United States – List of Alters and Descriptions

alter	alter_description
department_of_homeland_security	'The Department of Homeland Security's (DHS) mission is to ensure a homeland that is safe, secure, and resilient against terrorism and other hazards. DHS has an expansive mission set: preventing terrorism and enhancing security; securing our borders; enforcing immigration laws; securing cyberspace; and ensuring disaster response and resilience. The men and women of this Department support key Presidential priorities, while protecting our country, our people, and our way of life.'[1] According to DHS: 'Border security is national security. Millions of travelers and thousands of pounds of goods are processed through our Ports of Entry (POEs) every day. Facilitating the flow of people and goods supports our economy and upholds our freedoms. Securing our Nation's land borders is necessary to stem the tide of illicit goods and unwanted criminals across the sovereign physical border of the Nation. To stop criminals and terrorists from threatening our homeland, we must invest in personnel, infrastructure, and technology.'[2] DHS is the overarching cabinet-level agency responsible for identifying and processing asylum seekers and other individuals in need of protection at borders, as well as in the interior of the US.
secretary_exec_mgmt_dhs	The Office of the Secretary and Executive Management ('OSEM') 'provides leadership, direction, and management to the Department of Homeland Security (DHS).'[3] OSEM also 'ensures a coordinated effort to build a safe, secure, and resilient homeland, by directing the Department's efforts to prevent terrorism and enhance security, secure and manage borders, enforce and administer the Nation's immigration laws, safeguard and secure cyberspace, ensure resilience to disasters, and support national and economic security.'[4] OSEM 'includes the Office of the Secretary, Office of Partnership and Engagement, Office of Strategy, Policy, and Plans, Office of Public Affairs, Office of Legislative Affairs, Office of the General Counsel, Office for Civil Rights and Civil Liberties, Privacy Office, and the Office of the Citizenship and Immigration Services Ombudsman.'[5]
secretary_osem_dhs	The Secretary of Homeland Security 'oversees Department of Homeland Security (DHS) efforts to counter terrorism and enhance security, secure and manage our borders while facilitating trade and travel, enforce and administer our immigration laws, safeguard and secure cyberspace, build resilience to disasters, and provide essential support for national and economic security - in coordination with federal, state, local, international and private sector partners.'[6]

[1] Department of Homeland Security, *FY 2021 Budget in Brief* (Report, 9 February 2020) 1 <https://www.dhs.gov/publication/fy-2021-budget-brief>.
[2] Ibid at 2.
[3] Ibid at 11.
[4] Ibid.
[5] Ibid.
[6] 'Office of the Secretary', *Department of Homeland Security* (Web Page) <https://www.dhs.gov/office-secretary>.

chief_of_staff_osem_dhs	The Chief of Staff ('COS') 'is responsible for coordinating policy initiatives and other actions of the Department's components, directorates, and offices. The COS oversees DHS activities, assists the Deputy in managing DHS operations, and supports the Secretary.'[7]
military_advisor_osem_dhs	'The primary responsibility of the Military Advisor is to provide counsel and support to the Secretary and Deputy Secretary in affairs relating to policy, procedures, preparedness activities, and operations between DHS and the Department of Defense (DoD). As the senior military officer at DHS headquarters, the Military Advisor's essential functions include: Deploying at the discretion of the Secretary and Deputy Secretary for major incidents or other contingencies. Serving as the focal point for DHS-DoD collaboration through established working groups and a cooperative approach to homeland security, homeland defense, and incident management. Being a key advisor to DHS senior staff and Components on matters involving policy and procedure development, information and resources exchanges, and operations between DHS and DoD. 'Enabling synchronization and coordination with DoD through the fostering of relationships, including hosting and supporting DoD senior liaisons at DHS from the Office of the Secretary of Defense, U.S. Northern Command, U.S. Southern Command, U.S. Special Operations Command, and the National Guard Bureau. Facilitating action involving USCG component level issues for maximum responsiveness as the senior USCG officer resident as DHS headquarters.'[8]
executive_secretary_osem_dhs	The Office of the Executive Secretary ('ESEC') 'establishes effective and efficient protocols for processing all internal communications, decision management briefings, Congressional questions for the record and reports, and Department-wide testimony. ESEC is the principal liaison between the Department and its Components, and coordinates all external correspondence for the Immediate Office of the Secretary and all directorates.'[9]
deputy_secretary_osem_dhs	'The Immediate Office of the Deputy Secretary supports the Secretary by providing leadership with a focus on the internal management and direction of the Department to ensure its efficient and effective operation. The Deputy Secretary's role is to provide internal oversight of all Departmental operations, which allows the Secretary to focus on external matters concerning homeland security and DHS.'[10]

[7] Office of the Secretary and Executive Management, *Budget Overview: Fiscal Year 2021 Congressional Justification* (DHS Report, 10 February 2020) 72 <https://www.dhs.gov/sites/default/files/publications/office_of_the_secretary_and_executive_management.pdf>.
[8] 'Office of the Military Advisor', *US Department of Homeland Security* (Web Page, 20 August 2015) <https://www.dhs.gov/about-office-military-advisor>.
[9] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 72.
[10] Ibid.

strategy_policy_plans_osem_dhs	The Office of Strategy, Policy, and Plans ('PLCY') is 'DHS's mission-oriented organization and the principal advising office for the Secretary, Deputy Secretary, and component senior leadership on departmental policy and strategy.'[11] PLCY 'serves as a central resource to the Secretary and other Department leaders for policy development and review, strategic planning and analysis, and facilitation of decision-making on the full breadth of issues that may arise across the dynamic homeland security enterprise. PLCY is responsible for strengthening our Nation's homeland security by developing DHS-wide policies, programs, and planning to promote and ensure the highest level of performance, quality, consistency, and integration in the execution of all homeland security missions. PLCY represents and coordinates the consolidated DHS position at White House interagency committee meetings. The Office develops and articulates the long-term strategic view of the Department and translates the Secretary's strategic priorities into planning products that drive increased operational effectiveness through integration, prioritization, and resource allocation.'[12] 'The Executive Office of PLCY manages sub-offices managed by the PLCY Executive Office to include Threat Prevention & Security Policy (TPSP), Strategy, Plans, Analysis, & Risk (SPAR), Border, Immigration, & Trade Policy (BIT), International Affairs (OIA), and Cyber, Infrastructure and Resilience Policy (CIR).'[13]
strategy_policy_plans_exec_osem_dhs	'The Executive Office includes the Under Secretary and Deputy Under Secretary positions and manages the following: The Executive Secretariat functions; training and education programs, which include intern and Presidential Management Fellow programs; operations and resource management; Freedom of Information Act requests and inquiries; Privacy and Audit Liaison functions; and the Department's coordination process for Policy Coordination Committees (PCCs). Moreover, The Executive Office provides a centralized coordination point for developing and communicating policies across multiple sub offices within PLCY, throughout the Department, and across the homeland security enterprise. The Under Secretary serves as the coordinator of Department-wide policies and planning to advance and ensure consistency and integration among DHS missions.'[14]

[11] Jeffrey B Wenger, R Kekoa Koehler, Henry H Willis, *An Analytic Inventory of DHS Headquarters Business Processes* (RAND, Homeland Security Operational Analysis Center, 2019) xi.
[12] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 36.
[13] Ibid at 35.
[14] Ibid at 36.

threat_prevention_security_plcy_osem_dhs	'Threat Prevention and Security Policy ('TPSP') supports the Department's mission to secure the Homeland by countering terrorism, transnational criminal organizations, hostile nation states, human trafficking, and emerging threats, and addressing global transportation security, screening and vetting, watchlisting, information sharing, identity management and credentialing, and biometrics through the development and coordination of department-wide strategy, policy and plans, and the administration of programs such as REAL ID, Countering Unmanned Aerial Systems (C-UAS), Travel WISER, and Visa Waiver. Additionally, TPSP's Targeted Violence and Terrorism Prevention (TVTP) is the primary entity responsible for building, maturing, and driving the prevention mission in DHS and works to equip and empower local efforts to prevent individuals from mobilizing to violence.'[15]
strategy_plans_analysis_risk_plcy_osem_dhs	'Strategy, Plans, Analysis & Risk (SPAR) supports the DHS mission by developing Department-wide strategies and operational plans on cross-cutting topics, issues, and contingencies. SPAR also provides coordinating support and guidance to the Joint Task Forces and facilitates Joint Incident Action decision support for DHS senior leaders. Finally, SPAR integrates the Department's management processes and develops the Secretary's annual resource allocation guidance. SPAR's policymaking responsibilities focus on long-term planning and analysis to inform senior DHS leadership decisions on the future homeland security mission.'[16] The Office of Strategy and Analysis ('S&A') and the Office of Operational Plans ('PLANS') are part of SPAR. 'S&A develops strategic guidance for DHS, delineates senior leadership priorities to inform downstream business processes, and aligns component mission programs with DHS strategic goals and objectives. PLANS coordinates the development and execution of departmental and joint, interdepartmental operational plans to execute DHS missions and objectives.'[17]
border_immigration_trade_plcy_osem_dhs	'Border, Immigration & Trade Policy (BIT) supports DHS's border security and immigration missions by developing and coordinating policies on the transit of people and goods across U.S. borders. With respect to trade, BIT coordinates Department-wide policy initiatives on customs revenue, border security, cargo security, trade agreements compliance, and export control enforcement. On immigration matters, BIT consolidates Component statistics and conducts quantitative studies to assess immigration trends and effects, advises Department leadership on immigration policies and regulations, and engages interagency counterparts on immigration policies. Additionally, BIT serves as the primary DHS point of contact for the Council on Foreign Investment in the United States (CFIUS) by promulgating policies, processes, procedures, and other guidance for DHS participation in CFIUS. BIT's policymaking responsibilities ensure consistency on all border, immigration, and trade matters across DHS's various Components.'[18]

[15] Ibid.
[16] Ibid.
[17] *An Analytic Inventory of DHS Headquarters Business Processes* (n 11) 18.
[18] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 37.

international_affairs_plcy_osem_dhs	'International Affairs (OIA) supports all of DHS's missions by managing and coordinating the Department's extensive international activities and cooperation with international partners. As the DHS lead for international affairs, OIA develops, coordinates, and implements the Department's international priorities, security sector assistance, and attaché deployment. Additionally, OIA contains regional divisions that coordinate with interagency counterparts and facilitate relations with foreign governments and international organizations. OIA's initiatives leverage international partnerships to support and enhance the domestic homeland security mission. OIA serves a supporting function of all DHS Secretarial level international engagements.'[19]
public_affairs_osem_dhs	The Office of Public Affairs ('OPA') is 'responsible for managing the Department's external and internal communications. The office responds to media inquiries, maintains and updates the Department's website, writes speeches for senior Department officials, and coordinates speaking events. The office manages the Department's organizational identity program, which includes usage of the DHS seal and related guidelines. Also, the office oversees the Department's employee communication activities, which include coordinating communications for Department-wide initiatives, town hall meetings between management and employees, and the operation and management of an intranet site. Per the Homeland Security Presidential Directive (HSPD) 5, OPA's incident communications program guides overall Federal incident communication activity and coordinates with State, local, and international partners to ensure accurate and timely information is provided to the public during a crisis.'[20]
strategic_communications_pa_osem_dhs	Strategic Communications 'provides overall management for implementation of communication plans relating to DHS programs and policies, rules/regulations, and complex domestic and international issues requiring extensive outreach and public education.'[21]
press_secretary_pa_osem_dhs	The Press Secretary 'coordinates media relations and serve as the spokespersons for the Secretary, senior leadership, and the Department.'[22]
communications_operations_pa_osem_dhs	The Communications Operations Division provides 'information directly to the public through our Department and components websites. Coordinating, integrating and synchronizing employee communications efforts of the Components and DHS headquarters.'[23]

[19] Ibid.
[20] Ibid at 85.
[21] Ibid.
[22] Ibid.
[23] Ibid.

legislative_affairs_osem_dhs	The Office of Legislative Affairs ('OLA') is 'responsible for executing the Secretary's legislative and congressional relations priorities. The mission of OLA is to serve as a primary liaison to Members of Congress and their staff, to respond to inquiries from Congress and notify Congress of Department initiatives, policies, and programs. OLA is responsible to inform the Department's senior leaders on the activities of Congress and enhance the ability of the Department to execute its missions by providing timely information to Members of Congress about our efforts to prevent terrorism and enhance security; manage our borders; administer immigration laws; secure cyberspace; and ensure disaster resilience. OLA underpins an integrated approach that recognizes the interconnectedness of DHS's legislative mission with a sound, robust and fully engaged staff to formulate the legislation recommendations that drive the priorities of the Administration and Secretary.'[24]
assistant_secretary_la_osem_dhs	The Office of the Assistant Secretary 'includes the Assistant Secretary, Principal Deputy Assistant Secretary/Chief of Staff and two Deputy Assistant Secretaries and acts as the conduit for the continuous exchange of information between Congress and the Department. The office advises the Secretary on key legislative strategies, facilitates the DHS Senate-confirmation process, clearly articulates DHS' views in support of needed authorities and appropriations, and directs the Department's complex congressional relations programs ensuring a cross-Departmental approach for DHS to speak with one, informed voice to Members of Congress and their staffs.'[25]
legislative_affairs_teams_la_osem_dhs	The Legislative Affairs Teams 'serves as the primary liaison to Congress and advocates for the policy interest of the Administration and the Secretary, ensures that all DHS Components are actively engaged with Congress by responding to requests and inquiries from congressional committees, Members of Congress and their staffs, and fully participates in the DHS Senate confirmation process. There are 5 teams within OLA that focus on specific legislative issue areas: Headquarters; Operational Component Coordination; Intelligence and Cyber; Oversight and Executive Support. An additional Mission Support Team oversees the daily administrative operations of the office to support the legislative affairs priorities of OLA and the Department.'[26]

[24] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 87.
[25] Ibid.
[26] Ibid.

general_counsel_osem_dhs	'The Homeland Security Act defines the General Counsel as the "chief legal officer of the Department." In this role, the General Counsel is ultimately responsible for all of the Department's legal determinations and for overseeing all of its attorneys. The General Counsel is also the Department's regulatory policy officer, managing the rulemaking program and ensuring that all Department of Homeland Security regulatory actions comply with relevant statutes and executive orders. The Office of the General Counsel's central tasks include: providing complete, accurate, and timely legal advice on possible courses of action for the Department; ensuring that Homeland Security policies are implemented lawfully, quickly, and efficiently; protecting the rights and liberties of any Americans who come into contact with the Department; facilitating quick responses to congressional requests for information; and representing the Department in venues across the country, including in the immigration courts of the United States.'[27] 'The OGC is responsible for ensuring that Department programs and activities fully comply with all applicable legal requirements. OGC oversees several law divisions, which include Regulatory Affairs, Operations and Enforcement, Intelligence, Technology Programs, Immigration, Legal Counsel, National Protection and Programs, Ethics, Management and the General Law Division.'[28]
general_law_gc_osem_dhs	'The General Law Division (GLD) advises the Secretary and other Department leaders on legal issues associated with the management and operation of the Department. GLD regularly coordinates with Component Chief Counsel Offices on critical legal issues that are relevant to multiple DHS components. GLD oversees portfolios involved with administrative law; fiscal law; appropriations; the Vacancy Reform Act; grants; labor and employment law; torts; acquisition and procurement law; delegations and authorities; and environmental and property law matters. Additionally, they operate and oversee the Board for Correction of Military Records (BCMR) of the United States Coast Guard (USCG).'[29]
ethics_law_gc_osem_dhs	'The Ethics Division (ELD) advises the Secretary, Department leaders, and Headquarters employees on the application of conflict of interest statutes and regulations; ethics regulations; and Departmental ethics policy. Critical legal issues handled by this Division include: advice regarding gift acceptance; endorsement and preferential treatment mitigation; impartiality; misuse of position; post-Government employment; and rules about teaching, speaking and writing engagements. ELD also coordinates and manages the DHS Ethics Program, including training and implementation of the financial disclosure program for over 3,000 DHS employees.'[30]

[27] 'Office of the General Counsel', *US Department of Homeland Security* (Web Page, 24 August 2021) <https://www.dhs.gov/office-general-counsel>.
[28] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 70.
[29] Ibid at 75.
[30] Ibid at 76.

regulatory_affairs_gc_osem_dhs	'The Regulatory Affairs Law Division (RLD) advises the Secretary and Department leaders on legal and economic issues associated with DHS regulatory actions and ensures that those actions comply with constitutional, statutory, and other legal requirements. RLD manages the DHS regulatory docket, develops the DHS regulatory and deregulatory agenda, oversees the regulatory process for the Department, and provides leadership for regulatory and administrative law practice matters. This Division provides substantive legal review on numerous DHS regulations and manages the clearance of hundreds of interagency regulations each year. They also oversee execution of Executive Order 13771 - Reducing Regulation and Controlling Regulatory Costs and Executive Order 13777 - Enforcing the Regulatory Reform Agenda.'[31]
operations_enforcement_law_gc_osem_dhs	'The Operations and Enforcement Law Division (OELD) advises the Secretary and Department leaders on legal issues associated with enforcement and operational activities designed to protect the United States from, respond to, and recover from both natural and man-made threats. OELD is involved in the operations and enforcement of legal issues that concern Secretarial authorities, two or more DHS components, or the role of the Department in interagency operations. The Division provides legal advice regarding: air, land, and maritime domain security; border, cargo, and port security; counterterrorism; crisis-cell leadership; domestic-incident management; exercises; international law; law enforcement; national security; transportation security; and trade and foreign investment.'[32]
immigration_law_gc_osem_dhs	'The Immigration Law Division (IMM) provides legal advice to the Secretary and Department leaders on immigration and national security matters. IMM also assists with immigration-related administrative, legislative, regulatory, and policy initiatives. IMM also works on immigration issues related to: removal; arrest and detention; national security; asylum; refugees; unaccompanied minors and victims of human trafficking; visa adjudication; and international human rights treaty obligations.'[33] 'IMM provides expertise in U.S. immigration and nationality law, including removal, arrest and detention authorities, national security matters, asylum, refugee and other protection-related issues, matters related to unaccompanied minors and victims of human trafficking, inspection and admissibility issues, naturalization and citizenship, constitutional and international human rights of migrants, immigrant and nonimmigrant visas/status. IMM also assists with administrative and federal court litigation of immigration-related matters and immigration-related legislative, regulatory and policy initiatives.'[34]
legal_counsel_gc_osem_dhs	'The Legal Counsel Division (LCD) advises the Secretary and Department leaders on significant legal issues associated with litigation; legislation; the Freedom of Information Act (FOIA); civil rights and civil liberties; privacy; and oversight matters involving Congress, the U.S. Government Accountability Office, and the DHS Inspector General.

[31] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 75.
[32] Ibid at 75-76.
[33] Ibid at 76.
[34] 'Office of the General Counsel', *US Department of Homeland Security* (Web Page, 24 August 2021) <https://www.dhs.gov/office-general-counsel>.

	LCD regularly coordinates agency positions across the Department in high-profile legislative and litigation matters, to include numerous cases before the Supreme Court, that have large-scale implications for DHS and its components.'[35]
management_division_gc_osem_dhs	'The Management Division (MGMT) provides management, operational, and mission support to OGC Headquarter attorneys. Specific responsibilities include: financial oversight and budget planning; personnel management; employee training; management of controlled and executive correspondence; knowledge systems management; and strategic planning. MGMT engages with counterparts in component counsel and DHS HQ offices on cross-cutting management issues.'[36]
privacy_office_osem_dhs	The Privacy Office ('PRIV') is 'required to protect individuals by embedding and enforcing privacy protections and transparency in all DHS activities, and has oversight of all privacy and disclosure policy matters including compliance with the Privacy Act of 1974, the Freedom of Information Act (FOIA), and the completion of privacy impact statements on all new programs and systems, as required by the E-Government Act of 2002. All DHS systems, technology, and programs that either collect personally identifiable information (PII) or have a privacy impact are subject to the oversight of the Chief Privacy Officer (CPO) and the requirements of U.S. data privacy and security laws. The CPO reports directly to the Secretary of the Department and is responsible to provide strategic oversight and guidance on all privacy and disclosure matters, and for promoting openness and transparency through the Department's FOIA program and policies.'[37]

[35] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 76.
[36] Ibid at 77.
[37] Ibid at 80.

foia_team_privacy_osem_dhs	The 'DHS Chief Privacy Officer is the Department's Chief FOIA Officer. Agency Chief FOIA Officers have statutory responsibility for monitoring FOIA operations across the Department and recommending adjustments to agency practices, policies, personnel, and funding as may be necessary to improve performance, providing FOIA-related training, and preparing the required annual reports on the Department's FOIA performance. While Components are subject to the oversight of the Chief Privacy Officer, operations at DHS are decentralized and DHS Components are responsible for establishing and maintaining their own FOIA programs. The FOIA function in the Privacy Office is carried out by three teams: FOIA Policy, Compliance and Training, FOIA Disclosure, and FOIA Appeals and Litigation. Disclosure. The FOIA Disclosure Team processes initial FOIA and Privacy Act requests to the Office of the Secretary (including the Military Advisor's Office) and many offices within DHS Headquarters. DHS programs are wide-ranging, and the processing of requests requires close coordination with many internal and external customers, including other Federal agencies, State and local governments, foreign entities, and private companies. DHS Privacy Office Government Information Specialists also provide expert FOIA guidance to the Component FOIA Offices and communicate regularly with DHS's many stakeholders. Additionally, the DHS Privacy Office also regularly uses its staff and management expertise to assist Components with processing and management of their program or parts of their program.'[38] 'The FOIA Policy, Compliance and Training Team prepares policy guidance, conducts oversight activities, and provides DHS-specific FOIA training. This team collects, compiles, and analyzes monthly FOIA reports from DHS Components, prepares the DHS Annual FOIA Report and Chief FOIA Officer Report, and tracks significant FOIA activity through daily and weekly reporting. Additionally, the team compiles and analyzes Component FOIA self-assessments to identify best practices to improve performance and addresses particular Component compliance issues. Finally, the team arranges DHS-specific training opportunities, provides ad hoc training on a variety of FOIA issues, manages the Resources for DHS FOIA Employees repository available on the Department's intranet, and conducts bi-weekly FOIA Training for New Employees.'[39] 'The FOIA Appeals and Litigation Team serves as liaison between the Office of the General Counsel (OGC) and the Privacy Office leadership on complex FOIA requests. The team provides guidance and training on recent developments in the field of disclosure, including court decisions and current legislation. The team researches, analyzes, and evaluates complex FOIA requests to determine if the FOIA and Privacy Act were properly applied during the original processing of a FOIA request.'[40]

[38] Ibid at 80.
[39] Ibid at 81.
[40] Ibid.

policy_oversight_team_privacy_osem_dhs	The Policy and Oversight Team 'bears primary responsibility for the development of DHS privacy policy, as well as providing subject matter expertise and support for policy development throughout the Department in areas that affect individual privacy. These areas include privacy protections and strategies in how the Department may use tools, technologies, and methodologies including social media, "big data," enterprise data management, cybersecurity, mobile technology, acquisitions and procurement, and international engagement. In addition, this team is dedicated to implementing accountability and continually improving DHS privacy processes and programs, such as in the development of the National Vetting Center (NVC), established by National Security Presidential Memorandum - 9.'[41]
civil_rights_civil_liberties_osem_dhs	The Office for Civil Rights and Civil Liberties ('CRCL') 'supports the Department as it secures the Nation while preserving individual liberty, fairness, and equality under the law. CRCL performs four key functions to integrate civil rights and civil liberties into Departmental activities: Promotes respect for civil rights and civil liberties in policy creation and implementation by advising and training DHS leadership and personnel, and State and local partners, and in conducting oversight of DHS programs as appropriate. Communicates with individuals and communities whose civil rights and civil liberties may be affected by DHS activities, informs them about policies and avenues of redress, and promotes appropriate attention within the Department to their experiences and concerns. Investigates and issues recommendations regarding civil rights and civil liberties complaints filed by the public regarding DHS policies or activities, or actions taken by DHS personnel. Leads the Department's Equal Employment Opportunity (EEO) programs and promotes workforce diversity and merit system principles. CRCL's staff is organized into nine functional units that focus on civil rights and liberties issues that are affected by the Department's activities.'[42] 'The nine functional units that focus on civil rights and liberties issues within CRCL are the CRCL Front Office, Business Operations Division, HQ Equal Employment Opportunity Office, Equal Employment Opportunity Branch and the Diversity Management Branch, Complaints Management and Adjudication Section, Diversity Management Section, Alternative Dispute Resolution Program and Anti-Harassment Unit, Programs Branch, and the Compliance Branch.'[43]
front_office_crcl_osem_dhs	The Front Office 'provides advice to DHS leadership on civil rights and civil liberties issues impacting the DHS programs and/or activities. This includes providing civil rights expertise regarding immediate issues affecting the DHS mission which implicate civil rights or liberties concerns.'[44]

[41] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 81.
[42] Ibid at 49.
[43] Ibid at 48.
[44] Ibid at 49.

programs_branch_crcl_osem_dhs	The Programs Branch 'integrates civil rights and civil liberties into all DHS agency activities through a variety of mechanisms, including providing policy advice and support to the Department for incorporating civil rights and civil liberties protections into the Department's immigration-related activities and policies (Immigration Section), as well as the Department's information and physical security programs, information sharing activities, and intelligence-related programs and products (Security, Intelligence, and Information Policy Section). The Programs Branch also develops and delivers targeted civil rights and civil liberties training for State, local, and tribal homeland security partners to build public trust, operationalize DHS policy and promote partner cooperation (Civil Rights and Civil Liberties Institute), and coordinates outreach and engagement activities in communities where civil rights and civil liberties are particularly affected by DHS programs (Community Engagement Section). Additionally, the Programs Branch works to ensure that the Department's programs and activities do not discriminate against individuals or prohibit access to the Department's programs on the basis of race, color, national origin, limited English proficiency, age, sex, or disability, and that recipients of Federal financial assistance comply with their civil rights obligations (Antidiscrimination Group).'[45]
community_engagement_programs_crcl_osem_dhs	'Public engagement with diverse American communities whose civil rights may be affected by Department activities is a priority for the Office for Civil Rights and Civil Liberties (CRCL). Our Community Engagement Section responds to community concerns and provides information on Department programs, activities, and issues.'[46] The Section's 'goal is to: Communicate reliable information about federal programs and policies, including avenues for redress and complaints; Obtain feedback about community concerns and on-the-ground impacts of Department activities, in order to incorporate into the policymaking process community ideas and issues relating to civil rights and civil liberties; and Deepen channels of communication between communities and federal officials in order to facilitate solution of problems.'[47]

[45] Ibid at 51.
[46] 'Community Engagement', *US Department of Homeland Security* (Web Page, 15 May 2020) <https://www.dhs.gov/community-engagement>.
[4747] Ibid.

immigration_programs_crcl_osem_dhs	The 'immigration-related programs affect both U.S. citizens and non-U.S. citizens, including lawful permanent residents, asylum seekers, refugees, non-immigrant and immigrant visa holders, migrant workers, undocumented persons, and persons in detention. The Office for Civil Rights and Civil Liberties (CRCL) Immigration Section works collaboratively with U.S. Citizenship and Immigration Services (USCIS), U.S. Immigration and Customs Enforcement (ICE), U.S. Customs and Border Protection (CBP), the Federal Law Enforcement Training Center (FLETC), and other Department offices and components to: incorporate civil rights and civil liberties protections into immigration-related programs, policies, procedures, and operations throughout the Department; Communicate with and inform the public about the civil rights and civil liberties implications of Department immigration programs, policies, procedures, and operations; and Provide or assist in the development of civil rights and civil liberties training to Department Components.'[48] 'The Immigration Section works with ICE to design and implement policies, procedures, and guidance to protect the civil and human rights of immigrant detainees while fulfilling the DHS mission. Reforms have included: an online detainee locator system; immigration detention policy; policy safeguarding parental interests; improved risk assessment tools; the development of guidance on the care of transgender detainees in ICE custody; monitoring use of segregation in detention; and revising ICE's detention standards, including the Performance-Based National Detention Standards, the Family Residential Standards, and the National Detention Standards.'[49] 'The CRCL Officer is the designated Department single point of contact for international human rights treaty reporting and coordination under Executive Order 13107. The Immigration Section works with DHS components to develop and advance protective policies, procedures, and training for victims of torture and persecution, battered immigrants, trafficked persons, and other needing special attention. The Section is a longstanding, active member of the DHS Blue Campaign and plays an integral role in developing human trafficking training for a wide variety of audiences, including state and local law enforcement.'[50]
compliance_branch_crcl_osem_dhs	The Compliance Branch 'investigates complaints from the public, media reports, and other sources, alleging civil rights or civil liberties violations by Department personnel or programs, including disability discrimination prohibited by the Rehabilitation Act of 1973, inappropriate use of force by DHS officers or agents, inadequate conditions of detention, violation of right to due process, and racial or ethnic profiling. CRCL makes formal recommendations to DHS Component leadership stemming from its investigations to address issues related to civil rights, such as changes to DHS policies, practices, and training. Except for disability accommodation claims under the Rehabilitation Act of 1973, CRCL does not order individual relief or redress for a complainant.'[51]

[48] 'CRCL Immigration Section', *US Department of Homeland Security* (Web Page, 31 March 2021) <https://www.dhs.gov/crcl-immigration-section>.
[49] Ibid.
[50] Ibid.
[51] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 51.

partnership_engagement_osem_dhs	'The Office of Partnership and Engagement (OPE) coordinates the Department of Homeland Security's outreach efforts with critical stakeholders nationwide, including state, local, tribal, territorial (SLTT) governments, SLTT elected officials, SLTT law enforcement, the private sector, and colleges and universities, ensuring a unified approach to external engagement. OPE advocates and represents interests of these stakeholders through the Department's policy making process and as a conduit for the Secretary to engage with stakeholders or share information.'[52] 'OPE consists of the Office of Intergovernmental Affairs, the Office for State and Local Law Enforcement, the Private Sector Office, the Office of Academic Engagement, the Committee Management Office, the Secretary's Homeland Security Advisory Council, the Blue Campaign, as well as the "If You See Something, Say Something®" public awareness campaign.'[53]
intergovernmental_affairs_pe_osem_dhs	'The Office of Intergovernmental Affairs (IGA) promotes an integrated national approach to homeland security by coordinating and advancing DHS's interaction with State, local, tribal, and territorial (SLTT) governments. IGA is responsible for opening the homeland security dialogue with executive-level partners, including elected officials, such as Governors, Mayors, County Commissioners and Supervisors, and Tribal Leaders along with the national associations that represent them. SLTT governments play an important role in the creation and implementation of national policy, IGA serves as the Department's liaison to provide a readily accessible method of direct communication for SLTT elected and appointed officials.'[54] 'IGA is focused on outreach to three major external partner groups: State officials, local officials and tribal governments. The State & Local, and Tribal teams are each served by a Director, who is charged with overseeing outreach, engagement, and collaboration with SLTT partners on a variety of DHS-related programs and policy issues.'[55]

[52] 'Office of Partnership and Engagement', *US Department of Homeland Security* (Web Page, 6 July 2021) <https://www.dhs.gov/partnership-engagement>.
[53] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 57.
[54] Ibid.
[55] 'Office of Intergovernmental Affairs', *US Department of Homeland Security* (Web Page, 21 January 2021) <https://www.dhs.gov/office-intergovernmental-affairs-1>.

state_local_law_enforcement_pe_osem_dhs	'The Office for State and Local Law Enforcement (OSLLE) is the primary liaison between the Department and State and local law enforcement and provides engagement coordination and advocacy for State, local, tribal, territorial, and campus law enforcement agencies. The office strategically fosters relationships with the State and local law enforcement community, including national associations, which plays a vital role in homeland security, to promote constructive dialogue to address national security issues. By enhancing its understanding of State, local, tribal, and campus law enforcement's issues, concerns, and recommendations, OSLLE and the Department are better positioned to inform policy decisions, develop programs, and support a critical partner – ultimately making communities safer. OSLLE also leads the coordination of Department-wide activities on critical issues and plays a leadership role in shaping public safety priorities relating to the role of State and local law enforcement in preventing, preparing for, protecting against, and responding to natural disasters, acts of terrorism, and other incidents within the United States.'[56] 'On the recommendation of the 9/11 Commission, Congress created the Office for State and Local Law Enforcement (OSLLE) in 2007 for two key purposes: 1. Lead the coordination of DHS-wide policies related to state, local, tribal, territorial, and campus law enforcement's role in preventing, preparing for, protecting against, and responding to natural disasters, acts of terrorism, and other man-made disasters within the United States; and 2. Serve as the primary liaison between DHS and non-Federal law enforcement agencies across the country.'[57] 'Serve as the primary Department liaison to state, local, tribal, territorial, campus law enforcement; Advise the Secretary on the issues, concerns, and recommendations of state, local, tribal, territorial, and campus law enforcement ... Identify and respond to law enforcement challenges that affect homeland security'.[58]
blue_campaign_pe_osem_dhs	'The Blue Campaign, works in collaboration with law enforcement, government, non-governmental organizations, and private industry to pursue the Department's objective of preventing, identifying, investigating, and disrupting illicit activity. Through the Blue Campaign, DHS raises awareness about human trafficking by leveraging partnerships to educate the public to recognize human trafficking indicators and report suspected instances to law enforcement. It offers training to law enforcement, private industry, and the public, to increase detection and investigation of human trafficking, as well as training designed to educate members of vulnerable communities to recognize the threat of trafficking and how to protect themselves and their loved ones. Below is a summary of fiscal year 2019 spending including contributions from other DHS components.'[59]

[56] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 58.
[57] 'The Office for State and Local Law Enforcement', *US Department of Homeland Security* (Web Page, 27 July 2021) <https://www.dhs.gov/office-state-and-local-law-enforcement>.
[58] Ibid.
[59] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 57.

private_sector_pe_osem_dhs	'The Private Sector Office (PSO) provides the Secretary and Department leaders with advice on issues relevant to the private sector, including, nonprofits, Non-Governmental Organizations, and businesses. PSO also coordinates active engagement between DHS and the private sector to build strong partnerships and enhance internal and external dialogue. The Private Sector Office administers the Department's Loaned Executive Program and Exemplar, a DHS Training with Industry pilot program.'[60] 'The Private Sector Office (PSO) advises the Secretary on the impact of the Department's policies, regulations, processes, and actions on the private sector, and fosters strategic communications with the private sector to enhance the primary mission of the Department through: Interfacing with other relevant Federal agencies with homeland security missions to assess the impact of these agencies on the private sector. Creating and managing private sector advisory councils composed of representatives of industries and associations designated by the Secretary to: (a) Advise the Secretary on private sector products, applications, and solutions as they relate to homeland security challenges; and (b) Advise the Secretary on homeland security policies, regulations, processes and actions that affect the participating industries and associations. Collaborating with Federal laboratories, federally funded research and development centers, other federally funded organizations, academia, and the private sector to develop innovative approaches to address homeland security challenges to produce and deploy the best available technologies for homeland security missions. Promoting existing public-private partnerships and development of new public-private partnerships to provide for collaboration and mutual support to address homeland security challenges.'[61]
loaned_executive_ps_pe_osem_dhs	'The Loaned Executive Program is a special opportunity (unpaid) that provides top executive-level talent from the private sector an opportunity to share their expertise with Homeland Security. Through the Loaned Executive Program, Homeland Security is working with the private sector on innovative solutions to our homeland security challenges. The Department is looking to the nation's top executives and industry experts to partner with us as we strive to solve problems, improve processes, and fully realize our mission.'[62] 'The loaned executive assignments are hosted by DHS components and responsibilities may vary. Executives will: Serve as a subject matter expert and senior advisor to DHS leadership. Evaluate and provide assessments on existing policies, procedures, and training. Provide guidance on the public-private partnership model and implementation of strategies designed to improve private sector engagement.'[63] 'Eligible candidates must: Be a U.S. citizen. Serve in a current senior-level operational management or related position, with a track record of building support for and influencing policy decisions as well as deploying sustainable risk, mitigation and resiliency capabilities. Have extensive private sector leadership experience in identifying and screening personnel in functional areas related to risk assessment, mitigation/preparedness and incident response. Undergo and successfully complete a background investigation for determination of suitability for federal employment....'[64]

[60] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 58.
[61] 'Private Sector Office', *US Department of Homeland Security* (Web Page, 30 January 2020) <https://www.dhs.gov/private-sector-office>.
[62] 'Loaned Executive Program', *US Department of Homeland Security* (Web Page, 4 November 2020) <https://www.dhs.gov/loaned-executive-program>.
[63] Ibid.
[64] Ibid.

academic_engagement_pe_osem_dhs	'The Department of Homeland Security (DHS) maintains numerous relationships with members of the academic community and directly engages with school administrators, faculty, and students on a range of issues. DHS strengthened its outreach efforts to academic institutions by forming the Office of Academic Engagement (OAE), which supports DHS's mission by building, improving and leveraging relationships with the academic community. OAE's work with the academic community occurs across DHS, and focuses on six key areas: Academic Research and Faculty Exchange: Taps into the expertise of the nation's colleges and universities to address pressing homeland security needs; ... Homeland Security Academic Programs: Supports academic programs that help create an educated and informed workforce now and in the future; ... and Student and Recent Graduate Recruitment: Focuses on the unique career opportunities that DHS offers in a variety of fields to build the next generation of homeland security leaders.'[65] 'Through roundtables and an advisory council, the Office of Academic Engagement (OAE) solicits advice and recommendations from the academic community to the Department of Homeland Security (DHS) Secretary and senior leadership.'[66]
homeland_security_academic_advisory_ae_pe_osem_dhs	'The Homeland Security Academic Advisory Council (HSAAC) provides advice and recommendations to the Secretary and senior leadership on matters related to homeland security and the academic community, including: student and recent graduate recruitment; international students; academic research and faculty exchanges; campus resilience; homeland security academic programs; and cybersecurity.'[67] 'The Subcommittee on Academic Research and Faculty Exchange is tasked with examining '1. How academic research can address DHS's biggest challenges; 2. How DHS operational Components can form lasting relationships with universities to incorporate scientific findings and R&D into DHS's operations and thought processes; 3. How universities can effectively communicate to DHS emerging scientific findings and technologies that will make DHS operations more effective and efficient; 4. How we can jointly create a robust staff/faculty exchange program between academe and DHS; and 5. How DHS assesses the risk and value of its major programs.'[68]

[65] 'Office of Partnership and Engagement', *US Department of Homeland Security* (Web Page, 6 July 2021) <https://www.dhs.gov/partnership-engagement>.
[66] 'Engagement', *US Department of Homeland Security* (Web Page, 6 March 2018) <https://www.dhs.gov/academicengagement>.
[67] 'Homeland Security Academic Advisory Council (HSAAC)', *US Department of Homeland Security* (Web Page, 31 March 2021) <https://www.dhs.gov/homeland-security-academic-advisory-council-hsaac>.
[68] US Department of Homeland Security, *Subcommittees of the Homeland Security Academic Advisory Council* (Overview of Taskings, Undated) 2 <https://www.dhs.gov/sites/default/files/publications/HSAAC_Subcommittee_Taskings.pdf>.

cmte_mgmt_office_pe_osem_dhs	'The Committee Management Office (CMO) exercises control and lends oversight to all DHS Federal Advisory Committee Act (FACA) related committees; equips the Designated Federal Officials (DFO) and Alternate Designated Official of each committee with the tools necessary to carry out their committee duties; facilitates stakeholder discussions; offers innovative solutions to FACA issues; and routinely provides the Department's senior leaders with a snapshot of the FACA program.'[69] This includes participation on the Homeland Security Advisory Council and the Homeland Security Science and Technology Advisory Committee. The HSAC 'Provides advice on the creation and implementation of actionable policy relating to security of the homeland' while S and T 'Provides advice on innovative technologies and products to strengthen the security and resilience of the U.S. technological system'.[70]
homeland_security_advisory_council_pe_osem_dhs	'The Homeland Security Advisory Council (HSAC) leverages the experience and expertise through national and global connections of the HSAC membership to provide the Secretary and senior leadership organizationally independent, strategic, timely, specific, and actionable advice to support decision making across the spectrum of homeland security operations. The council is comprised of national, academic, and private sector leaders as well as senior level officials from state, local, and tribal governments. The HSAC currently has six active subcommittees: the Foreign Fighter Task Force, the DHS Employee Task Force, the DHS Grant Review Task Force, the CBP Integrity Advisory Panel, the Faith Based Security and Communications Subcommittee, and the Cybersecurity Subcommittee.'[71] 'The Homeland Security Advisory Council: Provides organizationally independent advice and recommendations to the Secretary, including the creation and implementation of critical and actionable policies for the security of the homeland. Conducts research and provides policy analysis and recommendations on a variety of security issues. Evaluates the impact of security related public and private policies in an attempt to formulate prospective security policies.'[72]
families_children_care_panel_hsac_pe_osem_dhs	The CBP Families and Children Care Panel is part of the Homeland Security Advisory Council.[73] The so-called 'bipartisan' panel 'was formed in October 2018 because of the burgeoning humanitarian crisis resulting from a surge in migration of FMUs, primarily from Guatemala and Honduras, overwhelming the DHS resources at the border to address the crisis.'[74]

