

From:	Mayorkas, Alejandro (b)(6)
To:	Alejandro Mayorkas (b)(6)
Subject:	Re: Congratulations!
Date:	2021/02/04 06:20:21
Priority:	Normal
Type:	Note

From: Alejandro Mayorkas (b)(6)
Sent: Wednesday, February 3, 2021 8:32:16 PM
To: Mayorkas, Alejandro (b)(6)
Subject: Fwd: Congratulations!

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Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: February 3, 2021 at 2:01:28 PM EST
To: "Alejandro (Ali) N. Mayorkas" (b)(6)
Subject: Congratulations!

Dear Ali,

Good afternoon. I saw the great news of your pending confirmation. Please count on me for full support of your mission at DHS. I am confident there could be no one more perfect and suitable to assume the role and responsibilities as Secretary of DHS.

I wanted to take this opportunity to invite you to participate in a virtual keynote at the 14th iteration of the ABA's Homeland Security Law Institute that I have the privilege to Chair. You may remember it. This year's virtual program is scheduled for May 7, 2021. Your remarks could take any shape and form. Many of your DHS lawyers have in the past participated as moderators and panelists.

(b)(6)
(b)(6) If it would be possible, your spending 15-30 minutes with us in a fireside chat "armchair" virtual conversation would be very meaningful to 40 aspiring public servants. I would pose all questions that

would be vetted with you in advance. I don't have a date and time for you just yet, but it could be set when it is most convenient to your schedule.

I look forward to hearing from you and hope you will be able to join me for these two events.

Again, Godspeed to you and your family.

With best regards,

(b)(6)

(b)(6)

(b)(6) Government Enforcement and Investigations (GEI)

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Toward a Better Immigration System

Fixing Immigration Governance at the
U.S. Department of Homeland Security

Doris Meissner
Ruth Ellen Wasem

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Migration Policy Institute

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Executive Summary

Whether it is record-breaking numbers of unaccompanied child and family migrants crossing the southwest border or unprecedented backlogs in immigration and naturalization petitions, immigration governance is buckling from breakdowns in performance across key Department of Homeland Security (DHS) immigration components and partner agencies. President Biden's directive to serve as the lead federal agency in receiving Afghan evacuees adds further to the pressures under which DHS is operating. Rethinking immigration governance at DHS and across the executive branch is essential.

In response to the 9/11 terrorist attacks, Congress created DHS from a patchwork of agencies charged to varying degrees with counterterrorism and broader responsibilities relating to the protection of the homeland. Driven primarily by concerns over the nation's border security after terrorist attacks perpetrated by foreign nationals, the functions of the U.S. Immigration and Naturalization Service and the U.S. Customs Service became one of the largest sets of responsibilities assigned to the new department at its founding in 2003. Its three new immigration agencies, known as components—U.S. Customs and Border Protection (CBP), U.S. Immigration and Customs Enforcement (ICE), and U.S. Citizenship and Immigration Services (USCIS)—made up 34 percent of the DHS budget and 44 percent of its personnel as of fiscal year (FY) 2020.



Almost two decades later, the immigration functions of these three components have been heavily defined by their national security dimensions, as their spending levels reflect. In FY 2020, annual immigration enforcement appropriations (largely CBP and ICE) stood at \$25 billion, an amount that exceeds by about 28 percent the budgets of all other principal federal criminal law enforcement agencies combined. Yet, immigration missions encompass a wide array of national interests beyond border security and counterterrorism, including economic competitiveness, meeting labor market needs, travel facilitation and mobility of goods, legal immigration determinations, naturalization of new Americans, and global leadership in refugee protection, foreign student education, cultural exchange, and technological innovation.

Although many of the issues plaguing the immigration system are due to Congress's failure to update immigration laws to reflect national needs, the management of DHS' immigration components is the responsibility of the executive branch. DHS' chain of command and coordination capabilities have not been strong enough to counteract the centrifugal forces of better-resourced, singular operations (e.g., border security and immigration detention). The DHS components and the agencies they collaborate with in other federal departments lack the assuredness and agility to effectively recalibrate and adjust to new circumstances. The challenge for the DHS immigration components is to fuse broader immigration policy and performance outcomes with enduring border and national security imperatives.

With action on immigration stalled in Congress, this report examines questions of structure—rather than policy—and proposes changes within the authority of the executive branch to enable more encompassing, balanced, humane implementation of the nation’s immigration laws. The report advances the proposition that immigration is a **system** that spans both intra-DHS and interagency organizational entities and processes and that it must operate as a system to successfully carry out its duties.

For example, because of the characteristics of today’s arriving migrants, border management and control rely on asylum screenings (conducted by USCIS), migrant custody and supervision (ICE), shelter and sponsor placements for unaccompanied minors (Department of Health and Human Services), immigration court proceedings (Justice Department), and cooperation with Mexico and neighboring countries to reduce the drivers of migration in immigrants’ origin countries (State Department). Even the Department of Defense can become involved when unforeseen facilities or personnel needs arise, as is the case with the evacuation of interpreters and others from Afghanistan.

Managing immigration as a system calls for coordinated operational capabilities, decision-making structures, and resource allocations.

The missions and capabilities of these agencies all extend beyond CBP’s efforts and jurisdiction at the border. Unless these functions—and others like them—work together as a system, border management and control in today’s reality cannot succeed. Thus, managing immigration as a system

calls for coordinated operational capabilities, decision-making structures, and resource allocations. These become especially critical in responding to sudden changes in migration trends or unforeseen events, such as the pandemic.

The report’s analyses and recommendations reflect research and discussions with more than 50 individuals, including former senior DHS career and non-career government officials and immigration stakeholders who work closely with DHS on immigration matters. The report identifies four organizational areas that are key to the vitality of the immigration system: the missions of the immigration components, institutional structures, funding priorities, and institutional culture.

The report presents 17 recommendations. Among them are two overarching recommendations that should be adopted to better manage crises and to advance an immigration policy agenda that serves key national interests going forward.

First, immigration must be treated and managed as a *system*, which requires DHS, as the government’s lead actor on immigration, to strengthen and institutionalize its intra-agency policy development, resource allocation, policy decision-making, and crisis management processes and coordination among its principal immigration components—CBP, ICE, and USCIS.

Second, DHS must overcome stovepiping and gaps in coordination among its own immigration components to serve as a catalyst for resolving problems of fragmentation across partner Cabinet agencies, especially the Departments of Justice, Health and Human Services, and State, as well as others whose

capabilities are required to carry out critical functions, such as refugee admissions and effective border control.

Additional recommendations include the following:

- ▶ The mission statements for CBP, ICE, and USCIS should be recast to encompass the complex mix of enforcement, economic, and humanitarian responsibilities with which each component is charged. These statements should be used to drive the components' visioning, policy development, budget requests, resource allocations, operational strategies, and recruitment and training. The statements should include concepts such as adapting to rapidly changing migration dynamics; exercising discretion; treating immigration as an asset to the country; providing protection to those in need; facilitating the ability of those eligible for immigration benefits to obtain them; fair and timely decision-making; protecting civil rights and privacy; cooperation and collaboration with other federal, state, local, and international partner agencies; professionalism; and respect for the dignity of all persons.
- ▶ To strengthen coordination and coherence among DHS' three immigration components, the secretary of homeland security should vest broad cross-cutting authority with the under secretary for strategy, policy, and plans and the assistant secretary for border and immigration policy to oversee and coordinate immigration component strategic plans, integrated budgets, and immigration policy directives that implicate intra- and interagency capabilities and responsibilities.
- ▶ Led by the under secretary for management, in consultation with the under secretary for strategy, policy, and plans and the three immigration component heads, DHS should establish a standing process for coordinated budget development and planning across the DHS immigration components and Cabinet agencies. The aim should be right-sizing the budgets of the organizational entities that play key roles in administering the nation's immigration policies. This should include increased funding for the Office of the Secretary and DHS headquarters functions to enable them to serve as the government's lead agency for managing the immigration system. Presenting Congress with cogent budget proposals to properly fund immigration as a system is vital, given the many committees that play a role in appropriations and DHS oversight processes.
- ▶ An interagency standing deputies committee led by the National Security Council and/or Domestic Policy Council should be established to coordinate cross-departmental policy development and implementation of immigration priorities. Although DHS is the lead agency for immigration functions, strengthened support and leadership at the White House level across departments is needed. The unexpected added demands of receiving and settling a large population of Afghan evacuees further illustrates this need.
- ▶ Senior career leadership capabilities should be bolstered through more expansive training programs for rising leaders, competitive details for professional advancement, and operational rotations. CBP, ICE, and USCIS should develop and implement a joint duty program that focuses on core competencies for immigration leadership posts. Integrating such efforts with those of the State Department and the intelligence community would reduce costs from duplication of effort, form

cross-departmental and cross-agency networks, and promote cross-departmental understanding of broader missions.

Should legislation that envisions a broader rethinking of DHS emerge, or should significant immigration legislation move forward in Congress, there are deeper structural changes requiring legislation that could improve the functioning of the immigration enterprise. They include Congress authorizing and appropriating monies for asylum and refugee processing, instead of financing these responsibilities with surcharges on other applicant fees, and re-establishing an Immigration Emergency Fund that could be activated when unanticipated migration contingencies arise.

However, such legislation does not appear to be likely in the near term. Meanwhile, implementing effective, humane immigration policies skillfully is increasingly important to the nation's well-being, the lives of millions of individuals and communities, and the ability of government to address the country's needs, including providing for its homeland security.

To that end, the executive branch must treat and manage immigration as a **system**—one that spans DHS components and extends to other federal agencies. Only then will the U.S. immigration system be able to more effectively meet current and future migration management challenges.

*The executive branch must treat and manage immigration as a **system**—one that spans DHS components and extends to other federal agencies.*

BOX 1

About the Rethinking U.S. Immigration Policy Project

This report is part of a multiyear Migration Policy Institute (MPI) project, Rethinking U.S. Immigration Policy. At a time when U.S. immigration realities are changing rapidly, this initiative aims to generate a big-picture, evidence-driven vision of the role immigration can and should play in America's future. It provides research, analysis, and policy ideas and proposals—both administrative and legislative—that reflect these new realities and needs for immigration to better align with U.S. national interests.

The research, analyses, and convenings conducted for MPI's Rethinking initiative address critical immigration issues, which include economic competitiveness, national security, and changing demographic trends, as well as issues of immigration enforcement and administering the nation's immigration system.

To learn more about the project and read other reports and policy briefs generated by the Rethinking U.S. Immigration Policy initiative, see bit.ly/RethinkingImmigration.

1 Introduction

The Department of Homeland Security (DHS) came into being in 2003 in response to the 9/11 terrorist attacks. Political deals abounded as the administration of President George W. Bush and various interests in Congress bundled into the newly formed department 22 federal agencies charged to varying degrees with counterterrorism responsibilities or protection of the homeland more broadly.

Key national security agencies—principally the Central Intelligence Agency (CIA) and the Federal Bureau of Investigations (FBI)—successfully fought off becoming part of the department. But agencies with ancillary anti-terrorism roles, as well as other disparate responsibilities (e.g., disaster relief, immigration, and election security) were folded into DHS, driven as much, in the case of immigration, by long-standing restructuring aims and policy disagreements as by new counterterrorism imperatives.¹

Responsibility for the nation’s immigration system—especially control and management of the nation’s borders—became one of the largest mandates assigned to the new department. In so doing, the U.S. Immigration and Naturalization Service (INS) was abolished, its functions transferred from the Department of Justice and combined with those of the U.S. Customs Service from the Department of the Treasury to form three separate, new DHS component immigration agencies.²

Eighteen years later, immigration has become defined in the public mind largely by its purview in national and homeland security. Immigration functions play a meaningful role in combating terrorism. But the principal immigration components are charged with missions that address a wide array of national interests beyond border security and countering terrorism and other threats, including economic competitiveness; travel facilitation and mobility of goods; meeting labor market needs; global leadership in higher education, cultural exchange, and humanitarian protection; and legal immigration processes, culminating in conferring U.S. citizenship. DHS’ mission of border security and counterterrorism has limited its ability to advocate for and lead intra- and interagency efforts that advance these broader economic, humanitarian, and diplomatic attributes and values that immigration also embodies.

Threats to U.S. national security have changed dramatically since 9/11.³ Efforts to protect the United States from foreign terrorists have greatly decreased the likelihood of success by such actors. DHS and other national security agencies have turned their focus to evolving threats from a wide variety of other global concerns, such as environmental disasters and public-health crises, as well as concurrent emergencies and the need for prevention and response capabilities across government. Domestically, a fast-growing threat now resides in home-grown terrorism, which draws some of its fury from anti-immigration attitudes, making effective governance of the immigration system that wins public trust urgent for newly compelling reasons.

Under President Donald Trump, DHS and the immigration agencies were led by a series of acting leaders and became embroiled in significant controversies around policy and budget decisions. Among them: the use of funds to build a southwest border wall beyond amounts approved through congressional appropriations, separating children from parents at the border, narrowing grounds for asylum, and sending immigration law enforcement personnel to cities against the wishes of local officials to police anti-racism

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- 1 Much has been written about Department of Homeland Security (DHS) management and performance problems in the past and going forward, including: DHS Office of Inspector General, *Major Management and Performance Challenges Facing the Department of Homeland Security* (Washington, DC: DHS, 2017); Chappell Lawson, Alan Bersin, and Juliette Kayyem, *Beyond 9/11: Homeland Security for the Twenty-First Century* (Cambridge, MA: MIT Press, 2020); Thomas Warrick and Caitlin Durkovich, *Future of DHS Project: Key Findings and Recommendations* (Washington, DC: Atlantic Council, 2020).
 - 2 The import and entry inspection authorities of the Department of Agriculture’s Animal and Plant Health Inspection Service (APHIS) were also transferred to DHS. See Ruth Ellen Wasem et al., *Border Security: Inspections Practices, Policies, and Issues* (Washington, DC: Congressional Research Service, 2004), 8.
 - 3 For an examination of how DHS has responded to changing threats since 9/11, see Amy Pope, *Immigration and U.S. National Security: The State of Play Since 9/11* (Washington, DC: Migration Policy Institute, 2020).

protests. With the arrival of a new administration and immigration continuing to be a top-tier issue, the time is ripe for a serious rethinking of immigration governance at DHS and across the executive branch.

This report examines questions of structure—as compared with leadership and policy—and proposes changes that would enable more effective, humane implementation of the nation’s immigration laws. Based on research and analysis, and informed by discussions with more than 50 individuals, including former DHS and other senior career and non-career government officials, as well as immigration stakeholders who work closely on immigration matters, it argues that immigration is a *system* that spans both intra-DHS and interagency organizational entities and processes, and that it must operate as one to properly carry out its responsibilities.

The report identifies four key organizational areas of concern—mission, institutional structures, funding priorities, and institutional culture—essential to the vitality and governance of the U.S. immigration system. The report provides recommendations that can be accomplished within the current authority of the secretary of homeland security and the executive branch. In addition, it closes with select proposals for a longer-term change agenda that would require legislation.

2 Immigration as a System

The principal DHS immigration components—U.S. Customs and Border Protection (CBP), U.S. Immigration and Customs Enforcement (ICE), and U.S. Citizenship and Immigration Services (USCIS)—constitute interdependent parts of an overall system. Their functions must be coherent and coordinated for the nation’s immigration policies to be implemented effectively. Similarly, DHS is the lead but not the sole player in managing the immigration system more broadly, which relies heavily on critical responsibilities assigned to other Cabinet agencies that include the Departments of Justice (DOJ), Health and Human Services (HHS), State (DOS), and Labor (DOL).

DHS is the lead but not the sole player in managing the immigration system.

Yet, at both intra-DHS and interagency levels, these entities all operate quite independently. Coordination, planning, and consensus building among the immigration components and across Cabinet agencies have been largely ad hoc and inconsistent.

The need to treat and manage immigration as a system that requires coordinated operational capabilities, decision-making structures, and resource allocations is vividly illustrated by, among other things, U.S.-Mexico border enforcement. Given the shift in arrivals that began in 2012 from primarily young, single Mexican males seeking work in the United States to today’s mix of largely Central Americans—especially unaccompanied minors and families with young children—in search of safety from violence but also jobs, opportunity, and family reunification, effective enforcement cannot be accomplished solely at the border or by CBP, even though it is the principal DHS border enforcement agency.

Instead, because of the complexity of the mission and the characteristics of today’s arriving migrants, border management and control rely on asylum screenings (conducted by USCIS), migrant custody and supervision

(ICE), shelter and sponsor placements for unaccompanied minors (HHS), immigration court proceedings (DOJ), and cooperation with Mexico and neighboring countries to reduce the drivers of migration in immigrants' origin countries (DOS). Even the Department of Defense (DOD) can become involved when unforeseen facilities or personnel needs arise, as is being demonstrated by the evacuation of interpreters and others from Afghanistan and their processing for admission to the United States (USCIS) through the Special Immigrant Visa program, refugee resettlement, and humanitarian parole.⁴ The missions and capabilities of these agencies all extend beyond CBP's efforts and jurisdiction at the border. Unless these functions work together as a *system*, border management and control in today's reality cannot succeed.

Problems of fragmentation and the imperative for whole-of-government responses, especially at the southwest border, have been identified before. Successive administrations have tried but ultimately been unable to institutionalize multicomponent planning and coordinated responses in support of DHS immigration operations. Or, the planning that has been done is overlooked when it is most needed, as the surge in arrivals of unaccompanied minors in early 2021 demonstrated.

DHS, as the government's lead immigration agency, can drive the push to strengthen systemic responses by breaking through its own organizational silos and generating cross-cutting processes, as envisioned by the principle of "one DHS."⁵ In turn, strong leadership and high-performing DHS operations across immigration components should drive accountability across other Cabinet agencies with equities in the immigration system, which must also build the capabilities necessary to deliver in their areas of responsibility.

Weak links can result in failure of the entire system to perform in executing a president's immigration agenda. Thus, strong cross-agency leadership at the White House level is also necessary for any administration to succeed in crisis management as well as in implementing an ambitious immigration policy vision. Taken together, all of this calls for greater competence of the entirety of the homeland security enterprise—that is, building up planning and response capabilities across the government.

3 Department and Component Missions

As the DHS mission, born out of a terrorist attack almost two decades ago, matures to address current threats and other risks to homeland security, rethinking the missions of its three immigration components—CBP, ICE, and USCIS—is an important starting point for strengthening immigration governance.

DHS' immigration agencies made up 34 percent of the department budget and 44 percent of its personnel in fiscal year (FY) 2020.⁶ Given increasing terrorism threats from individuals and groups within the United

4 C. Todd Lopez, "Fort Lee Chosen as First Stop in U.S. for Relocating Afghans under Operation Allies Refuge," U.S. Department of Defense, July 19, 2021; DHS, "DHS to Serve as Lead Federal Agency Coordinating Efforts to Resettle Vulnerable Afghans" (press release, August 29, 2021).

5 DHS, "Video: Defining One DHS," updated December 17, 2009.

6 Migration Policy Institute (MPI) calculations based on DHS, *FY 2022 Budget in Brief* (Washington, DC: DHS, n.d.). The Federal Emergency Management Agency (FEMA) is another major part of DHS, making up more than 20 percent of DHS appropriations in FY 2020. Similarly, it does not typically engage in anti-terrorism or national security activities, though it does play a critical role in the aftermath of a major terrorist attack. See William Painter, *Comparing DHS Component Funding, FY2020: In Brief* (Washington, DC: Congressional Research Service, 2020).

States and other threats including natural disasters, disease, cyberattacks, and transnational organized crime, the challenge going forward is to conceptualize the immigration enterprise as a system.

Although the mission of DHS is set forth in statute,⁷ the mission statements of CBP, ICE, and USCIS have been established by the components and DHS themselves. They have changed somewhat over time, reflecting the policy and interests of respective administrations. For example, the Trump administration rewrote the USCIS mission statement to eliminate “securing our nation of immigrants and promoting citizenship” and replaced it with “protecting Americans and securing the homeland.”⁸ (See the appendix for additional examples.)

Other reformulations have frequently overlooked key long-standing immigration activities. ICE’s responsibilities to combat money laundering, human trafficking, document fraud, and worksite enforcement, for example, are not encompassed in its most recently revised mission statement, nor have its statements referenced its considerable responsibilities in overseeing migrant custody and removal operations.

None of the mission statements point to coordinated responses, integrating functions, or policies aligned with those of partner immigration or other agencies.

CBP has been the predominant and strongest of the three immigration components since DHS was formed. Its mission statement has kept the same themes over time—safeguarding the border, protecting the American people, fostering economic competitiveness, and facilitating lawful

trade and travel. It has not been updated to reflect profound changes in the profile of migrant arrivals at the southwest border in recent years and the border management challenges those changes bring with them.

None of the mission statements point to coordinated responses, integrating functions, or policies aligned with those of partner immigration or other agencies.⁹ Further, a sense of adapting to ever-changing migration dynamics, law enforcement cooperation and collaboration, and planning capabilities for implementing new strategies or mandates are absent. These are top-line concerns, given the ambition of

⁷ The statute states that the primary mission of DHS is to (A) prevent terrorist attacks within the United States; (B) reduce the vulnerability of the United States to terrorism; (C) minimize the damage, and assist in the recovery, from terrorist attacks that do occur within the United States; (D) carry out all functions of entities transferred to the department, including by acting as a focal point regarding natural and manmade crises and emergency planning; (E) ensure that the functions of the agencies and subdivisions within the department that are not related directly to securing the homeland are not diminished or neglected except by a specific explicit act of Congress; (F) ensure that the overall economic security of the United States is not diminished by efforts, activities, and programs aimed at securing the homeland; and (G) monitor connections between illegal drug trafficking and terrorism, coordinate efforts to sever such connections, and otherwise contribute to efforts to interdict illegal drug trafficking. See Section 101(b) of *Homeland Security Act of 2002*, Public Law 107–296, *U.S. Statutes at Large* 116 (2002).

⁸ U.S. Citizenship and Immigration Services (USCIS), “USCIS Director L. Francis Cissna on New Agency Mission Statement” (press release, February 22, 2018).

⁹ Component mission statements should also reflect an overarching process known as the Quadrennial Homeland Security Review (QHSR), which is intended to complement the Quadrennial Defense Review (for the Department of Defense) and Quadrennial Diplomacy and Development Review (for the Department of State). The process is required by statute at the start of a presidential term, though it was last completed in 2014. The QHSR provides the opportunity for an incoming secretary to communicate direction and get alignment across components by updating mission and vision statements, which must align with the QHSR. In fact, the 2014 QHSR named as a DHS mission priority “enhancing management and organization to develop a responsive immigration system,” though that did not get reflected in the mission statement. See DHS, *The 2014 Quadrennial Homeland Security Review* (Washington, DC: DHS, 2014), 70.

the Biden administration’s immigration plans and the demands it has faced with sharply increased arrivals at the U.S.-Mexico border and with Afghan evacuee processing and resettlement imperatives.

Some have argued that DHS’ border and national security mission is fundamentally incompatible with implementing effective and humane immigration policies. The challenge is to infuse a larger focus on broader immigration policy and performance outcomes alongside its inherent border and national security roles and responsibilities. This requires DHS-wide institutional structures, analytics, and practices that have been underdeveloped and inadequately resourced by the department, successive administrations, and Congress in creating DHS and overseeing its work.

4 DHS Institutional Structures: Chain of Command and Policy Coordination

The leadership of the immigration components within DHS are in its secondary layer of management. The commissioner of CBP, the director of ICE, and the director of USCIS are among two dozen DHS officials, including the leaders of the Federal Emergency Management Agency, Secret Service, Transportation Security Administration, and U.S. Coast Guard, who report to the secretary of homeland security through the deputy secretary.

Some former DHS leaders contend that immigration gets a sufficiently large—perhaps disproportionately large—share of the secretary and deputy’s time. For example, both immigration legislation in 2013 and the first unaccompanied minor surge in 2014 were given extensive attention by DHS’ senior leaders. Indeed, officials representing other DHS components and outside observers have suggested that immigration has gotten too much attention, at the expense of other critical DHS missions.¹⁰

Nonetheless, despite the attention immigration demands or gets from the secretary and deputy, there are strong examples of insufficient coordination and coherence, judging by policy outcomes and the performance of the immigration system. DHS’ senior leaders have broad mandates and duties that do not permit the sustained attention and leadership that are essential for active oversight and implementation of integrated immigration policy mandates. Nor have DHS headquarters offices reportedly been sufficiently empowered and used by the secretary and deputy secretary to drive cross-agency activity and work with the components to meet their needs.¹¹

Despite the attention immigration demands or gets from the secretary and deputy, there are strong examples of insufficient coordination and coherence.

As a relatively young Cabinet department, DHS has a chain of command and agency-wide and interagency coordination capabilities and norms that have been insufficiently resourced, empowered, and

10 Participant discussions during MPI Working Sessions on Immigration Governance, research focus groups of former senior officials, legislative policy leaders, and experts held December 17–18, 2020.

11 Participant discussions during MPI Working Sessions on Immigration Governance, research focus groups of former senior officials, legislative policy leaders, and experts held December 17–18, 2020.

institutionalized. Such structural inadequacies diminish DHS' effectiveness and standing in functioning as the government's lead immigration agency within the federal government and Cabinet. Both to use the secretary and deputy secretary's time most effectively and to strengthen the performance of the immigration system, more robust DHS-wide operational oversight and governance are needed.

A. *Challenges for Intradepartmental Collaboration*

Immigration emergencies and other southwest border issues provide the most visible examples of the need for strong interagency planning and coordinated execution of plans. However, there are numerous other illustrations of the challenges to collaboration across the three components. One resides in tasks that are done in each component that are arguably duplicative. Databases, screening protocols, fraud investigations, staffing international offices, and detention capacity and operations are examples of other immigration responsibilities that cut across components.

Databases

Widespread deficiencies and systemic data issues across DHS are well documented, and immigration components in particular have persistent problems with database operability.¹² There is no comprehensive DHS electronic database of immigration records, although its Automated Biometric Identification System (IDENT) is a department-wide database that the INS initially developed for screening and law enforcement purposes. DHS immigration components have long struggled with their management of case file databases, in part because they inherited systems developed by the Departments of Justice, Treasury, and State. Many of the technology systems for these databases descend from older architectures, limiting their ability to readily understand, modify, and integrate data across immigration components.¹³ Policy development, assessing outcomes, and managing immigration as a system are all severely hampered by this fragmentation. A cohesive data structure with appropriate individual privacy protections—one that makes it possible for authorized components across the immigration system to know what is happening with the others—is an important longer-term need.

Fraud Investigations

Responsibility for fraud investigations is another long-standing problem. In the early years of DHS, the supposition was that ICE—as DHS' self-standing investigations arm—would perform the benefit fraud detection and investigation duties that had been handled by the INS components transferred to ICE. USCIS was to consist of only the benefits and service functions of INS.

12 DHS Office of Inspector General, *Summary Report: Persistent Data Issues Hinder DHS Missions, Programs, and Operations* (Washington, DC: DHS, 2021).

13 There are dozens of different databases maintained by U.S. Customs and Border Protection (CBP), U.S. Immigration and Customs Enforcement (ICE), and U.S. Citizenship and Immigration Services (USCIS). The Alien File, Index, and National File Tracking System of Records is the official record system across CBP, ICE, and USCIS that contains information regarding the transactions of individuals as they pass through the U.S. immigration process. Currently, A-Files may be maintained in two formats: paper A-Files or electronic A-Files within the Enterprise Document Management System (EDMS). See DHS, "System of Records Notices (SORNs)," updated May 14, 2021.

However, in 2004, the Government Accountability Office (GAO) reported, “some USCIS field officials told us that ICE would not pursue single cases of benefit fraud. ICE field officials cited a lack of investigative resources as to why they could not respond in the manner USCIS wanted.”¹⁴ USCIS then established its own Office of Fraud Detection and National Security to address the immigration fraud activities that ICE was not performing.

Today, all three components engage in anti-fraud investigations and activities with minimal coordination. ICE Homeland Security Investigations (HSI) prioritizes investigations based on locally driven U.S. attorney criteria for criminal prosecutions; many cases of concern to CBP and USCIS do not easily or readily fall within these limited parameters. In turn, HSI is increasingly frustrated by CBP and USCIS referrals, as their lack of training on investigative processes, inconsistency in adhering to processes required for criminal prosecutions, or alignment with U.S. attorney criteria have generally meant that the cases they bring are less likely to be accepted.¹⁵

A national strategy, both administrative and criminal, that addresses the pervasive fraud schemes used to exploit vulnerabilities in immigration law and processes has not been designed but is necessary to buttress both national security and the integrity of the immigration system. Such enforcement efforts require coordination within DHS, as well as with the Departments of State, Labor, and Justice.

International Activities

All three components have a presence in U.S. embassies and consulates around the world. ICE has the largest DHS presence abroad through HSI’s International Operations attachés and the Visa Security Program staff posted overseas. CBP operates attaché offices in 23 countries.¹⁶ USCIS has international field offices in China, El Salvador, Guatemala, India, Kenya, and Mexico, and its Refugee Corps officers travel around the world to interview people seeking admission to the United States as refugees.

Ultimately, it is the DOS chief of mission at a particular consular post who determines the placement of DHS staff. The number of staff at the mission is negotiated with the host country, and the chief of mission must balance competing concerns. DHS and the immigration system would be better served by a coordinated negotiation of DHS staff postings with DOS abroad.

CBP and ICE Interdependencies

CBP and ICE operations, especially at the U.S.-Mexico border, are closely connected in that ICE has responsibility for custody, transportation, and removal of migrants who are apprehended but not able to be quickly returned by CBP. Long-standing tensions between these components include “different prioritization of detainees for transfer from CBP to ICE custody; inconsistent standards for immigration paperwork and

¹⁴ U.S. Government Accountability Office (GAO), *Management Challenges Remain in Transforming Immigration Programs* (Washington, DC: GAO, 2004).

¹⁵ DHS policy requires ICE Homeland Security Investigations (HSI) to record consensual interviews, for example, but the U.S. Border Patrol, Enforcement and Removal Operations (ERO), and USCIS are not covered by the same policy.

¹⁶ For a list of the CBP attaché offices, see CBP, “CBP Attaches,” updated July 20, 2018.

handling of property; separate transportation contracts; and disparate information systems.”¹⁷ Reconciling such interdependencies would enable both components to carry out their missions more professionally.

B. DHS Institutional Structures for Managing Immigration as a System

The issue of coordination and coherence among immigration functions at DHS dates back to the department’s origins. Originally, the *Homeland Security Act of 2002* (HSA), the law that created DHS, established the position of under secretary for border and transportation security. The under secretary was responsible for preventing the entry of terrorists into the United States; securing the borders, territorial waters, ports, terminals, waterways, and air, land, and sea transportation systems; carrying out immigration enforcement functions; administering customs laws; conducting agricultural inspection functions; all while “ensuring the speedy, orderly, and efficient flow of lawful traffic and commerce.”¹⁸

The under secretary structure did not include USCIS. The HSA bars combining, joining, or consolidating functions or organizational units of what were then called the Bureau of Border Security and the Bureau of Citizenship and Immigration Services.¹⁹ Congress did not want a new version of the former INS within DHS. USCIS stakeholders also strongly opposed its being folded into a law enforcement regime, even more than was already the case by being included in the newly created DHS.

Then Homeland Security Secretary Michael Chertoff eliminated the under secretary level of management in his 2005 reorganization of DHS, which was subsequently adopted in legislation. Chertoff made each of the component heads essentially equivalent, reporting to the DHS deputy secretary.

The HSA and appropriations laws no longer give the secretary much flexibility to reorganize DHS without approval from Congress.²⁰ Thus, overcoming structural impediments to advancing a new immigration agenda and addressing critical governance needs must in the near term draw on authorities and structures that already exist in statute.

Joint Task Force on Border Security and Immigration

A Joint Task Force (JTF) on Border Security and Immigration, modeled after those established by former Secretary of Homeland Security Jeh Johnson and codified by Congress in 2016, offers one option. The purpose of the task force was to “develop and coordinate policies to promote and ensure quality, consistency, and integration for the programs, components, and activities across the Department.”²¹

17 DHS Office of Inspector General, *DHS’ Fragmented Approach to Immigration Enforcement and Poor Planning Resulted in Extended Migrant Detention during the 2019 Surge* (Washington, DC: DHS, 2021), 28.

18 See Title IV(A) of the *Homeland Security Act of 2002*.

19 See Title IV, Section 471(b), of the *Homeland Security Act of 2002*.

20 The annual DHS appropriation bill for many years has included this language restricting the secretary’s authority to reorganize the department: “None of the funds provided or otherwise made available in this Act shall be available to carry out section 872 of the *Homeland Security Act* (6 USC 452) unless explicitly authorized by Congress.” A recent example is Section 514 of the *Consolidated Appropriations Act, 2018*, Public Law 115–141, *U.S. Statutes at Large* 132 (2018): 627–28.

21 6 U.S. Code 348 Section 708, as amended by Section 1901(b) of the *National Defense Authorization Act for Fiscal Year 2017*, Public Law 114–328, *U.S. Statutes at Large* 130 (2016): 2000.

Critiques of JTFs come from DHS component leaders who viewed them as duplicating functions already performed by the components. Another drawback of such task forces as a system solution is spelled out in the authorizing language: the JTFs must be cost neutral.²² Most importantly, the JTF options are limited to homeland security crises, securing the land and sea borders, and regional operations.²³ Although immigration emergencies have been recurring, it would stretch the current authority of JTFs to establish one as a standing body on immigration governance broadly.

Under Secretary for Strategy, Policy, and Plans

Amendments made by Congress in 2016—offer a second option. Those amendments established an under secretary and a deputy under secretary for strategy, policy, and plans in the Office of the Deputy Secretary.²⁴ The under secretary for strategy, policy, and plans is a political appointee on par with the heads of CBP, ICE, and USCIS and the under secretary for management.

The under secretary is uniquely placed to be tasked with driving systemwide approaches to immigration policy development and execution. Each of the DHS component heads is to coordinate policies and planning with the under secretary and the deputy (required by Congress to be a career employee). Five assistant secretary-led policy offices report to them, including one for border security and immigration, which has three deputy assistant secretaries handling immigration, border security, and immigration statistics.

The under secretary position came into existence during a period of significant leadership turnover and management anomalies in administering immigration mandates. Structurally, however, the responsibility and sustained attention required for building integrated immigration governance could reside in that office. For it to succeed, both the under secretary and the assistant secretary for border and immigration policy must have the trust of the secretary and deputy secretary and be empowered by them to function as co-equals with immigration component heads.

The under secretary is uniquely placed to be tasked with driving systemwide approaches to immigration policy development and execution.

The under secretary/assistant secretary role should be to drive integrated outcomes, using structured decision-making processes that involve the entities with critical roles in immigration policy development and execution while also curbing their stovepiping. In so doing, systemwide collaboration would become institutionalized so that it endures changes in personalities and administrations and builds out DHS-wide career staff skills, processes, and norms that are evident in more institutionally mature agencies, such as DOS and other partner agencies.

²² The Joint Task Force “may not require more resources than would have otherwise been required by the Department to carry out the duties assigned to such Joint Task Force if such Joint Task Force had not been established.” See 6 U.S. Code 348 Section 708, as amended by Section 1901(b) of the *National Defense Authorization Act for Fiscal Year 2017*.

²³ 6 U.S. Code 341 et seq., as amended by Section 1901(b) of the *National Defense Authorization Act for Fiscal Year 2017*.

²⁴ The antecedent of this under secretary position was the assistant secretary for policy, first held by Stewart Baker during the George W. Bush administration. In 2019, Chad Wolf became the first under secretary for strategy, policy, and plans.

The latter has been difficult for DHS in the past. For example, a 2021 report by the DHS Office of Inspector General examining the department’s failings in response to the 2019 surge in migrant arrivals observed that the DHS Office of Strategy, Policy, and Plans “did not implement the 2015 Plan or create a new framework when the number of migrants in detention increased. ... We could not identify an official within the Office of Strategy, Policy, and Plans who would acknowledge the office’s responsibility for DHS-level operational planning for migrant surges. Instead, we were told to consider component plans ...”²⁵

This lack of integration is also apparent in how DHS approaches budget planning and resource allocations when weighing policy determinations, as will be discussed in Section 6. As DHS enters its third decade of existence, overcoming such institutional weaknesses has become imperative.

5 Challenges for Interdepartmental Collaboration

The secretary of state and the attorney general are traditionally among the most powerful Cabinet members, giving them an outsized footprint on immigration, as compared with the secretary of homeland security. Even though DHS is nominally the lead department for immigration matters, its performance is heavily dependent on DOS and DOJ functions and those of other Cabinet agencies. This asymmetry underscores the importance of strengthening systemwide immigration capabilities and accountability.

A. *The Department of Justice*

When Congress established DHS, it left the Executive Office for Immigration Review (EOIR) and the Board of Immigration Appeals (BIA)—the judicial functions of the immigration system—within DOJ. Although immigration matters can be appealed to the federal courts, the vast majority of routine immigration matters are decided by EOIR.

Jurisdictional confusion over immigration law grew because the *Immigration and Nationality Act* has not been uniformly revised to change references from the attorney general (whose department housed the INS when the law was enacted in 1952) to the secretary of homeland security (whose department now administers much of immigration and citizenship law).

Through use of the referral and review power, which permits the attorney general to review and overturn BIA decisions, attorney general decisions can bind DHS even though DOJ no longer holds the expertise that is derived from overseeing immigration operations. Since the creation of DHS, attorneys general have increasingly used this power to play a role in advancing the executive branch’s immigration agenda.

Through use of the referral and review power ... attorney general decisions can bind DHS even though DOJ no longer holds the expertise that is derived from overseeing immigration operations.

²⁵ DHS Office of Inspector General, *DHS’ Fragmented Approach to Immigration Enforcement*, 38–44.

In particular, Attorneys General Jeff Sessions and William Barr expansively interceded in changing immigration precedent decisions that affected not only immigration judges and courts, but also the immigration functions of DHS.²⁶ Their rulings significantly narrowed established law and practice regarding the grounds for granting asylum typically raised in claims filed at the southwest border. They also limited the discretion immigration judges could exercise, constraining EOIR's ability to manage historically high dockets. Attorney General Merrick Garland has since issued a series of decisions reversing many of those actions.²⁷

Such rulings manifest, for example, in demands for more ICE detention space while foreign nationals await their hearings, pressure on USCIS asylum officer resources in carrying out credible-fear interviews, and CBP's managing of border arrivals of predominantly asylum seekers who—in being admitted to the country to pursue an asylum claim—have remained for years while their cases are pending. Thus, legal decisions made by the attorney general ricochet well beyond EOIR and can have significant effects on the policies, resources, and operating procedures of CBP, ICE and USCIS. In turn, the administration has proposed a new asylum rule that would authorize USCIS asylum officers to fully decide asylum cases that arise at the border, with immigration judges serving as the appeal body for those denied who may seek further review. Implementing this will require close coordination and joint planning between DHS and DOJ when it becomes a final rule.²⁸

B. *The Department of State*

Although there was a push to transfer the consular visa issuance function to DHS when the department was created, the HSA achieved a compromise: the visa issuance function remains with DOS consular officers, but the law gave DHS the authority to issue regulations on visa policy. Early tensions over visa security vetting, screening, and placement of CBP, ICE, and USCIS officers in embassies abroad have eased as the two departments have worked out kinks in their collaboration.

One of the issues DHS has had with DOS centers on diplomacy and aid to Central America. DHS viewed DOS as not giving sufficient priority to the Western Hemisphere. Former Secretary of Homeland Security Janet Napolitano added “chief diplomatic officer” to the title of the assistant secretary for international affairs and tasked the assistant secretary with establishing strategies for immigration, narcotics, trade matters, and security initiatives along the nation's borders.

²⁶ For an in-depth discussion of the attorney general's referral and review power, see Sarah Pierce, *Obscure but Powerful: Shaping U.S. Immigration Policy through Attorney General Referral and Review* (Washington, DC: MPI, 2021).

²⁷ As of August 3, 2021, Garland had overturned four attorney general decisions issued during the Trump administration: one that reduced the possibility of qualifying for asylum on the grounds of gang or domestic violence and another reducing the possibility of qualifying on the grounds of a family member's persecution, one limiting immigration judges' ability to manage their dockets by administratively closing cases, and one requiring a full review of every element of asylum cases appealed to the Board of Immigration Appeals. See *Matter of A-B-*, 28 I&N Dec. 307 (Attorney General, June 16, 2021); *Matter of L-E-A-*, 28 I&N Dec. 304 (Attorney General, June 16, 2021); *Matter of Cruz-Valdez*, 28 I&N Dec. 326 (Attorney General, July 15, 2021); *Matter of A-C-A-A-*, 28 I&N Dec. 351 (Attorney General, July 26, 2021).

²⁸ U.S. Department of Justice, “Procedures for Credible Fear Screening and Consideration of Asylum, Withholding of Removal, and CAT Protection Claims by Asylum Officers,” *Federal Register* 86, no. 159 (August 20, 2021): 46906; Doris Meissner, “Biden Administration Asylum Processing Revamp at the U.S. Border Could Be a Game Changer” (commentary, MPI, Washington, DC, August 2021).

DHS has pressed further in this arena and forged relationships and agreements with Mexico and Central American nations, against considerable DOS pushback. This tension became public when former Homeland Security Secretary Kirstjen Nielsen signed a regional accord in March 2019 with Honduras, Guatemala, and El Salvador aimed at eliciting their cooperation in curtailing migration from those countries. Within a few days, President Trump and Secretary of State Mike Pompeo suspended foreign aid to the region. Pompeo later resumed the aid.²⁹ This illustrates a dynamic that observers describe as a nuanced tug of war in which DOS neglects the region, then slaps DHS' hands when it attempts to fill the void. This has played out in various ways since DHS was created.

The Biden administration's request from Congress for \$4 billion over four years in assistance aimed at the underlying causes of emigration from Central America and its release of detailed plans for addressing the root causes of migration and of collaborative regional migration management strategies, led by Vice President Kamala Harris, signal ambitious new efforts that support effective border control and migration management as a longer-term endeavor.³⁰ The aim is to reduce migration push factors by strengthening livelihoods, education, safety from criminal gangs, and protection within the region by combatting corruption in the communities and countries from which migrants come. Such efforts require new levels of collaboration and engagement across DOS, as well as with DHS.

As the administration ramps up refugee admissions, in addition to Afghan evacuee processing, the importance of DHS coordinating with DOS' Bureau of Population, Refugees, and Migration (PRM) also gains new urgency, particularly on the matter of refugee processing in Central America and reopening and broadening the Central American Minors (CAM) Program.³¹ A strengthened and re-energized PRM will be pivotal in implementing DOS priorities toward refugees and humanitarian concerns in this hemisphere, as well as elsewhere around the globe.

C. *The Department of Health and Human Services*

Since the *Refugee Act of 1980* established the Office of Refugee Resettlement (ORR) within HHS, the department has been a stakeholder in the immigration system. Then in 1986, the *Immigration Reform and Control Act* (IRCA) tasked HHS with administering the \$3.5 billion State Legalization Impact Assistance Grants to help states meet the costs of services provided to foreign nationals granted legal status by IRCA.³² Any future legalization programs would likely involve HHS in a similar way.

In 2002, the HSA transferred the program for unaccompanied child migrants from DOJ to ORR. In addition to administering the refugee resettlement program and services for unaccompanied minors, ORR also oversees

29 Participant discussions during MPI Working Sessions on Immigration Governance, research focus groups of former senior officials, legislative policy leaders, and experts held December 17–18, 2020.

30 U.S. Department of State, "The President's FY 2022 Discretionary Funding Request" (press release, April 9, 2021); National Security Council (NSC), *U.S. Strategy for Addressing the Root Causes of Migration in Central America* (strategy document, Washington, DC, NSC, July 2021); NSC, *Collaborative Migration Management Strategy* (strategy document, Washington, DC, NSC, July 2021).

31 U.S. Department of State, "Joint Statement by the U.S. Department of State and U.S. Department of Homeland Security on the Expansion of Access to the Central American Minors Program" (press release, June 15, 2021).

32 *Immigration Reform and Control Act*, Public Law 99–603, *U.S. Statutes at Large* 100 (1986): 3359–445; U.S. General Accounting Office, *Health and Human Services: Funding for State Legalization Impact Assistance Grants Program* (Washington, DC: U.S. General Accounting Office, 1991), 1.

human services programs for certain other groups of migrants: asylees, Cuban-Haitian entrants, Iraqi and Afghan translators who have Special Immigrant Visas, and victims of human trafficking.

Tasking ORR with custody of unaccompanied children has stretched the agency's capacity and skills. Since states bear the primary public responsibility for ensuring the well-being of children under the U.S. Constitution, HHS' federal role centers on technical support and funding to improve state child welfare capacity. From FY 2003 to FY 2012, ORR had fewer than 8,000 unaccompanied children in its custody annually, but the numbers have been substantially higher in recent years, peaking at 69,488 in FY 2019.³³ The number dropped to 15,381 in FY 2020 due to decreased migration at the beginning of the pandemic.³⁴

Coordination among the three immigration agencies and ORR reached a nadir as Central American families with children and unaccompanied youth began seeking asylum in large numbers during the Trump administration. The former deputy director of children's programs in ORR testified to Congress in 2018 that he had warned administration officials early in discussions about ramping up the "zero-tolerance" policy that led to the large-scale separation of families about the harm such a policy posed to children. He argued that the separation of children from parents entails a "significant risk of harm to children" as well as "psychological injury," but DHS officials overruled him.³⁵ Although the courts largely put an end to family separations, inadequate recordkeeping and incongruous databases made it difficult to redress the harm caused by the inhumane policy. The Biden administration established a high-level interagency task force to locate and reunite the 628 children who remained separated from their families as of December 2020.³⁶

ORR's struggle to respond to large fluctuations in unaccompanied child arrivals came into glaring view once more in early 2021. After being transferred from CBP custody, a child spent an average of 35 days with ORR as of May 2021 before being released to a parent or other sponsor within the United States.³⁷ For FY 2021, ORR funded about 13,450 beds at approximately 200 licensed facilities in 22 states.³⁸ During the first nine months of FY 2021, CBP encountered more than 93,000 unaccompanied children—including more than 18,000 during the peak month of March 2021 alone.³⁹ This led, once more, to a bottleneck of children awaiting transfer from CBP to ORR. Pandemic-related protocols have compounded the difficulties of transferring children to ORR and their subsequent placement with a parent or guardian.⁴⁰

33 U.S. Department of Health and Human Services (HHS), Administration for Children and Families (ACF), "Unaccompanied Children (UC) Program" (fact sheet, HHS, ACF, Washington, DC, May 5, 2021).

34 HHS, ACF, Office of Refugee Resettlement (ORR), "Facts and Data," updated March 11, 2021.

35 Testimony of Jonathan D. White, U.S. Public Health Service Commissioned Corps, Federal Health Coordinating Official for the 2018 UAC Reunification Effort, before the U.S. Senate Committee on the Judiciary, *Oversight of Immigration Enforcement and Family Reunification Efforts*, July 31, 2018.

36 The White House, "Executive Order 14011 of February 2, 2021: Establishment of Interagency Task Force on the Reunification of Families," *Federal Register* 86, no. 23 (February 5, 2021): 8273–75.

37 Aurora Miranda-Maese, "ORR Juvenile Coordinator Interim Report" (filing in the case *Flores v. Garland*, June 4, 2021).

38 In response to the sharp increase in arrivals in 2021, ORR was able to ramp up its available beds to 28,958 as of May 31 by adding beds in emergency intake sites and influx care facilities. However, these facilities are not state licensed, and the emergency intake sites are akin to short-term shelters to provide disaster relief. See Miranda-Maese, "ORR Juvenile Coordinator Interim Report."

39 CBP, "Southwest Land Border Encounters," updated June 9, 2021.

40 HHS ACF, "Carrizo Springs Influx Care Facility," updated June 7, 2021.

Clearly, coordinated planning between DHS immigration components and HHS' ORR must be strengthened. But the disconnects are also cultural, in that human services and immigration enforcement missions have had an uneasy history. This makes the systemic responses needed, particularly under unforeseen circumstances, especially difficult and re-emphasizes the challenge of building capacity and accountability across the government's immigration enterprise.

The disconnects are also cultural, in that human services and immigration enforcement missions have had an uneasy history.

D. *The Department of Labor*

Though DOL was once the home of the INS,⁴¹ it now has a limited hand in the U.S. immigration system—certifying that foreign workers do not displace or adversely affect the working conditions of U.S. workers. The Employment and Training Administration within the department handles the labor certifications for permanent employment-based immigrants, temporary agricultural workers, and temporary nonagricultural workers as well as the simpler process of labor attestations for temporary professional workers. The Wage and Hour Division is responsible for administering and enforcing worker protections provided in several temporary foreign worker visa categories. ICE handles immigration-related worksite enforcement.

The COVID-19 pandemic has raised awareness of the disproportionate number of immigrants employed in “essential critical infrastructure” sectors, as designated by DHS. An estimated 5.6 million unauthorized immigrants work in jobs DHS deems essential, and many of these jobs place them at greater risk of exposure to the virus.⁴² The paradox of being both deportable and essential epitomizes the chasm between the United States' outdated immigration laws and labor market realities.

Numerous studies have found that immigrants are much more likely to be concentrated in economic sectors notorious for violations of wage and hour laws and for unsafe working conditions. DOL received only \$2.0 billion in FY 2018 to enforce all the labor laws aimed at protecting about 146 million U.S. workers, less than 10 percent of the funding allotted for immigration enforcement.⁴³ Scant funding has resulted in an enforcement regime that relies heavily on individuals reporting labor violations. Yet, immigrant workers, especially those who hold temporary visas or who are unauthorized, risk deportation if they report labor law violations, including wage theft.⁴⁴

41 Since so much of early immigration law was focused on restricting contract laborers and securing the borders from economic migrants, the Labor Department was the choice to oversee immigration until 1940. See Ruth Ellen Wasem, “Immigration Governance for the Twenty-First Century,” *Journal on Migration and Human Security* 6, no. 1 (2018): 97–120.

42 Jessica Bolter, Muzaffar Chishti, and Doris Meissner, *Back on the Table: U.S. Legalization and the Unauthorized Immigrant Groups that Could Factor in the Debate* (Washington, DC: MPI, 2021), 12.

43 Daniel Costa, “Immigration Enforcement Is Funded at a Much Higher Rate than Labor Standards Enforcement—and the Gap Is Widening,” *Working Economics Blog*, Economic Policy Institute, June 20, 2019.

44 Randy Capps, Karina Fortuny, and Michael Fix, *Trends in the Low-Wage Immigrant Labor Force, 2000-2005* (Washington, DC: Urban Institute, 2007); Janice Fine and Gregory Lyon, “Segmentation and the Role of Labor Standards Enforcement in Immigration Reform,” *Journal of Migration and Human Security* 5, no. 2 (2017): 421–451; Rebecca B. Galemba, “They Steal Our Work’: Wage Theft and the Criminalization of Immigrant Day Laborers in Colorado, USA,” *European Journal on Criminal Policy and Research* 27 (2021): 91–112.

An increased emphasis on labor law enforcement would better ensure that U.S. workers are not adversely affected by the recruitment of foreign workers and would improve the wages and working conditions of all workers. Prioritizing this realignment would help curb the pull factors of unauthorized migration, likely relieving some pressures at the border. However, it is a proposition that has failed over many years to win support and resources, making the DHS/DOL enforcement regimes largely static, albeit important, actors in the immigration system.

6 Funding Priorities and the Budget Process

Resource levels and allocations are an important gauge of policy priorities and performance. They also provide a powerful tool for advancing new initiatives and fixing disconnects. Overall, DHS' immigration components have had significant resource increases over the past 15 years. However, funding of headquarters functions has not expanded at the rate of the components.

Total funding for the three immigration components more than doubled, with a 104-percent increase, from FY 2006 to FY 2020.⁴⁵ This is consistent with what the Bush administration and Congress sought in creating DHS—that is, multiple agencies whose missions included, to varying degrees, national security roles and resource increases overseen by a budget-neutral departmental management structure.⁴⁶

Overall, DHS' immigration components have had significant resource increases over the past 15 years. However, funding of headquarters functions has not expanded at the rate of the components.

As the components have grown and DHS' responsibilities have increased, the question has arisen of whether sufficient resources have been devoted to DHS-wide capacities for oversight and intra-/interagency coordination and integration. Compared with partner Cabinet agencies, for example, DHS has not had commensurate funding for its Office of the Secretary. An illustration of the disparities is detailed in a recent Center for American Progress report, which states that the Office of the Secretary of State received about \$57 million in funding for FY 2019 and had 75 employees to oversee a bureaucracy of 70,000 personnel while DHS received \$19 million for FY 2018 and had 68 employees overseeing 240,000 personnel.⁴⁷

Recent studies by the Atlantic Council and the Center for a New American Security have also pointed out that the current secretary's office does not have the personnel, resources, or authority to effectively lead a department of DHS' size today, recommending the establishment of an associate secretary position to facilitate high-level departmental coordination and management.⁴⁸

⁴⁵ DHS, *Budget-in-Brief: Fiscal Year 2008* (Washington, DC: DHS, n.d.); DHS, *FY 2022 Budget in Brief*.

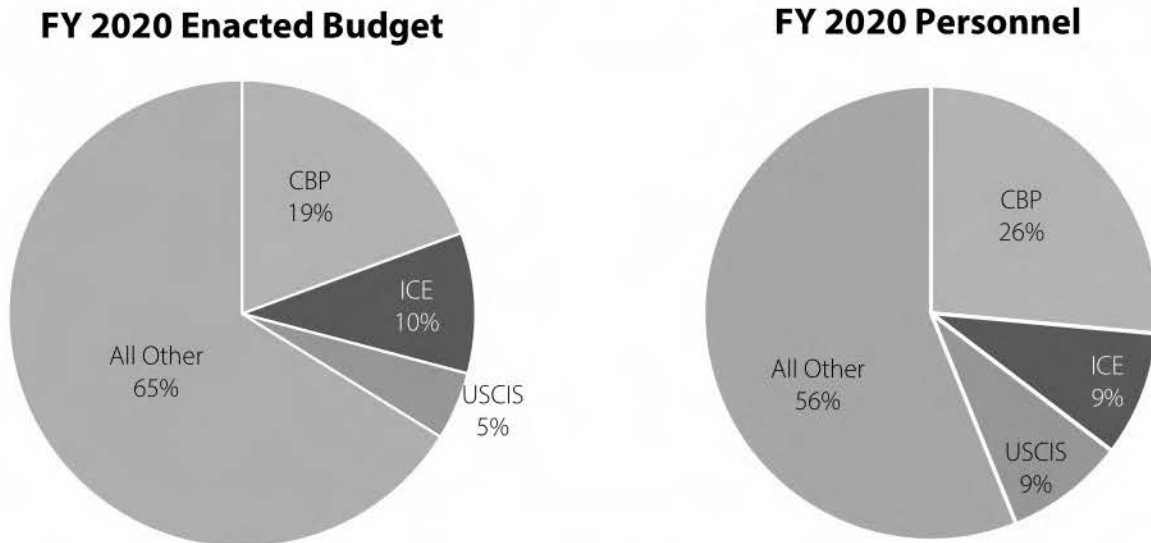
⁴⁶ George W. Bush, *The Department of Homeland Security* (Washington, DC: White House, 2002), 16–17.

⁴⁷ Mara Rudman et al., *Redefining Homeland Security: A New Framework for DHS to Meet Today's Challenges* (Washington, DC: Center for American Progress, 2021), 14.

⁴⁸ Warrick and Durkovich, *Future of DHS Project*, 32–33; Carrie F. Cordero, *Reforming the Department of Homeland Security through Enhanced Oversight and Accountability* (Washington, DC: Center for a New American Security, 2020), 21–22.

The anachronism in upholding a budget-neutral management structure for DHS is especially evident in its immigration governance components, which in FY 2020 made up more than one-third of the DHS budget and 44 percent of its personnel, as shown in Figure 1.

