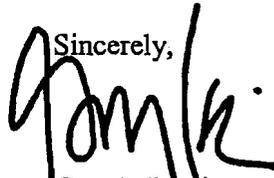
conjunction with our evaluation program to measure the district's actual performance compared to the aspirations set out in the performance report.

I would like to specially recognize your district for producing an excellent report. Your district's detailed description of border enforcement strategies, especially involving joint task forces with Canada, demonstrates the spirit of enforcement this country needs in preventing terrorist acts. Additionally, your report maintained a high-level of detail throughout all of the sections.

One of the many ways we plan on using information from these reports, involves the coordination of "best practices" with the Evaluation and Review Staff. While not every district had a best practice identified, your district had a few areas that were highlighted under this section. Your district's establishment of a Financial Victims Tracking Program, as well as your Restitution Working Group, shows that you are willing to think "outside-the-box" in identifying non-traditional methods of recovering maximum restitution for victims of fraud. Furthermore, your district is taking management extremely seriously, and this can be seen from your strategic planning process and reorganization.

Once again, thank you for all of your district's hard work. I hope that this process provides you with another tool for successfully managing your district. If you have any questions, please call me or Bill Goldman (Attorney Advisor) at (202) 514-2121.

Sincerely,

A handwritten signature in black ink, appearing to read 'Guy A. Lewis', written over the word 'Sincerely,'.

Guy A. Lewis
Director



U.S. Department of Justice

*Executive Office for United States Attorneys
Office of the Director*

*RFK Main Justice Building, Room 2261
950 Pennsylvania Avenue, NW
Washington, DC 20530*

(202) 514-2121

JUN - 3 2004

The Honorable John McKay
United States Attorney
Western District of Washington
700 Stewart Street, Suite 5220
Seattle, Washington 98101

Dear Mr. McKay:

John

Thank you for the time and effort your District spent in completing the 2003 District Performance Report. The information you provided will assist the Executive Office for United States Attorneys (EOUSA) and the Office of the Deputy Attorney General in assessing the outstanding work that you and the other United States Attorneys' Offices are doing, and will help us to better serve your needs. Your Performance Report has been thoroughly reviewed. Any issues you may have identified have been or will be referred to the appropriate EOUSA component for follow-up action. Your Report will also be forwarded to the Evaluation and Review Staff for its use in preparing for your office's next evaluation. Overall the 2003 District Performance Reports were excellent, and demonstrate a firm commitment by United States Attorneys to achieve the Department's National Priorities, as well as a wide variety of District priorities and sound management practices.

As evidenced in your Report, the Western District of Washington has effectively dedicated its resources to advocate and implement the Department's National Priorities. Your statewide ATAC has been instrumental in the successful prosecutions of domestic and international terrorists (Ahmed Ressam a/k/a The Millenium Bomber and James Brailey), which exemplifies your District's proactive role in the fight against terror. Moreover, your Intelligence Research Specialist is to be commended for his pivotal role in the production and distribution of the training program "Terrorism Pre-Incident Indicator." In the white collar crime arena, your office's Complex Crime Unit, and its recognized expertise, led to the University of Washington Physicians and University of Washington Medical Center agreeing to a settlement of \$35 million, the largest settlement of its kind against an academic medical institution. Additionally, your efforts to assist victims of fraud in receiving restitution was realized through the Financial Victim Tracking Program by improving the identification of victims and assessing their losses. Moreover, your District's efforts to reduce gun violence under the Firearms Crime Enforcement Coalition Program resulted in an impressive increase in federal firearms prosecutions.

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The District priorities developed in your Strategic Direction 2003-2008 plan demonstrate your District's firm grasp on its unique needs and crime problems. Understandably, environmental concerns, specifically vessel pollution of the numerous waterways in and surrounding your District, continue to be an area of emphasis for your office. The West Coast Vessel Pollution Conference hosted by your District was most effective in implementing protocol to address and achieve maximum deterrence against those chief engineers and corporations who pollute the waterways. Your efforts to combat child exploitation are equally impressive. Most noteworthy is the fact that your office was the first in the country to successfully prosecute a case under the PROTECT Act in *United States v. Michael Lewis Clark*. Additionally, your office's commitment to combating cybercrime resulted in cases garnering national interest such as the Blaster Internet Worm prosecution and the first Internet harassment indictment.

The management principles applied in your District promote a high quality of work from your personnel. Organizational changes appear to be well thought out and have shown increased productivity, improvement in work product, and better workload distribution. The significant increase in the number of felony defendants prosecuted and felony indictments filed indicates that your office is comprised of hardworking and committed individuals. Additionally, regular case reviews, use of inexperienced Assistant United States Attorneys as second chairs, and a formal mentoring program are excellent ways to develop capable and successful employees.