[69] US Department of Homeland Security Headquarters, *Mission and Objectives of the Committee Management Office* (Pamphlet, Undated) 1 <https://www.dhs.gov/sites/default/files/publications/committee_management_office_pamphlet_11_2020.pdf>.
[70] Ibid.
[71] 'Office of Partnership and Engagement', *US Department of Homeland Security* (Web Page, 6 July 2021) <https://www.dhs.gov/partnership-engagement>.
[72] 'Homeland Security Advisory Council', *US Department of Homeland Security* (Web Page, 16 July 2021) <https://www.dhs.gov/homeland-security-advisory-council>.
[73] 'CBP Families and Children Care Panel Final Report', *Homeland Security Advisory Council* (Report, 14 November 2019).
[74] Ibid at 4.

cis_ombudsman_osem_dhs	'The Citizenship and Immigration Services Ombudsman (CISOMB) assists individuals and employers in resolving problems connected with cases pending before USCIS. In addition, as required by statute, CISOMB identifies common problems experienced by individuals and employers when seeking USCIS services, and proposes changes to mitigate such problems and improve the delivery of immigration services. In accomplishing each of these missions, CISOMB works impartially, soliciting information and feedback from USCIS, other government agencies, immigration benefits applicants, and the immigration stakeholder community.'[75]
imm_detention_ombudsman_osem_dhs	The Immigration Detention Ombudsman's Office 'was established by Congress (Sec. 106 of the Consolidated Appropriations Act, 2020, Public Law 116-93) and is not a part of U.S. Immigration and Customs Enforcement (ICE) or U.S. Customs and Border Protection (CBP).'[76] This is a new and independent office that will 'assist individuals with complaints about the potential violation of immigration detention standards or misconduct by DHS (or contract) personnel, provide independent oversight of immigration detention facilities, including conducting unannounced inspections and reviewing contract terms for immigration detention facilities and services, and serve as an independent office to review and resolve problems stemming from the same.'[77] The Office works to 'ensure humane conditions for foreign nationals held in detention' and will focus on researching 'individual and policy-level conditions of immigration detention' while providing 'well-supported and well-reasoned recommendations to improve the conditions of immigration detention.'[78]
joint_requirements_council_osem_dhs	'The Joint Requirements Council (JRC) is a component-led, component-driven, SES/Flag Officer level body that governs the Department's requirements process in generating, validating, and prioritizing capability gaps, mission needs, concepts of operations, and operational requirements. The requirements process ensures Components' capabilities meet the needs of DHS operators to execute mission and are traceable to strategic objectives, feasible, and cost-informed. JRC validation is a critical step in informing enterprise investment decisions. Established in 2014, the JRC addresses longstanding deficiencies in DHS investment and acquisitions and improves the effectiveness and efficiency of capabilities delivered to the operators.'[79] 'The JRC is comprised of the Principals Council – the operational Components (Cybersecurity and Infrastructure Security Agency, U.S. Customs and Border Protection, Federal Emergency Management Agency, U.S. Immigration and Customs Enforcement, U.S. Secret Service, Transportation Security Administration, U.S. Coast Guard, and U.S. Citizenship and Immigration Services), I&A, Management, CIO, Policy, and S&T.'[80]

[75] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 4.
[76] 'The Office of the Immigration Detention Ombudsman', *US Department of Homeland Security* (Web Page, 2 March 2021) <https://www.dhs.gov/office-immigration-detention-ombudsman>.
[77] Ibid.
[78] Office of the Immigration Detention Ombudsman, *Annual Report 2020* (19 January 2021) 6.
[79] *Budget Overview: Fiscal Year 2021 Congressional Justification* (n 7) 72-73.
[80] 'Joint Requirements Council', *US Department of Homeland Security* (Web Page, 15 April 2019) <https://www.dhs.gov/joint-requirements-council>.

mgmt_dhs	The Management Directorate (MGMT) 'provides leadership, direction, and management to the Department of Homeland Security (DHS).'[81] MGMT 'is responsible for Department-wide mission support services and oversight for all DMO functions, including information technology, budget and financial management, procurement and acquisition, human capital, security, logistics and facilities, law enforcement and security services for federal buildings, and delivery of the Biometric identity services.'[82] 'MGMT includes the Immediate Office of the Under Secretary for Management, the Office of the Chief Human Capital Officer, Office of the Chief Procurement Officer, Office of the Chief Readiness Support Officer, Office of the Chief Security Officer, Office of the Chief Financial Officer, Office of the Chief Information Officer, Federal Protective Service and the Office of Biometric Identity Management.'[83]
chief_financial_officer_mgmt_dhs	'The Office of the Chief Financial Officer (OCFO) is responsible for the fiscal management, integrity and accountability of the Department of Homeland Security (DHS). The mission of the OCFO is to provide guidance and oversight of the Department's budget, financial management, financial operations for all Departmental management and operations, the DHS Working Capital Fund, grants and assistance awards, and resource management systems to ensure that funds necessary to carry out the Department's mission are obtained, allocated, and expended in accordance with the Department's priorities and relevant law and policies.'[84] The OCFO includes: the Budget Division, the Program Analysis & Evaluation Division, the Office of Financial Operations Division, the Financial Management Division, the Risk Management & Assurance Division, the Resource Management & Transformation Office, Financial Assistance Policy & Oversight, the Departmental GAO/OIG Liaison Office, the Workforce Development Division, and the Cost Analysis Division.[85] 'DHS-HQ's integrated business processes support strategic and operational decisionmaking by DHS senior leadership.'[86] 'Develops and implements Department-wide, end-to-end business processes and implements a Government-wide accounting structure', 'prepares and transmits the DHS Annual Financial Report and annual performance and accountability reports on behalf of the Secretary', 'Oversees the planning, programming, budgeting and execution process in coordination with the Office of Policy, the Management Directorate, and the rest of the DHS Components', and 'Leads Department-wide program review and evaluation activities' among other responsibilities.'[87]

[81] *FY 2021 Budget in Brief* (n 1) 11.
[82] Ibid.
[83] Ibid.
[84] 'Office of the Chief Financial Officer', *US Department of Homeland Security* (Web Page, 24 May 2021) <https://www.dhs.gov/office-chief-financial-officer>.
[85] Ibid.
[86] *An Analytic Inventory of DHS Headquarters Business Processes* (n 11) xi.
[87] US Department of Homeland Security, *Financial Management Line of Business Integration and Management* (DHS Directive No 252-10, 6 February 2014) 2.

program_analysis_evaluation_cfo_mgmt_dhs	The Office of Program Analysis and Evaluation (OPAE) is under the Office of the Chief Financial Officer. 'PA&E is responsible for analyzing and evaluating the Department's plans, programs, and budgets; establishing policies and ensuring the integration of the Planning, Programming, Budgeting, and Execution (PPBE) system; developing and performing analyses and evaluations of alternative plans, programs, personnel levels, and budget submissions; and overseeing the development of the Future Years Homeland Security Program (FYHSP) and the Department's Annual Performance Plan. In these roles, PA&E reviews the components' five-year funding plans, advises DHS senior leaders on resource allocation, maintains the FYHSP database, and submits the annual FYHSP report to Congress. During the component Program and Budget Review (PBR), PA&E conducts resource and program analysis, including evaluating five-year programming budgets to ensure that resource decisions are informed by substantive analysis and accurate data. PA&E also assesses component Resource Allocation Plans (RAPs) in coordination with programmatic issue teams during PBR.'[88] 'PA&E analytic inputs are required at numerous points in the DHS-HQ integrated business processes. PA&E conducts two primary types of analyses: broad DHS program analyses and risk analyses.'[89]
human_capital_mgmt_dhs	The Chief Human Capital Officer 'Oversees and directs the Department's civilian HR program for all civilian HR and HC program management matters', 'Advises and assists the Secretary and other DHS officials in selecting, developing, training, and managing a high-quality, productive workforce in accordance with Merit System Principles (5 U.S.C. § 2301) and implements applicable laws and regulations governing the civil service.'[90] 'Provides oversight, direction, and guidance to DHS Components regarding the line of business (LOB) functional area of HR; establishes unified policies and business processes to yield greater efficiencies; promotes shared or centralized services and standards; and promotes, supports and facilitates integration of the HR functions through the consolidation of programs, policies, and automated systems across the Department, where appropriate and feasible (e.g., the Department's Enterprise Architecture and Data Management programs).'[91] 'Develops, in consultation with Component HR Directors, the DHS Workforce Strategy ("Human Capital Strategic Plan"), and HR legislative and regulatory initiatives. Provides input on Components' workforce strategy plans and monitors progress of outcomes.'[92]
human_capital_leadership_council_hc_mgmt_dhs	The Human Capital Leadership Council 'develops HC program management strategies to ensure that DHS attracts, retains, and develops the skilled workforce needed to protect and secure the Nation. The HCLC also establishes and administers the DHS Workforce Strategy ("Strategic Human Capital Plan") and other HC initiatives that link to and support the DHS mission, vision, core values, goals, and objectives. The HCLC and sub-councils consist of Component

[88] *An Analytic Inventory of DHS Headquarters Business Processes* (n 11) 19.
[89] Ibid at 23.
[90] US Department of Homeland Security, *Human Capital Line of Business Integration and Management* (DHS Directive 258-01, 6 February 2014) 1.
[91] Ibid at 2.
[92] Ibid.

	representatives in particular communities of practice that meet to conduct agency-wide program planning and to exchange professional views and expertise.'[93]
chief_information_officer_mgmt_dhs	'The Office of the Chief Information Officer (OCIO) is responsible for implementing the programs necessary to align DHS's Information Technology (IT) personnel, resources, and assets. This includes all systems and infrastructure that support Department-wide missions and activities. OCIO provides DHS and its components with the IT services required to lead a unified DHS effort to prevent and deter terrorist attacks. OCIO leads this effort while providing trusted information when and where needed.'[94] The OCIO also 'Improves efficiency, effectiveness, and accountability in all aspects of IT acquisition and operations by providing management, governance, oversight, and direction to all Components and headquarters elements', 'Collaborates as a full partner with the Management Directorate (MGMT) Lines of Businesses with respect to IT', 'Establishes, chairs, or participates on governance boards that include IT resources, including the DHS Acquisition Review Board and the Joint Requirements Council', 'Evaluates IT investments, programs, and systems to ensure ongoing alignment with mission needs, increase efficiency and effectiveness, evaluate and assign risk, and promote use of incremental development methodologies', 'Establishes and manages the DHS enterprise architecture and data management framework', and 'In conjunction with the Under Secretary for Intelligence and Analysis, develops the information sharing environment throughout the Department'.[95]

[93] Ibid at 4.
[94] 'Office of the Chief Information Officer', *US Department of Homeland Security* (Web Page, 9 June 2021) <https://www.dhs.gov/office-chief-information-officer>.
[95] US Department of Homeland Security, *Information Technology Integration and Management* (DHS Directive 142-02, 12 April 2018) 2-3.

biometric_identity_mgmt_mgmt_dhs	'The Office of Biometric Identity Management provides biometric match, store, share, and analyze services to DHS and mission partners. The need for biometrics continues to grow among DHS Components; interagency stakeholders (e.g., the Departments of State, Justice, and Defense); State, local, tribal and territorial entities; the Intelligence Community; and international mission partners. Biometrics support critical national security priorities, including counterterrorism and immigration. OBIM is focused on delivering accurate, timely, and high assurance biometric identity information and analysis. OBIM's overall goals and priorities include continuing to improve biometric services and access to expanded biometric data to enable DHS operational missions.'[96] 'OBIM's services include: fingerprint, facial recognition, and iris modalities (both 1:1 and 1:N); automated match-store-share capabilities; human biometric examiners; and notification services that alert subscribers to encounters, changes in derogatory information, or other activities on individual identities.'[97] 'The Automated Biometric Identity System (IDENT) is the primary DHS biometric repository, and the largest biometric repository in the U.S. Government.'[98] 'OBIM provides a conduit to interagency, international, state, and local mission partners. OBIM is the fingerprint provider for the Department of State's Bureau of Consular Affairs. OBIM provides support and biometric guidance, serving as the Secretariat for the Biometric Capabilities Executive Stakeholder Committee led by the Deputy Under Secretary for Management and leading biometric standards work.'[99] 'A single query of OBIM's biometric system can retrieve data for an individual tied to a Department of State visa application, a U.S. Customs and Border Protection log of an entry into the United States, and an immigration status change logged by U.S. Citizenship and Immigration Services.'[100] 'The Secure Real-Time Platform (SRTP) is an international information sharing architecture that is scalable to any country. The SRTP pathway provides decision makers with data to assist in the adjudication of immigration benefits, enforcement actions, credentialing, and country access permissions. SRTP currently supports business use cases for refugee claimants, entry clearance (visas), foreign criminals, redocumentation, and fugitives. SRTP enables international partners to transmit and receive queries from IDENT via encrypted internet messages through the DHS gateway. The information exchanged through this automated process includes biometrics and unique person identifiers, photo(s) and biographic information, and fingerprint identification numbers.'[101]

[96] 'Office of Biometric Identity Management', *US Department of Homeland Security* (Web Page, 18 March 2021) <https://www.dhs.gov/obim>.
[97] Ibid.
[98] Ibid.
[99] Ibid.
[100] Ibid.
[101] Ibid.

program_accountability_risk_mgmt_dhs	The Office of Program Accountability and Risk Management (PARM) 'supports the functions of the Chief Acquisition Office and is DHS MGMT's executive office for program execution. PARM serves as executive secretariat for the DHS ARB and is the MGMT Component Acquisition Executive (CAE) organization for DHS Level III HQ programs. ... PARM works with agency partners to build, monitor, evaluate, and improve acquisition program management capabilities, as well as to sustain effective acquisition program oversight and develop decision analytics to support DHS senior leaders. PARM's objectives are to strengthen acquisition governance across the DHS Acquisition Lifecycle Framework (ALF), administer comprehensive program acquisition support, and lead and optimize the DHS acquisition enterprise to deliver capabilities and services that facilitate mission success.'[102] 'PARM analysts assess, report, and monitor acquisition program capabilities, management, staffing, planning, execution risks, and the overall program health of component acquisition programs across the ALF and DHS-HQ's acquisition development and oversight process. PARM analysts conduct three primary types of analyses: acquisition program planning; related staffing analyses; and risk, readiness, and health analyses.'[103]
chief_security_officer_mgmt_dhs	'The Office of the Chief Security Officer (OCSO) is a DHS Headquarters element located within the Management Directorate. The OCSO Mission is to deliver enterprise wide security solutions to protect the Department's people, information and resources against constant evolving threats.'[104] The OCSO directs 'the Department's security program, to include issuing policies and procedures for personnel security, information security, classification management of national security information, physical security to include physical access control systems, operations security, visitor management, industrial security, security education and training, and the Homeland Security Presidential Directive 12 (HSPD-12) Program for authorized authoritative credentials, such as DHS Personal Identity Verification (PIV) cards and other enterprise identity credentials.'[105] The OCSO advises 'the Secretary, Deputy Secretary, and DHS Component Heads on the development of risk-managed security policies and programs' (Ibid) and ' establishes unified policies and business practices across the Department to ensure the efficient and effective use of resources in performing the actions needed to achieve functional excellence in the Security Program.'[106] The Physical Security Division 'coordinates with the OCSO/PSD in the areas of issuance of employee and contractor employee access control passes and DHS identification media' and the Identity Management Division 'ensures a unified identity authentication and authorization environment for the Department with authoritative sources to help provide accurate and timely identification of people,

[102] *An Analytic Inventory of DHS Headquarters Business Processes* (n 11) 19.
[103] Ibid at 22.
[104] 'Office of the Chief Security Officer', *US Department of Homeland Security* (Web Page, 9 June 2021) <https://www.dhs.gov/office-chief-security-officer>.
[105] US Department of Homeland Security, *Chief Security Officer* (DHS Directive No 121-01, 21 May 2018) 2.
[106] Office of the Chief Security Officer, *The Department of Homeland Security Personnel Security, Suitability and Fitness Program* (DHS Instruction 121-01-007-01, Revision 01, 8 August 2016) 4.

	resources and associated attributes and privileges, by assuring the security, resiliency and reliability of the Department's identity management and governance process.'[107]
analysis_sub_risk_analysis_exec_steering_cmte_dhs	An important determinant of whether DHS achieves its goals is whether the Department's analytic processes successfully identify, develop, improve, share, and align departmental and component capabilities in support of strategic decisionmaking.'[108] To guide that effort, DHS created an Analytic Agenda and established the Analysis Subcommittee of the Risk Analysis Executive Steering Committee 'to oversee the agenda's development and initial implementation. The Office of Strategy and Analysis (S&A) in the Office of Strategy, Policy, and Plans (PLCY) chairs the Analysis Subcommittee, with designated representatives from each component and supporting headquarters offices serving as subcommittee members.'[109] 'DHS-HQ has long recognized that successful strategic planning requires "having the right people, policies, processes, technologies, and analytic capabilities" to effectively and efficiently execute the Department's mission. Part of the strategic planning process requires effectively using available data and analytics to provide decision support to senior leadership and DHS-HQ management. Consequently, the Analytic Agenda aims to advance data-driven management to facilitate performance oversight, capability development, and the implementation of strategically important goals.'[110]
inspector_general_dhs	The DHS Office of Inspector General (OIG) was 'established by the Homeland Security Act of 2002 (P.L. 107-296) which amends the Inspector General Act of 1978. The OIG has a dual reporting responsibility to the Secretary of DHS and to the Congress. The OIG serves as an independent and objective audit, inspection, and investigative body to promote economy, effectiveness, and efficiency in DHS programs and operations, and to prevent and detect fraud, waste, and abuse in these programs and operations. The OIG conducts and supervises audits, inspections, special reviews, and investigations of the Department's programs and operations. The OIG examines, evaluates and, where necessary, critiques these operations and activities, recommending ways for DHS to carry out its responsibilities in the most economical, efficient, and effective manner possible. The OIG reviews recommendations regarding existing and proposed legislation and regulations relating to the Department's programs and operations.'[111] 'The OIG, while organizationally a Component of the DHS, operates independent of the DHS and all offices within it. The OIG reports to the Secretary. Under circumstances specified by statute, the Secretary, upon written notification to the OIG which then must be transmitted to Congress, can circumscribe the OIG's access to certain types of sensitive information and exercise of audit, investigative, or other authority.'[112]

[107] Ibid at 5-6.
[108] *An Analytic Inventory of DHS Headquarters Business Processes* (n 11) 1.
[109] Ibid.
[110] Ibid.
[111] *FY 2021 Budget in Brief* (n 1) 20.
[112] US Department of Homeland Security, *The Office of Inspector General* (Management Directive 0810.1, 10 June 2004) 3.

integrity_quality_oversight_oig_dhs	The Office of Integrity and Quality Oversight 'aims to improve the OIG's operations and enhance support of the DHS mission, programs, and operations. IQO manages the Hotline, Whistleblower Protection, and Ombudsman programs, and compliance and quality assurance of audits, inspections, investigations, and reports.'[113]
audits_oig_dhs	The Office of Audits 'Conducts and coordinates audits and program evaluations of the management and financial operations of DHS.'[114]
investigations_oig_dhs	The Office of Investigations '[i]nvestigates allegations of criminal, civil, and administrative misconduct involving DHS employees, contractors, grantees, and programs. These investigations can result in criminal prosecutions, fines, civil monetary penalties, administrative sanctions, and personnel actions.'[115]
special_reviews_evaluations_oig_dhs	The Office of Special Reviews and Evaluations (SRE) 'conducts inspections and evaluations of DHS facilities, programs and activities, often of a highly sensitive nature. SRE work includes liaison activities with other DHS Components, other federal agencies, the news media, legislative aides, attorneys, the Congress, and members of the public.'[116] The SRE is also responsible for 'briefing senior governmental officials, including the Inspector General and congressional staff, on findings and recommendations' and 'Identifying and integrating current issues and events into the planning and selection of projects for SRE inspections, evaluations, and special reviews. Works with and through the OIG and DHS policy-making and implementation structures to help shape, formulate, and recommend substantial and significant program policies and changes.'[117] The SRE is 'comprised of inspectors, analysts and attorneys who inspect, evaluate, and review DHS programs and operations.'[118]

[113] US Government Accountability Office, *Inspectors General: DHS OIG's Structure, Policies, and Procedures are Consistent with Standards, but Areas for Improvement Exist* (GAO Report, GAO-14-726, September 2014) 5.
[114] Ibid.
[115] Ibid.
[116] 'Deputy Assistant Inspector General', *USAJobs* (Job Posting, No 42028214, 7 March 2021).
[117] Ibid.
[118] Evidence to the Committee on Homeland Security, United States House of Representatives, Washington, DC, 15 July 2020 (Joseph V Cuffari, Inspector General) 2.

operations_coordination_dhs	The Office of Operations Coordination (OPS) 'provides operations coordination, information sharing, situational awareness, common operating picture, Department continuity, and decision support in order to enable the execution of the Secretary's responsibilities across the HSE [Homeland Security Enterprise].... OPS has unique statutory roles and responsibilities. It serves as the focal point for information sharing, decision support products, situational awareness, and coordination among DHS Components; Federal, state, local, tribal, and territorial (SLTT) agencies; nongovernmental agencies; the private sector; international partners; and Federal operations and fusion centers. Additionally, OPS ensures the resilience of the DHS overall mission through its leadership of the Department's Continuity of Operations Program.'[119] 'In coordination with homeland security partners, OPS integrates Department-level incident and crisis management activities. OPS manages the National Operations Center, providing critical awareness to partners at all levels of the HSE, and leads the JIAG in delivering coordinated Department responses to high-priority homeland security missions.'[120]
operations_deputies_board_oc_dhs	'OPS established the DHS Operations Deputies Board to provide a formalized and consistent mechanism for enabling senior-level, cross-Component operational coordination, information sharing, and issue identification. This board provided critical coordination of complex homeland security issues to include multiple dimensions of the Southwest Border crisis, which facilitated the creation of a DHS surge Volunteer Force. The DHS Volunteer Force provided over 1,000 volunteers who support crisis response.'[121]
national_operations_center_oc_dhs	The National Operations Center (NOC) 'operates 24 hours a day, seven days a week, 365 days a year, and serves as the primary, national-level hub for situational awareness, a common operating picture, information fusion, information sharing, and executive communications'.[122] The NOC '[p]rovides timely reporting and products derived from traditional and social media monitoring; DHS Component reporting; federal, state, local, tribal, territorial governments, and sector reports to support senior-leader decision making; Provides and maintain information dissemination tools such as a common operating picture and the Homeland Security Information Network (HSIN) to facilitate information sharing with the federal, state, local, tribal, territorial governments, and private sector professionals; and Provides executive-level communications capabilities to link senior leaders to facilitate unity of effort and incident management efforts'.[123]

[119] *FY 2021 Budget in Brief* (n 1) 16.
[120] Ibid at 17.
[121] Ibid at 18.
[122] 'Office of Operations Coordination', *US Department of Homeland Security* (Web Page, 24 May 2021) <https://www.dhs.gov/office-operations-coordination>.
[123] Ibid.

science_technology_dhs	The Science and Technology Directorate (S&T) 'enables effective, efficient, and secure operations across all homeland security missions by applying scientific, engineering, analytic, and innovative approaches to deliver timely solutions and support departmental acquisitions. S&T also partners with the international community, industry as well as Federal, State, local, tribal, and territorial agencies. S&T monitors evolving threats, develops solutions, and bridges capability gaps to equip operational endusers with the best tools available to achieve mission success. S&T conducts customer-focused, outcomeoriented research, development, testing, and evaluation (RDT&E) activities for DHS Components and the Homeland Security Enterprise (HSE) that balance risk, cost, impact, performance, and time to delivery. S&T's University Programs provides the HSE with research and education at U.S. colleges and universities to address high-priority, DHS-related issues and enhances homeland security capabilities over the long-term. S&T also manages two Federally Funded Research and Development Centers to provide independent operational analysis and systems engineering expertise in support of all DHS mission areas. S&T provides technical and operational support to ensure the transition, acquisition, and deployment of technologies, information, and procedures that improve the efficiency and effectiveness of the operational capabilities across HSE missions. S&T enables America's brightest scientists and engineers to apply their expertise and develop solutions that address our most dangerous threats and HSE vulnerabilities. S&T operates and maintains the laboratory facilities that deliver enduring core capabilities that are vital to DHS and the national homeland security mission. This is achieved through a coordinated network of DHS S&T laboratories and the Department of Energy national laboratories. This network of laboratories houses some of the most advanced scientific expertise and capabilities in the world. As a result, the HSE is able to leverage, apply, and transfer this wealth of expertise to inform policy, improve operations, and advance research in support of homeland security.'[124] The S&T is 'integral to numerous analytic capabilities in the business process units (particularly the JRC and PARM)' of DHS.[125] S&T 'transitioned Igloo, an advanced data analytics application to combat human smuggling, to ICE. This capability significantly increased ICE's understanding of criminal human smuggling networks, directly leading to arrests and seizure of millions of dollars from illicit financial transactions.'[126] S&T also manages the System of Systems Operational Analysis (SoSOA), which is a 'collaborative virtual environment to assess the impact and strengthen DHS operations' by enabling DHS to 'assess the potential impact of new policies, processes, or technologies to an organization's mission, which are critical to informing strategic and resource allocation decisions.'[127] One of S&T's 'mission areas' is 'Enforce and Administer our Immigration Laws'.[128] S&T seeks to 'facilitate full operational control of the U.S. air, land, and maritime border to prevent illegal entry and illicit activities; to detect, deter, impede, and disrupt transnational organized crime; and to enforce immigration laws and facilitate lawful immigration.'[129] 'S&T invests in

[124] *FY 2021 Budget in Brief* (n 1) 71.
[125] *An Analytic Inventory of DHS Headquarters Business Processes* (n 11) 11.
[126] *FY 2021 Budget in Brief* (n 1) 72.
[127] Ibid at 74-75.
[128] Science and Technology Directorate, *S&T Strategic Plan 2021* (2021) 5.
[129] Ibid at 17.

	border security research and development for technologies and solutions to prevent the illicit movement and illegal entry or exit of people, weapons, dangerous goods, and contraband, and manage the risk posed by people and goods in transit.'[130] The 'Immigration Services Program' also 'develops technologies for USCIS to meet their goals to (1) provide efficient adjudication of all applications and petitions for immigration benefits, (2) enhance the integrity of the legal immigration system, and (3) provide trusted and timely immigration, employment, and identity information through a culture of efficiency and creativity.'[131]
enterprise_services_std_dhs	The Office of Enterprise Services (OES) 'supports the Department of Homeland Security (DHS) Science and Technology Directorate (S&T) internal operations including the management of personnel, finance and budget, facilities, information technology, and security. It ensures S&T resources are managed effectively and efficiently while serving as the touch point for DHS headquarters and S&T staff regarding management related topics. The Office of Enterprise Services also provides many necessary administrative functions, such as the Executive Secretariat, Compliance, and liaisons for the Office of the Inspector General, the Government Accountability Office, and the Freedom of Information Act Office.'[132]

[130] DHS Science and Technology Directorate, *Budget Overview: Fiscal Year 2021 Congressional Justification* (DHS Report, 2021) 15 ('*S&T Budget Overview*').
[131] Ibid at 21.
[132] 'Office of Enterprise Services', *US Department of Homeland Security* (Web Page) <https://www.dhs.gov/science-and-technology/office-enterprise-services>.

innovation_collaboration_std_dhs	The Office of Innovation and Collaboration is the S&T 'conduit to a broad network of external partners. It provides the homeland security community outreach and access to partnerships with world-class subject matter experts, resources and innovative tools. It leverages external relationships with other government agencies, industry, foreign partners, and academia to provide S&T programs, DHS Components, and the vast homeland security network with better, faster, and/or cheaper access to innovative security solutions. Those relationships range from informal conversations and coordination with other agency stakeholders to develop innovative, contracted solutions to more formal commercialization support.'[133] The Office includes the Interagency Office (IAO), which 'leverages the research and development activities and investments of external organizations and builds partnerships to address high priority homeland security requirements. By identifying and engaging with others who are developing emerging and innovative technologies, we leverage existing R&D capabilities, eliminate duplication of effort and more rapidly identify solutions to satisfy critical DHS mission needs.'[134] The Office also includes the International Cooperative Programs Office, which 'develops understandings and agreements, identifies new international partnership opportunities to further the HSE mission, facilitates the planning and implementation of international cooperative activities for the HSE, and develops legal mechanisms to support international cooperative activities. ... ICPO engages in the above mentioned activities to coordinate RDT&E among partners, support the development and effective integration of technologies into operations, and make the best use of resources to minimize duplication and obtain more efficient and cost-effective results.'[135] Finally, 'University Programs (UP) supports homeland security-related research and education at U.S. colleges and universities to address high-priority DHS related issues and to enhance homeland security capabilities over the long term. This PPA includes programs that bring together scientists, mathematicians, and engineers from many academic disciplines and institutions. These researchers are investigating research questions important to DHS, as well as developing new technologies and approaches to solve complex and challenging homeland security problems.'[136]

[133] 'Office of Innovation & Collaboration', *US Department of Homeland Security* (Web Page) <https://www.dhs.gov/science-and-technology/office-innovation-and-collaboration>.
[134] 'Interagency Office', *US Department of Homeland Security* (Web Page) <https://www.dhs.gov/science-and-technology/st-iao>.
[135] *S&T Budget Overview* (n 130) 62-63.
[136] Ibid at 180.

operational_analysis_center_std_dhs	'The Homeland Security Act of 2002 (Section 305 of Public Law 107-296, as codified at 6 U.S.C. § 185), authorizes the Secretary of Homeland Security, acting through the Under Secretary for Science and Technology, to establish one or more FFRDCs to provide independent analysis of homeland security issues. The RAND Corporation operates the Homeland Security Operational Analysis Center (HSOAC) as an FFRDC (Federally Funded Research and Development Center) for the U.S. Department of Homeland Security (DHS) under contract HSHQDC-16-D-00007. The HSOAC FFRDC provides the government with independent and objective analyses and advice in core areas important to the department in support of policy development, decisionmaking, alternative approaches, and new ideas on issues of significance. The HSOAC FFRDC also works with and supports other federal, state, local, tribal, and public- and private-sector organizations that make up the homeland security enterprise. The HSOAC FFRDC's research is undertaken by mutual consent with DHS and is organized as a set of discrete tasks.'[137] 'HSOAC addresses complex homeland security issues by supporting DHS endeavors to increase the unity of effort across its organization components. HSOAC researchers have expertise in the complexities of meshing military and civilian organizational structures and cultures, and experience assessing workforce and performance management efforts for several DHS components and for other large federal agencies. As homeland security threats, risks and opportunities are not static, HSOAC possesses expert forecasting capability and the capacity to improve its accuracy and effectiveness over time. This is achieved through examining mission risk analysis for capability gaps; assessing threat, vulnerability, and risks from national and international trends with U.S. security implications; and by examining policies and other issues affecting border security.'[138]

[137] *An Analytic Inventory of DHS Headquarters Business Processes* (n 11) iii-iv.
[138] 'Homeland Security Operational Analysis Center', *US Department of Homeland Security* (Web Page) <https://www.dhs.gov/science-and-technology/hsoac>.

mission_capability_support_std_dhs	The Office of Mission and Capability Support 'works with DHS operational Components, first responders at all levels of government, emergency management personnel and public safety and other homeland security organizations to define priorities, gaps and requirements to find or develop technology solutions. Our multidisciplinary experts engage with customers early and throughout the research and development process to deliver solutions for the homeland security mission.'[139] The Office's mission-driven research areas include 'Borders & Maritime Security' and 'Screening & Biometrics'.[140] 'The Department of Homeland Security Science and Technology Directorate (S&T) works closely with border and immigration officials to understand how technology can help support their missions and overcome challenges. We strive to develop and transition technical capabilities to strengthen U.S. land border security and safeguard lawful trade and travel by preventing illegal goods and people from crossing our borders or entering our country illegally. These projects consists of technologies, sensors, radars and more that monitor air, ground, and underground – from drones to tunnels. We want to know who and what is crossing our borders. Our maritime programs and projects are focused technologies employed on the coast and in the water. We work with the U.S. Coast Guard and other maritime response organizations to improve the maritime domain awareness, increasing small vessel interdiction efficiency.'[141] 'We work with our international partners to ensure first responders and other stakeholders can communicate, share information and collaborate during cross-border incidents. Through ongoing joint activities with partner countries, we establish interoperability capabilities to overcome challenges arising from the use of disparate communications and information systems and procedures, as well as the lack of interagency agreements. Our work enhances regional and cross border operations and resiliency. Finally, from developing training programs to help agents screen faster and more efficiently to developing biometrics and other airport screening technology, we hope to one day screen at speed. That is, screening individuals in airports and other ports of entry without requiring them take off their shoes or even open their bags.'[142]

[139] 'Office of Mission & Capability Support', *US Department of Homeland Security* (Web Page) <https://www.dhs.gov/science-and-technology/office-mission-and-capability-support>.
[140] Ibid.
[141] 'Borders and Maritime Security', *US Department of Homeland Security* (Web Page) <https://www.dhs.gov/science-and-technology/borders-and-maritime-security-0>.
[142] Ibid.

science_engineering_std_dhs	The 'Office of Science and Engineering provides technical functions and services to S&T programs and projects led by the Office of Mission and Capability Support. It also provides these services directly to DHS Components and other homeland security customers. Technical subject matter experts in this group conduct technology scouting, test and evaluation, gap and requirement analysis, and transition planning.'[143] 'Through the S&T-managed DHS Integrated Product Team (IPT) process and in coordination with the Department's Joint Requirement Council (JRC), S&T identifies common or similar operational R&D needs by DHS Components, and delivers operational analyses that support the pursuit of common technical solutions to increase DHS overall efficiency and effectiveness. ORA's management of the S&T IPT and First Responder Resource Group (FRRG) processes provides the mechanism to carry out these activities. The IPT and FRRG Processes occur annually, with ORA having responsibility to deliver the following: validated and coordinated list of DHS-wide R&D strategic priorities and capability gaps, and traceability of capability gaps to DHS missions and operations. ORA also is responsible for decomposing new capability gaps into actionable R&D requirements. Collectively, these outputs inform S&T leadership decision-making on near and long-term R&D planning and resource allocation. The outputs also enable S&T to successfully deliver impactful solutions to DHS Components and first responders that meets their mission needs and make their operations safer and more efficient and effective.'[144]

[143] 'Office of Science & Engineering', *US Department of Homeland Security* (Web Page) <https://www.dhs.gov/science-and-technology/office-science-engineering>.
[144] *S&T Budget Overview* (n 130) 60.

intelligence_analysis_dhs	The Office of Intelligence & Analysis (I&A) is the only element of the US Intelligence Community ('IC') 'statutorily charged with delivering intelligence to our State, Local, Tribal and Territorial (SLTT) and private sector partners, and developing intelligence from those partners for the Department and the IC.'[145] 'I&A specializes in sharing unique intelligence and analysis with operators and decision-makers to identify and mitigate threats to the homeland.'[146] 'I&A accomplishes the Department's mission by integrating intelligence into operations across DHS Components, its partners in state and local government and the private sector to identify, mitigate and respond to threats. These efforts are centered on specific operating principles: Foster a fully synchronized, cohesive enterprise that integrates intelligence into operational functions and drives action through Mission Centers to mitigate all threats to the Homeland, including: Counterintelligence, Counterterrorism, Cyber, Economic Security, and Transnational Organized Crime. Drive multi-directional information exchanges with State, Local, Tribal and Territorial (SLTT), private sector and foreign partners to fill critical information and intelligence gaps. Produce strategic intelligence products that leverage law enforcement, unique DHS data and Intelligence Community (IC) holdings to facilitate intelligence-driven decision making by all levels of DHS leadership, other U.S. Government policymakers and SLTT partners. Deliver access to data and systems, infrastructure and analytic expertise, mission readiness services and Intelligence Community (IC) capabilities to DHS Operational Components. Ensure unique DHS datasets are available to Mission Centers, the IC and law enforcement partners to bolster collaborative government efforts to counter threats. Provide unique data on immigration, travel and intelligence, analytic tools and technical infrastructure to assist the U.S. Government stand-up of the National Vetting Center.'[147]
coast_guard_dhs	'The United States Coast Guard is one of the five armed forces of the United States and the only military organization within the Department of Homeland Security.'[148] 'As a branch of the U.S. Armed Forces, a law enforcement organization, a regulatory agency, a member of the U.S. Intelligence Community, and a first responder, the Coast Guard employs a unique mix of authorities, broad jurisdiction, flexible operational capabilities, and a network of

[145] 'Office of Intelligence and Analysis', *US Department of Homeland Security* (Web Page) <https://www.dhs.gov/office-intelligence-and-analysis>.
[146] Ibid.
[147] Ibid.
[148] 'Operational and Support Components', *US Department of Homeland Security* (Web Page, 3 December 2020) <https://www.dhs.gov/operational-and-support-components>.

	partnerships.'[149] 'The Migrant Interdiction mission enforces U.S. immigration laws and international conventions against human smuggling through at-sea interdiction and rapid repatriation of undocumented migrants attempting the reach the U.S. The Coast Guard accomplishes this mission in conjunction with other Federal, state, and local agencies, including U.S. Citizenship and Immigration Services, Immigration and Customs Enforcement, Customs and Border Protection, and the Department of State.'[150] The defensive 'securing borders' strategy 'emphasizes improving awareness, prioritizing threats, and establishing a layered defense that supports interdiction of threats far from U.S. interests and borders. Achieving effective security of our borders will also involve effective management of risk, to include clearer policy on acceptable risk to operators during high risk homeland security and defense scenarios.'[151]
judge_advocate_general_cg_dhs	'The responsibilities of the Judge Advocate General include delivering legal services throughout the Coast Guard to support mission execution, managing the Coast Guard Legal Program, and providing legal advice to the commandant and other senior leaders in areas including international and maritime law, including drug and alien migrant interdiction, counterterrorism and defense operations, marine safety and facilitating maritime commerce, and protecting living marine resources and the environment; military justice; litigation and claims; legislation and rulemaking; environmental law; legal assistance; and major systems acquisition.'[152]

[149] 'United States Coast Guard', *US Department of Homeland Security* (Web Page) <https://www.uscg.mil/About/>.
[150] United States Coast Guard, *Operations* (Publication 3-0, February 2012) 5.
[151] United States Coast Guard, *Western Hemisphere Strategy* (Report, September 2014) 10.
[152] 'Office of the General Counsel', *US Department of Homeland Security* (Web Page, 24 August 2021) <https://www.dhs.gov/office-general-counsel>.

federal_law_enforcement_training_centers_dhs	The Federal Law Enforcement Training Center (FLETC) 'through strategic partnerships, prepares the federal law enforcement community to safeguard the American people, our homeland, and our values' and is 'America's enterprise resource for federal law enforcement training.'[153] 'The Federal Law Enforcement Training Center (FLETC) provides tuition-free and low cost training to state, local, tribal, and territorial law enforcement. Programs are conducted across the United States and are normally hosted by a local law enforcement agency. Training is also conducted at FLETC facilities located in Glynco (Brunswick), GA; Artesia, NM; Charleston, SC; and Cheltenham, MD.'[154] FLETC's strategic objectives include 'infus[ing] FLETC law enforcement training with the totality of the current law enforcement operating environment to ensure FLETC students are thoroughly prepared to perform their law enforcement functions in their operating environments', focusing 'curriculum development, revision, and validation processes on law enforcement operational requirements' and 'a student-first focus into FLETC processes to ensure training formulation, resource acquisition, and project prioritization are consistently aligned with client requirements.'[155] FLETC 'provides training and training resources to state, local, tribal, campus and international law enforcement' and conducts training at International Law Enforcement Academies in Budapest, Hungary, Bangkok, Thailand, Gaborone, Botswana, San Salvador, El Salvador, and Roswell, New Mexico.[156] FLETC's goals are to 'establish consistency and constancy in the content and delivery of federal law enforcement training, and leverage the advantages of a centrally managed, universally accessible training infrastructure. FLETC's members, principally federal law enforcement organizations, rely on FLETC to maintain all of the instruments of training and to prepare their law enforcement cadre to perform their law enforcement tasks.'[157] The Charleston, South Carolina FLETC training facility runs the US Coast Guard Maritime Law Enforcement Academy, the US Customs and Border Protection Field Operations Academy, the US Immigration and Customs Enforcement Training Academy, and the US Citizenship and Immigration Services Academy Training Center.[158] The Artesia, New Mexico facility is the basic training hub for Border Patrol and the Federal Air Marshal's Service.[159]