FIGURE 1

Immigration Components' Share of DHS Budget and Personnel, FY 2020

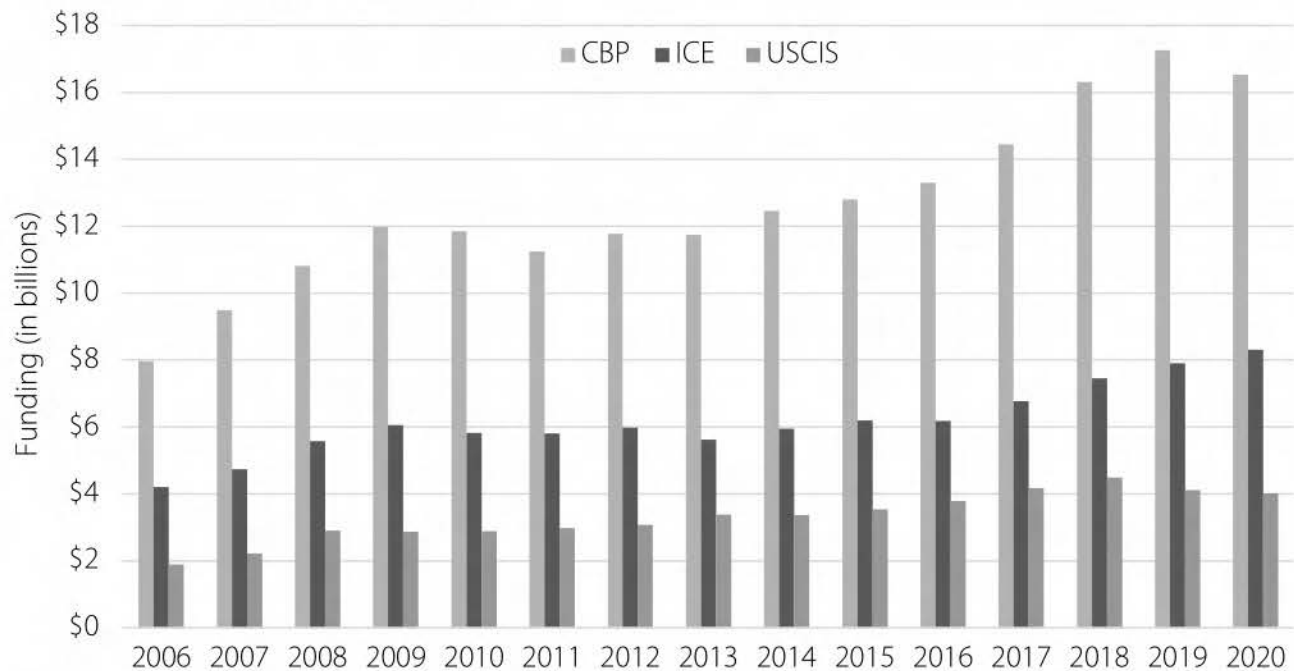
Source: Department of Homeland Security (DHS), *FY 2022 Budget in Brief* (Washington, DC: DHS, n.d.).

In FY 2006, CBP made up 20 percent of the DHS budget, ICE 10 percent, and USCIS 5 percent.⁴⁹ These proportions match today's levels, with CBP continuing to dominate the budget across the immigration system. The consistency in these percentages has held throughout substantial growth by each component over this period, as depicted in Figure 2. From FY 2006 to FY 2020, CBP's budget grew by 106 percent, ICE's grew by 97 percent, and USCIS' grew by 113 percent.⁵⁰

⁴⁹ DHS, *Budget-in-Brief: Fiscal Year 2008*.

⁵⁰ During this period, part of the US-VISIT program moved into CBP, bringing that funding with it. The remainder, now known as the Office of Biometric Identity Management, moved into the Management Directorate.

FIGURE 2
Funding for CBP, ICE, and USCIS, FY 2006–20



Source: Data compiled from DHS budgets in brief for fiscal years 2008 through 2022, available at DHS, “DHS Budget,” updated May 28, 2021.

This growth reflects the “enforcement-first” philosophy that gained traction in opposition to immigration reform legislation in 2006, 2007, and 2013. In FY 2020, annual immigration enforcement appropriations (largely CBP and ICE) stood at \$25 billion, a spending level that exceeds the budgets of all other principal federal criminal law enforcement agencies combined by about 28 percent.⁵¹ With another influx in arrivals of Central American unaccompanied minors and families underway, cooperation with ICE interior enforcement being limited by many states and localities, and the Biden administration having significantly tightened interior enforcement guidelines, the belief that the United States can enforce its way out of the dilemmas of illegal immigration and border control is being severely tested.

A. *U.S. Customs and Border Protection*

With more personnel than any other DHS component, CBP funding equals the combined budgets of the U.S. Coast Guard, the Transportation Security Agency, and the Cybersecurity and Infrastructure Security Agency.⁵² Beyond personnel, it has made significant investments in modernizing its equipment, technology, and infrastructure. Funding for the core units within CBP—the U.S. Border Patrol, which takes the lead

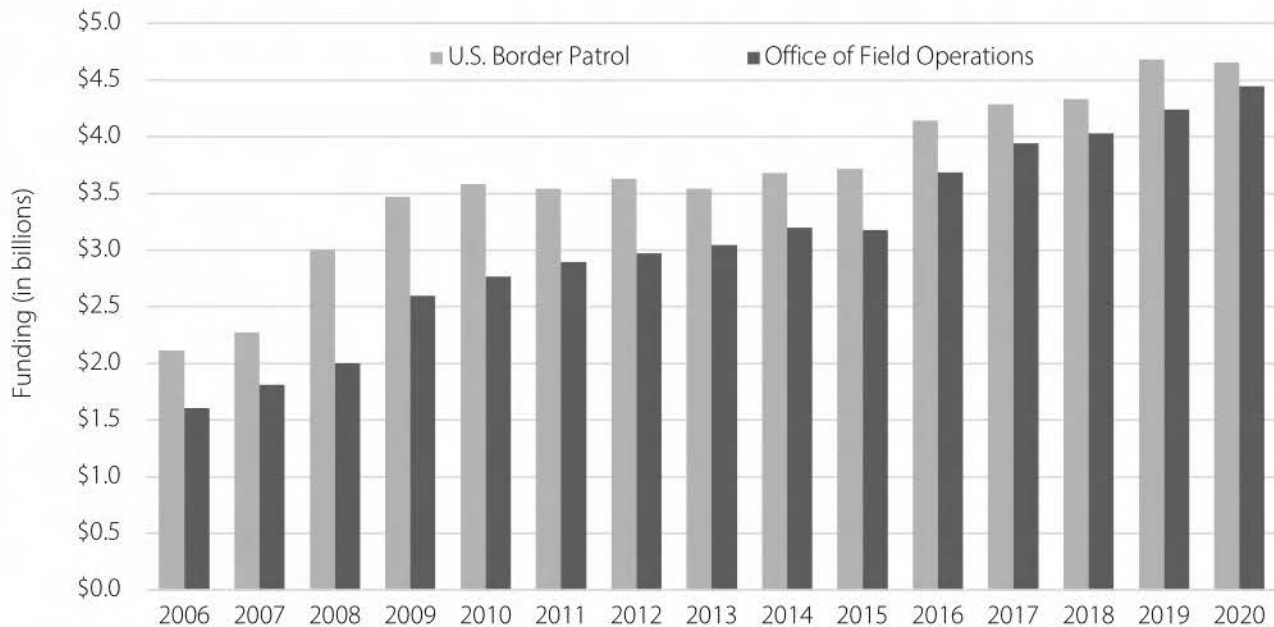
⁵¹ MPI calculations based on DHS, *FY 2022 Budget in Brief*; U.S. Department of Justice, “Summary of Budget Authority by Appropriation” (data table, generated May 13, 2019).

⁵² FEMA typically has the largest budget because much of its funding is disaster relief that goes directly to states and locales. The agency’s budgeted personnel was only 11,352 compared to CBP’s 61,399 in FY 2020. See DHS, *FY 2020 Budget in Brief* (Washington, DC: DHS, n.d.).

between ports of entry, and the Office of Field Operations, which handles inspections at ports of entry⁵³—grew by 120 percent and 177 percent, respectively, between FY 2006 and FY 2020. The president’s FY 2022 budget request for CBP remains flat, though it is seeking shifts in priorities.⁵⁴

FIGURE 3

Funding for the U.S. Border Patrol and the Office of Field Operations, FY 2006–20



Sources: Data compiled from DHS budgets in brief for fiscal years 2008 through 2016 and 2018 through 2021, available at DHS, “DHS Budget,” updated May 28, 2021; DHS, *Congressional Budget Justification: FY 2017—Volume I* (Washington, DC: DHS, n.d.).

Since the early 1970s, CBP’s core strategies and operations—especially those of the Border Patrol—have revolved around intercepting migrants from Mexico entering the United States illegally to work. But excepting FY 2015 and since the onset of the COVID-19 pandemic in March 2020, arrivals from Central America have outpaced those from Mexico every year since FY 2014. In FY 2008, more than 90 percent of border apprehensions were of Mexicans. By FY 2019, Guatemalans, Hondurans, and Salvadorans represented 74 percent of apprehensions, with 66 percent composed of families traveling together or children making the journey alone, many seeking protection by applying for asylum in the United States.⁵⁵

CBP’s work and resources have not been well suited to maintaining control of the border under these newer circumstances. For example, the specter of children in cages or overcrowded lockdowns reflects the fact that Border Patrol station facilities were designed years ago for turnaround enforcement of primarily Mexican males, not families and children.

53 In addition to the U.S. Border Patrol and the Office of Field Operations, there are 11 other units in CBP. These include Air and Marine Operations, Trade, Chief Counsel, Congressional Affairs, Public Affairs, Enterprise Services, and Operations Support.

54 DHS, *FY 2022 Budget in Brief*, 26–28.

55 Randy Capps, Doris Meissner, Ariel G. Ruiz Soto, Jessica Bolter, and Sarah Pierce, *From Control to Crisis: Changing Trends and Policies Reshaping U.S.-Mexico Border Enforcement* (Washington, DC: MPI, 2019).

Instead, the need is for facilities at the border that co-locate staff from DHS and other federal agencies with roles in screening and processing current migrant arrivals and varied migrant populations.⁵⁶ CBP has envisioned such a “one DHS” model in anticipation of migrant surges and opened a version of one in early 2020 in El Paso, but it has not been fully developed.⁵⁷ Such centers could have built-in surge capacity so that unexpected spikes in arrivals do not become humanitarian emergencies, as happened in 2014 with the child migration crisis, in 2019 with families, and again in the early months of 2021 with these populations.

The Border Patrol has made fundamental changes to its strategies before and sought resources commensurate with them. In the 1990s, it introduced what was termed deterrence through prevention, and in the 2000s “consequence enforcement,” which ended the revolving door of voluntary departure for those crossing the border illegally. The Trump administration implemented measures aimed at foreclosing access to humanitarian protection and asylum in the United States.

In seeking to change policies and the treatment of migrants at the border, the Biden administration has announced measures that require CBP and partner agencies—ICE, USCIS, HHS, EOIR, and DOS—to function interdependently as a system in carrying out border control missions, in ways this report describes.

CBP has called for systemic responses and support in managing the border before, especially in emergency situations. According to a report by the Office of Inspector General that examined the response to the 2019 influx in arrivals, “Border Patrol officials recognized the risks a land migration surge would pose; namely that the surge could overwhelm processing capabilities, affect available detention space, and divert critical personnel.” At the same time, the report found that “although Border Patrol officials developed surge response plans in early 2019, they focused only on CBP actions and did not include ICE [Enforcement and Removal Operations] as an active partner in managing this problem.”⁵⁸

Thus, despite considerable resources and experience with shifts in migration trends and the likelihood of emergencies, CBP and DHS have not yet succeeded in operationalizing immigration system interdependencies that have become essential elements of border control. The challenge has now become more complex, as the border influx during the early months of 2021 demonstrated, because of the inadequacy of HHS capacity in providing shelter space and processing of unaccompanied children for

Despite considerable resources and experience with shifts in migration trends and the likelihood of emergencies, CBP and DHS have not yet succeeded in operationalizing immigration system interdependencies.

release to sponsors. As a result, the Border Patrol has not consistently been able to meet the 72-hour requirement for turning these minors over to ORR, and significant numbers stayed longer in Border Patrol facilities that are inappropriate even for 72-hour stays.

56 For further discussion, see Capps, Meissner, Ruiz Soto, Bolter, and Pierce, *From Control to Crisis*, 36–37. In 2019, CBP created a new Border Patrol Processing Coordinator position, which would be responsible for intake and providing care to children and families. See CBP, “U.S. Border Patrol Creates New Position to Support Border Patrol Agents” (press release, May 28, 2019).

57 Julian Resendiz, “New Processing Center Better Prepares Border Patrol for Migrant Surges,” *Border Report*, February 25, 2020.

58 DHS Office of Inspector General, *DHS’ Fragmented Approach to Immigration Enforcement*, 29.

Rethinking southwest border infrastructure, CBP personnel roles and skills, cross-agency roles and responsibilities, and resource requirements and allocations all pose urgent border control and immigration governance needs going forward.

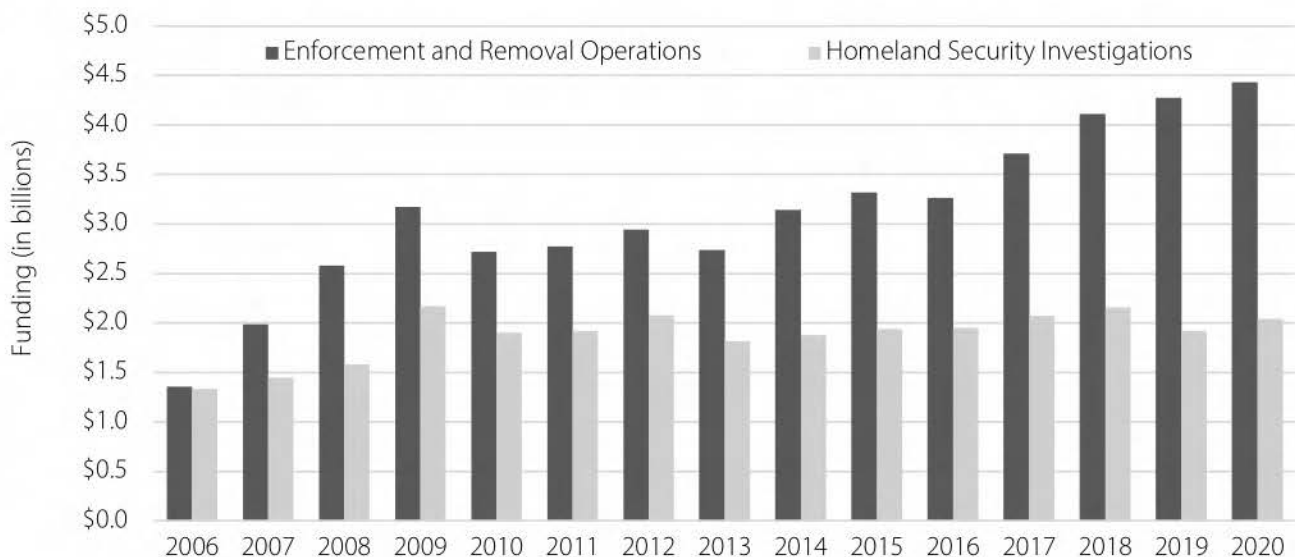
B. U.S. Immigration and Customs Enforcement

The president's budget request for FY 2022 would keep ICE funding at the FY 2021 level of \$8 billion.⁵⁹ Of its three key units,⁶⁰ ICE funding is dominated by Enforcement and Removal Operations (ERO), which grew by 226 percent from FY 2006 to FY 2020. ERO is charged with locating, detaining, and removing foreign nationals present in the United States in violation of the law.⁶¹

Funding for the second primary ICE unit, Homeland Security Investigations (HSI), illustrates a quite different pattern of modest increases and then reductions over the same period. Overall, HSI grew by 53 percent from FY 2006 to FY 2020, the least of the units analyzed in this review. HSI encompasses some of DHS' most critical anti-terrorism functions, including units of National Security Investigations, the Office of Intelligence, the Operational Technology and Cyber Division, and International Operations that include the Visa Security Program.

FIGURE 4

Funding for ICE's Enforcement and Removal Operations and Homeland Security Investigations, FY 2006–20



Source: Data compiled from DHS budgets in brief for fiscal years 2008 through 2021, available at DHS, "DHS Budget," updated May 28, 2021.

⁵⁹ DHS, *FY 2022 Budget in Brief*, 32–35.

⁶⁰ The other operational unit in ICE is its Management and Administration unit, which includes eight offices covering policy and planning, acquisition management, career development, and the chief financial officer.

⁶¹ DHS, *Budget-in-Brief: Fiscal Year 2008*.

In its predominant immigration function, ICE oversees immigration detention, which involves about 150 facilities across the country.⁶² President Biden has called for the Bureau of Prisons in the Justice Department to phase out the use of private prisons for its criminal detention.⁶³ This order does not affect ICE operations. ERO has contracted out most of its detention capacity to the private prison industry and has held the view that detention is a deterrent to illegal immigration.

Private prison facilities will likely continue to be required for individuals subject to mandatory detention as criminal noncitizens who have completed prison sentences in local, state, or federal facilities for committing crimes that are then subject to deportation. However, more flexible systems of supervision have been called for by the Biden administration. Such programs will need to be developed for other immigrant populations, principally those awaiting asylum and removal hearings. Supervised release strategies would be more suitable for many of those with whom ERO presently works.⁶⁴

Such custody options cost a fraction of detention, which is consuming increasingly large shares of ICE's budget and staffing. Detention accounted for about \$2.8 billion of ICE's total budget of \$8.4 billion in FY 2021, at an official cost of about \$144 per detainee per day.⁶⁵ Unofficial estimates run as high as \$200 per day.⁶⁶ By contrast, other custody methods—such as electronic monitoring, supervised release, and case management with legal advice or representation—have cost between \$4 and \$38 per day depending on their nature and intensity.⁶⁷

While alternatives to detention are already used with a portion of immigrants awaiting immigration court hearings in the United States, adopting supervised release and case management strategies as the prevailing policy and practice by ERO to ensure compliance with immigration appearance and removal proceedings represents a long-term effort that would require fundamental structural changes in the operations, personnel, training and skills, and culture of ICE.⁶⁸ This would also require cross-DHS and cross-departmental coordination and resource realignments with CBP, USCIS, and EOIR.

C. *U.S. Citizenship and Immigration Services*

Congress established USCIS as a self-standing component to strengthen the benefit-granting functions of the immigration system and sever them from its enforcement missions. However, unlike most federal

62 ICE, "Detention Management—Detention Statistics—FY 2021 ICE Statistics—Facilities FY 21 YTD" (dataset, ICE, Washington, DC, June 22, 2021).

63 The White House, "Executive Order 14006 of January 26, 2021: Reforming Our Incarceration System to Eliminate the Use of Privately Operated Criminal Detention Facilities," *Federal Register* 86, no. 18 (January 29, 2021): 7483–84.

64 For an in-depth discussion of immigration custody options other than detention and how ICE could better leverage supervised release and case management tools, see Randy Capps and Doris Meissner, *From Jailers to Case Managers: Redesigning the U.S. Immigration Detention System to Be Effective and Fair* (Washington, DC: MPI, 2021).

65 DHS, "U.S. Immigration and Customs Enforcement Budget Overview: Fiscal Year 2022 Congressional Justification" (budget document, DHS, Washington, DC, n.d.), 5, 10.

66 Laurence Benenson, *The Math of Immigration Detention, 2018 Update: Costs Continue to Multiply* (Washington, DC: National Immigration Forum, 2018).

67 DHS, "U.S. Immigration and Customs Enforcement Budget Overview: Fiscal Year 2022," 171; Audrey Singer, *Immigration: Alternatives to Detention (ATD) Programs* (Washington, DC: Congressional Research Service, 2019), 13.

68 For more, see Capps and Meissner, *From Jailers to Case Managers*.

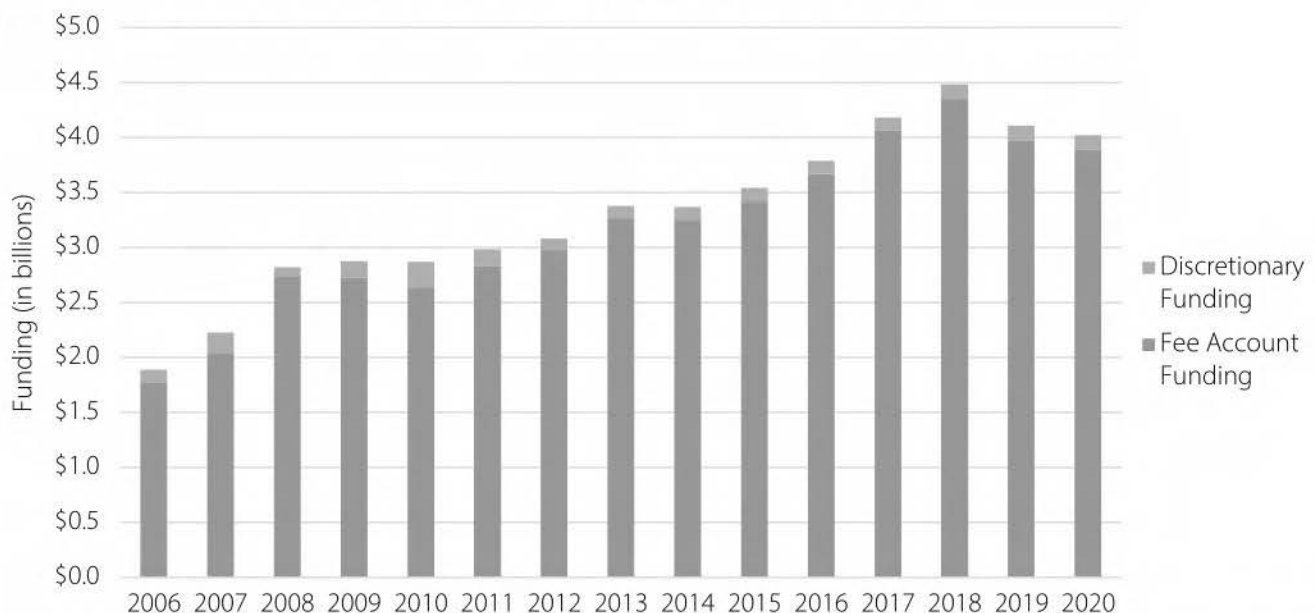
agencies, USCIS' budget depends largely upon fees that applicants for lawful permanent residence (i.e., a green card) and other immigration benefits pay to fund its operations.⁶⁹

Funding USCIS activities through the fees they generate originated in 1988 when Congress created the Immigration Examinations Fee Account that enabled the INS to retain the fees charged for adjudicating immigration and naturalization benefits and services. More recently, appropriations have funded select USCIS programs such as E-Verify, a system used to electronically confirm that individuals have authorization to work in the United States, and grants to support immigrant integration. USCIS appropriations were \$132.4 million in FY 2020. Since 2003, however, annual direct appropriations have constituted a declining portion of the USCIS budget.

As a result, the number of petitions filed as well as the dollar amount of the fees charged for each petition or application overwhelmingly determine USCIS' funding (see Figure 5). USCIS is required to regularly assess whether fees cover processing costs. Notable fee increases in 2007, 2010, and 2016 drove increases in USCIS' funding. Other funding increases have come from fees charged for special immigration benefits, such as Deferred Action for Childhood Arrivals (DACA), initiated in 2012.

FIGURE 5

Funding for U.S. Citizenship and Immigration Services, FY 2006–20



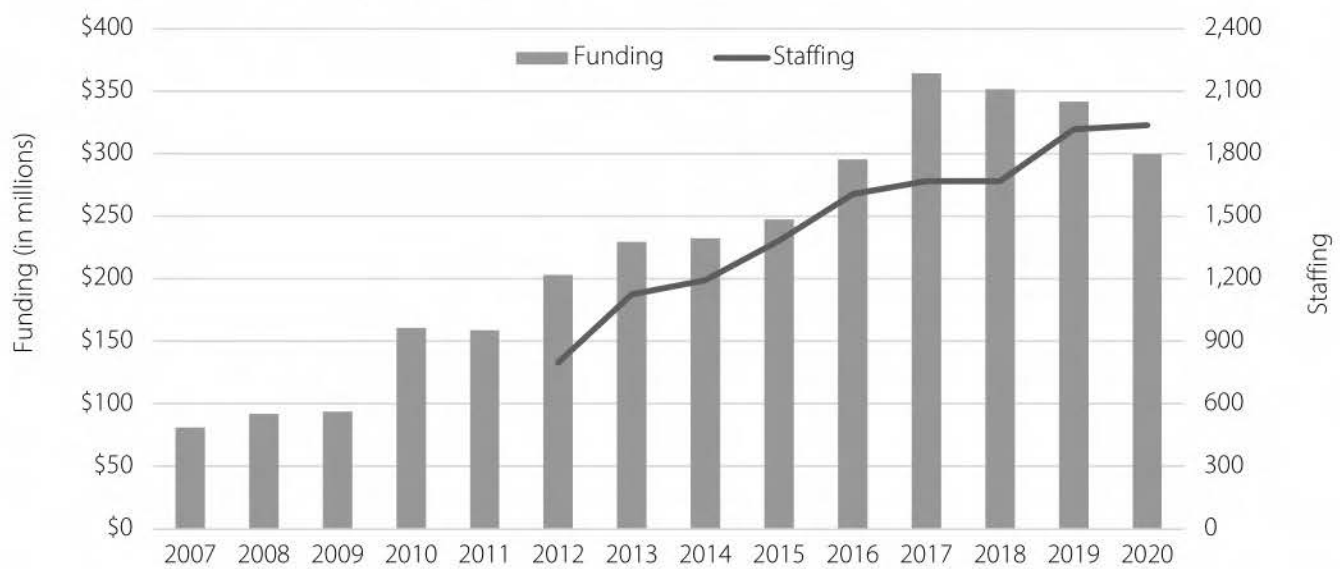
Source: Data compiled from DHS budgets in brief for fiscal years 2008 through 2022, available at DHS, "DHS Budget," updated May 28, 2021.

⁶⁹ The 2002 *Homeland Security Act*, which established USCIS, mandated that the Comptroller General of the United States report to Congress on how USCIS could derive sufficient user fees to function without appropriations. See *Homeland Security Act of 2002*, §477(d)(3).

Fees are generally waived for refugee and asylum applicants, given their circumstances, and their processing costs are assigned to other fee accounts.⁷⁰ In FY 2010, the Obama administration sought a statutory change that would have authorized appropriations for asylum and refugee operations, but Congress did not act on it.⁷¹

Congress did approve USCIS' increased use of the share of funding allocated for the Refugees, Asylum, and International Operations (RAIO) directorate by 269 percent from FY 2007 to FY 2020.⁷² As Figure 6 shows, funding and personnel for RAIO escalated as the Syrian refugee crisis worsened and the number of Central American asylum seekers arriving at the U.S. border rose. RAIO used 4 percent of USCIS' budget in FY 2007, 8 percent in FY 2018, and 6 percent in FY 2020.⁷³ These allocations are likely to change again with large numbers of Afghan evacuees arriving abroad and in the United States for processing.

FIGURE 6
Funding and Staffing for Asylum, Refugees, and International Operations, FY 2007–20



Note: For FY 2011, the agency was under a continuing resolution for the whole year. That year, there was an additional \$80,000 under appropriations for Asylum and Refugee Services and Military Naturalizations, which is not included in the figure.

Source: Data compiled from DHS congressional budget justifications for fiscal years 2009 through 2022, available at DHS, "DHS Budget," updated May 28, 2021.

Fee funding boosted the budget for immigration adjudications when benefit-granting functions were in competition for resources with enforcement function appropriations within INS. However, the disadvantage of fee funding is its inflexibility in fluctuating situations. USCIS fees are calibrated to recover expenses of

⁷⁰ The *Homeland Security Act of 2002* originally included an authorization of appropriations for processing refugee and asylum cases, but it was removed through a technical correction because the Bush administration and Congress had agreed that establishing the new department would not result in any new appropriations.

⁷¹ USCIS, *FY 2010/2011 Immigration and Examinations Fee Account: Fee Review Supporting Documentation* (Washington, DC: USCIS, 2010), 3.

⁷² Data compiled from DHS budgets in brief and congressional budget justifications for multiple fiscal years, available at DHS, "DHS Budget," updated May 28, 2021.

⁷³ Data compiled from DHS congressional budget justifications for fiscal years 2007 to 2020, available at DHS, "DHS Budget," updated May 28, 2021.

ongoing programs, including operations and maintenance, but are not built to cover “new start” costs for activities not contemplated at the time the fee was set. This could include investments in new technology, leasing physical space for a new program for which fees have not been collected, or expedited hiring. USCIS also cannot sustain operations at established levels during periods of prolonged decreases in application filings.

As immigration and naturalization adjudications have become more complex, questions have arisen over what costs applicants’ fees should cover. Should USCIS recover all of its costs through fees, or only costs directly associated with providing services to applicants for which the fees are imposed? A corollary question is whether the agency should impose a surcharge on fee-paying applicants to compensate for processing applications for which fees are waived—primarily refugee and asylum admissions—or seek appropriations from Congress to cover these costs.⁷⁴

Managing through Revenue Fluctuations

Over the years, each fee adjustment has been preceded by at least one year of the agency’s costs exceeding collections. This mismatch and the need to regularly revise fees make it difficult for the agency to quickly adjust operations, especially staffing, to meet sudden surges or drops in petition rates, which can be driven by the economy, debates over immigration legislation, business cycles, policy changes, and other external factors. USCIS has managed such fluctuations by moving resources between types of adjudications, which can result in significant backlogs, and by “forward funding” (i.e., taking on costs that will be repaid by future revenue).

USCIS has further weathered ups and downs because it maintains an amount of funding in its fee account tied to the amount needed to cover the remaining lifecycle of the applications it has on hand at any one time, regardless of where the government is in the traditional budget cycle. In 2014, USCIS leaders decided the agency needed at least \$600 million carryover funding to provide such stability.⁷⁵

More recently, however, it lowered the \$600 million goal to \$350 million, as it implemented a number of cost-saving measures. Nonetheless, its balances went from \$790 million at the end of FY 2017 to negative territory in FY 2019, the first time it has been in the red since at least 2007. This deficit was on track to reach \$1.1 billion by the end of FY 2020.⁷⁶

Growing Backlogs and Increased Costs

The backlog of pending applications at USCIS has hit historic highs—6.12 million in FY 2020 (see Figure 7).⁷⁷ The growth in asylum applications that do not generate fees is one factor contributing to the rise. At the same time, petition and application filings have been falling. More than 1 million fewer petitions and

74 Chad Haddal and William Kandel, *U.S. Citizenship and Immigration Services’ Immigration Fees and Adjudication Costs: Proposed Adjustments and Historical Context* (Washington, DC: Congressional Research Services, 2015).

75 Sarah Pierce and Doris Meissner, “USCIS Budget Implosion Owes to Far More than Pandemic” (commentary, MPI, Washington, DC, June 2020).

76 USCIS, *FY 2019–2020 Immigration Examinations Fee Account: Fee Review Supporting Documentation with Addendum* (Washington, DC: USCIS, 2020), 17.

77 USCIS, “Number of Service-Wide Forms Fiscal Year to Date - By Quarter and Form Status Fiscal Year 2020” (data table, USCIS, Washington, DC, n.d.).

applications were filed in FY 2018 than in the year before.⁷⁸ Fee receipts fell again in FY 2019 and were projected to fall in FY 2020.⁷⁹

USCIS estimated in November 2019 that it would have a budget shortfall of \$1.26 million and responded with plans for a steep increase in fees. Then, the onset of the COVID-19 pandemic in early 2020 brought in-person USCIS services to a halt and reduced demand for travel worldwide, sharply cutting the receipt of fee payments.

In August 2020, citing the effects of COVID-19, USCIS almost furloughed 70 percent of its workforce for an estimated three to six months, having projected the number of immigration applications would drop 61 percent through the end of the fiscal year.⁸⁰ The agency credits its avoidance of the furloughs to “unprecedented spending cuts and a steady increase in daily incoming revenue and receipts.”⁸¹ And indeed, instead of the expected drop of 61 percent, it turned out that USCIS received only 2 percent fewer applications and petitions in FY 2020 than FY 2019.⁸²

In addition:

- ▶ USCIS has increased spending on detecting immigration-benefit fraud and on vetting applications. Anti-fraud costs more than doubled and vetting costs nearly tripled from FY 2016 to FY 2020.⁸³
- ▶ In October 2017, USCIS incurred cost increases as a result of a policy change to require in-person interviews for adjustment of status applications and certain other applications that previously had been adjudicated without an interview, absent an indication of fraud.
- ▶ USCIS adjudicated 63 percent of its pending and incoming caseload in FY 2016. The adjudication rate dropped to 55 percent in FY 2020 and the backlog of pending petitions grew by nearly 2 million, from 4.3 million at the end of FY 2016 to 6.1 million at the end of FY 2020.⁸⁴

78 USCIS, “Number of Service-Wide Forms by Fiscal Year to Date, Quarter and Form Status 2017” (data table, USCIS, Washington, DC, n.d.); USCIS, “Number of Service-Wide Forms by Fiscal Year to Date, Quarter, and Form Status 2018” (data table, USCIS, Washington, DC, n.d.).

79 USCIS, *FY 2019–2020 Immigration Examinations Fee Account*, 16.

80 Muzaffar Chishti, Sarah Pierce, and Kira Olsen-Medina, “Impending USCIS Furloughs Will Contribute to a Historic Drop in U.S. Immigration Levels,” *Migration Information Source*, July 28, 2020; Nicole Ogrysko, “With Improved Financial Outlook, USCIS Buys More Time to Avoid Employee Furloughs,” *Federal News Network*, July 27, 2020.

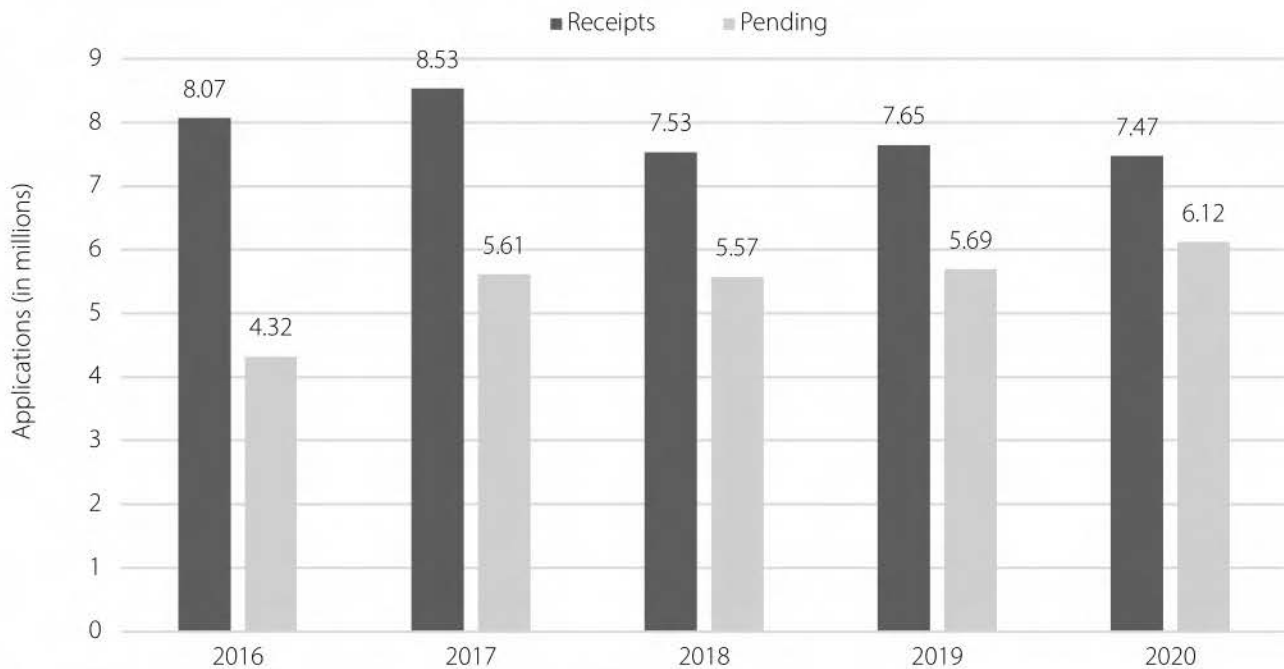
81 USCIS, “USCIS Averts Furlough of Nearly 70% of Workforce” (press release, August 25, 2020). On September 30, 2020, President Trump signed the *Continuing Appropriations Act, 2021 and Other Extensions Act* (Public Law 116–159), which included a provision to address the USCIS budget shortfall by giving the agency immediate access to existing premium processing funds that were dedicated to infrastructure improvement to cover operating expenses.

82 USCIS, “Number of Service-Wide Forms Fiscal Year to Date, by Quarter, and Form Status Fiscal Year 2019” (data table, USCIS, Washington, DC, n.d.); USCIS, “Number of Service-Wide Forms Fiscal Year to Date - By Quarter and Form Status Fiscal Year 2020.”

83 Pierce and Meissner, “USCIS Budget Implosion.”

84 USCIS, “Number of Service-Wide Forms Fiscal Year to Date - By Quarter and Form Status Fiscal Year 2020.”

FIGURE 7

USCIS Applications Received and Applications Pending, FY 2016–20

Note: Data for pending applications show the number pending at the end of each fiscal year.

Sources: USCIS, “Number of Service-Wide Forms by Fiscal Year to Date, Quarter and Form Status 2016” (data table, USCIS, Washington, DC, n.d.); USCIS, “Number of Service-Wide Forms by Fiscal Year to Date, Quarter and Form Status 2017” (data table, USCIS, Washington, DC, n.d.); USCIS, “Number of Service-Wide Forms by Fiscal Year to Date, Quarter, and Form Status 2018” (data table, USCIS, Washington, DC, n.d.); USCIS, “Number of Service-Wide Forms Fiscal Year to Date, by Quarter, and Form Status Fiscal Year 2019” (data table, USCIS, Washington, DC, n.d.); USCIS, “Number of Service-Wide Forms Fiscal Year to Date - By Quarter and Form Status Fiscal Year 2020” (data table, USCIS, Washington, DC, n.d.).

The current picture for USCIS is one of productivity having decreased, largely for reasons of its own making, such as insufficient carryover fund decisions and procedural changes. As a result, processing times for most types of petitions have increased. At the same time, the USCIS is subject to externalities beyond its control, such as refugee and asylum admissions levels and “new start” programs, that can dramatically affect its budget.

The current picture for USCIS is one of productivity having decreased, largely for reasons of its own making.

The Biden administration’s FY 2022 budget request includes \$345 million in new appropriations and 1,250 new staff for USCIS, expressly aimed at reducing application and petition backlogs and increasing refugee adjudications and admissions.⁸⁵ This is

consistent with announcements the administration has made for new initiatives aimed at welcoming immigrants through upgrading legal immigration processes and broadening support for naturalization.

⁸⁵ DHS, *FY 2022 Budget in Brief*, 71–72; Office of Management and Budget, “The President’s Budget for Fiscal Year 2022” (fact sheet, May 28, 2021), 5.

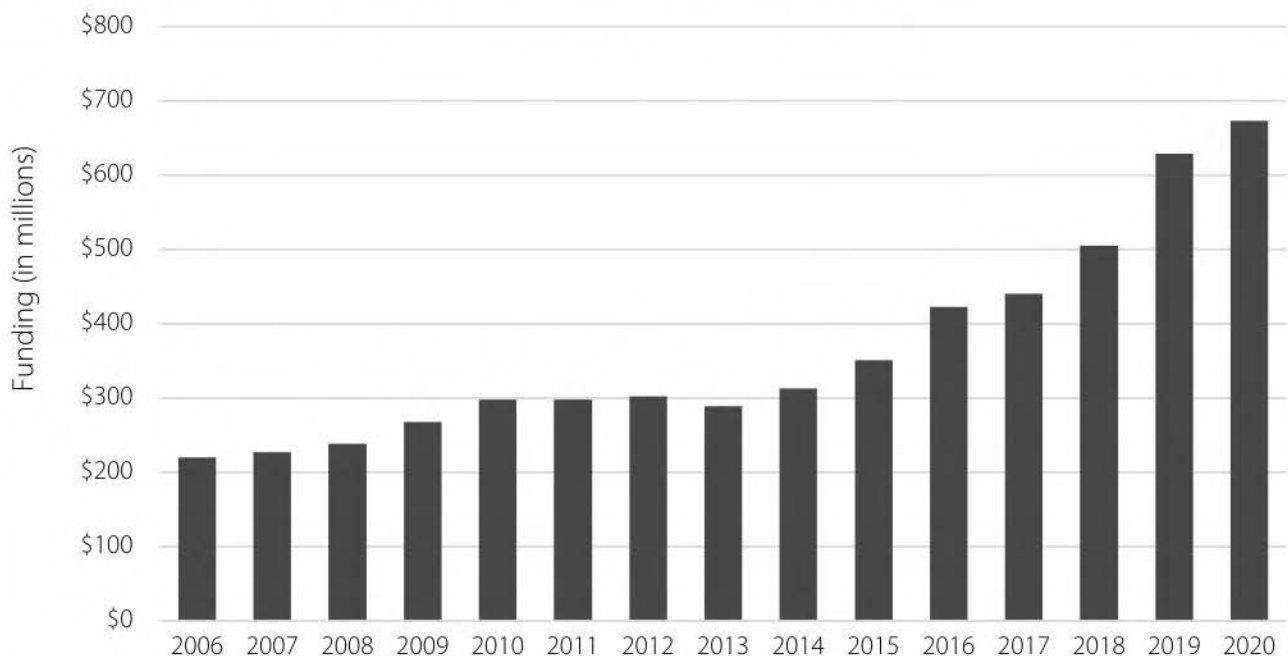
These are important steps in addressing USCIS' performance difficulties. But they are likely to fall short given the structural funding problems USCIS faces, as well as an unanticipated new asylum rule and Afghan evacuee workloads. The stability of USCIS operations and its ability to provide critical services are inherently at risk because of its business model.

D. The Executive Office for Immigration Review: A Key Partner Agency

From a budget and resource allocation standpoint, EOIR within DOJ is a DHS partner agency for which capacity and effective performance are critical in meeting present immigration challenges. Funding for EOIR has tripled since FY 2006 and is second only to ERO in terms of percentage growth from FY 2006 to FY 2020 among the core immigration components. While the DHS immigration components had their highest rate of budget growth between FY 2002 and FY 2008, EOIR growth is more recent. As can be seen in Figure 8, its largest increases were in FY 2016 (20 percent) and FY 2019 (25 percent).

FIGURE 8

Funding for the Executive Office for Immigration Review, FY 2006–20



Source: Data compiled from DOJ congressional budget submissions for fiscal years 2008 through 2022, available at DOJ, "Budget and Performance," accessed June 2021.

Despite the recent funding increases, the backlog of cases at EOIR remains at historic highs. At the end of FY 2020, EOIR had 1.3 million cases pending at an average wait time of 811 days. In FY 2006, that number was 168,827 cases pending, with an average wait time of 406 days.⁸⁶

⁸⁶ Transactional Records Access Clearinghouse (TRAC) Immigration, "Backlog of Pending Cases in Immigration Courts as of April 2021," accessed May 26, 2021.

This breakdown in the court system turns heavily on asylum cases filed by migrant families crossing the southwest border. According to DHS data, of migrants apprehended while traveling with family from FY 2014 to FY 2019, only 11 percent had either been granted asylum or another form of deportation relief—or been deported—by March 2020.⁸⁷ Another 67 percent were still in removal proceedings, with data showing that families apprehended since 2014 have been spending up to five years in removal proceedings.

The conditions propelling people to leave their countries and seek protection in the United States are severe, and the backlog in the adjudication of asylum claims delays protection for those in need. But this picture also constitutes a powerful pull factor, with some claims filed to secure the right to remain in the country during the years-long wait. The administration’s proposed rule authorizing asylum officers to handle both credible-fear screening and the full merits adjudication for U.S.-Mexico border asylum-seekers would help relieve EOIR workload pressures by having immigration courts serve as the appeal body for only asylum cases that are denied going forward. Restoring more humane border policies and treatment of migrants must include such dramatic changes in how EOIR uses its resources so that the hearing process for asylum cases is fair but also timely.

EOIR’s problems in managing its burgeoning caseloads were deepened by Trump administration decisions that limited the discretion judges have in the past had to manage their dockets. For example, immigration judges were prohibited from closing cases administratively—a practice used to suspend removal proceedings when the plaintiff has a case pending adjudication with USCIS or for other categories of nonpriority cases.⁸⁸

Such case management tools are being restored by the Biden administration. However, the immigration court system has been in dire need of reform and performance improvements for many years. Turnover is high, morale is low, training is insufficient, and administrative support systems and technology are outdated and inadequate.⁸⁹ To improve immigration governance, significant reforms beyond DHS, especially in the immigration court system, are a pressing need.

E. Coordinated Budget Planning

Budget development within DHS, the Office of Management and Budget (OMB), and in Congress fails to treat resource planning, allocations, and budgets as an exercise in funding immigration as a system. The DHS under secretary for management takes the lead in budgeting, personnel, and information technology systems (among other matters), but its management directorate is not organized in a way that enables systemwide immigration planning. Nor do OMB’s review and recommendations to Congress in the president’s budget submissions reflect cost assessments of cross-agency immigration needs.

As a result, a cross-cutting budget process has not been established to analyze and seek funding across immigration components and agencies that reflects the interconnections among them. For example, given the high proportion of migrants arriving at the southwest border who are seeking protection, CBP border

⁸⁷ Marc R. Rosenblum and Hongwei Zhang, *Fiscal Year 2020 Enforcement Lifecycle Report* (Washington, DC: DHS, Office of Immigration Statistics, 2020), 13.

⁸⁸ Pierce, *Obscure but Powerful*, 17–19.

⁸⁹ Muzaffar Chishti, Sarah Pierce, and Doris Meissner, *Rethinking the Immigration Courts* (Washington, DC: MPI, forthcoming).

enforcement responsibilities create an increased need for USCIS asylum officers and DOJ immigration judges. Welcoming Afghan evacuees calls for State Department consular and USCIS processing, State Department administered reception funding, HHS resettlement program resources, and rebuilding the capacities of nongovernmental partner resettlement agencies.

The need for integrated budgeting is not new. During the Obama administration, Homeland Security Secretary Janet Napolitano tried to align border apprehension estimates with ICE bed space and EOIR court case costs, with the goal of describing for OMB and Congress the funding allocations needed for the system to carry out its mission. Similarly, Secretary Jeh Johnson directed the development of integrated budgets for the JTF areas of operations.

In both cases, a combination of timing and congressional dynamics stymied the efforts. Budgets across the government were declining, leading the immigration components to view integrated budgeting as a vehicle for cutting their budgets in the name of efficiencies, rather than plus-ups for acquiring what they believed they needed. OMB may have treated the

The need for integrated budget proposals to properly fund immigration as a system is especially important because of the fragmentation among congressional committees that have oversight and appropriations jurisdiction over DHS funding.

DHS recommendations that way too. In addition, congressional appropriators had begun designating the number of ICE detention beds and Border Patrol agents, often at higher levels than the administration requested. Such lack of support for the administration's budget submissions undercut its efforts to argue the case for funding immigration as a cohesive system.

The need for integrated budget proposals to properly fund immigration as a system is especially important because of the fragmentation among congressional committees that have oversight and appropriations jurisdiction over DHS funding. CBP and ICE are each overseen by multiple congressional committees, whereas USCIS, as a fee-funded agency, receives very little congressional oversight of its expenditures.⁹⁰ The fragmentation has been a long-standing concern for DHS more broadly. In 2020, six former secretaries and acting secretaries of homeland security wrote a letter in support of consolidating DHS congressional oversight in a single authorizing committee.⁹¹ The precedent for such action patterns that for DOD.

For such factors to change, there must be a new political moment. That moment may be unfolding as the threat of terrorism shifts to domestic dangers, such as political extremism, and global phenomena, such as disease and climate change. The immigration counterpart to those shifts resides in the Biden administration's immigration vision for addressing the root causes of unauthorized migration, collaborative regional migration management strategies, strengthening support for legal immigration, and a narrative of immigration as an asset to the country.

⁹⁰ Seven House and seven Senate committees have jurisdiction over different parts of CBP, while four House and five Senate committees have jurisdiction over different parts of ICE. See Thomas Warrick and Mark Massa, *Future of DHS Project: Key Findings and Recommendations: Congressional Oversight* (Washington, DC: Atlantic Council, 2020), 7–9.

⁹¹ Atlantic Council, "Former and Acting Secretaries of Homeland Security Sign Open Letter on Consolidating Congressional Jurisdiction over DHS" (press release, November 9, 2020).

7 Institutional Culture

The institutional cultures and professionalism of the immigration components have suffered from severe internal stresses and external pressures. More than in most areas of public policy, immigration and its workforces have been subject to wild swings of the policy pendulum from one administration to another, beginning with the very creation of DHS. These swings intensified during the Trump administration by the politicization of immigration missions, frequent changes in serially unconfirmed senior leadership officials, and a host of hastily issued directives with little input from the agencies charged with implementing them.

According to a GAO legal opinion issued in mid-2020, the secretary position had been vacant since Kirstjen Nielsen resigned on April 19, 2019, because “an incorrect official assumed the title of acting secretary at that time.”⁹² Since then, the other leadership positions that had been vacant or led by an acting official included the leadership of all three immigration components (director of USCIS, commissioner of CBP, and director of ICE), the deputy secretary, under secretary for management, under secretary for science and technology, under secretary for intelligence and analysis, and director of cybersecurity and infrastructure security.⁹³

More than in most areas of public policy, immigration and its workforces have been subject to wild swings of the policy pendulum from one administration to another.

Sharp divides in public opinion over immigration enforcement missions have further complicated the work and hurt the reputations of immigration enforcement components. This has been especially true for ICE, which has been the target of Abolish ICE demonstrations and rhetoric, just as it has been pushed by others to expand enforcement through 287(g) programs, which delegate immigration enforcement authority to state and local law enforcement entities. Many mid-level staff, especially at the border, work in positions that make them vulnerable to corruption. Others are tasked with enforcing laws that are out of step with the communities in which they work and at cross-purposes with views about immigration broadly held by the American people.

The most meaningful way to address the problems, morale, and performance deficiencies of the immigration system would be for Congress to enact immigration legislation that aligns the nation’s immigration laws with the national interest and the country’s future needs. Legislation that would, for example, provide legalization pathways and revisit issues such as mandatory detention would serve to guide enforcement agencies’ priorities and reduce the size of populations subject to enforcement, alleviating the difficulties immigration officers experience in enforcing unpopular, outdated, and sometimes inhumane laws.

92 GAO, “Matter of: Department of Homeland Security—Legality of Service of Acting Secretary of Homeland Security and Service of Senior Official Performing the Duties of Deputy Secretary of Homeland Security” (File B-331650, Washington, DC, August 14, 2020).

93 DHS, “Leadership,” updated April 9, 2021.

At the same time, such legislation would also represent an unprecedented management challenge for DHS to implement, especially on the heels of breakdowns in the agency's performance in recent years. In their wake, the institutional cultures of the immigration components must be rebuilt and professionalized.

A. Senior Career Leadership

The separation of immigration functions into autonomous components 18 years ago means that most career personnel have worked in only one agency rather than climbing career ladders that zigzag immigration functions. This fragmentation has reduced staff's knowledge of the missions and tools available in fellow agencies and hindered the cultivation of relationships among mid-level and senior managers to address cross-cutting problems.

In addition, career DHS immigration officials often have limited access to training and professional development compared to defense or private-sector partners with similar requirements, and little to no cross-training in migration management or opportunities to work in related agencies. Such professional isolation has diminished the capacity and ability of career professionals to innovate, develop systemic responses to new immigration challenges, and advance joint planning at the headquarters level.

Taken together, the recommendations this report makes in Section 8 would represent fundamental culture change in many aspects of the work of the immigration components. Especially for senior leaders in the career service, such organizational changes would require deepening career development—for example, continuing education programs for rising leaders, competitive details for professional advancement, and operational rotations as part of an overall realignment of the leadership structures guiding immigration at DHS.

B. Recruitment, Retention, and Vulnerability to Corruption

Another serious problem has been recruitment and retention of personnel, particularly for CBP. Hiring new agents is time and resource intensive. It takes the Border Patrol on average 133 applicants and nine to 12 months to put one agent in uniform.⁹⁴ Two-thirds of the applicants fail the mandated polygraph test,⁹⁵ a rate twice as high as applicants for positions in other law enforcement agencies.⁹⁶ CBP also suffers from high staff turnover. The attrition rate for Border Patrol agents stands at 6 percent, compared to 3.2 percent across all federal law enforcement agencies.⁹⁷

Once hired, CBP has well-established, rigorous training programs for its agents. CBP operates the Field Operations Academy and the Border Patrol Training Academy. The Field Operations training program lasts

94 Testimony of John Roth, DHS Office of Inspector General, before the Senate Committee on Homeland Security and Governmental Affairs, "High Risk: Government Operations Susceptible to Waste, Fraud, and Mismanagement," February 15, 2017; Zoe Todd and Jodi Wei, "Send Help!: Inside CBP's Multi-Year Staffing Struggle," PBS Frontline, January 7, 2020.

95 To save money in 2020, CBP shifted the polygraph test till later in the hiring process so that only the most promising candidates are given the test which costs about \$2,200 per applicant. See Todd and Wei, "Send Help!"

96 Alan Neuhauser, "Border Patrol Has a Problem with Women," *US News and World Report*, August 3, 2018.

97 Testimony of Jon Anfinson, National Border Patrol Council, before the House Homeland Security Subcommittee on Border and Maritime Security, "On the Line: Border Security from an Agent and Officer Perspective," January 9, 2018.

89 days, and the Border Patrol Training Academy provides 940 hours of instruction (117 days).⁹⁸ However, both training programs focus on only the specific knowledge, skills, and abilities required of agents within either the Office of Field Operations or the Border Patrol; they do not include the history of immigration, the functions of partner immigration components and agencies, and the principles that underlie the nation's immigration laws. These are all aspects of the immigration enterprise that contribute to professionalism and career advancement competencies.

As the United States increased immigration enforcement in the 2000s, migrant smuggling and drug trafficking criminal organizations increasingly began to target U.S. law enforcement personnel with bribes and other inducements to facilitate the movement of drugs and unauthorized migrants across the border.⁹⁹ Awareness of this vulnerability to corruption led Congress to establish the CBP Office of Professional Responsibility (OPR) in the *Trade Facilitation and Trade Enforcement Act of 2015*.¹⁰⁰ OPR's responsibility is to ensure compliance with agency-wide programs and policies related to corruption, misconduct, and mismanagement and to execute CBP's internal security and integrity awareness programs.¹⁰¹

Its Joint Intake Center (JIC) received 6,274 reports of alleged misconduct and other matters in FY 2018. Of these, 3,242 came from the Office of Field Operations and 2,403 came from the Border Patrol. In terms of arrests, the JIC received 287 reports of arrests in FY 2018 involving 269 employees.¹⁰² The reported misconduct occurred primarily off duty, but it also included illegal activity while on duty. Of the arrests, the largest numbers were drug/alcohol violations (45 percent) and domestic violence offenses (20 percent). In FY 2018, seven CBP employees were indicted for corruption-related activities.¹⁰³

CBP is not alone in facing misconduct and corruption among its ranks. Within DHS, the Secret Service has had some high-profile incidents of agent misconduct while on duty. Similarly, the DOJ's Drug Enforcement Administration has had widely reported cases of agents allegedly engaging in criminal conduct. Although not reflective of most people in federal law enforcement, cases of misconduct and corruption are sufficient to warrant interagency collaboration regarding appropriate disciplinary actions as well as improvements in recruitment and training to reduce aberrant and illegal conduct.¹⁰⁴

98 CBP, "The Field Operations Academy: What to Expect," updated June 21, 2021; CBP, "CBP Border Patrol Academy," April 27, 2021.