We are aware of the time-consuming nature of the District Performance Report and greatly appreciate the time your office spent on completing it. In an effort to decrease future reporting burdens on your office, we are carefully reviewing all feedback we received regarding this reporting process, and will incorporate the same in order to improve and streamline reporting requirements in the future.

Again, thank you for your hard work on your Report, which makes clear the emphasis you have put on carrying out Departmental priorities and maintaining a solid management practice. If you have any questions, please call me or Dan Villegas, Counsel, Office of Legal Programs and Policy, at (202) 616-6444.

Sincerely,



Mary Beth Buchanan
Director



U.S. Department of Justice

*Executive Office for United States Attorneys
Office of the Director*

*Main Justice Building, Room 2616
950 Pennsylvania Avenue, NW
Washington, DC 20530*

(202) 514-2121

Honorable John McKay
United States Attorney
Western District of Washington
700 Stewart Street, Suite 5250
Seattle, Washington 98101-1271

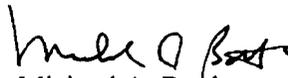
Dear Mr. McKay:

I understand that the recent evaluation of your office went well. I have reviewed the enclosed Significant Observations Memorandum that Team Leader Roger McRoberts submitted. The Memorandum reflects that the evaluation was very positive and that the Assistant United States Attorneys, both criminal and civil, are handling high quality cases in a professional manner. The United States Attorney's Office (USAO) enjoys an outstanding working relationship with the judiciary and agencies, and the staff is well respected and dedicated. Further, it appears that your office has established a strategic plan for the USAO which is in compliance with the priorities of the Department. The Memorandum commends you for your leadership in improving the exchange of information with Canadian and local authorities and for establishing active programs, such as the Anti-Terrorism Advisory Council, Project Safe Neighborhood, and the Organized Crime Drug Enforcement Task Force.

I appreciate how hard you and your staff worked to prepare for the evaluation. You will be receiving a draft legal management evaluation report in approximately 30 days that will provide more detailed information. At that time you will be asked to provide a written response to the draft report.

Thank you for all the assistance you and your staff provided to the evaluation team.

Sincerely,


Michael A. Battle
Director

Enclosure

EOUSA000000183



U.S. Department of Justice

Executive Office for United States Attorneys

Office of the Director

Main Justice Building Room 2616
950 Pennsylvania Avenue, NW
Washington, D.C. 20530

(202) 514-2121

August 22, 2003

The Honorable Kevin V. Ryan
United States Attorney
Northern District of California
450 Golden Gate Avenue
Box 36055
San Francisco, California 94102

Dear Mr. Ryan:

I want to thank you for your district's efforts in completing the Deputy Attorney General's template for the 2002 District Performance Report. Over the past several months, members of my staff have diligently reviewed, analyzed, summarized, and scored all 93 District Performance Reports. Since a great deal of time was spent preparing these reports, I wanted to spend a commensurate amount of time in their review.

During the review process, reports were scored quantitatively according to criteria in seven categories: Anti-Terrorism, Project Safe Neighborhoods, Drugs, Civil Rights, Corporate Fraud, Management, and an Intangibles category. Intangibles included district priorities, goals, and the thoroughness of the report. The seven categories were scored from one (lowest) to five (highest), and then averaged for an overall district rating.

Your district received an overall rating of 4.00, slightly higher than the national average of 3.91. Your scores for each of the sections were: Anti-Terrorism (3), Project Safe Neighborhoods (5), Drugs (4), Civil Rights (3), Corporate Fraud (5), Management (4), and Intangibles (4). This score demonstrates the quality and thoroughness of your District Performance Report and should not be interpreted to reflect the actual effectiveness of your district's programs.

In addition to the scoring of the reports, a matrix captured qualitative information pertaining to the various sections from the template. This provided valuable insight into each individual district as well as meaningful information about the entire United States Attorneys' community. Our findings and analysis were presented to the Deputy Attorney General and to the Office Management and Budget subcommittee of the Attorney General's Advisory Committee. Your report was also utilized by select Executive Office for United States Attorneys' staffs, as

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The Honorable Kevin V. Ryan

Page 2

appropriate. For example, the Deputy Attorney General asked us to use these reports in conjunction with our evaluation program to measure the district's actual performance compared to the aspirations set out in the performance report.

I would like to recognize your district for producing a thorough report. Your detailed descriptions of Project Safe Neighborhoods provided excellent insights into your program. I am pleased to see the level of coordination between your AUSAs in each branch office and local law enforcement, ATF, and local District Attorney's offices.

The Deputy Attorney General has been stressing the importance of management in our districts and this report is intended to showcase the many different approaches to management throughout our organization. Your corporate fraud section discussed many practices that indicate your district takes management seriously. I commend you on working closely with the SEC in helping move cases rapidly, obtaining early pleas, and prevailing at trial.