[153] Federal Law Enforcement Training Center, *FLETC Strategic Plan 2018-2022* (Report, 2018) 2.
[154] 'Law Enforcement Resources', *US Department of Homeland Security* (Web Page, 7 July 2021) <https://www.dhs.gov/LEP-resources>.
[155] *FLETC Strategic Plan 2018-2022* (n 153) 11.
[156] Ibid at 2.
[157] Ibid at 7.
[158] US Department of Homeland Security, *Student Handbook: Artesia Facility* (Booklet, 2018-AN-0007, 2018) 8 <https://www.fletc.gov/sites/default/files/ctmd-107_artesia_student_handbook_1.pdf>.
[159] Ibid.

training_mgmt_ops_fletc_dhs	The Training Management Operations Directorate provides 'oversight and strategic direction to ten training divisions.'[160] The Directorate participates in the 'planning, development, modification, and coordination of training programs throughout the FLETC' and conducts 'studies to analyze the training needs of the Partner Organizations, the requirements of the training programs, and the processes, methodologies and technologies required for training.'[161] The Directorate assesses 'training needs and deficiencies to plan, develop and evaluate training programs based on the requirements of requested training programs and modifications' and applies 'forecast analysis methods to determine if training needs will meet future demand.'[162]
ncr_training_ops_fletc_dhs	The National Capitol Region (NCR) Training Operations Directorate 'advises and assists the Director, Deputy Director, and other senior officials in fulfilling the management responsibilities of the FLETC. Specific responsibilities include, but are not limited to: Conducting executive level negotiations and discussions on a multitude of issues affecting all FLETC operations and policies. Developing and articulating FLETC strategy, plans, and policy positions on legislative matters to the Department, the Congress and others. Serving as the senior FLETC staff member in Washington, and, in consultation with the Director, consulting and coordinating on matters pertaining to the Office of the Secretary, Deputy Secretary, and other Departmental officials and their staffs. Researching, analyzing, and advising the Director on a variety of substantive issues generated in Washington at the Department and Partner Organization headquarters level. Directing or preparing position papers involving substantive issues and decisions, and policy proposals on behalf of the Director, Deputy Secretary and other Departmental officials and their staffs. Representing the FLETC with Federal (Executive, Judicial, and Legislative) organizations, professional organizations, and the private sector, to include negotiating policy positions, projecting needs and operational interests, and other matters. Developing and implementing policies which relate to training program requirements, facility planning and development, human resource activities, and budgetary issues; and analyzing situations to identify strategies designed to gain support from the Department, Office of Management and Budget, and the Congress. Supervising subordinate staff and FLETC personnel on special assignments based in the Washington area; and Serving as the principal interface with the Congress, its members, staffs, and committees regarding FLETC activities, policies, programs, appropriation matters, and other related legislation.'[163]

[160] 'Leadership', *Federal Law Enforcement Training Centers* (Web Page) <https://www.fletc.gov/leadership>.
[161] 'Program Analyst', *USAJobs* (Job Posting, No FLETC-TMO-2021-0015, 16 March 2021).
[162] Ibid.
[163] 'National Capital Region Training Operations', *Federal Law Enforcement Training Centers* (Web Page) <https://www.fletc.gov/site-page/national-capital-region-training-operations>.

chief_counsel_fletc_dhs	'The responsibilities of the FLETC Chief Counsel include providing legal advice to the Director and other senior FLETC leaders on legal issues associated with the FLETC mission, as well as representing FLETC in Equal Employment Opportunity and employment disciplinary cases; representing FLETC in administrative hearings; providing legal advice and assistance in procurement related matters and representing FLETC in bid protest and contract disputes; processing and adjudicating claims under the Military and Civilian Employees Compensation Act and the Federal Tort Claims Act; providing legal advice and assistance on fiscal law issues and legislative matters; providing legal advice on information/intellectual law matters to include copyright, the Freedom of Information Act (FOIA) and the Privacy Act; and providing legal training for federal, state, local and international law enforcement officers attending basic and advanced training at FLETC's four domestic and two international training sites.'[164]
customs_and_border_protection_dhs	CBP is 'one of the world's largest law enforcement organizations' and 'takes a comprehensive approach to border management and control, combining customs, immigration, border security, and agricultural protection into one coordinated and supportive activity.'[165] CBP views itself as a 'threat-based, intelligence and data-driven, operationally focused enterprise'.[166] The agency's priorities include securing the border 'through the air, land and maritime environments against illegal entry, illicit activity, or other threats to uphold national sovereignty and promote national and economic security', and facilitating lawful travel by 'enabl[ing], enhanc[ing], and transform[ing] the travel experience by anticipating, detecting and intercepting threats prior to and at ports of entry'.[167] The agency's mission statement is to 'protect the American people, safeguard our borders, and enhance the Nation's economic prosperity' which both describes its 'role in ensuring the country's physical and economic security' and provides a 'clear, meaningful, and succinct description' of the agency's 'purpose and future.'[168] In securing borders, CBP seeks to 'leverage technological tools and analytic approaches to improve operational efficiency and effectiveness; integrate data and interagency information to establish a common operating picture that provides actionable information to enable decision makers and operators; and expand the zone of security away from physical borders.'[169] The agency further utilizes 'foreign liaisons to disrupt special-interest alien travel before reaching U.S. borders' and works with 'state and local law enforcement agencies' to 'secure the border'.[170]

[164] 'Office of the General Counsel', *US Department of Homeland Security* (Web Page, 24 August 2021) <https://www.dhs.gov/office-general-counsel>.
[165] 'About CBP', *US Customs and Border Protection* (Web Page, 18 December 2020) <https://www.cbp.gov/about>.
[166] US Customs and Border Protection, *Strategy 2021-2026* (Flyer, 2020) 1.
[167] Ibid.
[168] US Customs and Border Protection, *Strategy 2021-2026* (CBP Publication, No 1280-1220, December 2020) 4.
[169] Ibid at 12.
[170] Ibid.

commissioner_cbp_dhs	The Office of the Commissioner ('OC') is 'responsible for the overall management of CBP and develops long range management plans for the efficient and effective operation of the organization. OC develops and reviews CBP policy guidance, prescribes rules and regulations, and issues internal instructions to provide guidance to CBP employees that are consistent with regulations, and the authority delegated by DHS. The Executive staff supports and develops new policy and plans in alignment with the Commissioner's priorities, simultaneously ensuring that CBP's financial and personnel resources are available, and aligned for the development, articulation, and implementation of CBP's current and future mission priorities and direction.'[171]
chief_of_staff_commissioner_cbp_dhs	The Chief of Staff ('COS') 'serves as the direct liaison to DHS for all Agency issues. The COS assists the Office of the Commissioner in formulating and implementing policies through coordination with other CBP offices, DHS, and other government agencies. The COS provides advice and counsel to the Commissioner in defining priorities to accomplish CBP's mission and goals.'[172]
deputy_commissioner_cbp_dhs	'The Deputy Commissioner provides leadership and executive-level direction on CBP's day-to-day operations, including oversight of Agency initiatives that facilitate the international movement of legitimate, low-risk goods and travelers, while promoting effective border security.'[173]
chief_of_staff_deputy_cbp_dhs	The COS assists the Deputy Commissioner in formulating and implementing policies through coordination with other CBP offices, DHS, and other government agencies. 'As Chief of Staff to the Deputy Commissioner, Andrew Farrelly coordinated interagency efforts related to immigration reform, global supply chain security, and intelligence matters. He also served as the point of contact for all emergency situations to include potential terrorist attack threats and natural disaster responses.'[174]
office_public_affairs_cbp_dhs	The Office of Public Affairs ('OPA') 'communicates to external and internal audiences to build support for CBP's mission. Audiences include the American public, international trade and travel stakeholders, travelers who cross U.S. borders, and U.S. and international government agencies. OPA designs and manages the content of the public facing website CBP.gov and manages internal communication platforms, including "CBP in 60," CBP Postmaster, and CBPnet, the internal Agency website.'[175]

[171] US Customs and Border Protection, *Budget Overview: Fiscal Year 2020 Congressional Justification* (DHS Report, 2020) 88 ('*CBP Budget Overview 2020*').
[172] US Customs and Border Protection, *Performance and Accountability Report: Fiscal Year 2016* (DHS Report, 2017) 9 ('*CBP Performance and Accountability Report*').
[173] Ibid.
[174] 'Andrew Farrelly', *CT Strategies* (Web Page, 2021) <https://ct-strategies.com/meet-the-team/andrew-farrelly-partner-and-co-founder/>.
[175] *CBP Performance and Accountability Report* (n 172) 10.

office_congressional_affairs_cbp_dhs	The Office of Congressional Affairs (OCA) serves as the single point of contact within CBP for all communications between CBP and Congress. ... It is responsible for advising CBP managers on legislative and Congressional matters as well as helping members of Congress and their staff understand the many complex CBP programs and proposed programs.'[176] OCA has four directorates that 'reflect the mission of CBP's operational offices and directorates'.[177] They are Border, Air, & Marine Operations, Field Operations & Intelligence, Operations Support/Enterprise Services, and Trade & Agriculture. OCA has two functional directorates, which are Budget & Appropriations and Management, Operations, & Communications.[178]
border_air_marine_ops_oca_cbp_dhs	'The Border, Air, & Marine Operations Directorate is the OCA lead for CBP operations to secure the land and maritime borders between the ports of entry. It serves as the primary OCA liaison to all authorizing committees and personal office staff on matters involving the U.S. Border Patrol, Air and Marine Operations, Office of Technology Innovation and Acquisition, and Office of Training and Development. Additionally, the Border, Air, & Marine Operations Directorate serves as the lead on Human Resources Management, Diversity and Civil Rights, and internal affairs issues.'[179] Key issues under this directorate include 'Border enforcement operations and challenges between the ports of entry', 'Border technology deployment', 'CBP's use of force policy and training requirements', 'HRM [human resources management] policy and legislative initiatives', 'Unaccompanied minors', 'Human trafficking and the Trafficking Victims Protection Reauthorization Act (TVPRA)', and 'Border Patrol and OFAM facilities and infrastructure'.[180] 'Developing and overseeing the most critical legislation strategies involving agency budgetary and legislative proposals. Proactively presenting CBP's initiatives to the appropriate and relevant congressional interests in seeking passage of identified and approve budgetary and legislative priorities. Overseeing the preparation of statistical and narrative information and specific responses to congressional inquiries concerning CBP funding requests, legislation, or policy. Keeps informed of significant scheduled events including congressional hearings and legislative activities. Ensuring that senior agency managers are provided with clear and concise analysis and interpretation of legislation, reports, testimony, statements, and hearings relevant to CBP. Producing highly competent written works and preparing and conducting briefings, hearings, and conferences for high-level audiences.'[181]

[176] 'Congressional Affairs', *US Customs and Border Protection* (Web Page, 21 June 2021) <https://www.cbp.gov/about/leadership-organization/congressional-affairs>.
[177] 'OCA Directorates', *US Customs and Border Protection* (Web Page, 18 March 2021) <https://web.archive.org/web/20210318124111/https://www.cbp.gov/accordion-page/oca-directorates>.
[178] Ibid.
[179] Ibid.
[180] Ibid.
[181] 'Supervisory Congressional Liaison Officer job', *Lensa* (Job Posting, 11 December 2020).

budget_appropriations_oca_cbp_dhs	The Budget & Appropriations Directorate is the OCA lead for the annual Congressional budget and appropriations process. This directorate is the primary CBP liaison to the House and Senate appropriations and budget committees and works to ensure favorable consideration of CBP's budgetary requests and initiatives. Securing adequate funding through the annual appropriations process is a vital part of CBP's legislative work.'[182] 'The directorate also interacts frequently with the appropriations associate staff of the committee members, as well as various other Congressional staff depending on the nature of their inquiry. Additionally, the branch interacts and responds to requests from the Congressional Budget Office and Congressional Research Service.'[183]
field_operations_intelligence_oca_cbp_dhs	'The Field Operations & Intelligence Directorate manages Congressional oversight of CBP's efforts to secure the borders at the Nation's air, land, and sea ports of entry. Concurrently, the branch manages the Commissioner's legislative priorities related to CBP operations at the Nation's ports of entry. It serves as the primary agency point of contact for all authorizing committees and Member personal offices on matters related to the admissibility of travelers seeking lawful entry into the United States; cargo security; port-of-entry staffing, facilities, and technology programs; and the National Targeting Center/National Vetting Center. In addition, it is the primary liaison on issues concerning the Office of Intelligence.'[184] The directorate deals with issues like 'Passenger and cargo targeting efforts', 'CBP officer staffing levels and the Workload Staffing Model', 'CBP land port of entry infrastructure', 'Biometric entry-exit', 'Non-Intrusive Inspection technology', 'Mass migration events at ports of entry', and 'Global pandemic mitigation'.[185]

[182] 'OCA Directorates and Committees of Jurisdiction', *US Customs and Border Protection* (Web Page, 20 August 2021) <https://web.archive.org/web/20210820184914/https://www.cbp.gov/about/oca-directorates-and-committees-jurisdiction>.
[183] Ibid.
[184] 'OCA Directorates', *US Customs and Border Protection* (Web Page, 18 March 2021) <https://web.archive.org/web/20210318124111/https://www.cbp.gov/accordion-page/oca-directorates>.
[185] Ibid.

air_marine_operations_cbp_dhs	Air and Marine Operations (‘AMO’) 'is a federal law enforcement organization dedicated to serving and protecting the American people through advanced aeronautical and maritime capabilities. With 1,637 federal agents and mission support personnel, 239 aircraft, and 315 marine vessels operating throughout the United States, Puerto Rico, and the U.S. Virgin Islands, AMO interdicts unlawful people and cargo approaching U.S. borders, investigates criminal networks and provides domain awareness in the air and maritime environments, and responds to contingencies and national taskings.'[186] Interdiction is a core component of AMO and the agency 'intercepts, disrupts, and apprehends threats to the United States in the air, sea, and land domains.'[187] AMO works with Border Patrol to 'apprehend illegal aliens from the air, at the land border, and within our nation’s interior.'[188] AMO also deploys 'beyond the border to the Source and Transit Zones, on international joint operations targeting the high-traffic waterways between South and North America. These international joint operations efficiently disrupt smugglers before they can reach the United States'.[189] 'AMO partners with U.S. Border Patrol at the border and works with HSI and other federal, state, and local law enforcement agencies within the interior to apply our advanced surveillance techniques and covert airborne surveillance.'[190]
office_professional_responsibility_cbp_dhs	'Officially established by the Trade Facilitation and Trade Enforcement Act of 2015, and subsequently codified under 6 United States Code 211(i), OPR promotes compliance with agency-wide programs and policies related to corruption, misconduct, and mismanagement, and executes CBP’s internal security and integrity awareness programs. OPR is a stand-alone office led by an Assistant Commissioner (AC), who reports directly to the Commissioner of CBP. The AC OPR has executive oversight of CBP’s Integrity and Personal Accountability Strategy and the agency’s efforts to prevent, detect, and investigate employee misconduct and corruption. The AC also serves as CBP’s Chief Security Officer, responsible for ensuring the safety and security of CBP’s assets and personnel.'[191]

[186] *CBP Performance and Accountability Report* (n 172) 11.
[187] Air and Marine Operations, *2018 Annual Review* (CBP Report, No 0921-0719, July 2019) 8.
[188] Ibid at 9.
[189] Ibid.
[190] Ibid at 19.
[191] Office of Professional Responsibility, *Annual Report: Office of Professional Responsibility (OPR)* (CBP Report, No 1172-0720, August 2020) 4 (‘*OPR Annual Report*’).

office_field_operations_cbp_dhs	'Office of Field Operations (OFO) is responsible for conducting immigration inspections at America's [328] POEs. CBP's primary immigration enforcement mission at ports of entry is to confirm that travelers are eligible to enter the United States and to exclude inadmissible aliens. Yet strict enforcement is in tension with a second core mission: to facilitate the flow of lawful travelers, who are the vast majority of persons seeking admission. A fundamental question for Congress and DHS is how to balance these competing concerns. In general, DHS and CBP rely on "risk management" to strike this balance. One part of the risk management strategy is to conduct screening at multiple points in the immigration process, beginning well before travelers arrive at U.S. POEs. DHS and other departments involved in the inspections process use a number of screening tools to distinguish between known, low-risk travelers and lesser-known, higher-risk travelers. Low-risk travelers may be eligible for expedited admissions processing, while higher-risk travelers are usually subject to more extensive secondary inspections.'[192]
ofo_special_response_team_ofo_cbp_dhs	The Office of Field Operations Special Response Team (SRT) 'was established in fiscal year 2009 in response to Hurricane Katrina, which CBP officials stated demonstrated that OFO needed its own tactical response capability to help maintain order during special events and disasters. SRT members are located at 18 field offices along the southern border and across the country. SRT responds to and counters high-risk, unconventional threats at CBP's ports of entry by conducting national and local special operations. SRT supports national large-scale events, such as National Special Security Events (e.g., Super Bowl) and natural disasters. SRT conducts special missions, such as protection details or support for foreign border security operations, and advises foreign law enforcement agencies, such as the Guatemalan police.'[193] 'From fiscal years 2015 through 2019, SRT deployed 3,936 times. Of those, the largest number—36 percent—were to train CBP personnel, and law enforcement officers at other agencies. About 17 percent were to assist interagency partners with warrant service for high-risk operations and apprehensions, and 11 percent were for surveillance activities. SRT also provided security details, such as for DHS and CBP leadership during events (10 percent), and convoys of high-valued property seized by the government (6 percent), such as narcotics. Further, SRT conducted missions to address threats and incidents at ports of entry (9 percent). The remaining 10 percent of deployments included other kinds of missions, such as natural disaster response and support for National Special Security Events.'

[192] Lisa Seghetti, *Border Security: Immigration Inspections at Ports of Entry* (Congressional Research Service Report, No R43356, 9 January 2014) i.
[193] US Government Accountability Office, *Federal Tactical Teams: Characteristics, Training, Deployments, and Inventory* (GAO Report, GAO-20-710, September 2020) 31 ('*Federal Tactical Teams*').

national_targeting_center_ofo_cbp_dhs	The National Targeting Center (NTC) 'is a key component of CBP's comprehensive border security and management strategy to safeguard travelers and cargo. NTC is the point within the agency where advance data, access to law enforcement and intelligence resources, and enterprise systems converge to conduct the vetting necessary to identify travelers and shipments that pose the highest risk potential to U.S. security, economy, and public safety. Targeting traveler and cargo information plays a pivotal role of CBP's layered security strategy by extending our borders outward in order to identify and mitigate threats before they board (or are laden on) conveyances destined for the U.S.'[194] 'CBP employs a layered enforcement strategy, leveraging the NTC's agile targeting tools such as the ATS [Automated Targeting System] and subject-matter expertise to analyze, assess, and segment risk at every stage of the trade and travel life cycles. NTC uses classified, law enforcement, commercial, and open-source information in innovative ways to identify high-risk travelers and shipments at the earliest point possible, and coordinates with POEs, interagency partners and foreign partners to take appropriate action.'[195] 'Various NTC operations in both the traveler and cargo environments provide technical efficiencies, automation, and advance vetting and risk segmentation, which results in reducing workloads at POEs. Reduced workloads equate to a corresponding cost avoidance at POEs.'[196]
ntc_counter_network_ofo_cbp_dhs	The NTC Counter Network Division ('CND') 'serves as a coordinating mechanism for CBP's counter network targeting, analysis, and operations. CND's intelligence-driven and risk-based process enhances CBP's understanding of illicit networks. CND is structured across four lines of effort to illuminate opportunities for CBP and its partners to identify and disrupt transnational criminal threats along with countering terrorism, narcotics, illicit trade, and special interest aliens. The FY 2020 President's Budget sustains CND's ability to further integrate CBP capabilities to provide actionable, tactical and strategic intelligence to: CBP officers and agents in the field. Existing partners across the U.S. law enforcement and intelligence communities. Interagency partnerships (across agencies, organizations). International partnerships for action, as appropriate.'[197]

[194] *CBP Budget Overview 2020* (n 171) 163.
[195] Ibid.
[196] Ibid at 164.
[197] Ibid.

national_vetting_center	'The National Vetting Center (NVC) was created to better coordinate and enhance the vetting efforts of the U.S. government by streamlining and strengthening current vetting procedures. It represents the latest refinement of the U.S. government's ongoing efforts to protect U.S. national security, as well as the security of all travelers visiting the United States, while supporting legitimate travel. ... [T]he NVC will improve the accessibility of information about potential threats to national security, border security, homeland security, and public safety in accordance with law and policy and in a manner that protects individuals' privacy, civil rights, and civil liberties. This includes making intelligence, law enforcement, and other information available to U.S. officials who have the authority to use that information to make determinations about travel or immigration benefits. As a result of these enhancements, as vetting programs are brought into the NVC process, some applications that might have been granted previously in the absence of timely, responsive intelligence, law enforcement, or other information held by national security partners, may now be denied. The NVC will do this by: Creating a Whole of Government Approach to vetting by strengthening relationships with national security partners to ensure all relevant data is available to adjudicators. Expanding the Scope of vetting beyond terrorism to focus on screening for all national security, border security, homeland security and public safety threats. ... Supporting Consistent Analytical and Risk Decisions by developing a common vetting tradecraft and providing consistent decisions on risk tradeoffs.'[198] '[D]evelopment and maintenance of new cloud analytics to compare US person data against relevant disseminated Intelligence Community information for affirmative asylum vetting'.[199]
border_patrol_cbp_dhs	Border Patrol is the primary law enforcement/paramilitary organization responsible for enforcing 'immigration laws and to detect, interdict and apprehend those who attempt to illegally enter or smuggle people or contraband across U.S. borders between official ports of entry.'[200] 'The priority mission of the Border Patrol is preventing terrorists and terrorists weapons, including weapons of mass destruction, from entering the United States.'[201] 'The primary mission of the Border Patrol is to protect our Nation by reducing the likelihood that dangerous people and capabilities enter the United States between the ports of entry. This is accomplished by maintaining surveillance, following up leads, responding to electronic sensor alarms and aircraft sightings, and interpreting and following tracks. Some of the major activities include maintaining traffic checkpoints along highways leading from border areas, conducting city patrol and transportation check, and anti-smuggling investigations.'[202] 'The evolution of the Border Patrol as a risk-based, intelligence-driven law enforcement organization is part of a much larger change in the U.S. Government's approach to border and homeland security. The September 11, 2001 terrorist attacks initiated a fundamental rethinking about cross-border movements and security, including border security.'[203]

[198] Ibid at 165.
[199] US Customs and Border Protection, *Budget Overview: Fiscal Year 2021 Congressional Justification* (DHS Report, 2021) 49 ('*CBP Budget Overview 2021*').
[200] 'Executive Assistant Commissioner's Offices', *US Customs and Border Protection* (Web Page, 17 August 2021) <https://www.cbp.gov/about/leadership-organization/executive-assistant-commissioners-offices>.
[201] 'Border Patrol Overview', *US Customs and Border Protection* (Web Page, 24 August 2021) <https://www.cbp.gov/border-security/along-us-borders/overview>.
[202] Ibid.
[203] US Customs and Border Protection, *2012-2016: Border Patrol Strategic Plan* (Report) 4.

bp_special_operations_group_bp_cbp_dhs	In 2007, the U.S. Border Patrol joined two units, the Border Patrol Tactical Unit (BORTAC) and the Border Patrol Search, Trauma, and Rescue Unit (BORSTAR), to form the U.S. Border Patrol's Special Operations Group (SOG), headquartered in El Paso, Texas. BORTAC and BORSTAR direct their nationally dispersed assets from SOG, providing the U.S. Border Patrol with immediate tactical and emergency response assets.'[204] As a 'highly mobile, rapid-response tool, SOG significantly increases the ability of DHS, CBP, and the U.S. Border Patrol to respond operationally to specific terrorist threats and incidents, as well as to support traditional Border Patrol operations.'[205] 'SOG's mission is to train, organize, equip, resource, and deploy tactical and emergency response personnel worldwide to protect the United States. ... SOG plans, coordinates, and executes national-, regional-, and international-level operations.'[206] 'The operational components of SOG include BORTAC, BORSTAR, the SOG intelligence unit, and the Mobile Response Team (MRT).'[207] 'SOG also administratively supports eight Sector-based Special Operations Detachments with equipment, training, and standardization. Sector-based Special Operations Detachments are BORSTAR and BORTAC teams that are located in designated sectors such as El Paso and Yuma. Sector Chiefs maintain tactical control of the detachments and MRTs for day-to-day operations.'[208] 'SOG personnel also conduct international training and capacity building operations for the Department of State and the Department of Defense. The goal of these missions is to enhance the capabilities of foreign border security law enforcement partners.'[209] SOG has been deployed, for example, to confront migrant 'caravans' travelling to the US border, many of whom are asylum seekers and others in search of international protection.[210]
sog_intelligence_unit_bp_cbp_dhs	'Provides direct intelligence support to field operators.'[211] 'Identifies threats operating across corridors and threats approaching the U.S. border, prioritizes these risks, and supports the missions to mitigate the operational gaps specific to each corridor.'[212]

[204] US Customs and Border Protection, *Border Patrol Special Operations Group (SOG)* (Fact Sheet) 1.
[205] Ibid.
[206] DHS Office of Inspector General, *CBP's Special Operations Group Program Cost and Effectiveness are Unknown* (OIG Report, OIG-16-34, 29 January 2016) 2 ('*CBP's Special Operations Group*').
[207] Ibid.
[208] Ibid.
[209] Ibid.
[210] Alex Horton, 'Border Protection is preparing for the caravan – with weapons and gear designed for combat', *The Washington Post* (online, 7 November 2018) <https://www.washingtonpost.com/national-security/2018/11/05/border-protection-is-preparing-caravan-with-weapons-gear-designed-combat/>.
[211] *CBP's Special Operations Group* (n 206) 14.
[212] Ibid.

bp_tactical_unit_bp_cbp_dhs	Border Patrol Tactical Unit (BORTAC) was 'founded in 1984 after rioting in detention facilities' and resembles a police SWAT team.[213] BORTAC 'is a highly trained tactical unit that provides DHS with an immediate-response capability to emergent and high-risk incidents nationally and internationally. Members support Border Patrol's mission to secure the border by conducting high-risk warrant service; surveillance; and foreign law enforcement capacity building, among other things. BORTAC is composed of a national team, which is directed by Border Patrol headquarters, as well as units in each of Border Patrol's 13 sectors along the southern and northern borders, which can be deployed immediately. BORTAC also conducts training and operations with foreign and domestic law enforcement and military entities.'[214] 'From fiscal years 2015 through 2019, BORTAC teams deployed 683 times. The majority were by the sector units–76 percent on the southern border and 9 percent on the northern border. Sector team deployments included manhunts, security details, serving warrants, National Special Security Events such as the Super Bowl, and other special events. The remaining 15 percent of deployments were by the national team, which included enforcement operations (9 percent) related to border protection, national security, and support for other law enforcement agencies; and international deployments (6 percent), such as providing training to foreign law enforcement agencies.'[215]
bp_search_trauma_rescue_unit_bp_cbp_dhs	'[T]he BORSTAR Unit will provide law enforcement, search and rescue, and medical response capabilities for the U.S. Border Patrol. Additionally, BORSTAR will provide mutual assistance to local, county, state, tribal, and Federal entities by responding to enforcement and search and rescue requirements, acts of terrorism, potential terrorism, and natural disasters throughout the United States.'[216]
mobile_response_team_bp_cbp_dhs	MRT is 'a rapidly deployable asset capable of addressing problematic areas along the Nation's borders'[217] (US Border Patrol Special Operations Group Fact Sheet). 'Provides a national group of organized, trained, and equipped Border Patrol Agents capable of rapid response to regional and national incidents in support of priority CBP operations'[218] 'MRT provides a flexible and enhanced tiered-response capability to counter the emerging, changing, and evolving threats in our most challenging operational areas along our Nation's borders.'[219]
office_training_development_bp_cbp_dhs	The Office of Training and Development 'is responsible for providing all levels of training so that BPAs can carry out their assigned missions.'[220]

[213] Adam Isacson and Maureen Meyer, *Beyond the Border Buildup: Security and Migrants Along the U.S.-Mexico Border* (Report, Washington Office on Latin America, April 2012) 18.
[214] *Federal Tactical Teams* (n 193) 30.
[215] Ibid.
[216] 'What We Do', *US Customs and Border Protection* (Web Page, 21 June 2021) <https://www.cbp.gov/careers/usbp-what-we-do>.
[217] *Border Patrol Special Operations Group (SOG)* (n 204) 1.
[218] *CBP's Special Operations Group* (n 206) 14.
[219] 'What We Do', *US Customs and Border Protection* (Web Page, 21 June 2021) <https://www.cbp.gov/careers/usbp-what-we-do>.
[220] *CBP Budget Overview 2021* (n 199) 87.

alien_smuggler_ident_deterrence_bp_cbp_dhs	'The USBP also collects information from detainees for intelligence purposes, and since 2011 the Alien Smuggler Identification and Deterrence (ASID) unit has attempted to interview a sample of aliens from each group apprehended from each station in each southwest border sector to gain situational awareness and to support tactical operations and criminal investigations.'[221]
joint_task_force_west_cbp_dhs	'On April 22, 2014, then-Secretary Jeh C. Johnson, announced the Unity of Effort initiative .... In 2015, the Department developed the Plan for Securing the U.S. Southern Border and Approaches Campaign (SBAC) to unify border security efforts department-wide. To support the Unity of Effort and SBAC, DHS established three joint task forces (JTF) — JTF-East, JTF-West, and JTF-Investigations — to enforce immigration laws, prevent illegal entries, interrupt transnational criminal organizations, and minimize the terrorism threat to our Nation.'[222] JTF-West is 'regionally based and responsible for coverage of the southern land and maritime borders.'[223] 'The SBAC plan also identifies U.S. Customs and Border Protection (CBP) as the supported operational component for JTF-West'.[224] 'JTF-W is headquartered in San Antonio, TX and focuses cross-department operations on strategic objectives and unity of effort across four geographical corridors: California Corridor (San Diego, CA); Arizona Corridor (Tucson, AZ); New Mexico/West Texas Corridor (El Paso, TX); and South Texas Corridor (McAllen, TX). JTF-W partners with DHS Components, other U.S. Federal, State, and local agencies, and international partners to plan and implement enhanced counter network operations directed at disrupting and dismantling TCOs and targeting individuals and organizations whose criminal conduct undermines border security. By identifying evolving threats, critical intelligence gaps, and vulnerabilities, these operations develop comprehensive common operational and intelligence pictures that ultimately enhance DHS's ability to disrupt, degrade, and dismantle TCOs exploiting the homeland.'[225] 'JTF-W is a pilot task force supported by DHS, with CBP as the executive agent, to coordinate the security objectives of the Southwest border (SWB) corridors. To support the JTF-W, CBP adopted a uniform Integrated Corridor Operations model across the four SWB corridors (JTF-W California Corridor, JTF-W Arizona Corridor, JTF-W New Mexico-West Texas Corridor, and JTF-W South Texas Corridor) to collectively coordinate targeting of DHS shared threats and priorities to disrupt and dismantle transnational criminal organizations (TCOs).'[226]

[221] DHS Office of Immigration Statistics, *Efforts by DHS to Estimate Southwest Border Security between Ports of Entry* (Report, 17-0914, September 2017) 3, n 4.
[222] DHS Office of Inspector General, *DHS Cannot Determine the Total Cost, Effectiveness, and Value of Its Joint Task Forces* (Report, OIG-20-80, 30 September 2020) 1 ('*DHS Cannot Determine the Total Cost*').
[223] Ibid.
[224] Ibid.
[225] *CBP Budget Overview 2021* (n 199) 194.
[226] *CBP Performance and Accountability Report* (n 172) 10.

joint_intelligence_operations_center_jtfw_cbp_dhs	'JTF-W Arizona Corridor also includes the Joint Intelligence and Operations Center (JIOC), which serves as a command, control, and 24x7 communications center, providing situational awareness to all Arizona-based CBP operational components and their respective commands.'[227]
joint_task_force_investigations_cbp_dhs	'On April 22, 2014, then-Secretary Jeh C. Johnson, announced the Unity of Effort initiative to improve cohesiveness in the Department of Homeland Security and empower its components to execute operations effectively. In 2015, the Department developed the Plan for Securing the U.S. Southern Border and Approaches Campaign (SBAC) to unify border security efforts department-wide. To support the Unity of Effort and SBAC, DHS established three joint task forces (JTF) — JTF-East, JTF-West, and JTF-Investigations — to enforce immigration laws, prevent illegal entries, interrupt transnational criminal organizations, and minimize the terrorism threat to our Nation.'[228] 'JTF-Investigations is a functionally based task force that provides investigatory support to JTF-East and JTF-West.'[229] 'The SBAC plan identifies U.S. Immigration and Customs Enforcement (ICE) as the supported component for for JTF-Investigations.[230]
intergovernmental_public_liaison_cbp_dhs	'The Intergovernmental Public Liaison is responsible for advising the commissioner, deputy commissioner and program offices on the impact of CBP policies and initiatives with regard to state, local and tribal stakeholders. 'To accomplish this mission, the liaison office strives to maintain open communication and build effective relationships with state, local and tribal governments. The office assists these stakeholders through regular, transparent and proactive communication by maintaining partnerships through active outreach.'[231]
privacy_diversity_cbp_dhs	'The Privacy and Diversity Office (PDO) is responsible for developing and implementing the policies, procedures and internal controls necessary to: Create a culture of privacy by ensuring and safeguarding all personally identifiable information (PII) pursuant to the Privacy Act; processing Freedom of Information Act (FOIA) requests; ensure that CBP respects and protects the civil rights and civil liberties of the trade and traveling public; comply with Limited English Proficiency (LEP) requirements; receive and process equal employment opportunity (EEO) complaints filed by applicants and current CBP employees; advance CBP's Diversity and Inclusion initiatives; and to ensure compliance with the Prison Rape Elimination Act (PREA).'[232]

[227] *CBP Budget Overview 2021* (n 199) 194.
[228] *DHS Cannot Determine the Total Cost* (n 222) 1.
[229] Ibid.
[230] Ibid.
[231] 'Commissioner's Office', *US Department of Homeland Security* (Web Site, 16 July 2021) <https://www.cbp.gov/about/leadership-organization/commissioners-office>.
[232] Ibid.

chief_counsel_cbp_dhs	Chief Counsel 'reports to the General Counsel of the Department of Homeland Security through the Assistant General Counsel, Borders and Transportation Security. The Chief Counsel serves as the Ethics Officer for the organization and is the principal legal advisor to the CBP commissioner and its officers. The Office of the Chief Counsel provides legal advice to, and legal representation of, CBP officers in matters relating to the activities and functions of CBP. The office is also responsible for reviewing proposed actions to ensure compliance with legal requirements, preparing formal legal opinions, preparing or reviewing responses in all court actions, civil or criminal, involving CBP, and developing, implementing, and evaluating nationwide programs, policies, and procedures within its functional areas. The office has both a headquarters and a field structure. The headquarters office is located in Washington, D.C. and its activities are divided broadly into three functional areas: Ethics, Labor and Employment, Enforcement, and Trade and Finance, under the supervision of Associate Chief Counsels. The field structure consists of Associate and Assistant Chief Counsels located in major cities across the U.S. who advise CBP field managers in their geographic areas.'[233] 'The responsibilities of the CBP Chief Counsel include providing legal advice to the Commissioner and other senior CBP leaders on legal issues associated with the CBP mission, as well as providing legal advice and support to all components of CBP; representing CBP in administrative hearings; providing litigation support to the Department of Justice; completing the administrative collection of civil fines and penalties; providing comprehensive legal services to all components of CBP; reviewing legislative and regulatory proposals; and providing legal training to operational staff.'[234] 'OCC attorneys also serve as Special Assistant U.S. Attorneys along the Southern Border to prosecute Federal immigration violations and other Federal criminal cases involving laws enforced by DHS.'[235]
chief_counsel_enforcement_cbp_dhs	Functional area of the CBP Office of Chief counsel responsible for reviewing proposed actions to ensure compliance with legal requirements, preparing formal legal opinions, preparing or reviewing responses in all court actions, civil or criminal, involving CBP, and developing, implementing, and evaluating nationwide programs, policies, and procedures within the functional area of enforcement.[236]
chief_counsel_field_office_cbp_dhs	Associate and Assistant Chief Counsels located in major cities across the U.S. who advise CBP field managers in their geographic areas as to compliance with legal requirements, preparing formal legal opinions, and preparing or reviewing responses in court actions involving CBP.[237]

[233] 'Chief Counsel', *US Customs and Border Protection* (Web Page, 3 October 2017) <https://www.cbp.gov/about/leadership-organization/chief-counsel>.
[234] 'Office of the General Counsel', *US Department of Homeland Security* (Web Page, 24 August 2021) <https://www.dhs.gov/office-general-counsel>.
[235] *CBP Budget Overview 2020* (n 171) 89.
[236] See 'Office of the General Counsel', *US Department of Homeland Security* (Web Page, 24 August 2021) <https://www.dhs.gov/office-general-counsel>.
[237] See 'Chief Counsel', *US Customs and Border Protection* (Web Page, 3 October 2017) <https://www.cbp.gov/about/leadership-organization/chief-counsel>. See eg, 'San Diego', *US Customs and Border Protection* (Web Page) <https://www.cbp.gov/contact/ports/field-office/san-diego>.

operations_support_cbp_dhs	'The Operations Support Office (OS) brings together experts, analysts, innovators, and facilitators from across nine functional areas that directly support the operational offices to strengthen mission effectiveness. These specialized capabilities that OS provides play a critical role in making a more agile, innovative, and stronger CBP. Integrating across the OS functional areas including intelligence, international affairs, planning, requirements development, incident coordination, scientific services, policy, and use of force is essential to successfully support the operational offices. By promoting a collaborative culture, OS leadership, which includes two Assistant Commissioners, is working to ensure that OS provides comprehensive and effective support to enhance mission execution. In addition, OS leadership actively engages with the operational offices to ensure all support is tailored to meet and overcome the operational challenges of today.'[238]
intelligence_os_cbp_dhs	'The Office of Intelligence (OI) is a coordinating facilitator that integrates U.S. Customs and Border Protection's (CBP) diverse intelligence capabilities into a single cohesive intelligence enterprise. OI supports CBP's mission through a multi-layered approach that includes an intelligence field support capability, a strategic analysis capability focusing on terrorist, geo-political and economic threats, a daily CBP executive leadership briefing capability and intelligence, surveillance and reconnaissance capabilities as such pertain to the National Border Geospatial Intelligence Strategy, the Law Enforcement Technical Collections (LETC) initiative and the Confidential Human Source (CHS) initiative.'[239]
strategic_intelligence_analysis_intel_os_cbp_dhs	'The Strategic Intelligence and Analysis Division (SIAD) leverages CBP's unique authorities, capabilities, data, access, and partnerships to deliver comprehensive and analytically sound intelligence products to U.S and international government officials positioned to make strategic policy, operational, and resource decisions on border issues.'[240]
field_intelligence_intel_os_cbp_dhs	'The HQ Field Intelligence Division (FID) serves as the key conduit to provide intelligence capabilities to CBP's components in the field and the organizations that partner with them enabling them to conduct effective law enforcement operations. HQ FID provides programmatic oversight of the Field Intelligence Groups (FIG) and Field Intelligence Elements (FIE) and serves as the central point of access for the bi-directional coordination of intelligence between HQ OI, HQ component offices, and FIGs/FIEs.'[241]

[238] 'Executive Assistant Commissioners' Offices', *US Customs and Border Protection* (Web Page, 17 August 2021) <https://www.cbp.gov/about/leadership-organization/executive-assistant-commissioners-offices>.
[239] 'Operations Support Assistant Commissioners' Offices', *US Customs and Border Protection* (Web Page, 30 December 2020) <https://www.cbp.gov/about/leadership-organization/executive-assistant-commissioners-offices/operations-support-assistant-commissioners-offices>.
[240] *CBP Budget Overview 2021* (n 199) 185.
[241] Ibid.

current_emerging_threat_intel_os_cbp_dhs	'The Current and Emerging Threat Division (CETD) provides critical and relevant intelligence on current and emerging threats to support CBP's strategic and tactical mission through daily intelligence briefs, tailored threat briefs, and intelligence products. CETD includes the National Intelligence Watch and Tactical Intelligence Cell (TIC). The National Intelligence Watch maintains awareness of national and international emerging issues that have potential impact on CBP operations and interests, and facilitates intelligence collaboration and dissemination of intelligence to field components and intelligence community members.'[242]
planning_analysis_requirements_evaluation_os_cbp_dhs	The PARE Directorate 'serves as @CBP's functional authority for planning, data science, statistics, analytics, and operational requirements to provide innovative, analytically-based decision support to border security leaders.'[243] 'PARE manages CBP's risk management framework that enables CBP leadership to make fully informed analytics-based and risk-based decisions. PARE integrates CBP operations through comprehensive understanding of the operating environment, risk management, analytics-based decision support, and operational needs.'[244]
law_enforcement_safety_compliance_os_cbp_dhs	'LESC supports CBP's law enforcement mission through use of force policy development and incident review, advanced firearms and defensive tactics training and the testing, evaluation, contracting, and maintenance for CBP weapons, ammunition and body armor. The LESC manages the Use of Force Decisional Simulator program, which provides CBP law enforcement personnel with an opportunity to engage in full spectrum scenarios that are specific to the CBP mission. It also funds overall mission support associated with known and new training mandates for more than 45,000 CBP law enforcement personnel.'[245]

