

**CLERK OF THE BOARD OF SUPERVISORS  
EXHIBIT/DOCUMENT LOG**

**MEETING DATE & AGENDA NO. 05/06/2025 #13**

**STAFF DOCUMENTS (Numerical)**

No.	Presented by:	Description:
1	Staff	6-page Document

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**PUBLIC DOCUMENTS (Alphabetical)**

No.	Presented by:	Description:
A	N/A	

B

C

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**TERRA LAWSON-REMER**

SUPERVISOR THIRD DISTRICT  
COUNTY OF SAN DIEGO BOARD OF SUPERVISORS

**The Honorable Mike Johnson**

Speaker of the House  
United States House of Representatives  
Washington, D.C. 20515

**The Honorable Doug Collins**

Secretary of Veterans Affairs  
U.S. Department of Veterans Affairs  
810 Vermont Avenue, NW  
Washington, D.C. 20420

**Mr. Elon Musk**

Chair  
Department of Government Efficiency  
1600 Pennsylvania Avenue NW  
Washington, DC 20500

May 6, 2025

Dear Speaker Johnson, Secretary Collins, and Mr. Musk:

I am writing to express strong opposition to the proposed plan outlined in the March 4, 2025 memo to eliminate 80,000 staff positions at the U.S. Department of Veterans Affairs—an estimated 15% of the VA workforce. This decision would have devastating consequences for veterans across the country, and especially here in San Diego County, where we are home to nearly 200,000 military veterans, one of the largest concentrations in the entire United States.

Slashing tens of thousands of VA staff positions will lead to longer wait times, fewer mental health services, reduced access to benefits, and greater strain on an already overburdened system. It would undercut the federal government's ability to deliver on its core promise to the men and women who have served this country—while forcing local governments and communities to pick up the pieces.

San Diego County has made significant investments to support our veterans, from expanding behavioral health services to launching new housing initiatives aimed at reducing veteran homelessness. But these local efforts depend on a strong federal partner. Cutting VA staff at this scale will unravel years of progress, exacerbate veterans homelessness, and increase pressure on County health and social service systems.



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We have a moral responsibility to ensure that every veteran has access to timely, high-quality care and the resources they need to live with dignity. These proposed cuts send the wrong message and would do real harm to the people who have already sacrificed so much for this nation.

We urge you to reject this plan and instead prioritize federal investments that honor the service and needs of our veterans. The County of San Diego stands ready to work with you in strengthening—not dismantling—the systems our veterans rely on.

Sincerely,

A handwritten signature in blue ink, appearing to read "Terra Lawson-Remer", is written over a faint, larger version of the same signature.

**Terra Lawson-Remer**

Acting Chair, San Diego County Board of Supervisors



**Department of  
Veterans Affairs**

# Memorandum

Date: March 4, 2025

From: Chief of Staff (00A)

Subj: Department of Veterans Affairs Agency Reduction in Force (RIF) and Reorganization Plan (ARRP) (VIEWS 12864784)

To: Under Secretaries, Assistant Secretaries, and Other Key Officials

1. This memorandum initiates the Department of Veterans Affairs (VA) Department-wide review of mission, organization, and structure in order to achieve efficiencies dictated by President Trump's February 11, 2025, Executive Order Implementing the President's "Department of Government Efficiency" (DOGE) Workforce Optimization Initiative (Workforce Optimization) and the subsequent February 26, 2025, Office of Personnel Management (OPM) and Office of Management and Budget (OMB) guidance document on RIF and Reorganization Plans. VA, in partnership with our DOGE leads, will move out aggressively, while taking a pragmatic and disciplined approach to identify and eliminate waste, reduce management and bureaucracy, reduce footprint, and increase workforce efficiency. Additionally, a portion of the savings garnered will be reinvested in the Veterans we serve and the systems required to support our workforce and execute our mission. Following a thorough review of mission and structure, the Department will affect a VA-wide RIF in August to resize and tailor the workforce to the mission and revised structure.