99 David Jancsics, "Law Enforcement Corruption Along the U.S. Border," *Security Journal* 34 (2021): 26–46; Senate Committee on Homeland Security and Governmental Affairs, *Report to Accompany S. 3243, Anti-Border Corruption Act of 2010* (Washington, DC: U.S. Government Printing Office, 2010).

100 *Trade Facilitation and Trade Enforcement Act of 2015*, Public Law 114–125, *U.S. Statutes at Large* 130 (2016): 122.

101 Office of Professional Responsibility, *Annual Report, Employee Misconduct and Corruption Statistics FY2016–FY2017* (Washington, DC: CBP, 2018); Office of Professional Responsibility, *Annual Report, Employee Misconduct and Corruption Statistics FY2018* (Washington, DC: CBP, 2020).

102 Eleven employees reported two arrests, one employee reported four arrests, and one employee reported five arrests. See Office of Professional Responsibility, *Annual Report, Employee Misconduct and Corruption Statistics FY2018*.

103 Many of the corruption cases involve criminal activity that took place over time and investigations that overlapped fiscal years. These employees engaged in criminal activity including drug and migrant smuggling, fraud involving immigration documents, theft, weapons violations, and misuse of government databases. Slightly more than half of these cases had implications for national security, as the employees engaged in criminal activity that directly affected border security. See Office of Professional Responsibility, *Annual Report, Employee Misconduct and Corruption Statistics FY2018*.

104 U.S. House of Representative, Committee on the Judiciary, "Analyzing Misconduct in Federal Law Enforcement" (hearing before the Subcommittee on Crime, Terrorism, Homeland Security, and Investigations, April 15, 2015).

C. *Public Opinion and Staff Morale*

In carrying out their missions, DHS' immigration components often find themselves at odds with public opinion. For example:

- ▶ Two-thirds (68 percent) of people surveyed by the Pew Research Center in April 2021 thought the government was doing a very bad (33 percent) or somewhat bad (35 percent) job of dealing with the increased number of people seeking asylum at the country's southern border.¹⁰⁵
- ▶ In July 2019, the Quinnipiac University Poll found that 68 percent of those surveyed thought conditions in detention centers were a serious problem and 62 percent did not think the federal government was doing enough to address the problem.¹⁰⁶
- ▶ A CNN Poll taken just a few days earlier found that 60 percent of those surveyed favored allowing Central Americans to seek asylum in the United States.¹⁰⁷
- ▶ A 2019 Pew Research survey found that ICE was the only federal agency of the 16 in the survey that was viewed more negatively (54 percent) than positively (42 percent).¹⁰⁸

Also in 2019, CBP requested an increase from \$2.1 million to \$9.6 million in its Employee Assistance Program, based upon a mounting necessity for suicide prevention and other mental health services.¹⁰⁹

DHS falls to the bottom of federal departments ranked according to workplace morale, as measured by the Partnership for Public Service (PPS) in 2020.¹¹⁰ Similarly, it ranked 31st out of 35 departments or large agencies in terms of employee satisfaction in a 2020 survey by the federal Office of Personnel Management, though its score has improved over the past several years.¹¹¹ Looking at departmental subcomponents, CBP and ICE rank 328th and 315th respectively out of 411 federal agencies, according to PPS. While USCIS placed at the 90th spot overall in 2019, second only to the U.S. Coast Guard (85th) within DHS, it dropped to 339th in 2020.¹¹²

CBP ranked in the bottom quartile on every indicator but pay, scoring 399th (out of 411) on employee skills-mission match and 401st on innovation. CBP also ranked in the bottom five subcomponents, out of 393 total, on two of the five COVID-19 indicators measured: COVID-19 response overall and employee well-being during COVID-19. Similarly, ICE ranked in the bottom quartile on most indicators, except for pay, for which

105 Pew Research Center, *Most Americans Are Critical of Government's Handling of Situation at U.S.-Mexico Border* (Washington, DC: Pew Research Center, 2021).

106 Poll Reporting, "Immigration/Border Security—Quinnipiac University Poll. July 25-28, 2019," accessed May 26, 2021.

107 Poll Reporting, "CNN Poll Conducted by SSRS. June 28-30, 2019," accessed May 26, 2021.

108 Pew Research Center, *Public Expresses Favorable Views of a Number of Federal Agencies* (Washington, DC: Pew Research Center, 2019).

109 CBP Office of Acquisition in support of the Office of Human Resources with EAP Consultants, Inc., "Justification and Approval (J&A) for Other than Full and Open Competition" (contract opportunity notice, May 2019); Todd and Wei, "Send Help"

110 Partnership for Public Service, "2020 Best Places to Work in the Federal Government Rankings," accessed August 5, 2021.

111 U.S. Office of Personnel Management (OPM), *Federal Employee Viewpoint Survey, Agency Management Report: Department of Homeland Security* (Washington, DC: OPM, 2020), 7–8.

112 For the 2019 rankings, see Partnership for Public Service, "Best Places to Work Agency Rankings," accessed August 5, 2021.

it ranked above median, and effective senior leaders and work-life balance, for which it ranked below the median. Its lowest ranking was also innovation (377th out of 411), followed by—teamwork (367th).¹¹³

USCIS also scored poorly, coming out below the median or in the lowest quartile on every indicator. It ranked lowest in employee empowerment, at 366th out of 410 agency subcomponents, and in the agency's performance during COVID-19, at 350th out of 393. This is a sharp drop over the course of one year: in 2019, USCIS scored above the median on all 12 indicators that PPS measures and was in the top quartile on five.¹¹⁴ While the specific reasons for this shift have not been analyzed, it is likely that the threat of broad furloughs in 2020 played a role.

Across DHS' immigration components, there is a pressing need for increased support and resources for continual learning, reskilling, and upskilling for career employees. However, the acute condition of the institutional culture calls for wider ranging remedies. The recommendations outlined in the next sections envision aggressive change management needs. They would bring with them higher standards of professionalism and reward addressing immigration system gaps and breakdowns that contribute to poor morale and undermine public respect.

By insuring that (1) the missions of the immigration agencies are recalibrated to incorporate a broader spectrum of responsibilities within the statutory expectations for the immigration components; (2) the DHS leadership structures and roles for immigration policymaking and oversight are more effectively aligned; and (3) funding and resource allocations are more proportionately and strategically distributed, the morale and performance of the workforce and the health of the institutional culture should improve, even with the pushback that inevitably accompanies such wide-ranging changes.

8 Recommendations

Governance of the nation's immigration system suffers fundamentally from an acute need for Congress to update the laws and policies that federal agencies and their immigration components are charged with implementing. The political stalemate that persists for immigration legislation extends to revisiting broad DHS mandates and structures that might strengthen its ability to carry out changing homeland security imperatives. DHS can make changes in leadership and in implementing policy, but there is limited executive branch authority for changing the structures of DHS and the interagency responsibilities that comprise the immigration system.

These constraints notwithstanding, changes in the aspects of DHS structures outlined in this report—mission, DHS management of its immigration components, budget and resource allocations, and institutional culture—could substantially improve the management of the immigration system, as detailed in the following recommendations.

¹¹³ Partnership for Public Service, "2020 Best Places to Work."

¹¹⁴ Partnership for Public Service, "Rankings by Category," accessed August 5, 2021.

A. *Immigration as a System*

- 1 To meet the challenges and opportunities immigration represents for the nation's future, immigration must be managed as a system. That requires DHS, as the government's lead immigration agency, to strengthen and institutionalize intra-agency policy development, resource allocation, policy decision-making, and coordination among its immigration components—CBP, ICE, and USCIS.
- 2 DHS must overcome stovepiping and gaps in coordination among its own immigration components to serve as a catalyst for resolving problems of fragmentation across partner Cabinet agencies, especially DOJ, HHS, and DOS, as well as others whose capabilities are required to carry out critical functions, such as refugee protection and effective border management.

B. *Department and Component Missions*

- 3 The mission statements for CBP, ICE, and USCIS should be recast to encompass the complex mix of enforcement, economic, and humanitarian responsibilities with which each component is charged. New mission statements should be used to drive visioning, policy development, budget requests, resource allocations, operational strategies, and recruitment and training.

The statements should include concepts such as adapting to rapidly changing migration dynamics; exercising discretion; treating immigration as an asset to the country; providing protection to those in need; facilitating the ability of those eligible for immigration benefits to obtain them; fair and timely decision-making; protecting civil rights and privacy; cooperation and collaboration with other federal, state, local, and international partner agencies; professionalism; and respect for the dignity of all persons.

C. *DHS Institutional Structures for Managing Immigration as a System*

- 4 The heads of CBP, ICE, and USCIS should be charged with leading and managing their agencies and missions as interdependent organizations in close coordination and collaboration with each other to identify and integrate cross-cutting functions.
- 5 The secretary and deputy secretary should vest the under secretary for strategy, policy, and plans and the assistant secretary for border and immigration policy with the responsibility for prior input and coordination on all matters coming to the secretary and deputy secretary for decisions that implicate the immigration system overall. In this way, the secretary would receive fully analyzed and integrated proposals prior to making policy judgments, with the knowledge that there has been full participation prior to decision-making and that decisions, once made, will be implemented.

This regimen should be institutionalized with a management directive from the secretary, enforceable by the chief of staff. This is not to impede the relationship of the secretary and deputy secretary with their direct-report presidential appointee component heads. Instead, in activating a structure that will direct attention to systemwide coordination requirements, the secretary and deputy secretary's time can be used to optimal advantage, and decision-making and performance outcomes should be strengthened.

- 6 The Office of Strategy, Policy, and Plans should oversee and coordinate the development of policy and implementation plans in at least three areas of work: DHS immigration component strategic plans; integrated budgets for the department's immigration components; and DHS immigration policy directives that implicate intra- and interagency capabilities and impacts.

The ongoing responsibilities for these functions should reside with the assistant secretary for border and immigration policy, whose staff should include persons detailed from headquarters, the management directorate, and the three immigration and border components that have program, policy, and operational knowledge. A rotation in the Office of Strategy, Policy, and Plans should be a competitive assignment aimed at career advancement.

D. Interdepartmental Collaboration

- 7 An interagency standing deputies committee led by the National Security Council (NSC) and/or Domestic Policy Council (DPC) should be established to coordinate cross-departmental policy development and implementation of immigration priorities. Its goal should be to institutionalize collaboration and planning across departments in the management of the immigration system. Although DHS is the lead agency for immigration functions, it cannot carry out its missions without strengthened support and leadership at the White House level across departments. The need for such high-level engagement on a standing basis is underscored by the scope of the Biden administration's immigration policy blueprint, root causes strategy, and regional migration management goals. The unexpected added demands of receiving and settling a large population of Afghan evacuees further illustrates this need.

DHS representation on the standing deputies committee by the deputy secretary should be supported by the office of the under secretary for strategy, policy, and plans and the assistant secretary for border and immigration policy as part of its responsibilities for intra-DHS policy and operational coordination among the three immigration components.

- 8 The standing deputies committee should also create and formally designate an interagency working group on immigration to support the NSC/DPC-led committee. DHS participation in the working group should be by the assistant secretary for border and immigration policy, as well as representatives of CBP, ICE, and USCIS. This body should meet regularly to coordinate and plan across departments. It should also frame the big-picture policy questions and problems that require White House-level decisions. In this way, collaboration and planning across departments can become standard practice.

E. Funding Priorities and the Budget Process

- 9 Presenting Congress with cogent budget proposals to properly fund immigration as a system is vital, given the many committees that play a role in appropriations and DHS oversight processes. Led by its under secretary for management, in close coordination with the under secretary for strategy, policy, and plans, DHS should establish a process for coordinated budget development and planning

across its immigration components. The process should include assessing and meeting the resource needs of DHS headquarters functions, including the Office of the Secretary and Deputy Secretary, so they are sufficiently robust, and on par with partner Cabinet agencies, to carry out the coordination and integration functions described above. In turn, greater DHS headquarters and secretary/deputy secretary heft should enable DHS to more fully serve as the government's lead agency for managing the immigration system.

- 10 Intra-agency processes for coordinated budget development should be formalized at the interagency level with an interdepartmental working group to lead budget discussions involving the other key partner departments—State, Justice, and Health and Human Services—and with OMB to ensure that the various immigration components and agencies across the federal government are funded in a coherent and balanced fashion according to the priorities and needs of the immigration system. The aim should be a budget that reflects common expectations about migration trends and workloads to be managed across agencies, thus right-sizing the budgets of the entities that play key roles in executing the nation's immigration policies.
- 11 A new operational model and infrastructure for processing migrants at the southwest border should be established to provide facilities that augment Border Patrol stations that were designed for turn-around processing of mostly single, young, male Mexican migrants. By contrast, current and projected migrant arrivals are primarily of families, young children, and unaccompanied minors. This shift calls for a network of multi-agency reception centers to provide initial screening and referral of migrants who are apprehended or turn themselves in to immigration enforcement officials.

The centers would be the locus for one-stop screening that leads to the referral of migrants to on-site representatives of the appropriate federal agencies and nonprofit organizations for requisite follow-up actions. These would include referrals to ORR for care and placement of unaccompanied minors, USCIS for credible-fear screening for those seeking asylum, ICE for custody in expedited removal cases and to schedule immigration proceedings, nongovernmental organizations to provide legal-rights counseling and representation services, foreign consulates when needed, and medical services when required. Thus, CBP personnel could readily tap expertise and support that extends beyond the duties for which they are qualified and trained.

- 12 To implement changes in detention practices and expenditures, ERO should redesign implementation of its custody mission from one in which detention has become a centerpiece to one that develops and evaluates various forms of supervised release, case management, and legal services.

Such programs should include assessments of new capacities ERO would need to establish, including personnel skills, training needs, agreements with nongovernmental partners, budget impact, and effectiveness in ensuring appearance and removal, when required.

- 13 USCIS should review its spending on activities such as fraud detection, increased vetting, and mandated interviews, as well as other procedural requirements that have slowed productivity and contributed to deepening backlogs. The aim should be to establish proportionality in detecting misuses of legal immigration processes, so that timely processing norms can be maintained for

applicants who are eligible for the immigration benefits they seek and USCIS can accurately calibrate the fees it charges for adjudicating legal immigration applications.

- 14 Past responses to the deficiencies in the performance of the immigration court system have been largely limited to adding more judges, as the significant growth in the EOIR budget demonstrates. Beyond judges, EOIR and DOJ should determine what technology and support needs must be met to re-engineer an antiquated, paper-based system into one that taps best practices for modernized court administration and record-keeping.

F. *Institutional Culture*

- 15 Through the coordinated budget planning process outlined above, DHS should seek funding to revive the rotational training program it created in 2006, in recognition that leaders need to be trained through exposure to different environments and responsibilities. To pass OMB scrutiny, any proposed professional development programs should clearly articulate return on investment for leadership and oversight.
- 16 The DHS chief human capital officer, in coordination with the chief human capital officers from CBP, ICE, and USCIS, should develop and implement a joint duty program that focuses on core competencies for immigration leadership development. For the program to succeed, employees and their supervisors must see participation as beneficial to career advancement. Integrating leadership development programs with those of the State Department and the intelligence community would reduce costs from duplication of effort, form cross-departmental and cross-agency networks, and promote cross-departmental understanding of broader missions.
- 17 Incoming leaders must establish high standards of performance, professionalism, and accountability. As with all large organizations, a large share of the DHS workforce is dedicated, committed, and mission driven. However, given the politicization surrounding immigration and the flashpoint it represents, culture change is a goal that new leaders will have to pursue tirelessly by setting new norms and expectations for career advancement and organizational success. Dedicated effort will also be needed to win broader public confidence in the professionalism of immigration career officials, operational strategies, and organizational cultures.

9 Beyond Executive Action

This report and the recommendations in the prior section focus on actions that the executive branch can initiate on its own authority. They accept, therefore, the basic rationale for the creation of DHS and housing key immigration components within it.

However, some have called for an entire reimagining of DHS, viewing it as star-crossed from its beginnings and increasingly at odds with emerging threats to the well-being of Americans.¹¹⁵ Considering today's most pressing issues—pandemics and other public-health emergencies, climate disasters, cybersecurity attacks, White supremacy, and domestic terrorism—the priorities of a department charged with homeland security

¹¹⁵ See, for example, Rudman et al., *Redefining Homeland Security*.

have indeed expanded well beyond protecting the nation from foreign terrorists. Immigration is a central issue in such considerations, in that it and counterterrorism have been DHS' dominant missions. Moreover, immigration enforcement has increasingly played an outsized role in DHS' work.

Any fundamental reorganization of DHS would require legislation and is beyond the scope of this report. But, should a broader reimagining of DHS develop in the coming period, or should significant immigration legislation move forward in Congress, deeper structural changes should be addressed. Several that would be especially helpful to the operations of the immigration enterprise as DHS presently exists are summarized below.

Should a broader reimagining of DHS develop in the coming period, or should significant immigration legislation move forward in Congress, deeper structural changes should be addressed.

A. Investigative Functions and Impact

HSI could be removed from ICE and merged with other DHS investigative functions, including USCIS' Office of Fraud Detection and National Security and CBP's criminal investigators. This would create a dedicated immigration and law enforcement/national security locus of investigative expertise that would fit within DHS' management structure by playing an overarching role for all three immigration components.

HSI encompasses some of DHS' most critical anti-terrorism functions, including units of National Security Investigations, the Office of Intelligence, the Operational Technology and Cyber Division, and International Operations. Thus, HSI is positioned to play a significant role in immigration enforcement strategies that focus on serious security, transnational crime, and public safety threats.

However, from its founding, HSI's role and jurisdiction have been uncertain in relation to the FBI, which has lead responsibility domestically for terrorism and national security investigations, as well as significant roles in other criminal investigative arenas. As a result, respective roles and responsibilities have not been clearly drawn. This is a chronic problem among law enforcement agencies, but it has especially hampered HSI in carving out a clear mission profile and identity within the law enforcement community that could be resolved by congressional action to strengthen its organizational footing.

B. USCIS' Revenue Model

Congress should authorize and appropriate monies on an ongoing basis to support certain USCIS activities. The Biden administration is requesting \$345 million in new appropriations for USCIS backlog reduction in FY 2022, with a portion set aside to adjudicate refugee and asylum cases.¹¹⁶ With the administration's commitment to significant increases in refugee admissions, Afghan evacuee processing, and rebuilding a functioning asylum system at the southwest border—a critical element in upholding border control—appropriated funding for these programs, in place of surcharges on other fees, is overdue.

¹¹⁶ DHS, *FY 2022 Budget in Brief*, 71–72; Office of Management and Budget, "The President's Budget for Fiscal Year 2022" (fact sheet, May 28, 2021), 5.

USCIS overhead and its budget for information technology—and perhaps naturalization—are other line items that serve broad national interests. By contributing to the financial stability of USCIS, appropriations would help deliver a well-functioning legal immigration system that can earn public confidence and bolster the assets that smart immigration policies provide to the country.

Congress could also amend the law to authorize USCIS access to bailout funds through an existing Treasury-managed loan program, for the rare occasions when an unpredictable drop in workload is sufficiently severe to cause significant interruptions in necessary immigration services or lead to furloughs. Currently, FEMA is the only DHS agency with statutory authority to access this program.

C. *Executive Office for Immigration Review*

The serious institutional problems at EOIR stem in part from its having been left within DOJ, which no longer has operational responsibility, and therefore expertise or mission ownership, for overseeing the immigration system.¹¹⁷ The American Bar Association and the American Immigration Lawyers Association, among others, have argued for assigning EOIR's functions to a new court structure in the judicial branch of government.¹¹⁸ A less sweeping change would be to move it from DOJ to DHS or establish its independence along the lines of other administrative adjudicatory bodies, such as the Social Security Administration or the National Labor Relations Board. These and other potential options should be carefully analyzed to determine a bureaucratic placement best suited for ameliorating its problems and enhancing its independence and ability to discharge its due process responsibilities.

D. *New Missions*

If immigration legislation is enacted to authorize legalization of some or all segments of the unauthorized immigrant population, or if programs such as E-Verify become mandatory, Congress should give DHS wide latitude in implementing the programs. As in the case of the 1986 legalization under IRCA, and again in the 1990s with reforms to the asylum system, the establishment of entirely new organizational structures and hiring of new cadres of personnel proved to be opportunities to bring new blood, management practices, and technologies into the immigration system. In turn, these can contribute importantly to longer-term revitalization and culture change in otherwise hide-bound organizations.

E. *Emergency Fund*

Unanticipated spikes in migrant arrivals at the U.S. border are inherent to the border control mission. To manage them effectively so they do not become humanitarian crises, DHS and the administration should use budget and appropriations processes to press for replenishment of the Immigration Emergency Fund (IEF).

¹¹⁷ Pierce, *Obscure but Powerful*.

¹¹⁸ Arnold & Porter, *2019 Update Report: Reforming the Immigration System: Proposals to Promote Independence, Fairness, Efficiency, and Professionalism in the Adjudication of Removal Cases* (Washington, DC: American Bar Association Commission on Immigration, 2019), 6-16-17; AILA, "Featured Issue: Immigration Courts," updated June 2, 2021.

A notable feature of the IEF is that it provides for reimbursement to state and local governments that respond to a federal request for assistance during an emergency, in addition to authorizing emergency funds for federal immigration components. Re-engineering this fund so that it addresses the newer array of challenges at the border (e.g., families and unaccompanied children) would enable the immigration components to respond more rapidly and effectively to changing migration trends and pressures when they arise.¹¹⁹

10 Conclusion

The focus of senior officials at DHS, its partner Cabinet agencies, and the White House must be on recognizing and managing immigration as a *system*—one that spans DHS components and other federal agencies. It is a system with complex processes, numerous interdependent operational and policy connections, and broad-ranging impacts on the lives of millions of individuals—both foreign and U.S. born—as well as communities, workplaces, and institutions of many kinds in the United States and around the world. Implementing effective, humane immigration policies skillfully is increasingly important to the nation’s well-being and the ability of government to address the country’s needs, including providing for its homeland security.

In managing immigration as a system, DHS must play the lead role in policy and implementation of key mission areas, such as border control and facilitating legal immigration, as well as in meeting unexpected new challenges, such as the Afghan arrivals. To that end, adopting the recommendations in this report would strengthen and invest in DHS headquarters capabilities for policy development, planning, coordination, budgeting, and oversight of its immigration components.

At the same time, meeting the migration management challenges of today and tomorrow is a task that extends well beyond DHS. A well-functioning immigration system equipped to manage migration responsibilities in the normal course, advance a proactive agenda of mitigating the causes of unlawful immigration, and respond effectively to sudden or unexpected migration events requires building capabilities and readiness by all the government entities that play a part in the immigration enterprise.

Going forward, an ambitious vision for the role immigration can play in America’s future is deeply in U.S. national interests. Thus, there is urgency in pursuing the range of changes set forth in this report that can be made by the administration without the need for legislative action.

*An ambitious vision for the role immigration can play in
America’s future is deeply in U.S. national interests.*

119 Section 113 of the *Immigration Reform and Control Act of 1986* (Public Law 99-603) established the Immigration Emergency Fund, largely in response to the 1980 Mariel Boatlift. Section 705 of *Immigration Act of 1990* (Public Law 101-649) amended the law to add a triggering mechanism based on an increase in number of asylum claims. *Immigration and Nationality Act* § 404(b), 8 U.S. Code §1101.

Appendix. Changes in DHS Immigration Agency Mission Statements

TABLE A-1

USCIS Mission Statement

Bush Administration	Trump Administration
<i>USCIS secures America's promise as a nation of immigrants by providing accurate and useful information to our customers, granting immigration and citizenship benefits, promoting an awareness and understanding of citizenship, and ensuring the integrity of our immigration system.</i>	<i>U.S. Citizenship and Immigration Services administers the nation's lawful immigration system, safeguarding its integrity and promise by efficiently and fairly adjudicating requests for immigration benefits while protecting Americans, securing the homeland, and honoring our values.</i>

Source: Richard Gonzales, "America No Longer a 'Nation of Immigrants,' USCIS Says," NPR, February 22, 2018.

TABLE A-2

ICE Mission Statement

Obama Administration	Trump Administration
<i>ICE is the principal criminal investigative arm of the Department of Homeland Security and one of the three department components charged with the civil enforcement of the nation's immigration laws. Our primary mission is to protect national security, public safety and the integrity of our borders through the criminal and civil enforcement of federal law governing border control, customs, trade and immigration.</i>	<i>ICE's mission is to protect America from the cross-border crime and illegal immigration that threaten national security and public safety. This mission is executed through the enforcement of more than 400 federal statutes and focuses on smart immigration enforcement, preventing terrorism and combating the illegal movement of people and goods.</i>

Sources: For the Obama administration statement, see ICE, *ICE Strategic Plan for FY 2010-2014* (Washington, DC, 2010). For the Trump administration statement, see DHS, "The Life Saving Mission of ICE" (news release, April 20, 2018).

TABLE A-3
CBP Mission Statement

Bush Administration	Obama Administration	Trump Administration
<p><i>We are the guardians of our nation’s borders. We are America’s frontline. We safeguard the American homeland at and beyond our borders. We protect the American public against terrorists and the instruments of terror. We steadfastly enforce the laws of the United States while fostering our nation’s economic security through lawful international trade and travel. We serve the American public with vigilance, integrity, and professionalism.</i></p>	<p><i>While the demands on CBP for mission execution are complex and diverse, the principal operational requirements can be summarized within three distinct and mutually supporting themes:</i></p> <ul style="list-style-type: none"> ▶ protect the American people; ▶ protect the national economy; and ▶ safeguard and manage the U.S. air, land, and maritime borders. <p><i>The men and women of CBP pursue this mission every day as they safeguard America at our borders and across the globe with vigilance, selfless service, and unyielding integrity.</i></p> <p><i>To safeguard America’s borders thereby protecting the public from dangerous people and materials while enhancing the Nation’s global economic competitiveness by enabling legitimate trade and travel.</i></p>	<p><i>To safeguard America’s borders thereby protecting the public from dangerous people and materials while enhancing the Nation’s global economic competitiveness by enabling legitimate trade and travel.</i></p>

Sources: For the Bush administration statement, see CBP, *Protecting America: U.S. Customs and Border Protection 2005–2010 Strategic Plan* (Washington, DC: CBP, 2005), 4. For the Obama administration statement, see CBP, *Vision and Strategy 2020: U.S. Customs and Border Protection Strategic Plan* (Washington, DC: CBP, 2015), 7. For the Trump administration statement, see CBP, *U.S. Customs and Border Protection: Strategy 2020–2025* (Washington, DC: CBP, 2019), 3.

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From 1993 to 2000, she served in the Clinton administration as Commissioner of the INS. Her accomplishments included reforming the nation's asylum system; creating new strategies for managing U.S. borders; improving naturalization and other services for immigrants; shaping responses to migration and humanitarian emergencies; strengthening cooperation with Mexico, Canada, and other countries; and managing growth that doubled the agency's personnel and tripled its budget.

In 1986, Ms. Meissner joined the Carnegie Endowment for International Peace as a Senior Associate. There, she created the Endowment's Immigration Policy Project, which evolved into MPI in 2001.



RUTH ELLEN WASEM @rewasem

Ruth Ellen Wasem is a Professor of Policy Practice at the Lyndon B. Johnson School of Public Affairs at the University of Texas, where she teaches courses on immigration and citizenship policies, refugee and human security policies, legislative development, and public management. Wasem earned masters and doctoral degrees in history at the University of Michigan, largely funded by the Institute for Social Research.

For more than 25 years, Wasem was an immigration policy specialist at the U.S. Library of Congress' Congressional Research Service. She has testified before the U.S. Congress on asylum policy, legal immigration trends, human rights, and the push-pull forces on unauthorized migration. Her numerous publications span academic journals, books, policy institute reports, and Congressional Research Service reports for Congress. She is a contributing opinion writer for TheHill.com.

Acknowledgments

The authors thank the more than 50 people who participated in small-group, virtual discussion sessions that the Migration Policy Institute (MPI) convened to solicit input and insights for this report. Their backgrounds and experience spanned a range of “formers,” who served in senior appointee and career positions at the Department of Homeland Security (DHS) in administrations of both parties; immigration policy and public administration experts; former congressional staff; and immigration practitioners and advocates. Their perspectives and reflections have been invaluable in understanding DHS and its evolution as the nation’s newest Cabinet agency.

The authors are similarly indebted to an outstanding research team, including Patricia Cogswell, former Deputy Administrator, Transportation Security Administration; Assistant Director, Office of Intelligence, Immigration and Customs Enforcement, DHS; and Special Assistant to the President, Transborder Security, National Security Council; and Alison Siskin, former Specialist in Immigration Policy, Congressional Research Service. They provided essential digging and substantive information as well as seasoned judgment in assessing the responsibilities and performance of DHS’ immigration components and the government-wide immigration system. The rapport and complementary strengths among them and with the authors were excellent, which made doing the work invigorating and rewarding. Thanks for MPI staff support go to Jessica Bolter for fact-checking and other critical research tasks and to Lauren Shaw, whose expert editing and editorial advice have, as always, contributed immeasurably to making dense material readable and accessible. The authors also thank Michelle Mittelstadt for communications guidance, which has informed this work in important ways.

Finally, for their generous support for MPI and for this project, the authors are grateful to the Open Society Foundations and its interest in the topics explored in the report, as well as to the Ford Foundation, the Carnegie Corporation of New York, Unbound Philanthropy, and the 21st Century Ladies’ Garment Workers’ Union (ILGWU) Heritage Fund for their funding of MPI’s Rethinking U.S. Immigration Policy initiative.

MPI is an independent, nonpartisan policy research organization that adheres to the highest standard of rigor and integrity in its work. All analysis, recommendations, and policy ideas advanced by MPI are solely determined by its researchers.

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The Migration Policy Institute is an independent, nonpartisan think tank that seeks to improve immigration and integration policies through authoritative research and analysis, opportunities for learning and dialogue, and the development of new ideas to address complex policy questions.



www.migrationpolicy.org

1275 K St NW, Suite 800, Washington, DC 20005
202-266-1940



DHS-001-0510-000056

PRESS RELEASE

October 6, 2021

Contact: (b)(6)

(b)(6)

DHS Must Fix Its Governance to Manage Immigration as a System and Better Coordinate Across Partner Federal Agencies

WASHINGTON — Almost two decades since the Department of Homeland Security (DHS) was created by Congress to protect the homeland in response to the 9/11 terrorist attacks, immigration — especially the control and management of U.S. borders — constitutes one of the department’s broadest mandates. Yet immigration governance is buckling from breakdowns in performance across key DHS immigration components and partner agencies elsewhere in the federal government, strained by high numbers of U.S.-Mexico border encounters and unprecedented case backlogs. And, as the arrivals of unaccompanied children and families and, more recently, Afghan evacuees demonstrate, the character of today’s migration implicates the involvement of agencies beyond DHS, including the Departments of State, Justice, Defense and Health and Human Services.

While funding for DHS’ three immigration components — U.S. Customs and Border Protection (CBP), U.S. Immigration and Customs Enforcement (ICE) and U.S. Citizenship and Immigration Services (USCIS) — has surged dramatically, the chain of command and coordination capabilities within DHS have not been strong enough to counteract the centrifugal forces of these better-resourced singular operations (border security and immigration detention, in particular, rather than legal immigration functions).

So that immigration operations can work more effectively and adapt to address evolving challenges, immigration must be managed as a *system* within DHS, across partner agencies and by the White House, Migration Policy Institute (MPI) Senior Fellow Doris Meissner and Ruth Ellen Wasem of the Lyndon B. Johnson School of Public Affairs at the University of Texas argue in a new report.

The report, *Toward a Better Immigration System: Fixing Immigration Governance at the U.S. Department of Homeland Security*, draws from extensive research and interviews with more than 50 people, including former senior DHS career and non-career staff. It also benefits from the deep knowledge of Meissner, who led federal immigration operations as commissioner of the U.S. Immigration and Naturalization Service (INS) during the 1990s, and Wasem, who analyzed immigration functions during her tenure at the Congressional Research Service.

“Unless these functions — and others like them — work together as a system, border management and control in today’s reality cannot succeed. Thus, managing immigration as a system calls for coordinated operational capabilities, decision-making structures and resource allocations,” Meissner and Wasem write. “These become especially critical in responding to sudden changes in migration trends or unforeseen events, such as the pandemic.”

The weaknesses in managing immigration as a system are perhaps best illustrated at the U.S.-Mexico border, where border management and control carried out by CBP necessarily relies on asylum screenings (conducted by USCIS), migrant custody and supervision (ICE), shelter and sponsor placements

for unaccompanied minors (Department of Health and Human Services), immigration court proceedings (Justice Department) and cooperation with Mexico and neighboring countries to reduce the drivers of migration in immigrants' origin countries (State Department). Yet, effective intra- and inter-agency coordination, planning and consensus-building among these actors has largely been ad hoc and inconsistent, the report finds.

Funding for CBP, ICE and USCIS made up 34 percent of the DHS budget and 44 percent of the department's personnel in fiscal year (FY) 2020. And annual appropriations for immigration enforcement topped \$25 billion in FY 2020 — 28 percent more than the combined budgets for the federal government's principal criminal law enforcement agencies (the Federal Bureau of Investigation; Drug Enforcement Administration; Secret Service; Marshals Service; and Bureau of Alcohol, Tobacco, Firearms and Explosives). Collectively, since the creation of DHS, the United States has spent more than \$315 billion on federal immigration enforcement.

Moreover, the DHS immigration components are heavily defined by their national security dimensions. Yet they are tasked with missions that encompass a wide array of national interests that include meeting labor market needs, travel facilitation and mobility of goods, legal immigration determinations and global leadership in refugee protection, foreign student education, cultural exchange and technological innovation.

There is much that DHS and the executive branch can do to improve immigration governance, even in the absence of Congress making much-needed updates to immigration law that reflect such national needs, Meissner and Wasem say.

They focus on four key organizational areas where the executive branch should act to broaden and better balance the missions of the immigration components, institutionalize DHS-wide policy development and management changes, coordinate funding priorities and foster reforms in the institutional culture. Key recommendations include:

- DHS must strengthen and institutionalize its intra-agency policy development, resource allocation, policy decision-making and crisis management processes and coordination among CBP, ICE and USCIS. The secretary of homeland security should vest broad cross-cutting authority with the undersecretary for strategy, policy and plans and the assistant secretary for border security and immigration, allowing them to oversee and coordinate immigration component strategic plans, integrated budgets and immigration policy directives that implicate intra- and inter-agency capabilities and responsibilities.
- DHS must overcome stovepiping and gaps in coordination among its immigration components to serve as a catalyst for resolving problems of fragmentation across partner Cabinet agencies, especially the Departments of Justice, State and Health and Human Services, as well as others whose capabilities are required to carry out critical functions, such as refugee admissions and effective border control. Led by the undersecretary for management, in consultation with the undersecretary for policy and the three immigration component heads, DHS should establish a standing process for coordinated budget development and planning across the DHS immigration components and Cabinet agencies. The aim should be rightsizing the budgets of the organizational entities that play key roles in administering the nation's immigration policies. This should include increased funding for the Office of the Secretary and DHS headquarters functions to enable them to serve as the government's lead agency for managing the immigration system.
- The executive branch should establish an inter-agency standing deputies committee led by the National Security Council and/or Domestic Policy Council to coordinate cross-departmental policy development and implementation of immigration priorities. Although

DHS is the lead agency for immigration functions, strengthened support and leadership at the White House level across departments is needed.

You can read the report here: www.migrationpolicy.org/research/fixing-immigration-governance-dhs. It is part of a multiyear Migration Policy Institute (MPI) project, Rethinking U.S. Immigration Policy. At a time when U.S. immigration realities are changing rapidly, this initiative is generating a big-picture, evidence-driven vision of the role immigration can and should play in America's future. To learn more about the project and read the other studies generated by the initiative, see bit.ly/RethinkingImmigration.

And to receive email updates from the initiative, sign up [here](#).

###

The Migration Policy Institute (MPI) is an independent, non-partisan, non-profit think tank in Washington, D.C. dedicated to analysis of the movement of people worldwide. MPI provides analysis, development and evaluation of migration and refugee policies at the local, national and international levels. For more on MPI, please visit www.migrationpolicy.org.



(b)(6)

Yesterday 10:47 PM

Heard you might be at Dulles to see our feed operation on Thurs. I was planning to go tomorrow but will move to Thurs when you are going if that is definitely happening on your end

Today 6:57 PM



iMessage



I

Thanks

Thank

Q W E R T Y U I O P

A S D F G H J K L

↑ Z X C V B N M ↵

123

space

return





(b)(6)

9:33 AM

To: Alejandro Mayorkas >

Hi Ali - USA Today story thanks

Hey there. Just wanted to send along a personal thanks for the help on my story that came out of your meeting with our Editorial Board and reporters. The story has gone viral and has really struck a chord with readers (and security experts). <https://www.usatoday.com/story/news/politics/2021/10/12/cybersecurity-experts-warn-hillware-attacks-trial-ransomware/6242745001/>

I'd love to catch up with you sometime soon to see what other stories I can do on DHS issues – especially for a big right-wing extremism project we're doing. Maybe I can even stop by the office and say hello? Pls let me know.

Best,

(b)(6)

USA TODAY NETWORK

(b)(6)

HS-001-0510-0000



**White House Military Office
Presidential Food Service**



Eisenhower Executive Office Building

(b)(6)

Statement of Charges
For the month ending 9/30/2021

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
8/31/2021			BBF			\$20.00	\$20.00
Total Amount Due:							\$20.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

From: (b)(6)
To: Mayorkas, Alejandro (b)(6); (b)(6); (b)(6)
Subject: FW: PD guidance
Date: 2021/10/04 23:44:36
Priority: Normal
Type: Note

Hi Ali,
Is Tuesday evening still good?

(b)(6)

From: (b)(6)
Sent: Friday, October 1, 2021 12:07 AM
To: Mayorkas, Alejandro (b)(6)
Subject: RE: PD guidance

Yes, works well. I'm tied up til 6:30 and will be at my office, which is now at (b)(6). Can meet you any time after that wherever convenient to you.

From: Mayorkas, Alejandro (b)(6)
Sent: Thursday, September 30, 2021 11:01 PM
To: (b)(6)
Subject: Re: PD guidance

Thank you so much, (b)(6)

Would Tuesday evening possibly work for dinner?

Best, Ali

Alejandro N. Mayorkas
Secretary

From: (b)(6)
Sent: Thursday, September 30, 2021 10:57:46 PM
To: Mayorkas, Alejandro (b)(6); (b)(6)
Subject: PD guidance

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Hi Ali,

Thanks for inviting me to the PD briefing. You did it well. Compared with some of what your job calls for, listening to you speak about PD conveyed so clearly how fully the approach you've developed represents your deepest professional beliefs and commitments. Congratulations. I and colleagues will do what we can to help, especially where an independent look at the metrics and assessment analyses is concerned.

Re the follow-on guidance you referenced, I'm glad detention is on the near-term list. If you and your staff haven't seen it, here is a piece I co-authored with a colleague that we released a few weeks ago that might be helpful. It's titled "From Jailers to Case Managers: Redesigning the Immigration Detention System to be Effective and Fair". The link is below.

<https://www.migrationpolicy.org/research/redesigning-us-immigration-detention-system>

It adopts, among other things, the proposition you stated today that crossing the border should not automatically lead to detention. We frame that as a change in flows in recent years to which the enforcement system has not adapted.

We're doing further work to refine the vision and ideas we've outlined in the report and would welcome engaging with whomever at DHS is working with you on this. In my mind's eye, changed thinking and practices surrounding custody and appearance of today's border crossers should be done hand in glove with implementation of the new asylum rule.

I look forward to continuing this conversation.

Best wishes,

(b)(6)

(b)(6)

(b)(6)

Migration Policy Institute
1400 16th St, NW #300
Washington, D.C. 20016

(b)(6)

(b)(6)

Sender:	(b)(6)
Recipient:	Mayorkas, Alejandro (b)(6)
	(b)(6)
	(b)(6)
Sent Date:	2021/10/04 23:44:28
Delivered Date:	2021/10/04 23:44:36



(b)(6)

Siri found new contact info

(b)(6)

add...

Message
Today 1:02 PM

Hi Secretary Mayorkas, this is (b)(6) from Newshour on the BBC World Service. Could we speak to you this afternoon about the issue of Haitians being repatriated from the US, and what the criteria are for who is accepted, and who is rejected to remain in the US. We are broadcast at 15:10 EDT so would be delighted with a live or pre-recorded radio interview. Many thanks

The sender is not in your contact list
HS-001-0510-0000

 iMessage 

(b)(6)

Checking in about tomorrow. If you are going to see our feeding operation at Dulles I would make sure to be there at the same time.

I hope you are well. I am sorry I don't know the answer, apparently the plan and schedule are fluid.

Totally understood. Is there someone on your team with whom I can connect so I am not bothering you with these scheduling questions?

It's no problem. We just don't know, it depends on flights.

Can you let us know if you will be coordinated with you.



iMessage



HS-001-0510-0000

< Inbox Hopeful for the Future ^ v

I think it is important to me. And I hope you

will remember my standards of ethics and forthrightness if you are confronted with decisions on this project that is so vital to the USCG.

(b)(6) and I had numerous conversations on the OPC Project before my retirement...as a Cutterman who spent much of his career at sea, I viewed this project as vital to the USCG and the nation, and my highest priority major acquisition.

If I can ever help...I stand ready to assist you...not only on the OPC issue, but anything dealing with the USCG.

Please don't hesitate to reach out... I'm standing by.

Very Respectfully,

(b)(6) 001-0510-0000



(b)(6)

vulnerable (b)(6) has taught "embroidery therapy" to opium abusers at the only Women's Drug Rehabilitation center in Kabul. INL funded this work and USAID/US Embassy have supported (b)(6) everyone knows they work with the Americans.

My mentee (b)(6) who became (b)(6) and my adopted daughter when she was a (b)(6)

(b)(6) is afraid that the Taliban will execute her father (b)(6)

for supporting her girls education NGO, (b)(6) partner in Afghanistan.

We've submitted applications for P2 visas for

(b)(6) and (b)(6)

(b)(6) through an

NSF Grant they are listed

IS-001-0510-0000

Message

(b)(6)

these scheduling questions?

It's no problem. We just don't know, it depends on flights.

I can always arrange a visit coordinated with you.

Work e-mail:

(b)(6)

How many more days (roughly) are flights anticipated to come in?

If we arrange a coordinated visit I will use work email for you for sure

Please use regardless, for all work matters. Thanks.

HS-001-0510-0000



(b)(6)

From (b)(6)

Ali, my heart is breaking as I write this plea for your help in getting my close colleagues, (b)(6)

(b)(6) and (b)(6)

(b)(6) out of Afghanistan. I am terrified that they will be (b)(6) in retribution for their work with my NGO,

(b)(6)

(b)(6) is now in hiding in Kabul with two unmarried but "of age" daughters who are at risk of being

(b)(6) After hosting (b)(6) in Lexington in 2006 (b)(6) and I can both vouch for her as an exceptional human being devoted to serving her

community's most

vulnerable (b)(6) has



iMessage



HS-001-0510-0000



(b)(6)

was in jeopardy (101)
I'm hoping for a meeting to backfill you on a few things when plausible. However, the ASIS request is important to me as I would interview you for the opening of the global conference the single largest security conference in the world

(b)(6)

These engagements run through a process. I have communicated the need for a response to you promptly. Thanks. Ali

Read 4:29 PM

Completely understand and will wait to hear from your staff.

HS-001-0510-0000

(b)(6)



iMessage



**White House Military Office
Presidential Food Service**



Eisenhower Executive Office Building

(b)(6)

Statement of Charges
For the month ending 7/31/2021

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
6/30/2021			BBF			\$12.00	\$12.00
Total Amount Due:							\$12.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

From:	Alejandro Mayorkas (b)(6)
To:	(b)(6)
CC:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Re: Invitation to the Honorable Alejandro Mayorkas from Migration Policy Institute (b)(6) Immigration Law & Policy Conference - Speaking Request
Date:	2021/08/12 18:30:32
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

(b)(6)

Thank you. I am copying my work e-mail (not for circulation). I will get back to you ASAP.
Best, Ali

Sent from my iPhone

On Aug 12, 2021, at 3:59 PM, (b)(6) wrote:

Dear Ali,

With the July numbers now official and the new border policy actions you've introduced and are continuing to take, I hope you'll accept this invitation as an opportunity to tell your and the administration's story in a setting and to an audience that will be balanced, knowledgeable, and influential regarding your work.

We've sent this letter through official DHS channels, but I want to make you personally aware of it. You spoke at this conference when you were DepSec and were well received. The timing and nature of this year's event are again most fitting for your messaging and outreach and supersede the invite I'd sent several weeks ago regarding a possible asylum rule announcement.

Lots to parse at our dinner next week! Let me know when and where. Look forward to it.

All best,

(b)(6)

<image001.jpg>

<image002.jpg>

<image003.jpg>

August 12, 2021

The Honorable Alejandro Mayorkas
Secretary of Homeland Security
Washington, DC 20528

Dear Mr. Secretary,

We very much hope you will accept this invitation to join us as a keynote speaker at our highly regarded annual Immigration Law and Policy Conference, which will be held virtually this fall. Now in its 18th year, the conference is well known to you, I believe, as are many of its attendees. Your work and that of the Department are of the utmost importance to our audience, which would be eager to hear you speak about the progress and challenges you are experiencing in advancing the administration's ambitious immigration agenda.

The event is co-sponsored by the Migration Policy Institute (MPI), Georgetown University Law Center, and the Catholic Legal Immigration Network, Inc. (CLINIC). It will take place the afternoons of **September 27 and 28, 2021**. We would like to open the conference with your remarks on either day at 2 p.m. ET for about 30 minutes, followed by a Q&A session that I will moderate. We can, however, be flexible and would be glad to host you at another time on either of those afternoons if preferable.

The conference is regarded as a must-attend for immigration attorneys, service providers, advocates, state and local leaders, philanthropists, and journalists from around the country. It serves as a forum for information, analysis, and discussion of key current immigration topics. Last year, we had more than 1,300 attendees.

Our past keynotes have featured Cabinet secretaries of both parties, governors, congressional leaders, the UN High Commissioner for Refugees, and senior members of various administrations, including you in 2016 when you were Deputy Secretary. DHS plays so many key roles in the immigration realm. I hope you will see this as an opportunity to give an engaged audience an overview of the many issues and needs you are addressing and those that lie ahead.

I do hope you are able to say "yes". It would be wonderful to welcome and host you again for what I can promise will be a lively discussion with committed, knowledgeable participants. If you can join, (b)(6) will follow up with further details on logistics.

Warm wishes,
<image004.jpg>

(b)(6)

(b)(6)

(b)(6)

<Invitation from MPI (b)(6) to Hon Alejandro Mayorkas to address Georgetown Law and Policy Conference-SEPT27-28.pdf>

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2021/08/12 18:30:03
Delivered Date:	2021/08/12 18:30:32

From:	Alejandro Mayorkas (b)(6)
To:	(b)(6)
CC:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Re: I-130 Immigration package
Date:	2021/08/15 18:43:56
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

(b)(6)

I have copied my official work e-mail (which is not for circulation).
 I am sorry it is this subject that reconnects us. I will forward this to the appropriate individuals, who will handle with due urgency consistent with proper procedure.
 Thank you again. I will reach out to you separately to arrange a time for us to meet. I look forward to doing so.
 Ali

Sent from my iPhone

On Aug 15, 2021, at 2:17 PM, (b)(6) wrote:

Mr. Secretary ... Ali ... a young Afghan, and new American citizen ... and beneficiary of the SIV program ... (b)(6) has asked me to help on her on her father's, (b)(6) immigration case. The below is the summary from her immigration attorney of the case that resulted from a conversation Friday of her attorney with a DHS officer. Also, attached, is the receipt from Homeland Security of her case file which indicates the case has been with DHS since JUL of 2020. I'd intended to write this note on Friday, before the collapse of the government in Kabul and complete closure of the US Embassy. Now an Islamic Emirate is standing-up in Kabul, and the US Embassy is completely closing. Also, in Afghanistan, (b)(6) father is trapped in (b)(6) So I suppose much of all this nearly OBE, but I'm writing to see if there's any way to nudge this package toward State and some form of consular attention. Please forgive me for sending you this. It is not intended to be an abuse of our relationship. I'm just trying to provide a little bit of hope and progress when little else is going well right now on the Afghan file.
 With great respect and admiration,

(b)(6)

I spoke with Department of Homeland Security, Citizenship and Immigration Services officer (b)(6) (b)(6)
 I explained the situation in Afghanistan and requested to expedite the I-130 Immigrant Relative Petition to the National Visa Center based on humanitarian grounds.
 Specifically we got on the record the situation in Afghanistan and how this can affect (b)(6) life and wellbeing.

The officer gave me a Service Request number (b)(6) and I was told to expect a call within 7 business days.

(b)(6) receipt notice.pdf>

Sender:	Alejandro Mayorkas (b)(6)
	Mayorkas, Alejandro (b)(6)
Recipient:	(b)(6)
	(b)(6)
Sent Date:	2021/08/15 18:43:51
Delivered Date:	2021/08/15 18:43:56

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	(b)(6)
Date:	2021/02/09 15:24:44
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: Alejandro Mayorkas (b)(6)
Date: February 8, 2021 at 6:47:32 AM EST
To: (b)(6)
Subject: Re: (b)(6)

Thank you, (b)(6) I hope you are well.
Ali

Sent from my iPhone

On Feb 7, 2021, at 12:41 PM, (b)(6) wrote:

I promise to be sparing in contacting you about this sort of thing, but I want to circle back to you on this possible candidate for DHS GC. Only to say I gather (b)(6) may be gaining traction in the process and may enjoy the support of folks like (b)(6) (although, to be clear, I have not spoken with any of them about him). That speaks well of him, but what counts in my book is whether the agency head is comfortable with his GC. If you have occasion to interview him, I think you'll get a good sense of that. Best, (b)(6)

PS: If you'd prefer I use your .gov address for such as this, let me have it and I will.

(b)(6) | WilmerHale
(b)(6)

From: Mayorkas, Alejandro N. (b)(6)
Sent: Friday, January 8, 2021 1:04 PM
To: (b)(6)
Subject: RE: (b)(6)

Thanks very much for your endorsement, (b)(6) And thanks for your insights earlier today.

Best, Ali

From: (b)(6)
Sent: Friday, January 8, 2021 12:50 PM
To: Mayorkas, Alejandro N. (b)(6)
Subject: (b)(6)

Ali, I'd like to put in a good word for (b)(6) who I believe may be under consideration for the DHS GC job. He worked for me at DoD, and I think highly of him. Happy to tell you more, if you'd like. (b)(6)

(b)(6) **WilmerHale**
(b)(6)

Sender: Alejandro Mayorkas (b)(6)
Mayorkas, Alejandro (b)(6)
Recipient: (b)(6)
Sent Date: 2021/02/09 15:24:34
Delivered Date: 2021/02/09 15:24:44



July 9, 2021

The Honorable Alejandro Mayorkas
Secretary of Homeland Security
Washington, DC 20528

Dear Mr. Secretary:

As you and I have discussed, we at MPI would very much like to host you in your new, current role for our *Leadership Visions* speaker series. With the release of the asylum rule apparently coming soon, I hope you'll consider accepting this invitation in conjunction with the rollout plans for that important policy announcement. MPI and I would be honored to provide this public forum for you to detail your plans for the rule going forward and help inform a policy public whose cooperation will be important in meeting the challenges you foresee.

You may recall that, as Director of U.S. Citizenship and Immigration Services (USCIS), you participated in this same *Leadership Visions* speaker series. As then, the series provides top government officials an opportunity to outline for an influential policy audience the directions they want to take their agencies in implementing the policies for which they are responsible.

This is an open invitation at a time convenient to your schedule to lay out your and the administration's plans for executing the asylum rule. But we would very much welcome also hearing about your plans for the Department's immigration agenda more broadly at either this or another time. The administration's ongoing work in addressing the large flows at the Southwest border and rebuilding the Department's capacity to effectively implement immigration law and humanitarian protection policy in ways that uphold our nation's values is of keen interest to our audiences, as I'm sure you know.

The format for the event would be an introduction by MPI President (b)(6) followed by your remarks. I would then engage you in a two-way conversation on follow-up points, closing with audience (including media) Q&A.

At this point, we expect the event would be virtual. We normally receive more than 1,000 RSVPs for online events such as these, along with significant media coverage. In addition, we post audio and video of the event to our website.

I do hope you'll say "yes". We are happy to work with your staff to schedule a convenient time. (b)(6) our senior events manager (b)(6) can assist in scheduling and (b)(6) (b)(6) MPI's director of communications, (b)(6) can answer questions regarding media issues.

With warm regards,

(b)(6)

(b)(6) Migration Policy Institute (MPI)

(b)(6)

(b)(6)

From:	Alejandro Mayorkas (b)(6)
To:	(b)(6)
	FOX, ALEXANDRA (b)(6)
CC:	(b)(6)
	Mayorkas, Alejandro (b)(6)
	(b)(6)
Subject:	Re: Invitation to Proyecto Pastoral Honorary Committee
Date:	2021/08/11 17:19:22
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

(b)(6)

I apologize. I am copying here Alexandra Fox of my office.

Thank you very much.

Ali

Sent from my iPhone

On Aug 11, 2021, at 3:07 PM, (b)(6) wrote:

Good Afternoon Secretary Mayorkas,

Sorry to contact you again, I just wanted to follow up on our last conversation.

A response from your office was never received, and I think we can coordinate more easily if we work directly with your office.

Would you mind giving the contact information for your office directly so we can determine availability?.

I also wanted to give you a few more details about the event as more information is available now.

The event is expected to be on the 28th of October 2021.

I want to share the honorary committee members to date; hoping that we can list you for the 'Save the Date' which is going out this week.

Your support is greatly appreciated!

(b)(6)

(b)(6)

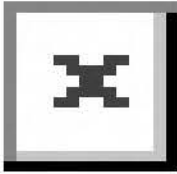
-- Best

(b)(6)

135 N. Mission Road
Los Angeles, CA 90033

(b)(6)

Proyectopastoral.org



Sender:	Alejandro Mayorkas (b)(6)
	(b)(6)
	FOX, ALEXANDRA (b)(6)
Recipient:	(b)(6)
	Mayorkas, Alejandro (b)(6)
	(b)(6)
	(b)(6)
Sent Date:	2021/08/11 17:19:16
Delivered Date:	2021/08/11 17:19:22

From:	(b)(6)
To:	Alejandro Mayorkas (b)(6)
	(b)(6)
	(b)(6)
CC:	(b)(6)
	Mayorkas, Alejandro (b)(6)
	(b)(6)
Subject:	Re: Dinner at my home
Date:	2021/08/02 18:42:39
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Dear Ali

Sooo happy you are coming!!

(b)(6) are coming about 8:45 after another event

Mari Carmen Aponte is coming. She will
Be nominated for Amb to Panama!

Sent from my iPhone

On Aug 2, 2021, at 5:58 PM, Alejandro Mayorkas (b)(6) wrote:

Good afternoon, (b)(6) and thank you.

I am copying (b)(6) of my office, and I am also copying my official work e-mail address.

I am looking forward to tomorrow evening. (b)(6) I am grateful.

Best, Ali

Sent from my iPhone

On Aug 2, 2021, at 4:22 PM, (b)(6) wrote:

Good afternoon Secretary Mayorkas,

(b)(6) is looking forward to welcoming you at her residence tomorrow. I am preparing a guest list with each principal's or office contact information. Do you have an assistant's information that you would prefer for us to share with the guests? And so we do not have to bother you with these emails.

Kind regards,

(b)(6)

On Fri, Jul 30, 2021 at 8:03 PM Alejandro Mayorkas (b)(6) wrote:

(b)(6)

Thank you very much. I do not, and I appreciate the inquiry.
I wish you both a nice weekend.
Ali

Sent from my iPhone

On Jul 30, 2021, at 11:56 AM, (b)(6) wrote:

Good morning Secretary Mayorkas,

Do you have any food restrictions or allergies that we should be aware of for Tuesday's dinner?