[242] Ibid.
[243] @CBPPAREXD (PARE Executive Director Kathleen Scudder) (Twitter, 16 March 2021, 8:07am CST) <https://twitter.com/CBPPAREXD/status/1371810229147504644>.
[244] *CBP Budget Overview 2021* (n 199) 195.
[245] Ibid.

international_affairs_os_cbp_dhs	'The Office of International Affairs (INA) is responsible for coordinating and supporting foreign initiatives, programs and activities within CBP. INA strives to extend U.S. borders by implementing programs and initiatives that promote anti-terrorism, global border security, non-proliferation, export controls, immigration and capacity building. INA focuses on international cooperation and strengthening multi- and bi-lateral relationships to achieve international agreements and joint efforts that both facilitate and secure legitimate trade. INA promotes expansion of the World Customs Organization (WCO) Framework of Standards for supply chain security and facilitation by providing targeted countries with training and advisory support through programs such as, Capacity Building and Export Control and Border Security (EXBS). INA provides in-country advisory support for broad-based customs reform and modernization and ensures CBP is represented at overseas posts and influencing policy throughout the world.'[246] The office's Overseas Program 'helps CBP mitigate international threats including the proliferation of terrorism, transnational organized crime, illegal migration, and economic crime. CBP stations attachés, International Relations Specialists and Mission Support staff at foreign posts and headquarters, to lead the agency's implementation of a multilayered risk based strategy combating these international threats. Office locations in countries and regions of high geopolitical and commercial value to the United States extend the zone of the U.S. border security.'[247]
information_incident_coordination_center_os_cbp_dhs	'The Information and Incident Coordination Center provides CBP senior leadership with real-time, 24/7 operational situational awareness. It is responsible for managing information flow regarding all significant incidents involving CBP personnel and operations, and is the primary entity responsible for coordination information sharing across all CBP operational offices, DHS, and CBP's interagency partners.'[248]
laboratories_scientific_services_os_cbp_dhs	Laboratories and Scientific Services ('LSS') 'operates eight nationally accredited laboratories and four forward-deployed satellite laboratories that conduct advanced forensic and technical analyses in support of frontline CBP officers for law enforcement activities and trade enforcement. ... LSS Headquarters manages CBP-wide scientific and technical programs such as DOMEX, Test and Evaluation for NII, Lead Technical Authority for NII and Tunnel programs, and national LSS joint (mobile) operations. Additionally, LSS facilitates coordination and matures partnerships with external Federal, State and local entities to include the Office of National Drug Control Policy the Organized Crime Drug Enforcement Task Force, and the U.S. Food and Drug Administration to augment our capabilities to provide rapid, reliable, and actionable information in support of the border security mission.'[249]

[246] 'Operations Support Assistant Commissioners' Offices', *US Customs and Border Protection* (Web Page, 30 December 2020) <https://www.cbp.gov/about/leadership-organization/executive-assistant-commissioners-offices/operations-support-assistant-commissioners-offices>.
[247] *CBP Budget Overview 2021* (n 199) 180.
[248] Ibid at 195.
[249] Ibid.

policy_cbp_dhs	'The Policy Directorate ensures a unified approach to policy management across CBP and facilitates consistent and comprehensive policy development and implementation.'[250] 'Assign and review materials regarding all policy/planning activities, including regulations, privacy documentation, communication materials, and programmatic decision-making. ... Brief executive level leadership on short and long term programmatic goals, accomplishments, and status of deliverables.'[251]
enterprise_services_cbp_dhs	'Enterprise Services serves an integral role as the mission support core for CBP by providing the necessary goods and services required by operational personnel and business partners to fulfill mission goals. This support includes: essential financial management services; budgeting; all asset-related programs, including fleet, uniforms, personal property, and seized and forfeited property; mail; the CBP printing program; information technology management; acquisition oversight; and Real Property management. ES also serves as the accountability office for CBP and assesses the strategic and programmatic performance to assist leadership in understanding how performance, cost, and risk intersect within CBP.'[252]
accountability_es_cbp_dhs	'OACT tracks CBP's progress toward its goals and evaluates effectiveness and efficiency of programs.'[253]
programming_es_cbp_dhs	'OP translates CBP's five-year strategic plan into individual efforts (programs) to ensure that CBP can reach its long-term goals.'[254]
chief_of_staff_es_cbp_dhs	'The COS serves as the direct liaison for all ES issues. Communications bridges the gap between people and information in Enterprise Services.'[255]
enterprise_effectiveness_es_cbp_dhs	'EE oversees, manages, and improves strategic resource management, leadership development, business practices, customer relations, and use of business information for organizational performance management, customer service, and strategic decision-making.'[256]
human_resources_mgmt_es_cbp_dhs	'HRM manages a centralized human resources program for all CBP employees nationwide and overseas. HRM supervises all matters involving human capital, including organizational structure, staffing, compensation administration, benefits, workplace safety, personnel actions, and labor and employee relations. HRM provides recruitment services, retention support, employee benefits information, and health and wellness programs.'[257]

[250] *CBP Performance and Accountability Report* (n 172) 12.
[251] Michael Hardin, 'Michael Hardin', *LinkedIn* (Web Page, 2021) <https://www.linkedin.com/in/michael-hardin-14187a167>.
[252] *CBP Budget Overview 2021* (n 199) 74.
[253] *CBP Performance and Accountability Report* (n 172) 13.
[254] Ibid.
[255] Ibid.
[256] Ibid.
[257] Ibid at 14.

training_development_es_cbp_dhs	'OTD leads all CBP training programs for the entire CBP workforce. OTD ensures that all training supports the CBP mission and strategic goals and prepares the Agency's workforce to meet the challenges of mission-critical operations. OTD establishes CBP training standards and policies; and develops, delivers, and evaluates resident based training.'[258]
facilities_asset_mgmt_es_cbp_dhs	'OFAM is CBP's property, asset, logistics, and sustainability-focused organization. Collectively, OFAM's programs house, equip, outfit, and support CBP's frontline and administrative personnel. OFAM's Facilities Management and Engineering (FM&E) Division manages CBP's large, complex, and diverse facilities and tactical infrastructure portfolio, which includes more than 5,890 buildings, structures, and towers (with approximately 27.8 million square feet of building space), over 4,682 acres of land in the United States, and 654 miles of primary pedestrian and vehicle fence along the SWB.'[259]
info_tech_es_cbp_dhs	The Office of Information and Technology 'and the Chief Information Officer (CIO) provide information, infrastructure, communications, services, and technology solutions to secure the U.S. border, prevent the entry of terrorists and terrorist weapons, and facilitate legitimate trade and travel. OIT personnel manage infrastructure, networks, data, systems, and related resources, including all cybersecurity operations.'[260]
transportation_security_admin_dhs	The Transportation Security Administration (TSA) aims to 'protect the nation's transportation systems to ensure freedom of movement for people and commerce.'[261] Though primarily known for work in aviation transport security, the TSA 'was established by the Aviation and Transportation Security Act to provide security for the Nation's transportation system. TSA is an intelligence-driven, national security organization that combines the skill of its workforce, evolving security procedures, and technology to optimize resource utilization and mission effectiveness. TSA employs risk-based security principles to actively combat evolving threats to critical transportation infrastructure.'[262]
immigration_and_customs_enforcement_dhs	US Immigration and Customs Enforcement ('ICE') is 'the principal criminal investigative agency within the DHS. ICE enforces more than 400 Federal statutes and focuses on immigration enforcement, preventing terrorism, and combating the illegal movement of people and goods. ICE has more than 21,000 employees deployed across all 50 States, the District of Columbia, and in 50 countries. ICE enforces our Nation's customs, trade, and immigration laws, carrying out its mission through Enforcement and Removal Operations (ERO), Homeland Security Investigations (HSI), the Office of the Principal Legal Advisor (OPLA), the Management and Administration (M&A) Directorate, and the Office of Professional Responsibility (OPR).'[263]

[258] Ibid at 15.
[259] *CBP Performance and Accountability Report* (n 172) 15.
[260] *CBP Performance and Accountability Report* (n 172) 15.
[261] Transportation Security Administration, *TSA Strategy 2018-2026* (Report) 2.
[262] *FY 2021 Budget in Brief* (n 1) 34.
[263] Ibid at 28.

director_ice_dhs	The Director of ICE 'executes oversight of ICE's day-to-day operations, leading approximately 20,000 employees including more than 7,000 criminal investigators in Homeland Security Investigations (HSI) and 6,000 officers in Enforcement and Removal Operations (ERO).'[264] The director further 'administers operational and mission support personnel assigned to more than 400 domestic and international offices and oversees an annual budget of over $8 billion.'[265]
chief_of_staff_ice_dhs	The ICE Chief of Staff manages a 'broad domestic and international portfolio' that includes advising on the creation of policy and operational guidance as well as working with foreign diplomats and law enforcement.'[266]
congressional_relations_ice_dhs	'The Office of Congressional Relations (OCR) 'is the primary point of contact for the U.S. Congress. OCR focuses on promoting a greater understanding of ICE operations, policies, programs and initiatives among members of Congress, congressional committees and their staff.'[267] 'OCR serves as the primary liaison to Congress for ICE. OCR is committed to providing Members of Congress and their staff with timely, relevant and accurate information regarding ICE missions, priorities and programs.'[268]
partnership_engagement_ice_dhs	The Office of Partnership and Engagement (OPE) 'coordinates outreach efforts with the public, key stakeholders, and ICE leadership to increase local and national awareness of U.S. Immigration and Customs Enforcement's (ICE) mission, while building relationships and fostering trust in our communities. OPE, headquartered in Washington, D.C. has two distinct offices: the Community Engagement Office and the Victims Of Immigration Crime Engagement (VOICE) Office.'[269] 'The Community Engagement Office has a cadre of 25 community relations officers (CROs) in field offices across the United States who serve as liaisons to the public, key stakeholders, and ICE leadership. CROs are co-located throughout the country at either the Special Agent in Charge (SAC) or Field Office Director (FOD) field offices. The VOICE Office assists victims impacted by crimes committed by individuals with a nexus to immigration. The VOICE Office is supported by Victim Liaisons, CROs and the VOICE's Call Center staff. The VOICE Call Center is staffed by 12 operators who take incoming victim requests. Additionally, the VOICE Office has two Victim Liaisons and one VOICE Data Analyst.'[270]

[264] 'ICE Leadership: Leadership Biography', *US Immigration and Customs Enforcement* (Web Page, 4 February 2021) <https://www.ice.gov/leadership>.
[265] Ibid.
[266] 'John Amaya', *Harris, Wiltshire & Grannis LLP* (Web Page, 2021) <https://www.hwglaw.com/team/john-amaya/>.
[267] 'Office of Congressional Relations', *US Immigration and Customs Enforcement* (Web Page, 2 September 2021) <https://www.ice.gov/leadership/ocr>.
[268] Ibid.
[269] 'Office of Partnership and Engagement', *US Immigration and Customs Enforcement* (Web Page, 2 September 2021) <https://www.ice.gov/leadership/ope>.
[270] Ibid.

public_affairs_ice_dhs	The Office of Public Affairs (OPA) 'is the agency's public face, a team of communications professionals dedicated to telling the story of ICE and fostering an understanding of the agency's mission through outreach to employees, the media and the general public. OPA strives at all times to maintain transparency, consistency, accuracy and credibility in the agency's communication efforts. Effective and reliable communication to both external and internal audiences is integral to supporting the agency's enforcement efforts and directly affects the agency's reputation and the morale of ICE employees. OPA also oversees the agency's internal communication needs, offering a wide range of multimedia products to agency employees through a variety of publications and media channels. In addition, OPA administers the agency's key online properties, including ICE.gov and the agency's Intranet. ICE OPA is headquartered in Washington, D.C. ICE field public affairs officers, located throughout the country, are responsible for regional media relations in designated geographic areas.'[271]
principal_legal_advisor_ice_dhs	'The responsibilities of the Principal Legal Advisor include providing legal advice to the Assistant Secretary and other senior ICE leaders on legal issues associated with the ICE mission, as well as representing the Department in all exclusion, deportation, and removal proceedings; prosecuting removal court cases; handling Board of Immigration Appeal cases; providing litigation support to U.S. Attorney Offices; assisting with removal order reinstatements, administrative removal orders, and expedited removals; reviewing legislative and regulatory proposals; providing legal training and ethics guidance to all ICE personnel; and representing ICE in court and administrative proceedings.'[272] 'OPLA also provides a full range of legal services to ICE programs and offices. OPLA provides legal advice and prudential counsel to ICE personnel on their customs, criminal, and immigration law enforcement authorities, the Freedom of Information Act and Privacy Act, ethics, liability under the Federal Tort Claims Act, and a range of administrative law issues, such as contract, fiscal, and employment law. OPLA represents the agency before the Merit Systems Protection Board, the Equal Employment Opportunity Commission, and the Board of Contract Appeals. OPLA attorneys provide essential support to the Department of Justice in the prosecution of ICE cases and in the defense of ICE's authorities in federal court. In addition to its headquarters in Washington, D.C., OPLA has 25 field locations with a presence in more than 60 offices throughout the United States.'[273]

[271] 'Office of Public Affairs', *US Immigration and Customs Enforcement* (Web Page, 2 September 2021) <https://www.ice.gov/leadership/opa>.
[272] 'Office of the General Counsel', *US Department of Homeland Security* (Web Page, 24 August 2021) <https://www.dhs.gov/office-general-counsel>.
[273] 'Office of the Principal Legal Advisor', *US Immigration and Customs Enforcement* (Web Page, 27 July 2021) <https://www.ice.gov/about-ice/opla>.

enforcement_litigation_opla_ice_dhs	The Enforcement and Litigation ('E&L') section provides 'close client engagement and specialized legal advice and counsel' and 'advances U.S. Immigration and Customs Enforcement's (ICE) homeland security and public safety mission by enforcing our nation's immigration, customs, and criminal laws and policies, defending the operational authorities and decisions of ICE officers and agents in the federal courts, and guiding and supporting the advocacy of ICE attorneys before the immigration courts and the Board of Immigration Appeals (Board), with special emphasis on cases involving criminal aliens, human rights violators, and aliens who threaten our national security. Six Office of the Principal Legal Advisor Headquarters divisions comprise E&L: District Court Litigation Division (DCLD), Enforcement and Removal Operations Law Division (EROLD), Human Rights Violator Law Division (HRVLD), Homeland Security Investigations Law Division (HSILD), Immigration Law and Practice Division (ILPD), and National Security Law Division (NSLD).'[274]
district_court_litigation_el_opla_ice_dhs	The 'DCLD defends ICE's operational prerogatives and activities, its budget, and its people by zealously representing agency interests in civil litigation and through the adjudication of administrative tort actions. DCLD's attorneys serve as agency counsel and manage federal civil litigation filed against ICE and cases that implicate ICE equities. DCLD attorneys work closely with U.S. Department of Justice (DOJ) entities, including U.S. Attorney's Offices, the Office of Immigration Litigation, the Federal Programs Branch, and the Torts Branch to advocate for and ensure that ICE's interests are represented in litigation. DCLD assists ICE personnel and DOJ in all aspects of federal litigation, including strategy, motion practice, discovery, and settlement negotiations, in cases ranging from common-law tort suits, lawsuits against ICE employees in their individual capacity under Bivens v. Six Unknown Named Agents, 403 U.S. 388 (1971), and claims seeking injunctive or declaratory relief, including class action habeas corpus relief. DCLD also provides oral and written advice to ICE leadership and employees regarding potential litigation risks, represents ICE's interests in litigation-related discussions with other agencies and Department of Homeland Security (DHS) components, and adjudicates administrative claims for personal injuries and property damage pursuant to the Federal Tort Claims Act.'[275]

[274] Ibid.
[275] Ibid.

ero_law_el_opla_ice_dhs	The Enforcement and Removal Law Division ('EROLD') 'provides timely, accurate, and comprehensive legal advice and operational guidance to agency personnel in furtherance of ICE's immigration enforcement and public safety missions. EROLD attorneys prepare legal opinions, review and draft policy directives, legislation, regulations, and other materials for DHS, ICE, and OPLA leadership on the legal and policy aspects of Enforcement and Removal Operations' (ERO) immigration enforcement functions, including: alternatives to detention, civil immigration arrest and detention authorities, civil rights and disabilities, conditions of confinement, detainers, expedited removal processes, family detention, fugitive operations, juvenile issues, repatriation initiatives, the 287(g) Program, and the Visa Waiver Program. EROLD also houses OPLA's regulatory program and provides significant litigation support to DOJ for federal court matters impacting ICE equities with regard to arrest, detention, and removal authorities. EROLD also plays an essential role in the review of claims to U.S. citizenship raised by individuals in ICE custody or otherwise targeted by ICE for enforcement action.'[276]
hsi_law_el_opla_ice_dhs	The Homeland Security Investigations Law Division ('HSILD') provides 'specialized legal advice, training, and litigation support' to advance 'ICE's efforts to investigate, disrupt, and dismantle terrorist, transnational, and other criminal organizations that threaten our borders or seek to exploit the customs and immigration laws of the United States. HSILD provides customs law, criminal law, and criminal immigration law advice to the ICE Director, HSI, and Office of Professional Responsibility on a wide range matters related to the movement of people and goods into, within, and out of the United States. This includes providing timely legal advice on matters pertaining to financial crimes, asset forfeiture, the repatriation of cultural property, confidential informants and undercover operations, customs fraud, intellectual property rights, cybercrime, child exploitation, export enforcement, identity and benefit fraud, contraband smuggling, gangs, HSI special activities, task force officer issues, international law enforcement cooperation, search and seizure, and worksite enforcement. Working in close partnership with HSI Headquarters, HSILD interprets and defends HSI's many unique authorities; reviews national policies, novel issues, and matters of national importance; drafts proposed legislation; liaises with other law enforcement agencies; and provides advanced training to HSI special agents. HSILD provides direct support to ICE law enforcement personnel and ensures consistent nationwide legal and operational advice on these matters through coordination with OPLA's HSI-embedded attorneys.'[277]

[276] Ibid.
[277] Ibid.

human_rights_violator_el_opla_ice_dhs	The Human Rights Violator Law Division ('HRVLD') provides 'specialized legal advice, training, and litigation support' to advance 'ICE's efforts to investigate and prosecute those who violate our human rights laws while seeking to preserve the rights of federal victims of crime. HRVLD, through its attorneys and historians, furthers accountability for human rights violators and war criminals, human traffickers, and human smugglers. To fight against impunity, HRVLD works with the victims and witnesses, while also seeking to ensure they receive necessary federal assistance and protections. With interagency partners at the Human Rights Violators and War Crimes Center, the Homeland Security Investigations (HSI) Human Rights Violators and War Crimes Unit and OPLA attorneys pursue the criminal prosecution, denaturalization, and ultimately the removal of individuals seeking U.S. immigration benefits who have been involved in human rights violations or war crimes. HRVLD also works to prevent human rights abusers and war criminals from gaining a safe haven in the United States. HRVLD supports HSI as it conducts thousands of criminal investigations against human smugglers who engage in particularly egregious activities which endanger human life, and human traffickers who compel their victims into work or prostitution. HRVLD supports the HSI Victim Assistance Program and OPLA attorneys litigating cases involving aliens who have applied for victim-based immigration benefits (T and U nonimmigrant status, and protections under the Violence Against Women Act). HRVLD also supports ICE's work on S visas, Significant Public Benefit Parole, Pro Forma Visas, and the Witness Security Program.'[278]
imm_law_practice_el_opla_ice_dhs	The Immigration Law and Practice Division ('ILPD') 'promotes integrity in immigration law by zealously advocating on ICE's behalf in appellate proceedings before the Board and the Attorney General, ensuring consistency in OPLA's litigating positions before the nation's immigration courts, guiding the development of federal court decisional law, and providing expert counsel on issues of substantive immigration law and protection law matters. As the agency's appellate counsel, ILPD reviews ICE appeals filed with the Board, represents the agency in briefing before the Attorney General and in oral arguments and supplemental briefing before the Board, and coordinates closely with DOJ and DHS Office of the General Counsel Headquarters (OGC HQ) in deciding whether to pursue further review of adverse federal court immigration decisions. ILPD also provides guidance to OPLA field locations, agency leadership, DHS OGC HQ, and various DOJ components on a wide range of substantive immigration law issues, including, but not limited to, criminal grounds of removability, bond proceedings, and extradition. ILPD attorneys also provide specialized legal advice on matters involving refugees, asylum, withholding of removal, protection under the Convention Against Torture regulations, and Temporary Protected Status, and advance OPLA's efforts to combat protection law-related fraud perpetrated by applicants and preparers.'[279]

[278] Ibid.
[279] Ibid.

national_secuirty_el_opla_ice_dhs	The National Security Law Division ('NSLD') provides 'specialized legal advice, training, and litigation support' to advance 'ICE's efforts to investigate, prosecute, and remove those who threaten our national security. NSLD provides national oversight and litigation support for OPLA's litigation of national security cases before the immigration courts, including the development of legal and policy positions and litigation strategy, and the approval of substantive national security charges. NSLD also delivers timely, accurate, and comprehensive legal advice to HSI and ERO on national security matters and serves as an integrator and facilitator with internal and external stakeholders. NSLD works with other DHS components; DOJ, including the Federal Bureau of Investigation; the Department of State; the Central Intelligence Agency; and other members of the law enforcement and intelligence communities to support investigations and criminal prosecutions involving terrorists, foreign intelligence agents, and other national security threats. NSLD's cases often involve individuals convicted of terrorism-related offenses or who have engaged in terrorist activity. NSLD provides specialized guidance, including through the review of administrative appeals, enforcement notices, and motions, and the provision of general legal and operational advice to the HSI Student and Exchange Visitor Program, which oversees the enforcement and administration of laws involving F and M nonimmigrant students. NSLD conducts specialized training for OPLA personnel and HSI nationwide.'[280]
field_legal_ops_opla_ice_dhs	The ICE Field Legal Operations ('FLO') is 'OPLA's largest component, comprises a headquarters team and 25 OPLA field locations across the United States. The OPLA field locations are responsible for representing DHS in detained and non-detained removal cases before the Department of Justice's Executive Office for Immigration Review (EOIR). FLO also supports OPLA's full-service legal model with employment attorneys on location in the field and attorneys embedded with their local ICE HSI office.'[281]
general_admin_law_opla_ice_dhs	The General and Administrative Law 'attorneys and staff support a diverse portfolio of ICE-wide legal programs and OPLA-wide mission and program support. The General and Administrative Law component covers a broad legal portfolio and comprises several specialized divisions.'[282] Divisions include the Government Information Law Division, the ICE Ethics Office, and the Mission Support Division.[283]
govt_info_law_ga_opla_ice_dhs	The Government Information Law Division ('GILD') 'attorneys advise all ICE program offices on matters relating to the disclosure of agency information, both within DHS and to external entities. Their work includes the legal review of international agreements, such as Mutual Legal Assistance Treaties, Customs Mutual Assistance Agreements and Letters of Intent with foreign governments. They also adjudicate administrative appeals under the Freedom of Information Act and help U.S. Attorneys' Offices to defend information-related litigation filed against ICE.'[284]

[280] 'Office of the Principal Legal Advisor', *US Immigration and Customs Enforcement* (Web Page, 27 July 2021) <https://www.ice.gov/about-ice/opla>.
[281] Ibid.
[282] Ibid.
[283] Ibid.
[284] Ibid.

ice_ethics_ga_opla_ice_dhs	The ICE Ethics Office 'provides advice, guidance and training on the ethical standards that apply to every ICE employee. Its attorneys establish, maintain and carry out the ICE ethics program, which includes collecting, reviewing and certifying financial disclosure reports, providing ethics advice on the standards of conduct and executing a robust employee ethics education program. The ICE Ethics Office also serves as ICE's point of contact for attorney professional responsibility complaints, and it oversees the Administrative Inquiry and Management Referral program for attorney misconduct cases.'[285]
mission_support_ga_opla_ice_dhs	The Mission Support Division (MSD) 'team of support professionals delivers comprehensive, nationwide administrative services to advance OPLA's operational mission. For instance, MSD coordinates budget formulation and budget execution for OPLA, which employs more than 1700 attorneys and support staff. It also procures goods and services, processes vendor and employee payments, and supports official travel. It manages OPLA's hiring and oversees employee performance management. It is also responsible for tracking OPLA's facility needs and its government property.'[286]
enforcement_removal_ops_ice_dhs	Enforcement and Removal Operations 'enforces the Nation's immigration laws by identifying and apprehending illegal immigrants, detaining those individuals pending final determination of removability, and removing them from the United States. ERO prioritizes the apprehension, arrest, and removal of convicted criminals, those who pose a threat to national security, fugitives, recent border entrants, and those who thwart immigration controls. ERO manages all logistical aspects of the removal process, including domestic transportation, detention, alternatives to detention programs, bond management, and supervised release. In addition, ERO repatriates those ordered removed from the United States to more than 170 countries around the world.'[287] 'ERO deportation officers assigned to INTERPOL also assist in targeting and apprehending foreign fugitives or Fugitive Alien Removal (FAR) cases who are wanted for crimes committed abroad and who are now at-large in the U.S. ERO manages all aspects of the immigration enforcement process, including identification and arrest, domestic transportation, detention, bond management, and supervised release, including alternatives to detention. In addition, ERO removes aliens ordered removed from the U.S. to more than 170 countries around the world.'[288] 'To accomplish its mission, ERO is organized into the following divisions: Custody Management: Manages ICE detention operations to efficiently and effectively provide for the safety, security, and care of persons in ICE custody. Enforcement: Manages enforcement initiatives and components through which ERO identifies and arrests removable aliens. Field Operations: Oversees, directs, coordinates, and supports ERO's 24 field offices. ICE Health Service Corps: Provides medical, dental and mental health care to persons in ICE custody. Operations Support: Provides financial, budgetary, asset management and human resources support to all of

[285] Ibid.
[286] Ibid.
[287] US Department of Homeland Security, *FY 2019-2021 Annual Performance Report* (Report, 2019) 38.
[288] 'Enforcement and Removal Operations', *US Immigration and Customs Enforcement* (Web Page, 20 May 2021) <https://www.ice.gov/about-ice/ero>.

	ERO. Removal: Enforces the removal of all aliens, who have a final order of removal, by coordinating with foreign governments worldwide.'[289]
custody_mgmt_ero_ice_dhs	ERO's Custody Management Division 'provides policy and oversight for the administrative custody of one of the most highly transient and diverse populations of any or detention system in the world. Custody Management manages ICE detention operations efficiently and effectively to provide for the safety, security, and care of aliens in ERO custody. ERO's Custody Management Division comprises the following: Alternatives to Detention Division: Uses technology and other tools to manage alien compliance with release conditions, court hearings, and final orders of removal, while allowing them to remain in the United States as they move through the immigration process. Custody Programs Division: Strengthens the integrity of the agency's immigration activities by developing and promoting best practices in civil detention and enforcement initiatives. Provides policy support, facilitates the implementation of applicable ICE/ERO Directives and expands ERO's capacity to manage special populations. Responds to internal and external inquiries, complaints and requests for information related to ICE ERO custody management. Operations include the ERO Contact Center of Operations (ECCO) for ERO internal and external communication for detainees, family members, stakeholders and attorneys. Detention Management Division: Coordinates with the 24 ERO Field Offices to ensure a safe and secure environment for aliens within ERO custody through facility compliance, on-site monitoring, and the acquisition of detention facilities.'[290]
enforcement_ero_ice_dhs	The ERO Enforcement Division 'identifies and removes dangerous, often recidivist, criminal aliens engaged in crimes such as murder, predatory sexual offenses, narcotics smuggling, alien smuggling, and a host of other crimes that have a profoundly negative impact on our society. The Enforcement Division manages the enforcement initiatives and components through which ERO identifies and arrests removable aliens.'[291] ERO's Enforcement comprises four Divisions, including the Criminal Alien Division, the Targeting Operations Division, the Fugitive Operations Division, and the ERO Training Division.[292]

[289] Ibid.
[290] 'Enforcement and Removal Operations', *US Immigration and Customs Enforcement* (Web Page, 20 May 2021) <https://www.ice.gov/about-ice/ero#custody>.
[291] 'Enforcement and Removal Operations', *US Immigration and Customs Enforcement* (Web Page, 20 May 2021) <https://www.ice.gov/about-ice/ero#enforcement>.
[292] Ibid.

field_ops_ero_ice_dhs	The ERO Field Operations Division comprises 24 national field offices where 'enforcement and removal efforts are conducted'.[293] 'At Headquarters, the Field Operations Division provides guidance to and coordination among those offices. This direction is often in reference to the numerous programs and initiatives through which ERO identifies, arrests, pursues for prosecution, and removes priority aliens. HQ Field Operations comprises the following three divisions, all of which provide guidance, implement and inform policy and procedures, and facilitate enhanced coordination between HQ and the field offices: The Domestic Operations Division oversees, directs, and coordinates all ERO Field Operations activities throughout the nation's field offices and sub-offices in an effort to enhance national security, border security, and public safety through the enforcement of DHS' Civil Immigration Enforcement Priorities. The Special Operations Division oversees and coordinates ERO's intelligence collection efforts, firearms training and protective equipment procurement, various tactical programs and communications efforts, and oversees ERO operations that support the prevention, preparedness, response, and recovery plans for critical and significant incidents such as terrorist attacks, natural disasters, or other national emergencies or incidents. The Law Enforcement Systems and Analysis (LESA) Division is responsible for helping inform the development of ERO strategies and supporting continuous enhancement of ERO business processes to execute those strategies. Through data collection and analysis and technology and process improvements, LESA delivers tools, studies, and recommendations that assist ICE's decision-making and planning (strategic, business, and operational). LESA studies ICE's operations and resources (personnel, processes, technology, and infrastructure) to find areas for continuous improvement.'[294]
ice_health_service_ero_ice_dhs	The ICE 'Health Service Corps (IHSC) provides direct care daily to approximately 100,000 detainees housed at 20 designated facilities throughout the nation. The health care provided includes medical, dental and mental health care, and public health services. IHSC also provides medical case management and oversight for an additional 169,000 detainees housed at approximately 148 non-IHSC-staffed detention facilities daily across the country. In addition, IHSC oversees the financial authorization and payment for off-site specialty and emergency care services for detainees in ICE custody. The ICE detainee population is approximately 33,724 detainees on a daily basis, with an average length of stay of approximately 30 days. IHSC also provides medical support during ICE enforcement operations in the air, on the ground and at sea. ICE Health Service Corps also provides medical support during air and sea operations through the IHSC Special Medical Operations Unit. This unit consists of specially trained PHS officers who, in addition to meeting the medical needs of detainees, serve as liaisons between law enforcement officials and other key stakeholders. IHSC is committed to providing health care services to detained individuals involved in immigration proceedings, supporting ICE apprehension, enforcement and removal operations, and improving national and global public health.'[295]

[293] 'Enforcement and Removal Operations', *US Immigration and Customs Enforcement* (Web Page, 20 May 2021) <https://www.ice.gov/about-ice/ero#fieldOps>.
[294] Ibid.
[295] 'ICE Health Service Corps', *US Immigration and Customs Enforcement* (Web Page, 24 March 2021) <https://www.ice.gov/detain/ice-health-service-corps>.

	'IHSC derives its primary operational authority from Section 232 of the Immigration and Nationality Act (INA), Immigration Act of 1891, the Public Health Service Act, and Title 42 of the U.S. Code of Federal Regulations.'[296]
operations_support_ero_ice_dhs	'ERO Operations Support coordinates ERO requirements to provide the resources and support infrastructure necessary to ensure the efficient execution of ERO's mission. OS responsibilities include budget formulation and execution management, financial management, purchase card support, facilities construction and leasing management, fleet and personal property management, training management, human capital management, and compliance and oversight support. The Assistant Director (AD) for OS is responsible for a dynamic human capital program that includes aggressive recruitment, hiring, and retention of a diverse professional, managerial and officer workforce and provides sound and cost-effective budget and financial management policies, procedures and guidance. The AD for OS also provides a safe and effective fleet, and provides planning and oversight of ERO facilities and construction. The AD for OS ensures collaboration with internal stakeholders to define requirements and guarantee timely responses to Freedom of Information Act (FOIA) cases, and institutes a partnership throughout the agency to develop an overarching ERO training strategy that includes mission-specific training needs.'[297]

[296] US Immigration and Customs Enforcement, *Health Service Corps: Fiscal Year 2020* (Report) 7.
[297] 'Enforcement and Removal Operations', *US Immigration and Customs Enforcement* (Web Page, 20 May 2021) <https://www.ice.gov/about-ice/ero#operations>.

removal_ero_ice_dhs	ERO Removal Division 'removes aliens from the U.S. who are subject to a final order of removal or have been granted voluntary departure. ERO's Removal Division coordinates, manages, and facilitates efforts to successfully remove aliens from the United States. In collaboration with other ICE offices and the Department of State, ERO also works with international partners to successfully execute removal operations.'[298] ERO's Removal Division consists of the ICE Air Operations Division, the Removal Management Divisions East and West, and the International Operations Division.[299] 'ERO facilitates the processing of illegal aliens through the immigration court system and coordinates their departure from the United States. ERO's robust removal program reduces the number of illegal alien absconders in the U.S. Removal management involves planning and coordinating removals across the country and developing and implementing strategies to support the return of all removable aliens to their country of origin. ERO removal operations require complex coordination, management, and facilitation efforts to successfully remove/return aliens from the United States. ERO accomplishes this mission through contract/chartered flights and commercial airlines for escorted and unescorted removals. In collaboration with the ICE HSI Office of International Operations and the Department of State, ERO also works with international partners to successfully execute removal operations.'[300] 'The Transportation and Removal Program (TRP) coordinates the safe and secure transportation of aliens who either are subject to final orders of removal or require transfer within the United States. TRP also manages custody decisions, travel document issuance, and removal processes for post final order cases. TRP consists of three divisions: the Removal Management Division (RMD); the ICE Air Operations Division (IAO); and the International Operations Division (IOD). TRP also coordinates the transfer of Unaccompanied Children (UC) from CBP to HHS shelters through the Juvenile and Family Residential Centers (FRC) Unit.'[301]

[298] 'Enforcement and Removal Operations', *US Immigration and Customs Enforcement* (Web Page, 20 May 2021) <https://www.ice.gov/about-ice/ero#removal>.
[299] Ibid.
[300] 'Removal', *US Immigration and Customs Enforcement* (Web Page, 7 January 2021) <https://www.ice.gov/remove/removal>.
[301] US Immigration and Customs Enforcement, *Budget Overview: Fiscal Year 2020 Congressional Justification* (DHS Report) 155.

ice_air_removal_ero_ice_dhs	ICE Air Operations Division 'Provides commercial and chartered aviation support, both domestically and internationally, to all 24 ERO Field Offices strategically located throughout the United States, providing air transportation to transfer aliens to designated detention locations and/or to staging sites in order to accomplish removal flights to aliens' countries of origin.'[302] 'IAO facilitates the transportation and removal of aliens via commercial flights; and since 2006, it has transferred and/or removed hundreds of thousands of aliens using air charter services. ... Mexican nationals ordered removed from the United States travel on domestic flights from various U.S. cities to southern cities such as San Diego, California and Brownsville, Texas. They are then bused to the U.S.-Mexico border for removal at a land port of entry. Other foreign nationals ordered removed are flown from various U.S. cities or IAO hub cities such as Mesa, Arizona; San Antonio, Texas; Alexandria, Louisiana; and Miami, Florida to Central and South America, as well as to other destinations worldwide. IAO routinely conducts domestic flights to facilitate the transfer, staging and removal of aliens via land ports of entry or, for flights abroad as well as regularly scheduled flights to countries with a high volume of removals. Special high-risk charter flights are scheduled to countries or regions (including Europe, Africa, and Asia) on an as needed basis to remove aliens who fail to comply with removal efforts; aliens with serious medical conditions; as well as other high-profile removals with final orders. The majority of IAO charter flights operate in the United States, the Caribbean, and Central and South America.'[303]

[302] 'Enforcement and Removal Operations', *US Immigration and Customs Enforcement* (Web Page, 20 May 2021) <https://www.ice.gov/about-ice/ero#removal>.
[303] 'ICE Air Operations Fact Sheet', *US Immigration and Customs Enforcement* (Web Page, 13 August 2020) <https://www.ice.gov/factsheets/ice-air-operations>.

removal_mgmt_removal_ero_ice_dhs	The Removal Management Divisions (RMD) East and West support 'the 24 ERO Field Offices nationwide in the coordination of removals, and develops and implements strategies to support ERO's mission to remove priority aliens from the United States through collaboration within the agency as well as interagency stakeholders, foreign embassies and consulates, and international networks.'[304] 'RMD and IOD oversee removal operations and liaise with foreign governments to coordinate timely removal of individuals with final orders of removal. Uncooperative countries represent a significant challenge to efficient and effective removals. RMD utilizes the Removal Cooperation Initiative (RCI) tool to rank foreign countries' cooperation with the removal process as Uncooperative, At Risk of Non-Compliance (ARON), or Cooperative. Currently, RCI lists 10 countries as Uncooperative and 19 as ARON. RMD uses this information to engage appropriate U.S. and foreign government interlocutors to improve foreign governments' cooperation with ICE's removal efforts.'[305] 'In addition to the removal of aliens, ICE transfers UCs to the care of HHS ORR upon the assignment of bed space and transports family units internally to ERO's FRCs.'[306] 'Ground transportation includes alien pick-ups, transfers, and removals. Transportation network performance affects other ICE activities, including custody management, enforcement, removals, and local field operations. TRP uses ground to move detainees from jails into ICE custody, between detention facilities, and to legal, medical, and consular appointments. TRP relies on ground transportation for out-processing, for movement to a commercial flight, or to a staging site. TRP uses ground to remove Mexican nationals, leaving them at designated points of entry on the southwest border. TRP has local ground transportation contracts in New York City, Baltimore, San Antonio, San Francisco, Los Angeles, San Diego, and Phoenix. All other transportation services are components of local detention services contracts. The decentralized ground transportation network allows field offices to control local transportation networks and assets.'[307]
intl_ops_removal_ero_ice_dhs	The International Operations Division ('IOD') consists of 'ERO's overseas-based personnel and supports the 24 ERO Field Offices nationwide through regular and ongoing liaison with host-nation government officials in the coordination of removal operations.'[308] 'RMD and IOD oversee removal operations and liaise with foreign governments to coordinate timely removal of individuals with final orders of removal. Uncooperative countries represent a significant challenge to efficient and effective removals.'[309] 'IOD oversees Deputy Attachés for Removal (DARs) and Assistant Attachés for Removal (AARs) that provide field offices and Headquarters staff with assistance on removal-related matters from strategically located overseas stations. By obtaining the proper clearances and issuing necessary notifications for pending missions, IOD provides logistical assistance for escorted and unescorted commercial air removals. IOD

[304] 'Enforcement and Removal Operations', *US Immigration and Customs Enforcement* (Web Page, 20 May 2021) <https://www.ice.gov/about-ice/ero#removal>.
[305] US Immigration and Customs Enforcement, *Budget Overview: Fiscal Year 2020 Congressional Justification* (DHS Report) 163 ('*ICE Budget Overview 2020*').
[306] Ibid.
[307] Ibid at 162-163.
[308] 'Enforcement and Removal Operations', *US Immigration and Customs Enforcement* (Web Page, 20 May 2021) <https://www.ice.gov/about-ice/ero#removal>.
[309] *ICE Budget Overview 2020* (n 305) 163.