2. This effort will require the entirety of VA staff and organizations to work together in a collaborative fashion, as well as to coordinate actions with DOGE and the Administration as a whole, to achieve the desired results within the allotted time. For planning purposes, the Department's initial objective is to return to our 2019 end-strength numbers of 399,957 employees. Furthermore, VA Administrations and Staff Offices will need to detail sufficient personnel to support this effort as outlined in this memorandum to focus on implementation and to synergize VA efforts.

### 3. Implementation Timeline.

a. Information Gathering (due March 10, 2025): Administrations and Staff Offices will gather required information as outlined in Attachment 1. Additionally, a separate memorandum on RIF procedures will be released, which will include required information and actions.

b. Line of Effort (LOE) 1: Administrations and Staff Offices will conduct an internal review and analysis of their organizations with required products to be delivered by April 10, 2025, to provide responses to OMB and OPM Phase 2 requirements by April 14, 2025.

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- c. LOE 2 (Intra-Department): A Department-wide review will be completed by May 9, 2025.**
- d. VA will publish its Reorganization Plan in June 2025 with a subsequent Department-wide RIF prior to the end of fiscal year 2025, as required by OMB and OPM.**
- e. Throughout all phases of the operation, there will be ongoing reviews and interim briefings and decision points. Additional implementation guidance is forthcoming.**

**4. Program Implementation.**

- a. VA Reorganization Implementation Cell (VA RIC): The Office of Human Resources and Administration/Operations, Security, and Preparedness (HRA/OSP) will stand-up the VA RIC to serve as the program manager and focus on implementation actions. The VA RIC will expand to execute necessary functions for the reorganization. The following Administrations and Staff Offices are required to detail a minimum of one individual at a grade level of General Schedule-14 or higher to support the VA RIC activities and serve as the liaison to their organization: Veterans Health Administration, Veterans Benefits Administration, National Cemetery Administration, HRA/OSP, Office of Information Technology, Office of Acquisition, Logistics, and Construction, Office of Enterprise Integration, Office of General Counsel, Office of Management, and Board of Veterans' Appeals. Name(s) should be submitted to VACO006FrontOfficeActions@va.gov by March 5, 2025. The start date will commence on March 6, 2025 (location will be provided by March 5). Initial details will be for a period of 120 days. In addition, VA liaisons to DOGE will be integrated into VA RIC operations ensuring positive and continuous communications with the Administration through all phases of the operation.**
- b. Administrations and Staff Offices will designate a senior leader (Senior Executive Service level) to serve as a central point of contact for time sensitive issues, or where senior-level contact is needed to resolve issues. Name(s) should be submitted to VACO006FrontOfficeActions@va.gov by March 5, 2025.**
- c. Under Secretaries, Assistant Secretaries, and other Key Officials will serve on the Executive Review Group (ERG). Membership will also include Senior Advisors and VA DOGE liaisons. The ERG will address issues and make recommendations to the Secretary for decision. The Secretary or his designee will chair the ERG.**

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5. The Secretary will chair an initial senior level meeting on March 5, 2025. Invitation is forthcoming.



Christopher D Syrek

Attachment

**Initial Data Call - Information/Data Gathering  
(February 28 – March 10)**

- Provision of Organization Charts and Structures for all organizations down to lowest level.
- Provision of unit manpower documents by organization.
- List of statutorily mandated functions / entities – certification that these have been interpreted to cover only what functions they explicitly require.
- List of regulatory directed functions.
- List of organizations and total number of positions:
  - That provide direct service to Veterans;
  - That support operations; and
  - Those that are management overhead.
- List of positions:
  - Essential positions that excluded from potential reduction / RIF; and
  - NOT mandated as essential during a lapse in appropriations (using the Agency Contingency Plans submitted to OMB in 2019).
- Installations: List of installations across the Department with assigned personnel and capacity (excess).
- Technology/Systems: Identification of all systems utilized by the Department for its mission to include costs, contract, and associated personnel.
- Initial input of any identified organization, unit, or mission should be eliminated or consolidated; and which specific subcomponents or functions, if any, should be expanded to deliver on the President's priorities.
- The 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.

Additional implementation guidance is forthcoming.