Kind regards,

(b)(6)

On Thu, Jul 29, 2021 at 10:19 PM Alejandro Mayorkas (b)(6) wrote:

(b)(6)

Thank you for your patience and for the invitation. If it is still open, I would be delighted to join. Please let me know, and thank you again.
Best, Ali

Sent from my iPhone

On Jul 29, 2021, at 3:56 PM, (b)(6) wrote:

Dear Ali,

I am circling back to see if your schedule allows you to come to dinner on Tuesday, August 3rd.

7:00pm Cocktails

7:45pm Dinner

My home is located at:

(b)(6)

On Fri, Jul 23, 2021 at 8:13 PM (b)(6) wrote:

Ali take all the time you need!!

Sent from my iPhone

On Jul 23, 2021, at 7:07 PM, Alejandro Mayorkas (b)(6) wrote:

(b)(6)

Good evening, and thank you. I missed your text and I appreciate this note. I think I can make it on the 3rd; may I confirm on Monday? Thank you again. Have a nice weekend.
Ali

Sent from my iPhone

On Jul 23, 2021, at 1:51 PM, (b)(6) wrote:

Dear Ali,

I am making sure that you saw my text about the cancellation of the Dinner on Wed, July 28th. (b)(6) was delayed in Colombia.

We have rescheduled the dinner for **Tuesday, August 3rd.** (b)(6) will also be attending.

I would be delighted if you would join us if you think it would be useful.

Let me know if you can come and I will send you the details.

(b)(6)

Sender:	(b)(6)
	(b)(6)
	(b)(6)
Recipient:	(b)(6)
	Mayorkas, Alejandro / (b)(6)
	(b)(6)
	Alejandro Mayorkas (b)(6)
Sent Date:	2021/08/02 18:42:27
Delivered Date:	2021/08/02 18:42:39



(b)(6)

GM Ali

Sending you a text regarding the request by ASIS. They have not heard anything from your front office as of yet and since they reached out to me as a last resort I'm hoping that you're still take this under consideration. Asking as a favor as I sincerely do believe that doing a video for this prestigious group would only benefit you and the good works for DHS. If this is not something that you were in a position to do please advise

Sorry for the cut off message. Meant to say please advise and I will let them know this is something that can be



iMessage



HS-001-0510-0000

< Inbox NYC & WDC PPP Dinn... ^ v

a break I and others would be honored if you could attend one of the following PPP dinners as our guest of honor at either of the following evening gatherings:

(b)(6) July 22nd (60 Guests)

(b)(6) August 11th (30 Guests)

Alternatively, should your schedule permit please feel free to recommend an alternative to attend.

Lastly, (b)(6) and I will be in WDC August 6th thru August 14th and it would be a pleasure to see you.

Best to you,

(b)(6)

IS-001-0510-0000





(b)(6)

Read 4:14 PM

Really good to hear from you Ali

My reputation with ASIS was in jeopardy (lol) I'm hoping for a meeting to backfill you on a few things when plausible. However, the ASIS request is important to me as I would interview you for the opening of the global conference the single largest security conference in the world

(b)(6)

These engagements run through a process. I have communicated the need for a response to you promptly.

Thanks Ali

Delivered



iMessage



HS-001-0510-0000

 Inbox

(b)(6)

10:28 AM

To: Ali Mayorikas >

from (b)(6)

Good morning Ali

Hoping your well my friend and know you -more then hit the ground running- I deliberately kept contact at minimum as I know how demanding the work has been. I have been working with the National Sheriffs Association and would like to ensure that I do will hopefully improve what many see as fragile relationship. When time permits, would love to discuss our work in greater detail. On another topic, I'm working very closely with ASIS, the worlds largest and most influential security association. I am not a compensated consultant and my work is pro bono. Over the years, I was able to arrange the attendance of last 3 Secretaries at their event (attended by 1000s) and hoping that you will consider attending this as it means a lot to the industry. I understand that this was shared with CISA, however, the ASIS leaders are hoping that you will reconsider and attend. I sincerely believe that since this is first one in post-Covid world- and number of attendees- this is something that you will consider. The communication to your office is copied herewith and hoping you may have the opportunity to attend in-person if your schedule permits. Wishing you the best..

S-001-0510-0000

(b)(6)



White House Military Office Presidential Food Service



Eisenhower Executive Office Building
Room 68

(b)(6)

Statement of Charges For the month ending 6/30/2021

Account	MAYOR
	ALEJANDRO MAYORKAS
	(b)(6)

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
5/31/2021			BBF			\$9.00	\$9.00
6/7/2021	1	10013	Sale	COFFEE MED	1	\$1.50	\$1.50
6/30/2021	1	10023	Sale	COFFEE MED	1	\$1.50	\$1.50
Total Amount Due:							\$12.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

< Inbox



Found in Gmail Inbox



(b)(6)

6/25/21

To: Alejandro Mayorkas >

Re: Artists Uprising in Cuba

Dear Al,

I thoroughly enjoyed your talk with [REDACTED]. You are clearly at the top of your game, and I apologize for adding to your reading list. I am so proud of your work and your accessibility, and concern for all employees. Some quick thoughts:

Has anyone explored reviving the Cuban Haitian Entry Parole program as a vehicle for northern triangle applicants for admission? It was highly successful in matching faith based organizations and local businesses with paroles, easing the flow through CBP, and making these folks self sufficient in 6 months, or matching them with their families immediately upon arrival. The USCIS program was terminated under the last administration. The vehicle exists as a contractual system, and could be revived with detention funding as an alternative to institutional custody.

Second, our parole program (of which I am still chief) was a victim of the dissolution of International Operations (you spoke with great appreciation of our previous Haitian Orphan parole program). We suffer from an organizational structure imposed by the previous administration, and the parole program is buried under many layers. Where the parole branch used to report to the IO Chief, I now have three layers of managers to reach the Chief. This is detrimental to the immediacy of our work and I am now so many layers below upper management that I don't know whether my suggestions have even reached Jennifer. I am also reluctant to embarrass my immediate superiors by raising this - it is not their fault.

All the best to you and your family. I am empowered by your leadership, and filled with hope.

(b)(6)

S-001-0510-0000



 Inbox

Siri found updated contact info

(b)(6)

update...

DM

(h)(6)

Yesterday

To: **(b)(6)**

Invitation to the Honorable Alejandro Mayorkas from Migration Policy Institute - Leadership Visions Speaking Request

Dear Al,

It's again been quite a few noteworthy weeks for you – naturalization, veterans, Guatemala. And from what I'm hearing, important additional announcements are in the wings. So I'm sending this invitation to host you at MPI in conjunction with the asylum rule rollout. We, of course, have a special interest in hoping to validate it, so hope you'll say "yes".

Have a good weekend,

(h)(6)

(We've put this letter into your formal DHS process, but I wanted to be sure you're personally aware of it.)

HS-001-0510-0000





**White House Military Office
Presidential Food Service**



Eisenhower Executive Office Building

(b)(6)

Statement of Charges

For the month ending 1/31/2021

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount

Total Amount Due: \$0.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

(b)(6)

DHS will play a key role (we are also seeing (h)

(h)(6) at the White House). Could you put me in touch? If my involvement has you concerned I will gladly skip the meeting though I see no reason why it should be a concern. Thanks Ali.

*Otay Mesa II

Today 8:13 PM

(b)(6)

Thank you. I hope you and the family are doing well. I forwarded your request to my team when you first sent it, and they will handle as appropriate.

Best, Ali

HS-001-0510-0000

iMessage

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Fwd: Referral from (b)(6) and Sacramento OFD: In re Omar Ameen
Date:	2021/05/11 17:24:39
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: May 10, 2021 at 7:20:58 PM EDT
To: (b)(6)
Subject: Referral from (b)(6) **and Sacramento OFD: In re Omar Ameen**

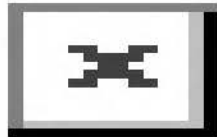
Dear Ali:

I hope you are doing well. I know you have a million things on your plate, but (b)(6) a (b)(6) (b)(6) are desperately trying to get a hold of someone in your agency regarding a high-profile matter involving an individual named, Omar Ameen. Evidently, Mr. Ameen was caught in the crosshairs of the Trump Administration and almost extradited to Iraq to stand trial for a murder he did not commit. At the time, he was evidently in the U.S. cooperating with U.S. authorities at the time of the killing. The Federal PDs presented over 180 exhibits to prove his innocence and Judge (b)(6) found there was no probable cause for the extradition.


Now, he is being processed for deportation, but his lawyers believe his return his return to Iraq would certainly be a death sentence for him. Mr. Ameen's case is docketed in the Van Nuys Immigration Court in front of Immigration Judge (b)(6) for May 13, 2021 at 10:00 a.m. Omar is in custody at the Bakersfield Golden State Annex Complex, a private ICE detention facility. There is a website (www.freeomarameen.com) that compiles press and letters of

support, including the articles by Ben Taub and Sam Stanton, and the support of Mayor Steinberg and our City Council.

Omar was picked up by ICE on the same day the court dismissed the extradition. There has been a 350-page letter sent to ICE to support his release. Here are some articles already written on the case:<https://www.newyorker.com/news/news-desk/omar-ameens-cell-phone-records-reveal-that-he-was-framed>.

	<p><u>Omar Ameen's Cell-Phone Records Reveal That He Was Framed</u></p>
<p>www.newyorker.com</p>	

<https://www.newyorker.com/news/news-desk/the-evidence-that-could-save-omar-ameens-life>

	<p><u>The Evidence that Could Save Omar Ameen's Life The New Yorker</u></p>
<p>Nine months later, I attended Ameen's extradition hearing, at the federal courthouse in Sacramento. Galloway and Barbour had gathered an incredible volume of evidence demonstrating Ameen's ...</p>	
<p>www.newyorker.com</p>	

They are hoping that you can bring this to the attention of someone on your staff and they will be willing to reach out to the lawyers on the case. Here is the contact information for lead counsel:

(b)(6)

Office of the Federal Defender
Eastern District of California
801 I St., 3rd Floor

Sacramento, CA 95814

(b)(6)

(b)(6)

Thank you for your attention to this matter. I know everyone greatly appreciates it.

Best,

(b)(6)

Loyola Law School
919 S. Albany St.
Los Angeles, California 90015

(b)(6)

Sender:	Alejandro Mayorkas	(b)(6)
Recipient:	Mayorkas, Alejandro	(b)(6)
Sent Date:	2021/05/11 16:26:39	
Delivered Date:	2021/05/11 17:24:39	

< Inbox ServiceNow Meeting R... ^ v

scalability, security, flexibility, and resilience.

- ServiceNow fully supports the Biden Administration's efforts to modernize the federal government through IT Modernization and Cyber Security.
 - Employee Experience (Safe Workplace): Using the NOW platform to help government agencies modernize the employee experience, onboarding process and get employees back to work safely (NBA, WNBA, Disney Plus).
 - Cyber Security: Leverage our security and risk workflows to help manage enterprise risk and security threats as they accelerate their digital transformation strategy.

HS-0001-0510-0000

Share this!



 Inbox

(b)(6)

9:30 AM

To: Alejandro Mayorkas >

quick thought- remote from DC vs in-person

All

Just a quick thought. ASIS would like to see if you would allow me to interview you on behalf of its 34,000 members, as they fully realize that a trip down may be challenging? It would be quick and would address DHS initiatives and your way forward for 2021/22. The audience includes 34,000 members, would be shown (remote) at the national conference in September, as well as globally, and more central to your messaging, would likewise include the CSD Roundtable, which comprises of the nation's most senior security executives representing the majority of fortune 100 companies. I would be honored to conduct the interview and again, reiterating that I am a volunteer advisor and am not compensated for my effort! Hoping you will consider this and looking forward to hearing from appropriate staff.

Warm regards

(b)(6)

From: Alejandro Mayorkas

(b)(6)

Sent: Thursday, May 10, 2022 10:01 AM

(b)(6)

Subject: Re: from (b)(6)



IS-001-0510-0001

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Fwd: Invitation to the Honorable Alejandro Mayorkas from Migration Policy Institute - Leadership Visions Speaking Request
Date:	2021/07/10 18:29:45
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: Alejandro Mayorkas (b)(6)
Date: July 10, 2021 at 4:32:25 PM EDT
To: (b)(6)
Subject: Re: Invitation to the Honorable Alejandro Mayorkas from Migration Policy Institute - Leadership Visions Speaking Request

(b)(6)

Good afternoon. I hope you are well.
It indeed has been (continues to be) quite busy. Thank you very much for this invitation. I will forward as appropriate and be in touch promptly. Separately, I look forward to getting together for a meal.
Best, Ali

Sent from my iPhone

On Jul 9, 2021, at 5:44 PM, (b)(6) wrote:

Dear Ali,
It's again been quite a few noteworthy weeks for you – naturalization, veterans, Guatemala. And from what I'm hearing, important additional announcements are in the wings. So I'm sending this invitation to host you at MPI in conjunction with the asylum rule rollout. We, of course, have a special interest in helping to validate it, so hope you'll say "yes".

Have a good weekend,

(b)(6)

(We've put this letter into your formal DHS process, but I wanted to be sure you're personally aware of it.)

<image001.jpg>

July 9, 2021

The Honorable Alejandro Mayorkas
Secretary of Homeland Security
Washington, DC 20528

Dear Mr. Secretary:

As you and I have discussed, we at MPI would very much like to host you in your new, current role for our *Leadership Visions* speaker series. With the release of the asylum rule apparently coming soon, I hope you'll consider accepting this invitation in conjunction with the rollout plans for that important policy announcement. MPI and I would be honored to provide this public forum for you to detail your plans for the rule going forward and help inform a policy public whose cooperation will be important in meeting the challenges you foresee.

You may recall that, as Director of U.S. Citizenship and Immigration Services (USCIS), you participated in this same *Leadership Visions* speaker series. As then, the series provides top government officials an opportunity to outline for an influential policy audience the directions they want to take their agencies in implementing the policies for which they are responsible.

This is an open invitation at a time convenient to your schedule to lay out your and the administration's plans for executing the asylum rule. But we would very much welcome also hearing about your plans for the Department's immigration agenda more broadly at either this or another time. The administration's ongoing work in addressing the large flows at the Southwest border and rebuilding the Department's capacity to effectively implement immigration law and humanitarian protection policy in ways that uphold our nation's values are of keen interest to our audiences, as I'm sure you know.

The format for the event would be an introduction by MPI President (b)(6) followed by your remarks. I would then engage you in a two-way conversation on follow-up points, closing with audience (including media) Q&A.

At this point, we expect the event would be virtual. We normally receive more than 1,000 RSVPs for online events such as these, along with significant media coverage. In addition, we post audio and video of the event to our website.

I do hope you'll say "yes". We are happy to work with your staff to schedule a convenient time. (b)(6)
(b)(6) our senior events manager (b)(6), can assist in

scheduling and (b)(6) MPI's director of communications, (b)(6)
(b)(6) can answer questions regarding media issues.

With warm regards,
<image002.jpg>

(b)(6)

(b)(6) Migration Policy Institute (MPI)
(b)(6)
(b)(6)

<Invitation to the Honorable Alejandro Mayorkas to Leadership Visions from Migration Policy
Institute (b)(6).pdf>

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6)
Sent Date:	2021/07/10 18:29:38
Delivered Date:	2021/07/10 18:29:45

From: Alejandro Mayorkas (b)(6)
To: Mayorkas, Alejandro (b)(6)
(b)(6)
Subject: Fwd: Press Roundup for TUES, 4/26
Date: 2022/04/27 07:06:22
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: Alejandro Mayorkas (b)(6)
Date: April 26, 2022 at 9:55:50 PM EDT
To: "ESPINOSA, MARSHA" (b)(6)
Subject: Re: Press Roundup for TUES, 4/26

Thank you.

Sent from my iPhone

On Apr 26, 2022, at 9:51 PM, ESPINOSA, MARSHA (b)(6) wrote:

From: ESPINOSA, MARSHA
Sent: Tuesday, April 26, 2022 9:45 PM
To: 'Mayorkas, Alejandro' (b)(6)
Cc: Tien, John (b)(6); CANEGALLO, KRISTIE (b)(6)
REZMOVIC, JEFFREY (b)(6); ULLOA, ISABELLA (b)(6)
SEIDMAN, RICKI (b)(6); CALLAHAN, MARY ELLEN
(b)(6); LUGO, ALICE (b)(6); PECK, SARAH
Subject: Press Roundup for TUES, 4/26

Good evening, Secretary,

BLUF: We saw a fair amount of coverage on the Supreme Court hearing on MPP and the IP memo today and spent much of the day clarifying the court's decision on T42 related to these matters. Some highlights for you below.

TODAY

(b)(5)

- • [Axios: DHS outlines plan to secure border after Title 42 is lifted](#)
- • [Associated Press: US preps for even busier border amid lifting of health order](#)
- • [CBS News: Biden officials release updated post-Title 42 plan amid bipartisan criticism](#)

(b)(5)

- • *"The Western District of Louisiana has announced its intent to grant a TRO that would restrict DHS's operations at the border that are essential to our preparations for when the Centers for Disease Control and Prevention's Title 42 public health Order expires. If and when the Court issues a TRO, the Department will comply with any such Order. DHS is continuing to apply the Title 42 Order and will do so until its termination on May 23. When the Title 42 Order is lifted, we intend to significantly expand the use of expedited removal through our Title 8 authorities and thereby impose long-term law enforcement consequences on those who seek to cross the border without a lawful basis to do so. It makes no sense that the plaintiffs would demand that DHS be stopped in its use of expedited removal or otherwise prevented from preparing for aggressive application of immigration law when the public health Order expires."*

(b)(5)

- • [CNN: Supreme Court examines Biden's power to set US immigration policy in 'Remain in Mexico' challenge](#)
- • [Reuters: U.S. Supreme Court weighs 'remain in Mexico' immigration dispute](#)

(b)(5)

Washington Post: [A top Democrat ties Pence's 'I'm not getting in the car' to Jan. 6 'coup'](#)
(Aaron Blake)

(b)(5)

(b)(5)

TOMORROW

(b)(5)

(b)(5)

NOTABLE CLIPS

New York Times: Texas' Busing of Migrants to D.C. Isn't Having Abbott's Intended Effect Yet
(Eileen Sullivan)

(b)(5)

Buzzfeed: Some US Deportation Cases To Be Put On Hold In Immigration Courts **(Hamed Aleaziz)**

(b)(5)

(b)(5)

Los Angeles Times: Supreme Court leans in favor of Trump over Biden in asylum border dispute (David G. Savage)

The Supreme Court justices gave a mostly skeptical hearing Tuesday to the Biden administration's bid to repeal a President Trump policy that requires tens of thousands of asylum seekers to wait in Mexico for their cases to be heard. Several of the court's conservatives said they agreed with Texas state lawyers and Trump-appointed judges who ruled that U.S. immigration officials may not allow these migrants to enter this country. They pointed to a provision in the 1996 law that said asylum seekers "shall be detained" while their claims are heard. Solicitor Gen. Elizabeth B. Prelogar, representing the administration, argued there was "no way" the government could detain so many asylum seekers for months or years. She told the court there were 220,000 migrants at the border in one month last year, but only 32,000 could be held in detention. Traditionally, the court has given the executive branch broad authority to enforce the immigration laws, including reversing the policies of prior administrations. But it is not clear the Biden administration will prevail in its plan to repeal Trump's strict immigration policies. But state lawyers for Texas and Missouri sued and last year won nationwide orders from judges that required the new administration to maintain the prior Trump policy. In August of last year, the justices by a 6-3 vote refused an emergency appeal seeking to overturn the judge's order. And there was no clear sign during Tuesday's argument the majority will do so now. The case was Biden vs. Texas, and a ruling will be handed down by late June.

Bloomberg Government: Biden Unveils Border Plan Details After Democrat Defections (Ellen Gilmer)

The Biden administration is sharing new details of how it will manage increased border crossings when pandemic-related restrictions end, an effort to mollify the growing number of Democrats who've criticized the plan. The six-part strategy, which focuses on speeding up migrant processing and targeting smugglers, largely reflects actions the Department of Homeland Security has already outlined but includes more specifics. For example, DHS commits to using a process called expedited removal to quickly deport migrants who don't meet initial thresholds to seek asylum. The agency expects significant increases in migrant arrivals after the

termination of Title 42, a public health authority that has allowed the quick expulsion of migrants since 2020. The policy is set to lift May 23, but that timeline may be thrown off by legal action. "Many elements of this plan are already being implemented as we manage a historic number of encounters, including a record number of noncitizens trying to enter the United States multiple times," Secretary Alejandro Mayorkas wrote in a 20-page memo released Tuesday. "Others are elements that we are prepared to implement once the Title 42 termination goes into effect." DHS is working to prepare for as many as 18,000 migrants a day when Title 42 lifts. Moderate and politically vulnerable Democrats previously argued that the agency lacked a sufficient plan for the influx. It remains unclear whether the new memo will win them over.

SOCIAL MEDIA





Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6)
Sent Date:	2022/04/27 07:00:35
Delivered Date:	2022/04/27 07:06:22

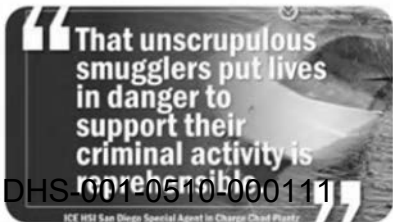


ICE

ICE @ICEgov

5h

California boat captain pleads guilty following ICE @HSISanDiego investigation into human smuggling incident that leaves 3 dead. Antonio Hurtado abandoned 32 – including 3 minors – hiding aboard as pounding surf broke his boat apart:
go.usa.gov/xu4RZ



12



26





FEMA @fema

5h

Meet Brandon! He has built a reputation for being a cool-headed expert as our Hurricane Program Manager. He recently received the 2022 Distinguished Service Award at the National Hurricane Conference for his dedication in ensuring we're ready for the upcoming season. ↷



DHS-001-0510-000112

Show this thread



Homeland Security @DHSgov 5h
Bravo Zulu! #WeAreDHS

U.S. Coast Guard @USCG

#TravelTuesday Welcome home Legare! 🇺🇸 This crew patrolled over 19,500 miles throughout the heart of the Eastern Pacific Ocean in support of Campaign Martillo, working in conjunction with @CBP, @DEAHQ and other partner nations' agencies.

More: ow.ly/s68w50IRifu



DHS-001-0510-000113

1 6 27



DHS S&T @dhsscitech

4h

S&T has been developing + testing an iOS version of the Team Awareness Kit mobile app. TAK, a geospatial mapping platform for first responders, uses a phone's GPS to track user location + show locations of other users for enhanced situation awareness. bit.ly/3La5V0X



DHS-001-0510-000114





USCIS @USCIS

4h

Last week we helped welcome 25 #NewUSCitizens during a special naturalization ceremony @HomesteadNHP held in honor of #NationalParkWeek. Congratulations to our newest Americans!




DHS-001-0510-000115

17 6 28 ...







U.S. Secret Service  @SecretSer... 4h

#TriviaTuesday Do you know the answer to this week's #SecretService trivia question? We'll share the answer tomorrow!

 What year was the Secret Service created?

 Poll

DHS-001-0510-000116

 9  12  42 



ICE @ICEgov

3h

The #HSI-led center stops predatory, illegal trade practices that threaten public health and safety, the economy and national security. It also helps business owners combat intellectual property theft, fraud and cyber-attacks: IPRCenter.gov

🗨️ ↻ 3 ❤️ 7 ⋮

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ICE @ICEgov

3h

LIVE STREAMING TODAY: We're excited to have the @IPRCenter at @michiganstateu for #WorldIntellectualPropertyDay: xsm.link/wesfrt

Info: a-
capp.msu.edu/outreach/world...

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DHS-001-0510-000117

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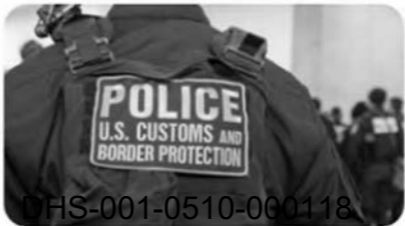


CBP  @CBP

2h

On Thursday, CBP officers at the Laredo Port of Entry arrested a U.S. citizen wanted on an outstanding felony warrant for a sexual offense with a minor. The subject was turned over to the Webb County Sheriff's Office to await criminal proceedings.

More: go.usa.gov/xu5Ej



DHS-001-0510-000118





CBP  @CBP

1h

It's World Intellectual Property Day!

Every day, CBP targets and seizes imports of counterfeit and pirated goods, and enforces exclusion orders on patent-infringing and other IPR violative goods.

Learn more: go.usa.gov/xzSyv



PHS-001-0510-000119





FEMA  @fema

1h

It's been one year since @FEMA_Deanne became the first female Administrator of our agency.

During her first year, her vision for FEMA has helped build a our new strategic plan designed to lead the way in becoming a more equitable, climate resilient, and prepared nation.

CLIMATE RESILIENCE



READINESS

DHS-001-0510-000120





CBP @CBP

1h

CBP agents and officers have seized more than 339,000lbs of drugs nationwide during the first six months of FY22.

Filter by location, type, and component on our stats page:
go.usa.gov/xt5eQ

TOTAL NARCOTICS SEIZED

Q1 2022

- METH** 88,009 lbs.
- MARIJUANA** 76,696 lbs.
- COCAINE** 27,281 lbs.
- FENTANYL** 5,310 lbs.
- HEROIN** 829 lbs.

DHS-001-0510-000121

STATS BASED ON FISCAL YEAR 2022 * AS OF MARCH 2022



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U.S. Secret Service @SecretS... 37m

Today, we hosted a cyber simulation focused on ransomware and incident response with leaders in the public and private sectors. Learn more about the event, featuring remarks from Assistant Director David Smith: nuvi.me/08t6im



DHS-001-0510-000122



Initial Coverage of IP Memo

Print Coverage

- **Washington Post: Facing border pressures, Biden officials pledge tougher enforcement**
- **CBS News: Biden officials release updated post-Title 42 plan amid bipartisan criticism**
- **Associated Press: US preps for even busier border amid lifting of health order**
- **Axios: DHS outlines plan to secure border after Title 42 is lifted**
- **NBC News: Biden admin plans to comply with court order to stop planning to lift Title 42 Covid ban at border**
- **CNN: Biden administration will comply with expected federal order blocking termination of Title 42**
- **Bloomberg Government: Biden Unveils Border Plan Details After Democrat Defections**
- **The Hill: Biden administration lays out post-Title 42 border plan**
- **Reuters: White House pushes back at critics of U.S.-Mexico border security plan**
- **Politico: Biden to comply with forthcoming order to keep Covid border restrictions in place (Eugene Daniels and Laura Barron-Lopez)**
- **Fox News: DHS publishes plan to deal with post-Title 42 migrant surge, amid bipartisan pushback**

Social Coverage

Print Coverage

Washington Post: [Facing border pressures, Biden officials pledge tougher enforcement](#)
(Nick Miroff)

Biden administration officials Tuesday described in greater detail their plans for coping with an upsurge in illegal border crossings when pandemic-era emergency restrictions expire May 23, pledging to boost criminal prosecutions and make aggressive use of fast-track deportations.

The White House and the Department of Homeland Security have been under fire from Republicans and some Democrats after the Centers for Disease Control and Prevention announced April 1 that the public health order known as Title 42 was no longer needed.

Authorities have used Title 42 more than 2 million times since March 2020 to rapidly turn back or “expel” migrants without giving them a chance to apply for asylum.

Several Democrats facing tough reelection races as well as close allies of President Biden have raised concerns in recent weeks about the May 23 deadline, saying they don’t think DHS officials are prepared. U.S. agents and border facilities are already overtaxed. Authorities made more than 220,000 immigration arrests last month, the highest level in at least two decades.

Border officials say they are bracing for the flow of migrants to potentially double once the Title 42 restrictions are gone.

“When the Title 42 public health Order is lifted, we anticipate migration levels will increase, as smugglers will seek to take advantage of and profit from vulnerable migrants,” Homeland Security Secretary Alejandro Mayorkas wrote in a new memo outlining the department’s six-pillar plan.

“The increase in migration being experienced by the United States is consistent with larger global trends: there are currently more people in the world displaced from their homes than at any time since World War II, including in the Western Hemisphere,” Mayorkas said.

His memo appears to supplant a four-point plan DHS released March 30. That memo described similar preparations but did little to stave off critics who said the administration lacks a plan for the surge.

Central to the administration’s preparations is an increase in temporary detention capacity along the border. Officials say they are planning to operate 10 “soft-sided” tent facilities that will boost holding capacity from 13,000 to 18,000 beds.

In recent weeks, the number of migrants held in Border Patrol custody has exceeded 13,000, so the additional space afforded by temporary facilities may be quickly filled if border crossings jump again next month.

Biden officials said their plan will restore access for migrants who are facing persecution while leveraging fast-track procedures to deport those who don’t qualify for U.S. protection.

They plan to double transportation capacity and streamline operations using “Enhanced Central Processing Centers” where multiple federal agencies will work in better coordination, according to the memo.

It also says authorities will hold single adult migrants in immigration detention “when appropriate.” Biden officials told reporters during a briefing Tuesday they do not plan to reopen detention centers for families used by previous administrations.

To ease pressures on border communities where large numbers of migrants are released from U.S. custody, Biden officials said they will use the Federal Emergency Management Agency to support the nongovernmental groups and charity organizations that provide shelter and transportation.

The administration said it is cracking down on smuggling organizations throughout the hemisphere, and working with other countries to thwart traffickers and better help those fleeing persecution.

Officials said they did not know how their plans might be affected by a looming court order from a federal judge in Louisiana who said Monday he will temporarily block the Biden administration's plans to phase out the Title 42 restrictions ahead of May 23.

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CBS News: Biden officials release updated post-Title 42 plan amid bipartisan criticism (Camilo Montoya-Galvez, Nicole Sganga)

Facing bipartisan criticism over its decision to phase out a pandemic-related border expulsion rule known as Title 42, the Biden administration on Tuesday released updated plans describing how U.S. immigration authorities are preparing to deal with a potential spike in migrant arrivals once the Trump-era restrictions are lifted.

The 20-page memo issued by Homeland Security Secretary Alejandro Mayorkas is the most detailed plan the Biden administration has publicly released to outline the government's preparations ahead of the May 23 termination of Title 42, which has alarmed Republicans and some Democrats.

Mayorkas' memo outlined a six-part strategy: surging personnel and resources to the southern border; expanding migrant processing capacity; deporting, detaining or prosecuting some migrants; securing assistance from border organizations, cracking down on human smugglers and deterring migration across the Western Hemisphere.

One of the plan's key components is the expansion of expedited removal, a fast-track deportation process created in 1996, to deport migrants who do not ask for humanitarian refuge or who fail initial asylum screenings. Officials said asylum-seekers fleeing violence will have access to humanitarian protection.

The updated Department of Homeland Security (DHS) plans could alleviate concerns from some Democrats who have implored the administration to develop an adequate border management strategy before ending Title 42, but the preparations could be hindered by a federal court order.

On Monday, a federal judge in Louisiana said he planned to issue a temporary restraining order blocking officials from winding down Title 42 before May 23. Republican-led states requested the order last week, saying DHS was already phasing out Title 42, including by placing more migrants in expedited removal.

A senior administration official, who briefed reporters about the plan on the condition they not be named, confirmed Tuesday that the U.S. government "will comply with the court order," but added, "we really disagree with the basic premise."

"When the Title 42 order is lifted, we intend to significantly expand the use of expedited removal through our Title 8 authorities and thereby impose long-term law enforcement consequences on those who seek to cross the border without a lawful basis to do so," the official added.

The official said it "really makes no sense to us" that the court would order DHS to halt expedited removal, arguing that a pause on phasing out Title 42 will prevent the department from "adequately preparing for the aggressive application of immigration law when the public health order expires."

The administration official said expedited removal would be used to deport some Central Americans back to their home countries, as opposed to expelling them to Mexico under Title 42, which could allow them to attempt to enter the U.S. illegally multiple times.

The official said U.S. border authorities have started deporting repeat border-crossers under expedited removal, which banishes them from the U.S. for five years, and referring migrants who seek to evade capture to the Justice Department for criminal prosecution.

Tuesday's plan also calls for the detention of migrant adults traveling without children. Administration officials have ruled out detaining migrant families with children, telling reporters Tuesday the practice started under President Barack Obama and expanded under President Donald Trump "is not a tool we are considering now."

The planned expansion of expedited removal could be restricted by some countries' refusal to accept U.S. deportations. An administration official said the U.S. is hoping to forge new repatriation collaboration agreements with certain countries that would cut red tape for carrying out deportations.

U.S. officials have historically struggled to return large numbers of migrants to certain countries like Cuba, Nicaragua and Venezuela due to strained relations with their respective governments. In March, a record 32,000 Cubans and 16,000 Nicaraguans entered U.S. border custody, according to CBP data.

Administration officials characterized last week's diplomatic summit with Cuba as "productive," and "the beginning of a good dialogue." The U.S. delegation requested that Cuba once again accept Cuban deportees, while the U.S. agreed to restart immigrant visa processing in Havana, officials said.

The Biden administration is also asking countries that migrants transit through to help the U.S. reduce the number of arrivals to the Mexican border.

"We're also asking that other countries step up and enforce their own immigration laws," one senior administration official said. "We really feel as though we need true responsibility sharing. We can't have countries, for instance, participating in controlled flow, where they're just allowing individuals to cross through without normal adjudication."

But negotiating with countries that boast rocky relationships with the U.S. could pose greater obstacles to the administration's strategy. "It's quite challenging in dealing with a country like Venezuela, where the diplomatic relations, if they exist at all, can be strained," Mayorkas told CBS News last week. "And so we have to be practical here in addressing the realities."

For its part, U.S. Customs and Border Protection (CBP) has currently stationed 23,000 agents along the southwest border, according to Tuesday's memo, including 600 recently deployed personnel and law enforcement officers from across government agencies.

"By May 23, we will be prepared to hold approximately 18,000 noncitizens in CBP custody at any given time, up from 13,000 at the beginning of 2021, and we have doubled our ability to transport noncitizens on a daily basis, with flexibility to increase further," the memo reads.

Attorney General Merrick Garland told lawmakers Tuesday that both the Bureau of Prisons and U.S. Marshals Service will contribute resources to the border mission.

"To be clear, we don't do border patrolling," Garland said, noting law enforcement under the purview of the Department of Justice is not trained for immigration enforcement. "But the Bureau of Prisons is going to make buses available for the transfers that Border Patrol needs assistance for. And the Marshall Service is going to be providing additional deputy U.S. Marshals to assist CBP at the border."

The Defense Department, meanwhile, will provide "rapid contracting support for air and ground transportation," according to a senior administration official, in addition to identifying potential locations for new temporary migrant holding facilities along the southwest border.

Officials also noted the Department of National Intelligence is "coordinating intelligence gathering and helping to support and strengthen our capability to get an early warning of migrant surges as they are building."

DHS plans to expand the distribution of "age-appropriate" COVID-19 vaccines to migrants at two dozen CBP sites by May 23, in addition to its existing vaccination program for those in Immigration and Customs Enforcement custody.

Officials also confirmed that MaryAnn Tierney, the regional administrator of the Federal Emergency Management Agency, will soon transition out of her short-lived role, where she led the newly established "Southwest Border Coordination Center." The center was established in February, and Mayorkas appointed Tierney shortly thereafter. Officials have yet to formally announce Tierney's replacement.

Tuesday's memo acknowledged "historic levels of migration" to the U.S. border. Apprehensions of migrants along the southern border soared to 221,000 last month, a 22-year high. U.S. border officials are also on track to report a record number of migrant arrivals in fiscal year 2022, which ends in September.

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Associated Press: [US preps for even busier border amid lifting of health order \(Ben Fox\)](#)

WASHINGTON (AP) — The Biden administration released a plan Tuesday to deal with an expected increase in already high numbers of migrants at the U.S.-Mexico border due to the planned lifting of a public health order that has kept people from seeking asylum — and that Republican and some Democratic lawmakers insist should be kept in place.

A memo from Homeland Security Secretary Alejandro N. Mayorkas outlines a more robust effort to enforce U.S. immigration law without the use of Title 42, which was invoked at the start of the pandemic in March 2020.

“When the Title 42 public health Order is lifted, we anticipate migration levels will increase, as smugglers will seek to take advantage of and profit from vulnerable migrants,” Mayorkas warns in a memo that comes a day before he is to testify to Congress on an issue that has become a potent element in Republican political messaging.

The plan includes increasing the number of personnel in the border region from Customs and Border Protection and other federal agencies, expanding detention capacity with the use of temporary facilities and aggressively deploying a process known as expedited removal to deport migrants who do not qualify for asylum or some other relief under U.S. law.

It also relies on new Department of Homeland Security initiatives intended to streamline the evaluation of migrant claims, such as the deployment of asylum officers to the border to help determine whether someone should be granted temporary legal residency until an immigration court rules on their case.

Unmentioned is the fact that a court could soon order the government to reverse course and halt plans to lift Title 42 on May 23 because of lawsuits filed by Republican-led states.

On Monday, a federal judge in Louisiana said he would issue an order limiting the administration’s ability to prepare but left specifics of the settlement to the federal government and the states.

U.S. District Judge Robert Summerhays, a Trump appointee, has scheduled a hearing on May 13 in the lawsuit by Louisiana and 20 other states seeking to keep Title 42 authority in place. Republicans and some Democrats in Congress have also urged the Biden administration to continue the order for now.

Migrants have been expelled more than 1.8 million times under the rule, which was issued by the Centers for Disease Control and Prevention under former President Donald Trump.

Advocates for asylum-seekers support the end to the rule, which they say endangers people fleeing persecution back home and violates rights to seek protection under U.S. law and international treaty. The states challenging the administration say the U.S. is not ready for a likely influx of migrants resulting from the rule’s end, straining public services.

It comes amid what the administration concedes are historic numbers of migrants attempting to cross the border due to factors that include economic and political turmoil in Latin America, as well as a backlog of people hoping to seek asylum.

The increase in migrant encounters is also due in part to Title 42 itself.

Immigration authorities stopped migrants 221,303 times along the Southwest border in March, a 33% increase from a month earlier, according to U.S. Customs and Border Protection data.

But many of those encounters were people coming back after being removed under the public health authority. CBP said the number of unique individuals encountered nationwide in March came to 159,900, still high but significantly below the total.

Biden administration officials argue that the use of expedited removal is more of a deterrent because people subjected to it are inadmissible for five years and can be charged with a felony if they attempt to return to the country. Under Title 42, there are no legal consequences and many people simply turn around and come back.

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Axios: DHS outlines plan to secure border after Title 42 is lifted (Oriana Gonzalez, Alayna Treene)

The Department of Homeland Security on Tuesday outlined its plan to secure the southern border for when the pandemic-era public health policy Title 42 is lifted on May 23.

Driving the news: A federal court on Monday temporarily blocked the Biden administration from removing the order after several states filed a lawsuit to keep it in place, arguing that revoking it would "result in an unprecedented crisis at the United States southern border."

- Title 42 was first issued in March 2020, and it allows border authorities to turn migrants attempting to enter the U.S. back to Mexico or their home countries without the chance to seek asylum due to the public health crisis.
- State of play: Senior administration officials told reporters that "if and when the court actually issues the [temporary restraining order]," DHS will comply with it, adding that "we are really disagreeing with the basic premise."
- Officials did not specify what exactly will happen to the plan once the order is issued or whether the administration plans to appeal it.
- DHS did not immediately respond to Axios' request for comment.

The big picture: Secretary of Homeland Security Alejandro Mayorkas said in a memo that, once Title 42 is removed, the administration expects that "migration levels will increase, as smugglers will seek to take advantage of and profit from vulnerable migrants."

- This plan is exactly what lawmakers criticizing the administration's plans to end Title 42 have been asking for.

- Catch up fast: Earlier this month, a bipartisan group of senators introduced a bill that would prevent the Biden administration from lifting the order without a detailed plan in place to stop an expected surge of migrants at the border.
- Multiple lawmakers in both parties have since joined them in calling on DHS to outline their plan to secure the border.

Details: Under the new plan, DHS vows to increase resources, including personnel, transportation, medical support and facilities to support border operations. That includes an increase of over 600 law enforcement personnel and agents from other government agencies to assist U.S. Customs and Border Protection.

- By May 23, DHS will be able to hold 18,000 noncitizens in CBP custody, up from 13,000 at the beginning of 2021, according to Mayorkas' memo.
- DHS is also planning to increase CBP processing efficiency and "our ability to mitigate overcrowding at border patrol stations and alleviate the burden surrounding border communities," per senior administration officials.
- The department will also administer consequences for "unlawful entry, including removal, detention, and prosecution." Officials said this would also include the use of expedited removal, detaining single adults "when appropriate" and accelerating asylum adjudications "in order to more quickly process and remove from the U.S. those who do not qualify for relief."
- DHS' plan will also focus on "bolstering" the capacity of non-governmental organizations to receive migrants after they have been processed by CBP while they are waiting the results of their immigration removal proceedings, "which ... everybody knows can take many years," senior administration officials said.
- The administration plans to work to target and disrupt "transnational criminal organizations and smugglers." The federal government has established a "new intelligence unit to coordinate and strengthen the capability for early warning of migrant movements," per the DHS' memo.
- Finally, DHS will work with the State Department and partner governments to "create a more cohesive and comprehensive approach to managing migratory flows across the region."

What they're saying: The memo "details those efforts to ensure that we have an orderly, secure and well-managed border while continuing to treat people fairly and humanely," senior administration officials said.

- The officials noted that DHS has been "actively" planning for the end of Title 42 ever since it was issued two years ago.

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NBC News: Biden admin plans to comply with court order to stop planning to lift Title 42 Covid ban at border (Julia Ainsley)

The Department of Homeland Security plans to comply with a federal court order to stop planning to lift the Covid-era public health order known as Title 42, senior administration officials told reporters on Tuesday.

On Monday, Judge Robert Summerhays of the Western District of Louisiana said he planned to issue a temporary restraining order that would keep the Biden administration from winding town Title 42 prior to its intended lift date of May 23. Judge Summerhays, appointed by President Donald Trump, may later rule on a preliminary injunction requested by 21 states, the majority of which are led by Republican governors, that would pause the lifting of Title 42 on May 23.

“We will comply with the court order, but we really disagree with the basic premise,” said one of the officials who briefed reporters on the condition of anonymity. That official said that after Title 42 is lifted, DHS would “ramp up” fast deportations of migrants and that the court order would simply delay plans to do so.

The officials briefed reporters ahead of Congressional testimony by Homeland Security Secretary Alejandro Mayorkas on Wednesday, where he is facing pressure, over the decision to lift Title 42, even from Democrats who are warning it will result in an overwhelming surge of border crossings by undocumented immigrants.

Roughly 8,000 migrants per day are currently crossing the southern border, according to internal Customs and Border Protection data obtained by NBC News, figures that could lead April to top March’s record high for border apprehensions. And the Biden administration predicts roughly 12,000 migrants per day will begin crossing the border when Title 42 is lifted. Currently, about half of those migrants encountered are turned back across the border and prevented from seeking asylum. When Title 42 is lifted, immigrants will be allowed to live in the United States while they pursue asylum claims, a process that can take between two to four years.

The Biden administration says it plans to deport more migrants who do not pass the initial screening for asylum and is working with countries in the region to accept flights returning their citizens.

One country that has refused to accept back its emigrants is Cuba. Another senior administration official told reporters on Tuesday that talks between the U.S. and Cuba over immigration policy are “ongoing” and off to a “good start.”

Families from El Salvador, Guatemala and El Salvador made up the majority of border crossers prior to the pandemic. Officials said they are not considering bringing back the practice of detaining migrants with their children, a tool used by both the Obama and Trump administrations, to deter family migration.

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CNN: Biden administration will comply with expected federal order blocking termination of Title 42 (Priscilla Alvarez and Donald Judd)

The Biden administration said Tuesday it will comply with an order from a federal judge in Louisiana temporarily blocking the end of a public health authority known as Title 42 on the US-Mexico border.

"If, and when, the court actually issues the (temporary restraining order), the department is planning to comply with that order," a senior administration official told reporters Tuesday, adding that the administration intends to increase deportations along the US southern border when Title 42 lifts.

According to the official, US Customs and Border Protection is planning to expand the use of expedited removal for migrants under immigration law, but a temporary restraining order blocking the termination of Title 42 "would restrict DHS' operation at the border" and disrupt efforts to stem the flow of migration once the authority expires.

"It really makes no sense to us that the plaintiffs would demand, and that the court would order, that DHS be stopped in its use of expedited removal, which, again, is going to prevent us from preparing for the aggressive application of immigration law when the public health order expires. So, we will comply with the court order, but we really disagree with the basic premise," the official said.

Judge Robert Summerhays, of the Louisiana Western District Court, hasn't yet issued his temporary restraining order. A hearing in the case is scheduled for May 13, 10 days before Title 42 is set to end.

The Biden administration, under pressure to prove it's prepared for a potential influx of migrants at the US southern border, revealed additional details about its plans, including surging hundreds of officers and agents and bolstering resources.

In the past three weeks, CBP encountered an average of 7,800 migrants per day across the US southern border, a stark increase from a historical average of 1,600 per day before the pandemic. The change in demographics of migrants has contributed to the uptick, including a steady increase of migrants from Cuba, Venezuela and Nicaragua.

According to a Department of Homeland Security memo, US Customs and Border Protection deployed 600 officers and agents to the US-Mexico border and is expanding its capacity to hold around 18,000 migrants in custody, up from 13,000. The administration, which began offering Covid-19 vaccines to migrants earlier this year, is expanding sites to 24 locations to mitigate the spread of the coronavirus by May 23.

The department added that it will administer consequences to migrants who don't have claims of asylum by removing them, detaining single adults when appropriate, as well as accelerating asylum adjudications.

Administration officials also stressed the importance of regional partnerships, citing new arrangements with Costa Rica and Panama to stem the flow of migration.

In Tuesday's memo, DHS again acknowledged the likelihood of an increase of migrants when the Trump-era pandemic restrictions lift on the US-Mexico border.

"Following the lifting of (US Centers for Disease Control and Prevention's) Title 42 public health Order, we expect increased border flows, in light of exploitation by smugglers, continued demand for access to the United States from people fleeing violence and economic turmoil in their home countries, and other factors discussed above," the memo reads.

This week, Homeland Security Secretary Alejandro Mayorkas is expected to be grilled by Republican and Democratic lawmakers over the anticipated end of the Title 42 public health authority in high-profile hearings. Ahead of those hearings, Mayorkas, along with other administration officials, are conducting a series of briefings with members of Congress and staff.

The briefings come just a day before Mayorkas is set to testify before the House Homeland Security Committee and a subcommittee on Appropriations. On Thursday, Mayorkas will face off with members of the House Judiciary Committee.

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Bloomberg Government: Biden Unveils Border Plan Details After Democrat Defections (Ellen Gilmer)

The Biden administration is sharing new details of how it will manage increased border crossings when pandemic-related restrictions end, an effort to mollify the growing number of Democrats who've criticized the plan.

The six-part strategy, which focuses on speeding up migrant processing and targeting smugglers, largely reflects actions the Department of Homeland Security has already outlined but includes more specifics. For example, DHS commits to using a process called expedited removal to quickly deport migrants who don't meet initial thresholds to seek asylum.

The agency expects significant increases in migrant arrivals after the termination of Title 42, a public health authority that has allowed the quick expulsion of migrants since 2020. The policy is set to lift May 23, but that timeline may be thrown off by legal action.

"Many elements of this plan are already being implemented as we manage a historic number of encounters, including a record number of noncitizens trying to enter the United States multiple times," Secretary Alejandro Mayorkas wrote in a 20-page memo released Tuesday. "Others are elements that we are prepared to implement once the Title 42 termination goes into effect."

DHS is working to prepare for as many as 18,000 migrants a day when Title 42 lifts. Moderate and politically vulnerable Democrats previously argued that the agency lacked a sufficient plan for the influx. It remains unclear whether the new memo will win them over.

Sen. Mark Kelly (D-Ariz.), one of those skeptics, on Tuesday said he hadn't yet seen the Biden administration's new memo but was open to what DHS's latest document says. "Hopefully it has more than 16 pages," he said.

Biden's Move to End Border Expulsions Faces Setback in Court

Legal Uncertainty

A federal judge's decision Monday threw a wrench in the Biden administration's efforts to wind down Title 42. Judge Robert Summerhays in the U.S. District Court for the Western District of Louisiana plans to grant conservative states' request for a temporary restraining order.

The details of the decision haven't been finalized, but it appears to target DHS' shift away from Title 42 for some migrants in recent weeks, ahead of the May 23 termination date. Missouri Attorney General Eric Schmitt (R), one of the lead challengers in the case, on Tuesday said the court order would last until May 13. The court is scheduled to hear arguments that day on the states' request for a broader preliminary injunction to keep Title 42 in place for months while litigation continues.

Senior administration officials on Tuesday said the administration would comply with any order the court issues but added that they disagree with the premise of it.

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The Hill: Biden administration lays out post-Title 42 border plan (Rafael Bernal)

Biden administration officials on Tuesday laid out their border and immigration enforcement plan, as a pandemic-related border security exception draws down.

The Trump-era policy known as Title 42 is due to sunset May 23, despite increasingly vociferous Republican attacks that its end will spell doom for border management.

Homeland Security Secretary Alejandro Mayorkas, a central target of the attacks, on Tuesday published a 20-page memo detailing how the administration intends to prevent the change in border policy from setting off disarray.

The memo describes a work plan for how to enforce U.S. immigration law without the added legal power to immediately expel migrants encountered at the border that Title 42 granted officials.

The administration's plan is divided into six "border security pillars," which encompass everything from short-term surges in personnel and resources to the border, to a program to deter migration from Latin America.

One key element of the plan is the intent to increase the legal consequences of unauthorized border crossings, an element of deterrence that was decreased under Title 42.

“Core to this plan is our commitment to continue to strictly enforce our immigration laws,” reads the Mayorkas memo.

“This includes increased use of Expedited Removal, detaining single adults when appropriate, referring for prosecution those whose conduct warrants it, and accelerating asylum adjudications that enable us to more quickly process and remove from the United States those who do not qualify for relief under our laws.”

Mayorkas is set to be grilled by House Republicans later this week when he testifies on the administration’s border policies, and particularly Title 42.

The tenor of the Mayorkas memo projects a focus on tough enforcement, particularly the use of expedited removals, while expanding the potential for processing asylum applications.

Immigration law allows U.S. officials to summarily repatriate many migrants who cannot make an asylum claim, have crossed the border surreptitiously, and are caught within 100 miles of the border and within 14 days of having entered the country.

Like Title 42, expedited removals take fewer resources to expel more individuals, but unlike Title 42, migrants are allowed to exercise their right to claim asylum in the expedited process.

While the termination of Title 42 has brought Republican attacks and discomfort from some vulnerable Democrats, the administration has spent more than a year fielding attacks from the left on its implementation of the policy, which empowered officials to ignore key aspects of U.S. asylum law.

Still, the administration’s focus in winding down Title 42 has been to downplay the idea that it is fomenting chaos at the border.

Like the Trump administration before it, the Biden administration has insisted that Title 42 was exclusively a public health policy, with its continued enforcement subject to the determinations of the Centers for Disease Control and Prevention (CDC).

While that assertion angered immigration advocates, who said it amounted to the administration hiding behind the CDC to cut corners on border enforcement, it has also helped the administration navigate a court case against the rescission of Title 42.

A Louisiana judge Monday temporarily blocked the Department of Homeland Security (DHS) from implementing its plan to draw down Title 42, but the CDC’s public health determination was not subject to the same administrative regulations as DHS.

That means that if a temporary injunction is put in place, it will block DHS from executing its plan to draw down Title 42, but it might not be enough to grant border officials the authorities they had under the Trump-era policy.

“If and when the court actually issues the [temporary restraining order], the department is planning to comply with that order,” an administration official told reporters Tuesday.

“It really makes no sense to us that the plaintiffs would demand and that the court would order that DHS be stopped in its use of expedited removal, which again is going to prevent us from adequately preparing for the aggressive application of immigration law when the public health order expires,” added the official.

Still, Republicans are on the offensive over the end of Title 42. A group of Republicans and a few Democrats led by Sen. James Lankford (R-Okla.) are leading a charge to codify the Title 42 powers given to border officials.

Such legislation seems unlikely to pass, but a continued discussion on Title 42, plus a likely surge in immigration over the summer, will provide valuable ammunition for the GOP before November’s midterm elections.

And while immigrant advocates wanted to see the end of Title 42 because it all but ended asylum protections, a protracted immigration fight is likely to distract from their policy win and other issues Democrats would rather engage.

“Title 42 is going to be the dominant discussion ... that becomes the ‘Latino issue,’” Rep. Raúl Grijalva (D-Ariz.) lamented Tuesday.

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Reuters: White House pushes back at critics of U.S.-Mexico border security plan (Ted Hesson)

The Biden administration on Tuesday outlined its plan to tackle border security, pushing back against criticism that it is unprepared for a late-May deadline to lift COVID-19 restrictions that have blocked asylum seekers and other migrants at the U.S.-Mexico border since early 2020.

While the end of the restrictions were thrown into doubt this week by a federal court, the administration of Democratic President Joe Biden said it was still preparing for an increase in the already historic number of border crossings.

Republicans and some Democrats have lambasted Biden's decision to terminate by May 23 the pandemic-era order known as Title 42, saying the Biden administration lacks an adequate plan. A judge in Louisiana on Monday said he intended to halt the termination of the order.

The administration said the government had been prepping for the order's end since the fall of last year.

Many of the elements of a six-point plan presented on Tuesday had been announced before but the outline "memorializes" the administration's ongoing efforts, a senior official who declined to be identified told reporters.

The DHS plan focuses on surging resources to the border, speeding up processing of migrants, increasing the use of fast-track deportations, building up capacity of aid groups, targeting smugglers, and seeking regional cooperation to deal with higher levels of migration.

With the Nov. 8 midterm congressional elections looming, Republicans have fiercely criticized Biden for reversing the restrictive policies of former Republican President Donald Trump. The number of migrants arrested at the border soared to 1.7 million last year and is set to climb higher, though Biden officials note many of those are repeat crossers.

U.S. border authorities encountered an average of 7,800 migrants per day at the border with Mexico over the past three weeks, compared with a historical average of 1,600 per day from 2014-2019, the U.S. Department of Homeland Security (DHS) said in the plan.

Homeland Security Secretary Alejandro Mayorkas, Biden's top border official, will testify before three U.S. congressional committees on Wednesday and Thursday as some Republicans have called for his resignation or impeachment for his approach to illegal immigration.

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Politico: Biden to comply with forthcoming order to keep Covid border restrictions in place (Eugene Daniels and Laura Barron-Lopez)

The Biden administration said on Tuesday that it will comply with an expected court order from a Louisiana judge that would block the lifting of Title 42, a Trump-era deportation policy used to expel more than one million migrants at the Southern border.

The administration had announced that it would end the use of Title 42, a public health order, by May 23. But a judge in the U.S. District Court for the Western District of Louisiana announced on Monday that he would side with Republican states to keep the order preserved barring some agreement being reached between them and the administration.

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The administration had announced that it would end the use of Title 42, a public health order, by May 23. But a judge in the U.S. District Court for the Western District of Louisiana announced

on Monday that he would side with Republican states to keep the order preserved barring some agreement being reached between them and the administration.

“If and when the court issues the TRO [temporary restraining order] the department is planning to comply with that order,” a senior administration official said on a call with reporters Tuesday, announcing the administration’s detailed plan for after Title 42 is lifted.

The official knocked the impending decision, saying “It really makes no sense to us that the plaintiffs would demand and the court would order that [Department of Homeland Security] be stopped in its use in expedited removal, which is going to prevent us from adequately preparing for the aggressive applications for immigration law when public health expires.”

Officials on the call outlined the administration’s six-point plan for the aftermath of the Title 42 order being lifted at the end of next month. The plan includes more resources to deal with an expected surge of migrants at the border, which the administration says would allow them to process 18,000 migrants in custody “at any given time.”