	provides on-the-ground support, when needed, and helps officers during escorts when issues arise in transit or foreign countries.'[310]
ero_special_response_teams_ice_dhs	'ERO's SRTs execute high-risk immigration enforcement operations that ICE officials stated require additional capabilities beyond those of regular ERO officers. ERO is responsible for identifying, apprehending, detaining, and removing foreign nationals who have violated U.S. immigration laws. Established in fiscal year 2004, SRTs support this mission by serving highrisk warrants targeting alleged criminals and others subject to removal, such as suspects deemed likely to be armed or to resist arrest. In addition, SRTs provide security during the transportation of detained individuals between facilities or to the border or airport, as well as during the movement of large numbers of detainees by air or ground transport. SRTs have also conducted other specialized activities, such as natural disaster response. ERO has 18 units based in field offices across the United States and a headquarters management office.'[311] 'From fiscal years 2015 through 2019, ERO's SRTs deployed 636 times. Information about deployment type is only available for the 491 deployments from fiscal years 2017 through 2019 because ERO began tracking this information in 2017. Of these deployments, 61 percent were to provide security during the transport via ground or air, including removal, of high-risk individuals in ICE custody. Another 29 percent involved serving warrants to suspected criminals or foreign nationals subject to removal. The remaining 10 percent were for other operations such as protection details or natural disaster response.'[312]
ice_law_enforcement_support_center_ice_dhs	The ICE Law Enforcement Support Center (LESC) provides Law Enforcement Agencies (LEAs) 'with data and intelligence, including information regarding immigration status and criminal history of persons under investigation, in custody, or otherwise encountered. The LESC operates 24 hours per day, 365 days per year. In FY 2018, the LESC responded to more than 1.53 million LEA requests for identity and immigration status information. In addition, the LESC operates a call center, which provides LEAs with real time telephonic assistance. ... Using the full range of DHS indices, along with other Federal databases and intelligence resources, LESC supports Federal, State, local, tribal, and international law enforcement partners, including INTERPOL and ICE Attaché offices. LESC also manages the administration of ICE records within the National Crime Information Center (NCIC), which plays a fundamental role in the Nation's security and public safety. The LESC also helps to prevent gun violence through its support of the FBI's National Instant Criminal Background Check System (NICS), providing immigration status information to NICS for Federal background checks on firearms purchases.'[313]

[310] Ibid at 162.
[311] *Federal Tactical Teams* (n 193) 32.
[312] Ibid.
[313] *ICE Budget Overview 2020* (n 305) 145.

homeland_security_investigations_ice_dhs	The Homeland Security Investigations program (HSI) 'conducts criminal investigations to protect the United States against terrorism and criminal organizations that threaten public safety and national security. HSI combats transnational criminal enterprises that seek to exploit America's legitimate trade, travel, and financial systems. This program upholds and enforces America's customs and immigration laws at and beyond our Nation's borders.'[314] 'HSI uses its legal authorities to investigate immigration and customs violations, including those related to export control, human rights abuses, narcotics, firearms and contraband smuggling, financial crimes, cybercrime, human trafficking and smuggling, child exploitation, intellectual property infringements, transnational gangs, and immigration benefit fraud. Additionally, specially trained investigative support staff assist in a broad range of functions requiring specialized knowledge and capabilities that are force multipliers in mission-critical areas.'[315] 'In collaboration with its strategic partners in the U.S. and abroad, HSI special agents gather evidence to identify and build criminal cases against Transnational Criminal Organizations (TCOs), terrorist networks and facilitators, and other criminal elements that threaten the United States. HSI works with prosecutors to indict and arrest violators, execute criminal search warrants, seize criminally derived money and assets, and take other actions designed to disrupt and dismantle criminal organizations operating around the world. These efforts protect U.S. national, border, and economic security, and ensure the safety of the public and our communities.'[316] 'HSI's workforce consists of more than 10,400 employees, including special agents, criminal analysts, mission support personnel and contract staff assigned to offices throughout the United States and around the world. Most of HSI's 7,100 special agents are assigned to one of HSI's Special Agent in Charge (SAC) offices or multiple sub-offices located in 225 cities across the nation. HSI's domestic footprint is supplemented by more than 2,800 task force officers representing key strategic federal, state and local partners in the fight to combat transnational criminal organizations. HSI's international force is DHS's largest investigative presence abroad, anchored by special agents assigned to U.S. embassies, consulates and Department of Defense (DOD) combatant commands around the globe. HSI has one of the largest international footprints in U.S. law enforcement.'[317] HSI is organised into a number of divisions, including Domestic Operations, International Operations, Investigative Programs, National Security Investigations, Operational Technology and Cyber, Office of Intelligence, and Mission Support.[318]

[314] Ibid at 6.
[315] Ibid at 4.
[316] 'Homeland Security Investigations', *US Immigration and Customs Enforcement* (Web Page, 1 September 2021) <https://www.ice.gov/about-ice/homeland-security-investigations>.
[317] Ibid.
[318] Ibid.

domestic_ops_hsi_ice_dhs	HSI Domestic Operations 'manages, directs, coordinates and supports all investigative activities of HSI domestic field offices.'[319] 'Domestic Operations ensures implementation of, and adherence to, policies, procedures, guidelines and directives governing investigative activities. This division also oversees all major HSI enforcement initiatives and de-conflicts operations among HSI field offices. Domestic Operations personnel serve as subject matter experts for senior leadership regarding ongoing HSI field investigations and serve as the single point of contact for HQ and support to the field.'[320] For example, 'The Title III (TIII) wiretap program gives HSI Domestic Operations the capability to intercept non-consensual wire, oral, and electronic communications. This allows HSI to target transnational criminal activities, gather evidence for ongoing complex criminal investigations, and ultimately disrupt and dismantle criminal organizations. ... HSI will direct the requested funding to the EO priorities of financial, drug, and gang investigations with a nexus to human trafficking, human smuggling, document fraud, and munitions control investigations.'[321]
intl_ops_hsi_ice_dhs	HSI International Operations 'develops and supports investigations, initiatives and operations conducted or supported by HSI attaché offices and builds relationships with foreign law enforcement partners to support domestic cases, combat transnational criminal organizations and prevent terrorist activities. International Operations protects the nation's borders by conducting international law enforcement operations and partnering with foreign and domestic counterparts to detect, deter and dismantle transnational criminal organizations and prevent terrorist activity. International Operations maintains a network of offices and liaisons around the world who conduct investigations against terrorist and other criminal organizations that threaten our national security. ... In addition to pursuing and supporting cases in all HSI investigative disciplines, International Operations manages the Visa Security Program (VSP), the Transnational Criminal Investigative Unit Program, the Biometric Identification Transnational Migration Alert Program (BITMAP) and the International Visitors Program. International Operations also delivers international training to foreign partners and supports global law enforcement capacity building efforts. In addition, International Operations supports the efforts of the HSI Trade Transparency Unit (TTU), which enhances HSI's trade based financial investigations through information sharing agreements with foreign counterparts.'[322] 'HSI International Operations oversees the Biometric Identification Transnational Migration Alert Program (BITMAP), a host-country-led initiative in which HSI trains and equips foreign counterparts to conduct tactically targeted collection of biometric and biographic data on suspect individuals via mobile biometric collection devices. BITMAP aims to strengthen law enforcement investigation, border security and counterterrorism efforts in the U.S. and in partner nations by providing foreign law enforcement with

[319] Ibid.
[320] 'Domestic Operations', *US Immigration and Customs Enforcement* (Web Page, 28 January 2021) <https://www.ice.gov/about-ice/homeland-security-investigations/domestic-operations>.
[321] *ICE Budget Overview 2020* (n 305) 29.
[322] 'International Operations', *US Immigration and Customs Enforcement* (Web Page, 31 March 2021) <https://www.ice.gov/about-ice/homeland-security-investigations/international-operations>.

	biometric/biographic collection capability. Through the program, HSI seeks to mitigate criminal and cross border illicit activity in the U.S. and in foreign partner nations.'[323]
transnational_crim_invest_units_intl_ops_hsi_ice_dhs	HSI's Transnational Criminal Investigative Units ('TCIU's) 'comprise trained foreign law enforcement officials who work closely alongside HSI to investigate and prosecute individuals involved in transnational criminal activity. These units facilitate information exchange and rapid bilateral investigation of many of the violations of law within HSI's investigative purview. These violations include: weapons trafficking and counter-proliferation; money laundering and bulk cash smuggling; human smuggling and trafficking; narcotics smuggling; intellectual property rights violations; and other customs-related fraud, child exploitation and cyber-crime. HSI TCIUs span the globe, with locations in 13 countries across North America, Central America, South America, the Caribbean, Europe, Africa and Asia. TCIUs enhance the host country's ability to investigate and prosecute individuals involved in transnational criminal activity that threaten the stability and national security of the region and pose continuing threats to the United States. TCIUs identify targets, collect evidence, share intelligence and facilitate the prosecution of transnational criminal organizations through both the U.S. judicial system and in foreign countries.'[324]
investigative_programs_hsi_ice_dhs	HSI's Investigative Programs Division 'furthers HSI's mission by supporting investigations and operations related to transnational crime, financial and narcotics violations, human trafficking and smuggling, public safety, and worksite enforcement. It also supports law enforcement partners through training, technical assistance, forensic laboratory analysis and worksite enforcement. Investigative Programs includes Transnational Organized Crime Divisions I and II, which together integrate a variety of programs and operations that investigate transnational criminal organizations, support field office investigations through training and capacity building and partner with governmental, non-governmental and industry organizations to disrupt and/or dismantle criminal networks. In addition, the Investigative Services Division is responsible for providing investigative support services, including technical assistance and guidance to all HSI undercover operations, polygraph operations, tactical and emergency response programs, victim assistance and special agent basic training, as well as overseeing the HSI Forensic Laboratory.'[325] 'Human smuggling threatens U.S. homeland security by allowing illegal aliens and/or persons seeking to harm the United States or its interests to enter the country. The Human Smuggling Unit (HSU) is responsible for identifying, disrupting, and dismantling criminal travel networks and human smuggling organizations.'[326]

[323] 'Terrorism and National Security Threats', *US Immigration and Customs Enforcement* (Web Page, 21 July 2021) <https://www.ice.gov/investigations/terrorism-national-security-threats#bitmap>.
[324] 'Transnational Criminal Investigative Units', *US Immigration and Customs Enforcement* (Web Page, 12 January 2021) <https://www.ice.gov/partnerships-centers/transnational-criminal-investigative-units>.
[325] 'Investigative Programs', *US Immigration and Customs Enforcement* (Web Page, 31 August 2021) <https://www.ice.gov/about-ice/homeland-security-investigations/investigative-programs>.
[326] *ICE Budget Overview 2020* (n 305) 77.

national_security_investigations_hsi_ice_dhs	The HSI National Security Investigations Division ('NSID') 'plays a critical role in accomplishing ICE's mission to identify, disrupt and dismantle transnational criminal and terrorist organizations and hostile foreign intelligence entities that threaten the United States and her allies. NSID also leads efforts on investigating and prosecuting human rights violators and war criminals and preventing them from seeking refuge in the United States. NSID utilizes the breadth of ICE's statutory legal authorities and robust interagency partnerships to counter national security threats identified through HSI investigations of fraud or abuse of the immigration, trade and financial sectors. NSID's National Security Programs (NSP) include: Human Rights Violations and War Crimes; Counterterrorism and Criminal Exploitation and National Security Threats Investigations.'[327] 'Within NSID, National Security Programs (NSP) comprise the following: The Counterterrorism and Criminal Exploitation Unit (CTCEU), which prevents criminals and terrorists from exploiting, through fraud, the Nation's immigration system by investigating nonimmigrant visa holders who violate their immigration status; The Human Rights Violators & War Crimes Unit (HRVWCU), which targets foreign war criminals and human rights abusers who seek shelter from justice in the United States to ensure there is no safe haven for these violators; The National Security Unit (NSU), which oversees and supports all counterterrorism (CT) investigations within ICE, develops, facilitates, and implements policies in support of the CT mission, and has programmatic oversight of HSI's Joint Terrorism Task Forces (JTTF) engagement; and National Security Liaisons, senior HSI personnel who coordinate investigative activities under assignments to various Federal agencies and departments.'[328] The NSID also administers the Pre-Adjudicated Threat Recognition and Intelligence Operations Team (PATRIOT), through which analysts 'manually vet suspect visa applicants and provide deployed HSI special agents with relevant information prior to conducting interviews and other investigative activities.'[329]

[327] 'National Security Investigations Division', *US Immigration and Customs Enforcement* (Web Page, 12 February 2021) <https://www.ice.gov/about-ice/homeland-security-investigations/national-security-investigations-division>.
[328] *ICE Budget Overview 2020* (n 305) 77.
[329] Ibid at 89.

op_tech_cyber_hsi_ice_dhs	The HSI Operational Technology and Cyber ('OTC') Division 'oversees investigations of internet-related crimes, including cybercrime and child exploitation, and manages initiatives that combine information sharing and technology across DHS. OTC supports ICE and DHS by improving methods for managing different types of information and operational technology and directing how these tools are shared with other agencies and organizations. OTC, which houses both the HSI Innovation Lab and the Cyber Crimes Center, directly supports HSI's law enforcement and mission support programs and helps develop major advancements in technology used to combat crime through initiatives such as technical surveillance operations, cybersecurity, computer forensics, Title-III communication intercepts, and the Repository for Analytics in a Virtualized Environment (RAVEn) — HSI's next-generation platform for data analytics. OTC proactively uses these technologies to keep pace with emerging computer technology and cyber processes that support investigations into cyber-related criminal activities and vulnerabilities with state-of-the-art investigative methods and computer forensic techniques. OTC also ensures that HSI complies with current information technology standards and security requirements, supports information sharing and intelligence reporting, and gathers and distributes reports based on statistics collected during investigative casework.'[330] This Division manages the Technical Operations, Data Management and Reporting, Operational Systems Development and Management, Law Enforcement Information Sharing Initiative, and the Innovation Lab programs.[331] The Innovation Lab houses the RAVEN system, which 'incorporates elements of Predictive, Prescriptive and Descriptive Analytics throughout the system.'[332] 'The primary customers of the RAVEN system are Special Agents and Criminal Analysts across HSI. However, the RAVEN system will also support users from other DHS components as well as State, Local, Tribal, Federal and International law enforcement. The primary objective of the RAVEN system is to support the Counter Transnational Organized Crime (CTOC) and Counter Terrorism (CT) missions.'[333]
intelligence_hsi_ice_dhs	The HSI Office of Intelligence 'uses the HSI Framework for Criminal Analysis to conduct sophisticated and complex analysis of criminals and their networks in support of HSI investigations and investigative priorities. The Office of Intelligence produces timely, comprehensive, and accurate criminal analysis that enables criminal investigators to identify, prioritize, disrupt, and dismantle transnational terrorist and criminal networks, and any other individual or organization that threatens national security or seeks to exploit the customs and immigration laws of the United States. The Office of Intelligence is also home to the agency's protective intelligence team, classified communications program, and emergency management and continuity functions.'[334] 'Intelligence collects, analyzes, and shares intelligence to counter threats to public safety and national security in coordination with DHS and other intelligence

[330] 'Operational Technology and Cyber', *US Immigration and Customs Enforcement* (Web Page, 8 January 2021) <https://www.ice.gov/about-ice/homeland-security-investigations/otcd>.
[331] US Immigration and Customs Enforcement, *Homeland Security Investigations: HSI* (DHS Report, 2021) 17.
[332] US Department of Homeland Security, 'Questions and Answers for Request For Information (RFI) ICE-HSI-2021-RAVEN' (FAQ, 7 January 2021) 2.
[333] Ibid at 3.
[334] *Homeland Security Investigations: HSI* (n 331) 18.

	community partners.'[335] 'HSI Intelligence activities include field-level investigative case support from over 500 Intelligence Research Specialists (IRSs). IRSs support ongoing investigations through database checks, telephone record checks, analyses of criminal network linkages, interviews, warrant preparation, and other activities.'[336] Intelligence also manages the Joint Intelligence Operations Center ('JIOC'), which 'expands and maintains global situational awareness for ICE. JIOC manages the 24/7 Watch Operation Section, a single 24/7 watch that receives, coordinates, and disseminates classified and unclassified information and facilitates the exchange of law enforcement and national intelligence between ICE Directorates, leadership, and the Department. Through this watch, the JIOC provides timely, accurate, and relevant information concerning mission-related events, threats, and actions to senior leaders in nearly real-time through event tracking, situation monitoring, and information management. Additionally, the JIOC provides a mechanism to responsibly share information with the Department and other Federal, State, and local partners through a "single point of service" consistent with DHS operational reporting standards and information sharing policies.'[337] The Collections Division (CD) 'collects and shares information of value derived from ICE operations, harnesses U.S. Government resources to fill ICE information gaps, protects the Agency from counterintelligence threats, and conducts law enforcement technical collection (LETC) activities. CD serves as the executive office for ICE counterintelligence awareness, education, and defensive measures meant to protect personnel and the Agency from hostile intelligence collectors. CD also designs tailored collection strategies and reports both raw intelligence and tailored products. In addition to supporting intelligence community requests and requirements through the ICE Request for Information (RFI), CD also manages ICE's Technical Intelligence Center where LETC operations cue the tactical interdiction and investigation of illicit trafficking bound for the United States.'[338] The Division includes the Human Smuggling Cell, an 'interagency platform led by ICE Intelligence to coordinate and integrate human smuggling intelligence and law enforcement information', as well as the Human Smuggling and Trafficking Center, which 'integrates and disseminates interagency intelligence to prevent human trafficking.'[339]

[335] *ICE Budget Overview 2020* (n 305) 61.
[336] Ibid at 96.
[337] Ibid.
[338] Ibid at 97.
[339] Ibid.

mission_support_hsi_ice_dhs	HSI's Mission Support Division 'provides HSI domestic and international offices with budget formulation, budget execution, financial oversight, acquisitions and procurement, workforce management, and other administrative services. Mission Support manages logistics and internal control activities; oversees HSI's fleet, travel, property, and facilities; reports on HSI's performance; coordinates the development and issuance of handbooks, policies, delegation orders, and forms that HSI needs to address its national security and public safety missions; ensures that HSI's resources are aligned to the broader goals of ICE and DHS; oversees the disclosure of information; and supports all HSI headquarters, field offices, and mission areas with strategic planning, analytics, modeling, and efficiency studies to facilitate fact-based decision-making.'[340] Mission Support is responsible for 'addressing all disclosure issues that pertain to HSI, including FOIA requests, Privacy Act requests, congressional inquiries, and discovery requests.'[341]
hsi_special_response_teams_ice_dhs	'HSI's SRTs execute high-risk law enforcement operations that require additional capabilities beyond those of regular HSI agents. As ICE's investigative arm, HSI investigates and responds to a wide range of criminal activities, such as cybercrimes, financial crimes, human and drug trafficking, and immigration fraud. Established with the formation of ICE in 2003, SRTs support this mission by serving search and arrest warrants and conducting other kinds of high-risk enforcement operations, such as confronting suspects with a history of violence and accessing fortified locations using specialized equipment. SRTs also provide cover and quick reaction teams to undercover agents during operations and respond to national emergencies as needed. HSI has 20 SRT units based in ICE field offices across the United States.'[342] 'From fiscal years 2015 through 2019, HSI's SRTs deployed 1,723 times. However, information about deployment type is only available for the 1,406 deployments from fiscal years 2016 through 2019 because HSI began tracking this information in 2016. Of these deployments, 78 percent were to serve arrest warrants to individuals charged with federal crimes. The remaining 22 percent were other deployments consisting of, for example, undercover agent operations, security escorts of high-value evidence, and protection details.'[343]

[340] *Homeland Security Investigations: HSI* (n 331) 19.
[341] Ibid.
[342] *Federal Tactical Teams* (n 193) 33.
[343] Ibid.

management_administration_ice_dhs	The Management and Administration (M&A) Directorate 'provides the full range of headquarters and operational support for ICE's program offices, and the Office of Professional Responsibility (OPR), which conducts background investigations of personnel and inspections of ICE operations. M&A oversees ICE's financial and human resources, IT, sensitive property, and other assets, and it collaborates with internal and external stakeholders to increase ICE's ability to attract and retain a diverse workforce. Additionally, M&A processes Freedom of Information Act (FOIA) requests, provides firearms and tactical training to special agents and officers, trains new and existing ICE employees, and procures goods and services for the Agency.'[344] M&A also houses the Office of Policy and Planning, which works to 'identify, develop and effectively communicate ICE's: strategic and organisational policies, regulations and regulatory processes, and operational requirements.'[345] The Directorate also includes the Office of the Chief Financial Officer, the Office of the Chief Information Officer, the Office of Leadership and Career Development, Office of Human Capital, the Office of Information Governance and Privacy, and the Office of Acquisition Management.[346]
chief_financial_officer_mgmt_ice_dhs	The Office of the Chief Financial Officer ('OCFO') 'manages ICE's financial and physical assets, delivers financial management services, provides real property and leasehold services, eliminates weaknesses that prevent unmodified audit opinions, and directs the development, execution, and monitoring of sound performance-based budgets. OCFO is transitioning from the legacy financial management system used by ICE to a Shared Service Provider (SSP). Additionally, OCFO has developed a managerial cost accounting model which calculates the cost of moving an alien through the immigration enforcement cycle and has partnered with ICE programs to develop the Agency's first Workload Staffing Model (WSM) to determine appropriate staffing and funding requirements. OCFO also manages ICE's fleet, is responsible for facility consolidation and renovation, and regularly conducts multi-sector workforce assessments to determine the appropriate mix of contractor and Federal resources.' (ICE O&S, 45). OCFO is essentially responsible for providing the staffing, funding, and physical asset requirements for ICE to undertake its operations. OFCO 'allocate[s] resources to ICE's operational components by implementing best practices and linking strategic planning, budgeting and program performance to financial decision making.'[347]

[344] *ICE Budget Overview 2020* (n 305) 3.
[345] 'Office of Policy', *US Immigration and Customs Enforcement* (Web Page, 2 September 2021) < https://www.ice.gov/leadership/policy>.
[346] 'Management and Administration', *US Immigration and Customs Enforcement* (Web Page, 23 August 2021) <https://www.ice.gov/about-ice/management-administration>.
[347] 'Office of the Chief Financial Officer', *US Immigration and Customs Enforcement* (Web Page, 23 August 2021) <https://www.ice.gov/about-ice/management-administration/cfo>.

human_capital_mgmt_ice_dhs	The Office of Human Capital ('OHC') 'ensures that ICE has a talented workforce and the workplace practices to sustain it. ICE updated the hiring process to utilize a more strategic location-based announcement process which reduces the time-to-hire metric for mission critical occupations. ICE employs alternative hiring methods outside of the traditional vacancy announcement process, to include direct hire and veteran hiring authorities, and schedule A appointments.'[348] OHC 'provides strategic programs, client services and workforce relations support to ICE employees. OHC provides oversight and guidance to ICE's managers, ensuring compliance with human resources (HR) policies and practices.'[349] 'OHC's goals include the following: Implementing workforce planning strategies to optimize organizational effectiveness; Developing human capital programs, policies and strategic planning for HR issues affecting ICE; and Creating an environment that values employees and promotes work-life balances.'[350] OHC is responsible for recruiting and retaining the staff necessary for ICE to function, including determining what types of people to recruit.[351]
acquisition_mgmt_mgmt_ice_dhs	The Office of Acquisition Management ('OAQ') is a 'customer-focused organization with an enterprise-wide, strategic approach to procurement. OAQ operates as a full business partner with internal and external organizations and serves as a strategic asset dedicated to improving the agency's overall business performance. OAQ procures various products and services such as: Law enforcement services and products, including handcuffs, hand restraints, guns and ammunition; Detention and removal services such as temporary housing, food, clothing and transportation, including air charter flights; Operational support like data analysis, interpreter services and clerical support; and Information technology supplies and services, including computers, security equipment, software and telecommunications equipment.'[352]
chief_information_officer_mgmt_ice_dhs	The Office of the Chief Information Officer ('OCIO') is 'responsible for the management and upkeep of ICE's core IT infrastructure and security, the operations and maintenance of over 70 major IT systems, and the oversight of the ICE TACCOM network, which supports close to 14,000 LEOs. ICE's core IT infrastructure supports nearly 800 locations and 31,000 users worldwide. Specific enterprise-wide services include onsite support for ICE field offices, 24/7 service desk and Network Operations Center support, the network connecting all ICE field locations, workstation deployment, video teleconferencing and telecommunication support, and software license provisioning and management. ... OCIO will also begin a large-scale effort to modernize ICE TACCOM radios with multi-band radio technology to improve interoperability for LEOs, continue migrating ICE applications to public cloud hosting platforms, increase IT

[348] *ICE Budget Overview 2020* (n 305) 45.
[349] 'Office of Human Capital', *US Immigration and Customs Enforcement* (Web Page, 23 August 2021) <https://www.ice.gov/about-ice/management-administration/hc>.
[350] Ibid.
[351] Ibid.
[352] 'Office of Acquisition Management', *US Immigration and Customs Enforcement* (Web Page, 23 August 2021) <https://www.ice.gov/about-ice/management-administration/oaq>.

	efficiencies by consolidating redundant IT tools, and ensure all workstations are capable of running current generation software such as Windows 10 and Office 365.'[353]
information_governance_privacy_mgmt_ice_dhs	The Office of Information Governance and Privacy ('OIGP') 'oversees the management, sharing, protection and access to ICE data, and ensures the information ICE maintains meets legal and policy requirements. The ICE Chief Data Officer is responsible for lifecycle data management and leads the implementation of the Evidence Act and the Federal Data Strategy requirements at ICE. The ICE Chief Data Officer creates the ICE Data Strategy that provides the vision and the framework to address strategic issues that affect our ability to collect, analyze, produce, and disseminate information relevant to the ICE mission. OIGP's components include the Performance Management Office, the Records and Data Management Unit, the Privacy Unit, the Information Governance Unit and the Freedom of Information Act (FOIA) Unit. The Performance Management Office (PMO) tracks, reports and aligns all OIGP projects to M&A strategic goals and OIGP's key mission areas. Additionally, the PMO supports the Chief Data Officer (CDO) in utilizing ICE data to support the missions of the Performance Improvement and Evaluation Officers, in addition to CDO liaison duties with the Office of Management and Budget as well as other agencies when ICE data is used for statistical purposes. The PMO utilizes aggressive tracking of unit operations and tactical plans to give leadership timely, forward-looking data that feeds routine decision-making and out-year planning by means of modem reporting tailored to each unit's operational needs. The ICE Privacy Unit oversees the implementation of privacy protections and the transparency of government operations while supporting the ICE mission. Privacy is the concept that personal information about individuals should be respected and properly safeguarded as required by federal law and policy. The ICE Records and Data Management Unit is responsible for providing operational and policy oversight of Records and Information Management (RIM) functions across ICE and ensuring the agency is compliant with the Federal Records Act. Records and information management is the systematic application of management principles, chiefly control, to the recorded information needed and used in the normal course of an agencies business. The ICE Information Governance Unit's mission is to assist the ICE Chief Data Officer by implementing the Evidence Act, overseeing data and information governance policy, and developing the ICE Data Strategy. The unit ensures a high level of data quality and exchange through the development of data policy, guidance and standards for consistent exchange across ICE information technology systems.'[354]

[353] *ICE Budget Overview 2020* (n 305) 46.
[354] 'Office of Information Governance and Privacy', *US Immigration and Customs Enforcement* (Web Page, 23 August 2021) <https://www.ice.gov/about-ice/management-administration/privacy>.

policy_planning_mgmt_ice_dhs	The Office of Policy and Planning ('OPP') 'collaborates with internal and external stakeholders to identify, develop and effectively communicate ICE's: strategic and organizational policies; regulations and regulatory processes; and operational requirements. Further, OPP supports ICE's strategic priorities through coordination with departmental and interagency partners, establishing policies and regulations impacting ICE.'[355] Within the OPP, policy analysts undertake a variety of functions, including conducting and leading 'comprehensive special studies, provides assessments, evaluations, and recommendations on new and proposed policy initiatives, DHS priorities, programs and operations at national and international levels', ensuring 'development of background and briefing materials for top agency management and is responsible for the development of new policies based on the results of studies and reviews', draft and critically review 'policy proposals and incumbent may serve as spokesperson for the agency in the resolution of controversial issues regarding such proposals', 'Carries out the full range of policy review, processes and activities to complete each phase of assignments and projects', and 'Determines relevant issues involved and determines whether records and other documentation are sufficient to move forward, researches administrative rulings, court decisions, and precedent cases, analyzes relevant law and consults as necessary.'[356]
leadership_career_dev_mgmt_ice_dhs	The ICE Office of Leadership and Career Development ('OLCD') 'establishes and maintains standards for ICE training programs and curricula, facilitates the accreditation of ICE training programs and oversees training delivered to ICE personnel. OLCD also oversees ICE's online training programs. OLCD comprises the Leadership Development Center and the Training and Performance Support Division. The Leadership Development Center (LDC) provides resident, virtual and exported leadership and career development training to enhance the knowledge, skills and abilities of all employees. The LDC supports professional development of all leader-levels of the Department of Homeland Security Leader Development Program framework to include a variety of services. The Training and Performance Support Division (TPSD) establishes and maintains standards for ICE training programs and curricula, facilitates the accreditation process of ICE training programs, and oversees the training delivered to ICE personnel. This includes internally developed courses and those developed in cooperation with partner agencies or provided by external institutions. Training programs are delivered at the LDC, Homeland Security Investigations (HSI) Academy, Enforcement and Removal Operations Academy and HSI Intelligence Academy. Additionally, the TPSD provides support to training programs at alternatives sites and online through the ICE learning management system (LMS) and webinars. The TPSD is responsible for gathering data to measure the effectiveness of training activities and training programs, helping to integrate training programs across the agency to create economies of scale, and ensuring the most efficient and effective use of limited training resources and assets.'[357]

[355] 'Office of Policy', *US Immigration and Customs Enforcement* (Web Page, 2 September 2021) <https://web.archive.org/web/20210808050139/www.ice.gov/about-ice/management-administration/policy>.
[356] 'Policy Analyst', *USAJobs* (Job Posting No 42136015, 2 April 2021).
[357] 'Office of Leadership and Career Development', *US Immigration and Customs Enforcement* (Web Page, 23 August 2021) < https://www.ice.gov/about-ice/management-administration/olcd>.

professional_responsibility_ice_dhs	The ICE Office of Professional Responsibility ('OPR') is 'responsible for upholding the agency's professional standards through a multi-disciplinary approach of security, inspections and investigations. OPR promotes organizational integrity by vigilantly managing ICE's security programs, conducting independent reviews of ICE programs and operations, and impartially investigating allegations of serious employee and contractor misconduct, as well as internal and external threats against ICE personnel and facilities. OPR assesses pre-employment suitability and continuously evaluates background investigations of the ICE workforce. OPR also manages physical security and classified national security information, which includes administering clearance levels and access to classified information, systems and equipment. OPR provides ICE senior leadership with an independent assessment of their programmatic compliance with requirements of agency policies, procedures, and detention standards. OPR's role in safeguarding the organization permits the agency to focus on its larger mission of promoting homeland security and public safety.'[358] OPR investigates 'criminal and administrative misconduct within ICE and are responsible for executing the security operations that protect ICE personnel, facilities, and information and for conducting training of ICE personnel.'[359]
investigation_opr_ice_dhs	The OPR Investigation Division 'investigates allegations of criminal and administrative misconduct of ICE employees and contractors, evaluates criminal misconduct of CBP employees when related to an ICE investigation, and administers the Insider Threat Program.'[360]
inspections_detention_oversight_opr_ice_dhs	The OPR Inspections and Detention Oversight Division 'assesses ICE's organizational health by providing independent reviews of Component programs, offices, and detention facilities to measure compliance with applicable policies, procedures, and standards, conducting detainee death reviews, and auditing ICE's implementation of the DHS Prison Rape Elimination Act (PREA).'[361]
uscis_dhs	'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. ... USCIS is the government agency that oversees lawful immigration to the United States. We are 19,000 government employees and contractors working at more than 200 offices across the world.'[362]

[358] 'Office of Professional Responsibility', *US Immigration and Customs Enforcement* (Web Page, 2 April 2021) <https://www.ice.gov/about-ice/opr>.
[359] *ICE Budget Overview 2020* (n 305) 40.
[360] Ibid at 47.
[361] Ibid.
[362] 'Mission and Core Values', *US Citizenship and Immigration Services* (Web Page, 5 July 2020) <https://www.uscis.gov/about-us/mission-and-core-values>.

external_affairs_uscis_dhs	'The External Affairs Directorate (EXA) ensures that USCIS conveys accurate, consistent and transparent information and unified messaging to both our external and internal audiences. We develop and circulate official USCIS materials aimed at external audiences, including Congress, the press, immigration stakeholders, and the general public. We maintain relationships with Congress by providing responses to policy questions and constituent casework inquiries, and by providing ongoing education for members of Congress and their staff. We communicate with federal, state, local, territorial, and tribal partners. ... The External Affairs Directorate consists of three separate offices: Office of Legislative Affairs, Office of Public Affairs, and Office of Citizenship and Applicant Information Services.'[363]
office_of_legislative_affairs_ea_uscis_dhs	'The Office of Legislative and Intergovernmental Affairs (OLA) supports the USCIS mission by maintaining effective relationships with Congress. OLA promptly responds to concerns from congressional stakeholders and shares updates on USCIS policy changes with those stakeholders. These actions enhance understanding of the immigration process and promote the development of sound immigration legislation, policy, and practices. OLA ensures that the USCIS director, deputy director, and other USCIS leaders are well-informed of congressional activity and legislation affecting the agency. OLA [has] three divisions and one branch.'[364]
legislative_affairs_ola_ea_uscis_dhs	'The Legislative Affairs Division informs and advises USCIS leadership on congressional activity, informs Congress of USCIS policies and priorities, provides Congress with technical assistance on proposed legislation, briefs members and their staff on agency operations and policies, and supports agency leadership for congressional hearings.'[365]
operations_field_coordination_ola_ea_uscis_dhs	'The Operations and Field Coordination Division supports the Congressional Liaison Corps throughout the agency to ensure consistency in outreach and operations. The division manages the OLA system of records—the Legislative Electronic Tracking System.'[366]
congressional_constituent_services_ola_ea_uscis_dhs	'The Congressional Constituent Services Division responds to congressional inquiries concerning constituent casework and policy questions.'[367]
liaison_and_coordination_branch_ola_ea_uscis_dhs	'The Liaison and Coordination Branch facilitates unified USCIS responses to intradepartmental inquiries, requests for information and formal recommendations on all immigration issues as well as allegations of civil rights violations.'[368]

[363] 'External Affairs Directorate', *US Citizenship and Immigration Services* (Web Page, 17 February 2021) <https://www.uscis.gov/about-us/organization/directorates-and-program-offices/external-affairs-directorate>.
[364] Ibid.
[365] Ibid.
[366] Ibid.
[367] Ibid.
[368] Ibid.

office_of_public_affairs_ea_uscis_dhs	'The Office of Public Affairs (OPA) functions as a conveyor of information, context, and insights to external and internal audiences with the aim of enhancing the public's understanding of our agency and the laws and policies affecting benefit seekers, stakeholders, and the American people. OPA has six divisions.'[369] The divisions include the Plain Language Division, the Media Affairs Division, the Multimedia Division, the Internal Communications Division, the Strategic Communications Division, and the Public Engagement Division.[370]
plain_language_opa_ea_uscis_dhs	'The Plain Language Division ensures compliance with the Plain Writing Act. Our team of writer-editors draft original content, review and edit communications materials and web content, and ensure that we are communicating clear, concise, accurate, and useable information. These writer-editors actively contribute to many working groups, where they edit reports, internal memos, forms, and instructions. The division also translates web content into Spanish and provides plain language training to USCIS employees and other components of DHS.'[371]
internal_communications_opa_ea_uscis_dhs	'The Internal Communications Division coordinates all internal communications with the USCIS workforce. It also produces a digital employee newsletter and maintains the agency's intranet.'[372]
strategic_communications_opa_ea_uscis_dhs	'The Strategic Communications Division plans, develops, and communicates USCIS messaging to announce short- or long-term programmatic and policy updates, changes, or new initiatives. This division coordinates and develops timely communications strategies to ensure accurate information reaches relevant external audiences.'[373]
public_engagement_opa_ea_uscis_dhs	'The Public Engagement Division facilitates open and transparent communication between USCIS offices nationwide, external stakeholders, and the communities they represent. The division supports a variety of outreach programs and initiatives to ensure that the public has a clear understanding of our agency's priorities and policies.'[374]
citizenship_and_applicant_info_services_ea_uscis_dhs	'The Office of Citizenship and Applicant Information Services (CAIS) helps the public learn about U.S. citizenship and assists applicants with a variety of resources and tools.'[375] There are two divisions and one office within CAIS: the Public Services Division, the Digital Services Division, and the Office of Citizenship.[376]

[369] 'External Affairs Directorate', *US Citizenship and Immigration Services* (Web Page, 17 February 2021) <https://www.uscis.gov/about-us/organization/directorates-and-program-offices/external-affairs-directorate>.
[370] Ibid.
[371] Ibid.
[372] Ibid.
[373] Ibid.
[374] Ibid.
[375] 'External Affairs Directorate', *US Citizenship and Immigration Services* (Web Page, 17 February 2021) <https://www.uscis.gov/about-us/organization/directorates-and-program-offices/external-affairs-directorate>.
[376] Ibid.

public_services_division_cais_ea_uscis_dhs	'The Public Services Division responds to questions by phone, email, live chat, and written correspondence through the USCIS Contact Center. This division helps people locate information on the USCIS website using our virtual assistant, Emma, and provides language services to USCIS, ICE, and CBP.'[377]
digital_services_division_cais_ea_uscis_dhs	'The Digital Services Division manages the USCIS website and online self-help tools, builds digital forms and online account services in support of the USCIS eProcessing initiative, and ensures that people with limited English proficiency and people with disabilities can use our online resources.'[378]
field_operations_directorate_uscis_dhs	The Field Operations Directorate 'Ensures the integrity of the immigration system by making decisions on immigration benefit applications, petitions and requests, including naturalization and citizenship applications, through written correspondence and in-person interviews with applicants, petitioners, and beneficiaries ... Participates collaboratively with federal, state, local, and tribal law enforcement agencies; Conducts background security checks for pending applications and petitions; ... and Provides in-person information and documentary services for applicants.'[379]
field_offices_fod_uscis_dhs	The Field Operations Directorate has '88 field offices that deliver immigration benefit services directly to applicants and petitioners in communities across the United States and its territories.'[380]
national_benefits_center_fod_uscis_dhs	The National Benefits Center (NBC) 'adjudicates some form types to completion including I-765s, I-131s, immigration benefits associated with the LIFE Act, legalization-related applications, and international adoption cases.'[381]
headquarters_fod_uscis_dhs	Field Operations Headquarters ('HQ'), the four regional offices and 16 district offices 'provide oversight, direction and support to the field offices, field support offices and the NBC.'[382]

[377] Ibid.
[378] Ibid.
[379] 'Field Operations Directorate', *US Citizenship and Immigration Services* (Web Page, 22 January 2021) <https://www.uscis.gov/about-us/organization/directorates-and-program-offices/field-operations-directorate>.
[380] Ibid.
[381] Ibid.
[382] Ibid.

fraud_detection_national_security_uscis_dhs	Fraud Detection and National Security ('FDNS') 'officers are located in USCIS service centers, asylum offices, and domestic and international field offices. Some FDNS immigration officers are embedded in other government agencies. FDNS employs numerous measures to detect and deter immigration benefit fraud and aggressively pursues benefit fraud cases in collaboration with USCIS adjudication officers and federal law enforcement agencies. Since 2004, FDNS and U.S. Immigration and Customs Enforcement (ICE) have collaborated in a strategic partnership to combat immigration fraud. FDNS officers work closely with law enforcement and intelligence community partners to resolve potential fraud, national security, and public safety concerns, and to ensure the mutual exchange of current and comprehensive information. They are responsible for conducting administrative investigations into suspected benefit fraud and aiding in the resolution of national security or criminal concerns. Administrative investigations may include compliance reviews, interviews, site visits, requests for evidence, and may also result in a referral to ICE for consideration of a criminal investigation.'[383]
immigration_records_identity_services_uscis_dhs	'The Immigration Records and Identity Services Directorate (IRIS) provides immigration, employment, and identity information accurately and completely to enable confident and timely decisions.'[384] IRIS has three divisions: Identity and Information Management Division, National Records Center, and the Verification Division.[385]
identity_information_management_iris_uscis_dhs	'The Identity and Information Management Division (IIMD) provides reliable person centric identity and immigration information management and services for an ecosystem of more than 100 million immigration records. IIMD is responsible for meeting the demands of a hybrid paper and electronic records environment to support the nation's evolving immigration operations. IIMD: Is the authoritative source of trusted identity and immigration data and content as the business owner and operator of 10 IRIS immigration information systems including the Central Index System (CIS), which summarizes immigration status history; RAILS, which points users to where immigration information is located; and the Customer Profile Management System (CPMS), which stores biometric and background check data; Implements official identity and immigration records policy and guidance across the DHS tri-bureau, USCIS, Customs and Border Protection and Immigration and Customs Enforcement; Engages with international and interagency partners to establish information sharing agreements and improve interoperability of identity and immigration information systems and processes; and Provides quality biometric collection services and background check data to internal and external stakeholders.'[386]

[383] 'Fraud Detection and National Security Directorate', *US Citizenship and Immigration Services* (Web Page, 13 March 2020) <https://www.uscis.gov/about-us/directorates-and-program-offices/fraud-detection-and-national-security-directorate>.
[384] 'Immigration Records and Identity Service Directorate', *US Citizenship and Immigration Services* (Web Page, 2 August 2019) <https://www.uscis.gov/about-us/directorates-and-program-offices/immigration-records-and-identity-services-directorate>.
[385] Ibid.
[386] Ibid.