Once again, thank you for all of your district's hard work. I hope that this process provides you with another tool for successfully managing your district. If you have any questions, please call me or Bill Goldman (Attorney Advisor) at (202) 514-2121.

Sincerely,



Guy A. Lewis
Director



U.S. Department of Justice

Executive Office for United States Attorneys
Office of the Director

RFK Main Justice Building, Room 2261
950 Pennsylvania Avenue, NW
Washington, DC 20530

(202) 514-2121

JUN - 3 2004

The Honorable H.E. "Bud" Cummins III
United States Attorney
Eastern District of Arkansas
P.O. Box 1229
Little Rock, Arkansas 72203

Dear Mr. Cummins:

Buel

Thank you for the time and effort your District spent in completing the 2003 District Performance Report. The information you provided will assist the Executive Office for United States Attorneys (EOUSA) and the Office of the Deputy Attorney General in assessing the outstanding work that you and the other United States Attorneys' Offices are doing, and will help us to better serve your needs. Your Performance Report has been thoroughly reviewed. Any issues you may have identified have been or will be referred to the appropriate EOUSA component for follow-up action. Your Report will also be forwarded to the Evaluation and Review Staff for its use in preparing for your office's next evaluation. Overall the 2003 District Performance Reports were excellent, and demonstrate a firm commitment by United States Attorneys to achieve the Department's National Priorities, as well as a wide variety of District priorities and sound management practices.

As evidenced in your Report, the Eastern District of Arkansas has effectively dedicated its resources to advocate and implement the Department's National Priorities. The enhanced information sharing and extensive training your District has developed regarding anti-terrorism exemplifies your proactive role in the fight against terror. The level of coordination between your ATAC and JTTF is commendable and has led to significant successes, as exemplified by the arrest of the Saudi Arabian student at the University of Arkansas at Little Rock. Your work in gun violence reduction is reflected in the fact that the District registered an impressive increase in the number of firearms cases referred by state and local authorities for federal prosecution. Moreover, your plan to fast-track the less complicated PSN cases should help deter possible gun offenders.

The District Priorities you have set illustrate your District's firm grasp on its unique crime problems and its commitment to protect the most vulnerable citizens. The increased emphasis on child pornography cases has yielded considerable successes, such as the conviction of Wendell Williams. Your active Health Care Fraud Task Force has also made great progress,

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with several cases culminating in either a guilty plea or a favorable verdict at trial. Your office's reinvigoration of public corruption prosecutions has also sent a strong message to the community that such conduct will be diligently pursued.

The management principles applied in your District promote quality work from your personnel. The institution of a requirement that all proposed criminal cases be accompanied by a prosecutive summary, the proposed indictment or information, and a case summary sheet has improved the consistency and quality of your Criminal Division's work product. Further, the office's mentoring program for less-experienced Assistant United States Attorneys is an excellent way to develop capable and successful employees.

We are aware of the time-consuming nature of the District Performance Report and greatly appreciate the time your office spent on completing it. In an effort to decrease future reporting burdens on your office, we are carefully reviewing all feedback we received regarding this reporting process, and will incorporate the same in order to improve and streamline reporting requirements in the future.

Again, thank you for your hard work on your Report, which makes clear the emphasis you have put on carrying out Departmental priorities and maintaining a solid management practice. If you have any questions, please call me or Dan Villegas, Counsel, Office of Legal Programs and Policy at (202) 616-6444.

Sincerely,



Mary Beth Buchanan
Director



U.S. Department of Justice

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950 Pennsylvania Avenue, NW
Washington, DC 20530

(202) 314-2121

MAR 16 2006

Honorable H.E. Cummins III
United States Attorney
Eastern District of Arkansas
Post Office Box 1229
Little Rock, Arkansas 72203

Dear Mr. Cummins:

I understand that the recent evaluation of your office went well. I have reviewed the enclosed Significant Observations Memorandum that Team Leader Grant Johnson submitted. The Memorandum reflects that the evaluation was very positive and that the Assistant United States Attorneys, both criminal and civil, are handling high quality cases in a very professional manner. The United States Attorney's Office (USAO) enjoys an outstanding working relationship with the judiciary and agencies, and the staff is very well respected and dedicated. Further, it appears that your office has established a strategic plan for the USAO which is in compliance with the priorities of the Department. The Memorandum commends you for your leadership in establishing active Anti-Terrorism Advisory Council, Project Safe Neighborhood, and Organized Crime Drug Enforcement Task Force programs.

I appreciate how hard you and your staff worked to prepare for the evaluation and for using the evaluation process as a management tool. You will be receiving a draft legal management evaluation report in approximately 30 days that will provide more detailed information. At that time you will be asked to provide a written response to the draft report.

Thank you for all the assistance you and your staff provided to the evaluation team.

Sincerely,

Michael A. Battle
Director

Enclosure

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