The plan also includes leaning on other federal agencies and neighboring nations to “share the responsibility” of deterring irregular migration, including targeting criminal organizations and smugglers.

“We’ve already begun referring individuals who are recidivist border crossers, that is, who cross regularly and get expelled under Title 42 into ER in order to levy significant immigration and law enforcement consequences,” an official said.

Last month, DHS released a separate fact sheet on preparations it has undertaken for Title 42 being lifted that was less detailed. When asked if the two were different or there would be an evolution, an official noted that the actual date for the policy being rescinded was getting closer.

“We thought it was prudent to produce this document that doesn’t just include what’s in our plan but really memorializes all of the efforts that have been underway for many months and over a year in some cases to address all of these issues in a holistic and kind of comprehensive way,” the official said.

The decision by the Louisiana judge eases some of the political pressure the White House has been facing on the issue of Title 42, even from members of its own party. Democrats in swing states worried that lifting the order would worsen the politics of immigration for them and Biden heading into the midterms.

Kerri Talbot, deputy director of the advocacy group Immigration Hub, had urged the White House to improve its communication with the Hill about its plans for addressing increased migration in the coming months. After seeing the strategy and new details provided on Tuesday, Talbot said, “this plan definitely shows that they’re ready.”

“The combination of this new plan rollout plus the fact that Title 42 is temporarily enjoined, those two together should help lawmakers feel more comfortable,” Talbot added.

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Fox News: DHS publishes plan to deal with post-Title 42 migrant surge, amid bipartisan pushback (Adam Shaw)

The Department of Homeland Security on Tuesday published its plan to deal with a post-Title 42 migrant surge, while conceding the surge will "substantially strain" resources at the border – as it faces loud bipartisan pushback over its plans to end the public health order on May 23.

"When the Title 42 public health order is lifted, we anticipate migration levels will increase, as smugglers will seek to take advantage of and profit from vulnerable migrants," DHS Secretary Alejandro Mayorkas said in a memo outlining the agency's "plan for Southwest Border Security and Preparedness."

The memo outlines what it calls a "a whole-of-government plan to prepare for and manage increased encounters of noncitizens at our Southwest Border."

The plan is mostly a more detailed version of a plan the agency outlined ahead of the April 1 announcement that Title 42 would be lifted. The public health order, which has been used by both the Biden and Trump administrations to expel a majority of migrants at the border due to the COVID-19 pandemic, will end on May 23.

Republicans and moderate Democrats have sounded the alarm about a massive surge in migration at the border on top of the already sky-high numbers that the administration has itself called "historic." DHS has been planning for up to 18,000 migrants a day and the current March numbers of 210,000 a month are expected to increase in the months ahead.

Democratic senators in particular have called for the Biden administration to have a plan in place before Title 42 is lifted and have introduced legislation in an attempt to make the administration implement such a plan. DHS has protested that it does, in fact, have a plan for the coming surge.

The six-step plan released by the administration involves the surging of resources, including medical support and transportation to the border, as well as initiatives to streamline the processing of migrants from the border to their release into the interior of the United States.

However, the agency claims it is also administering consequences for unlawful entry, including the use of Expedited Removal (ER), which can allow for the rapid removal of recently arrived illegal immigrants. However, Border Patrol agents have told Fox News that if a migrant claims they have a fear of persecution, the removal order is changed to a Notice to Appear – meaning they are released into the United States with a future court date.

They said that migrants are already spreading the word about what to say to get released into the U.S. as the administration has already been increased its use of ER to remove illegal immigrants from Northern Triangle countries.

A senior administration official, in a call with reporters, said there was no plan to use family detention as a way to help deal with the surge. However, the use of ER would allow for the use of detention for single adults. The administration has also stressed that it intends to remove "promptly" those who are allowed in, go through immigration proceedings, and are found not to have a valid asylum case.

The other pillars of the administration's plan includes bolstering the capacity of non-governmental organizations to receive migrants after they've been processed by Customs and Border Protection (CBP). NGOs often help migrants with travel, housing and other assistance after they are released.

Finally, the administration say it will target and disrupt transnational criminal organizations who facilitate illegal immigration, and also deter illegal migration throughout the Hemisphere. It pointed to new migration agreements with Panama and Costa Rica, as well as "close cooperation with Mexico."

"We are also sending a clear message in the region to counteract misinformation from smugglers, including that the termination of the Title 42 public health Order does not mean that the U.S. border is open," the memo says.

Mayorkas ends the memo by admitting that the migrant surge will "substantially strain" resources at the border, and instead calls on Congress to pass solutions to fix what the administration has claimed is a "broken" system.

"Despite the efforts of our dedicated DHS workforce and our partners executing this comprehensive plan, a significant increase in migrant encounters will substantially strain our system even further," he says.

"As it has since its first day in office, the Biden-Harris Administration continues to call on Congress to pass legislation that holistically addresses the root causes of migration, strengthens border security, fixes our immigration system, and improves legal pathways," the memo says.


That legislation was quickly rejected by Republicans early last year due to its inclusion of a mass amnesty for millions of illegal immigrants in the country, combined with a lack of border security measures.

Republican states have sued the Biden administration in a bid to stop the order being lifted on May 23. The states won a temporary restraining order on Monday as the case proceeds, although details of the order are not clear.

The 21 states are hoping to secure a preliminary injunction barring the lifting of the order after a hearing on May 13.

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Social Coverage

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Rebecca Beitsch @RebeccaBeit... 3m
The White House released a memo that provides a more in-depth look at its plans to surge resources to the border following the lifting of Title 42.


Camilo Montoya-Galvez @camil...
DHS Secretary Alejandro Mayorkas just released a new 20-page plan outlining the preparations U.S. border officials are undertaking to lift Title 42 on May 23.
Read it here:
drive.google.com/file/d/1vfw1F2...
Show this thread

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Rebecca Beitsch @RebeccaBeit... 2m
The six-pillar plan goes into more detail than a March 29 plan DHS rolled out prior to CDC's announcement it would lift Title 42. thehill.com/policy/nationa...

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Ellen M. Gilmer @ellengilmer 1m
News: Biden admin unveils more details of border plan post-Title 42. Unclear if it will mollify moderate Dems. "Hopefully it has more than 16 pages," Sen. Kelly said. (It has 20) bgov.com/core/news_arti... \$\$

○



Hamed Aleaziz @Haleaziz now

DHS officials released a border plan to reporters on Tuesday, detailing preparations for the end of Title 42. It includes how DHS will use 'expedited removal' to quickly turn back certain immigrants at the border along with potential changes to processing immigrants.

🗨️ ↻️ 2 ❤️ 1 ⋮



Hamed Aleaziz @Haleaziz 25s

Context - the Biden administration has been slammed by both Democrats and Republicans for not detailing what the post-Title 42 plans are. This was an effort, it appears, to rectify that. Officials plan to brief congress today as well.

🗨️ ↻️ ❤️ 1 ⋮

Show this thread



3:06 PM




Nick Miroff @NickMiroff 15s

Biden admin has prepared a new 6-pillar plan describing preparations for a post-Title 42 border surge.

It looks like the 4-point plan DHS laid out a few weeks ago, prior to the CDC announcement, but after that lawmakers said Biden "didn't have a plan" dhs.gov/news/2022/03/3...

🗨️ ↻️ ❤️ 1 ⋮



 **Camilo Montoya-Galvez** 
@camiloreports

DHS Secretary Alejandro Mayorkas just released a new 20-page plan outlining the preparations U.S. border officials are undertaking to lift Title 42 on May 23:
drive.google.com/file/d/1vfw1F2...

MEMORANDUM *Sentenced Thomas*

TO: Alejandro T. Mayorkas
Secretary of Homeland Security

FROM: [Redacted]

SUBJECT: **2022 Plan for Southern Border Security and Preparedness**

EXECUTIVE SUMMARY

Under the Biden-Harris Administration, the Department of Homeland Security (DHS) has been pursuing a comprehensive and deliberate strategy to secure our borders and build a safe, orderly, and humane immigration system. After a period of border and domestic immigration system, since January 2021 DHS has effectively managed an unprecedented number of immigrants seeking to enter the United States and processed more than 2 million more than any other period in our history.


The legal authority for enforcing our border security and immigration laws comes from Title 8 of the U.S. Code. During other times, Title 8 provides that individuals who cross the border without legal authorization are presumed to be inadmissible and, if unable to establish a legal basis to remain in the United States, promptly returned from the country.

In March 2020, the Centers for Disease Control and Prevention (CDC) issued a notice of Title 42 of the U.S. Code as law addressing public health, our immigration, to suspend the immediate admission of noncitizen single adults and families in order to protect Americans from the spread of COVID-19. As a result, a significant percentage of all noncitizens encountered at the Southern Border are currently subject to the Title 42 public health order. Beginning in September 2021, DHS began planning to implement the removal of Title 42. On April 1, 2022, DHS announced that it was lifting the Order effective May 23. All noncitizens will then be processed pursuant to Title 8 once again.


When the Title 42 public health Order is lifted, we anticipate migration levels will increase as migration will seek to make advantage of and profit from economic openings. The increase in migration being anticipated by the United States is consistent with larger global trends that are currently seen across the world displaced from their homes due to any time since World War II, including in the Western Hemisphere.

3:03pm · 26 Apr 2022 · Twitter Web App



-  Camilo Montoya-Galvez Retweeted

 **Natalie Brand**  @NatalieABrand 17m

More on the @DHSgov memo released today in preparation for lifting Title 42 and anticipated increase in migration levels via @camiloreports and @NicoleSganga cbsnews.com/news/immigrati...

  1  
-  **Ben Fox**  @benfoxatap 1h

US preps for even busier border amid lifting of health order (from @AP) apnews.com/article/d5c90e...

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From: Alejandro Mayorkas (b)(6)
To: Mayorkas, Alejandro (b)(6)
Subject: Fwd: Special Luncheon Invitation - AALAC Advisory Council - October 31
Date: 2022/10/26 17:31:53
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: October 26, 2022 at 2:33:16 PM EDT
To: Alejandro Mayorkas (b)(6)
Cc: (b)(6)
Subject: Re: Special Luncheon Invitation - AALAC Advisory Council - October 31

Dear Secretary Mayorkas,

Thank you for your response. We are sorry you won't be able to join us on this occasion but look forward to counting with your participation on future events.

All the best,

(b)(6)



Outlook-ArshtColor.jpg

(b)(6) Adrienne Arsht Latin America Center
 1030 15th Street, NW, 12th Floor | Washington, DC 20005

(b)(6)
www.facebook.com/AtlanticCouncil | [@AtlanticCouncil](https://twitter.com/AtlanticCouncil) | www.AtlanticCouncil.org



Outlook-xmrkyfym.jpg

[Sign up for our monthly newsletter here](#)

From: Alejandro Mayorkas (b)(6)
Sent: Wednesday, October 26, 2022 2:23 PM
To: (b)(6)
Cc:
Subject: Re: Special Luncheon Invitation - AALAC Advisory Council - October 31

(b)(6)

Thank you very much for the invitation. I am disappointed that I will not be able to join the luncheon due to work obligations. I will reach out to (b)(6) separately, as he and I are overdue in getting together.

Thank you again.

Ali

Alejandro N. Mayorkas

Sent from my iPhone

On Oct 26, 2022, at 12:46 PM, (b)(6) wrote:

Dear Secretary Mayorkas,

I hope this note finds you well. I am following up on the invitation below to attend an in-person luncheon event with our Advisory Council on **Monday, October 31st from 12:30 - 2:00 p.m. (ET)** on how to mitigate the region's greatest risks in 2023 as well as a read-out of the October 30 Brazilian election.

Some of our speakers include:

- • Ambassador Martha Bárcena; Former Ambassador to the United States, Mexico
- • President Laura Chinchilla, Former President, Republic of Costa Rica
- • Secretary Carlos Gutierrez, Former US Secretary of Commerce, US Department of Commerce; Chair, Albright Stonebridge Group
- • Minister Celso Lafer, Former Minister of Foreign Affairs, Brazil

The luncheon will take place at the Atlantic Council headquarters located at (b)(6)

(b)(6)

Please let us know if you will be able to join us by replying to this email!

Best,

(b)(6)



Outlook-ArshtColor.jpg

(b)(6)

Adrienne Arsht Latin America Center
1030 15th Street, NW, 12th Floor | Washington, DC 20005

(b)(6)

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Outlook-qzr5udr.jpg

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From: On Behalf Of (b)(6)

Sent: Monday, October 24, 2022 2:41 PM

To: (b)(6)

Cc: (b)(6)

Subject: Special Luncheon Invitation - AALAC Advisory Council - October 31

Dear Secretary Mayorkas,

Hope you are well. On behalf of the Atlantic Council's Adrienne Arsht Latin America Center, I am delighted to invite you to a special luncheon event with our Advisory Council on **Monday, October 31 at 12:30 p.m.** on how to mitigate the region's greatest risks in 2023 as well as a read-out of the October 30 Brazilian election. The luncheon conversation will take place alongside the annual meeting of our Advisory Council and will include a special musical performance. Please find the formal invitation below.

We hope you can join us on the 31st. Please confirm your attendance with (b)(6)

(b)(6)

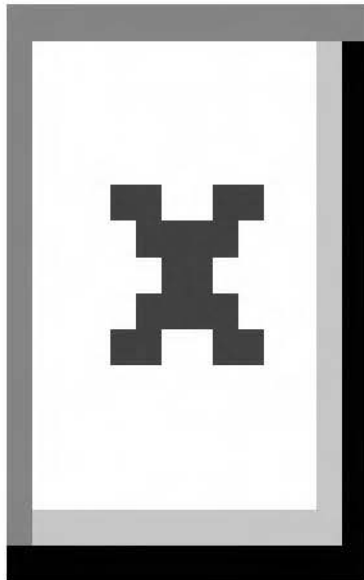


image001.png

Best,

(b)(6)



image002.png

(b)(6)

Adrienne Arsht Latin America Center
1030 15th Street, NW, 12th Floor | Washington, DC 20005
www.facebook.com/AtlanticCouncil | [@ACLatam](https://twitter.com/ACLatam) | www.AtlanticCouncil.org

Sender:	Alejandro Mayorkas	(b)(6)
Recipient:	Mayorkas, Alejandro	(b)(6)
Sent Date:	2022/10/26 17:31:42	
Delivered Date:	2022/10/26 17:31:53	



Atlantic Council

ADRIENNE ARSHT
LATIN AMERICA CENTER

**THE ADRIENNE ARSHT
LATIN AMERICA
CENTER**

INVITES YOU TO A SPECIAL
LUNCHEON AND DISCUSSION
WITH ITS ADVISORY COUNCIL

31 OCTOBER | (b)(6)
12:30 - 2:00
P.M. (ET)

PRESENTING

**A CONVERSATION ON HOW TO MITIGATE
THE REGION'S GREATEST RISKS IN 2023**

**A LIGHTNING ROUND ON THE OCTOBER 30TH
BRAZILIAN ELECTION RESULTS**

SPECIAL MUSIC PERFORMANCE

RSVP at (b)(6)

This invitation is non-transferable.

Please inform us of any dietary restrictions

DHS-001-0510-000149



OHSA-0001-05 10-000015

ADRIENNE ARSHT

LATIN AMERICA CENTER

From: Alejandro Mayorkas (b)(6)
Mayorkas, Alejandro (b)(6)
To: (b)(6)
Subject: Fwd: Statecraft Symposium at the US Supreme Court Dec 1-3, 2022
Date: 2022/11/14 12:21:22
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: November 13, 2022 at 12:22:04 PM EST
To: Alejandro Mayorkas (b)(6)
Subject: Statecraft Symposium at the US Supreme Court Dec 1-3, 2022

Dear Secretary,

The Supreme Court just confirmed the dates for the 2022 Statecraft Symposium, so we'll be back in our traditional location at the court. We would love for you to join us again!

The 2022 Statecraft Symposium at the United States Supreme Court with Justices Breyer, Kagan and Kennedy hosting and leading discussions will be from December 1st to the 3rd. We'd love for you to join us at the Supreme Court as the banquet keynote speaker again or on a panel with Justice Breyer. I know Justice Breyer would love to do this with you and the symposium is always conducted under chatham house rules and closed to the press.

I'm one of the founding members of the Supreme Court Statecraft Symposium, which we kicked off in 2009 with Justice Breyer, Kennedy, Scalia and Kagan. Then like now the Justices with interagency and international colleagues engage in rule of law discussions and present the legal frameworks around various policy issues with a group of general officer military fellows.

I recognize the enormous pressures around your schedule and that you may well be on travel. We will certainly endeavor to make whatever is best work and I know the fellows would certainly love your visit. I've attached the symposium working schedule for your review.

Do hope you are well and safe!

Godspeed,

(b)(6)

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6)
Sent Date:	2022/11/14 12:17:37
Delivered Date:	2022/11/14 12:21:22



THE MENTOR GROUP

Thomas Kosmo
President

The Honorable Alejandro N. Mayorkas
Secretary
United States Department of Homeland Security
Washington, DC 20528

November 9, 2022

Dear Secretary Mayorkas,

Greetings from Mentor Group and we hope you are faring well amidst the global challenges that abound these days. With appreciation for your edifying contribution to our *Symposium on Statecraft* last autumn, Statecraft Fellows still talk about how much they benefited from your sagacity.

We reconvene at the Supreme Court this December 1-3, bringing together top United States and European Supreme Court jurists with counterpart diplomats, officials, scholars and armed forces Flag Officers. We hope you can honor us again this year and we warmly invite you to address the Fellows on any priorities you see fit at our Opening Banquet Thursday December 1 (draft agenda p. 2).

Of course, the real stars of the show are the Statecraft Fellows (p. 3). We can certainly feature you anywhere else on the program that your schedule may favor and you can alter the topic as you like.

Anticipating your continued goodwill, we look forward to working with you again. We thank you for your enduring service to our country meanwhile, and send most cordial and respectful good wishes,

Yours sincerely,

(b)(6)

Encl.: Statecraft Symposium Draft Agenda & Participants (20 pp.)
Mentor Group Founding and Purposes (3 pp.)



THE MENTOR GROUP

Symposium on Statecraft

Founded 2009 by The Mentor Group Boston

SYMPOSIUM HONORARY CHAIRMAN

General Richard B. Myers, USAF (Ret.)

Chairman, Joint Chiefs of Staff 2001-2005

This *Symposium on Statecraft* meets annually at the United States Supreme Court in Washington, joining United States and visiting Supreme Court members with counterpart diplomats, scholars and active-duty flag officers. All Symposium members assist leaders building statecraft toward global security. We define statecraft as the art aligning national security with rule of law.

CHATHAM HOUSE RULE OF NON-ATTRIBUTION GOVERNS SYMPOSIUM DISCUSSION



SYMPOSIUM PRINCIPALS – DECEMBER 1-3, 2022

Justice Stephen G. Breyer
Supreme Court of the United States 1994-2022

Président Laurent Fabius
Conseil constitutionnel of France

The Honorable Michèle Flournoy
Under Secretary of Defense for Policy 2009-2012

Justice Richard J. Goldstone
Constitutional Court of South Africa 1994-2003

Justice Elena Kagan
Supreme Court of the United States

Justice Anthony M. Kennedy
Supreme Court of the United States 1988-2018

His Excellency Stavros Lambrinidis
Delegation of the European Union to the United States

The Honorable Alejandro N. Mayorkas
United States Department of Homeland Security

The Honorable Seth W. Moulton
United States House of Representatives

General Richard B. Myers
Joint Chiefs of Staff 2001-2005

General Paul M. Nakasone
United States Cyber Command (USCYBERCOM)

Ambassador Thomas R. Pickering
Under Secretary of State for Political Affairs 1997-2001

The Honorable Jake Sullivan
The White House

The Honorable Christine E. Wormuth
United States Department of Defense

SYMPOSIUM DRAFT AGENDA
United States Supreme Court – December 1-3, 2022

❖ THURSDAY DECEMBER 1, 2022 7.00-10.00 PM ❖

7.00 pm Reception – 7.30 pm Supreme Court Banquet – *military mess dress, civilian black-tie*

Keynote by United States Department of Homeland Security Secretary Alejandro N. MAYORKAS
Making the United States more resilient toward terrorist, cyber, pandemic and other risks

❖ FRIDAY DECEMBER 2, 2022 8.30 AM-5.30 PM ❖

8.30-9.00 am – Welcome coffee in West Conference Room – *military service dress, civilian business dress*

9.00 am-12.30 pm – Seminar in East Conference Room

United States Supreme Court Justice Stephen BREYER on American judicial philosophy – law, politics & security

United States Cyber Commander General Paul NAKASONE on securing our nation’s cyber domain – protecting American prosperity, liberty and security

United States Congressman Seth MOULTON on America’s leadership in the world and next-generation conflicts

Secretary of the United States Army Christine WORMUTH on enhancing the US Army’s strategic mobility and presence for tomorrow’s social and security challenges

12.30-2.00 pm – Luncheon – Keynote by Former Under Secretary of Defense for Policy Michèle FLOURNOY
US national security strategy and defense policy – strengthening deterrence against Russia and China

2.00-5.30 pm – Seminar in East Conference Room

United States Supreme Court Justice Anthony KENNEDY on safeguarding our constitutional freedoms

Constitutional Court of South Africa Founding Justice, The Honorable Richard GOLDSTONE on defending the rule of law and human rights in the Twenty-first Century

United States National Security Advisor Jake SULLIVAN on current threats to American democracy and their repercussions on national security

His Excellency Stavros LAMBRINIDIS, Ambassador of the European Union to the United States, on strengthening the EU’s Common Security and Defense Policy while preserving democracy and rule of law

7.30-9.30 pm – Private dinners – *by invitation*

❖ SATURDAY DECEMBER 3, 2022 9.00-11.30 AM ❖

9.00-11.30 am – Working Breakfast – *military service dress, civilian business dress*

Former Chairman of the Joint Chiefs of Staff General Richard MYERS

Technological and economic advantage in modern warfare and the rule of law

Conseil constitutionnel Président Laurent FABIUS

Preserving the sanctity of the rule of law against the unrelenting societal pressures of our time

Former Under Secretary of State for Political Affairs Ambassador Thomas PICKERING

National security and diplomacy – regional and global challenges

Concluding reflections by Statecraft Fellows and Statecraft Symposium adjourns

STATECRAFT FELLOWS 2022

CAPTAIN HOLMAN AGARD

Fellow, The Johns Hopkins University School of Advanced International Studies, United States Navy

MAJOR GENERAL CURTIS BUZZARD

Commanding General, United States Army Maneuver Center of Excellence and Fort Benning, United States Army

MAJOR GENERAL DAVID DOYLE

Chief of Staff, United States Central Command (USCENTCOM), MacDill Air Force Base, United States Army

BRIGADIER GENERAL KYLE B. ELLISON

Commanding General of the Marine Corps Warfighting Laboratory/Futures Directorate
Vice Chief of Naval Research, United States Marine Corps

REAR ADMIRAL KENNETH EPPS

Commander, NAVSUP Weapon Systems Support, United States Navy

MAJOR GENERAL MARCUS EVANS

Chief of Staff, United States Special Operations Command (USSOCOM), United States Army

BRIGADIER GENERAL DAVID W. GARDNER

Commanding General, Joint Readiness Training Center and Fort Polk, United States Army

LIEUTENANT GENERAL KARSTEN S. HECKL

Commanding General, Marine Corps Combat Development Command
Deputy Commandant, Combat Development and Integration, United States Marine Corps

MAJOR GENERAL RYAN M. JANOVIC

Director of Operations, J-3, United States Cyber Command (USCYBERCOM), United States Army

BRIGADIER GENERAL MICHELLE LETCHER

Chief of Staff, US Army Futures Command, United States Army

CAPTAIN LESLIE MINTZ

Deputy Executive Assistant to the Chief of Naval Operations, United States Navy

LIEUTENANT GENERAL DAVID A. OTTIGNON

Commanding General, II Marine Expeditionary Force, Camp Lejeune, United States Marine Corps

LIEUTENANT COLONEL (P) ALICIA L. PRUITT

Chief, J-3 Military Secretariat, Joint Staff, United States Army

REAR ADMIRAL STUART SATTERWHITE

Commander, MyNavy Career Center, United States Navy

BRIGADIER GENERAL BRANDON R. TEGTMEIER

Deputy Commanding General (Support), 82nd Airborne Division, Fort Bragg, United States Army

REAR ADMIRAL DARRYL WALKER

Commander, Combined Joint Task Force, CYBER, Tenth Fleet, United States Navy

MAJOR GENERAL CHRISTIAN WORTMAN

Senior Military Assistant to the Deputy Secretary of Defense, United States Marine Corps

Statecraft Symposium Participants Foreseen

Major General Gregory Anderson

Commanding General, 10th Mountain Division and Fort Drum, United States Army

Mr. Thomas O. Barnett

Partner and Co-Chair of Antitrust and Competition Law, Covington & Burling LLP
Assistant Attorney General, United States Department of Justice Antitrust Division 2006-2008

Justice Amy Coney Barrett

Supreme Court of the United States

The Honorable Richard Blumenthal

Chair, Subcommittee on Consumer Protection, Product Safety and Data Security & Subcommittee on the Constitution
Committee on Armed Services; Committee on Commerce, Science, and Transportation; Committee on the Judiciary
Committee on Veterans' Affairs; Special Committee on Aging, United States Senate

Colonel Bradley Boyd (Ret.)

Visiting Fellow, The Hoover Institution, Stanford University

Justice Stephen G. Breyer

Supreme Court of the United States 1994-2022

General Gary Brito

Commanding General, United States Army Training and Doctrine Command, Joint Base Langley-Eustis
United States Army

Ambassador Lawrence E. Butler

Deputy Commander, United States EUCOM 2011-2013
Deputy Assistant Secretary of State for Iraq 2007-2008

Brigadier General Jon Byrom

Commander, 2nd Multi-Domain Task Force, United States Army

His Excellency Santiago Cabanas Ansorena

Ambassador of Spain to the United States of America

Mr. Tarun Chhabra

Senior Director for Technology and National Security, National Security Council, The White House

Dr. Ronald J. Clark

Former Deputy Under Secretary of Homeland Security
Former National Security Council Senior Director for Defense Policy and Strategy

Lieutenant General Christopher Donahue

Commanding General, XVIII Airborne Corps and Fort Bragg
Operation European Assure, Deter, and Reinforce, United States Army

General Joseph F. Dunford, Jr.

Chairman of the Joint Chiefs of Staff 2015-2019

His Excellency Philippe Étienne
Ambassador of France to the United States of America

Président Laurent Fabius
Conseil constitutionnel of France

The Honorable Michèle Flournoy
Under Secretary of Defense for Policy 2009-2012

Colonel Candice Frost
Commander, Joint Intelligence Operations Center, United States Cyber Command, United States Army

Circuit Judge Arthur J. Gajarsa
United States Court of Appeals for the Federal Circuit 1997-2012

Senior Circuit Judge Douglas H. Ginsburg
United States Court of Appeals for the District of Columbia Circuit
Professor of Law, Antonin Scalia Law School, George Mason University

Professor Francesco Giorgianni
Global Data Protection Officer, Ferrovie dello Stato Italiane S.p.A
Professor of Data Protection Law, Pontificia Università Lateranense

The Honorable Richard J. Goldstone
Founding Justice, Constitutional Court of South Africa 1994-2003

Her Excellency Emily Haber
Ambassador of Germany to the United States of America

Ms. Stephenie Gosnell Handler
Partner, International Trade & Privacy, Cybersecurity and Data Innovation
Gibson, Dunn & Crutcher LLP

Mr. Peter Harrell
Special Assistant to the President and Senior Director for International Economics and Competitiveness
National Security Council, The White House

Major General William Joseph Hartman
Commander, Cyber National Mission Force, United States Cyber Command, Fort Meade, United States Army

His Excellency Mikko Hautala
Ambassador of Finland to the United States of America

Mr. David A. Higbee
Partner and Co-Head, Global Antitrust Group, Shearman & Sterling LLP
Antitrust Deputy Assistant Attorney General and Chief of Staff, US Department of Justice 2004-2005

Mr. Fred Humphries
Corporate Vice President of US Government Affairs, Microsoft Corporation

Ambassador James F. Jeffrey
Special Representative for Syria & Special Envoy to the Coalition to Defeat ISIS 2018-2020

Justice Elena Kagan
Supreme Court of the United States

Justice Anthony M. Kennedy
Supreme Court of the United States 1988-2018

The Honorable Angus S. King
Co-chair, Cyberspace Solarium Commission; Chair, Subcommittee on Strategic Forces & Subcommittee on National Parks
Committee on Armed Services; Committee on Energy and Natural Resources; Committee on Rules and Administration
Select Committee on Intelligence, United States Senate

Colonel Thomas Kosmo (Ret.)
President, The Mentor Group

His Excellency Stavros Lambrinidis
Ambassador of the European Union to the United States of America

Her Excellency Christina Markus Lassen
Ambassador of Denmark to the United States of America

The Honorable Alejandro N. Mayorkas
Secretary, United States Department of Homeland Security

Mr. Paolo Messa
Executive Vice President, Geo-Strategic Relations USA, Leonardo US Holding, Inc.

The Honorable Seth W. Moulton
Committee on Armed Services; Committee on the Budget; Committee on Transportation and Infrastructure
United States House of Representatives

General Richard B. Myers
Chairman, Joint Chiefs of Staff 2001-2005

General Paul M. Nakasone
Commander, United States Cyber Command (USCYBERCOM)
Director, National Security Agency
Chief, Central Security Service

Circuit Judge Pauline Newman
United States Court of Appeals for the Federal Circuit

Her Excellency Karin Ulrika Olofsdotter
Ambassador of Sweden to the United States of America

Admiral Samuel J. Paparo, Jr.
Commander, United States Pacific Fleet, United States Navy

Mr. R. Hewitt Pate
Vice President and General Counsel, Chevron Corporation
Assistant Attorney General, United States Department of Justice Antitrust Division 2003-2005

Ambassador Thomas R. Pickering
Vice Chairman, Hills & Company
Under Secretary of State for Political Affairs 1997-2001

Senior Circuit Judge S. Jay Plager
United States Court of Appeals for the Federal Circuit

His Excellency Kristjan Prikk
Ambassador of Estonia to the United States

Circuit Judge Sharon Prost
United States Court of Appeals for the Federal Circuit

Deputy Head of Mission James Roscoe MVO
British Embassy Washington

Mr. Rudy L. Ruggles, Jr.
Board Member and Adjunct Scientist, J. Craig Venter Institute
Former President, Hudson Institute

Colonel Matthew Scalia
Deputy Director, Installation Management Command – Training, United States Army

Mr. John P. Schmitz
President, Prime Transatlantic
Deputy Counsel to the President, The White House 1989-1993

Major General Paul T. Stanton
Commander of the Cyber Center of Excellence and Fort Gordon, United States Army

The Honorable Jake Sullivan
United States National Security Advisor, The White House

The Honorable Christine E. Wormuth
Secretary of the Army, United States Department of Defense

Her Excellency Mariangela Zappia
Ambassador of Italy to the United States of America

Ms. Gerta Zhebo
Executive Vice President, The Mentor Group

STATECRAFT FELLOWS BIOGRAPHIES

Captain Holman Agard

Fellow, The Johns Hopkins University School of Advanced International Studies, United States Navy

Captain Holman Agard is a Fellow at the Paul H. Nitze School of Advanced International Studies at Johns Hopkins University. Captain Agard most recently served as the Executive Assistant to the Commander of US Naval Forces Central Command and the Combined Maritime Forces. Captain Agard has completed several deployments, including the 5th, 6th and 7th Fleet Operating Areas in support of Operations Enduring Freedom, Iraqi Freedom and New Dawn.

In April 2020, Captain Agard completed an afloat tour as the Executive Officer and Commanding Officer aboard USS Hopper (DDG 70). He has also served as the Operations Officer aboard USS Winston S. Churchill (DDG 81) and USS San Jacinto (CG 56). Captain Agard served his initial sea assignment aboard USS Philippine Sea (CG 58) as the Strike Officer and Training Officer.

While ashore, Captain Agard also completed two individual deployments in support of the Joint Special Operations Command within the Central Command Operating Area. His other onshore assignments include Training Liaison Officer at Afloat Training Group (ATG); Operations Officer at ATG; and Information Operations Planner at the Joint Information Operations Warfare Center.

Captain Agard earned his commission through the Naval Reserve Officers Training Corps (NROTC) program at Southern University, where he earned a Bachelor of Science in Mechanical Engineering. He also holds a Master of Business Administration with a concentration in Human Resource Management from Webster University.



Major General Curtis Buzzard

*Commanding General, United States Army Maneuver Center of Excellence and Fort Benning
United States Army*

Major General Curtis Buzzard has served as Commanding General for the United States Army Maneuver Center of Excellence and Fort Benning since July 2022. Prior to this, MG Buzzard served as the Deputy Chief of Staff, Operations, for NATO's Resolute Support Mission, Deputy Commanding General for Operations of US Forces-Afghanistan as well as the Commander of US National Support Element Command, Operation Freedom's Sentinel in Afghanistan. Previously, he was the 78th Commandant of Cadets at the US Military Academy. Before that, he was the Deputy Commander of Operations for the 7th Infantry Division.

BG Buzzard commanded the 3rd Brigade Combat Team and deployed in support of Operation Inherent Resolve. In June 2013, he was reassigned to the 82nd Airborne Division, where he served as the G3, Division Operations Officer. He commanded the 1st Battalion, 505th Parachute Infantry Regiment (PIR) in 2010 and, while serving on the Global Response Force mission, the battalion was alerted and deployed in support of the Combined Joint Special Operations Task Force, Operation Enduring Freedom.

MG Buzzard was assigned to the 1st Battalion, 505th PIR as the Battalion Operations Officer and later as the Battalion Executive Officer, to include a deployment in support of Operation Iraqi Freedom. Prior to that, he was assigned to the Opposing Forces at the National Training Center and served as the Battalion Assistant Operations Officer and Company Commander. Before this, he served as a Rifle Platoon Leader, Support Platoon Leader and Battalion S3-Air in the 1st Battalion, 504th PIR. He was previously designated to the 3rd Infantry Regiment, where he served as a Battalion Assistant Operations Officer and Co-Commander.

Earlier in his career, MG Buzzard was selected as the US Army War College Fellow at the Center for Strategic and International Studies. Prior to that, he was selected as Army Military Aide to the President, serving under Presidents George W. Bush and Barack Obama.

MG Buzzard was commissioned as an Infantry Officer following his graduation from the United States Military Academy. He earned a Master's in Public Administration from Harvard Kennedy School and a Master's in Military Science from the USMC Command and Staff College.



Major General David Doyle

*Chief of Staff, United States Central Command (USCENTCOM), MacDill Air Force Base
United States Army*

Major General David Doyle has served as the Chief of Staff of the United States Central Command since July 2022. Prior to this, MG Doyle served as the Commanding General of the Joint Readiness Training Center and Fort Polk from October 2020-July 2022. Before this position, MG Doyle served with the 82nd Airborne Division as the Deputy Commanding General for Support (2019-2020), the Director of Operations (CJ3) of Combined Joint Task Force, Operation Inherent Resolve (2018-2019), Commander of Operations Group, Joint Readiness Training Center at Fort Polk (2017-2018) and as the Division Chief of Staff for the 7th Infantry Division, Task Force Bayonet (2016-2017).

Previously, MG Doyle commanded the 2nd Brigade Combat Team, 10th Mountain Division (Light Infantry); the Commando Brigade deployed to Kandahar, Afghanistan; and served as the Deputy Commander for Train Advise Assist Command South (2014-2016). Prior to these posts, he completed an assignment in 2013 as the Director of Operations (CJ3) for the NATO Special Operations Component Command.

MG Doyle also served as Battalion Commander of the 2nd Battalion, 325th Airborne Infantry Regiment, supporting Operation Unified Response and Operation New Dawn (2010-2012). Earlier in his career, MG Doyle was assigned to the Pentagon's Joint Staff, in the Pakistan-Afghanistan Coordination Cell (2009-2010) and served in several roles for the 3rd Ranger Battalion (2004-2008).

MG Doyle received his commission in the Infantry from the United States Military Academy at West Point in 1993 with a Bachelor of Science in Military History. In 2004, he graduated from the Command and General Staff College and, in 2009, he graduated from the School of Advanced Military Studies at Fort Leavenworth. MG Doyle earned recognition as a Distinguished Graduate from the National War College in 2013 with a Master's in National Security Strategy.



Brigadier General Kyle B. Ellison

*Commanding General of the Marine Corps Warfighting Laboratory/Futures Directorate
Vice Chief of Naval Research, United States Marine Corps*

Brigadier General Kyle B. Ellison serves as the Commanding General of the Marine Corps Warfighting Laboratory/Futures Directorate and as the Vice Chief of Naval Research. From July 2020-June 2022, he served as the Commanding General of the 3d Marine Expeditionary Brigade and Deputy Commanding General. Earlier, he was assigned as the Director of the Marine Senate Liaison Office, after which he commanded the 7th Marine Regiment. Prior to this, he served as the Deputy Executive Assistant to the Vice Chairman of the Joint Chiefs of Staff; Commanding Officer in the Directorate for Strategic Plans and Policy (J-5) on the Joint Staff; and Senior Aide de Camp to the 35th Commandant of the Marine Corps.

Earlier in his career, BGen Ellison commanded the 2nd Battalion, 6th Marines (2009) and deployed to Afghanistan in support of Operation Enduring Freedom. Before this, he reported to the I Marine Expeditionary Force in Camp Pendleton, where he deployed in support of Operation Iraqi Freedom (OIF) and was assigned as Planner and Deputy Future Operations Officer. In 2004, BGen Ellison was assigned as Current Operations Officer, Regimental Combat Team 7, where he deployed to Iraq in support of OIF II. Previously, he reported to the 1st Battalion, 7th Marines as Headquarters and Service Company Commander, deploying to Japan under the Unit Deployment Program and to Iraq in support of OIF.

BGen Ellison received his commission in 1993, initially assigned to the 2nd Battalion, 6th Marines, Camp Lejeune, where he served in several positions. After, he transferred to Marine Barracks in Washington DC, serving as a Platoon Commander, Company Commander and Operations Officer.

In 2000, he attended the Amphibious Warfare School. BGen Ellison received a Bachelor of Arts in Criminal Justice from Pennsylvania State University, a Master's in Operational Studies from the Marine Corps University School of Advanced Warfighting and a Master of Science in National Security Strategy from the National War College.



Rear Admiral Kenneth Epps

Commander, NAVSUP Weapon Systems Support, United States Navy

Rear Admiral Kenneth Epps has served as Commander of the Navy Supply Systems Command (NAVSUP) Weapons System Support since 2021. Prior to this, he served as Director for Fleet Ordnance and Supply/Fleet Supply Officer, N41, US Fleet Forces Command (2019-2021). Previously, RDML Epps was an Assistant Professor at the Eisenhower School for National Security and Research Strategy.

Earlier in his career, RDML Epps held many assignments including Assistant Commander for Supply Operations and Logistics Policy with NAVSUP; Chief of the Strategy and Readiness Division with the Joint Staff (J-4); Assistant Commander for Financial Management and Comptroller with NAVSUP; Director for Material Budgets with the Naval Inventory Control Point in Philadelphia; and Action Officer with the Defense Logistics Agency (J-33), among others. Before these positions, RDML Epps also served as Readiness Analyst and Program Objective Memorandum Development Assistant with the Office of the Chief of Naval Operations (N-80) and as an Aide to the Commander of NAVSUP and Chief of Supply Corps. His first staff assignment was Instructor and Educational Counselor at the Navy Supply Corps School.

RDML Epps's initial shore assignments were on USS Kitty Hawk (CV 63), USS Leyte Gulf (CG 55) and USS Carl Vinson (CVN 70). He also commanded the NAVSUP Fleet Logistics Center in Pearl Harbor. His personal awards include the Defense Superior Service Medal, Legion of Merit, Defense Meritorious Service Medal and the Navy and Marine Corps Commendation Medal.

RDML holds a Bachelor of Science from Vanderbilt University, where he earned his commission through the Reserve Officers Training Corps Program. He holds a Master of Business Administration from the University of North Carolina at Chapel Hill, where he received the Frank Hawkins Kenan Award for Excellence. RDML Epps is also a distinguished graduate of the Industrial College of the Armed Forces, where he earned a Master of Science in National Resource Strategy.



Major General Marcus Evans

Chief of Staff, United States Special Operations Command (USSOCOM), United States Army

Major General Marcus Evans has served as Chief of Staff, United States Special Operations Command since September 2021. He previously was Commander of the United States Forces Special Operations Joint Task Force-Afghanistan, United States Forces-Afghanistan/Headquarters NATO Special Operations Component Command-Afghanistan in support of Operation Freedom's Sentinel. From 2019-2020, he served as Deputy Director for Special Operations and Counterterrorism, J-3, Joint Staff. Earlier, he was the Deputy Commanding General (Support) for the 3rd Infantry Division.

From 2015-2017, MG Evans served as Commander of the 75th Ranger Regiment. Prior to this, he was assigned to Joint Special Operations Command (2014-2015) and commanded the 3rd Ranger Battalion (2011-2013). He previously commanded the 2nd Battalion, 505th Parachute Infantry Regiment at Fort Bragg (2010-2011) and served as the Regimental Operations Officer to the 75th Ranger Regiment at Fort Benning (2008).

Earlier in his career, MG Evans served in multiple positions with the 1st Ranger Battalion. Before, he was Battalion Assistant Operations Officer with the 2nd Ranger Battalion (2002-2004); Rifle Company Commander with the 1st Battalion, 325th Airborne Infantry Regiment; and Platoon Leader and Staff Officer with the 3rd Ranger Battalion.

MG Evans received his commission in 1994 through the Reserve Officers Training Corps and earned a Bachelor of Science from Tennessee Technological University, a Master's in Business Management from Webster University and a Master's in National Security and Strategic Studies from the Naval War College. He completed the Infantry Officer Advanced Course and attended the Command and General Staff College at Fort Leavenworth. His awards include the Legion of Merit, Bronze Star Medal with four oak leaf clusters, Meritorious Service Medal with three oak leaf clusters and Army Commendation Medal with three oak leaf clusters, among many other decorations.



Brigadier General David W. Gardner

Commanding General, Joint Readiness Training Center and Fort Polk, United States Army

Brigadier General David Gardner has served as Commanding General of the Joint Readiness Training Center and Fort Polk since July 2022. Before this, he was Commanding General, United States Army Operational Test Command and Deputy Commanding General for Operational Testing, United States Army Test and Evaluation Command, Fort Hood (2020-2022).

Prior to this, BG Gardner served as Commander of the JRTC Operations Group (2018-2020) and Commander of the 2nd Brigade Combat team, 1st Infantry Division (2016-2018). He was a Military Assistant to the International Security Assistance Force (2013-2014). Previously, BG Gardner commanded the 2nd Battalion, 505th Parachute Infantry Regiment and deployed the unit to Afghanistan in 2012 under the 1st Infantry Division in Regional Command-East. BG Gardner was previously assigned to 3rd Battalion, 7th Infantry Regiment, 3rd Infantry Division (Mechanized) where he commanded in Kosovo and in the invasion of Iraq. Before this he served in the 2nd Battalion, 325th Airborne Infantry Regiment, 82nd Airborne Division (1995-1998).

BG Gardner graduated from the United States Military Academy in 1994 with a Bachelor's in Physics. He has master's degrees from Harvard University, the National Defense University and the US Army Command and General Staff College.

Lieutenant General Karsten S. Heckl

Commanding General, Marine Corps Combat Development Command

Deputy Commandant, Combat Development and Integration, United States Marine Corps

Lieutenant General Karsten Heckl is the Commanding General of the I Marine Expeditionary Force as well as the Deputy Commandant for Combat Development and Integration at the US Marine Corps Headquarters. Previously, he served as the 2nd Marine Aircraft Wing Commanding General as well as the Chief of Staff, Naval Striking and Support Forces NATO. From 2014-2016, he assumed the duties of the Assistant Deputy Commandant for Aviation.

Before that, LtGen Heckl was Marine Military Assistant to the Secretary of the Navy (2013-2014) after returning from Afghanistan. Prior, in 2012, he became the J-3 Director of Operations, United States Forces-Afghanistan in Kabul. From 2010-2011, he commanded the Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). In 2008, he deployed Marine Medium Tiltrotor Squadron 162 (VMM-162) in support of Operation Iraqi Freedom, having assumed command of the Golden Eagles of VMM-162, in August 2006. In 2003, he was assigned to Headquarters Marine Corps Aviation Department, for duty as the CH-46E and MV-22 Requirements Officer.

Earlier, with Marine Medium Helicopter Squadron 263 (HMM-263(REIN)), he deployed as the Aviation Combat Element for 24th Marine Expeditionary Unit, Special Operations Capable (MEU(SOC)) and participated in Operations in Kosovo and the Horn of Africa. He served in combat operations during Operation Iraqi Freedom and, in 2001, he joined the Thunder Chickens of HMM-263, assuming the position of Executive Officer. In June 1999, Marine Medium Helicopter Training Squadron 204 (HMT-204) was designated Marine Medium Tiltrotor Training Squadron 204 (VMMT-204) and, while there, LtGen Heckl served as Assistant Operations Officer and Future Operations Officer. In May 1996, he reported for duty with MAWTS-1. In this capacity, he served as a CH-46E instructor responsible for training Weapons and Tactics Instructors and was the CH-46E Division Head.

LtGen Heckl completed two deployments with the 26th MEU(SOC), during which he participated in Operations Provide Promise and Deny Flight (Bosnia and Herzegovina) and Restore Hope (Somalia). In May 1991, he was assigned to the Blue Knights of HMM-365 where he served as the Pilot Training Officer, Flight Line Division Officer, Future Operations Officer, the Squadron Weapons and Tactics Instructor and the Logistics Officer. In September 1990, he was designated a Naval Aviator and reported to HMT-204, Marine Aircraft Group 29, Marine Corps Air Station (MCAS) New River for training as a CH-46E pilot.

LtGen Heckl holds a degree from Georgia State University and is a distinguished graduate of both the Amphibious Warfare School and the Naval War College.



Major General Ryan M. Janovic

Director of Operations, J-3, United States Cyber Command (USCYBERCOM), United States Army

Major General Ryan M. Janovic has served as Director of Operations, J-3, United States Cyber Command (USCYBERCOM) since June 2022. Prior to this, MG Janovic served as Deputy Commanding General, Joint Force Headquarters-Cyber (JFHQ-C), United States Army Cyber Command from 2019-2022. The JFHQ-C provides cyberspace support to US Central Command, US Africa Command and US Northern Command. Before this, MG Janovic served as the Executive Officer to the US Army Forces Command (FORSCOM) Commanding General, transitioning with the Commander as the Executive Officer at United Nations Command/Combined Forces Command/United States Forces Korea.

Prior, MG Janovic served for two years as FORSCOM Deputy Chief of Staff for Intelligence, following his leadership of the 504th Military Intelligence Brigade at Fort Hood, from 2014-2016. Before that, he attended the National War College in Washington, DC and served on the Army Staff in the Headquarters, Department of the Army Intelligence Office (G2).

In 2009, MG Janovic reported to Fort Knox and assumed command of the Special Troops Battalion of 3rd Brigade, 1st Infantry Division. He trained, prepared, and deployed the Valiant Warriors to eastern Afghanistan; Task Force Valiant served the Duke Brigade, Regional Command – East, and the 2nd Zone Afghan Border Police throughout 2011. MG Janovic was selected as a White House Fellow in the class of 2008-2009, and served the Secretary of Agriculture and later, the Commissioner of the General Services Administration.

In the summer of 2005, he reported to Fort Meade, to serve with the 902d Military Intelligence Group, the Army's premier multidiscipline counterintelligence brigade, first as Operations Officer (S3) for the 308th Military Intelligence Battalion, and later as the Brigade S3. Following Command and General Staff College, MG Janovic served in Baghdad as the Aide and Deputy Executive Officer to the Deputy Chief of Staff for Political, Military and Economic Affairs, Multi-National Forces – Iraq.

As a Captain, MG Janovic served with the 25th Infantry Division (Light) at Schofield Barracks, where he commanded the Headquarters and Headquarters Company of the 125th Military Intelligence Battalion. Previously, he served as the Brigade Intelligence Officer for the 1st Brigade, 2nd Infantry Division in the Republic of Korea. MG Janovic began his career as a Platoon Leader in the 201st Military Intelligence Battalion, 513th Military Intelligence Brigade at Fort Gordon.

MG Janovic is a 1993 graduate of the US Military Academy and a distinguished graduate from the National War College in Washington, DC, where he earned a Master's of National Strategic Studies. His awards include the Legion of Merit (one oak leaf cluster); the Defense Superior Service Medal; the Bronze Star Medal (one oak leaf cluster); and the Gen. Douglas MacArthur Leadership Award.



Brigadier General Michelle Letcher

Chief of Staff, US Army Futures Command, United States Army

Brigadier General Michelle Letcher is the Chief of Staff of the United States Army Futures Command, where she has served since July 2021. Her previous role was Chief of Ordnance and Commandant of the US Army Ordnance School (2020-2021). Prior to this position, BG Letcher was Commanding General of Joint Munitions Command (2018-2020) and Executive Officer to the Commanding General, United States Army Material Command (2017-2018). She served as Brigade Commander, 16th Sustainment Brigade (2015-2017) and as a US Army War College Fellow (2014-2015). Earlier, she was Deputy Support Operations Officer, 13th Sustainment Command (2013-2014) and was Battalion Commander, 18th Combat Sustainment Support Battalion (2011-2013).

Before that, BG Letcher was Career Manager, US Army Human Resources Command (2010-2011), after serving as Battalion Support Operations Officer, US Army 82nd Sustainment Brigade (2009-2010). BG Letcher also served as Sustainment Planner, US Army XVIII Airborne Corps (2008-2009) and was Observer/Controller, US Army National Training Center (2004-2006). She served as Company Commander, 2/3 Heavy Brigade Combat Team/3d Division Support (2001-2003) following two years as Support Operations Officer, 10th Division Support Command, 10th Mountain Division (1999-2000). She began her service as Maintenance Control Officer in the 710 Main Support Battalion, 10th Mountain Division (1997-1998).

BG Letcher holds a Bachelor of Arts in Social Work from Illinois State University, a degree from the Command and General Staff College, a Master's in Human Services and Counseling from State University of New York at Oswego, a Master's in National Security and Strategic Studies from Kansas State University, and a Master's in Military Arts and Sciences from the United States Army School of Advanced Military Studies.



Captain Leslie Mintz

Deputy Executive Assistant to the Chief of Naval Operations, United States Navy

Captain Leslie Mintz has served as Deputy Executive Assistant to the Chief of Naval Operations since June 2021. Most recently, she was a Commanding Officer (2019-2021) and Executive Officer (2018-2019) in the Strike Fighter Squadron VFA-213. In January 2014, Captain Mintz reported to the J-3 Operations Directorate on the Joint Staff and subsequently served as a Nuclear Command & Control Presidential Strike Advisor at the National Military Command Center.

Earlier, Captain Mintz reported to the "Bounty Hunters" of VFA-2. During this tour, she deployed onboard USS Abraham Lincoln (CVN 72) in support of Operation Enduring Freedom. While in VFA-2, the squadron earned the "Battle E" and she was qualified as Command Duty Officer (underway). Captain Mintz also served as Administrative Officer, Quality Assurance Officer and Maintenance Officer.

Beginning March 2008, Captain Mintz reported to the "Blacklions" of VFA-213 as the Training Officer. During this tour, she deployed onboard USS Theodore Roosevelt (CVN 71) in support of Operation Enduring Freedom and was awarded the Navy League Squadron Weapons Systems Officer of the Year Award.

In January 2006, Captain Mintz reported to Fallon, NV, completing TOPGUN and becoming a Strike Fighter Tactics Instructor (SFTI). After graduating TOPGUN, she reported to Strike Fighter Weapons School Atlantic (SFWSLANT) in Virginia Beach for duties as an SFTI instructor. During this tour, she served as the Forward Air Controller Airborne (FAC(A)) Program Manager, overseeing and conducting training for all East Coast F/A-18F Squadrons. In 2002, Captain Mintz reported to the "Diamondbacks" of VFA-102 in Lemoore, California. The squadron conducted a homeport change to Atsugi, Japan and she deployed four times onboard the USS Kitty Hawk (CV 63) in the C7F AOR. She held billets of Schedules Officer, Line Division Officer and Personnel Officer and qualified as a FAC(A), NATOPS and Level Four Tactics Instructor.

Captain Mintz is a 2022 Fellow of the Massachusetts Institute of Technology Center for International Studies' Seminar XXI. She holds a Certificate in Systems Analysis (2016) and a Master of Arts in International Security Studies with a focus on Stabilization & Reconstruction (2011) from the Naval Postgraduate School. She completed her Joint Professional Military Education Phase One, graduating with distinction. In addition, Captain Mintz has earned a Bachelor of Science in Systems Engineering from the University of Virginia (2000).



Lieutenant General David A. Ottignon

Commanding General, II Marine Expeditionary Force, Camp Lejeune, United States Marine Corps

Lieutenant General David A. Ottignon was nominated to serve as Commanding General, II Marine Expeditionary Force, Camp Lejeune, in July 2022. Most recently, he served as the Deputy Commandant for Manpower and Reserve Affairs (August 2020-July 2022). Prior to this role, LtGen Ottignon was Director of the Manpower Management Division (2019-2020) and Inspector General of the Marine Corps (2017-2019). Before these positions, LtGen Ottignon was Commanding General, 1st Marine Logistics Group, I Marine Expeditionary Force at Camp Pendleton (2015-2017).

LtGen Ottignon's joint assignments include Engineer Plans Officer and Deputy Executive Assistant to the Commander of US Pacific Command as well as Deputy Operations Director for the US European Command (2013-2015). His staff assignments include serving in the 1st Recruit Training Battalion, as Marine Officer Instructor at the University of Rochester, as Executive Assistant to the Deputy Commandant for Installations and Logistics at the Headquarters of the Marine Corps and as Military Assistant to the Secretary of the Navy (2012-2013).

LtGen Ottignon has also served as Commanding Officer of 2nd Combat Engineer Battalion, 2d Marine Division and Commanding Officer of Marine Wing Support Group 37, 3rd Marine Aircraft Wing. He has served in peacekeeping operations in Somalia (Operation Restore Hope), counterinsurgency operations in the Southern Philippines (Operation Enduring Freedom) and combat operations in Iraq (Operation Iraqi Freedom).

LtGen Ottignon earned a Master of Arts in National Security and Strategic Studies from the Naval War College (1998) and a Master of Business Administration from the University of Rochester's Simon School of Business (1997). He is a graduate of the Army Advanced Engineer Officer's Course and a former Commandant of the Marine Corps National Security Affairs Fellow at the Hoover Institution, Stanford University. LtGen Ottignon earned his Bachelor of Arts in Mathematics from Ithaca College in 1987 and was commissioned as a Combat Engineer thereafter.



Lieutenant Colonel (P) Alicia L. Pruitt

Chief, J-3 Military Secretariat, Joint Staff, United States Army

LTC Alicia L. Pruitt has served as the Chief of J-3 Military Secretariat of the Joint Staff since June 2022 and will be promoted to Colonel in January 2023. Prior to completing her studies at the National Defense University, LTC Pruitt served as Battalion Commander of the 30th Adjutant General (Reception) Battalion Corps with a branch detail in the Chemical Corps (2019-2021). From 2018-2019, she was Chief of the Commander's Action Group for the Maneuver Center of Excellence.

Earlier in her career, LTC Pruitt served as the Deputy to the Commanding General, Combined Arms Center; Brigade S1 for 3rd Infantry Division Sustainment Brigade; 3rd Infantry Division Deputy G;1 and Task Force Marne G1. Before, she served as the Commander for Bravo Company, 43rd Adjutant General (Reception) Battalion as well as the Battalion Operations Officer and Battalion Executive Officer. Previously, upon completion of the Adjutant General Corps Career Course, she served as the S1 for the 4th Battalion, 3rd Aviation Regiment (Assault) which included a tour in support of Operation Iraqi Freedom during "The Surge" and several other staff assignments within 3rd Infantry Division Aviation Brigade.