national_records_center_iris_uscis_dhs	'The National Records Center (NRC) provides records storage, management, and information retrieval services, and maintains the integrity of over 55.6 million immigration records and 23 million receipt files while supporting the largest Freedom of Information Act (FOIA) program in the federal government.'[387]
verification_iris_uscis_dhs	The Verification Division provides timely and accurate immigration status and information to public benefit granting agencies and employment authorization to employers. The division operates and manages Form I-9, Employment Eligibility Verification, the E-verify system which compares information from an employee's Form I-9 to data from DHS and Social Security Administration records to confirm employment eligibility, and the Systematic Alien Verification for Entitlements Program which assists federal, state, and local benefit-issuing agencies, institutions, and licensing agencies determine the immigration status of benefit applicants so only those entitled to benefits receive them. This includes asylum applicants granted employment authorisation, as well as asylees, Convention Against Torture and withholding of removal grantees also granted employment authorisation.
management_directorate_uscis_dhs	'The Management Directorate provides leadership, coordination, and logistics for a variety of complex mission support functions and activities on which other USCIS program offices and directorates rely to achieve their goals. Specifically, the directorate plans, directs, manages, and coordinates all management support functions within USCIS. The Management Directorate: Works with internal customers to design and implement innovative, cost effective solutions to support USCIS' mission delivery. Provides the essential products and services that enable other USCIS directorates and program offices to complete their missions effectively and efficiently.'[388] The Directorate has one division and eight offices: Investment Management Division, Office of Administration, Office of the Chief Financial Officer, Office of Contracting, Office of Human Capital and Training, Office of Information Technology, Office of Intake and Document Production, Office of Performance and Quality, and the Office of Security and Integrity.
human_capital_training_md_uscis_dhs	'The Office of Human Capital and Training attracts, hires, trains, and retains a quality and diverse workforce, offers USCIS employees' career development opportunities, and supports work-life balance.'[389]
information_technology_md_uscis_dhs	'The Office of Information Technology provides the information technology services, strategic vision, leadership, technical expertise, and capabilities necessary to enable USCIS to deliver effective, efficient, economical, and secure immigration services.'[390]

[387] Ibid.
[388] 'Management Directorate', *US Citizenship and Immigration Services* (Web Page, 9 August 2021) <https://www.uscis.gov/about-us/organization/directorates-and-program-offices/management-directorate>.
[389] Ibid.
[390] Ibid.

intake_document_production_md_uscis_dhs	'The Office of Intake and Document Production designs and maintains all USCIS forms for internal and public use, produces secure identification documents, and oversees the receipt of USCIS applications and any associated filing fees.'[391] The Office is also responsible for: 'Design, print and distribute USCIS forms. Manage the paper (USCIS Lockbox facilities) intake system. Troubleshoot intake issues, adjudicate fee waiver requests and resolve filing issues with applications. Produce and mail secure identity documents, such as Permanent Resident Cards and Employment Authorization Documents. Print and distribute notices, such as receipt and appointment, to applicants and petitioners.'[392]
investigations_uscis_dhs	The Office of Investigations '[c]onducts investigations of misconduct, corruption, and fraud involving USCIS employees and contractors; Establishes policy relative to investigative procedures and techniques; Maintains electronic storage of investigative records in accordance with the National Archives and Records Administration's standards; Prepares the semi-annual Report on Internal Affairs Investigations to Congress, which summarizes the USCIS investigative process and investigative activity by the Office of Investigations during the reporting period; and Provides training and guidance to employees assigned to conduct field management inquiries.'[393]
privacy_uscis_dhs	The Office of Privacy 'Evaluates USCIS legislative and regulatory proposals involving collection, use, and disclosure of personally identifiable information (PII); Provides privacy policy and programmatic oversight and supports implementation across USCIS; Evaluates USCIS programs, systems and operations to identify privacy sensitivities; recommends mitigation strategies to reduce potential privacy impacts; and provides guidance and global assistance to USCIS program offices and directorates in meeting such requirements; Operates a USCIS-wide Privacy Incident Response Program to ensure that incidents involving PII are properly reported, investigated and mitigated; Responds to and addresses complaints of privacy violations; Provides privacy training, education and outreach; Provides advice and technical assistance to leadership and management to ensure privacy protections are implemented throughout USCIS programs, systems, processes and operations; and Ensures USCIS' adherence to federal, regulatory, statutory, departmental and component privacy requirements, mandates, directives and policy.'[394]

[391] Ibid.
[392] 'Office of Intake and Document Production', *US Citizenship and Immigration Services* (Web Page, 8 January 2021) <https://www.uscis.gov/about-us/organization/directorates-and-program-offices/management-directorate/office-of-intake-and-document-production>.
[393] 'Office of Investigations', *US Citizenship and Immigration Services* (Web Page, 10 February 2020) <https://www.uscis.gov/about-us/directorates-and-program-offices/office-of-investigations>.
[394] 'Office of Privacy', *US Citizenship and Immigration Services* (Web Page, 15 January 2021) <https://www.uscis.gov/about-us/organization/directorates-and-program-offices/office-of-privacy>.

office_of_chief_counsel_uscis_dhs	'The Office of the Chief Counsel (OCC) was established in accordance with Section 451 of the Homeland Security Act of 2002 to provide specialized legal advice, opinions, determinations, regulations, and any other assistance to the USCIS Director as an embedded legal program of the DHS Office of the General Counsel. The Office of the Chief Counsel consists of the following legal divisions: Headquarters - Adjudications Law Division (ALD), Refugee and Asylum Division (RALD), Commercial and Administrative Law Division (CALD), Regulatory and Verification Law Division (RVLD), Training and Knowledge Management Division (TKMD), Ethics Division. Field - Northeastern Law Division (NELD), Southeastern Law Division (SELD), Central Law Division (CLD), Western Law Division (WLD), Litigation and National Security Coordination Division (LNSCD), Affirmative Litigation Division (ALit) ... With a highly skilled team of approximately 325 attorneys and support staff nationwide, OCC on a daily basis fields a wide range of inquiries concerning immigrant and nonimmigrant employment and family-based petitions, adjustment of status, adoptions, inadmissibility and waivers, naturalization, asylum and refugee status, contract and administrative matters, labor issues, and records and verification issues. OCC provides comprehensive litigation support to the Department of Justice's Office of Immigration Litigation and the Offices of the United States Attorney. OCC's areas of responsibility include providing legal education and training to USCIS staff, and advising USCIS and DHS staff on legislative, regulatory and national security issues.'[395]
refugee_asylum_occ_uscis_dhs	Fields inquries and provides 'specialized legal advice, opinions, determinations, regulations and any other assistance' required on asylum and refugee status issues.[396] 'Provide legal advice on domestic asylum law and practice, overseas refugee resettlement programs, temporary protected status, and CAT.'[397]

[395] 'Office of the Chief Counsel', *US Citizenship and Immigration Services* (Web Page, 9 August 2021) <https://www.uscis.gov/about-us/organization/directorates-and-program-offices/office-of-the-chief-counsel>.
[396] Ibid.
[397] 'Help Wanted: Immigration Attorney', *Immigration Daily* (Job Announcement No COU-CIS-2008-0010, 3 October 2008).

training_knowledge_management_occ_uscis_dhs	'The Training and Knowledge Management Division is dedicated to expanding the availability of resources, education and information technology within USCIS' legal and operational components. Through the Training and Knowledge Management Division, OCC has offered educational modules on the issuance of notices to appear, determining good moral character, effective writing, exercising discretion, and adjudicating waivers.'[398] 'Through TKMD, OCC works closely with the USCIS Refugee, Asylum and International Operations branch, the Fraud Detection and National Security branch, the Human Capital and Training divisions, as well as other divisions to vet training products and provide instruction on certain topics. OCC also creates certain training materials for use with its USCIS client, and those materials are coordinated and vetted through TKMD.'[399] Attorneys within TKMD are also responsible for '(a) conducting legal research and coordinating with other components within USCIS, OCC, and DHS on issues involving the legal sufficiency and accuracy of training materials, (b) coordinating with other components within USCIS, OCC, and DHS on instructors for various training situations, and (c) reviewing and coordinating the use and content of OCC's' knowledge management platform.'[400]
litigation_national_security_coordination_occ_uscis_dhs	The Litigation and National Security Coordination Division 'provides comprehensive litigation support to the Department of Justice's Office of Immigration Litigation and the Offices of the United States Attorney', while coordinating with other DHS components.[401] Within this Division, attorneys are responsible for 'coordinating litigation strategies with Department of Justice attorneys and White House counsel, writing and editing briefs for the U.S. Circuit Courts and the U.S. Supreme Court, partaking in moot court hearings, discovery, managing and advocating on behalf of clients' interests, maintaining agency-wide litigation holds, FOIA review, and formulating extensive administrative records.'[402]

[398] US Citizenship and Immigration Services, *USCIS Annual Report for Fiscal Year 2008* (Report) 52.
[399] '[blindlaw] GS-0905-13/15-Experienced Attorney, Department of Homeland Security, Citizenship and Immigration Services', *nfbnet.org* (Job Announcement No CIS-708340-COU, 10 August 2012) 2.
[400] Ibid.
[401] 'Office of the Chief Counsel', *US Citizenship and Immigration Services* (Web Page, 9 August 2021) <https://www.uscis.gov/about-us/organization/directorates-and-program-offices/office-of-the-chief-counsel>.
[402] Kaitlyn Charette, 'Kaitlyn Charette', *LinkedIn* (Web Page, 2021) <https://www.linkedin.com/in/kaitlyn-charette-54472639>.

executive_secretariat_uscis_dhs	'The Office of the Executive Secretariat (EXSO) provides direct support to the USCIS Office of the Director. EXSO receives, controls, and tracks correspondence and other written and electronic documents, including classified material, that are addressed to the USCIS Director or the Secretary or Deputy Secretary of Homeland Security (DHS). In addition, EXSO sets standards for document preparation through its Executive Correspondence Manual. We facilitate the agency's top-level written communications, serve as the authoritative channel for clearing executive communications within USCIS, and coordinate interagency clearances with DHS components. We deliver prompt, quality service to USCIS program offices and directorates, as well as to DHS components. EXSO serves as a liaison within USCIS and to DHS, ensuring the agency meets deadlines, adheres to content standards, and incorporates all standards while collaborating with DHS components. We regularly respond to special requests from the DHS Office of the Executive Secretary. Such requests include preparation of briefing papers and talking points, in addition to the coordination of Department-wide information. We work with other governmental agencies to ensure prompt delivery of information, reports, and other documents requested or legislatively mandated by Congress or the White House, and we provide editorial assistance, as necessary, to ensure optimal quality. EXSO sponsors and provides a correspondence document management system for agency-wide use, and we offer training to ensure users can manage tasks. We serve as the central records repository for official documents and decisions, and we are the official record keeper for executive communications signed by the agency Director and Deputy Director.'[403] 'In addition to EXSO leadership, the Office of the Executive Secretariat consists of the following teams: External Team; Internal Team; Administrative, Budget, and Logistics Team'.[404]
external_liaison_es_uscis_dhs	'The External Team provides essential executive support and collaborates with USCIS program offices and directorates, DHS components, and other government departments. The External Team manages the following: Executive Congressional Correspondence; Congressional Reports; Congressional Questions for the Record; VIP Correspondence; Responses to FOIA requests on behalf of the Office of the Director; Incoming letters addressed to the Secretary or Deputy Secretary of Homeland Security and the USCIS Director, Deputy Director, or Chief of Staff; Internal clearances of draft response letters for the Director, Deputy Director, or Chief of Staff's signature; and Preservation of the official files of the Director, Deputy Director, and Chief of Staff in accordance with applicable statutory and regulatory requirements.'[405]

[403] 'Office of the Executive Secretariat', *US Citizenship and Immigration Services* (Web Page, 19 September 2019) <https://www.uscis.gov/about-us/directorates-and-program-offices/office-of-the-executive-secretariat>.
[404] Ibid.
[405] Ibid.

internal_es_uscis_dhs	'The Internal Team plays a lead role in coordinating and clearing information and materials prepared within USCIS that are intended for review/approval by the Office of the Director to support the development of policy priorities. They serve as the focal point for coordinating and clearing official documents from DHS headquarters and components, including DHS Administrative Policy and Guidance documents that are binding on all DHS components. The Internal Team: Coordinates USCIS internal documents that require the Director, Deputy Director, or Chief of Staff's approval or signature. Ensures that the agency's directorates and program offices are informed of and have an opportunity to comment on documents that affect their offices or functions. Documents include: Federal Register Notices; Operational guidance; Instructional materials; Administrative and operational policy materials; Precedent Decisions; Cooperative agreements; Governance documents; Regulatory and statutory documents; Data calls; S1/S2 Briefing Book Taskers; Classified documents; and Any other internally developed materials requiring Office of the Director's clearance.'[406]
refugee_asylum_intl_ops_directorate_uscis_dhs	'We are responsible for: Conducting protection screenings; Adjudicating asylum and refugee applications; and Adjudicating other immigration benefits both domestically and internationally. We are vigilant about fraud detection and national security, relying on careful vetting, innovative screening mechanisms, and sound adjudication. We also maintain effective intergovernmental partnerships, consult with other countries to build the capacity of their protection systems, implement bilateral information-sharing agreements for identity management and confidentiality, and help advance the U.S. government's strategic priorities in the international and refugee protection arenas.'[407] 'RAIO leverages its domestic and overseas presence to assess eligibility for humanitarian and immigration benefits throughout the world while combating fraud and protecting national security. Two divisions oversee RAIO's primary adjudicative programs: The International and Refugee Affairs Division (IRAD**)** administers the U.S. Refugee Admissions Program (USRAP), along with the Department of State and other USRAP partners. IRAD also manages RAIO's international offices and overseas workloads. ... The Asylum Division adjudicates affirmative asylum applications for people who are already in the U.S. and, generally, are not already in removal proceedings.'[408]

[406] Ibid.
[407] 'Refugee, Asylum and International Operations Directorate', *US Citizenship and Immigration Services* (Web Page, 10 March 2020) <https://www.uscis.gov/about-us/directorates-and-program-offices/refugee-asylum-and-international-operations-directorate>.
[408] Ibid.

asylum_raio_uscis_dhs	'The Asylum Division adjudicates affirmative asylum applications for people who are already in the U.S. and, generally, are not already in removal proceedings. The Asylum Division also adjudicates applications to suspend deportation or cancel removal under the Nicaraguan Adjustment and Central American Relief Act (NACARA). Additionally, the Asylum Division conducts credible fear screenings for people placed in expedited removal; reasonable fear screenings for people subject to final administrative removal orders or reinstatement of prior removal orders; screenings for people processed under the Migrant Protection Protocols; and screening functions under bilateral asylum cooperative agreements.'[409]
service_center_ops_uscis_dhs	'Service Center Operations Directorate (SCOPS) provides services for persons seeking immigration benefits while ensuring the integrity and security of our immigration system. We provide decisions to individuals who want to receive immigration benefits. We support components at headquarters and service centers. ... We ensure that new immigrants and citizens understand the privileges and advantages of lawful presence in the United States.'[410] 'SCOPS consists of five Service Centers that provide immigration benefits for petitioners and applicants who do not require interviews. These five centers are the California Service Center (CSC), Nebraska Service Center (NSC), Potomac Service Center (PSC), Texas Service Center (TSC), and Vermont Service Center (VSC). Generally, the work performed by the service centers is organized by these distinct product lines, but is not limited to: Business ... Family ... Humanitarian – Benefit requests filed by refugees and asylees and their accompanying family members, individuals seeking consideration of Deferred Action for Childhood Arrivals (DACA), and individuals seeking temporary protected status (TPS); relief for victims of abuse, crimes, and severe forms of trafficking; waivers of inadmissibility; and posthumous naturalization based on death in active military service, among other humanitarian benefits. Students and exchange visitors ... Fraud Detection – Operational support, oversight and policy guidance for the Center Fraud Detection Operations (CFDOs) at each of the Service Centers. National Security – Oversight, operational support, and policy guidance for the Background Check Units (BCU) at each of the Service Centers.'[411]

[409] Ibid.
[410] 'Service Center Operations Directorate', *US Citizenship and Immigration Services* (Web Page, 22 January 2021) <https://www.uscis.gov/about-us/organization/directorates-and-program-offices/service-center-operations-directorate>.
[411] Ibid.

policy_and_strategy_uscis_dhs	The Office of Policy and Strategy (OPS) 'is the USCIS lead for policy development and regulations coordination. OPS develops national immigration policy recommendations, coordinates regulations development, performs research, evaluation, and analysis on immigration issues, and is a principal liaison on immigration policy and strategic planning issues with DHS headquarters and sister agencies. OPS maintains effective relationships with Congress, stakeholders, and other government entities. OPS analysts regularly educate the public on new areas of policy or adjudicative practice and maintain awareness on research and policy issues of interest. OPS reviews and interprets policy and program issues, formulates the development of new USCIS policies and programs that reflect the emphasis desired by the Administration and the Department' and ensures that 'policy implementation problems are resolved or raised to the appropriate level of authority.'[412] Engages in 'continuous analysis and review of USCIS programs', 'obtains information and data from program managers as needed and evaluates program recommendations submitted by other offices in terms of their impact on broad program goals and direction, ensuring that they align with other USCIS policies', 'drafts, develops, and prepares policies as necessary to ensure implementation by relevant offices and program managers of new or revised USCIS policies or policies that directly impact USCIS', 'consults with the Director and Deputy Director of USCIS and other high-level officials on a wide range of policy issues', 'initiates and maintains contact with other Federal agencies and public officials to foster cordial and mutually advantageous relationships in matters of interest to benefit to USCIS and the Director's office' and 'actively participates in the budget formulation and execution process for furtherance of USCIS program goals and objectives.'[413]
president	The President 'is both the head of state and head of government of the United States of America, and Commander-in-Chief of the armed forces. Under Article II of the Constitution, the President is responsible for the execution and enforcement of the laws created by Congress. Fifteen executive departments — each led by an appointed member of the President's Cabinet — carry out the day-to-day administration of the federal government. They are joined in this by other executive agencies such as the CIA and Environmental Protection Agency, the heads of which are not part of the Cabinet, but who are under the full authority of the President. The President also appoints the heads of more than 50 independent federal commissions, such as the Federal Reserve Board or the Securities and Exchange Commission, as well as federal judges, ambassadors, and other federal offices. The Executive Office of the President (EOP) consists of the immediate staff to the President, along with entities such as the Office of Management and Budget and the Office of the United States Trade Representative. The President has the power either to sign legislation into law or to veto bills enacted by Congress ... The Executive Branch conducts diplomacy with other nations and the President has the power to negotiate and sign treaties, which the Senate ratifies. The President can issue executive orders, which direct executive officers or clarify and further existing laws.'[414]

[412] 'Deputy Chief, Office of Policy and Strategy', *USAJobs* (Job No 42014455, 4 March 2021).
[413] Ibid.
[414] 'The Executive Branch', *The White House* (Web Page, 2021) <https://www.whitehouse.gov/about-the-white-house/our-government/the-executive-branch/#:~:text=The%20President%20is%20responsible%20for,Presidency%20should%20the%20need%20arise>.

executive_office_president	'Every day, the President of the United States is faced with scores of decisions, each with important consequences for working families. To provide the President with the support that he or she needs to govern effectively, the Executive Office of the President (EOP) was created in 1939 by President Franklin D. Roosevelt. The EOP has responsibility for tasks ranging from communicating the President's message to the American people to promoting our trade interests abroad.'[415] The EOP is overseen by the White House Chief of Staff, publishes Executive Orders and undertakes other tasks to support the president's decision-making.[416]
omb_eop	The Office of Management and Budget ('OMB') 'oversees the implementation of the President's vision across the Executive Branch. OMB carries out its mission through four main functions across executive departments and agencies: Budget development and execution; Management, including oversight of agency performance, procurement, financial management, and information technology; Coordination and review of all significant Federal regulations from executive agencies, privacy policy, information policy, and review and assessment of information collection requests; and Clearance and coordination of legislative and other materials, including agency testimony, legislative proposals, and other communications with Congress, and coordination of other Presidential actions.'[417] 'As a source of support to the institutional presidency, OMB also acts on the President's behalf in preparing the President's annual budget proposal, overseeing executive branch agencies, and helping steer the President's policy actions and agenda. In pursuing these activities, OMB interacts extensively with Congress and agencies in ways that are both publicly visible and more hidden from view.'[418]
general_gov_programs_rmo_omb_eop	OMB includes Resource Management Offices (RMOs), which include General Government Programs under which homeland security falls.[419] 'RMOs are tasked with examining agency budget requests and developing funding recommendations for federal agencies under their purview. ... Each RMO focuses on a cluster of related agencies and issues to examine agency budget requests and make funding recommendations. To develop these recommendations, RMOs are tasked with integrating management, budget, and policy perspectives in their work. A politically appointed program associate director (PAD) leads each of the RMOs.'[420]

[415] 'Executive Office of the President', *The White House* (Web Page, 2021) <https://www.whitehouse.gov/administration/executive-office-of-the-president/>.
[416] See 'Government Sources by Subject: [The Executive Office of the] President', *University of Washington, University Libraries* (Web Page, 18 August 2021) <https://guides.lib.uw.edu/research/govpubs-quick-links/exec-office-president>.
[417] 'Office of Management and Budget', *The White House* (Web Page, 2021) <https://www.whitehouse.gov/omb/>.
[418] Congressional Research Service, *Office of Management and Budget (OMB): An Overview* (Report, RS21665, 12 November 2020) 1.
[419] Ibid at 4.
[420] Ibid.

omb_support_offices_omb_eop	OMB includes OMB-wide support offices, which 'address a variety of subject areas. For example, the Budget Review Division (BRD) coordinates the process for preparing the President's annual budget proposal to Congress. The Legislative Reference Division (LRD) coordinates review of agencies' draft bills, congressional testimony, and correspondence to ensure compliance with the President's policy agenda. OMB's Economic Policy Office works with the President's Council of Economic Advisers and the Treasury Department to develop economic assumptions and more recently has focused on program evaluation. The other support offices included the General Counsel, Legislative Affairs, Strategic Planning and Communications, Performance and Personnel Management, and the Management and Operations Division.'[421]
electronic_govt_omb_eop	The Office of Electronic Government (E-Gov) is a statutory office of OMB.[422] 'The administrator of E-Gov is presidentially appointed and is responsible for, among other things, providing overall leadership for the executive branch on electronic government and setting IT standards and guidelines for executive branch agencies. By law, the E-Gov administrator leads the activities of the Chief Information Officers (CIO) Council—also established by the E-Gov Act—on behalf of OMB's DDM. The CIO Council has several statutory responsibilities, including dissemination of IT best practices among executive agencies. E-Gov must annually submit a report to Congress covering the implementation of E-Gov Act provisions. Subsequent legislation, namely the Federal Information Security Modernization Act (FISMA) of 2014 and the Federal Information Technology Acquisition Reform Act (FITARA), imposed additional reporting requirements including, but not limited to, annual reviews of the technology portfolio of executive branch agencies, and reporting on the status of federal cybersecurity.'[423]
info_regulatory_affairs_omb_eop	The Office of Information and Regulatory Affairs ('OIRA') serves 'as the "principal advisor to the [OMB] Director on Federal information policy." The OIRA administrator is appointed by the President and subject to Senate confirmation. Specific areas of responsibility assigned to the OMB director under the PRA have been delegated to OIRA, including information resources management, review and approval of federal information collection and reduction of paperwork burden, agency dissemination of and public access to information, statistical policy and coordination, records management, privacy, and the acquisition and use of information technology.108 In addition to the specific statutory responsibilities listed in the PRA, OIRA has substantial responsibilities and influence over federal agencies' regulations under a centralized review process established through executive order.'[424] 'OIRA's most significant function may be its centralized review of federal regulations. Through this review, OIRA exerts considerable influence over the content of regulations, ensuring that federal agencies' actions are consistent with the President's policy preferences.'[425]

[421] Ibid at 5.
[422] Ibid at 23.
[423] Ibid at 23-24.
[424] Ibid at 18.
[425] Ibid.

domestic_policy_council_eop	The Domestic Policy Council ('DPC') 'drives the development and implementation of the President's domestic policy agenda in the White House and across the Federal government, ensuring that domestic policy decisions and programs are consistent with the President's stated goals, and are carried out for the American people.'[426] 'Staffed by policy experts on a range of issues, the DPC will craft and implement policies on everything from education to health and immigration, along with cross-cutting issues that tackle the profound and multifaceted challenges and opportunities before us.'[427]
national_security_council_eop	The National Security Council ('NSC') 'is the President's principal forum for national security and foreign policy decision making with his or her senior national security advisors and cabinet officials, and the President's principal arm for coordinating these policies across federal agencies. Today's challenges demand a new and broader understanding of national security–one that facilitates coordination between domestic and foreign policy as well as among traditional national security, economic security, health security, and environmental security. The Biden-Harris NSC recognizes and reflects this reality. The NSC is chaired by the President. Its regular attendees are the Vice President, the Secretary of State, the Secretary of the Treasury, the Secretary of Defense, the Secretary of Energy, the Attorney General, the Secretary of Homeland Security, the Representative of the United States of America to the United Nations, the Administrator of the U.S. Agency for International Development, the Chief of Staff to the President, and the Assistant to the President for National Security Affairs. The Chairman of the Joint Chiefs of Staff is the military advisor to the Council, and the Director of National Intelligence is the intelligence advisor. Counsel to the President and the Legal Advisor to the NSC are invited to attend every NSC meeting. The heads of other executive departments and agencies, as well as other senior officials, including the COVID-19 Response Coordinator and the Special Presidential Envoy for Climate, are invited to attend meetings of the NSC when appropriate to address the cross-cutting nature of many critical national security issues, such as homeland security, global public health, international economics, climate, science and technology, cybersecurity, migration, and others.'[428]
intergovernmental_affairs_eop	The Office of Intergovernmental Affairs ('IGA') 'serves to engage State, local, and Tribal governments, in addition to elected officials across Puerto Rico and our island communities to address the most pressing issues impacting our country and communities.'[429]

[426] 'Domestic Policy Council', *The White House* (Web Page, 2021) <https://www.whitehouse.gov/dpc/>.
[427] Ibid.
[428] 'National Security Council', *The White House* (Web Page, 2021) <https://www.whitehouse.gov/nsc/>.
[429] 'Office of Intergovernmental Affairs', *The White House* (Web Page, 2021) <https://www.whitehouse.gov/iga/>.

office_vice_president	The Constitution provides 'that the vice president "shall be President of the Senate, but shall have no Vote, unless they be evenly divided" (Article I, section 3). ... During the 20th century, the role of the vice president has evolved into more of an executive branch position. Now, the vice president is usually seen as an integral part of a president's administration and presides over the Senate only on ceremonial occasions or when a tie-breaking vote may be needed. Yet, even though the nature of the job has changed, it is still greatly affected by the personality and skills of the individual incumbent.'[430]
states	'The powers not delegated to the United States by the Constitution, nor prohibited by it to the States, are reserved to the States respectively, or to the people.'[431]
state_law_enforcement_agencies	State law enforcement agencies are frequently involved in immigration enforcement activities, or encounter people who may have protection claims.
department_of_justice	The Department of Justice (DOJ) 'was established by statute in June 1870, with the Attorney General as its head.'[432] The mission of the DOJ is to 'enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans.'[433] The DOJ consists of 42 separate components, including 'the United States Attorneys, who prosecute offenders and represent the United States Government in court; the National Security Division, which coordinates the Department's highest priority of combating terrorism and protecting national security; the major investigative agencies - the Federal Bureau of Investigation, the Drug Enforcement Administration, and the Bureau of Alcohol, Tobacco, Firearms and Explosives - which prevent and deter crime and arrest criminal suspects; the United States Marshals Service, which protects the federal judiciary, apprehends fugitives, and detains persons in federal custody; and the Federal Bureau of Prisons, which confines convicted offenders. The litigating divisions enforce federal criminal and civil laws, including civil rights, tax, antitrust, environmental, and civil justice statutes. The Office of Justice Programs and the Office of Community Oriented Policing Services provide assistance to state, tribal, and local governments. Other departmental components include the National Drug Intelligence Center, the Executive Office for United States Trustees, the Justice Management Division, the Executive Office for Immigration Review, the Community Relations Service, and the Office of the Inspector General.'[434]

[430] 'About the Vice President (President of the Senate)', *United States Senate* (Web Page, 2021) <https://www.senate.gov/about/officers-staff/vice-president.htm>.
[431] *United States Constitution* amend X.
[432] 'Organization, Mission and Functions Manual: Overview', *The United States Department of Justice* (Web Page, 16 October 2015) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-overview>.
[433] Ibid.
[434] Ibid.

attorney_general_doj	'The position of Attorney General was created by the Judiciary Act of 1789. In June 1870 Congress enacted a law entitled "An Act to Establish the Department of Justice." This Act established the Attorney General as head of the Department of Justice and gave the Attorney General direction and control of U.S. Attorneys and all other counsel employed on behalf of the United States. The Act also vested in the Attorney General supervisory power over the accounts of U.S. Attorneys and U.S. Marshals. The mission of the Office of the Attorney General is to supervise and direct the administration and operation of the Department of Justice, including the Federal Bureau of Investigation, Drug Enforcement Administration, Bureau of Alcohol, Tobacco, Firearms and Explosives, Bureau of Prisons, Office of Justice Programs, and the U.S. Attorneys and U.S. Marshals Service, which are all within the Department of Justice. The principal duties of the Attorney General are to: Represent the United States in legal matters. Supervise and direct the administration and operation of the offices, boards, divisions, and bureaus that comprise the Department. Furnish advice and opinions, formal and informal, on legal matters to the President and the Cabinet and to the heads of the executive departments and agencies of the government, as provided by law. Make recommendations to the President concerning appointments to federal judicial positions and to positions within the Department, including U.S. Attorneys and U.S. Marshals. Represent or supervise the representation of the United States Government in the Supreme Court of the United States and all other courts, foreign and domestic, in which the United States is a party or has an interest as may be deemed appropriate. Perform or supervise the performance of other duties required by statute or Executive Order.'[435]

[435] 'Organization, Mission & Functions Manual: Attorney General, Deputy and Associate', *The United States Department of Justice* (Web Page, 26 May 2021) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-attorney-general#ag>.

deputy_attorney_general_ag_doj	The Deputy Attorney General 'appointed by the President with the advice and consent of the Senate, is the Department's second-ranking official and functions as a Chief Operating Officer; 25 components and 93 U.S. Attorneys report directly to the Deputy and 13 additional components report to the Deputy through the Associate Attorney General. On a daily basis, the Deputy decides a broad range of legal, policy and operational issues. The mission of the ODAG is to advise and assist the Attorney General in formulating and implementing Department policies and programs and in providing overall supervision and direction to all organizational units of the Department. The major functions of the DAG are to: Exercise all the power and authority of the Attorney General unless any such power or authority is required by law to be exercised by the Attorney General personally or has been specifically delegated exclusively to another Department official. Represent DOJ at White House coordination meetings of the National Security Council and Homeland Security Council, and maintain staff to address related Justice policy. ... Act as initial contact with the White House on pending criminal matters. ... Be responsible for all DOJ attorney personnel matters, including final action in matters pertaining to the employment, separation, and discipline (except for GS-15 and below attorney matters which have been delegated to the Office of Attorney Recruitment and Management. Coordinate and control the Department's reaction to civil disturbances and terrorism. Oversee budget matters as well as certify to Congress the cost-effectiveness of DOJ investments in information technology. Set enforcement priorities in consultation with the Attorney General, to address key priorities, chair inter-and intra-agency task forces and organizations, e.g., National Procurement Fraud Task Force, International Organized Crime Council, National Corporate Fraud Task Force, Anti-Gang Coordination Committee, Attorney General Advisory Committee. ... Perform such other activities and functions as may be assigned from time to time by the Attorney General.'[436]
associate_attorney_general_ag_doj	The Office of the Associate Attorney General ('OASG') 'was created by Attorney General Order No. 699-77 on March 10, 1977. As the third-ranking official at the Department of Justice, the ASG is a principal member of the Attorney General's senior management team. The major functions of the ASG are to: Advise and assist the Attorney General and Deputy Attorney General on the formulation and implementation of Department of Justice policies and programs. Supervise the work of the Civil, Civil Rights, Antitrust, Tax, and Environment and Natural Resources Divisions. The ASG also has oversight responsibility for the Office of Justice Programs, the Office of Community Oriented Policing Services, the Access to Justice Initiative, the Office of Dispute Resolution, the Office of Information Policy, the Community Relations Service, the Executive Office for United States Trustees, Office on Violence Against Women and the Foreign Claims Settlement Commission. The ASG also shares with the DAG oversight responsibility for the Office of Tribal Justice.'[437]

[436] Ibid.
[437] Ibid.

solicitor_general_ag_doj	The Office of the Solicitor General ('OSG') 'was created by the Statutory Authorization Act of June 22, 1870. The Act states that there shall be an officer learned in the law, to be called the Solicitor General, to assist the Attorney General in the performance of his/her duties. The mission of OSG is to represent the interests of the United States before the Supreme Court and to oversee appellate and certain other litigation on behalf of the United States in the lower federal and state courts. The major functions of the OSG are to: Conduct, or assign and supervise all Supreme Court cases, including appeals, petitions for and in opposition to certiorari, briefs, and arguments. Determine whether, and to what extent, appeals will be taken by the government or whether the government will file a brief amicus curiae in any appellate court. Determine when and whether the United States should intervene in any court to defend the constitutionality of an Act of Congress. Assist the Attorney General, the Deputy Attorney General, and the Associate Attorney General, as requested, in the development of Department programs and policy.'[438]
civil_division_ag_doj	The Civil Division of the DOJ 'represents the United States in any civil or criminal matter within its scope of responsibility – protecting the United States Treasury, ensuring that the federal government speaks with one voice in its view of the law, preserving the intent of Congress, and advancing the credibility of the government before the courts. The major functions of the Division are to: Defend or assert the laws, programs, and policies of the United States, including defending new laws implementing the President's domestic and foreign agenda against constitutional challenges. ... Fight terrorism through litigation to detain and remove alien terrorists; defend immigration laws and policies, including determinations to expel criminal aliens. ... Defend the government and its officers and employees in lawsuits seeking damages from the U.S. Treasury or from individuals personally. Represent the United States in foreign courts through foreign counsel supervised and instructed by attorney staff in Washington and London. Represent the interests of the United States in civil and criminal litigation in foreign courts.'[439] The Civil Division encompasses the Office of Immigration Litigation ('OIL') and represents the federal government in asylum and other immigration cases, as well as in cases brought by individuals subject to abuses in the context of immigration detention and other matters seeking damages against officers of the United States. OIL 'oversees all civil immigration litigation, both affirmative and defensive, and it is responsible for coordinating national immigration matters before the federal district courts and circuit courts of appeals. It provides support and counsel to all federal agencies involved in alien admission, regulation, and removal under U.S. immigration and nationality statutes. Office of Immigration Litigation attorneys work closely with United States Attorneys' Offices on immigration cases.'[440]

[438] 'Organization, Mission and Functions Manual: Office of the Solicitor General', *The United States Department of Justice* (Web Page, 26 May 2021) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-office-solicitor-general>.
[439] 'Organization, Mission and Functions Manual: Civil Division', *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-civil-division>.
[440] 'Office of Immigration Litigation', *The United States Department of Justice* (Web Page, 9 September 2020) <https://www.justice.gov/civil/office-immigration-litigation>.

civil_rights_ag_doj	The Civil Rights Division 'was established in the Department of Justice by the passage of the Civil Rights Act of 1957. The Division enforces the Civil Rights Acts of 1957, 1960, 1964, and 1968, as amended; ... the Civil Rights of Institutionalized Persons Act. The Division also enforces ... the Trafficking Victims Protection Act of 2000; and Section 102 of the Immigration Reform and Control Act of 1986, as amended, which prohibits discrimination on the basis of national origin and citizenship status as well as document abuse and retaliation.'[441] 'The major functions of the Division are to: Investigate and, when warranted by the findings, initiate legal proceedings seeking injunctive and other relief in cases involving discrimination in the areas of education, credit, employment, housing, public accommodations and facilities, federally funded programs, voting, and the rights of prisoners, mentally and physically disabled persons, and senior citizens. Prosecute violations of criminal statutes that prohibit specified acts of interference with federally protected rights and activities, such as conspiracies to interfere with or deny a certain individual or group of individuals the exercise of these rights. Prosecute violations of anti-trafficking statutes, including the Trafficking Victims Protection Act of 2000, and play a strong role in identifying, protecting, and assisting victims of human trafficking. ... Implement Executive Order 12250 by studying, reviewing and approving regulatory changes proposed by all federal executive branch agencies as they pertain to civil rights, including Titles VI and IX and Section 5 of the Rehabilitation Act of 1973 as amended. ... Serve as the principal advisor to the Attorney General on all matters pertaining to civil rights. Provide Department representation to, and maintain close liaison and cooperation with, officials and representatives of other divisions, federal agencies, state and municipal governments and private organizations on civil rights issues.'[442]
community_relations_service_ag_doj	The Community Relations Service (‘CRS’) was 'established by Title X of the Civil Rights Act of 1964. It was subsequently modified pursuant to 5 U.S.C. 903 under Reorganization Plan No. 1 of 1966, which placed CRS in the Department of Justice. The mission of CRS is to provide violence prevention and conflict resolution services for community conflicts and tensions arising from differences of race, color, or national origin. CRS is the only federal service mandated to help state and local government agencies, public and private organizations, and community groups resolve and prevent community racial conflicts through the use of mediation, conciliation, and other conflict resolution approaches. The major functions of the CRS are to: Provide assistance through conflict prevention and resolution services using such techniques as conciliation, mediation, and technical assistance to help communities in addressing conflicts arising out of actions, policies, and practices perceived to be discriminatory on the basis of race, color, or national origin. Respond to racial conflicts by working with public agency officials and community leaders to select

[441] ‘Organization, Mission and Functions Manual: Civil Rights Division’, *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-civil-rights-division>.
[442] Ibid.

	strategic solutions, and build the capacity of the community within the scope of CRS legislated and delegated authority.'[443]
criminal_division_ag_doj	The Criminal Division of the DOJ 'was created by Attorney General Palmer in his reorganization of the Department of Justice in 1919. The mission of the Criminal Division is to serve the public interest through the enforcement of criminal statutes in a vigorous, fair, and effective manner; and to exercise general supervision over the enforcement of all federal criminal laws, ... The major functions of the Division are to: Develop, enforce, and supervise the application of all federal criminal laws, except those specifically assigned to other divisions of the Department. Supervise a wide range of criminal investigations and prosecutions, including international and national drug trafficking and money laundering organizations; international organized crime groups; corrupt public officials; human rights violators; domestic and international child exploitation enterprises; domestic and international hackers; and individuals and organizations responsible for financial fraud and misconduct. Approve and oversee the use of the most sophisticated investigative authorities in the federal arsenal, including reviewing all federal electronic surveillance requests in criminal cases and authorizing participation in the Witness Security Program. Advise the Attorney General and other senior leadership within the Executive Branch on matters of criminal law. Coordinate with foreign countries to secure the return of fugitives and obtain evidence and other assistance from abroad, and assure that the United States meets its reciprocal obligations to treaty partners. Formulate and implement criminal enforcement policy and provide advice and assistance to all levels of the law enforcement community, including providing training to federal, state, and local prosecutors and investigative agencies. Provide training and development assistance to foreign criminal justice systems.'[444]

[443] 'Organization, Mission and Functions Manual: Community Relations Service', *The United States Department of Justice* (Web Page, 29 April 2021) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-community-relations-service>.