She also assisted in establishing the 1st Brigade Special Troops Battalion, 1st Heavy Brigade Combat Team, serving as the Battalion's first Human Resource Officer following the completion of her branch detail. Prior to this, she served as the Platoon Leader for the Mechanized Smoke Platoon, 4th Chemical Company, Camp Casey, Korea and as the Battalion S1 & Chemical Officer in the 1st Battalion, 2nd Aviation Regiment (Attack) in the 2nd Infantry Division, Camp Page, Republic of South Korea.

LTC Pruitt's military education includes the Command and General Staff College (CGSOC); Adjutant General Captain's Career Course; and the Chemical Corps Officer Basic Course. She graduated from Norwich University, earning a Bachelor's degree and commission in the United States Army Adjutant General Corps. She also holds a Master's in Justice Administration from Norwich University and a Master's in Military National Resource Strategy and Policy from the Eisenhower School at the National Defense University.

Rear Admiral Stuart C. Satterwhite

Commander, MyNavy Career Center, United States Navy

Rear Admiral Stuart C. Satterwhite has served as Commander of the MyNavy Career Center (MNCC) since September 2021. Before this, he was Chief of Naval Personnel, Chief Commander's Action Group (March 2021-July 2021). Prior to that role, RDML Satterwhite served in a number of positions from 2017-2021, first as Director of Business Operations in the N1 Office of Transformation, then as Deputy Director of Enterprise Support and finally as Director of Transformation.

RDML Satterwhite assumed command of the US Military Entrance Processing Command (USMEPCOM) after one month as USMEPCOM's Western Sector Commander (2015-2016). Previously, he served as Director of the Total Force Manpower Division at the Naval Education and Training Command (2013-2015). RDML Satterwhite was Head of Strategic Resourcing Branch (2011-2013), following his assignment as Head of Strength, Planning and Analysis Section (2010-2011). He was the Deputy Director for Enlisted Plans and Policy within OPNAV N13 (2008-2010), after returning from duty in Iraq as Head of Manpower Analysis and Accounting Section in the Current Manpower Allocations Branch (2007-2008). In Iraq, he reported to the DCS STRATEFF, Office of National Reconciliation where he served as Operations Officer and developed a disarmament, demobilization, and reintegration strategy for the Government of Iraq (2006-2007).

In 2005, RDML Satterwhite reported to the Chief of Naval Personnel where he served as Deputy of the Total Force Assessments Branch. Prior, he reported to USS George Washington (CVN 73) as the training officer (2003-2005) after attending the Joint Forces Staff College (2003), and the Naval War College, where he earned a Master of Arts in National Security and Strategic Studies (2002). Upon graduation from the Naval Postgraduate School with a Master of Science in Management in 1997, he transferred to Navy Recruiting District, Michigan, as Enlisted Programs Officer (1997-2001). RDML Satterwhite served onboard Robert G. Bradley (FFG 49) as the Damage Control Assistant (1994-1995) after attending Damage Control Assistant and Gas Turbine Engineer School, as a distinguished graduate. His first assignment was onboard USS Milwaukee (AOR 2) as navigator.

RDML Satterwhite was commissioned as an Ensign in March 1991 and attended Basic Surface Warfare Officer School in Newport. He began his naval career in August 1986 with a Naval Reserve Officer Training Corps scholarship at Georgia Tech, where he earned a Bachelor's in Electrical Engineering. RDML Satterwhite's awards include the Defense Superior Service Medal, Legion of Merit (three awards), Bronze Star, Meritorious Service Medal, Navy Commendation Medal, Navy Achievement Medal, the Joint Meritorious Unit Commendation and the Meritorious Unit Commendation.



Brigadier General Brandon R. Tegtmeier

Deputy Commanding General (Support), 82nd Airborne Division, Fort Bragg, United States Army

Brigadier General Brandon R. Tegtmeier has served as the Deputy Commanding General (Support) for the 82nd Airborne Division at Fort Bragg since July 2022. Most recently, Brigadier General Tegtmeier served as the Deputy Commanding General (Operations) for the 82nd Airborne Division at Fort Bragg and Operation European Assure, Deter and Reinforce, Poland (October 2021-July 2022). Prior to that, Brigadier General Tegtmeier served as Executive Officer to the Chairman of the Joint Chiefs of Staff, General Mark Milley. Previously, he was Commander of the 75th Ranger Regiment. He has had a lengthy career in the Army, including multiple deployments to war zones as a member of Joint Special Operations Task Forces.

Earlier in his career, Brigadier General Tegtmeier served in the 82nd Airborne Division, held leadership roles in the 2nd and 3rd Ranger Battalions and commanded the Fort Bragg-based 1st Battalion of the 325th Airborne Infantry Regiment.

Rear Admiral Darryl Walker

Commander, Combined Joint Task Force, CYBER, Tenth Fleet, United States Navy

Rear Admiral Darryl Walker has served as Commander, Combined Joint Task Force, CYBER, Tenth Fleet since June 2022. RDML Walker most recently served as Deputy Director, Operations, J-3, US Cyber Command at Fort Meade.

RDML Walker's operational tours include VS-32 deployed onboard USS America (CV 66) and USS Enterprise (CVN 65); Executive Officer and Commander of VAQ-139 deployed onboard USS Ronald Reagan (CVN 76); and Deputy Commodore and Commodore of the Electronic Attack Wing, US Pacific Fleet, flying the EA-18G Growler. Walker has accumulated over 3900 flight hours and 696 carrier-arrested landings. RDML Walker's shore tours include S-3B NATOPS Evaluator, Sea Control Wing Atlantic; Viking Community Assignments Officer, Naval Personnel Command; Deputy Director, PERS-43; NAE Diversity Director, Naval Air Forces; Chief of Naval Operations Strategic Studies Group, Newport, RI; Chief of Staff to the Chief Information Officer, Secretary of Defense; Executive Assistant to the 11th Vice Chairman of the Joint Chiefs of Staff; and Executive Assistant to the 32nd Chief of Naval Operations.

RDML Walker enlisted in the United States Air Force in 1985 as an Air Traffic Controller. He received his commission in the United States Navy through the Aviation Officer Candidate School and was designated as a Naval Flight Officer in 1992. He holds a Bachelor of Science in Professional Aeronautics and is a US Naval War College graduate. His awards include the Defense Superior Service Medal, Legion of Merit (two awards), Meritorious Service Medal (two awards), Strike Flight Air Medal (two awards), Joint Service Commendation, Navy Commendation Medal (two awards), USAF Commendation Medal and various unit and campaign awards.



Major General Christian Wortman

Senior Military Assistant to the Deputy Secretary of Defense, United States Marine Corps

Major General Christian Wortman is currently the Senior Military Assistant to the Deputy Secretary of Defense Kathleen Hicks. Prior to this, he served as the Deputy Director of Operations (J-3) US European Command. Previously, MajGen Wortman served as the Commanding General, Marine Corps Warfighting Laboratory and Vice Chief of Naval Research.

Earlier in his career, MajGen Wortman was assigned as Senior Marine Corps Advisor for Force Development within the Office of the Secretary of Defense (Policy). Other assignments include Senior Aide to the Commandant of the Marine Corps; Executive Officer for 2nd Battalion, 5th Marines in Operation Iraqi Freedom; Commanding Officer for 2nd Battalion, 4th Marines and Battalion Landing Team 2/4 with the 31st Marine Expeditionary Unit; Contingency and Security Force Assistance missions in the Philippines, Thailand, Indonesia and East Timor; and leadership of the initial planning team for the introduction and sustained presence of Marine forces in southwest Afghanistan. From 1999-2004, MajGen Wortman served as Term Member of the Council on Foreign Relations. His personal awards include the Bronze Star with Combat Distinguishing Device.

MajGen Wortman graduated with distinction from the Naval Academy with a Bachelor of Science in History and received the Wheeler Award for Infantry and Leadership Excellence upon graduation from the Marine Corps' Basic Officers' Course. In addition, he holds a Master of Arts in History from the University of Maryland, Master of Operational Studies from the Marine Corps University School of Advanced Warfighting and Master of Strategic Studies from the National War College.



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General Richard B. Myers

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Ambassador Thomas R. Pickering

Vice Chairman, Hills & Company
Former Under Secretary of State for Political Affairs 1997-2001

Mr. John P. Schmitz

President, Prime Transatlantic
Deputy Counsel to the President, The White House 1989-1993

Symposium Reading List

MILITARY LEADERS AND STATECRAFT

Alan Alanbrooke, *War Diaries, 1939-1945: Field Marshal Lord Alanbrooke*, Phoenix Press, London, 2001, 725 pp.

Carlo D'Este, *Eisenhower: A Soldier's Life*, Henry Holt, New York, 2003, 880 pp.

Ulysses S. Grant, *Personal Memoirs*, Da Capo Press, Cambridge, 2001, 646 pp.

Kimberly Kagan, *The Eye of Command*. University of Michigan Press, 2007, 288 pp.

Richard Myers, *Eyes on the Horizon – Serving on the Front Lines of National Security*, Threshold Editions, New York, 2009, 339 pp.

Mark Perry, *Partners in Command – George Marshall and Dwight Eisenhower in War and Peace*, Penguin Books, New York, 2008, 480 pp.

Forrest C. Pogue, *George C. Marshall – Education of a General 1880-1939*, The Viking Press, New York, 1963, 421 pp.

Colin Powell, *My American Journey*, Ballantine, New York, 1995, 688 pp.

Mark Stoler, *Allies in War: Britain and America Against the Axis Powers, 1940-1945*, Oxford University Press, New York, 2005, 292 pp.

Mark Stoler, *George C. Marshall*, Twayne, 1989, 208 pp.

ARMED FORCES AND STATECRAFT IN HISTORICAL CONTEXT

Alan Beyerchen, "Clausewitz, Nonlinearity and the Unpredictability of War," *International Security* 17:3 (Winter 1992): 59-90.

Max Boot, *The Savage Wars of Peace: Small Wars and the Rise of American Power*, Basic Books, 2002, 428 pp.

Carl von Clausewitz, *On War*, Princeton University Press, Princeton, 1976, 717 pp.

Eliot Cohen, *Supreme Command, Soldiers, Statesmen, and Leadership in Wartime*, The Free Press, New York, 2002, 288 pp.

Georgina Howell, *Gertrude Bell: Queen of the Desert, Shaper of Nations*, Farrar, Straus and Giroux, New York, 2008, 512 pp.

Nelson Mandela, *Long Walk to Freedom: The Autobiography of Nelson Mandela*, Holt, Rinehart and Winston, Boston, 1995, 507 pp.

H. R. McMaster, *Dereliction of Duty: Johnson, McNamara, the Joint Chiefs of Staff, and the Lies That Led to Vietnam*, HarperCollins, New York, 1997, 480 pp.

Allan R. Millett and Peter Maslowski, *For the Common Defense: A Military History of the United States from 1607 to 2012*, Free Press, New York, 2012, 714 pp.

Matthew Moten, ed., *Between War and Peace: How America Ends its Wars*, Free Press, New York, 2011.

Williamson Murray and Jim Lacey, *The Making of Peace: Rulers, States, and the Aftermath of War*, Cambridge University Press, Cambridge, 2009, 390 pp.

Williamson Murray, Richard Hart Sinnreich, and James Lacey, *The Shaping of Grand Strategy: Policy, Diplomacy, and War*, Cambridge University Press, Cambridge, 2011, 282 pp.

Richard Neustadt and Ernest May, *Thinking in Time – The Uses of History for Decision Makers*, The Free Press, New York, 1986, 320 pp.

Peter Paret, Gordon A. Craig, and Felix Gilbert, eds., *Makers of Modern Strategy from Machiavelli to the Nuclear Age*, Princeton University Press, Princeton, 1986, 941 pp.

Andrew Roberts, *Masters and Commanders: How Four Titans Won the War in the West, 1941-1945*, Harper Perennial, New York, 2010, 736 pp.

Thucydides, Rex Warner trans., *History of the Peloponnesian War*, Penguin, New York, 1954, 648 pp.

Barbara Tuchman, *The Guns of August*, Random House, New York, 1962, 640 pp.

MODERN WAR

Max Boot, *Invisible Armies: An Epic History of Guerrilla Warfare from Ancient Times to the Present*, Liveright Publishing Corporation, New York, 2013, 750 pp.

David Galula, *Counterinsurgency Warfare: Theory and Practice*, Praeger Security International, Connecticut, 2006, 128 pp.

Michael R. Gordon and Bernard E. Trainor, *The Endgame: The Inside Story of the Struggle for Iraq, from George W. Bush to Barack Obama*, Pantheon Books, New York, 2012, 832 pp.

David Kilcullen, *The Accidental Guerrilla – Fighting Small Wars in the Midst of a Big One*, Oxford University Press, New York, 2009, 346 pp.

Michael MacDonald, *Overreach: Delusions of Regime Change in Iraq*, Harvard University Press, Cambridge, 2014, 336 pp.

Peter R. Mansoor, *Baghdad at Sunrise: A Brigade Commander's War in Iraq*, Yale University Press, New Haven, 2008, 416 pp.

Peter R. Mansoor, *Surge: My Journey with General David Petraeus and the Remaking of the Iraq War*, New Haven, 2013, 400 pp.

Daniel Marston and Carter Malkasian, eds., *Counterinsurgency in Modern Warfare*, Osprey, Oxford, 2008, 304 pp.

Emile Simpson, *War From the Ground Up: Twenty-First Century Combat as Politics*, Oxford University Press, New York, 2012, 256 pp.

Rupert Smith, *The Utility of Force: The Art of War in the Modern World*, Vintage, New York, 2008, 448 pp.



THE MENTOR GROUP

Mentor Group Founding and Purposes

Established 1983 in Boston, Mentor Group is a publicly supported research institute that founded a distinctive constitutional, legal-economic and political-economic exchange following the classical definition of political economy that applies the principles of justice to economic and business affairs. Toward this end, Mentor created a peer group of Supreme Court Justices, EU Commissioners and Corporate Counsels in the European Union and the United States.

Mentor Group began this exchange in its inaugural Symposium collaborating with the Woodrow Wilson Center at the Smithsonian Institution in Washington, DC. The Chief Justice of the United States Supreme Court Warren Burger presided over this Symposium in 1985 where the principal address was given by The Honourable Lord Cameron, KT (Lord of Session and President of The Royal Society of Edinburgh), who related Scottish political economy from the Enlightenment to the founding of the United States of America. US Appeals Court for the DC Circuit Judge Robert Bork responded to Lord Cameron. Mentor Group then helped prepare the overseas contributions to the United States Constitution Bicentennial Symposium of the Smithsonian Institution in May 1987.

In 1988, these comparative constitutional studies took on a specific “Supreme Court” aspect when Mentor invited Lord Mackenzie-Stuart, then President of the European Court of Justice, to Washington to discuss the evolution of European Community law and his Court in comparison with US Supreme Court historical development and the influence of Chief Justice John Marshall. Chief Justice Warren Burger presided at this Wilson Center Symposium. Senator Charles Mathias and Ambassador Elliot Richardson responded to Lord Mackenzie-Stuart.

Mentor Group’s next Symposium took place at the National Archives in Washington, DC and studied the achievement of the *Grundgesetz* (Constitution) of the Federal Republic of Germany on its fortieth anniversary in 1989. This Symposium explored the interdependence of the German Constitutional Court with the political and economic strength of the Federal Republic itself. These studies probed how the *Grundrechte* (basic rights) of the Federal Republic provided a source for the economic vitality of Germany and for its political capacity adapting to inevitable constitutional change imposed by the collapse of the Berlin Wall several months later in November 1989.

In 1989, Mentor Group prepared a Symposium in honor of the Franco-American Judicial Exchange, which began at the National Archives in Washington, DC. Members of the Supreme Court of the United States and the French Conseil d’État led this exchange. In the same year, Mentor Group founded the *Forum for Members of the Supreme Court of the United States and the Court of Justice of the European Communities*, which convened at The Royal Society of Edinburgh in August 1991. During 1990, Mentor Group received a MacArthur Foundation presidential grant for the Forum.

Mentor Group’s work had been motivated by lack of understanding in the United States about the European Union and by misapprehension in Europe about the origins of the United States political economy. Such experience forged the following Mentor Group activities.

Forum for EU-US Legal-Economic Affairs

Established 1989, this peer group of Supreme Court Justices, European Union Commissioners and corporate Chief Legal Officers meets twice annually to discuss concrete legal-economic developments between the European Union and the United States. Collective findings inform members' autonomous decisions in the future. Cutting across EU-US jurisdictions and most sectors, this prestigious group of business-statesmen influences legal and business issues focusing on competition law enforcement and judicial control; data protection, privacy and security; European industrial policy and innovation; big data, emerging technologies and artificial intelligence; fundamental rights and economic freedoms; market dependence on courts' judgments; EU due process protections; corporate responsibility, FCPA and global anti-corruption policy; global statecraft, security and trade cooperation. Our spring Forum meets every year in Brussels, and our September Forum convenes in rotating cities such as Paris, Berlin, Rome, Vienna or Washington.

The *Intellectual Property Seminar* convenes upon request of members of the *Forum for EU-US Legal-Economic Affairs* addressing judicial oversight of regulators. This comprehends European unitary patents and the new European intellectual property courts. Such exchanges inform intellectual property policy and related issues in the European Union such as competition and innovation, e-commerce policy and inherent copyright protections, among others.

Symposium on Statecraft

Founded in 2009, the Symposium on Statecraft meets annually in Washington, DC to unite EU and US Supreme Court members with esteemed counterpart diplomats, scholars and military leaders. Exploring the principles of the rule of law, members assist their peers building statecraft yielding truly global security. In addition, this Symposium holds that statecraft must also deliver and maintain free and open markets with constitutional protection of all market players.

Seminar for the European Union Judiciaries

The Seminar is the first to convene EU national court judges with European Court of Justice (ECJ) and United States Supreme Court members. It largely attracts EU national judges, who must apply EU law as consistent with their own Constitution. All member state judges grapple with cases whose judgments are increasingly at variance with one another and with ECJ case-law itself. This resembles United States federal court "circuit splits", ultimately resolved by the United States Supreme Court, for which there is no analogous procedure in Europe.

Case-law Compendium on Economic Freedom and Administrative Power

Established 2009, the Library provides Seminar jurists with English language case-law on economic issues otherwise unlikely to reach the judges. Case-law informs judges of new legal doctrine on economic freedom and administrative power from both EU and US jurisdictions. The Library also sponsors essays by judges and legal scholars, who follow guidance of Seminar members. The essays nourish new legal doctrine developing national economic freedom.

Harvard Seminar on Statecraft and Political Economy

Founded 1990, this annual Seminar convenes Harvard Law and Harvard Business School students with officials and jurists from both the EU and US jurisdictions. Our Harvard seminars explore durabilities of the American political economy, a term defined by Adam Smith in *An Inquiry into the Nature and Causes of the Wealth of Nations* as "the branch of the science of a statesman or legislator" concerned with the management system "providing a plentiful revenue or subsistence for the people". Referencing the political economy of any nation, Smith cites rule of law for its dynamic principles of justice. Smith declares justice intrinsic to economic and business affairs that actually generate the wealth of nations.

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The General Court of the European Union 1999-2015

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Advocate-General, Court of Justice of the European Communities 1984-1997

Professor Dr. Ernst-Joachim Mestmäcker
Max Planck Institute for Comparative and International Private Law

The Right Honourable the Lord Naseby PC
House of Lords & Former Deputy Speaker, House of Commons

Ambassador Thomas R. Pickering
Under Secretary of State for Political Affairs, United States Department of State 1997-2001

Mr. John P. Schmitz
President, Prime Transatlantic
Deputy Counsel to the President, The White House 1989-1993

Professor Dr. Hanns Ullrich
Professor Emeritus & Visiting Professor, College of Europe Bruges
Max Planck Institute for Innovation and Competition

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Official E-Mail
Date:	2021/02/04 12:13:22
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Good morning, Mr. Secretary. We are very concerned about how to proceed in the community should hundreds of migrants be released into El Paso. Is there someone on your team that I can speak with about what policies will be put in place to safeguard everyone and to begin some kind of coordination with? Let me know who I should call to discuss all of this with, please

Sent from my iPhone

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2021/02/04 12:12:46
Delivered Date:	2021/02/04 12:13:22



(b)(6)

Siri found new contact info

Ted (b)(6) add...

Hello Secretary Mayorkas,
this is (b)(6) with
Reuters. I'm working on an
article about Canada's
commitment to address
migration from the Northern
Triangle. We've heard they
agreed to accept more
refugees from that region
following your meetings
with Canadian officials last
week. I was wondering if
you would be willing to
share some specifics (one
big question I had was
whether the migrants would
apply from Central America
or if the US would send
migrants arriving at the US-
Mexico border to Canada).

The conversation could be
on background.



iMessage



HS-001-0510-0001



(b)(6)

priority. The State of CA has already spent \$500 million in preparing the access roads and high interconnections. The port itself is being jointly planned with the government of Mexico. DHS and CBP have a key role to play. The CEO of SANDAG will be in DC on June 22 to see the Mexican ambassador, Senator Padilla and others. He would very much like to see you and brief you on it. It's a "positive border story" which is sorely needed these days. May I be in touch with your scheduler to request a meeting through normal channels? This is a meeting that would be requested regardless of who is in office (and in fact

HS-001-0510-0001



iMessage





(h)(6)

Congrats on a successful trip to Mexico. And glad to see that trade facilitation is a priority. To that end the CEO from the San Diego Assoc of Govt, which is the lead planner for the new Otaki Mesa East port of entry, will be in DC next week and would like to see you. I've been trying yo reach your Chief of Staff as DHS will play a key role (we



Message



I

Thanks

Thank

Q W E R T Y U I O P

A S D F G H J K L

↑ Z X C V B N M

123

space

return



HS-001-0510-0001

**White House Military Office
Presidential Food Service**



Eisenhower Executive Office Building

(b)(6)

Statement of Charges
For the month ending 5/31/2021

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
4/30/2021			BBF			\$9.00	\$9.00
Total Amount Due:							\$9.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)



(b)(6)

Hi Ali, hope you are well. I was sorry to miss you on my last visit but hope to see you on a future visit. Can you please give me the name and email for your scheduler? I would like to ask you to take a meeting with the CEO of the San Diego Association of Governments (SANDAG), which is the regional planning authority that is developing the new Otay Mesa East border crossing. OME was designated a priority project for the US-Mexico High Level Economic Dialogue in the Obama-Biden Admin, and now that Biden and AMLO have committed to relaunching it, we expect the project will gain b... nrrivity. The State of CA has

HS-001-0510-0001



iMessage



(b)(7)(C)

SANDAG has met with your predecessors as well).

Best (b)(6)

Yesterday 5:30 PM

Hi Ali, Hope you had a great Memorial Day weekend and didn't have to work too hard. Unlikely I know. Wanted to follow up to see if you could share the contact info for your scheduler?

FYI we will be seeing (b)(7)(C) (b)(7)(C) at the WH along with the New Mexican ambassador while we are in town.

Yesterday 8:18 PM

HS-001-0510-0001

So sorry I missed this. I will forward to my work email.

iMessage

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Official e-mail
Date:	2021/02/04 05:51:23
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Dear Ali, good to connect tonight. Apologies for the late text but flagging that apparently there is a flight scheduled to deport approximately 135 people to Haiti tomorrow morning leaving from Brownsville, I believe. There are several infants and children scheduled to be on that flight. There are other flights programmed for Friday and Monday. Hoping you see this email in time for tomorrow. (b)(6) has names for each of the 3 flights. She and (b)(6) will email you directly tomorrow morning to request a meeting.

Good night,
(b)(6)

Sent from my iPhone

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2021/02/04 05:51:13
Delivered Date:	2021/02/04 05:51:23

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Fwd: Greetings from the Tenement Museum!
Date:	2022/10/27 16:53:56
Priority:	Normal
Type:	Note

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Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: October 27, 2022 at 8:44:37 AM EDT
To: (b)(6)
Subject: Greetings from the Tenement Museum!

Dear Ali,

I hope this email finds you well!

The Tenement Museum will see 16,000 people this month, and it's wonderful, despite the trying times, to be able to focus on pluralism---the way that tenements, despite their difficult conditions, brought different people together, and the way that visitors today come back to learn about how a range of immigrant and migrant groups built new lives together. Through virtual programs, too, we're aiming to reach more and more classrooms across the country.

One ritual we'd love to revive is our naturalization ceremony. Sadly, Judge Katzmann is no longer with us, but we were thinking it would be lovely to have a naturalization ceremony that is also in his memory. We were wondering if you might have time to join us? I realize you probably have one of the busiest schedules n the country, so thank you for even considering this idea! We of course are flexible on when. Thank you again for all of your work!

All the very best,

(b)(6)

(b)(6)

Tenement Museum
103 Orchard Street
Pronouns: she/her/hers



image001.png

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6)
Sent Date:	2022/10/27 16:53:47
Delivered Date:	2022/10/27 16:53:56

TENEMENT

DHS-001-0510-000187

MUSEUM

White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges For the month ending 9/30/2022

Account	MAYOR
	ALEJANDRO MAYORKAS
	(b)(6)

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
9/15/2022	1	10025	Sale	HOT TEA	1	\$1.50	\$1.50
9/15/2022	1	10025	Sale	COFFEE MED	1	\$1.50	\$1.50
9/15/2022	1	10025	Sale	COOKIE	2	\$1.00	\$2.00
Total Amount Due:							\$5.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

From: Alejandro Mayorkas (b)(6)
Mayorkas, Alejandro (b)(6)
To: (b)(6)
Subject: Fwd: DC Purple City Student Leadership Forum, name TBD
Date: 2023/01/06 18:18:49
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: January 6, 2023 at 3:36:07 PM EST
To: Alejandro Mayorkas (b)(6)
Subject: FW: DC Purple City Student Leadership Forum, name TBD

Dear Ali:

I hope that this New Year, 2023, is off to a great start for you and your family.

As you will see from the below, our Advancement staff, faculty, and DC Purple City alums/friends are planning a Leadership Forum in the DC area on March 30-31 for our students. We would be honored and delighted to have you make a keynote address during the Forum, ideally on Thursday, March 30. Would your schedule permit doing so?

Thanks in advance for your consideration and reply.

(b)(6)

(b)(6) (he/his)

(b)(6)

Alfred University
1 Saxon Drive
Alfred, NY 14802
www.alfred.edu

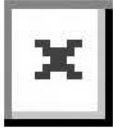


image002.png

From: (b)(6)
Sent: Friday, January 6, 2023 3:32 PM
To: (b)(6)
Cc: (b)(6)
(b)(6)

Subject: RE: DC Purple City Student Leadership Forum, name TBD

Thanks for this promising update, (b)(6) and to all who have put in the effort to shape the endeavor.

Happy to be there on the 30th ...provided (b)(6) gives her scheduling permission.

Will write to Secretary Mayorkas later today.

P.S. Will there also be an opportunity to invite prospective students to get to know more about Alfred U. and commit to attending our University?

(b)(6) (he/his)

(b)(6)
(b)(6)

Alfred University
1 Saxon Drive
Alfred, NY 14802

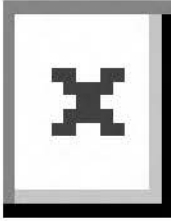


image002.png

From: (b)(6)
Sent: Friday, January 6, 2023 3:08 PM
To: (b)(6)
Cc: (b)(6)
(b)(6)
Subject: DC Purple City Student Leadership Forum, name TBD

Hi (b)(6)

We are having incredibly productive conversations around the DC Purple City sponsored Student Leadership Forum, name TBD, with (b)(6) and met today to frame out what the experience could look like.

The dates are confirmed for March 29 through 31. Tentatively, students would travel to DC Wednesday morning, do some sightseeing that afternoon/evening. Thursday would be the meat of the forum, with a keynote speaker, four panel sessions around leadership topics, and an alumni networking event in the evening. Friday morning could be either sightseeing or another session, TBD. The location, secured by

(b)(6)

(b)(6) is working with us to provide space, potential speakers, we'll likely ask her to be a speaker as well.

We're speaking with (b)(6) after the 11th to talk about other underwriting of the trip, including his access to hotel points, and potential philanthropic support of the costs. Until we have a full picture of the costs, we can't make a specific ask. I'm also going to send a note out to other trustees in the area (b)(6), to make sure that they are aware of this exciting initiative that we believe can be a model for Purple Cities directly supporting students moving forward.

Questions for you:

- We are checking with (b)(6) to see if your schedule would permit you to participate, the most impactful day would be the Thursday. Would you be willing to provide some welcome remarks and potentially introducing a keynote.
- We are highly interested in leveraging your conversation with Alejandro Mayorkas – would you be willing to reach out to him to garner his interest in being our keynote speaker that Thursday? Timing is flexible, based on his schedule, and (b)(6) advises us that a speaker of this

level will require significant planning and preparation, so ideally, we would ask you to reach out to him in the next two weeks.

Thanks in advance,

(b)(6)

(b)(6)



image003.jpg

(b)(6)

(b)(6)

Alfred University
1 Saxon Drive
Alfred, NY 14802
www.alfred.edu

My work day may not be your work day. Please do not feel obliged to reply outside of your normal office hours.

Sender:	Alejandro Mayorkas	(b)(6)
Recipient:	Mayorkas, Alejandro	(b)(6)
Sent Date:	2023/01/06 18:18:25	
Delivered Date:	2023/01/06 18:18:49	

Withheld pursuant to
exemption

(b)(6)

White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges For the month ending 1/31/2023

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
12/31/2022			BBF			\$5.00	\$5.00
						Total Amount Due:	\$5.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

From: Alejandro Mayorkas (b)(6)
To: Mayorkas, Alejandro (b)(6) (b)(6)
Subject: Fwd: CEO Retreat - Tuesday January 24
Date: 2023/01/15 15:31:50
Priority: Normal
Type: Note

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Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: January 15, 2023 at 12:00:00 PM EST
To: (b)(6)
Cc: mesapiro (b)(6)
Subject: CEO Retreat - Tuesday January 24

Dear Ali,

Hope you and (b)(6) are well and that you've recovered from Mexico!

(b)(6) was so touched by your condolence message.

I know this is a long shot but I would love to host you as our Keynote Speaker at our CEO Retreat, on Tuesday Jan 24 (lunchtime), at (b)(6). Any chance you are free and would like to do it?

We don't normally have outside speakers but it's my first CEO event and I think we need to take advantage of being so close to DC.

There is no press coming, just about 60 of our CEOs. It can be an informal Q/A or you can make remarks, as you like. Our CEOs include some of the largest U.S.-based NGOs, e.g. Oxfam, Save the Children, MercyCorps, Catholic Relief Services, HIAS, UNICEF US, IRC, IREX, World Vision etc.

You'd be awesome and I think you would find this event interesting, informal and fun.

Happy to reach out to your scheduling team re timing and logistics– please LMK?

Best,

(b)(6)

PS If you are interested but prefer to speak at dinner that night instead, I can postpone our kick off event to then.

(b)(6)

(b)(6)

InterAction

(b)(6)

(b)(6)



Sender: Alejandro Mayorkas	(b)(6)
Recipient: Mayorkas, Alejandro	(b)(6)
Sent Date:	2023/01/15 15:31:32
Delivered Date:	2023/01/15 15:31:50

From:	MEYER, JONATHAN (b)(6)
To:	Alejandro Mayorkas (b)(6)
CC:	Mayorkas, Alejandro (b)(6)
Subject:	RE: Quick inquiry by (b)(6)
Date:	2023/02/06 15:17:26
Priority:	Normal
Type:	Note

Thank you, Sir. I have received both emails, and will do.

From: Alejandro Mayorkas (b)(6)
Sent: Monday, February 6, 2023 3:13 PM
To: MEYER, JONATHAN (b)(6)
Cc: Mayorkas, Alejandro (b)(6)
Subject: Fwd: Quick inquiry by (b)(6)

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

My response, for your visibility. Thank you. Ali

Sent from my iPhone

Begin forwarded message:

From: Alejandro Mayorkas (b)(6)
Date: February 6, 2023 at 3:11:11 PM EST
To: (b)(6)
Subject: Re: Quick inquiry by (b)(6)

(b)(6)

It is nice to hear from you. I hope you are well. I am sorry to learn of the Supervisor race.

I will forward your request to counsel for handling as counsel deems appropriate.

I look forward to seeing you soon.

Best, Ali

Sent from my iPhone

On Feb 6, 2023, at 2:54 PM, (b)(6) wrote:

Dear Alejandro: It has been sometime, and we both have been deeply engaged in public policy endeavors. Your work has been about as tough as I can imagine. I have been back in the (b)(6) (b)(6) dealing with so many of the extraordinary challenges of the day- working to solve some of the most difficult problems- (not as tough as your challenges). Not sure if you knew, but I ran for (b)(6) (b)(6) losing narrowly as the latino community was so dispirited because of the racist tapes from latino leaders and they just did not turn out – the latino community was core to my support (polled 77% among Valley Latinos). Onward to new and other challenges.

Quick inquiry: I have a good friend who needs your guidance. (b)(6) is a conditional permanent resident from Canada and is seeking to remove the conditions. The urgency is that (b)(6) is the principle behind a large development project in Anaheim, California that is now in jeopardy because investors are concerned that he may not be able to stay in the country. My ask is to see if director (b)(6) and her agency adjudicate his application as soon as possible- if it is a no- so be it- just worried that the delay will have unintended consequences. A Numbers: (b)(6)

It would be great to see you when you have a chance. I will be in DC later this week or if you make it to Los Angeles, it would be wonderful to see you.

Kindest regards, (b)(6)

(b)(6)

Sender:	MEYER, JONATHAN (b)(6) (b)(6)
Recipient:	Alejandro Mayorkas (b)(6) Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2023/02/06 15:17:24
Delivered Date:	2023/02/06 15:17:26

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Fwd: Invite to Brookings
Date:	2021/05/18 07:20:44
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: May 17, 2021 at 6:05:17 PM EDT
To: Alejandro Mayorkas (b)(6)
Subject: Invite to Brookings

Secretary Mayorkas ... Ali ... I've been tracking your incredible leadership at DHS since your arrival. There are lots of hard jobs for this Administration, but few harder than yours right now. You're filling us with pride at what you're accomplishing. I'm writing for two reasons. First, please don't ever hesitate to call on me, or call on Brookings, if we can help you in any way. I mean it ... including the good work of the HSAC. Second, I wanted to check with you on an invitation we sent ... attached ... inviting you to speak to the Brookings Board of Trustees on 3 JUN at 10 AM EDT, for a 30 minute off-the-record conversation with me. All virtual. We'd be so deeply honored if you could join us. I continue to pray for your safety, your health, your family, and your success.

My very best,

(b)(6)

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2021/05/18 07:20:14
Delivered Date:	2021/05/18 07:20:44

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1775 Massachusetts Avenue, NW
Washington, DC 20036

(b)(6)
web brookings.edu

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May 3, 2021

The Honorable Alejandro Mayorkas
Secretary of Homeland Security
U.S. Department of Homeland Security
2707 Martin Luther King Jr Ave SE
Washington, DC 20528

Dear Secretary Mayorkas:

On behalf of Co-Chairs of the Board Suzanne Nora Johnson and Glenn Hutchins, I write with an invitation to address the Brookings Institution Board of Trustees via videoconference during their annual meeting on Thursday, June 3, 2021. I know that our Trustees would be very interested in hearing your thoughts on matters of national security as a respected voice and senior leader in the Biden administration.

By way of background, our Board of Trustees comprises leaders from the private sector and non-profit organizations. I've enclosed a list of the group to give you a sense of whom you would be addressing.

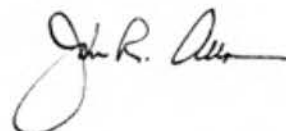
Should you be able to join us, we can explore a variety of presentation options for the session. We are happy to structure the conversation as a keynote address or a fireside chat, and the session could be on or off the record, as you prefer. Our agenda is flexible, and we are happy to accommodate any preferences to enable your participation.

If you or members of your staff have any questions regarding logistics, format, or any other aspects of this invitation, they should feel free to contact (b)(6)

On behalf of all of us at Brookings, I would be honored if you were to accept this invitation. If the June 3 date is not possible, we would be very pleased to host you for a virtual conversation at a more convenient time.

Thank you for considering this request.

My very best,



John R. Allen
President
The Brookings Institution

Enclosure

DHS-001-0510-000201

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South Korea

Marcus Wallenberg

Chairman
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Sweden

White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges For the month ending 12/31/2022

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
11/30/2022			BBF			\$5.00	\$5.00
Total Amount Due:							\$5.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

BBF = Balance Brought Forward (from previous month)

From: Alejandro Mayorkas (b)(6)
To: Mayorkas, Alejandro (b)(6) (b)(6)
Subject: Fwd: Hi Ali! Want to be USA TODAY/Gannet's guest at the White House correspondent's dinner this year?
Date: 2023/01/17 07:42:50
Priority: Normal
Type: Note

Sent from my iPhone

Begin forwarded message:

From: "ESPINOSA, MARSHA" (b)(6)
Date: January 17, 2023 at 7:08:14 AM EST
To: Alejandro Mayorkas (b)(6)
Subject: Re: Hi Ali! Want to be USA TODAY/Gannet's guest at the White House correspondent's dinner this year?

Got it- will reach out and add to the list.

From: Alejandro Mayorkas (b)(6)
Sent: Tuesday, January 17, 2023 6:58:01 AM
To: ESPINOSA, MARSHA (b)(6)
Subject: Fwd: Hi Ali! Want to be USA TODAY/Gannet's guest at the White House correspondent's dinner this year?

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Marsha,

Good morning. Here is an invitation from (b)(6) of USA Today.
Thank you. Ali

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: January 12, 2023 at 2:02:05 PM EST
To: (b)(6)

Subject: Hi Ali! Want to be USA TODAY/Gannet's guest at the White House correspondent's dinner this year?

Last year you said we got to you after you'd already committed and that we could maybe do it this year! Hope all is well and please let me know.

Thanks and best,

(b)(6)



image001.jpg

(b)(6)

Sender:	Alejandro Mayorkas	(b)(6)
Recipient:	Mayorkas, Alejandro	(b)(6)
Sent Date:	2023/01/17 07:42:30	
Delivered Date:	2023/01/17 07:42:50	

(b)(6)

Hi Mr. Secretary, this is

(b)(6)

(b)(6) at Politico. I'm reaching out directly because I'm hearing that there are some tensions between you and (b)(6)

(b)(6) I was hoping we could talk about this, on background. I think it's important to understand the DHS/CISA relationship at this time. I'm hoping we can avoid going through your press office to enable you to be more candid in our conversation. Thanks for your consideration.

HS-001-0510-0002



White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges

For the month ending 11/30/2022

Account	MAYOR
	ALEJANDRO MAYORKAS
	(b)(6)

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
10/31/2022			BBF			\$5.00	\$5.00
Total Amount Due:							\$5.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

BBF = Balance Brought Forward (from previous month)

From: (b)(6)
To: Mayorkas, Alejandro (b)(6)
(b)(6)
(b)(6)
Subject: crossroads
Date: 2022/11/23 17:07:45
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Hi Ali,

I hope you can enjoy some degree of Thanksgiving celebration, despite all that's coming at you. Do know that I and many are squarely in your corner.

With the crossroads that are in sight on several fronts, I hope we can have a conversation soon. Scheduling a FaceTime or virtual exchange may be an efficient way to go.

All best and sending good thoughts,

(b)(6)

(b)(6)

(b)(6)

Migration Policy Institute
1275 K Street, NW, Suite 800
Washington, D.C. 20005

(b)(6)

(b)(6)

Sender: (b)(6)
Recipient: Mayorkas, Alejandro (b)(6)
(b)(6)
(b)(6)
Sent Date: 2022/11/23 17:07:36
Delivered Date: 2022/11/23 17:07:45

(b)(6)

Thank you, (b) Would love to make the call. Can you send me her home number? Greatly appreciate it. Ali

Thanks so much. This will make her day. Her cell is:

(b)(6)

Thanks. I'll let You know once we've connected.

Just told her. Thanks for letting me make the call. You should call her too.

HS-001-0510-0002

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Fwd: Draft Testimonies
Date:	2022/11/02 13:32:16
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: Alejandro Mayorkas (b)(6)
Date: November 2, 2022 at 1:31:40 PM EDT
To: "SEIDMAN, RICKI" (b)(6)
Cc: "CANEGALLO, KRISTIE" (b)(6) "REZMOVIC, JEFFREY" (b)(6) "FALLON, KATHLEEN" (b)(6) "Wilcox, Cassie" (b)(6) "SCHMITT, ALEXANDRA" (b)(6)
Subject: Re: Draft Testimonies

Thank you. I will review as soon as I can. I will forward this to my work e-mail. Please use my work e-mail.

Sent from my iPhone

On Nov 2, 2022, at 12:58 PM, SEIDMAN, RICKI (b)(6) wrote:

(b)(5)

The Threats testimony is due to the Homeland Committees on Thursday, November 10.

The Oversight testimony is due to the SJC on Monday, November 14.

(b)(5)

Thanks, all best, r

Sender: Alejandro Mayorkas	(b)(6)
Recipient: Mayorkas, Alejandro	(b)(6)
Sent Date: 2022/11/02 13:32:04	
Delivered Date: 2022/11/02 13:32:16	

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of the Freedom of Information and Privacy Act

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Withheld pursuant to exemption

(b)(5)

of the Freedom of Information and Privacy Act

From:	Alejandro Mayorkas (b)(6)
To:	ESPINOSA, MARSHA (b)(6) (b)(6)
CC:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Text Rec'd
Date:	2022/11/11 11:11:32
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Marsha,

(b)(6) sent me the following text (mistakenly on my personal phone):

Hello Secretary, it's (b)(6) with Reuters. Can you confirm that you asked (b)(6) this week to resign or be fired? Background works

Sent from my iPhone

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6) ESPINOSA, MARSHA (b)(6) (b)(6)
Sent Date:	2022/11/11 11:11:20
Delivered Date:	2022/11/11 11:11:32

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Forwarded
Date:	2022/10/15 08:44:11
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Ali,

(b)(5)

(b)(5)

Thanks, and very nice work today at ASCIA. K

Sent from my iPhone

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2022/10/15 08:44:01
Delivered Date:	2022/10/15 08:44:11

8:09



(b)(6)

iMessage
Monday 7:31 PM

Hi hope you are holding up okay. You are a saint or a gluten for punishment either way thank you on behalf of the immigrant community. To add to your already burdened schedule I have a favor to ask. My Board of Directors meeting is scheduled for Friday June 11th. I love for you to visit (virtually) to give a short presentation. Any time during our lunch hour. Your time between 3-4 pm. Hope you can accommodate. Sending a big hug 🤗

Yesterday 4:01 PM

(b)(6)

DHS-001-0510-000249



iMessage



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White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges For the month ending 10/31/2022

Account	MAYOR
	ALEJANDRO MAYORKAS
	(b)(6)

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
9/30/2022			BBF			\$5.00	\$5.00
Total Amount Due:							\$5.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

From: Alejandro Mayorkas (b)(6)
To: Mayorkas, Alejandro (b)(6)
(b)(6)
Subject: Fwd: DRAFT REMARKS SICW 20221016 8am
Date: 2022/10/16 12:41:17
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: "SEIDMAN, RICKI" (b)(6)
Date: October 16, 2022 at 8:10:32 AM AKDT
To: Alejandro Mayorkas (b)(6), "Williams, John C"
(b)(6)
Cc: "SOLNET, JEFF" (b)(6), "SILVERS, ROBERT"
(b)(6), "BEST, NATALIA" (b)(6)
"CANEGALLO, KRISTIE" (b)(6), "REZMOVIC,
JEFFREY" (b)(6), "FALLON, KATHLEEN"
(b)(6), "Chalkley, Marie" (b)(6),
"KAHANGAMA, IRANGA" (b)(6), "NGUYEN, JASON"
(b)(6)
Subject: DRAFT REMARKS SICW 20221016 8am

This draft includes my edits of Jeff S's edits of Rob's edits to include the WeChat suspensions.

JC – Please print two copies. Many thanks!

Sender: Alejandro Mayorkas (b)(6)
Recipient: Mayorkas, Alejandro (b)(6)
(b)(6)
Sent Date: 2022/10/16 12:37:32
Delivered Date: 2022/10/16 12:41:17

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From: O'CONNOR, MICHAEL (b)(6)
(b)(6)
To: Alejandro Mayorkas (b)(6)
Mayorkas, Alejandro (b)(6)
CC: (b)(6)
Subject: RE: 401k investment
Date: 2022/11/08 11:26:29
Priority: Normal
Type: Note

Sir, thanks so much for tracking this down. I will contact your (b)(6) to get the amount of each of the transactions to add to your report and then submit it to OGE. Thanks again for your diligence to this.

Mike

Michael J. O'Connor
Acting Associate General Counsel (ECLD)
Department of Homeland Security
Office of the General Counsel
(b)(6)

From: Alejandro Mayorkas (b)(6)
Sent: Tuesday, November 8, 2022 11:12 AM
To: O'CONNOR, MICHAEL (b)(6)
Cc: Mayorkas, Alejandro (b)(6)
Subject: Fwd: 401k investment

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Mike,

Good morning. This is the requested 401(k) information. My (b)(6) provided it. If you have any questions, please feel free to contact him directly or, of course, I can do so. His work number is (b)(6)

(b)(6)

Thank you very much.
Ali

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: November 8, 2022 at 10:24:46 AM EST
To: (b)(6)
Subject: 401k investment

Ali –

Please let me know if you need anything else.

(b)(6)

Wells Fargo Advisors
1999 Avenue Of The Stars, Suite 2200
Los Angeles, CA 90067

(b)(6)

(b)(6)

Referrals are always appreciated

As we previously discussed, email is not a secure method to transmit information.

This email may be an advertisement or solicitation for products and services. [Opt-out from promotional emails.](#)

Investment and Insurance Products are:

- **Not Insured by the FDIC or Any Federal Government Agency**
- **Not a Deposit or Other Obligation of, or Guaranteed by, the Bank or Any Bank Affiliate**
- **Subject to Investment Risks, Including Possible Loss of the Principal Amount Invested**

Investment products and services are offered through Wells Fargo Clearing Services (WFCS), LLC, Member SIPC, a registered broker-dealer and non-bank affiliate of Wells Fargo & Company. WFCS uses the trade name Wells Fargo Advisors. 1 North Jefferson, St. Louis, MO 63103.

View our [Electronic communications guidelines.](#)

Sender:	O'CONNOR, MICHAEL (b)(6)
Recipient:	Alejandro Mayorkas (b)(6) Mayorkas, Alejandro (b)(6)
Sent Date:	2022/11/08 11:26:28
Delivered Date:	2022/11/08 11:26:29

From: Alejandro Mayorkas (b)(6)
Mayorkas, Alejandro (b)(6)
To: (b)(6)
Subject: Fwd: Emergency
Date: 2022/10/31 08:27:16
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: October 31, 2022 at 8:19:47 AM EDT
To: (b)(6)
Subject: Emergency

Name: (b)(6)
Phone: (b)(6)
Asylum Case: (b)(6)
Center: ARLINGTON ASYLUM VA
File Date: 03/09/2015
Student at: HARVARD EXTENSION SCHOOL
Subject: Asylum
Dear Honorable Alejandro Mayorkas,

(b)(6)

(b)(6)

Thank you for your help.
Best Regards

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2022/10/31 08:27:09
Delivered Date:	2022/10/31 08:27:16




(b)(6)

iMessage
Tuesday 8:03 PM

Sec Mayorkas. Good afternoon. This is (b)(6) (b)(6) I currently represent the entire California-Mexico border, including Border Friendship Park in San Ysidro. I just found out that there is an imminent plan to replace the double, parallel 18 foot walls along Friendship park with the Trump-designed 30 foot walls, and eliminate one of the two gates that currently exist. The gate

HS-001-0510-0002



From: (b)(6)
(b)(6)
To: Mayorkas, Alejandro (b)(6)
(b)(6)
Subject: MPP termination allowed by SCOTUS
Date: 2022/06/30 14:05:39
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Ali,
Congratulations!

Glad for you this good news and affirmation. Thanks for fighting hard and well to get it.

(b)(6)

Held: The Government’s rescission of MPP did not violate section 1225 of the INA, and the October 29 Memoranda constituted final agency action

Roberts and Kavanaugh join the 3 Democratic appointed justices in a 5-4 decision

https://www.supremecourt.gov/opinions/21pdf/21-954_7l48.pdf

Sender: (b)(6)
(b)(6)
Recipient: Mayorkas, Alejandro (b)(6)
(b)(6)
Sent Date: 2022/06/30 14:05:32
Delivered Date: 2022/06/30 14:05:39

From: Alejandro Mayorkas (b)(6)
To: SEIDMAN, RICKI (b)(6)
(b)(6)
Williams, John C (b)(6)
(b)(6)
SOLNET, JEFF (b)(6)
(b)(6)
SILVERS, ROBERT (b)(6)
(b)(6)
BEST, NATALIA (b)(6)
(b)(6)
CANEGALLO, KRISTIE (b)(6)
(b)(6)
CC: REZMOVIC, JEFFREY (b)(6)
(b)(6)
FALLON, KATHLEEN (b)(6)
(b)(6)
Chalkley, Marie (b)(6)
(b)(6)
KAHANGAMA, IRANGA (b)(6)
(b)(6)
NGUYEN, JASON (b)(6)
(b)(6)
Mayorkas, Alejandro (b)(6)
(b)(6)

Subject: Re: DRAFT REMARKS SICW 20221016 8am
Date: 2022/10/16 12:41:17
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Thank you. I am copying my work email and will forward the attachment to it.

Sent from my iPhone

On Oct 16, 2022, at 8:10 AM, SEIDMAN, RICKI (b)(6) wrote:

This draft includes my edits of Jeff S's edits of Rob's edits to include the WeChat suspensions.

JC – Please print two copies. Many thanks!

Sender:	Alejandro Mayorkas (b)(6)
	Williams, John C (b)(6)
	(b)(6)
	SOLNET, JEFF (b)(6)
	(b)(6)
	SILVERS, ROBERT (b)(6)
	(b)(6)
	BEST, NATALIA (b)(6)
	(b)(6)
	CANEGALLO, KRISTIE (b)(6)
	(b)(6)
	REZMOVIC, JEFFREY (b)(6)
	(b)(6)
Recipient:	FALLON, KATHLEEN (b)(6)
	(b)(6)
	Chalkley, Marie (b)(6)
	(b)(6)
	KAHANGAMA, IRANGA (b)(6)
	(b)(6)
	NGUYEN, JASON (b)(6)
	(b)(6)
	Mayorkas, Alejandro (b)(6)
	(b)(6)
	SEIDMAN, RICKI (b)(6)
	(b)(6)
Sent Date:	2022/10/16 12:37:23
Delivered Date:	2022/10/16 12:41:17

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Fwd: Draft Border Points
Date:	2022/10/12 07:04:20
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: "SEIDMAN, RICKI" (b)(6)
Date: October 11, 2022 at 10:56:01 PM EDT
To: Alejandro Mayorkas (b)(6)
Subject: Draft Border Points

Sending you a bootleg copy of redrafted talking points that combine your draft with the draft we sent you. Getting feedback from Jeff, Kristie, OPA, etc. and there are still some holes but would love your steer.

NOW I can go home.

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2022/10/12 07:00:57
Delivered Date:	2022/10/12 07:04:20

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White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges

For the month ending 7/31/2022

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
Total Amount Due:							\$0.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

BBF = Balance Brought Forward (from previous month)

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Fwd:
Date:	2022/09/25 10:14:42
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: September 25, 2022 at 9:51:11 AM EDT
To: Alejandro Mayorkas (b)(6)

Hi - I hope you are well. I am not sure if you have seen this yet so wanted to share <https://www.nytimes.com/2022/09/24/nyregion/gunman-shooter-training-schools.html>
 NY is very advanced in these areas.

(b)(6)

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2022/09/25 10:14:32
Delivered Date:	2022/09/25 10:14:42

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Forwarding text
Date:	2022/08/04 07:20:27
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

From (b)(6)

Sorry for not following up sooner. Some family challenges on my end. Just wanted you to know we are connecting with (b)(6) and other local groups to try and coordinate on strategy and message, particularly with DC mayor. Not sure who is leading at Mayor's office but it is tone deaf. Our DC chapter is ready to deploy on legal help but I get the sense it is mostly transportation and service needs. Let me know if there is someone in your office we should be connecting with.

Sent from my iPhone

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2022/08/04 07:20:22
Delivered Date:	2022/08/04 07:20:27

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Texts cont'd
Date:	2022/08/21 10:49:39
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Thanks very much, guys. Will be contactable throughout the day.

Sent from my iPhone

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2022/08/21 10:49:30
Delivered Date:	2022/08/21 10:49:39

From: Alejandro Mayorkas (b)(6)
(b)(6)
To: (b)(6)
(b)(6)
SEIDMAN, RICKI (b)(6)
(b)(6)
FOX, ALEXANDRA (b)(6)
(b)(6)
CC: ESPINOSA, MARSHA (b)(6)
(b)(6)
CANEGALLO, KRISTIE (b)(6)
(b)(6)
Mayorkas, Alejandro (b)(6)
(b)(6)
Subject: Re: JOIN US | POLITICO's Summer Soiree
Date: 2022/07/26 08:15:04
Priority: Normal
Type: Note

Moving to my work e-mail. Thank you.

Sent from my iPhone

On Jul 26, 2022, at 7:58 AM, (b)(6) >wrote:

Adding Marsha!

Very respectfully,

(b)(6)

Office of the Secretary
Department of Homeland Security

(b)(6)

From: SEIDMAN, RICKI (b)(6)

Sent: Tuesday, July 26, 2022 7:51:10 AM

To: (b)(6) Alejandro Mayorkas (b)(6)

FOX, ALEXANDRA (b)(6)

Cc: CANEGALLO, KRISTIE (b)(6)

Subject: RE: JOIN US | POLITICO's Summer Soiree

+ Marsha

By any chance, did this invite come to OPA?

From: (b)(6)
Sent: Tuesday, July 26, 2022 7:36 AM
To: Alejandro Mayorkas (b)(6) FOX, ALEXANDRA (b)(6)
Cc: CANEGALLO, KRISTIE (b)(6) SEIDMAN, RICKI (b)(6)
Subject: Re: JOIN US | POLITICO's Summer Soiree

Good Morning, Secretary,

We did not receive this invitation. Please let us know if we may be of assistance in running down the relevant information so that (b)(6) may attend tomorrow evening.

Very respectfully,

(b)(6)

Office of the Secretary
Department of Homeland Security

(b)(6)

From: Alejandro Mayorkas (b)(6)
Sent: Tuesday, July 26, 2022 7:02:48 AM
To: (b)(6) FOX, ALEXANDRA (b)(6)
Subject: Fwd: JOIN US | POLITICO's Summer Soiree

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

(b)(6) Alex,

Good morning. I did not receive this invitation earlier. Did you?

Thank you. Ali

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: July 25, 2022 at 5:57:24 PM EDT
To: Ali Mayorkas (b)(6)
Subject: FW: JOIN US | POLITICO's Summer Soiree

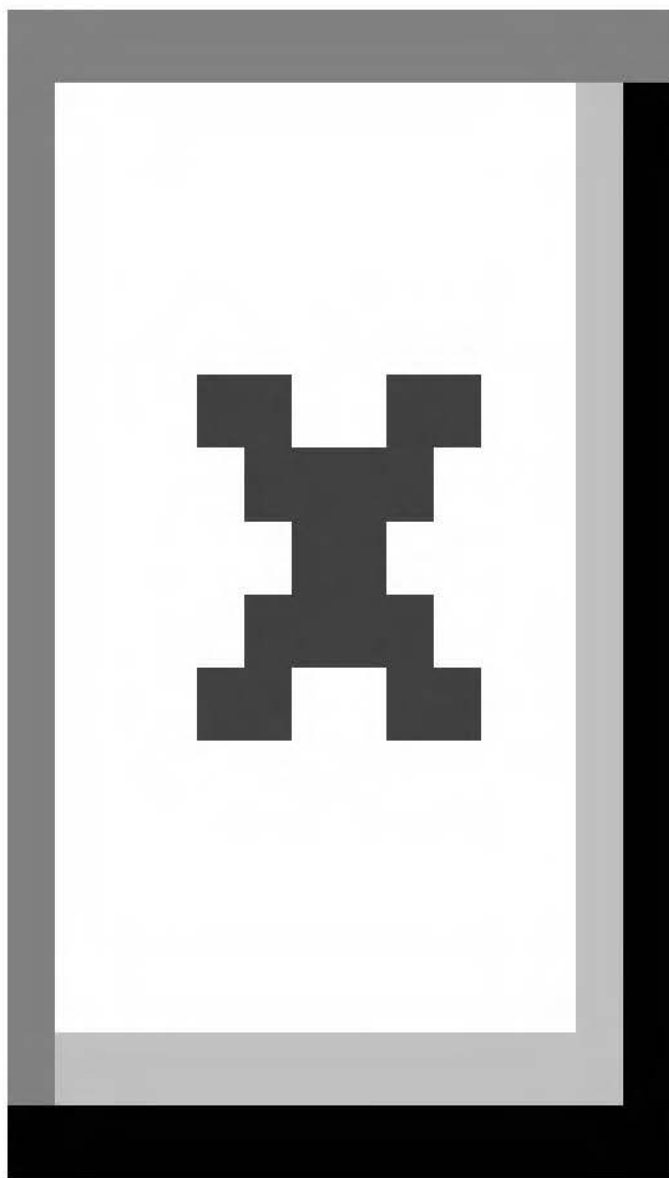
Dear Ali,

My office tells me they've extended this invite to a cocktail that I'm co-hosting with your new CEO and executive editor later this week. I'm afraid (b)(6) won't be there – so I can't make that the draw. But I do hope you and (b)(6) might be able to join. It would be terrific to see you.

Hope you're having a good summer.

Best, (b)(6)

(b)(6) | POLITICO | (b)(6)



DHS-001-0510-000281

image002.jpg

Sender:	Alejandro Mayorkas (b)(6)
	SEIDMAN, RICKI (b)(6)
	(b)(6)
	FOX, ALEXANDRA (b)(6)
	(b)(6)
	ESPINOSA, MARSHA (b)(6)
	(b)(6)
Recipient:	CANEGALLO, KRISTIE (b)(6)
	(b)(6)
	Mayorkas, Alejandro (b)(6)
	(b)(6)
	(b)(6)
	(b)(6)
Sent Date:	2022/07/26 08:14:54
Delivered Date:	2022/07/26 08:15:04

(b)(6)

formation. Ultimately, we're told, the IG decided to go to Congress because he said he could not get anywhere within DHS with his concerns.

I've reached out to OPA but given your name was mentioned, wanted to reach out to you as well. Happy to talk on background or off the record to make sure we understand the situation.

The sender is not in your contact list.

Report Junk

HS-001-0510-0002

(b)(6)

Hi Secretary, this is
(b)(6) from
CNN. I'm sorry to go di-
rectly to you, but we're
being told that the DHS
inspector general
brought concerns about
USSS and the deleted
messages to you several
times and was told to
keep trying to get the in-
formation. Ultimately,
we're told, the IG decided
to go to Congress be-
cause he said he could
not get anywhere within
DHS with his concerns.

HS-001-0510-0002

From: Alejandro Mayorkas (b)(6)
To: Mayorkas, Alejandro (b)(6) (b)(6)
Subject: Fwd: Gifts for Certain Dignitaries
Date: 2022/05/02 14:32:54
Priority: Normal
Type: Note

Sent from my iPhone

Begin forwarded message:

From: "FEDER, STEVEN" (b)(6)
Date: May 2, 2022 at 11:26:31 AM EDT
To: Alejandro Mayorkas (b)(6)
Subject: RE: Gifts for Certain Dignitaries

Received.

From: Alejandro Mayorkas (b)(6)
Sent: Monday, May 2, 2022 11:25 AM
To: FEDER, STEVEN (b)(6)
Subject: Gifts for Certain Dignitaries

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Steve,

Per our conversation, I learned the Safeway in Georgetown provides significant discounts for nice wines that can be given as gifts to certain dignitaries. I went by and took a picture of various selections. The pictures are attached. Further discount can be obtained with a discount card.

Thank you. Ali

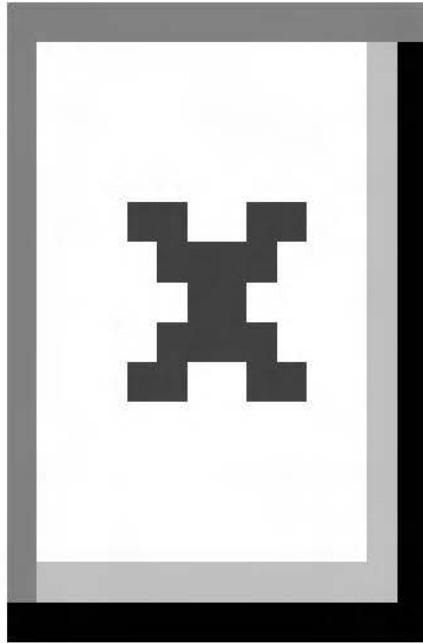


image008.jpg

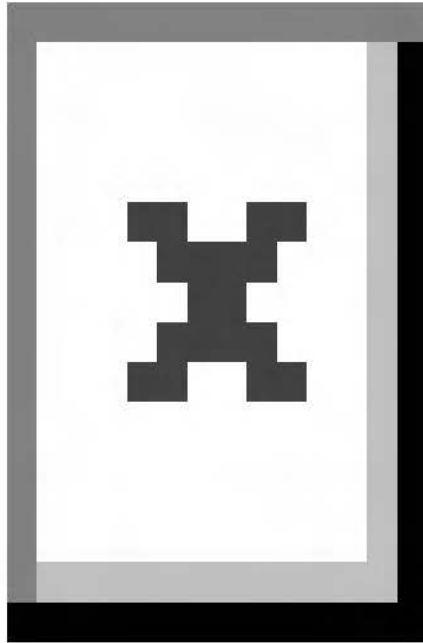


image009.jpg

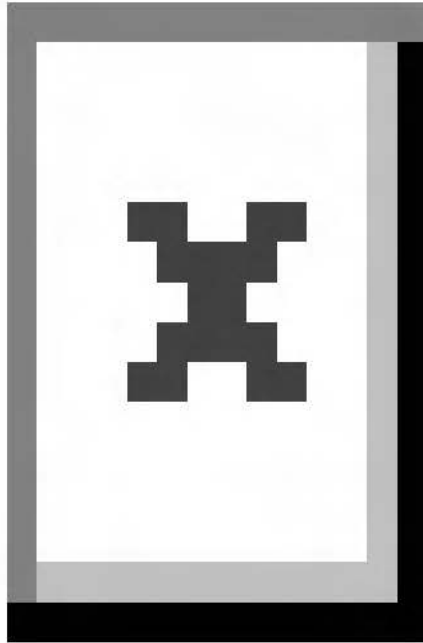


image010.jpg

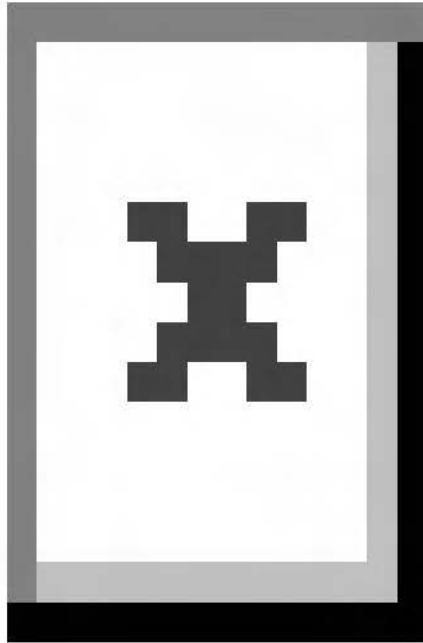


image011.jpg

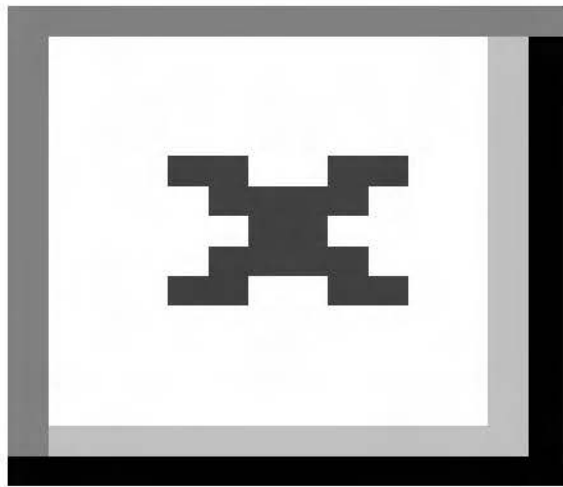


image005.jpg

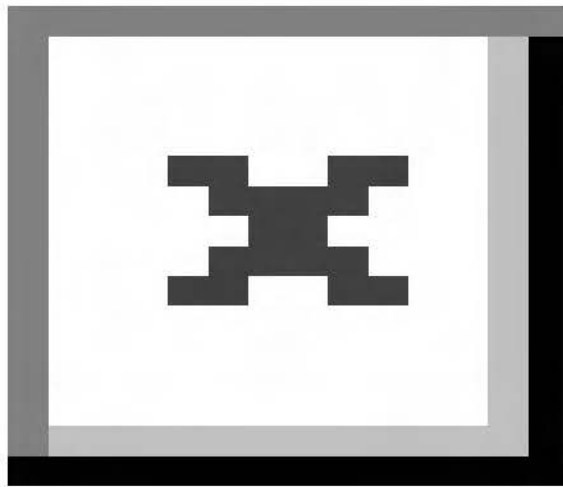


image006.jpg

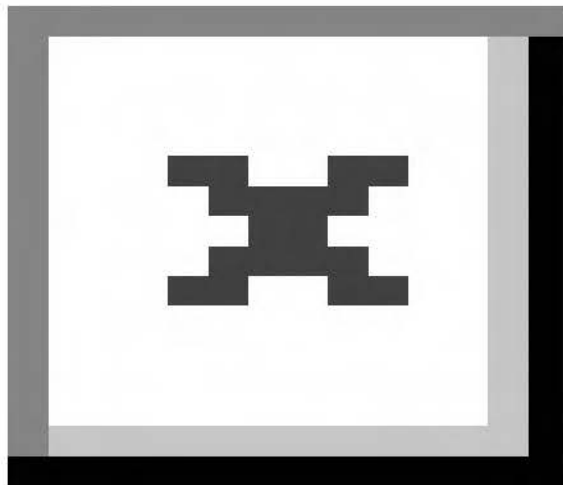


image007.jpg

Sent from my iPhone

Sender: Alejandro Mayorkas	(b)(6)
Recipient: Mayorkas, Alejandro	(b)(6)
Sent Date: 2022/05/02 14:32:42	(b)(6)
Delivered Date: 2022/05/02 14:32:54	

White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges For the month ending 4/30/2021

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
3/31/2021			BBF			\$6.00	\$6.00
4/7/2021	1	10013	Sale	COFFEE MED	1	\$1.50	\$1.50
4/9/2021	1	10077	Sale	COFFEE MED	1	\$1.50	\$1.50
Total Amount Due:							\$9.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

From: Alejandro Mayorkas (b)(6)
Mayorkas, Alejandro (b)(6)
To: (b)(6)
Subject: Texts from (b)(6)
Date: 2022/08/21 10:47:49
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Ali and (b)(6)

(b)(6)

Thanks very much, and hope you're both having a great weekend.

(b)(6)

Sent from my iPhone

Sender: Alejandro Mayorkas (b)(6)
Mayorkas, Alejandro (b)(6)
Recipient: (b)(6)
Sent Date: 2022/08/21 10:47:41
Delivered Date: 2022/08/21 10:47:49

**White House Military Office
Presidential Food Service**



Eisenhower Executive Office Building

(b)(6)

Statement of Charges
For the month ending 6/30/2022

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount	
							Total Amount Due:	\$0.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

(b)(6)

caused numerous deaths, mostly women, who fall to death from the top of the wall. I would appreciate the opportunity to talk to you at your earliest convenience, to try to convince you that the current plan would both harm Friendship park and that there is no need for 30 foot walls. Thank you and I look forward to talking to you. (b)(6)

The sender is not in your contact list.

[Report Junk](#)

HS-001-0510-0002

(b)(6)

Ali I'm reaching out to appeal to you to make sure the oil refinery in Delaware - (b)(6)

(b)(6) - is able to get clarity on a Jones Act waiver to ship crude from the SPR. Today is the deadline to bid for SPR crude and they are struggling to stay open in this new price environment and they are the largest union employer in my state.

I do not recognize this number. Can you identi-

HS-001-0510-0002

From: Alejandro Mayorkas (b)(6)
Mayorkas, Alejandro (b)(6)
To: (b)(6)
Subject: Text
Date: 2022/08/04 07:21:11
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Reply:

Thank you, (b)(6) I hope everything is okay with the family.
Ali

Sent from my iPhone

Sender: Alejandro Mayorkas (b)(6)
Mayorkas, Alejandro (b)(6)
Recipient: (b)(6)
Sent Date: 2022/08/04 07:21:04
Delivered Date: 2022/08/04 07:21:11

White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges For the month ending 4/30/2022

Account	MAYOR
	ALEJANDRO MAYORKAS
	(b)(6)

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
3/31/2022			BBF			\$18.50	\$18.50
4/12/2022			Payment			(\$18.50)	(\$18.50)
Total Amount Due:							\$0.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Forwarded text
Date:	2022/08/04 07:19:21
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

From (b)(6) of AILA:

If you have 5 spare minutes to talk i could give you an update on follow up from meeting. Short version is that we are disappointed that we didn't bring more to the table. I am working on a strategy to make sure that any follow up is much more concrete and productive.

Sent from my iPhone

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2022/08/04 07:19:15
Delivered Date:	2022/08/04 07:19:21

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Work Text
Date:	2022/03/23 18:34:54
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Good to talk with you Aly.. thanks for the heads up... hopefully if will solve problems..

Here's the info I got from my Calif staff about efforts to deal with H2A entry. (b)(6) is the (b)(6) of the Growers/Shippers in Monterey county... the salad bowl!

—+

Subject: Ag workers (b)(6) update

I get this is really challenging, I do. I'm not expecting miracles. But they did say they'd follow up, knowing that time is of the essence. Any help is appreciated. And thank you (b)(6)

'Has (b)(6) heard anything back from DHS? Any budge there? Last we offered was gaining clearance to move vaccine and licensed (in Mex) clinician into Mexico to vaccinate ag workers.'

'Or can we ship, from our supply here, to dedicated partners in Mexico who will vaccinate ag workers?'

(b)(6) these above were all text today - I did let (b)(6) know you were recovering last week - he sent his best
 " Sorry to hear, I hope she bounces back quickly. I had omicron weeks ago (vaxed and boosted) and felt like I had a mild cold for 7 or so days. I hope she comes back strong' "

March 16
 I texted you regarding (b)(6) concerns- said it was radio silence from DHS.

From (b)(6)

"DHS was engaged, but has gone dark for past 2 weeks. Either they are open to working out a solution or they aren't. It's worse to give off perception of being open to a creative solution then never follow up...if all it is is empty hope. I'd love to know where they are? Any help on nudging them to follow up is appreciated?"

Sent from my iPhone

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2022/03/23 18:34:48
Delivered Date:	2022/03/23 18:34:54

From: Alejandro Mayorkas (b)(6)
Mayorkas, Alejandro (b)(6)
To: (b)(6)
Subject: Fwd: Hi from (b)(6)
Date: 2022/07/26 15:46:17
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: Alejandro Mayorkas (b)(6)
Date: July 26, 2022 at 1:39:00 PM CST
To: (b)(6)
Subject: Re: Hi from (b)(6)

Let me do so asap. Hope you're well.

Sent from my iPhone

On Jul 26, 2022, at 12:20 PM, (b)(6) wrote:

Hi Ali. Just following up here. . .

Thanks,

(b)(6)

On Fri, May 20, 2022 at 7:05 AM Alejandro Mayorkas (b)(6) wrote:
Good morning, (b)(6) I am going to connect you with our public affairs leader. Hope you're well.
Ali

Sent from my iPhone

On May 19, 2022, at 8:12 PM, (b)(6) wrote:

Hi there. I see you had been traveling so I just wanted to follow up now in the hope that we might be able to get you on next week?

Thanks,

(b)(6)

On Fri, May 6, 2022 at 6:56 PM (b)(6) wrote:

Great. This is what I had sent. . .

Hi Ali. Its (b)(6) here. It was so great spending time with you and (b)(6) at dinner this weekend. As I mentioned, I would love to have you on my NewsNation show (it would also air on my radio show on Sirius POTUS channel.) Who might I (or my producers) speak to about that? Thanks!

(I hope I spelled Ali correctly because I know how to spell Alejandro and Secretary Mayorkas but you insisted on Ali!)

On May 6, 2022, at 6:42 PM, Alejandro Mayorkas (b)(6) wrote:

Thanks, (b)(6) I don't think I received your text. Possible I missed it amidst the crush. I will follow up and circle back with you. Hope you're well.

Ali

Sent from my iPhone

On May 6, 2022, at 1:03 PM, (b)(6) wrote:

Hi Ali. .

I just wanted to make sure you got my text. . I would love to have you on my show!

Thanks,

(b)(6)

(b)(6)

--

(b)(6)

Sender:	Alejandro Mayorkas	(b)(6)
Recipient:	Mayorkas, Alejandro	(b)(6)
Sent Date:	2022/07/26 15:46:08	
Delivered Date:	2022/07/26 15:46:17	

(b)(6)

currently exist. The gate on the primary wall is being eliminated, which would take away any chance Mexican families could meet, in a supervised manner, with relatives on the American side, as has been the custom from time to time. Also, as you know, the 30 foot wall has caused numerous deaths, mostly women, who fall to death from the top of the wall. I would appreciate the opportunity to talk to you at your earliest conve-

HS-001-0510-0003



H.R.H. PRINCESS REEMA BINT BANDAR
BIN SULTAN BIN ABDULAZIZ AL SAUD

AMBASSADOR OF THE KINGDOM OF SAUDI ARABIA
TO THE UNITED STATES

&

H.E. SHEIKH MESHAL AL-THANI

AMBASSADOR OF THE STATE OF QATAR
TO THE UNITED STATES

REQUEST THE PLEASURE OF YOUR COMPANY
AT A FAREWELL RECEPTION IN HONOR OF

H.E. SHEIKH SALEM
ABDULLAH AL-JABER AL-SABAH
& SHEIKHA RIMA AL-SABAH

AMBASSADOR OF THE STATE OF KUWAIT
TO THE UNITED STATES

MONDAY · JUNE 13TH · 6:30-8:30P.M.

(b)(6)

RSVP TO (b)(6)

DHS-001-0510-000306
THIS INVITATION IS NON-TRANSFERABLE

From: (b)(6)
Mayorkas, Alejandro (b)(6)
To: (b)(6)
Subject: hellish
Date: 2022/06/28 13:56:13
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Ali, this is just to say how sorry I am for what's happened and what you're dealing with. So much tragedy surrounds so much of this work. And I imagine the enforcement guidelines setback has been deeply discouraging for you.

Sending my best wishes for strength and resolve,

(b)(6)

(b)(6)
(b)(6)
Migration Policy Institute
1275 K Street, NW, Suite 800
Washington, D.C. 20005
(b)(6)
(b)(6)

Sender: (b)(6)
Mayorkas, Alejandro (b)(6)
Recipient: (b)(6)
(b)(6)
Sent Date: 2022/06/28 13:56:01
Delivered Date: 2022/06/28 13:56:13

(b)(6)

July - this is Senator
(b)(6) of Delaware - I
just heard they were de-
nied a waiver

I will alert my team. My
work cell is (b)(6)

(b)(6) Thanks. Ali

Delivered

There's no pipeline op-
tion for a MidAtlantic re-
finery so getting ship-
ping capacity on short
notice was only possible
w-a waiver

Thanks for your response
and concern!

HS-001-0510-0003

White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges

For the month ending 2/28/2022

Account	MAYOR
	ALEJANDRO MAYORKAS
	(b)(6)

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
1/31/2022			BBF			\$32.50	\$32.50
Total Amount Due:							\$32.50

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

BBF = Balance Brought Forward (from previous month)

**White House Military Office
Presidential Food Service**



Eisenhower Executive Office Building

(b)(6)

Statement of Charges
For the month ending 5/31/2022

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
					Total Amount Due:		\$0.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges For the month ending 3/31/2022

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
2/28/2022			BBF			\$32.50	\$32.50
3/8/2022	1	10081	Sale	FRENCH FRIES	1	\$2.00	\$2.00
3/8/2022	1	10081	Sale	CHIX TENDERS	1	\$7.50	\$7.50
3/8/2022	1	10081	Sale	TURKEY SANDWICH	1	\$9.00	\$9.00
3/11/2022			Payment			(\$32.50)	(\$32.50)
Total Amount Due:							\$18.50

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

BBF = Balance Brought Forward (from previous month)

(b)(6)

this new price environment and they are the largest union employer in my state.

I do not recognize this number. Can you identify yourself? Thank you.

Sorry - this is Senator Coons of Delaware - I just heard they were denied a waiver

I will alert my team. My work cell is (b)(6)

(b)(6) Thanks. Ali

Delivered

HS-001-0510-0003

From:	(b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	RE: last Th meeting
Date:	2022/06/21 09:24:09
Priority:	Normal
Type:	Note

Hi Ali,

What a splendid weekend weather-wise! Hope you were able to get some down time to enjoy it.

I'm looping back, as per below. Could I get on your schedule for a phone call or whatever is convenient for you for a brief conversation? In moving forward on this initiative, I want to get your input on participants, critical issues, etc.

Thanks much. Hope you're holding your own.

(b)(6)

From: Mayorkas, Alejandro (b)(6)
Sent: Wednesday, May 25, 2022 5:56 PM
To: (b)(6)
Subject: Re: last Th meeting

Thank you very much, (b)(6) I look forward to following up.

It has been a most difficult two days.

Ali

Alejandro N. Mayorkas
Secretary

From: (b)(6)
Sent: Tuesday, May 24, 2022 1:48:29 PM
To: Mayorkas, Alejandro (b)(6)
Subject: last Th meeting

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Dear Ali,

I'm sorry I had to leave early, so don't know how things ended up. But although the session may not have been what you intended, I thought it turned out to be quite useful. I believe you succeeded in

getting participants to understand and respect the competing pressures on you and the realities/limits of what can be accomplished at present.

Similarly, I hope you saw the degree to which meaningful dialogue and information exchange have been missing and are really needed. Your observation that working groups on key issues would be helpful was a good takeaway.

In that connection, I want to be sure you know that I and MPI began a new initiative several weeks ago to foster such govt/non-govt dialogue and cooperation in the implementation of the final asylum rule. You know how essential the asylum rule is to the administration's border enforcement efforts. And its success depends importantly on non-governmental efforts to provide legal services and case management.

To that end, and at the encouragement of WH staff and working closely with UNHCR, I and MPI are hosting a series of small, invitation-only roundtables – half government, half NGO leaders – focused on how to work together to ensure implementation that is fair but timely, as the rule prescribes. We will do deep dives into specific issues, such as setting up reception centers, case management that ensures appearance, leveraging scarce legal support services, etc. My goal is the kind of working group problem-solving you identified.

Our first meeting was two weeks ago. At the last minute, we learned that our govt invitees were prevented by ethics officials from discussing implementation until after the rule's interim comment period had closed. So we went ahead with a first meeting of just the non-govt participants and agreed to do the first full meeting later in June.

I'll be back in touch with you then to be sure I'm inviting the key officials from your standpoint and ask your office to encourage participation. Building a new border asylum system is a critical challenge that I hope we can help accomplish through strengthening govt-non-govt dialogue, information sharing, and problem-solving. Happy to discuss this further with you and others at any time.

Very best wishes and – amidst it all - good to see you!

(b)(6)

(b)(6)

(b)(6)

Migration Policy Institute
1275 K Street, NW, Suite 800
Washington, D.C. 20005

(b)(6)

(b)(6)

Sender: (b)(6)
Recipient: Mayorkas, Alejandro (b)(6)
(b)(6)

(b)(6)

Sent Date: 2022/06/21 09:23:55

Delivered Date: 2022/06/21 09:24:09

From:	LUGO, ALICE (b)(6) (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6) (b)(6)
CC:	CANEGALLO, KRISTIE (b)(6) (b)(6) ULLOA, ISABELLA (b)(6) (b)(6) REZMOVIC, JEFFREY (b)(6) (b)(6) SEIDMAN, RICKI (b)(6) (b)(6) ESPINOSA, MARSHA (b)(6) (b)(6) CARNES, ALEXANDRA (b)(6) (b)(6) SHENKLE, ABBY (b)(6) (b)(6)
Subject:	DHS Congressional Plan of the Day for Wednesday, April 26, 2022
Date:	2022/04/26 22:47:52
Priority:	Normal
Type:	Note

Good evening, Sir,

The congressional plan of the day for tomorrow is below. Let us know if there are questions.

Great work today on the T42 zoom calls with Members. We are hearing from Hill staff that it was appreciated. Big hearing day tomorrow in the House. Try to get some rest and I'll see you in the morning.

Best,
Alice

HEARINGS

“Fiscal Year 2023 Budget Request for the Department of Homeland Security”
House Committee on Appropriations, Subcommittee on Homeland Security
Witness: **DHS Secretary Alejandro Mayorkas**
10:00 a.m., 2359 Rayburn

“A Review of the Fiscal Year 2023 Budget Request for the Department of Homeland Security”
House Committee on Homeland Security

Witness: **DHS Secretary** Alejandro Mayorkas
2:00 p.m., 310 Cannon

“Review of Fiscal Year 2023 Budget Request for the Coast Guard and Maritime Transportation Programs”

House Committee on Transportation and Infrastructure, Subcommittee on Coast Guard and Maritime Transportation

Witnesses:

- **USCG Commandant** Admiral Karl Schultz
- **USCG** Master Chief Petty Officer of the Coast Guard, Master Chief Jason Vanderhaden
- U.S. Federal Maritime Commission Chairman Daniel Maffei
- U.S. Dept. of Transportation Maritime Administration Acting Administrator Lucinda Lessley

10:00 a.m., 2167 Rayburn

BRIEFINGS / MEETINGS

CBP Commissioner Magnus w/ Rep. Veronica Escobar (D, TX-16)

Subject: Meet and greet

POC: Stephanie Talton (CBP OCA) 11:00 a.m., 505 Longworth

LEGISLATION INITIATIVES OF NOTE

INTRODUCED BILLS

H.R. 7567, a bill to amend chapter 77 of title 5, United States Code, to clarify certain due process rights of Federal employees serving in sensitive positions. Introduced by Del. Eleanor Holmes Norton (D, DC-At Large) on April 25, 2022 and referred to the Committee on Oversight at Reform.

H.R. 7566, a bill to amend title 18, United States Code, to increase the punishment for human trafficking in a school zone. Introduced by Rep. Sheila Jackson Lee (D, TX-18) on April 25, 2022 and referred to the Committee on the Judiciary.

Alice Lugo
Assistant Secretary for Legislative Affairs
U.S. Department of Homeland Security

Sender:	LUGO, ALICE (b)(6)
	(b)(6)
Recipient:	Mayorkas, Alejandro (b)(6)
	(b)(6)
	(b)(6)
	CANEGALLO, KRISTIE (b)(6)
	(b)(6)
	ULLOA, ISABELLA (b)(6)
(b)(6)	
	REZMOVIC, JEFFREY (b)(6)

(b)(6)
SEIDMAN, RICKI (b)(6)
(b)(6)
ESPINOSA, MARSHA (b)(6)
(b)(6)
CARNES, ALEXANDRA (b)(6)
(b)(6)
SHENKLE, ABBY (b)(6)
(b)(6)

Sent Date: 2022/04/26 22:47:48

Delivered Date: 2022/04/26 22:47:52

(b)(6)

cinated last year while in the U.S. the 20% additional will not be in that situation. Seems absurd that we will provide entry to hundreds of thousands of asylum seekers who have not been vaccinated but won't work with H2A employers to vaccinate their visa holding workforce. We will need to send another letter because when the planting and harvesting is disrupted I want to make clear it was not for lack of effort on my part.

HS-001-0510-0003

From:	(b)(6)
	(b)(6)
To:	Mayorkas, Alejandro (b)(6)
	(b)(6)
Subject:	Pay Stubs
Date:	2022/06/16 14:14:47
Priority:	Urgent
Type:	Note

Mr. Secretary,

As requested. Hard copy to be provided via sepcor.

Very Respectfully,

(b)(6)

Lieutenant Commander, U.S. Coast Guard

(b)(6)

Department of Homeland Security

(b)(6)

Sender:	(b)(6)
	(b)(6)
Recipient:	Mayorkas, Alejandro (b)(6)
	(b)(6)
Sent Date:	2022/06/16 14:14:44
Delivered Date:	2022/06/16 14:14:47

SOCIAL SECURITY NO. (b)(6)		PAY PERIOD DATE MO DA YR. MO DA YR. 5/22/2022 6/4/2022		P/P 11	T&A CONTACT POINT OS-11-0010-94-01	ACCT. STAT. 7019	ORGANIZATIONAL STRUCTURE OS-01-01-0000	PERSNL OFFICE 5500	PAY PLAN EX	GR. 01	STEP 00
SALARY 203,500.00	RATE PA	TYPE EEMPL. F/T	SCD FOR. LEAVE 4/16/2002	RET. DEDUCTIONS THIS APPOINTMENT 2,185.44		STATEMENT OF EARNINGS AND LEAVE					

EARNINGS AND DEDUCTIONS									
CODE	ITEM DESCRIPTION	HOURS		AMOUNT					
		P/P	YR. TO DATE	P/P	YR TO DATE				
01	REGULAR TIME								
66	OTHER LEAVE								
** **	**** PAY PERIOD HOURS & GROSS PAY ****								
75 02	RETIREMENT								
75 15	TSP-FERS								
	*AMT BASED ON FIXED AMT								
76	SOCIAL SECURITY (OASDI)								
77	FEDERAL TAX EXEMPTS MJ								
78	ST TAX DC EXEMPTS M04								
81	FEGLI- COVERAGE \$ 206,000								
82	OPT FEGLI-AGE BRACKET 7								
83	FEHBA - ENROLL CODE 105								
83 10	DENTAL PLAN								
83 11	VISION PLAN								
93 11	FSA - HEALTH CARE								
97	MEDICARE TAX WITHHELD								
** **	***** TOTAL DEDUCTIONS *****								
** **	***** NET PAY *****				4083.73 49015.19				
** **	DD/EFT ROUTING NO. *****								

YEAR TO DATE LEAVE STATUS				YEAR TO DATE LEAVE STATUS				PROJECTED USE OR LOSE	PT., HRS UNAPP	MAX. C/O.
TYPE	ACCRUED	USED	BALANCE	TYPE	ACCRUED	USED	BALANCE			
CREDIT HOURS-BY PAY PERIOD				ANN	.00					
RELIGIOUS COMP-BY PAY PERIOD				SICK	.00					LEAVE CATEG
TRAVEL COMP-BY PAY PERIOD				COMP						
MILITARY										REMARKS
TIME OFF AWARD										
BPAPRA COMPENSATORY										
BPAPRA OBLIGATED DEBT										
DISABLED VETERAN LEAVE										
TYPE	1ST YEAR	2ND YEAR	3RD YEAR	BALANCE						
REST. ANN. LEAVE HRS.										
NAME AND ADDRESS										

ALEJANDRO N MAYORKAS
 (b)(6)

Official Pay Date 6/16/2022

SOCIAL SECURITY NO. (b)(6)		PAY PERIOD DATE MO. DA. YR MO DA YR 5/8/2022 5/21/2022		P/P 10	T&A CONTACT POINT OS-11-0010-94-01	ACCT. STAT. 7019	ORGANIZATIONAL STRUCTURE OS-01-01-0000	PERSNL OFFICE 5500	PAY PLAN EX	GR. 01	STEP 00
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STATEMENT OF EARNINGS AND LEAVE												
SALARY		RATE	TYPE EEMPL.	SCD FOR LEAVE	RET. DEDUCTIONS THIS APPOINTMENT							
203,500.00		PA	F/T	4/16/2002	2,122.82							
EARNINGS AND DEDUCTIONS												
CODE	ITEM DESCRIPTION	HOURS				AMOUNT						
		P/P	YR. TO DATE			P/P	YR TO DATE					
01	REGULAR TIME											
66	OTHER LEAVE											
** **	**** PAY PERIOD HOURS & GROSS PAY ****											
75 02	RETIREMENT											
75 15	TSP-FERS											
	*AMT BASED ON FIXED AMT											
76	SOCIAL SECURITY (OASDI)											
77	FEDERAL TAX EXEMPTS MJ											
78	ST TAX DC EXEMPTS M04											
81	FEGLI- COVERAGE \$ 206,000											
82	OPT FEGLI-AGE BRACKET 7											
83	FEHBA - ENROLL CODE 105											
83 10	DENTAL PLAN											
83 11	VISION PLAN											
93 11	FSA - HEALTH CARE											
97	MEDICARE TAX WITHHELD											
** **	***** TOTAL DEDUCTIONS *****											
** **	***** NET PAY *****										4083.73	44931.46
** **	DD/EFT ROUTING NO. *****											

YEAR TO DATE LEAVE STATUS				YEAR TO DATE LEAVE STATUS				PROJECTED USE OR LOSE	PT., HRS. UNAPP	MAX. C/O
TYPE	ACCRUED	USED	BALANCE	TYPE	ACCRUED	USED	BALANCE			
CREDIT HOURS-BY PAY PERIOD				ANN	.00					
RELIGIOUS COMP-BY PAY PERIOD				SICK	.00					LEAVE CATEG
TRAVEL COMP-BY PAY PERIOD				COMP						
MILITARY										REMARKS
TIME OFF AWARD										
BPAPRA COMPENSATORY										
BPAPRA OBLIGATED DEBT										
DISABLED VETERAN LEAVE										
TYPE	1ST YEAR	2ND YEAR	3RD YEAR	BALANCE						
REST. ANN. LEAVE HRS.										
NAME AND ADDRESS										

ALEJANDRO N MAYORKAS

(b)(6)

Official Pay Date

6/2/2022

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Fwd: FOR S1 APPROVAL: Response to Project Veritas report
Date:	2022/04/27 07:00:54
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: Alejandro Mayorkas (b)(6)
Date: April 26, 2022 at 9:56:59 PM EDT
To: "PECK, SARAH" (b)(6)
Cc: "ESPINOSA, MARSHA" (b)(6); "CANEGALLO, KRISTIE" (b)(6); "ULLOA, ISABELLA" (b)(6)
Subject: Re: FOR S1 APPROVAL: Response to Project Veritas report

Thank you, Sarah. Good to go.
Ali

Sent from my iPhone

On Apr 26, 2022, at 9:53 PM, PECK, SARAH (b)(6) wrote:

From: PECK, SARAH
Sent: Tuesday, April 26, 2022 9:38 PM
To: 'Mayorkas, Alejandro' (b)(6)
Cc: ESPINOSA, MARSHA (b)(6); CANEGALLO, KRISTIE (b)(6); UULLOA, ISABELLA (b)(6); SEIDMAN, RICKI (b)(6); REZMOVIC, JEFFREY (b)(6)
Subject: FOR S1 APPROVAL: Response to Project Veritas report

(b)(5)

Thank you,
Sarah

Sender:	Alejandro Mayorkas	(b)(6)
Recipient:	Mayorkas, Alejandro	(b)(6)
Sent Date:	2022/04/27 07:00:49	
Delivered Date:	2022/04/27 07:00:54	

From: Alejandro Mayorkas (b)(6)
Mayorkas, Alejandro (b)(6)
To: (b)(6)
Subject: Fwd: Invitation to Keynote WilmerHale's Business Retreat
Date: 2022/04/25 07:25:54
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: April 24, 2022 at 4:56:16 PM EDT
To: "Alejandro N. Mayorkas" (b)(6)
Subject: FW: Invitation to Keynote WilmerHale's Business Retreat

As requested

From: (b)(6)
Sent: Monday, April 18, 2022 12:42 PM
To: (b)(6)
Subject: Invitation to Keynote WilmerHale's Business Retreat

Dear Secretary Mayorkas:

Attached please find an invitation to be the keynote speaker at our Annual Partner Business Retreat. As a global law firm with clients across a range of industries—including technology, financial services, fintech, defense, national security, energy, and natural resources—we would welcome hearing from you on the range of issues that fall under the purview of the Department of Homeland Security. Issues of particular relevance to the firm and our clients include cybersecurity, the implications of current geopolitical developments, and, of course, immigration.

We have slotted the morning of Friday, October 14 for the keynote remarks. We would welcome you to the retreat dinner on Thursday, October 13 if you are able to arrive the night before the

keynote. We would, of course, be glad to provide travel, accommodations and the like consistent with government ethics rules, and can work with the Department's ethics officials as necessary to ensure compliance with those rules.

Please let us know whether you are able to join us. The Partnership would benefit enormously from your insights.

Best, (b)(6)

(b)(6) **WilmerHale**

(b)(6)

1875 Pennsylvania Avenue NW
Washington, DC 20006 USA

(b)(6)

Please consider the environment before printing this email.

This email message and any attachments are being sent by Wilmer Cutler Pickering Hale and Dorr LLP, are confidential, and may be privileged. If you are not the intended recipient, please notify us immediately—by replying to this message or by sending an email to postmaster@wilmerhale.com—and destroy all copies of this message and any attachments. Thank you.

For more information about WilmerHale, please visit us at <http://www.wilmerhale.com>.

Sender: Alejandro Mayorkas (b)(6)
Mayorkas, Alejandro (b)(6)
Recipient: (b)(6)
Sent Date: 2022/04/25 07:22:14
Delivered Date: 2022/04/25 07:25:54

The Partners of WilmerHale cordially invite
The Honorable Alejandro Mayorkas
to participate as the keynote speaker at the

***2022 Annual Partner
Business Retreat***

Friday, October 14 | Morning

(b)(6)



DHS-001-0510-000327

White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges

For the month ending 1/31/2022

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
12/31/2021			BBF			\$28.50	\$28.50
1/3/2022	1	10017	Sale	COFFEE LG	1	\$2.00	\$2.00
1/3/2022	1	10017	Sale	CHOC CHIP COOKIES	1	\$1.00	\$1.00
1/3/2022	1	10017	Sale	COOKIE	1	\$1.00	\$1.00
Total Amount Due:							\$32.50

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

BBF = Balance Brought Forward (from previous month)

DHS-001-0510-000328

(b)(6)



will be able to grab that private breakfast that has been eluding us during that week.

Please take care of yourself.

(b)(6)

(b)(6)

It is always great to hear from you and thank you for your kind note. I would love to join you for this event and will check with my office first thing in the morning. Thank you.

HS-001-0510-0003



(b)(6)

Monday 1:04 PM

Hi Ali, I can't begin to imagine how busy and demanding your life has been as of late. Please know that you have the support and prayers of millions - and the steadfast friendship of many. I am honored to think of myself as one of those friends.

I'm dropping this note to see if you might be able to find time to enjoy an evening dinner (with a few hundred government and private sector folk)

HS-001-0510-0003

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Fwd: E-mails
Date:	2022/04/27 07:00:28
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: Alejandro Mayorkas (b)(6)
Date: April 26, 2022 at 9:49:35 PM EDT
To: MARSHA ESPINOSA (b)(6) SARAH PECK
(b)(6)
Cc: (b)(6)
Subject: E-mails

Good evening. My work phone is not working. I saw that you sent me e-mails but I can't access them. Can you send to this address, and I will forward them to my work e-mail to ensure the completeness of my work records?

Thank you. Ali

Sent from my iPhone

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2022/04/27 07:00:21
Delivered Date:	2022/04/27 07:00:28

(b)(6)

Got your voice mail on title 42. Appreciated the heads up. On the H2A vaccination issue your people essentially blew off the growers because so far there haven't been big issues. I'd like to note that doesn't mean there won't be problems upcoming as employers report a 20% increase in use of H2A this year. Data not shared with us, but I presume the H2A entrants so far were vaccinated last year while in the U.S. the 20% addi-

HS-001-0510-0003

(b)(6)

the full release of all 30 people still detained at McHenry and Kankakee

Please let me know how we should proceed to address this urgent matter as quickly as possible and ensure that people are not transferred during this dangerous time.

I can be reached at this number or via email at

(b)(6)

The sender is not in your contact list.

Report Junk

HS-001-0510-0003



(b)(6)



and private sector folk)
at our DSAC Recognition
Dinner on April 27th at
the (b)(6) in DC. As
I suspect you know,
DSAC is an information
sharing partnership be-
tween the FBI, DHS, and
the private sector. (b)(6)

(b)(6) is the

(b)(6)

(b)(6)

(b)(6) A number of USG

leaders will be there, in-
cluding Director (b)(6)

If that evening doesn't
work for you, perhaps we
will be able to grab that
private breakfast that

HS-001-0510-0003



From:	(b)(6)
	Mayorkas, Alejandro (b)(6)
To:	(b)(6)
	(b)(6)
Subject:	Employee Personal Page (EPP) Information.
Date:	2021/04/07 09:32:58
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

The following request(s) have been processed:
Two-Step Authentication: Text Message (SMS) Enabled

Log onto your Employee Personal Page to view this update.

If you did not request the following changes, please contact your servicing personnel office at:

DHS/HQ SERVICE CENTER
245 MURRAY LANE, SW, BUILDING 410
WASHINGTON DC 20528
Phone: 202-282-8000

Thank you for using the Employee Personal Page.

Please do not reply to this email. This mailbox is not monitored.

Sender:	(b)(6)
	Mayorkas, Alejandro (b)(6)
Recipient:	(b)(6)
	(b)(6)
Sent Date:	2021/04/07 09:31:55
Delivered Date:	2021/04/07 09:32:58

**White House Military Office
Presidential Food Service**

Eisenhower Executive Office Building

(b)(6)

Statement of Charges

For the month ending 3/31/2021

Account MAYOR

ALEJANDRO MAYORKAS

(b)(6)

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
3/11/2021	1	10010	Sale	COFFEE MED	1	\$1.50	\$1.50
3/15/2021	1	10026	Sale	COFFEE MED	1	\$1.50	\$1.50
3/16/2021	1	10076	Sale	FRESH FRUIT	1	\$1.50	\$1.50
3/22/2021	1	10072	Sale	COFFEE MED	1	\$1.50	\$1.50
Total Amount Due:							\$6.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

BBF = Balance Brought Forward (from previous month)

DHS-001-0510-000336

White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges For the month ending 12/31/2021

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
11/30/2021			BBF			\$21.50	\$21.50
12/13/2021	1	10092	Sale	COFFEE MED	2	\$1.50	\$3.00
12/21/2021	1	10115	Sale	COFFEE LG	1	\$2.00	\$2.00
12/21/2021	1	10115	Sale	CHOC CHIP COOKIES	1	\$1.00	\$1.00
12/21/2021	1	10115	Sale	COOKIE	1	\$1.00	\$1.00
Total Amount Due:							\$28.50

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

(b)(6)

Secretary Mayorkas, I appreciate you taking my call given your busy schedule. We hope you understand the urgency of this given the 24 hour timeframe we seem to now have.

We have closely followed your policy directives. We are hopeful that your leadership can provide changes. With the IL Way Forward here we are eagerly waiting for that difference resulting in the full release of all 30

HS-001-0510-0003

Page 344

Withheld pursuant to exemption

(b)(6)

of the Freedom of Information and Privacy Act

Page 345

Withheld pursuant to exemption

(b)(6)

of the Freedom of Information and Privacy Act

Page 346

Withheld pursuant to exemption

(b)(6)

of the Freedom of Information and Privacy Act

Page 347

Withheld pursuant to exemption

(b)(6)

of the Freedom of Information and Privacy Act

Page 348

Withheld pursuant to exemption

(b)(6)

of the Freedom of Information and Privacy Act

Page 349

Withheld pursuant to exemption

(b)(6)

of the Freedom of Information and Privacy Act

Page 350

Withheld pursuant to exemption

(b)(6)

of the Freedom of Information and Privacy Act

(b)(6)

Guardian Center

Hi Ali, we have a large training center in Georgia that provides a facility to train security personnel and first responders that (h) believes would be an ideal fit with FLETC facilities. Would you be willing to meet in DC on Dec 14, 15 or 16 to discuss?

Thanks.

(b)(6)

(b)(6)

I hope you are well. I will need to check with ethics, as contracting rules are appropriately strict, and I will circle back with you.

Thanks. Ali

iMessage

HS-001-0510-0003



(b)(6)

now

DHA/USCIS. With the collapse of the Afghan government, where I was personally involved in helping evacuate several score Afghans and their families, I recognize the risk these Afghans are facing under this new regime. (b)(6) and her family are at risk. She and her family were internally displaced, and at great personal risk, made their way back from Kabul to her home in (b)(6). She has been beaten by the Taliban at least once.

If there is anything that can be done to expedite the Department's role in moving this case along, I'd be deeply grateful.

My very best to you, Sir, for a safe, healthy, and successful New Year.

~~IS 001-0510-0003~~



White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges For the month ending 11/30/2021

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
10/31/2021			BBF			\$20.00	\$20.00
11/17/2021	1	10074	Sale	COFFEE MED	1	\$1.50	\$1.50
Total Amount Due:							\$21.50

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

BBF = Balance Brought Forward (from previous month)

DHS-001-0510-000348

From:	(b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6) (b)(6)
Subject:	RE: following up
Date:	2022/01/19 21:39:02
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Hi again,

We've spoken and she is "super interested". Only reservation is compensation. She's a federal retiree and can do with less but not a drastic reduction. Re the position itself, she's all in. More if you'd like to discuss further.

On other matters from last evening, I'd like to offer our (MPI) good offices to arrange some off-the-record discussions to build consensus and buy-in from key actors/interests around a border model for implementing the asylum rule. As we discussed, I don't believe BP credible fear screening can succeed.

What I propose we work on is a reception center concept that aims for a network of border facilities under BP jurisdiction but multi-agency staffing (USCIS-AO, ICE, imm courts, HHS for UACs, consuls, legal and other social services reps, etc.) that allows for intake screening and on-site hand-offs to the appropriate agency or services. In the cases of asylum seekers, the hand-off would be to AOs for credible fear screening. There's much more to the idea to work out, but that would be my starting point. I believe UNHCR has begun a working group on a new border model too, drawing on best practices from other countries, and I'd check with them to coordinate or consolidate efforts.

I hope this is of interest. If so, is (b)(6) the point person to work with? As well as a senior DHS policy person, e.g. (b)(6) or someone in your office? I organized an analogous effort in the 1990s that resulted in the current AO system and again in 2016, at (b)(6) (b)(6) That one resulted in the research and recommendations on which the new asylum rule is based. (b)(6) participated in the 2016 effort, so these are familiar endeavors for them and us.

Also, re your new fee rule, glad it's coming – you definitely need the revenue. And of course, it must include a fee waiver provision. I'll see what my colleagues have done on income information that could be helpful with a waiver provision that is fair but not overly broad.

Separately, I'll be forwarding the (b)(6) resume.

Again, very nice to pick up on our running conversation.

All best,

(b)(6)

From: (b)(6)

Sent: Wednesday, January 19, 2022 12:44 PM

To: (b)(6)

Subject: following up

Hi Ali,

Very nice to see you and update. Enjoyed it!

I'm speaking with (b)(6) later this aft and will get back to you after. Also re a number of our other topics.

Til soon,

(b)(6)

(b)(6)

(b)(6)

Migration Policy Institute (MPI)

1400 16th Street, Suite 300

Washington, D.C. 20036

(b)(6)

(b)(6)

www.migrationpolicy.org

Sender:	(b)(6)
	Mayorkas, Alejandro (b)(6)
Recipient:	(b)(6)
	(b)(6)
Sent Date:	2022/01/19 21:38:54
Delivered Date:	2022/01/19 21:39:02

White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges For the month ending 10/31/2021

Account	MAYOR
	ALEJANDRO MAYORKAS
	(b)(6)

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
9/30/2021			BBF			\$20.00	\$20.00
Total Amount Due:							\$20.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

Navy Mess Menu website: (b)(6)

(b)(6)

Ale,
Please call me. Been trying to schedule time with your office but haven't succeeded.

Understand call scheduled with (b)(6) tomorrow. We need to talk before then.

I am available tonight or tomorrow morning. Thank you.

(b)(6)

(b)(6)

I will call you in the morning. I had no visibility of your request for a call and no one in my office is tracking it either. You should always feel free to

HS-001-0510-0003

(b)(6)

From: (b)(6)
(b)(6)
To: Mayorkas, Alejandro (b)(6)
(b)(6)
Subject: (b)(6)
Date: 2021/12/24 09:24:20
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Dear Ali,
This is great news. I'm very glad for you – congratulations!

You've had such a punishing year. Sending heartfelt wishes for some Christmas respite and joy that leads to a better 2022.

Warmest,

(b)(6)

(b)(6)

(b)(6)

Migration Policy Institute
1275 K Street, NW, Suite 800
Washington, D.C. 20005

(b)(6)

(b)(6)

Sender: (b)(6)
(b)(6)
Recipient: Mayorkas, Alejandro (b)(6)
(b)(6)
Sent Date: 2021/12/24 09:24:13
Delivered Date: 2021/12/24 09:24:20

From:	Alejandro Mayorkas (b)(6)
To:	GANDHI, PRITESH (b)(6) (b)(6)
CC:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Re: Quick Question
Date:	2021/12/02 20:12:08
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

I apologize, I meant to send the below from my work phone. Copying my work e-mail address here.

Sent from my iPhone

- > On Dec 2, 2021, at 8:10 PM, Alejandro Mayorkas (b)(6) wrote:
- >
- > Pritesh,
- >
- > I hope you are doing well and you had a great break with your family.
- >
- > A quick question, if you don't mind. How long after the ten-day isolation period can one receive the booster?
- >
- > Thanks so much, as always.
- >
- > Ali
- >
- > Sent from my iPhone

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6) GANDHI, PRITESH (b)(6) (b)(6)
Sent Date:	2021/12/02 20:11:59
Delivered Date:	2021/12/02 20:12:08

Inbox

**(b)(6)**

11:59 AM

To: Alejandro Mayorkas >

**Re: Special request from
the special on the way for
anti-Semitism for the OSCE
Rabbi **(b)(6)****

Thanks Ali... Rabbi **(b)** is a
extremely credible individual and
does represent the American Jewish
communities international portfolio.
He's making the request because he
believes that the remaining foreign
minister can be very helpful going
forward and address some of the
concerns and issues that the Jewish
community has abroad. I will let him
know that I have been in contact with
you and that you will be checking
into it further. Hoping you're well.

HS-001-0510-0003



< Inbox Invitation to Univer...

principles of academic freedom and free speech. The Summit invitees are exclusively college and university presidents/chancellors, plus one senior campus official designated by each president/chancellor responsible for follow-up and implementation.

We would like to extend our invitation for you to address our dinner reception on Monday evening on February 7. If that time is not feasible, we could offer you time on Tuesday, perhaps at our luncheon. FYI, we're also inviting AG [REDACTED] Prof. [REDACTED] and Reps. [REDACTED] [REDACTED] co-chairs of the House Bipartisan Task Force for Combating Antisemitism, to speak either Monday or Tuesday.

As I know your presence will elevate the university presidents' discussion and highlight the administration's focus on combating this dangerous trend, I'd be happy to provide further information or answer any questions you may have.

All the best!

[REDACTED]
(b)(6)

Hillel

International
Charles and Lynn Schusterman International Center

~~IS-001-0510-0003~~





(b)(6)

Wed, Dec 16, 1:19 PM

I just saw you called. Sorry I missed it

Thanks, I will try you in about 30-45 mins. Appreciate it.

Will be here

Tue, Feb 16, 12:49 PM

POTUS meeting postponed

WH just told us

Tue, Feb 16, 1:58 PM

Thank you, please use my official phone.

Delivered

Ok, will do

Yesterday 8:47 PM

DHS-001-0510-000358



iMessage



< Inbox Special request from t... ^ v

(b)(6) speaks for the majority of the American Jewish organizations here in the US is asking for you to consider meeting with him as this foreign minister has established extraordinary relationships with Jewish communities in Eastern Europe. If it's something that you would consider I would have your office contact the American Jewish committee directly. Again hoping you're well and passing this on at the request of special envoy and Rabbi (b)(6) apologize for any brevity and or grammar as I am boarding a plane at this moment and the rabbi asked if I could share this ASAP. I could provide how much more tangible request when sitting in front of my computer however now taking off for Canada.

Sent from my iPhone
HS-001-0510-0003





(b)(6)

iMessage
Today 2:22 PM

Hello Sec. Mayorkas, this is

(b)(6)

(b)(6) with the

Congressional Hispanic
Caucus. Congratulations
on your confirmation. We
talked a couple months ago
when CHC met with you
and endorsed your
nomination. We are excited
to work closely with you.

Congressional Hispanic
Caucus (b)(6)

would like to have a quick
call with you in the next
couple days. Any chance
you have 10-15 min in the
next few days? We are
flexible on time.

Thank you!

DHS-001-0510-000360



iMessage





(b)(6)

couple days. Any chance you have 10-15 min in the next few days? We are flexible on time.

Thank you!

(b)(6)

Thank you so much. My office will coordinate a time right away. I deeply appreciate the support and I will bring honor to it.

Ali

Delivered

Thank you Secretary Mayorkas.

My email is

(b)(6)

(b) in case you want to pass it along to your team.

DHS-001-0510-000361



iMessage





(b)(6)

Congratulations!! So proud of you! Let's get to work. 👍

Yesterday 10:44 PM

Thank you so much, (b)(6)
Indeed, we now will get the work done. Ali

Today 1:10 PM

Secretary, We are getting word that CBP is releasing families into shelters. That Mexico is not accepting families back into Mexico. We understand that remain in Mexico is changing, but this is very different. Our state does not have shelters stood up

This is a Mexican law
And enforcement varies
across the board

DHS-001-0510-000362

Te ge

Precalculus Core
Unit Two Test (The Normal Model)

GUIDELINES

Finding the Population Variance and Standard Deviation

IN WORDS

1. Find the mean of the population data set.
2. Find the deviation of each entry.
3. Square each deviation.
4. Add to get the **sum of squares**.
5. Divide by N to get the **population variance**.
6. Find the square root of the variance to get the **population standard deviation**.

IN SYMBOLS

$$\mu = \frac{\sum x}{N}$$

$$x - \mu$$

$$(x - \mu)^2$$

$$SS_x = \sum (x - \mu)^2$$

$$\sigma^2 = \frac{\sum (x - \mu)^2}{N}$$

$$\sigma = \sqrt{\frac{\sum (x - \mu)^2}{N}}$$

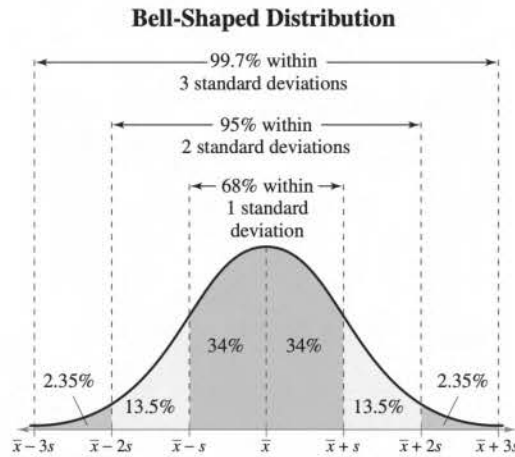
Population Variance $\sigma^2 = \frac{\sum (X - \mu)^2}{N}$

Standard Deviation $\sigma = \sqrt{\frac{\sum (X - \mu)^2}{N}}$

Sample Variance $s^2 = \frac{\sum (X - \bar{X})^2}{n-1}$

Standard Deviation. $s = \sqrt{\frac{\sum (X - \bar{X})^2}{n-1}}$

STAT
Choose the EDIT menu.
1: Edit
Enter the sample office rental rates into L1.
STAT
Choose the CALC menu.
1: 1-Var Stats
ENTER
2nd L1 **ENTER**



$$z = \frac{\text{Value} - \text{Mean}}{\text{Standard deviation}} = \frac{x - \mu}{\sigma}$$

For Area Under the Curve
Press 2nd [Vars] Button (Distr)
Option #2 normalcdf(
Four number (Upper, lower, Mean, Deviation)
Enter five times till you get answer as decimal

The ages of the Supreme Court justices as of January 27, 2010 are listed. Find the population mean and the population standard deviation of the data.