[444] 'Organization, Mission and Functions Manual: Criminal Division', *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-criminal-division>.

drug_enforcement_agency_ag_doj	The Drug Enforcement Agency ('DEA') was created in 1973 'by merging the Bureau of Narcotics and Dangerous Drugs, the Office for Drug Abuse Law Enforcement, the Office of National Narcotics Intelligence, elements of the U.S. Customs Service that worked in drug trafficking intelligence and investigations, and the Narcotics Advance Research Management Team. The mission of the DEA is to enforce the controlled substances laws and regulations of the United States and bring to the criminal and civil justice system of the United States, or any other competent jurisdiction, those organizations and principal members of organizations, involved in the growing, manufacture, or distribution of controlled substances appearing in or destined for illicit traffic in the United States; and to recommend and support non-enforcement programs aimed at reducing the availability of illicit controlled substances on the domestic and international markets.'[445] [T]he DEA's primary responsibilities include: 'Investigation and preparation for the prosecution of major violators of controlled substance laws operating at interstate and international levels. Investigation and preparation for prosecution of criminals and drug gangs who perpetrate violence in our communities and terrorize citizens through fear and intimidation. Management of a national drug intelligence program in cooperation with federal, state, local, and foreign officials to collect, analyze, and disseminate strategic and operational drug intelligence information. ... Enforcement of the provisions of the Controlled Substances Act as they pertain to the manufacture, distribution, and dispensing of legally produced controlled substances. Coordination and cooperation with federal, state and local law enforcement officials on mutual drug enforcement efforts and enhancement of such efforts through exploitation of potential interstate and international investigations beyond local or limited federal jurisdictions and resources ... Responsibility, under the policy guidance of the Secretary of State and U.S. Ambassadors, for all programs associated with drug law enforcement counterparts in foreign countries., Liaison with the United Nations, Interpol, and other organizations on matters relating to international drug control programs.'[446]

[445] 'Organization, Mission and Functions Manual: Drug Enforcement Administration', *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-drug-enforcement-administration>.
[446] Ibid.

executive_office_immigration_review_ag_doj	The Executive Office for Immigration Review ('EOIR') 'consists of the Office of the Director, the Board of Immigration Appeals (Board), the Office of the Chief Immigration Judge (OCIJ), and the Office of the Chief Administrative Hearing Officer (OCAHO).'[447] EOIR also consists of the Office of the General Counsel, the Office of Administration, the Office of Information Technology and the Office of Policy.[448] 'EOIR is responsible for adjudicating immigration cases. Specifically, under delegated authority from the Attorney General, EOIR interprets and administers federal immigration laws by conducting immigration court proceedings, appellate reviews, and administrative hearings. EOIR consists of three components: the Office of the Chief Immigration Judge, which is responsible for managing the numerous Immigration Courts located throughout the United States, where Immigration Judges adjudicate individual cases; the Board of Immigration Appeals, which primarily conducts appellate reviews of Immigration Judge decisions; and the Office of the Chief Administrative Hearing Officer, which adjudicates immigration-related employment cases. EOIR is committed to providing fair, expeditious, and uniform application of the nation's immigration laws in all cases.'[449]
director_eoir_ag_doj	The Office of the Director of EOIR 'is responsible for the supervision of the Deputy Director, the Chairman of the Board of Immigration Appeals, the Chief Immigration Judge, the Chief Administrative Hearing Officer, and all agency personnel in the execution of their duties in accordance with 8 CFR Part 1003. He represents the position and policies of EOIR to the Attorney General, Deputy Attorney General, Members of Congress, and other governmental bodies, the news media, the bar, and private groups interested in immigration matters. On behalf of the Director, the Deputy Director oversees the Board of Immigration Appeals, Office of the Chief Immigration Judge, and Office of the Chief Administrative Hearing Officer, as well as the EOIR's Office of the General Counsel, Office of Policy, Office of Equal Employment Opportunity, Planning, Analysis, and Statistics Division, and the Office of Administration.'[450]

[447] 'Organization, Mission and Functions Manual: Executive Office for Immigration Review', *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-executive-office-immigration-review>.
[448] Ibid.
[449] Ibid.
[450] 'Office of the Director', *The United States Department of Justice* (Web Page, 2 August 2021) <https://www.justice.gov/eoir/office-of-the-director>.

board_immigration_appeals_eoir_ag_doj	The Board of Immigration Appeals ('BIA') 'was established on August 30, 1940, under 8 C.F.R. § 90.2. The Board's authority is currently set forth at 8 C.F.R. § 1003.1.'[451] 'The Board is the highest administrative body for interpreting and applying immigration laws. The Board is composed of 11 Board Members, including the Chairman and up to two Vice-Chairmen. The Board is located in Falls Church, Virginia, where it conducts all appellate reviews and hears most oral arguments. ... The Board has been given nationwide jurisdiction to hear appeals from certain decisions rendered by Immigration Judges and by immigration officials of DHS in a wide variety of proceedings involving the United States and either an alien, a citizen, or a business firm. In addition, the Board is responsible for recognition of organizations and accreditation of representatives requesting permission to practice before DHS, the Immigration Courts, and the Board. Decisions of the Board are binding on all DHS immigration officials and Immigration Judges unless modified or overruled by the Attorney General or a federal court. In most cases, the Board's decisions are subject to judicial review in the federal courts. The majority of appeals reaching the Board involve orders of removal and applications for relief from removal. Other cases before the Board include the exclusion of aliens applying for admission to the United States, petitions to classify the status of alien relatives for the issuance of preference immigrant visas, fines imposed upon carriers for the violation of immigration laws, and motions for reopening and reconsideration of decisions previously rendered. In addition, the Board provides guidance to practitioners in the immigration field, including Immigration Judges, DHS, and private attorneys and alien representatives, through the publication of decisions of precedential value. These decisions appear in bound volumes entitled Administrative Decisions Under Immigration and Nationality Laws of the United States, and are also available electronically at the Board's "Virtual Law Library," along with the Board's Practice Manual and Questions and Answers Regarding Proceedings.'[452]

[451] 'Organization, Mission and Functions Manual: Executive Office for Immigration Review', *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-executive-office-immigration-review>.
[452] Ibid.

chief_immigration_judge_eoir_ag_doj	The Office of the Chief Immigration Judge (‘OCIJ’) 'was established under the new EOIR in February 1983 under 8 C.F.R. Part 3'.[453] 'OCIJ is headed by the Chief Immigration Judge, who is supported by two Deputy Chief Immigration Judges and a number of Assistant Chief Immigration Judges. OCIJ provides overall program direction, articulates policies and procedures, and establishes priorities for more than 200 United States Immigration Judges located in 53 Immigration Courts throughout the Nation. Immigration Judges are responsible for conducting formal proceedings.... Their decisions are administratively final unless appealed or certified to the Board. In removal proceedings, Immigration Judges determine whether an individual arriving from a foreign country should be allowed to enter the United States or should be removed. Each Judge has jurisdiction to consider various forms of relief available in removal proceedings. Immigration Judges also have jurisdiction over deportation and exclusion proceedings initiated prior to April 1, 1997. If deportability or inadmissibility is proven, the Immigration Judge will then focus on the type of relief from removal that may be available to the alien. These forms of relief include asylum, cancellation of removal, adjustment of status, and voluntary departure. Through its Criminal Alien Institutional Hearing Program, OCIJ currently has programs in place throughout the country to adjudicate the immigration status of alien inmates prior to their release from federal, state, or municipal correctional facilities.'[454]
general_counsel_eoir_ag_doj	The Office of the General Counsel (‘OGC’) 'provides legal advice on a wide variety of matters involving the Executive Office for Immigration Review (EOIR) and its employees in the performance of their official duties. The OGC staff serves as agency counsel in Federal court litigation, assists the Office of Policy in developing agency regulations, responds to all Freedom of Information and Privacy Act requests and serves as the designated point of contact regarding Standards of Conduct and other ethics guidance for all EOIR employees. The Employee/Labor Relations Unit of OGC advises agency managers on personnel issues, defends Equal Employment Opportunity (EEO) actions filed against the agency, monitors investigations conducted by the Office of Professional Responsibility in the Department of Justice (DOJ), and defends against unfair labor practices charges. OGC also administers the Fraud and Abuse Prevention Program and the Attorney Discipline Program, and supervises the Certification Unit. OGC also serves as the principal point of contact for other DOJ offices and government agencies on all agency-related legal matters.'[455]
administration_eoir_ag_doj	The Office of Administration 'provides administrative and managerial support in several areas concerning financial management or special emphasis and compliance programs. Specifically, the Office of Administration supports the following areas: appropriations, budget and financial management, contracts and procurement, human resources, security, space and facilities management, and logistics.'[456]

[453] Ibid.
[454] Ibid.
[455] ‘Office of the General Counsel’, *The United States Department of Justice* (Web Page, 13 August 2018) <https://www.justice.gov/eoir/office-of-the-general-counsel>.
[456] ‘Office of Administration’, *The United States Department of Justice* (Web Page, 29 March 2021) <https://www.justice.gov/eoir/office-administration>.

information_tech_eoir_ag_doj	The Office of Information Technology (‘OIT’) 'oversees EOIR's information technology (IT) infrastructure, working to supply the IT solutions and services required to meet the agency's technology needs. OIT is comprised of four directorates tailored to efficiently and effectively execute IT strategy, hardware and software optimization, and customized application development using defined processes'.[457]
policy_eoir_ag_doj	The EOIR Office of Policy 'is responsible for all agency policy and regulatory review and development; internal and external communications; oversight of pro bono and legal orientation program activities; and legal education, research, and certifications. The Office strives to maintain open communication among components through the efforts of the staff of the following divisions: Communication and Legislative Affairs Division, Immigration Law Division, Legal Education and Research Services Division, and Office of Legal Access Programs.[458]
communication_leg_affairs_policy_eoir_ag_doj	The Communications and Legislative Affairs Division (‘CLAD’) 'serves as the Executive Office for Immigration Review’s liaison with Congress, the news media, and other interested parties by communicating accurate and timely information about the agency’s activities and programs. CLAD handles all queries from Congress and the news media and handles all interview requests in order to present a unified voice for EOIR and to ensure consistency with the Attorney General’s messages.'[459] 'CLAD also oversees EOIR’s Law Library and Immigration Research Center (LLIRC). The LLIRC integrates educational and research technologies to provide legal resources and library services to the agency. The LLIRC also maintains the Virtual Law Library website that is available both within the agency and to the public.'[460]
immigration_law_policy_eoir_ag_doj	The Immigration Law Division 'is responsible for drafting regulations, coordinating legal policy development and drafting policy memoranda as necessary, and coordinating the review of proposed legislation.'[461]
legal_education_research_services_policy_eoir_ag_doj	The Legal Education and Research Services Division (‘LERS’) 'develops and coordinates headquarters and nationwide substantive legal training and professional development for new and experienced judges, attorneys, and others within EOIR who are directly involved in EOIR’s adjudicative functions. LERS regularly distributes new information within EOIR that includes relevant legal developments and policy changes from U.S. government entities and international organizations.'[462]

[457] ‘Office of Information Technology’, *The United States Department of Justice* (Web Page, 29 March 2021) <https://www.justice.gov/eoir/office-information-technology>.
[458] ‘Office of Policy’, *The United States Department of Justice* (Web Page, 13 January 2021) <https://www.justice.gov/eoir/office-of-policy>.
[459] ‘Communications and Legislative Affairs Division’, *The United States Department of Justice* (Web Page, 11 December 2020) <https://www.justice.gov/eoir/communications-and-legislative-affairs-division>.
[460] Ibid.
[461] ‘Immigration Law Division’, *The United States Department of Justice* (Web Page, 3 January 2020) <https://www.justice.gov/eoir/immigration-law-division>.
[462] ‘Legal Education and Research Services Division’, *The United States Department of Justice* (Web Page, 3 January 2020) <https://www.justice.gov/eoir/legal-education-and-research-services-division>.

legal_access_programs_policy_eoir_ag_doj	The Office of Legal Access Programs (OLAP) works 'to improve the efficiency of immigration court hearings by increasing access to information and raising the level of representation for individuals appearing before the immigration courts and Board of Immigration Appeals (BIA).'[463]
executive_office_us_attorneys_ag_doj	'The Executive Office for United States Attorneys (EOUSA) was created on April 6, 1953, by Attorney General Order No. 8-53' and provides 'general executive assistance to the 94 Offices of the United States Attorneys and to coordinate the relationship between the United States Attorneys and the organizational components of the Department of Justice and other federal agencies. The major functions of the EOUSA are to: Facilitate coordination between the Offices of the United States Attorneys and other organizational units of the Department of Justice. Evaluate the performance of the Offices of the United States Attorneys, making appropriate reports and inspections and taking corrective action and providing management assistance where indicated. Publish and maintain a United States Attorneys' Manual and a United States Attorneys' Bulletin for the internal guidance of the Office of the United States Attorneys and those other organizational units of the Department concerned with litigation. Supervise the operation of the Office of Legal Education, which develops, conducts, and assists in the training of all Department of Justice legal personnel and other federal legal personnel. ... Provide general direction and supervision of the management and policy activities of the United States Attorneys' programs, including debt collection, health care fraud, affirmative civil enforcement, asset forfeiture, bank fraud, bankruptcy litigation, and money laundering. Provide litigating and technical support, training, coordination, and implementation of legislative initiatives. This includes the tracking and analysis of areas designated by the Attorney General as national priorities. ... Promote, facilitate, and monitor programs with the Offices of the United States Attorneys designated by the Attorney General as priorities of the Department. ... Provide information and guidance to United States Attorneys' Offices on pending legislation pertinent to the work of the United States Attorneys' Offices; prepare testimony and background for congressional oversight and appropriations hearings.'[464]

[463] 'Office of Legal Access Programs', *The United States Department of Justice* (Web Page, 19 February 2020) <https://www.justice.gov/eoir/office-of-legal-access-programs>.
[464] 'Organization, Mission and Functions Manual: Executive Office for United States Attorneys', *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-executive-office-united-states-attorneys>.

legislative_affairs_ag_doj	The Office of Legislative Affairs ('OLA') 'was established in the Department of Justice on February 2, 1973, by Attorney General Order 504-73 to be the coordinating center for all Department of Justice activities relating to legislation and the Congress. ... The mission of OLA is to advise appropriate components of the Department on the development of the Department's official policies through legislation initiated by the Department, by other parts of the executive branch, or by Members of Congress, and to explain and advocate the Department's policies to the Congress. The Office also serves as the Attorney General's focal point for dealing with Department nominees, congressional oversight, congressional correspondence, and congressional requests for documents and access to Department employees. The major functions of OLA are to: Manage and direct all legislative functions between Congress and the Department. Maintain liaison between the Department and Congress and serve as the Department's spokesperson with Congress. Coordinate the Department's communications with Congress regarding legislation, oversight, requests for Department information, and Department nominations. Consult with and advise the Department's leadership, including the Attorney General, the Deputy Attorney General and the Associate Attorney General, about policy considerations, legislation, oversight, nominations, and other matters relating to the Department's relationship with Congress. Work to ensure a coordinated Department approach to Congress on legislative initiatives and other legislative matters, including through management of the OMB clearance process. Supervise activities of the Department's Intergovernmental Liaison regarding communications with entities outside the Executive Branch, such as state and local law enforcement organizations and other outside groups.'[465]
legal_policy_ag_doj	The mission of the Office of Legal Policy ('OLP') 'is to develop and implement the Department's significant policy initiatives, handle special projects that implicate the interests of multiple Department components, coordinate with other interested Department components and other Executive Branch agencies, and serve as the primary policy advisor to the Attorney General and the Deputy Attorney General; it also reviews and coordinates all regulations promulgated by the Department and all of its components, assists the Attorney General with responsibilities in recommending candidates for federal judgeships, and coordinates the judicial nomination and confirmation process with the White House and the Senate. The major functions of OLP are to: ... Conduct policy reviews of legislation and other proposals and support and coordinate departmental efforts to advance the Administration's legislative and policy agenda. Develop strategies and programs to implement legislative and policy initiatives. Coordinate regulatory development and the review of all proposed and final rules developed by all Department components. Serve as liaison to OMB and other agencies on regulatory matters. Provide support and policy expertise in conjunction with other components to implement effectively a number of major ongoing departmental and Administration initiatives in the criminal and civil justice areas.'[466]

[465] 'Organization, Mission and Functions Manual: Office of Legislative Affairs', *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-office-legislative-affairs>.

[466] 'Organization, Mission and Functions Manual: Office of Legal Policy', *The United States Department of Justice* (Web Page, 6 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-office-legal-policy>.

legal_counsel_ag_doj	The Office of Legal Counsel ('OLC') 'carries out the Attorney General's functions under 28 U.S.C. 511-513, which in part provide that the Attorney General shall give his/her advice and opinion on questions of law when required by the President or by heads of executive or military departments. The mission of OLC is to assist the Attorney General in carrying out his/her statutory responsibility of furnishing legal advice to the President and the heads of the executive and military departments, and to provide legal advice and assistance to other components of the Department of Justice upon request. The major functions of OLC are to: Draft the Attorney General's formal opinions and render its own opinions to the White House and to the heads of executive departments and agencies on a variety of legal questions involving the operations of the executive branch. Review as to form and legality all proposed Executive Orders, certain Presidential proclamations, and regulations requiring approval by the President or the Attorney General. Render opinions to the Attorney General and to the heads of the various organizational units of the Department on questions of law arising in the administration of the Department. Advise the Attorney General in connection with the review of decisions by the Board of Immigration Appeals and other organizational units of the Department. Prepare reports on proposed legislation submitted to the Department for comment, and reports to the Office of Management and Budget on enrolled bills.'[467]
public_affairs_ag_doj	The mission of the Office of Public Affairs ('PAO') 'is to coordinate the relations of the Department of Justice with the news media and serve as the center for information about all organizational units of the Department. The major functions of PAO are to: Ensure that the public is informed about the Department's activities and about the priorities and policies of the Attorney General and the President in the fields of law enforcement and legal affairs. Advise the Attorney General and other Department officials on all aspects of media relations and communications issues. Coordinate the public affairs units of all Department component organizations. Prepare and issue all news releases for headquarters, and edit and approve some of those issued by component agencies. Serve reporters assigned to the Department by responding to queries, issuing news releases and statements, arranging interviews, and conducting news conferences. Ensure that information provided to the news media by the Department is current, complete, and accurate. Ensure that all applicable laws, regulations, and policies involving the release of information to the public are followed so that material is not made public that might jeopardize investigations and prosecutions, violate rights of defendants or potential defendants, or compromise national security interests.'[468]

[467] 'Organization, Mission and Functions Manual: Office of Legal Counsel', *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-office-legal-counsel>.

[468] 'Organization, Mission and Functions Manual: Office of Public Affairs', *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-office-public-affairs>.

information_policy_ag_doj	The Office of Information Policy ('OIP') is 'an independent component of the Department of Justice reporting directly to the Associate Attorney General.'[469] 'The mission of OIP is to provide legal and policy advice to all agencies on administration of the FOIA. OIP is responsible for encouraging agency compliance with the law and for overseeing agency implementation of it. Agencies are required by the FOIA to report to the Attorney General each year on their performance in implementing the law. OIP establishes the reporting requirements and conducts assessments of agency progress. OIP also adjudicates, on behalf of the Department of Justice, administrative appeals brought under the FOIA, processes initial requests made to the Senior Leadership Offices, and handles the defense of certain FOIA litigation cases.'[470]
us_marshals_service_ag_doj	The Office of the United States Marshal 'was created on September 24, 1789, with the passage of the Judiciary Act by Congress. The U.S. Marshals Service (USMS) was established in 1969 to provide guidance and assistance to U.S. Marshals throughout the nation. The USMS is a bureau within the Department of Justice and receives direction from the Attorney General through the Director, USMS.'[471] The USMS 'occupies a uniquely central position in the federal justice system. It is the enforcement arm of the federal courts, involved in virtually every federal law enforcement initiative. Deputy U.S. marshals and criminal investigators form the backbone of the agency. Among their many duties, they protect the federal judiciary, apprehend federal fugitives, seize property acquired by criminals through illegal activities, house and transport federal prisoners and operate the Witness Security Program.'[472]
bureau_of_prisons_ag_doj	The mission of the Federal Bureau of Prisons ('BOP') is 'to protect society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.'[473]

[469] 'Organization, Mission and Functions Manual: Office of Information Policy', *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-office-information-policy>.
[470] Ibid.
[471] 'Organization, Mission and Functions Manual: United States Marshals Service', *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-united-states-marshals-service>.
[472] Ibid.
[473] 'Organization, Mission and Functions Manual: Federal Bureau of Prisons', *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-federal-bureau-prisons>.

national_institute_corrections_bop_ag_doj	The National Institute of Corrections ('NIC') 'provides assistance to federal, state, and local correctional agencies and works to advance the practice of corrections throughout the country. The NIC was created by statute (P.L. 93-415) on September 7, 1974. NIC is a center of correctional learning and experience. It works to advance and shape effective correctional practice and public policy that responds to the needs of corrections through collaboration and leadership and by providing assistance, information, education, and training to correctional agencies. The major functions of the NIC are to: Provide assistance to federal, state, and local correctional agencies, and work to advance the practice of corrections throughout the country. Provide training, technical assistance, and clearinghouse services, and undertake research, evaluation, and policy formulation to advance correctional practices in many different areas.'[474]
fbi_doj	The mission of the Federal Bureau of Investigation ('FBI') is 'to protect and defend the United States against terrorist and foreign intelligence threats, to uphold and enforce the criminal laws of the United States, and to provide leadership and criminal justice services to federal, state, municipal, and international agencies and partners; and to perform these responsibilities in a manner that is responsive to the needs of the public and is faithful to the Constitution of the United States.'[475] 'While the FBI has no direct involvement in U.S. border security, in addition to our active participation with U.S. Intelligence Community and law enforcement partners abroad, the FBI as an agency, and the Legat program in particular works closely with State's Consular Affairs Office and Homeland Security by being an active participant in border security initiatives such as the visa waiver program, the visa viper program and related initiatives.'[476]
info_mgmt_fbi_doj	The FBI's Information Management Division 'not only oversees the records of the Bureau but also provides some key services to law enforcement and to the American people. For example, it regularly responds to name check requests from approximately 50 authorized federal agencies to determine whether a specific individual has been the subject of or mentioned in any FBI investigation, and if so, what—if any—relevant information may be disseminated to the requesting agency. The NNCP also conducts name searches in direct support of the counterterrorism, counterintelligence, and homeland security efforts of the FBI. In addition, the Information Management Division responds to a large number of Freedom of Information Act and Privacy Act requests every year from the news media, citizens, and others around the world.'[477]

[474] Ibid.
[475] 'Organization, Mission and Functions Manual: Federal Bureau of Investigations', *The United States Department of Justice* (Web Page, 13 August 2021) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-federal-bureau-investigation>.
[476] Evidence to the Committee on the Judiciary, United States House of Representatives, Washington, DC, 13 May 2003 (Roderick L Beverly, Special Agent in Charge, Office of International Operations).
[477] 'Information Management', *FBI* (Web Page) <https://www.fbi.gov/services/information-management>.

crim_justice_info_services_fbi_doj	The Criminal Justice Information Services ('CJIS') Division 'is a high-tech hub in the hills of West Virginia that provides a range of state of-the-art tools and services to law enforcement, national security and intelligence community partners, and the general public.'[478] 'The CJIS Division was established in February 1992 out of the former Identification Division to serve as the focal point and central repository for criminal justice information services in the FBI. It is the largest division in the FBI. Programs initially consolidated under the CJIS Division included the National Crime Information Center (NCIC), Uniform Crime Reporting (UCR), and Fingerprint Identification. In addition, responsibility for several ongoing technological initiatives was transferred to the CJIS Division, including the Integrated Automated Fingerprint Identification System (IAFIS), NCIC 2000, and the National Incident-Based Reporting System (NIBRS).'[479]
national_crime_info_center_cjis_fbi_doj	The National Crime Information Center ('NCIC') is part of the Criminal Justice Information Services Division (CJIS) and 'is a computerized index of criminal justice information (i.e.- criminal record history information, fugitives, stolen properties, missing persons). It is available to Federal, state, and local law enforcement and other criminal justice agencies and is operational 24 hours a day, 365 days a year.'[480] 'Data contained in NCIC is provided by the FBI, federal, state, local and foreign criminal justice agencies, and authorized courts.'[481]
national_security_fbi_doj	The FBI created the National Security Branch ('NSB') 'in September 2005 in response to a presidential directive to establish a "National Security Service" that combines the missions, capabilities, and resources of the FBI's national security elements under the leadership of a senior FBI official.'[482] The NSB blends 'resources across all national security components to work together; normalize integration, training, and sharing; and seize upon every opportunity to disrupt and defeat our enemies as a joint team.'[483] 'The NSB includes the Terrorist Screening Center, which provides crucial, actionable intelligence to state and local law enforcement. Lastly, NSB has the High-Value Detainee Interrogation Group, an interagency body whose members collect intelligence from key terror suspects to prevent attacks against the United States and its allies.'[484]

[478] 'Criminal Justice Information Services (CJIS)', *FBI* (Web Page) <https://www.fbi.gov/services/cjis>.
[479] Ibid.
[480] 'National Crime Information Center (NCIC)', *Federal Bureau of Investigation* (Web Page, 2 June 2008) <https://irp.fas.org/agency/doj/fbi/is/ncic.htm>.
[481] Ibid.
[482] 'National Security Branch', *FBI* (Web Page) <https://www.fbi.gov/about/leadership-and-structure/national-security-branch>.
[483] Ibid.
[484] Ibid.

terrorist_screening_center_nsb_fbi_doj	The Terrorist Screening Center ('TSC') 'processes Known or Suspected Terrorist (KST) nominations from domestic and international Law Enforcement and Intelligence Community partners for inclusion in the U.S. Government's consolidated Terrorist Screening Database. The TSC actively collects KST encounter information and provides identity resolution and advisories for appropriate operational response. The TSC serves the law enforcement, intelligence, and international communities.'[485] 'By supporting the ability of front-line screening agencies to positively identify known or suspected terrorists trying to obtain visas, enter the country, board aircraft, or engage in other activity, the consolidated Terrorist Watchlist is one of the most effective counterterrorism tools for the U.S. government.'[486]
intl_operations_crim_cyber_response_services_fbi_doj	The International Operations Division, within the FBI's Criminal, Cyber, Response, and Services Branch oversees '63 legal attaché offices—commonly known as legats—and more than two dozen smaller sub-offices in key cities around the globe, providing coverage for more than 180 countries, territories, and islands. Each office is established through mutual agreement with the host country and is situated in the U.S. embassy or consulate in that nation.'[487] The legats 'establish and maintain liaison with principal law enforcement and security services in designated foreign countries. This liaison enables the FBI to effectively and expeditiously conduct its responsibilities in combating international terrorism, organized crime, cyber crime, and general criminal matters. In particular, legat liaison activities are essential to the successful fulfillment overseas of the FBI's lead federal law enforcement mission to prevent terrorist attacks against citizens and interests of the United States. Liaison is carried out in accordance with executive orders, statutes, treaties, Attorney General Guidelines, FBI policies, and interagency agreements. The legal attaché program provides for a prompt and continuous exchange of information with foreign law enforcement and security agencies and coordination with U.S. federal law enforcement agencies that have jurisdiction over the matters under investigation.'[488] 'The growth of transnational crime caused by the explosion in computer and telecommunications technology, the liberalization of immigration policies, and the increased ease of international travel has made it necessary for the U.S. to cooperate with countries around the world concerning security issues.'[489]

[485] Federal Bureau of Investigation, *Federal Bureau of Investigation: National Security Branch* (Brochure, Version 2.0) 2.
[486] 'National Security Branch', *FBI* (Web Page) <https://www.fbi.gov/about/leadership-and-structure/national-security-branch>.
[487] 'International Operations', *FBI* (Web Page) <https://www.fbi.gov/about/leadership-and-structure/international-operations>.
[488] Ibid.
[489] Ibid.

interpol_washington_ag_doj	International Criminal Police Organization ('INTERPOL') Washington 'was authorized by statute and operates within the guidelines prescribed by the Department of Justice, in conjunction with the Department of Homeland Security. The mission of INTERPOL Washington is to facilitate international law enforcement cooperation as the United States representative to INTERPOL on behalf of the Attorney General. The major functions of INTERPOL Washington are to: Facilitate international law enforcement cooperation as the United States representative to INTERPOL on behalf of the Attorney General, pursuant to 22 U.S.C. 263A. ... Transmit information of a criminal justice, humanitarian, or other law enforcement-related nature between Natural Central Bureaus of INTERPOL member countries, law enforcement agencies within the United States and abroad; and respond to requests by law enforcement agencies and other legitimate requests by appropriate organizations, institutions, and individuals, when in agreement with the INTERPOL constitution. Coordinate and integrate information for investigations of an international nature and identify those involving patterns and trends of criminal activities. ... Establish and collect user fees to process name checks and background records for licensing, humanitarian and other non-law enforcement purposes.'[490]
professional_responsibility_ag_doj	The Office of Professional Responsibility ('OPR') 'was established in 1975 in response to professional misconduct associated with the Watergate scandal. OPR's primary mission is to ensure that Department attorneys perform their duties in accordance with the high professional standards expected of the nation's principal law enforcement agency. ... OPR's primary responsibility is to investigate allegations that Department attorneys, prosecutors, and immigration judges have committed misconduct while performing their duties to investigate, litigate, or give legal advice. OPR also investigates certain misconduct allegations involving federal law enforcement agents when they relate to a Department attorney's alleged professional misconduct, as well as claims of reprisal against FBI whistleblowers. In addition, OPR considers allegations of professional misconduct by non-Department attorneys and judges for possible referral to state and judicial disciplinary authorities.'[491]

[490] 'Organization, Mission and Functions Manual: Interpol – United States National Central Bureau', *The United States Department of Justice* (Web Page, 22 March 2021) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-interpol-united-states-national-central-bureau>.

[491] 'Office of Professional Responsibility', *The United States Department of Justice* (Web Page) <https://www.justice.gov/opr#:~:text=OPR's%20primary%20responsibility%20is%20to,litigate%2C%20or%20give%20legal%20advice.&text=Additional%20information%20about%20the%20relationship,OIG%20can%20be%20found%20here.>.

inspector_general_ag_doj	The Office of the Inspector General (‘OIG’) 'is a statutorily created independent entity whose mission is to promote integrity, efficiency, and accountability within the Department of Justice. The OIG investigates alleged violations of criminal and civil laws by DOJ employees and also audits and inspects DOJ programs. The Inspector General, who is appointed by the President subject to Senate confirmation, reports to the Attorney General and Congress. OIG consists of a front office, which is comprised of the Inspector General, the Deputy Inspector General, the Office of the General Counsel, and six major components. Each division is headed by an Assistant Inspector General.'[492] 'The OIG also assists Department managers in promoting integrity, economy, efficiency, and effectiveness of Department programs and operations through its audits, inspections, investigations, and special reviews. The OIG has jurisdiction to review the programs and personnel of the Federal Bureau of Investigation, the Drug Enforcement Administration, the Federal Bureau of Prisons, the U.S. Marshals Service, the Bureau of Alcohol, Tobacco, Firearms and Explosives, the United States Attorneys, and all other organizations in the Department. The major functions of the OIG are to: Investigate violations of law and Department regulations for appropriate criminal prosecution, civil litigation, and administrative action. Conduct, report, and follow up on financial audits of departmental organizations, programs, contracts, grants, and other agreements. Conduct, report, and follow up on performance audits and inspections of programs and operations within or financed by the Department. Report to the Attorney General and the Congress on problems and deficiencies in the administration of Department and Department-financed operations and progress made in implementing recommended corrective actions. Coordinate and cooperate with federal, state, and local government agencies and non-government entities to promote efficiency and effectiveness, and prevent and detect fraud, waste, and abuse in programs and operations financed by the Department.'[493]

[492] ‘About the Office’, *US Department of Justice, Office of Inspector General* (Web Page) <https://oig.justice.gov/about>.
[493] ‘Organization, Mission and Functions Manual: Office of the Inspector General’, *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-office-inspector-general>.

violence_against_women_ag_doj	The Office on Violence Against Women ('OVW') 'was established as an independent office on January 30, 2004, pursuant to the 21st Century Department of Justice Appropriations Authorization Act of 2002 (P.L. 107-273). The Act directed that there shall be a "separate and distinct" OVW within the Department, headed by a Director, who "shall report to the Attorney General and serve as Counsel to the Attorney General on the subject of violence against women, and who shall have final authority over all grants, cooperative agreements, and contracts awarded by the Office."'[494] 'OVW administers both formula-based and discretionary grant programs, established under VAWA and subsequent legislation. The four formula programs are STOP (Services, Training, Officers, Prosecutors), SASP (Sexual Assault Services Program), State Coalitions, and Tribal Coalitions. The discretionary programs work to support victims and hold perpetrators accountable through promoting a coordinated community response. Funding is awarded to local, state and tribal governments, courts, non-profit organizations, community-based organizations, secondary schools, institutions of higher education, and state and tribal coalitions. Grants are used to develop effective responses to violence against women through activities that include direct services, crisis intervention, transitional housing, legal assistance to victims, court improvement, and training for law enforcement and courts.'[495]
national_association_immigration_judges	The National Association of Immigration Judges ('NAIJ') is 'a voluntary organization formed with the objectives of promoting independence and enhancing the professionalism, dignity, and efficiency of the Immigration Court. The Immigration Court is the trial level tribunal which conducts administrative court proceedings to determine whether individuals whom the Department of Homeland Security charges with violating immigration law should be ordered removed from the United States or should be granted relief which enables them to remain in this country. Structurally, the Immigration Court is housed in the Executive Office for Immigration Review (EOIR), an agency within the United States Department of Justice. Under delegated authority from the Attorney General, Immigration Judges and the Board of Immigration Appeals interpret and adjudicate immigration cases according to United States immigration laws.'[496] The NAIJ is 'actively working to improve our nation's Immigration Courts in several ways. Our current priorities include pursing enhancement of resources for our severely under-resourced courts and increasing judicial independence through structural reform. We represent our members in collective bargaining, defend them in individual grievances, pursue remedies through arbitration and participate in on-going liaison activities with Agency management. We advocate to improve the quality of our members' work environment and work life, to improve judicial security and to reduce work related burnout and stress.'[497]

[494] 'Organization, Mission and Functions Manual: Office on Violence Against Women', *The United States Department of Justice* (Web Page, 5 October 2020) <https://www.justice.gov/jmd/organization-mission-and-functions-manual-office-violence-against-women>.
[495] 'About the Office', *The United States Department of Justice* (Web Page, 25 January 2021) <https://www.justice.gov/ovw/about-office>.
[496] 'About the NAIJ', *National Association of Immigration Judges* (Web Page, 2021) <https://www.naij-usa.org/about>.
[497] Ibid.

special_operations_group_usms_doj	The Special Operations Group ('SOG') 'is a rapidly deployable law enforcement team capable of conducting complex and sensitive operations in support of the missions of the USMS [US Marshals Service] and the Department of Justice to protect, defend, and enforce the rule of law and the federal judicial system. Established in 1971, SOG provides tactical support for a variety of USMS activities such as federal court security, enforcing federal court orders, apprehending fugitives and noncompliant sex offenders, detaining and transporting federal prisoners, and providing protection for government witnesses and their families. Specialized capabilities include sniper operations; motorcade security; and deploying less-than-lethal methods in response to civil disturbances, among others.'[498] 'The total number of SOG deployments from fiscal years 2015 through 2019 has been omitted because USMS deemed the information to be sensitive. During this time period, 27 percent of deployments were tactical support for federal judicial districts, USMS headquarters offices, task forces, and other federal agencies, such executing warrants and transporting detainees. About 18 percent were for high-profile trials, 14 percent were for fugitive and manhunt operations, and 13 percent were for special events. About 14 percent of deployments were to perform security assessments prior to deployments to determine what assets will be needed. The remaining 13 percent of operations included other missions such as disaster response, extradition, motorcade security, and protective details.'[499]
judicial_conference_united_states	The Judicial Conference of the United States 'is the national policy-making body for the federal courts. The current name took effect when Congress enacted Section 331 of Title 28 of the United States Code. ... The statute says the Judicial Conference will: Comprehensively survey business conditions in the courts of the United States; Plan assignments of judges to or from courts of appeals or district courts, where necessary; Submit suggestions to the various courts that promote uniform management procedures and the expeditious conduct of court business; Exercise authority provided in chapter 16 of title 28 United States Codes for the review of circuit council conduct and disability orders filed under that chapter; and Continuously study the operation and effect of the general rules of practice and procedure in the federal courts, as prescribed by the Supreme Court pursuant to law. The Judicial Conference also supervises the Director of the Administrative Office of the U.S. Courts in his role as the administrative officer of the courts of the United States under 28 U.S.C. § 604. In addition, certain statutes authorize the Judicial Conference to act in a variety of specific areas dealing with the administration of the courts.'[500]

[498] *Federal Tactical Teams* (n 193) 42.
[499] Ibid.
[500] 'Governance & the Judicial Conference', *United States Courts* (Web Page) <https://www.uscourts.gov/about-federal-courts/governance-judicial-conference>.

circuit_judicial_councils_judicial_conference	The Circuit Judicial Councils operate in each geographic circuit to oversee 'the administration of courts located in that circuit. The chief circuit judge serves as chair, while an equal number of other circuit and district judges comprise the judicial council. Judicial councils oversee certain aspects of appeals and district court operations. The council has broad authority with a statutory authorization to issue orders to promote accountability and "the effective and expeditious administration of justice within its circuit." The Judicial Council also reviews local court rules for consistency with national rules of procedure. It approves district court plans on topics such as equal employment opportunity and jury selection, and reviewing complaints of judicial misconduct. Each judicial council appoints a circuit executive who works closely with the chief circuit judge to coordinate a wide range of administrative matters in the circuit.'[501]
federal_judicial_center	The Federal Judicial Center 'is the research and education agency of the judicial branch of the United States Government. The Center supports the efficient, effective administration of justice and judicial independence. Its status as a separate agency within the judicial branch, its specific missions, and its specialized expertise enable it to pursue and encourage critical and careful examination of ways to improve judicial administration. The Center has no policy-making or enforcement authority; its role is to provide accurate, objective information and education and to encourage thorough and candid analysis of policies, practices, and procedures.'[502] 'The Research Division examines and evaluates current and alternative federal court practices and policies. This research assists the Judicial Conference of the United States. The Center's research also contributes to its education mission. The Education Division plans and produces education and training for judges and court staff, including in-person programs, video programs, publications, and Web-based programs and resources. ... The International Judicial Relations Office provides information to judicial and legal officials from foreign countries and informs federal judicial personnel of developments in international law and other court systems that may affect their work.'[503]
federal_district_courts	'The nation's 94 district or trial courts are called U.S. District Courts. District courts resolve disputes by determining the facts and applying legal principles to decide who is right. Trial courts include the district judge who tries the case and a jury that decides the case. Magistrate judges assist district judges in preparing cases for trial. They may also conduct trials in misdemeanor cases. There is at least one district court in each state, and the District of Columbia. Each district includes a U.S. bankruptcy court as a unit of the district court. Four territories of the United States have U.S. district courts that hear federal cases, including bankruptcy cases: Puerto Rico, the Virgin Islands, Guam, and the Northern Mariana Islands.'[504]

[501] Ibid.
[502] 'About the FJC', *Federal Judicial Center* (Web Page) <https://www.fjc.gov/node/12506>.
[503] Ibid.
[504] 'Court Role and Structure', *United States Courts* (Web Page) <https://www.uscourts.gov/about-federal-courts/court-role-and-structure>.

federal_courts_of_appeals	The US Courts of Appeals consist of 13 appellate courts that sit below the U.S. Supreme Court.[505] 'The 94 federal judicial districts are organized into 12 regional circuits, each of which has a court of appeals. The appellate court's task is to determine whether or not the law was applied correctly in the trial court. Appeals courts consist of three judges and do not use a jury. A court of appeals hears challenges to district court decisions from courts located within its circuit, as well as appeals from decisions of federal administrative agencies.'[506]
us_supreme_court	The US Supreme Court 'is the highest tribunal in the Nation for all cases and controversies arising under the Constitution or the laws of the United States. As the final arbiter of the law, the Court is charged with ensuring the American people the promise of equal justice under law and, thereby, also functions as guardian and interpreter of the Constitution. The Supreme Court consists of the Chief Justice of the United States and such number of Associate Justices as may be fixed by Congress. The number of Associate Justices is currently fixed at eight (28 U. S. C. §1). Power to nominate the Justices is vested in the President of the United States, and appointments are made with the advice and consent of the Senate.'[507]
federal_defender	Federal defender organisations were established under the Criminal Justice Act to guarantee 'an accused the right to representation by counsel in serious criminal prosecutions' as required by the Sixth Amendment to the US Constitution. Federal defenders were established 'as counterparts to federal prosecutors in U.S. Attorneys Offices and an institutional resource for providing defense counsel in those districts (or combinations of adjacent districts) where at least 200 persons annually require appointment of counsel.'[508] 'Today, fifty years since the CJA was enacted, there are 81 authorized federal defender organizations. They employ more than 3,700 lawyers, investigators, paralegals, and support personnel and serve 91 of the 94 federal judicial districts. There are two types of federal defender organizations: federal public defender organizations and community defender organizations. Federal defender organizations, together with the more than 12,000 private "panel attorneys" who accept CJA assignments annually, represent the vast majority of individuals who are prosecuted in our nation's federal courts. CJA panel attorneys accept appointments in all CJA cases in the four districts not served by a federal defender organization.'[509]

[505] Ibid.
[506] Ibid.
[507] 'About the Court', *Supreme Court of the United States* (Web Page) <https://www.supremecourt.gov/about/about.aspx>.
[508] 'Defender Services', *United States Courts* (Web Page) <https://www.uscourts.gov/services-forms/defender-services>.
[509] Ibid.