(Source: *Supreme Court of the United States*)

- 1) 55 89 73 73 61 76 71 59 55

Dormitory room prices (in dollars) for one school year for a sample of four-year universities are listed. Find the sample mean and the sample standard deviation of the data.

- 2)

2445	2940	2399	1960	2421	2940	2657	2153
2430	2278	1947	2383	2710	2761	2377	

The mean rate for satellite television for a sample of households was \$49.50 per month, with a standard deviation of \$2.75 per month. Estimate the percent of satellite television rates between \$46.75 and \$52.25. (Assume the data set has a bell-shaped distribution.)

- 3)
- 4) A statistics test has a mean score of 63 and a standard deviation of 7.0 and a biology test has a mean score of 23 and a standard deviation of 3.9. You score 63 on the statistics test and scored 23 on the biology test. Convert your test scores to z-value and determine which test you did better on competitively?

5) Find the area under the normal curve for the following z-scores

(a) To the left of $z = -1.95$

(b) To the right of $z = 3.22$

(c) Between $z = 0.05$ and $z = 1.71$

6) A distribution of data is normally distributed with a mean of 120 and a standard deviation of 20.

a. Sketch the distribution and use it to demonstrate the Empirical Rule.

b. What percent of data is between the values of 80 and 140?

c. What percent of data is below the value of 100?

d. What percent of data is above the value of 160?



(b)(6)

hope to resettle in the United States.

All of these individuals were referred to the State Department for P2 status. They were evacuated from Kabul on non-U.S. flights, chiefly by the Qatari government. We have requested processing similar to what Washington Post evacuees -- who by chance were flown out of Kabul on U.S. aircraft to U.S. bases -- have received and were assured by the State Department in September that an equitable arrangement would be made for refugees in our circumstances. But we've heard nothing since.

Smiley a group 120
New York Times Afghan



iMessage



HS-001-0510-0003

< Inbox 2021 Statecraft Symp... ^ v

(b)(6) and I are well. We're currently at our house in CT this weekend for the dedication of the Dodd Center at the University of Connecticut.

We're holding the 2021 Statecraft Symposium at the United States Supreme Court with Justices Breyer, Kagan and retired Justice Kennedy hosting and leading panels from December 1st to the 3rd. We'd love for you to join us at the Supreme Court on a panel with Justice Breyer or as the banquet keynote speaker. I know Justice Breyer would love to do this with you and the symposium is always conducted under Chatham House rules and closed to the press.

I'm actually one of the founding members of the Supreme Court Statecraft Symposium, which we kicked off in 2009 with Justice Breyer, Kennedy and Scalia. Then like now the Justices with interagency and international colleagues engage in rule of law discussions and present the legal frameworks around various policy issues with a group of curated senior military fellows.

I recognize the enormous pressures around your schedule and that you may well be on travel. We will certainly endeavor to make whatever is best work and I know the fellows would certainly love your visit. I've attached the symposium working schedule for your review.

Do hope you are well and safe!

Godspeed,

(b)(6)

IS-001-0510-0003



From: Alejandro Mayorkas (b)(6)
To: Mayorkas, Alejandro (b)(6) (b)(6)
Subject: Fwd: 2021 Statecraft Symposium at the US Supreme Court (Justice Breyer, Kennedy, Kagan)
Date: 2021/10/19 08:52:31
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: October 17, 2021 at 4:59:43 PM EDT
To: Alejandro Mayorkas (b)(6)
Subject: **2021 Statecraft Symposium at the US Supreme Court (Justice Breyer, Kennedy, Kagan)**

Ali, how are you doing? How is family? Kiddos? (b)(6) and I are well. We're currently at our house in CT this weekend for the dedication of the Dodd Center at the University of Connecticut.

We're holding the 2021 Statecraft Symposium at the United States Supreme Court with Justices Breyer, Kagan and retired Justice Kennedy hosting and leading panels from December 1st to the 3rd. We'd love for you to join us at the Supreme Court on a panel with Justice Breyer or as the banquet keynote speaker. I know Justice Breyer would love to do this with you and the symposium is always conducted under chatham house rules and closed to the press.

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I recognize the enormous pressures around your schedule and that you may well be on travel. We will certainly endeavor to make whatever is best work and I know the fellows would certainly love your visit. I've attached the symposium working schedule for your review.

Do hope you are well and safe!

Godspeed,

(b)(6)

Sender:	Alejandro Mayorkas	(b)(6)
Recipient:	Mayorkas, Alejandro	(b)(6)
Sent Date:	2021/10/19 08:49:28	
Delivered Date:	2021/10/19 08:52:31	



THE MENTOR GROUP

Symposium on Statecraft

Founded 2009 by The Mentor Group Boston

SYMPOSIUM HONORARY CHAIRMAN

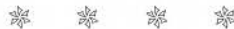
General John R. Allen, USMC (Ret.)

President, The Brookings Institution

*Special Presidential Envoy to the Global Coalition to Counter the Islamic State, 2014-2015
Commander, NATO International Security Assistance Force, and US Forces Afghanistan, 2011-2013*

This *Symposium on Statecraft* meets annually in Washington in order to unite US and EU Supreme Court members with counterpart diplomats, scholars and United States active-duty flag officers. All Symposium members assist leaders building global statecraft toward global security. We define statecraft as the art aligning national security with rule of law.

CHATHAM HOUSE RULE OF NON-ATTRIBUTION GOVERNS SYMPOSIUM DISCUSSION



SYMPOSIUM PRINCIPALS – DECEMBER 1-3, 2021

Justice Stephen G. Breyer
Supreme Court of the United States

Justice Elena Kagan
Supreme Court of the United States

Justice Anthony M. Kennedy
Supreme Court of the United States 1988-2018

Sir Nicholas Forwood QC
The General Court of the European Union 1999-2015

Her Excellency Emily Haber
Ambassador of Germany to the United States

Ambassador Thomas R. Pickering
Former Under Secretary of State for Political Affairs

Ambassador Stavros Lambrinidis
Delegation of the European Union to the United States

Ambassador Douglas Lute
United States Ambassador to NATO 2013-2017

Chairman Mark A. Milley
Joint Chiefs of Staff

Commanding General Paul M. Nakasone
United States Cyber Command

October 17, 2021

DHS-001-0510-000371

SYMPOSIUM AGENDA
United States Supreme Court – December 1-3, 2021

❖ WEDNESDAY DECEMBER 1, 2021 7.00-10.00 PM ❖

7.00 pm Reception – **7.30 pm** Supreme Court Banquet – *military mess dress, civilian black-tie & decorations*

Keynote Speaker -

❖ THURSDAY DECEMBER 2, 2021 8.30 AM-5.30 PM ❖

8.30-9.00 am – Welcome coffee in West Conference Room – *military service dress, civilian business dress*

9.00 am-12.00 pm – Seminar in East Conference Room

United States Supreme Court Justice Anthony KENNEDY on promoting civil liberties while countering violent extremism

Panel Speaker -

USCYBERCOM Commanding General Paul NAKASONE on lessons from pandemic shocks and cybersecurity imperatives for the United States

12.00-2.00 pm – Luncheon – Keynote by General Mark MILLEY, Chairman, United States Joint Chiefs of Staff
Safeguarding national security and supporting and defending the Constitution of the United States

2.00-5.30 pm – Seminar in East Conference Room

United States Supreme Court Justice Kagan on the rule of law, equality and national security

Ambassador Stavros LAMBRINIDIS on strengthening EU's Common Security and Defense Policy against old and new threats to democracy and rule of law

Ambassador Thomas PICKERING on protecting United States geo-political interests – restoring US international capabilities while enhancing rule of law and security

Chief of Space Operations General John RAYMOND on advancing spacepower to compete, deter and win in a complex security environment of great power competition

7.30-10.00 pm – Dinner & Keynote by Her Excellency Emily HABER, Ambassador of Germany
Ambassador's Residence per Embassy invitation – military service dress, civilian business dress

❖ FRIDAY DECEMBER 3, 2021 1.00-6.30 PM ❖

2.00-5.30 pm – Seminar in East Conference Room

United States Supreme Court Justice Stephen BREYER on the authority of the Court as guarantor of the rule of law and the peril of politics to democracy and national security

Panel Speaker -

Sir Nicholas FORWOOD on the long-term legal and security implications the Pandemic may have across the globe – observations on the EU and UK constitutional protections and how to prepare best for future crises

Ambassador Douglas LUTE on the impact of legal order on the military's ability to sustain technological innovation and economic advantage over adversaries

5.30-6.30 pm – **Reception** – West Conference Room – *Honoring Statecraft Fellows*

7.30-10.00 pm – Dinner & Keynote by His Excellency Philippe ÉTIENNE, Ambassador of the Republic of France
Ambassador's Residence *per Embassy invitation – military service dress, civilian business dress*

STATECRAFT FELLOWS 2021

United States Supreme Court

BRIGADIER GENERAL ERIC E. AUSTIN

Director, Capabilities Development Directorate, Combat Development and Integration, United States Marine Corps

BRIGADIER GENERAL JAY BARTHOLOMEES

Deputy Chief of Staff for Operations, Pacific Command, United States Army

BRIGADIER GENERAL PETER BENCHOFF

Chief of Staff, US Army Pacific, United States Army

BRIGADIER GENERAL CURTIS BUZZARD

Deputy Chief of Staff, Operations, Resolute Support Mission, NATO

Deputy Commanding General, Operations, US Forces-Afghanistan

Commander, US National Support Element Command, Operation Freedom's Sentinel, United States Army

MAJOR GENERAL PATRICK DONAHOE

Commanding General, US Army Maneuver Center of Excellence and Fort Benning, United States Army

BRIGADIER GENERAL DAVID DOYLE

Commanding General, Joint Readiness Training Center and Fort Polk, United States Army

VICE ADMIRAL DANIEL DWYER

Commander, Second Fleet and Joint Forces Command, United States Navy

BRIGADIER GENERAL MARCUS EVANS

Commander, Special Operations Joint Task Force-Afghanistan, Special Operations Component Command Resolute Support Mission, Operation Freedom's Sentinel, United States Army

LIEUTENANT GENERAL KARSTEN S. HECKL

Deputy Commandant, Combat Development and Integration

Commanding General, Marine Corps Combat Development Command, United States Marine Corps

REAR ADMIRAL ALVIN HOLSEY

Commander, Navy Personnel Command; Deputy Chief of Naval Personnel, United States Navy

BRIGADIER GENERAL R. PATRICK HUSTON

Assistant Judge Advocate General, United States Army

CAPTAIN DANIEL KEELER

Prospective Commanding Officer of the USS Anchorage (LPD 23), United States Navy

COLONEL SHAWN LEONARD

Executive Officer, Command Group Operations, US Central Command, United States Army

BRIGADIER GENERAL MICHELLE LETCHER

Chief of Staff, US Army Futures Command, United States Army

LIEUTENANT GENERAL DAVID A. OTTIGNON

Deputy Commandant, Manpower & Reserve Affairs, United States Marine Corps

From: (b)(6)
Mayorkas, Alejandro (b)(6)
To: (b)(6)
(b)(6)
Subject: Really!??
Date: 2021/10/21 21:19:24
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

COVID on top of all the other incoming you weather!??

I am SO SORRY. And so glad you're vaxxed. Hope your symptoms are mild.

Sending good karma your way for health and wellness.

With all best wishes,

(b)(6)

(b)(6)
(b)(6)
Migration Policy Institute
1275 K Street, NW, Suite 800
Washington, D.C. 20005
(b)(6)
(b)(6)

Sender: (b)(6)
Mayorkas, Alejandro (b)(6)
Recipient: (b)(6)
(b)(6)
Sent Date: 2021/10/21 21:19:14
Delivered Date: 2021/10/21 21:19:24

From:	Alejandro Mayorkas (b)(6)
To:	Mayorkas, Alejandro (b)(6) (b)(6)
Subject:	Fwd: MPP clips
Date:	2021/02/12 08:00:34
Priority:	Normal
Type:	Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: "OLICK, KAREN" (b)(6)
Date: February 12, 2021 at 7:02:20 AM EST
To: "PECK, SARAH" (b)(6); "ESPINOSA, MARSHA" (b)(6), Alejandro Mayorkas (b)(6)
Cc: "REZMOVIC, JEFFREY" (b)(6); "ULLOA, ISABELLA" (b)(6); "SHAHOULIAN, DAVID" (b)(6)
Subject: Re: MPP clips

Looks like LAT named the ports of entry. Disappointing.

From: PECK, SARAH (b)(6)
Sent: Friday, February 12, 2021 6:50:41 AM
To: ESPINOSA, MARSHA (b)(6); Alejandro Mayorkas (b)(6)
Cc: OLICK, KAREN (b)(6); REZMOVIC, JEFFREY (b)(6); ULLOA, ISABELLA (b)(6); SHAHOULIAN, DAVID (b)(6)
Subject: RE: MPP clips

Sir, Here is the AP piece that just posted:

AP: Some asylum-seekers waiting in Mexico to be allowed in US

The Biden administration on Friday announced plans for tens of thousands of asylum-seekers waiting in Mexico for their next immigration court hearings to be released in the United States while their cases proceed.

The first of an estimated 25,000 asylum-seekers in Mexico with active cases will be allowed in the United States on Feb. 19, authorities said. They plan to start slowly with two border crossings each

processing up to 300 people a day and a third crossing taking fewer. Administration officials declined to name them out of fear they may encourage a rush of people to those locations.

The move is a major step toward dismantling one of former President Donald Trump's most consequential policies to deter asylum-seekers from coming to the U.S. About 70,000 asylum-seekers were enrolled in "Remain in Mexico," officially called "Migrant Protection Protocols," since it was introduced in January 2019...

From: ESPINOSA, MARSHA (b)(6)
Sent: Friday, February 12, 2021 6:31 AM
To: Alejandro Mayorkas (b)(6)
Cc: OLICK, KAREN (b)(6); REZMOVIC, JEFFREY (b)(6);
ULLOA, ISABELLA (b)(6); PECK, SARAH (b)(6); SHAHOULIAN,
DAVID (b)(6)
Subject: MPP clips

Good morning Secretary,
Here are a few clips on MPP so far. Look forward to discussing at 6:45.

Buzzfeed: Biden Is Planning To Bring Back Immigrants Who Were Forced To Wait In Dangerous Mexican Border Towns (Hamed Aleaziz)

Immigrants who were forced by former president Donald Trump to wait in dangerous conditions in Mexico while they tried to gain asylum will soon start being allowed to enter the US at certain ports as the Biden administration attempts to wind down the controversial policy, according to documents obtained by BuzzFeed News.

- The Biden administration's plan, which will start slowly at three ports of entry, targets those who were pushed into the Remain in Mexico program and still have active cases in US immigration courts, according to a draft of the plan obtained by BuzzFeed News.
- Officials believe they can process up to 300 people a day within the first few weeks at two of the ports of entry for the initial phase.

Washington Post: Asylum seekers stuck in Mexico are frustrated, angry over Biden administration's release of some migrants into U.S. (Arelis Hernandez)

- "They tell us to be patient, be patient, be patient. But from where do they want us to draw patience? We have nothing left," Caballero said. "We don't understand why Trump was able to change policy one day to the next, but a new president can't change our situation one day to the next."
- "Tell us what is going to happen to us," he said. "We are in perpetual limbo and we need explanations."

YourCentralValley: Asylum-seekers forced to 'Wait in Mexico' will soon be allowed into US, lawmaker confirms

- Releases will begin at 3 ports of entry in southern California, El Paso and Brownsville, Texas, congressman says

- The migrants will be brought in through three ports of entry by U.S. Customs and Border Protection officials in San Ysidro, Calif.; El Paso, Texas, and Brownsville, Texas, Cuellar said. Up to 300 migrants are expected to be processed per day beginning Friday, Feb. 19.
- "CBP will begin processing individuals who are in MPP, the ones that still have an active case in U.S. immigration courts. They'll be processing up to 300 per day," Cuellar said.

CNN: Biden prepares rollback of controversial Trump-era policy on migrants at southern border (Priscilla Alvarez, Geneva Sands and Maria Santana)

- The admission of migrants subject to the Trump-era policy is a complicated endeavor, given the vulnerability of the population and the challenges in communicating process and expectations.

Hill: Biden eyes plans to replace Trump's 'remain in Mexico' policy (Rebecca Beitsch)

President Biden is weighing a plan that would allow migrants waiting at the Mexican border to enter the U.S. to apply for asylum, a first step to ending former President Trump's "remain in Mexico" policy.

- "The situation at the border will not transform overnight, due in large part to the damage done over the last four years," the administration said in a fact sheet announcing the order. "But the President is committed to an approach that keeps our country safe, strong, and prosperous and that also aligns with our values," it added.

LA Times: Biden administration to start processing asylum seekers in California forced by Trump to 'Remain in Mexico' (Molly O'Toole, Molly Hennessy-Fiske)

- Border officials are set next week to start processing asylum seekers in California and Texas who were forced back across the border under a controversial Trump-era policy that President Biden pledged to end, advocates and officials said Thursday.
- U.S. officials will begin next Friday allowing in and processing immigrants at ports of entry in San Ysidro, Calif., and El Paso and Brownsville, Texas, who were subjected to the "Remain in Mexico" policy, shelter directors and United Nations officials told The Times.

AP: Mexico president warns against false claims of open US doors

- Mexican President Andrés Manuel López Obrador said Thursday many migrants believe the "Doors are open" to the United States following the election of President Joe Biden. López Obrador said that wasn't true, and urged migrants not to believe traffickers who tell them they could get legal status immediately.
- He noted that he welcomed Biden's policy proposal, but that it would take time to be approved and implemented. "Now, for example, that there is a U.S. immigration policy to regularize the situation of migrants, Mexicans and our Central American brothers, people think that now the doors are open, that President Biden is going to immediately regularize all migrants," López Obrador said. "It is not true that everyone can go now to the United States and they will be regularized, that has not been defined yet," he said. "Our brother migrants should have this information so that they won't be deceived by human traffickers, who paint a rosy picture."

Marsha (Catron) Espinosa
Assistant Secretary
Office of Public Affairs

Sender:	Alejandro Mayorkas (b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2021/02/12 08:00:26
Delivered Date:	2021/02/12 08:00:34

From: Alejandro Mayorkas (b)(6)
To: Mayorkas, Alejandro (b)(6) (b)(6)
Subject: Fwd: Ticket (b)(6) Re: Reinstatement Request Form
Date: 2023/02/04 09:55:07
Priority: Normal
Type: Note

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: (b)(6) (D.C. Bar Member Services)" (b)(6)
Date: February 1, 2023 at 9:29:54 AM EST
To: (b)(6)
Subject: Ticket (b)(6) **Re: Reinstatement Request Form**
Reply-To: "D.C. Bar Member Services" (b)(6)

- Please type your reply above this line -

(b)(6) has been created with D.C. Bar Member Services.

(b)(6) (DC Bar)

Feb 1, 2023, 9:29 AM EST

Mr. Alejandro Mayorkas,

Thank you for contacting Member Services at the D.C. Bar. You may request to reinstate to active status by submitting the attached form along with a payment of (b)(6)

This is the sum of 2022FY – 23FY’s license fee of (b)(6) and a reinstatement fee of (b)(6)

Please submit the completed form and payment via reply to this message or by fax to (b)(6) Once processed, it is submitted for approval by the Office of Disciplinary Counsel. The estimated processing time is 1 - 5 business days. If you have not received your notice of reinstatement by 7 business days, please call (202) 626-3475 or email.

Please do not mail forms/payments to the D.C. Bar Headquarters in Washington DC, the office remains closed for social distancing.

Regards,

(b)(6)

Member Services Coordinator

The D.C. Bar will transition to hybrid operations on April 29, 2022 while prioritizing member service, health, and safety by welcoming fully vaccinated visitors only to the D.C. Bar Headquarters building for a limited number of in-person events. Please visit <https://bit.ly/3uY35Fo> for more information on the Bar's updated visitor policy. We continue to encourage you to utilize the forms provided on our website as well as the services available within your online member account to manage your membership record and/or remit payment. You may also contact Member Services by phone during normal business hours, Monday-Friday, 9am - 5pm EST (closed from 1pm - 2pm daily) or email (b)(6) for assistance.



Sender: Alejandro Mayorkas	(b)(6)
Recipient:	Mayorkas, Alejandro (b)(6) (b)(6)
Sent Date:	2023/02/04 09:54:28
Delivered Date:	2023/02/04 09:55:07



PLEASE NOTE THAT ANY INFORMATION PROVIDED BELOW IS SUBJECT TO VERIFICATION BY THE D.C. BAR AND REINSTATEMENT WILL BE EFFECTIVE ONLY UPON WRITTEN APPROVAL AND CONFIRMATION FROM THE D.C. BAR.

1. MEMBER INFORMATION:

Name: _____ Bar ID: _____

Update your contact information below:

You are required, by rule of the District of Columbia Court of Appeals, to file any changes to your contact information within 30 days.

Home Address	Work Address	Primary Email Address
		Daytime Phone Number Primary Address <input type="radio"/> Home <input type="radio"/> Work
Indicate All Other State Jurisdictions in Which You Are Admitted to Practice (include State Abbreviation and Admit Date): _____		

2. REINSTATEMENT INFORMATION (select your desired status):

Membership Status	Membership License Fee	Reinstatement Fees		
		Non-Payment	Mandatory Course	Retired or Resigned
<input type="radio"/> Active	\$ 324.00			
<input type="radio"/> Inactive	\$ 202.00	\$ 280.00	\$ 50.00	\$ 100.00
<input type="radio"/> Judicial	\$ 150.00			

3. SELECT A PAYMENT METHOD:

Authorized Payment Amount: \$ _____
(Include the applicable license fee PLUS the applicable reinstatement fee listed above based on your current standing)

Electronic Check (ACH)

Bank Routing Number (9-Digits): _____ Checking Account Number: _____

ACH Disclosure: You are authorizing the District of Columbia Bar to initiate a one-time ACH debit from your bank account in the amount indicated above. You understand that because this is an electronic transaction, funds may not be immediately withdrawn from your banking account. In the event the ACH transaction is rejected by your financial institution, you acknowledge notice that a returned item fee of \$25 shall be assessed.

Credit Card (a 2.5% surcharge will be added to the authorized payment amount) Debit Card

Visa Mastercard American Express Discover

Card Number: _____ Exp. Date: _____

4. CERTIFICATION

I certify that I am not suspended, disbarred, or under investigation by any disciplinary authority and that all the information provided in this Form is true and correct.

I am suspended, disbarred, or under investigation by another disciplinary authority.
Please explain:

Signed: _____ Date: _____

DHS-001-0510-000383

White House Military Office Presidential Food Service



Eisenhower Executive Office Building

(b)(6)

Statement of Charges For the month ending 8/31/2021

Account	MAYOR
ALEJANDRO MAYORKAS	
(b)(6)	

Date	Party #	Check #	Type	Description	Qty	Unit Price	Amount
7/31/2021			BBF			\$12.00	\$12.00
8/4/2021	1	176	Sale	LG CHICKEN NOODLE	1	\$4.00	\$4.00
8/25/2021	1	10069	Sale	COOKIE	1	\$1.00	\$1.00
8/25/2021	1	10069	Sale	COFFEE MED	1	\$1.50	\$1.50
8/27/2021	1	31	Sale	COFFEE MED	1	\$1.50	\$1.50
Total Amount Due:							\$20.00

Charge will show as Naval Admin Unit on your bank statement.

Accounts will be charged on the 10th of the Month.

Members have 5 days to dispute any erroneous charges.

Email billing inquiries to: (b)(6)

From: Alejandro Mayorkas	(b)(6)
To: Mayorkas, Alejandro	(b)(6)
	(b)(6)
Subject: Fwd: English 11 Persuasive Speech	(b)(6)
Date: 2021/11/21 15:49:20	
Priority: Normal	
Type: Note	

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: November 21, 2021 at 3:46:51 PM EST
To: (b)(6)
Subject: English 11 Persuasive Speech (b)(6)

(b)(6)

Page 392

Withheld pursuant to exemption

(b)(6)

of the Freedom of Information and Privacy Act

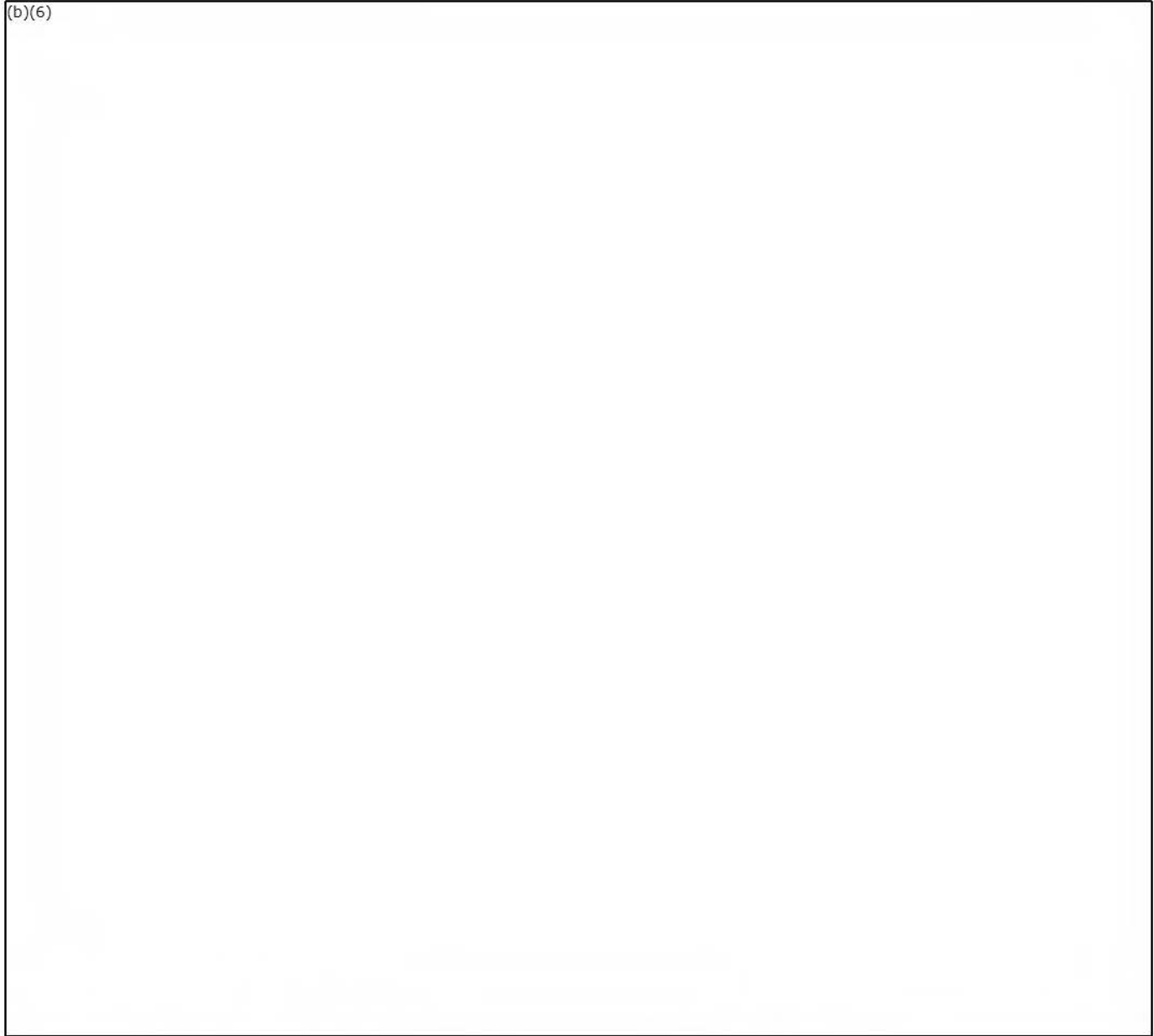
Page 393

Withheld pursuant to exemption

(b)(6)

of the Freedom of Information and Privacy Act

(b)(6)



Sender:	Alejandro Mayorkas	(b)(6)
Recipient:	Mayorkas, Alejandro	(b)(6)
Sent Date:	2021/11/21 15:49:14	
Delivered Date:	2021/11/21 15:49:20	

From:	Mayorkas, Alejandro (b)(6)
To:	(b)(6) Alejandro Mayorkas (b)(6)
Subject:	Re: (b)(6)
Date:	2022/07/31 19:13:22
Priority:	Normal
Type:	Note

He's a star! Congratulations, (b)(6) and the very same to (b)(6)
Ali

Alejandro N. Mayorkas
Secretary

From: (b)(6)
Sent: Sunday, July 31, 2022 6:45:40 PM
To: Mayorkas, Alejandro (b)(6) Alejandro Mayorkas (b)(6)
Subject: (b)(6)

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Ali:
USCG (b)(6) and his TACLET South team he leads left today for another multi-month drug interdiction mission in the Pacific today. He is very proud that he was able to wrangle a C-130 out of the Navy to transport his team (see the photo below, he is far right). As you can imagine, I am very proud of him. He has been out at sea so much -- the Pacific, the Atlantic, the Caribbean, the Persian Gulf -- he has actually applied for a staff job at the WH for his next assignment.

(b)(6) (Bio)
Paul, Weiss, Rifkind, Wharton & Garrison LLP
1285 Avenue of the Americas | New York, NY 10019-6064
2001 K Street, NW | Washington, DC 20006-1047
(b)(6)
(b)(6) | www.paulweiss.com

From: (b)(6)
Date: Sunday, Jul 31, 2022, 5:08 PM
To: (b)(6)
Subject:



Sent from my iPhone

This message is intended only for the use of the Addressee and may contain information that is privileged and confidential. If you are not the intended recipient, you are hereby notified that any dissemination of this communication is strictly prohibited. If you have received this communication in error, please erase all copies of the message and its attachments and notify us immediately.

Sender:	Mayorkas, Alejandro (b)(6)
Recipient:	(b)(6) Alejandro Mayorkas (b)(6)
Sent Date:	2022/07/31 19:13:21
Delivered Date:	2022/07/31 19:13:22

From:	Mayorkas, Alejandro (b)(6)
To:	Alejandro Mayorkas (b)(6)
Subject:	Re: Follow-up
Date:	2021/08/06 15:09:15
Priority:	Normal
Type:	Note

(b)(6)

Good afternoon. I am on travel, will connect with my team, and circle back.

Thank you. Have a nice weekend.

Ali

Alejandro N. Mayorkas

Secretary

From: Alejandro Mayorkas (b)(6)

Sent: Thursday, August 5, 2021 8:48:24 AM

To: Mayorkas, Alejandro (b)(6)

Subject: Follow-up

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.



Sent from my iPhone

Sender:	Mayorkas, Alejandro (b)(6)
Recipient:	Alejandro Mayorkas (b)(6)
Sent Date:	2021/08/06 15:09:15



(b)(6)

7:11 AM

To: Alejandro & 2 more... >

Follow-up

Mr. Secretary,

Following-up on your offer to host a meeting with (b)(6) (b)(6) and me, I have been in contact with both (b)(6) (b)(6) (copied in this email) and they are both very enthusiastic for the opportunity. Please let me know how you would like to proceed and if you would like me to coordinate with your scheduler. Many thanks again for your consideration and support.

Vr,

(b)(6)

(b)(6)
cell: (b)(6)



From: Mayorkas, Alejandro (b)(6)
(b)(6)
To: (b)(6)
(b)(6)
Subject: Re: immigration governance press release and report
Date: 2021/10/05 21:01:10
Priority: Normal
Type: Note

Thank you for sharing, (b)(6) I look forward to studying.

Ali

Alejandro N. Mayorkas

Secretary

From: (b)(6)

Sent: Tuesday, October 5, 2021 8:47:13 PM

To: (b)(6); Mayorkas, Alejandro (b)(6)

Subject: immigration governance press release and report

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Dear Ali,

Per my earlier email, here is the press release and report on immigration governance at DHS and across agencies. It's embargoed til morning, when we'll release it.

Our research and discussions with formers and other experts led us to an analysis and recommendations that I believe are consistent with where you're trying to go. That said, lots to do to get there!

I look forward to discussing further.

Warm regards,

(b)(6)

(b)(6)

(b)(6)

Migration Policy Institute
1275 K Street, NW, Suite 800
Washington, D.C. 20005

(b)(6)

(b)(6)

Sender:	Mayorkas, Alejandro (b)(6)
Recipient:	(b)(6)
Sent Date:	2021/10/05 21:01:09
Delivered Date:	2021/10/05 21:01:10

From: Mayorkas, Alejandro (b)(6)
(b)(6)
To: (b)(6)
Alejandro Mayorkas (b)(6)
Subject: Re: Permission to record tonight's event
Date: 2021/05/18 12:53:37
Priority: Normal
Type: Note

(b)(6)

Thank you. It certainly is. Thank you for asking.

Ali

Alejandro N. Mayorkas

Secretary

From: (b)(6)

Sent: Tuesday, May 18, 2021 12:52:13 PM

To: Alejandro Mayorkas (b)(6) Mayorkas, Alejandro (b)(6)

Subject: Permission to record tonight's event

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Hello Ali,

I wanted to circle back to confirm it is okay to record this evening's event and keep on our True North event recap page?

Thanks,

(b)(6)

(b)(6)

(b)(6)

College Advancement

(b)(6)



<https://darenorthward.colby.edu/>

Sender: Mayorkas, Alejandro (b)(6)

	(b)(6)
Recipient:	(b)(6) Alejandro Mayorkas (b)(6)
Sent Date:	2021/05/18 12:53:37

From: Mayorkas, Alejandro (b)(6)
(b)(6)
To: (b)(6)
(b)(6)
Subject: Re: saying hello
Date: 2022/10/29 09:55:19
Priority: Normal
Type: Note

Good morning and thank you, (b)(6) I am sorry we haven't gotten together; I am eager to do so. This weekend I will propose dates.

Have a nice weekend.

Ali

Alejandro N. Mayorkas

Secretary

From: (b)(6)

Sent: Saturday, October 29, 2022 9:53:26 AM

To: Mayorkas, Alejandro (b)(6)

Subject: saying hello

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Hi Ali,

You've had a difficult stretch again in recent weeks, I'm quite sure. Tough issues, decisions, no good answers. So this note is simply to say hello and send good wishes and moral support.

No need to respond – I hope your weekend brings with it some respite and diversions.

Warmest, (b)(6)

(b)(6)

(b)(6)

Migration Policy Institute
1275 K Street, NW, Suite 800
Washington, D.C. 20005

(b)(6)

(b)(6)

Sender: Mayorkas, Alejandro (b)(6)
(b)(6)

Recipient:	(b)(6)
	(b)(6)
Sent Date:	2022/10/29 09:55:18
Delivered Date:	2022/10/29 09:55:19

From:	Mayorkas, Alejandro (b)(6)
To:	(b)(6)
Subject:	Re: See you Monday
Date:	2021/09/25 14:40:25
Priority:	Normal
Type:	Note

Thanks so much, (b)(6) It is indeed an extremely rough time. Thank you for your kind thoughts, as always. I too am excited about Monday and think the conversational format will be much more engaging. I tend not to read the questions in advance, as I find the spontaneity to drive more candor and openness. I will follow that practice of mine. I also look forward to another dinner together. Much to discuss. Thank you again. Best,
Ali

Alejandro N. Mayorkas
Secretary

From: (b)(6)
Sent: Saturday, September 25, 2021 2:32:22 PM
To: (b)(6) Mayorkas, Alejandro (b)(6)
Subject: See you Monday

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Dear Ali,
Another run of unbelievable weeks! That you're even standing is a miracle of endurance and rectitude.

Thanks again so much for agreeing to be with us on Monday. With about 1,050, we've now closed off registrations. You'll be reaching a sizeable, engaged national audience.

Thanks too for suggesting an informal format. I've just sent the following to (b)(6) She and I had very nice exchanges working it out. She's the best, as you well know! But I wanted to touch base with you directly too to say that I'm very much looking forward to this and to pass on my good wishes and understanding, given all that is raining down on you.

I hope you're able to catch a bit of weekend respite to enjoy the glorious weather.

Warm wishes,

(b)(6)

Hi (b)(6)

For Monday, here's my rough script. Tbd whether we can get through it all.

I'd rather not begin with the Haitian issue, but since it's been at the top of the news, I think we need to address it up front. That way, people will pay more attention to the other topics and responses. I'd like this to be an opportunity to go bigger picture and give the Secretary and the audience a chance to get some broader perspective on where things stand and where they're going.

Hope this works!

If there's something you/he'd especially want to be asked, let me know. I'll also drop the Secretary a personal note this weekend to re-connect.

Thanks again for suggesting a more informal format.

All best,

(b)(6)

Short welcome and intro (b)(6)

- No one more qualified
- Strong headwinds from outset. Drumbeat of just recent weeks. Key appointees not even yet in place
- DHS in lead but interagency essential, strong WH role and interest – add to difficulties
- Appreciate your suggesting this format – let's dive in to where things stand, where going

Q's to the Secretary:

1. • You have one of the most visible and important jobs in the Biden administration. You've made progress on many fronts, but the public conversation has centered on the SW border, with the Haitians in Del Rio at the top of the news in recent weeks. So let's start there. Haitian arrivals are not new, but they spiked from ca 4000 last year to more than 28,000 this year. What explains that? What is the update on the numbers and decisions resulting from the processing of their cases? How does the administration reconcile updating TPS for Haitians as recently as July and now returning migrants to Haiti?
2. • The administration is using Title 42 to deal with many of the Haitians and others from Central America and beyond. What would change at the border if Title 42 is lifted – either by a court order or the CDC, as COVID dangers recede?
3. • Some argue that the administration is loosening enforcement in the U.S. interior [e.g. changes in PD guidance] and tightening it at the border. Let's talk about the administration's broad immigration policy goals. Have they shifted, given events? What have been the difficulties – expected and unexpected? What does a humane immigration system look like to you today, and what is the administration's strategy for getting there?
4. • Turning to some more specific issues, e.g. Afghan evacuees. What is the vetting showing? What are the longer-term policy and program challenges for DHS raised by the Afghan admissions and flows?

5. • Legal immigration functions and USCIS as an agency have been close to your heart and experience. What are the plans for overcoming current backlogs? With at least three major new areas of work – Afghan admissions, asylum rule implementation, 125,000 refugee ceiling for FY 22 - what will USCIS and DHS need to be able to succeed with these critical initiatives?

6. • The administration has rolled out ambitious plans to address the root causes of migration from Central America and launch a regional cooperation strategy that will result in better managed flows. Yet under the best-case scenario, tangible results are years off, compared with the immediate challenges you are confronting daily. What tools and messages do you have for addressing that difficulty?

Audience Q and A – questions come to us by email/tweet. I'll select and read to the Secretary for response.

(b)(6)

(b)(6)

Migration Policy Institute
1400 16th St, NW #300
Washington, D.C. 20016

(b)(6)

(b)(6)

Sender:	Mayorkas, Alejandro (b)(6)
Recipient:	(b)(6)
Sent Date:	2021/09/25 14:40:24
Delivered Date:	2021/09/25 14:40:25

From:	Mayorkas, Alejandro (b)(6)
To:	Alejandro Mayorkas (b)(6)
Subject:	Test
Date:	2021/04/08 18:21:54
Priority:	Normal
Type:	Note

Alejandro N. Mayorkas
Secretary

Sender:	Mayorkas, Alejandro (b)(6)
Recipient:	Alejandro Mayorkas (b)(6)
Sent Date:	2021/04/08 18:21:54

From:	Mayorkas, Alejandro (b)(6)
To:	(b)(6)
Subject:	Re: keynote
Date:	2021/09/28 00:02:59
Priority:	Normal
Type:	Note

(b)(6)

Thank you very much for the engaging conversation today. I thought we had the chance to touch upon many important issues.

I look forward to dinner. I will propose some options.

Have a nice evening.

Ali

Alejandro N. Mayorkas

Secretary

From: (b)(6)

Sent: Monday, September 27, 2021 11:49:29 PM

To: Mayorkas, Alejandro (b)(6)

Subject: keynote

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Dear Ali,

I thought it went very well!! Hope you did too.

Thanks again for agreeing to be with us and for the Q and A suggestion. You have been so exceptionally busy and besieged – I and my colleagues really appreciate your time and engagement.

I'm glad you raised some of the things that are on deck – interior enforcement guidance, etc. – as well as consequential things the administration has done that are blithely overlooked, such as ending family detention. Keep it up.

In the next week or so, we'll be releasing our work on immigration governance at DHS. I'd like to talk with you about it. Are you up for another dinner? As you say, much to discuss.

All best wishes and big, big thanks,

(b)(6)

(b)(6)

(b)(6)

Migration Policy Institute
1400 16th St, NW #300
Washington, D.C. 20016

(b)(6)

(b)(6)

Sender:	Mavorkas, Alejandro (b)(6) (b)(6)
Recipient:	(b)(6) (b)(6)
Sent Date:	2021/09/28 00:02:58
Delivered Date:	2021/09/28 00:02:59

From:	Mayorkas, Alejandro (b)(6)
To:	(b)(6)
Subject:	Re: (b)(6) and Administration opportunities
Date:	2022/01/19 22:13:11
Priority:	Normal
Type:	Note

Thank you very much, (b)(6)

Ali

Alejandro N. Mayorkas

Secretary

From: (b)(6)

Sent: Wednesday, January 19, 2022 10:11:47 PM

To: (b)(6) Mayorkas, Alejandro (b)(6)

Subject: (b)(6) and Administration opportunities

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Dear Ali,

Per conversation, attached is (b)(6) resume. (b)(6)
 (b)(6) Her primary interest is DHS, her "home" during her prior government experience (Bush 2 and Obama).

She's a senior, seasoned professional who knows how DHS works and how to move an agenda. Her expertise is border issues, also spent time at ICE. She'd be a good fit at CBP, Policy, or International, given her time as attache in Canada.

All best,

(b)(6)

Sender:	Mayorkas, Alejandro (b)(6)
Recipient:	(b)(6)
Sent Date:	2022/01/19 22:13:10
Delivered Date:	2022/01/19 22:13:11

From:	Mayorkas, Alejandro (b)(6)
To:	(b)(6)
Subject:	Re: recent weeks
Date:	2022/03/26 16:48:47
Priority:	Normal
Type:	Note

Thank you so much, (b)(6) I look forward to getting together and discussing further. I will see you Monday morning.

My best, Ali
Alejandro N. Mayorkas
Secretary

From: (b)(6)
Sent: Saturday, March 26, 2022 1:03:41 PM
To: Mayorkas, Alejandro (b)(6)
Subject: recent weeks

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Hi Ali,
Just sending on congratulations for what looks to me like a good funding package in the omnibus and for getting out the final asylum rule! Big steps that I hope are giving you some glimpses of daylight.

With best wishes,

(b)(6)

(b)(6)

(b)(6)

Migration Policy Institute
1275 K Street, NW, Suite 800
Washington, D.C. 20005

(b)(6)

(b)(6)

Sender:	Mayorkas, Alejandro (b)(6)
Recipient:	(b)(6)

(b)(6)

Sent Date: 2022/03/26 16:48:46

Delivered Date: 2022/03/26 16:48:47

From:	Mayorkas, Alejandro (b)(6)
To:	Alejandro Mayorkas (b)(6)
Subject:	Re: WiFi
Date:	2021/03/20 09:12:31
Priority:	Normal
Type:	Note

Or do I not need to do so? Sorry, and thank you.

Alejandro N. Mayorkas

Secretary

From: Alejandro Mayorkas (b)(6)

Sent: Saturday, March 20, 2021 9:10:53 AM

To: (b)(6)

Cc: Mayorkas, Alejandro (b)(6)

Subject: WiFi

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

(b)(6)

Good morning. My apology for emailing on a Saturday morning. I used the WiFi on the plane yesterday and now need to reconnect my phone to the WiFi in my home (it is not doing so automatically). Do you know the name of the WiFi network?

Thank you. Ali

Sent from my iPhone

Sender:	Mayorkas, Alejandro (b)(6)
Recipient:	Alejandro Mayorkas (b)(6)
Sent Date:	2021/03/20 09:12:31

From:	Mayorkas, Alejandro (b)(6)
To:	(b)(6)
Subject:	Re: last evening
Date:	2021/11/17 06:43:12
Priority:	Normal
Type:	Note

Thank you for the kind note, (b)(6) I was honored to be a part of the wonderful celebration. I look forward to following up, and hopefully seeing you during this holiday season.

Ali

Alejandro N. Mayorkas

Secretary

From: (b)(6)

Sent: Wednesday, November 17, 2021 12:10:31 AM

To: Mayorkas, Alejandro (b)(6)

Subject: last evening

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Hello Ali,

Thanks so much for so generously giving us your time and very kind comments last evening. Your presence and friendship helped make our celebration a truly special evening and occasion. I and my colleagues really appreciated it, especially in light of the hearing you faced today. I hope you were not roughed up too badly. Thankfully, the October border numbers are moving in a better direction. Here's to that spelling good news for the months ahead too.

You mentioned you'd be making an announcement soon about changes in detention policy. Having examined that issue in some depth recently, I'm sending you this link to our work and ideas on it. Hope it's helpful. <https://www.migrationpolicy.org/research/redesigning-us-immigration-detention-system>

With Thanksgiving coming, let me wish you and your family a lovely holiday and some well-earned quiet. When it's again back to the races, I'd love to compare notes on implementing the new asylum rule. There are certainly differences between now and when we did it in the 90s, but there are important similarities too.

As ever, all best wishes,

(b)(6)

(b)(6)

(b)(6)

Migration Policy Institute
1275 K Street, NW, Suite 800
Washington, D.C. 20005

(b)(6)

(b)(6)

Sender:	Mayorkas, Alejandro (b)(6)
	(b)(6)
Recipient:	(b)(6)
	(b)(6)
Sent Date:	2021/11/17 06:43:12

From:	Mayorkas, Alejandro (b)(6)
To:	(b)(6)
Subject:	Re: Immigration case
Date:	2021/12/29 17:37:03
Priority:	Normal
Type:	Note

Thank you very much, (b)(6) I will forward this note as appropriate. I wish you and yours a healthy, safe, and prosperous new year. I look forward to our work together.

Best, Ali
Alejandro N. Mayorkas

Secretary

From: (b)(6)

Sent: Wednesday, December 29, 2021 2:34:22 PM

To: Mayorkas, Alejandro (b)(6) Alejandro Mayorkas (b)(6)

Subject: Immigration case

CAUTION: This email originated from outside of DHS. DO NOT click links or open attachments unless you recognize and/or trust the sender. Contact your component SOC with questions or concerns.

Mr. Secretary ... Ali ... I'm writing seeking your assistance in expediting the adjudication of an I-130 immigration case for an Afghan citizen, (b)(6), and her family.

Some time ago, Sir, before the Afghan collapse, I wrote you on behalf of (b)(6) (b)(6) the sister of (b)(6) a naturalized American Citizen and beneficiary of the SIV program. As the report of (b)(6) immigration attorney indicates below, the case has received a DHS case/file number (I-130 Receipt Number/Case Number: (b)(6) and is awaiting adjudication with DHA/USCIS. With the collapse of the Afghan government, where I was personally involved in helping evacuate several score Afghans and their families, I recognize the risk these Afghans are facing under this new regime. (b)(6) and her family are at risk. She and her family were internally displaced, and at great personal risk, made their way back from Kabul to her home in (b)(6)

If there is anything that can be done to expedite the Department's role in moving this case along, I'd be deeply grateful.

My very best to you, Sir, for a safe, healthy, and successful New Year

(b)(6)

From the Immigration Attorney on 28 DEC: I write today asking for your help with Secretary Mayorkas regarding (b)(6) case with DHS/USCIS. As you know we

filed the case earlier this year and have a receipt number from DHS/USCIS that we are monitoring. The most recent update was a Request for Evidence asking for proof of the relationship between (b)(6) as sisters which we responded to with documentation a few weeks ago. Now we are just waiting for final adjudication from DHS/USCIS which can take several years given that her visa is not of an immediate relative. I am hoping that the Secretary will consider expediting her case due to the humanitarian crisis in Afghanistan so that we can focus our attention with the State Department. Thank you once again for all that you have done for the Afghan people and their families. If there is any further information or documentation that you may need from me please let me know.

I-130 Receipt Number/Case Number: (b)(6)

Petitioner: (b)(6)

Beneficiary: (b)(6)

Sender:	Mayorkas, Alejandro (b)(6)
Recipient:	(b)(6)
Sent Date:	2021/12/29 17:37:03

ELECTRONIC MAIL USAGE AND MAINTENANCE

I. Purpose

This Directive establishes the Department of Homeland Security (DHS) policy regarding electronic mail (e-mail) usage and maintenance.

II. Scope

- A. This Directive applies throughout DHS and applies to all DHS E-mail users.
- B. Management Directive (MD) 4500.1, "DHS E-Mail Usage," is hereby cancelled.

III. Authorities

- A. Title 5, United States Code (U.S.C.), Section 552, "Public Information; Agency Rules, Opinions, Orders, Records, and Proceedings"
- B. Title 5, U.S.C., § 552a, "Records Maintained On Individuals"
- C. Title 5, U.S.C., §§ 7501-7543, "Adverse Actions"
- D. Title 18, U.S.C., § 2071, "Concealment, Removal, or Mutilation Generally"
- E. Title 44, U.S.C., §§ 2901-2911, "Records Management by the Archivist of the United States and by the Administrator of General Services," Chapter 31, "Records Management By Federal Agencies," and Chapter 35, "Coordination of Federal Information Policy"
- F. Title 5, Code of Federal Regulations (CFR), Part 2635, "Standards of Ethical Conduct for Employees of the Executive Branch"
- G. Title 36, CFR, Parts 1220-1249, "Records Management"

- H. Office of Management and Budget (OMB) and National Archives and Records Administration (NARA) M-12-18, "Managing Government Records Directive"
- I. OMB and NARA M-14-16, "Guidance on Managing E-mail"
- J. DHS Delegation 04000, "Delegation for Information Technology"
- K. DHS Directive 141-01, "Records and Information Management"
- L. DHS Directive Policy 4300A, "DHS Sensitive Systems"
- M. DHS MD 4600.1, "Personal Use of Government Office Equipment"

IV. Responsibilities

- A. The **DHS Chief Information Officer (CIO)**:
 - 1. Issues guidelines on the security, accessibility, retention, and use of e-mail within the Department;
 - 2. Defines standards for DHS e-mail systems ensuring interoperability and interconnectivity;
 - 3. Defines special configurations and processes for Department-wide services;
 - 4. Manages and maintains the DHS Directory Services/E-mail System, including managing and maintaining anti-virus software for e-mail systems;
 - 5. Provides the DHS standard e-mail server and client applications; and
 - 6. Ensures retention of e-mail records in an appropriate electronic system that supports records management and litigation requirements, including the capability to identify, retrieve, and retain the records for as long as they are needed, as well as provide the technical means to transfer e-mail records deemed permanent federal records.
- B. The **DHS Chief Records Officer**:
 - 1. Maintains a list of names and dates of tenure of DHS Capstone Officials, ensuring Capstone Officials' e-mail records are designated as permanent records;

2. In coordination with the DHS CIO and CIO counterparts, prepares and approves the transfer of permanent e-mail records to NARA for accession in accordance with approved records schedules and existing preservation obligations;
3. Conducts periodic reviews of all e-mail systems to identify electronic records and ensure the records are scheduled;
4. Establishes a training program for employees that provides for the management of electronic messages as records; and
5. Reports annually to the DHS CIO on the management of both permanent and temporary e-mail records in an electronically accessible format. This report is submitted annually to OMB and NARA, by the DHS Chief Records Officer.

C. The **Component Heads:**

1. Ensure development and implementation of Component-specific policies for approved and prohibited uses of e-mail that are consistent with this Directive;
2. Ensure that all e-mail records are maintained in accordance with applicable records retention schedules;
3. Ensure appropriate security for their e-mail systems is provided; and
4. Ensure that all Component employees have been provided training or written instructions appropriate to their role and responsibilities for the Component under this Directive, including approved and prohibited use of Component e-mail.

D. **Component Chief Information Officers:**

1. Work with the DHS CIO and Component Records Managers/Officers to provide tools and approaches to maintain e-mail for the required retention period;
2. Ensure that Component processes allow for removal of non-record and personal e-mail records; and

3. Retain e-mail records in an appropriate electronic system that supports records management and litigation requirements, including the capability to identify and retrieve records as well as provide the technical means to transfer e-mail records deemed permanent federal records in accordance to NARA standards; and
4. Ensure that Component processes allow for the required disposition of temporary e-mail records.

E. **DHS E-mail Users:**

1. Comply with the provisions of DHS Directive 141-01 and this Directive;
2. Use only DHS-issued e-mail accounts to send and receive DHS business-related communications;
3. Follow Department and Component policies and procedures for appropriate use of DHS e-mail systems, including the accurate and timely designation of the record status of an e-mail; and
4. Consult upon request with appropriate personnel (e.g., Freedom of Information Act Officials, Privacy Officers, security managers, Records Management Officials, legal staff, etc.) on e-mail issues.

V. Policy and Requirements

It is the policy of the Department to manage e-mail messages pursuant to NARA Bulletin 2013-02, "Guidance on a New Approach to Managing Email Records," also known as "Capstone." The Capstone approach aims to improve the management of e-mail records by simplifying and automating it in an electronic recordkeeping system. This Directive applies to Departmental and Component communications that are federal records whether the applications are hosted by DHS or hosted on non-DHS servers.

A. **Under this policy, DHS:**

1. Manages all e-mail messages electronically, in a manner that complies with applicable law, policy, OMB, and NARA guidance;
2. Manages e-mail messages based upon the account holder's position in the Department, rather than the specific content of individual e-mail messages;
3. Designates e-mail messages of specific account holders ("Capstone Officials") as permanent records;

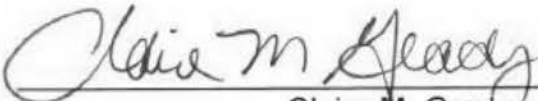
4. Preserves e-mail messages that are designated as permanent records for transfer to NARA in approved format and in accordance with federal regulations; and
5. Manages e-mail messages of account holders who are not Capstone Officials as temporary records, to be preserved in accordance with approved records retention and disposition policies.

B. **Non-DHS E-Mail Accounts** (per DHS Directive Policy 4300A):

1. DHS employees may not use non-DHS e-mail accounts to create or send e-mail records that constitute DHS records. In case of an emergency, employees may use a non-DHS e-mail account, but thereafter must ensure the e-mail record is submitted to an official DHS e-mail account within 20 days and removed from the non-email account once the employee has ensured the capture of e-mail information.
2. DHS employees who are on detail to another agency may use that agency's e-mail system to send e-mail records during the course of their detail. This permission also extends to task force, working group, or other project or application-based e-mail accounts established by another federal agency for use by DHS employees.
3. Auto-forwarding or redirecting of DHS e-mail to any e-mail address outside of the .gov or .mil domain is prohibited. DHS employees may manually forward individual messages after determining that the risks or consequences are minimal.

VI. Questions

Address any questions or concerns regarding this Directive to the Office of the Chief Information Officer.



Claire M. Grady
Under Secretary for Management

19 Jan 2018

Date