administrative_conference_us	The Administrative Conference of the United States ('ACUS') 'is an independent federal agency charged with convening expert representatives from the public and private sectors to recommend improvements to administrative process and procedure. ACUS initiatives promote efficiency, participation, and fairness in the promulgation of federal regulations and in the administration of federal programs.'[510] Standing Committees 'are central to the adoption of ACUS recommendations. Each committee carefully considers and analyzes researchers' reports and drafts proposed recommendations. Although ACUS researchers often provide the initial draft of proposed recommendations, the committees ultimately develop the recommendations that are considered by the Assembly.'[511] 'ACUS improves the regulatory and administrative processes in government through consensus-driven applied research. One of the chief activities of ACUS is making formal recommendations. A critical component of making formal recommendations is conducting research. ACUS conducts an extensive research program under the direction of the Chair and the Council, and with the assistance of the Research Director and other ACUS Staff. ACUS collaborates with experts across the legal, business, non-profit and academic arenas to develop Recommendations that cover a variety of administrative law topics.'[512]
privacy_and_civil_liberties_oversight_board	The US Privacy and Civil Liberties Oversight Board 'is an independent agency within the Executive Branch established by the 9/11 Commission Act of 2007. The bipartisan, five-member Board is appointed by the President and confirmed by the Senate.'[513] 'The Board's responsibilities comprise two basic functions: oversight and advice.In its oversight role, the Board is authorized to continually review the implementation of Executive Branch policies, procedures, regulations, and information - sharing practices relating to efforts to protect the nation from terrorism, in order to ensure that privacy and civil liberties are protected. The Board also is authorized to continually review any other actions of the Executive Branch relating to efforts to protect the nation from terrorism, in order to determine whether such actions appropriately protect privacy and civil liberties and whether they are consistent with governing laws, regulations, and policies regarding privacy and civil liberties.'[514]

[510] 'The Administrative Conference of the United States (ACUS)', *Administrative Conference of the United States* (Web Page) <https://www.acus.gov/administrative-conference-united-states-acus>.
[511] 'Committees', *Administrative Conference of the United States* (Web Page) <https://www.acus.gov/committees>.
[512] 'Assembly Projects', *Administrative Conference of the United States* (Web Page) <https://www.acus.gov/research-projects>.
[513] 'History and Mission', *US Privacy and Civil Liberties Oversight Board* (Web Page) <https://www.pclob.gov/About/HistoryMission>.
[514] Ibid.

department_of_state	The Department of State 'leads America's foreign policy through diplomacy, advocacy, and assistance by advancing the interests of the American people, their safety and economic prosperity.'[515] 'The Department enables its partners to disrupt TCOs involved in human smuggling as far from our borders as possible, and deters and prevents illegal immigration into the United States.'[516] 'At home and abroad, the Department helps protect U.S. national borders through sharing of information within and between foreign governments by improving passport security and implementing effective visa adjudication processes that deny access to individuals who pose risks to U.S. national security. The Department's diplomatic engagement on counterterrorism and homeland security increases two way information sharing on known and suspected terrorists, risk-based border management, and threat-based security and border screening at all land, air, and sea borders to protect partner nations and U.S. citizens in those locations and to deter terrorist travel, including to the United States. In order to achieve this objective, the Department maintains information sharing programs with partner nations and security programs to build capacity of foreign government law enforcement partners and enhance information sharing among foreign partners.'[517]

[515] 'About the U.S. Department of State', *US Department of State* (Web Page) <https://www.state.gov/about/>.
[516] US Department of State and US Agency for International Development, *Joint Strategic Plan: FY 2018-2022* (Report, February 2018) 32.
[517] Ibid.

population_refugees_migration_state	The Bureau of Population, Refugees, and Migration (‘PRM’) 'is the U.S. government’s lead for international migration policy, coordinating across the Department of State’s regional and functional bureaus and other U.S. government agencies, including the Departments of Health and Human Services, Homeland Security, Justice, Labor, Treasury, and the U.S. Agency for International Development to advance U.S. priorities in a wide variety of bilateral and multilateral settings. ... Through our diplomacy, we defend the sovereign right of the United States to regulate the entry and stay of foreign nationals; resist attempts to introduce “global governance” of international migration; press countries to facilitate the repatriation of their nationals when we seek to return them; promote well-managed, legal forms of immigration that protect vulnerable people; and seek to address the root causes in origin countries of illegal immigration.'[518] 'The illegal movement of people across international borders threatens national security and public safety, suppresses wages and strains public resources, and leaves immigrants themselves vulnerable to exploitation and abuse. It also undermines the rule of law by reducing citizens’ faith in the ability of government to enforce the law. But well-managed, legal immigration can support national economic competitiveness and promote financial success and assimilation for newcomers.'[519] 'PRM administers foreign assistance funding for practical projects that build the capacity of other countries to manage their immigration systems and to prepare for emergencies that displace people. Implemented primarily by the International Organization for Migration, these programs aim to deter illegal immigration and promote well-managed, legal forms of immigration; protect the human rights of immigrants, including identifying and protecting potential refugees; reduce human trafficking and smuggling and assist victims; promote fair recruitment practices for immigrant workers; and prepare countries to assist their citizens and vulnerable immigrants caught in crises or disasters. We also fund a number of regional consultative processes around the world. Led by member states, these processes facilitate inter-governmental cooperation on border management, data sharing, refugee protection, and countering human trafficking and smuggling.'[520]
international_migration_prm_state	The Bureau of Population, Refugees, and Migration's Office of International Migration (‘OIM’) 'works to promote well-managed, legal forms of immigration through bilateral and multilateral diplomacy and targeted capacity-building programs. Additionally, our programs support PRM’s humanitarian mandate by promoting effective and humane immigration policies and practices.'[521] OIM 'made progress in clarifying the standards for protecting vulnerable migrants in the international humanitarian system, a policy area of growing importance across regions. In particular, PRM engaged with five regional migration consultative forums to promote greater coherence in migration policy.'[522]

[518] ‘International Migration: Bureau of Population, Refugees, and Migration’, *US Department of State* (Web Page) <https://www.state.gov/other-policy-issues/international-migration/>.
[519] Ibid.
[520] Ibid.
[521] Ibid.
[522] Office of Inspector General, *Inspection of the Bureau of Population, Refugees, and Migration* (US Department of State Report, ISP-I-17-10, February 2017) 14.

civilian_security_democracy_human_rights_state	The Under Secretary for Civilian Security, Democracy, and Human Rights ('CDH') 'leads Department efforts to prevent and counter threats to civilian security. The bureaus and offices reporting to the Under Secretary advance the security of the American people by assisting countries around the world to build more democratic, secure, stable, and just societies.'[523]
democracy_human_rights_labor_cdh_state	The Bureau of Democracy, Human Rights and Labor 'champions American values, including the rule of law and individual rights, that promote strong, stable, prosperous, and sovereign states. We advance American security in the struggle against authoritarianism and terrorism when we stand for the freedoms of religion, speech, and the press, and the rights of people to assemble peaceably and to petition their government for a redress of grievances.'[524]
intl_narcotics_law_enforcement_affairs_state	'The Bureau of International Narcotics Matters (INM) was created in 1978 to reduce drug trafficking into the United States from Latin America. ... INM was re-established as the Bureau of International Narcotics and Law Enforcement Affairs (INL) in 1995. Today, INL uses a wide range of tools to counter crime, illegal drugs, and instability abroad, including foreign assistance, bilateral diplomacy, multilateral engagement, and reporting, sanctions, and rewards. INL has two complementary core competencies: helping partner governments assess, build, reform, and sustain competent and legitimate criminal justice systems, and developing and implementing the architecture necessary for international drug control and cross-border law enforcement cooperation. INL works with partner nations, international and regional organizations, non-governmental organizations, U.S. federal, state, and local criminal justice entities to achieve our mission.'[525]
usaid	The United States Agency for International Development ('USAID') 'is the world's premier international development agency and a catalytic actor driving development results. USAID's work advances U.S. national security and economic prosperity, demonstrates American generosity, and promotes a path to recipient self-reliance and resilience.'[526] 'USAID programs support broader efforts to counter the drivers of violence and instability; respond to the challenges caused by displacement and mass migration; and strengthen citizen-responsive governance, democracy, and human rights, to underpin global stability.'[527]

[523] 'Under Secretary for Civilian Security, Democracy, and Human Rights', *US Department of State* (Web Page) <https://www.state.gov/bureaus-offices/under-secretary-for-civilian-security-democracy-and-human-rights/>.
[524] 'Bureau of Democracy, Human Rights, and Labor', *US Department of State* (Web Page) <https://www.state.gov/bureaus-offices/under-secretary-for-civilian-security-democracy-and-human-rights/bureau-of-democracy-human-rights-and-labor/>.
[525] 'About Us – Bureau of International Narcotics and Law Enforcement Affairs', *US Department of State* (Web Page) <https://www.state.gov/about-us-bureau-of-international-narcotics-and-law-enforcement-affairs/>.
[526] 'What We Do', *USAID* (Web Page, 3 September 2021) <https://www.usaid.gov/>.
[527] *Joint Strategic Plan: FY 2018-2022* (n 516) 13.

iom	The International Organization for Migration ('IOM') 'is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners. ... IOM works to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, including refugees and internally displaced people.'[528] 'The Western Hemisphere Program is implemented by the International Organization for Migration and financed by the U.S. Department of State Bureau of Population, Refugees and Migration.'[529]
contract_guards	US Customs and Border Protection uses an extensive range of contractors to perform tasks such as transporting people apprehended 'within and across Border Patrol sectors and ports while in CBP's custody.'[530] 'In 2006, in order to meet the need for transporting individuals apprehended along the southwest border and to minimize the use of agents and officers performing guard and transportation duties, CBP began contracting for these services.'[531]
migration_crisis_action_team_cbp	'In October 2016, CBP convened the Migration Crisis Action Team (MCAT) as a unified approach to oversee and facilitate command control, logistics, intelligence, reporting, operations, and communication functions of CBP's enterprises.'[532] 'The CBP Migration Crisis Action Team is developing an Agency-wide "After Action Plan" that will include lessons learned and best practices for establishing contingency actions in response to future migration surges.'[533] 'U.S. Customs and Border Protection (CBP) continues to overcome the various demands of unlawful migration along the Southwest border of the United States. To facilitate its efforts, CBP convened a Migration Crisis Action Team (MCAT) to oversee its efforts and milestones through a whole-of-agency approach. The MCAT provides senior leadership with situational awareness, analysis, and strategic plans to mannage current and future migration surge events. The CBP Commissioner has designated Director [redacted] and Associate Chief [redacted] as Commander and Deputy Commander (respectively) to lead and direct all MCAT activities and efforts.'[534]

[528] 'About IOM', *IOM* (Web Page, 2021) <https://www.iom.int/about-iom>.
[529] 'About Us', *IOM* (Web Page, 2020) <https://programamesoamerica.iom.int/en/about-us>.
[530] Government Accountability Office, *U.S. Customs and Border Protection Contracting for Transportation and Guard Services for Detainees* (Report, GAO-17-89R, 2016) 1-2.
[531] Ibid at 2.
[532] US Customs and Border Protection, FOIA Division, *Freedom of Information Act Response* (DHS-CBP-18-0692, 30 September 2019) 0000027.
[533] Ibid.
[534] US Customs and Border Protection, FOIA Division, *Freedom of Information Act Response* (DHS-CBP-18-0692, 26 February 2020) 000001.

national_guard	About 3,500 National Guard troops from 22 states are currently assisting Customs and Border Protection (CBP) in a mission along the southern border funded through September. “Homeland Security, CBP, would like to continue [Department of Defense] DOD support,” Air Force Gen. Glenn VanHerck told reporters at the Pentagon. "There’s a request on the street to ask for additional support.”'[535] 'The remaining 3,500 troops perform maintenance and repairs on CBP vehicles and also provide surveillance on the ground and with helicopters, VanHerck said. Any spotted attempts to cross the border are reported to CBP, with the Guardsmen uninvolved with apprehension or detention efforts, he added.'[536]
fish_wildlife_service	The US Fish and Wildlife Service is 'responsible for managing natural resources along 158 miles of border in Arizona, Texas and California.'[537] 'The Department of the Interior, which oversees the National Park Service, the Bureau of Land Management, the US Fish and Wildlife Service, and other federal land management agencies (but not the US Forest Service), boasts: “The Department’s Law Enforcement Program has the third largest contingent of federal law enforcement officers in the Executive Branch. Depending on the season, approximately 3,500-4,000 law enforcement officers, rangers, and other employees patrol vast acres of public lands, national parks, wildlife refuges, and Indian communities and protect natural, cultural, and heritage resources from illegal activities.” In addition to cooperating with CBP, these land management federal law enforcement officers also often cooperate with local police forces, in what the Department of Interior identifies as a “whole government approach”. Such was the case when the US Fish and Wildlife Service used a mobile app from the Automated Regional Justice Information System to run more than 200 facial recognition requests off the San Diego mugshot database between 2016 and 2018. The Tijuana Estuary is in San Diego county, and the US Fish and Wildlife Service is one of its managing agencies.’[538]
house_of_representatives	‘The legislative branch is made up of the House and Senate, known collectively as the Congress. Among other powers, the legislative branch makes all laws, declares war, regulates interstate and foreign commerce and controls taxing and spending policies.'[539] Legislative branch organizations include the Congressional Budget Office, the Government Accountability Office, and the Library of Congress, among others.[540]

[535] Ellen Mitchell, ‘Pentagon could extend National Guard mission at southern border’, *The Hill* (online, 16 March 2021) <https://thehill.com/policy/defense/543505-pentagon-could-extend-national-guard-mission-at-southern-border>.
[536] Ibid.
[537] Jose Viramontes and Nancy Brown, ‘On the Border: Protecting natural resources on the front lines of immigration’, *Fish & Wildlife News* (Summer 2008) 9 <https://www.fws.gov/home/feature/2008/pdf/OntheBorder.pdf>.
[538] Molly McCluskey, ‘US border national parks increasingly fortified by surveillance’, *Aljazeera* (online, 6 March 2020) <https://www.aljazeera.com/features/2020/3/6/us-border-national-parks-increasingly-fortified-by-surveillance>.
[539] ‘Branches of Government’, *United States House of Representatives* (Web Page) <https://www.house.gov/the-house-explained/branches-of-government>.
[540] Ibid.

senate	'The legislative branch is made up of the House and Senate, known collectively as the Congress. Among other powers, the legislative branch makes all laws, declares war, regulates interstate and foreign commerce and controls taxing and spending policies.'[541] Legislative branch organizations include the Congressional Budget Office, the Government Accountability Office, and the Library of Congress, among others.[542] The Senate also has the power to conduct investigations into the executive branch, and 'to review and approve or reject presidential appointees to executive and judicial branch posts.'[543] 'The Constitution gives the Senate the power to approve, by a two-thirds vote, treaties made by the executive branch. ... The Senate may also amend a treaty or adopt changes to a treaty.'[544]
committee_homeland_security_house	'The Committee on Homeland Security was created by the U.S. House of Representatives in 2002 in the aftermath of September 11, 2001. The Committee was first formed as a Select, non-permanent Committee to provide Congressional oversight over the development of the Department of Homeland Security. The Committee was made permanent when it was designated as a Standing Committee of the House on January 4, 2005, the first day of the 109th Congress.'[545]
committee_homeland_security_gov_affairs_senate	'The Committee on Homeland Security and Governmental Affairs (HSGAC) is the Senate's primary oversight committee with broad jurisdiction over government operations generally and the Department of Homeland Security in particular. Its primary responsibilities are to study the efficiency, economy, and effectiveness of all agencies and departments of the federal government; evaluate the effects of laws enacted to reorganize the legislative and executive branches of government; and study the intergovernmental relationships between the U.S. and states and municipalities, and between the U.S. and international organizations of which the U.S. is a member. The year after passage of the Homeland Security Act of 2002, the Committee's name changed from the Governmental Affairs Committee to the Homeland Security and Governmental Affairs Committee as its jurisdiction expanded to include homeland security issues. In addition to governmental affairs, the Committee now oversees and receives legislation, messages, petitions, and memorials on all matters relating to the Department of Homeland Security, except for appropriations, the Coast Guard, the Transportation Security Administration, immigration, customs revenue, commercial operations, and trade.'[546]

[541] Ibid.
[542] Ibid.
[543] 'Powers and Procedures', *United States Senate* (Web Page) <https://www.senate.gov/about/powers-procedures.htm>.
[544] Ibid.
[545] 'Committee History', *Committee on Homeland Security* (Web Page) <https://homeland.house.gov/about/committee-history>.
[546] 'Jurisdiction and Rules', *US Senate Committee on Homeland Security & Governmental Affairs* (Web Page) <https://www.hsgac.senate.gov/about/jurisdiction>.

committee_judiciary_house	'Established in 1813, the House Judiciary Committee is the second oldest standing committee in Congress. Today, the Committee is at the forefront of some of the most significant issues facing our nation, including protecting Constitutional freedoms and civil liberties, oversight of the U.S. Departments of Justice and Homeland Security, legal and regulatory reform, innovation, competition and anti-trust laws, terrorism and crime, and immigration reform. The Committee has jurisdiction over all proposed amendments to the Constitution, and each of its subcommittees has roots in that document. The House Judiciary Committee usually sends the greatest number of substantive bills to the House floor each year.'[547]
committee_judiciary_senate	'In addition to its critical role in providing oversight of the Department of Justice and the agencies under the Department's jurisdiction, including the Federal Bureau of Investigation, and the Department of Homeland Security, the Judiciary Committee plays an important role in the consideration of nominations and pending legislation. Executive nominations for positions in the Department of Justice, Office of National Drug Control Policy, the United States Parole Commission, the United States Sentencing Commission, and the State Justice Institute, as well as select nominations for the Department of Homeland Security and the Department of Commerce are referred to the Senate Judiciary Committee. The Judiciary Committee is also charged with the consideration of all Article III judicial nominations. These include Supreme Court nominations, appellate court nominations, and district court nominations. The Committee also considers nominations to the Court of International Trade. In addition to its role in conducting oversight and consideration of nominations, the Senate Judiciary Committee also considers legislation, resolutions, messages, petitions, memorials and other matters, as provided for in the Standing Rules of the Senate. These areas include ... Civil liberties ... Immigration and naturalization ....'[548]
committee_appropriations_sub_homeland_sec_house	'The House Committee on Appropriations — comprised of 33 Democrats and 26 Republicans and organized into 12 subcommittees in the 117th Congress — is responsible for funding the federal government's vital activities to keep the United States safe, strong, and moving forward.'[549] The Homeland Security Subcommittee holds hearings and drafts legislation on appropriations relating to the Department of Homeland Security.[550]

[547] 'About', *House Committee on the Judiciary* (Web Page) <https://judiciary.house.gov/about/>.
[548] 'Jurisdiction', *Committee on the Judiciary* (Web Page) <https://www.judiciary.senate.gov/about/jurisdiction>.
[549] 'About', *House Committee on Appropriations* (Web Page) <https://appropriations.house.gov/about>.
[550] House Appropriations, *House Democrats' $4.5 Billion Supplemental Appropriations Bill to Address the Humanitarian Crisis at the Border* (Fact Sheet, 21 June 2019).

committee_appropriations_sub_homeland_sec_senate	'The Senate Appropriations Committee is the largest committee in the U.S. Senate, consisting of 30 members in the 117th Congress. Its role is defined by the U.S. Constitution, which requires "appropriations made by law" prior to the expenditure of any money from the Federal treasury. The Committee, chaired by Senator Patrick Leahy (D-Vt.), writes the legislation that allocates federal funds to the numerous government agencies, departments, and organizations on an annual basis. Twelve subcommittees are tasked with drafting legislation to allocate funds to government agencies within their jurisdictions. These subcommittees are responsible for reviewing the President's budget request, hearing testimony from government officials and other witnesses, and drafting the spending plans for the coming fiscal year. Their work is passed on to the full Senate Appropriations Committee, which may review and modify the bills and approve them for consideration by the full Senate.'[551] The Homeland Security Subcommittee has jurisdiction over a wide range of entities, including 'Department of Homeland Security, Analysis and Operations, Biometric Identity Management Office of [US-VISIT] ... Federal Emergency Management Agency, Federal Law Enforcement Training Center, Federal Protective Service ... Inspector General, Office of ... Science and Technology, Secretary and Executive Management, Office of the ... U.S. Citizenship and Immigration Services, U.S. Coast Guard, U.S. Customs and Border Protection ... U.S. Immigration and Customs Enforcement ....'[552]
committee_oversight_reform_house	The House Committee on Oversight and Reform 'is the main investigative committee in the U.S. House of Representatives. It has authority to investigate the subjects within the Committee's legislative jurisdiction as well as "any matter" within the jurisdiction of the other standing House Committees.'[553] Legislative responsibilities of the Committee include 'Government management and accounting measures generally ... Overall economy, efficiency, and management of government operations and activities, including federal procurement ... Public information and records ... and Reorganizations in the executive branch of the government.'[554] Oversight responsibilities include that the Committee shall review on a continuing basis 'the application, administration, execution, and effectiveness of laws and programs addressing subjects within its jurisdiction ... the organization and operation of Federal agencies and entities having responsibilities for the administration and execution of laws and programs addressing subjects within its jurisdiction ... any conditions or circumstances that may indicate the necessity or desirability of enacting new or additional legislation addressing subjects within its jurisdiction (whether or not a bill or resolution has been introduced with respect thereto)' and that 'the Committee shall "review and study on a continuing basis the operation of Government activities at all levels with a view to determining their economy and efficiency."'[555]

[551] 'Committee Jurisdiction', *United States Senate Committee on Appropriations* (Web Page) <https://www.appropriations.senate.gov/about/jurisdiction>.
[552] 'Homeland Security', *United States Senate Committee on Appropriations* (Web Page) <https://www.appropriations.senate.gov/subcommittees/homeland-security>.
[553] 'About', *House Committee on Oversight and Reform* (Web Page) <https://oversight.house.gov/about>.
[554] 'Committee Jurisdiction', *House Committee on Oversight and Reform* (Web Page) <https://oversight.house.gov/about/committee-jurisdiction>.
[555] Ibid.

committee_commerce_science_transport_senate	The Senate Committee on Commerce, Science and Transportation 'is composed of 28 Senators and led by Committee Chair Maria Cantwell, D-Wash., and Ranking Member Roger Wicker, R-Miss. Under their leadership, the committee is composed of seven subcommittees, which together oversee for the vast range of issues under its jurisdiction. These issues range from communications, highways, aviation, rail, shipping, transportation security, merchant marine, the Coast Guard, oceans, fisheries, weather, disasters, science, space, interstate commerce, tourism, consumer issues, economic development, technology, competitiveness, product safety, and insurance.'[556] The Committee shall be 'referred all proposed legislation, messages, petitions, memorials, and other matters relating to the following subjects: Coast Guard ... Interstate commerce ... Science, engineering, and technology research and development and policy ... Transportation. ... Such committee shall also study and review, on a comprehensive basis, all matters relating to science and technology, oceans policy, transportation, communications, and consumer affairs, and report thereon from time to time.'[557]
house_committee_energy_commerce	The House Committee on Energy and Commerce 'is the oldest continuous standing committee in the U.S. House of Representatives. It was originally established in 1795 to regulate interstate and foreign commerce. Today, the Committee has the broadest jurisdiction of any authorizing committee in Congress. It legislates on a wide variety of issues, including: ... privacy, cybersecurity and data security ... interstate and foreign commerce. The Committee also oversees several federal departments and agencies, including: ... Centers for Disease Control and Prevention ... Department of Homeland Security'.[558]
house_perm_select_committee_intelligence	'The House Permanent Select Committee on Intelligence oversees the nation's intelligence agencies including components of the Departments of Defense, Homeland Security, Justice, State, Treasury and Energy.'[559]

[556] 'About', *US Senate Committee on Commerce, Science, & Transportation* (Web Page) <https://www.commerce.senate.gov/about>.
[557] 'Jurisdiction', *US Senate Committee on Commerce, Science, & Transportation* (Web Page) <https://www.commerce.senate.gov/jurisdiction>.
[558] 'About E&C', *House Committee on Energy & Commerce* (Web Page) <https://energycommerce.house.gov/about-ec>.
[559] 'About', *US House of Representatives Permanent Select Committee on Intelligence* (Web Page) <https://intelligence.house.gov/about/>.

senate_select_committee_intelligence	'The Committee was created by the Senate in 1976 to "oversee and make continuing studies of the intelligence activities and programs of the United States Government," to "submit to the Senate appropriate proposals for legislation and report to the Senate concerning such intelligence activities and programs," and to "provide vigilant legislative oversight over the intelligence activities of the United States to assure that such activities are in conformity with the Constitution and laws of the United States."'[560] 'The Committee's staff reviews intelligence reports, budgets, and activities; investigates matters on behalf of the Committee; prepares legislation; and receives briefings.'[561] 'The Committee meets roughly twice a week for 1 1/2 to 2 hours, generally in closed session. Most hearings involve appearances by senior Intelligence Community officials—heads of agencies, senior program managers, and senior intelligence analysts—who present testimony and answer Senators' questions. The topics for hearings include agency activities, intelligence collection programs, and intelligence analysis on a geographic region or issue ... The Committee writes an annual intelligence authorization bill that authorizes funding levels for intelligence activities (these set caps for agency funding) and provides legislative provisions that limit or allow intelligence conduct. ... On occasion, the Committee reviews intelligence aspects of treaties as part of the Senate's ratification process. ... The Committee, through its staff, tracks the regular collection and analysis activities of the Intelligence Community, enabling the Committee to engage with the Intelligence Community early on if it becomes aware of an issue. The Committee's Audit and Oversight staff conducts longer-term oversight projects.'[562]
congressional_budget_office	'Since 1975, CBO has produced independent analyses of budgetary and economic issues to support the Congressional budget process. Each year, the agency's economists and budget analysts produce dozens of reports and hundreds of cost estimates for proposed legislation. CBO is strictly nonpartisan; conducts objective, impartial analysis; and hires its employees solely on the basis of professional competence without regard to political affiliation. CBO does not make policy recommendations, and each report and cost estimate summarizes the methodology underlying the analysis. Learn more about CBO's commitment to objectivity and transparency.'[563] 'CBO analyzes proposals to change federal policies regarding aviation and border security, emergency response, anticounterfeiting measures, the protection of federal infrastructure, cybersecurity, and other topics related to securing the nation from threats.'[564]

[560] 'About the Committee', *US Senate Select Committee on Intelligence* (Web Page) <https://www.intelligence.senate.gov/about>.
[561] Ibid.
[562] Ibid.
[563] 'Introduction to CBO', *Congressional Budget Office* (Web Page) <https://www.cbo.gov/about/overview>.
[564] 'Homeland Security', *Congressional Budget Office* (Web Page) <https://www.cbo.gov/topics/homeland-security>.

government_accountability_office	The Government Accountability Office (GAO) 'often called the "congressional watchdog," is an independent, non-partisan agency that works for Congress. GAO examines how taxpayer dollars are spent and provides Congress and federal agencies with objective, non-partisan, fact-based information to help the government save money and work more efficiently.'[565] 'GAO's High-Risk List provides a road map for priority actions needed in agencies and program areas that we deem high risk due to their vulnerabilities to fraud, waste, abuse, and mismanagement, or are most in need of transformation. Areas on the HighRisk List cover some of the largest agencies and programs, including ... the Department of Homeland Security.'[566]
library_of_congress	'The Library of Congress is the largest library in the world, with millions of books, recordings, photographs, newspapers, maps and manuscripts in its collections. The Library is the main research arm of the U.S. Congress and the home of the U.S. Copyright Office.'[567] 'Service to Congress has been and remains at the core of our mission. We will continue to engage, inspire, and inform Congress through our collections and our diverse service and experience offerings, including policy consultations, on-demand analysis, briefings, events, programs, and constituent engagement. As the steward of a unique, universal, and ever-growing collection that belongs to the American people, the Library of Congress also has a mandate to inspire, inform, and serve all Americans by engaging their cultural and intellectual curiosity and creativity.'[568] 'Congress, the judiciary, and other federal agencies have reliable, round-the-clock access to reliable knowledge in print, online, and via consultation with scholars and experts from the Congressional Research Service, the U.S. Copyright Office, the Law Library, and the Kluge Center.'[569]

[565] 'About', *Government Accountability Office* (Web Page) <https://www.gao.gov/about>.
[566] Government Accountability Office, *Strategic Plan 2018-2023* (Report, GAO-18-1SP) 6.
[567] 'About the Library', *Library of Congress* (Web Page) <https://loc.gov/about/>.
[568] 'Enriching the Library Experience: The FY2019-2023 Strategic Plan of the Library of Congress', *Library of Congress* (Web Page) <https://loc.gov/strategic-plan/>.
[569] Ibid.

congressional_research_service_loc	'The Congressional Research Service (CRS) works exclusively for the United States Congress, providing policy and legal analysis to committees and Members of both the House and Senate, regardless of party affiliation. As a legislative branch agency within the Library of Congress, CRS has been a valued and respected resource on Capitol Hill for more than a century. CRS is well-known for analysis that is authoritative, confidential, objective and nonpartisan. Its highest priority is to ensure that Congress has 24/7 access to the nation's best thinking.'[570] CRS 'serves as shared staff to congressional committees and Members of Congress. CRS experts assist at every stage of the legislative process — from the early considerations that precede bill drafting, through committee hearings and floor debate, to the oversight of enacted laws and various agency activities. CRS approaches complex topics from a variety of perspectives and examines all sides of an issue. Staff members analyze current policies and present the impact of proposed policy alternatives. CRS services come in many forms: reports on major policy issues, tailored confidential memoranda, briefings and consultations, seminars and workshops, expert congressional testimony, responses to individual inquiries. With public policy issues growing more complex, the need for insightful and comprehensive analysis has become vital. Congress relies on CRS to marshal interdisciplinary resources, encourage critical thinking and create innovative frameworks to help legislators form sound policies and reach decisions on a host of difficult issues.'[571]
instituto_nacional_de_migracion	'El Instituto Nacional de Migración en cumplimiento con las leyes mexicanas y tratados internacionales aplica de manera permanente diversas disposiciones, para otorgarles a todos los extranjeros las facilidades necesarias para llevar a cabo procedimientos migratorios legales, ordenados y seguros que permitan su ingreso y estancia en territorio nacional con estricto apego a proteger los derechos humanos, implementando los ordenamientos establecidos en la Ley de Migración y su reglamento.'[572] 'El Instituto Nacional de Migración es un órgano administrativo desconcentrado de la Administración Pública Federal, dependiente de la Secretaría de Gobernación, el cual aplica la legislación migratoria vigente.'[573] 'Instrumentar la política en materia migratoria bajo los principios de respeto y seguridad de las personas migrantes nacionales y extranjeras con independencia de su situación migratoria durante su ingreso, tránsito y salida del territorio nacional, reconociéndolos como sujetos de derecho, mediante la eficiencia y eficacia de los trámites y procedimientos migratorios, para contribuir a que la movilidad y migración internacional sea ordenada, segura y regular con base en el marco legal y con pleno respeto a los derechos humanos.'[574] 'Ser la Institución que garantice una gestión migratoria con pleno respeto a las personas migrantes, bajo un esquema de profesionalización de los servidores públicos, orientada a procesos, con incorporación de tecnologías de la información, facilitando y

[570] 'Congressional Research Service Careers', *Library of Congress* (Web Page) <https://www.loc.gov/crsinfo/>.
[571] 'About CRS', *Library of Congress* (Web Page) <https://www.loc.gov/crsinfo/about/>.
[572] '¿Qué hacemos?', *Gobierno de México* (Web Page) <https://www.gob.mx/inm/que-hacemos>.
[573] Ibid.
[574] Ibid.

	simplificando trámites y procedimientos migratorios y fortaleciendo acciones de control, revisión y verificación migratoria para una migración segura, ordenada y regular.'[575]
grupos_beta_inm	'Con 29 años de existencia, los Grupos Beta del Instituto Nacional de Migración (INM) están dedicados a salvaguardar los derechos humanos de las personas migrantes que transitan por el territorio nacional, sin importar su nacionalidad o situación migratoria, reforzando día a día el lema que los distingue: vocación, humanismo y lealtad. ... En 1990 en Baja California se crea un programa piloto, que más tarde integraría el Grupo Beta Tijuana, el cual tenía como finalidad el auxiliar a los migrantes que eran víctimas de la delincuencia, durante su tránsito por territorio mexicano. En 1994 se forma el Grupo Beta Nogales, en Sonora; en 1995 se crean dos grupos más: uno en Tecate, Baja California y el segundo en Matamoros, Tamaulipas. Actualmente existen 22 Grupos Beta en 9 estados del país: Baja California, Sonora, Chihuahua, Coahuila, Tamaulipas, Veracruz, Tabasco, Chiapas y Oaxaca.'[576] 'The Grupos Beta for migrant protection have the objective of protecting and defending the human rights of migrants, regardless of their nationality or migratory status. These objectives are fulfilled by assisting and rescuing migrants in dangerous situations or at risk of abuse from organized crime, the authorities, or individuals; providing information and guidance regarding the risks of the journey, with the aim of persuading migrants to return to their place of origin; and offering social and humanitarian assistance to migrants and directing those in need of further attention to other institutions or authorities. Their work is carried out throughout Mexico, from south to north, attending both Mexican and foreign migrants who are passing through Mexico.'[577]
domestic_nongovernmental_organisations	Non-governmental organisations and other community volunteers in the United States that support asylum seekers, contribute to policy development and change, engage in community education, advocacy, and administration. These organisations also provide non-legal services to asylum seekers, such as detention visits, or assistance with shelter, transportation, food, or clothing.
international_nongovernmental_organisations	Non-governmental organisations and other community volunteers outside the United States that support asylum seekers, contribute to policy development and change, engage in community education, advocacy, and administration. These organisations also provide non-legal services to asylum seekers, such as detention visits, or assistance with shelter, transportation, food, or clothing.
unhcr	UNHCR is an international organisation entrusted by the UN General Assembly with the responsibility for providing international protection to refugees and other persons within its mandate, and for assisting governments in seeking permanent solutions to the problem of refugees. UNHCR fulfils its international protection mandate by, inter alia,

[575] Ibid.
[576] 'Grupos Beta de Protección a Migrantes', *Gobierno de México* (Web Page) <https://www.gob.mx/inm/acciones-y-programas/grupos-beta-de-proteccion-a-migrantes>.
[577] Thomas Lothar Weiss and Pedro Arturo López Chaltelt, *México: Public Policies Benefiting Migrants* (IOM, 2011) 19.

	'[p]romoting the conclusion and ratification of international conventions for the protection of refugees, supervising their application and proposing amendments thereto.'[578]
foreign_consulates	Foreign consulates may become involved in assisting their nationals who encounter US immigration enforcement officials, who may also raise asylum claims.
legal_service_providers	Legal service providers including attorneys and BIA accredited representatives, provide a range of services including legal advice, legal orientation programs, assistance with pro bono placement, and direct representation in removal and bond proceedings, or parole requests.[579]
translators_interpreters	'All documents filed with the Immigration Court must be in the English language or accompanied by a certified English translation.'[580] All immigration court and federal court proceedings are also conducted in English and any documents filed with USCIS must also be in English. 'Interpreters are provided at government expense to individuals whose command of the English language is inadequate to fully understand and participate in removal proceedings.'[581] The Federal Courts define simultaneous interpretation as 'The rendering of the full and accurate meaning of speech from one language into another while the speaker or signer is still talking.'[582] The Federal Courts define translation as 'The transference in writing of a document's meaning from a source language into the target language.'[583]
doctors_physicians	Doctors and physicians are involved in conducting health evaluations in support of applications for asylum, and in providing health services to asylum seekers and other people in removal proceedings who are not detained.
psychiatrists_psychologists	Psychiatrists and psychologists are involved in conducting forensic and other psychological evaluations in support of applications for asylum, as well as providing mental health services to asylum seekers and other people in removal proceedings who are not detained.
interpol	The International Criminal Police Organization (INTERPOL) is an international, inter-governmental organization that enables its 194 member country police to 'share and access data on crimes and criminals', while also providing 'a range of technical and operational support.'[584]

[578] *Statute of the Office of the United Nations High Commissioner for Refugees*, GA Res 428(V), UN Doc A/RES/428(V) (14 December 1950) annex [1].
[579] 'Immigrant Legal Defense Program', *Justice & Diversity Center of the Bar Association of San Francisco* (Web Page, 2021) <https://www.sfbar.org/jdc/immigrant-legal-defense/>.
[580] Executive Office for Immigration Review, *Immigration Court Practice Manual* (EOIR, 16 November 2020) 43-44, rule 3.3.
[581] Ibid at 64, rule 4.11.
[582] United States Courts, *Guide to Judiciary Policy: Vol. 5: Court Interpreting* (Guide, 15 April 2021) 3.
[583] Ibid at 4.
[584] 'What is INTERPOL', *INTERPOL* (Web Page) <https://www.interpol.int/Who-we-are/What-is-INTERPOL>.

united nations office on drugs and crime	The UNODC is an international organisation that 'works with Member States to implement international treaties and resolutions, advises States on the drafting and adoption of crime prevention and drug control legislation and assists governments in becoming parties to international crime prevention and drug control conventions as well as in implementing the United Nations standards and norms in crime prevention and criminal justice.'[585]
united nations human rights council	'The Human Rights Council is an inter-governmental body within the United Nations system responsible for strengthening the promotion and protection of human rights around the globe and for addressing situations of human rights violations and make recommendations on them. It has the ability to discuss all thematic human rights issues and situations that require its attention throughout the year. ... The Council is made up of 47 United Nations Member States which are elected by the UN General Assembly. The Human Rights Council replaced the former United Nations Commission on Human Rights.'[586]
five eyes	'New Zealand along with Australia, Canada, the UK and the USA, were members of a global intelligence-sharing alliance known as the "Five Eyes".'[587]
private_prisons	ICE contracts with numerous private prison companies to house immigration detainees, including asylum seekers and children.[588] 'The last few decades have witnessed the rising involvement and influence of the private prison industry in U.S. immigration enforcement, alongside the expansion of the immigration detention system. During fiscal year (FY) 2016, approximately 353,000 immigrants identified for detention or removal by U.S. Immigration and Customs Enforcement (ICE) passed through one of more than 200 immigration detention facilities, up from 209,000 in 2001. As of August 2016, nearly three-quarters of the average daily immigration detainee population was held in facilities operated by private prison companies—a sharp contrast from a decade ago, when the majority were held in ICE-contracted bedspace in local jails and state prisons.'[589]
public_detention_facilities	ICE contracts with numerous state and local jails to house immigration detainees, including asylum seekers.[590]
native_american_tribes	'Eighty-six miles of the northern border and 68 miles of the southwest border are on 13 Indian reservations, many of which are vulnerable to illicit cross-border threat activity, such as drugs, weapons, and human smuggling, according to

[585] 'Legal Tools', *United Nations Office on Drugs and Crime* (Web Page) <https://www.unodc.org/unodc/en/legal-tools/index.html>.
[586] 'Welcome to the Human Rights Council', *United Nations Human Rights Council* (Web Page, 2020) <https://www.ohchr.org/EN/HRBodies/HRC/Pages/AboutCouncil.aspx>.
[587] Hon Sir Michael Cullen and Dame Patsy Reddy, *Intelligence and Security in a Free Society: Report of the First Independent Review of Intelligence and Security in New Zealand* (29 February 2016) 22 [1.39].
[588] 'Detention Facilities', *US Immigration and Customs Enforcement* (Web Page, 11 March 2021) <https://www.ice.gov/detention-facilities>.
[589] Livia Luan, *Profiting from Enforcement: The Role of Private Prisons in U.S. Immigration Detention* (MPI, 2 May 2018) <https://www.migrationpolicy.org/article/profiting-enforcement-role-private-prisons-us-immigration-detention>.
[590] 'Detention Facilities', *US Immigration and Customs Enforcement* (Web Page, 11 March 2021) <https://www.ice.gov/detention-facilities>.

	DHS officials. As a result, the security of Indian reservations is a key part of the overall integrity of U.S. borders.'[591] 'The federal government recognizes Indian tribes as distinct, independent political communities with inherent powers of self-government that include enacting substantive law over internal matters and enforcing that law in their own forums.'[592]
shadow_wolves_ice	'The Shadow Wolves comprise a U.S. Immigration and Customs Enforcement (ICE) tactical patrol unit based on the Native American Tohono O'odham Nation in southern Arizona. Shadow Wolf officers are known for their ability to track alien and drug smugglers as they attempt to smuggle their illegal commodities across the border. The unit boasts an esteemed history of tracking passed down from generation to generation. The name "Shadow Wolves" refers to the way the unit hunts, like a wolf pack. When one wolf finds prey, it calls in the rest of the wolf pack.'[593]

[591] US Government Accountability Office, *Border Security: Partnership Agreements and Enhanced Oversight Could Strengthen Coordination of Efforts on Indian Reservations* (Report No GAO-13-352, April 2013) 1 ('*Border Security: Indian Reservations*').
[592] Ibid at 5.
[593] 'ICE Shadow Wolves', *US Immigration and Customs Enforcement* (Web Page, 1 June 2007) <https://www.ice.gov/factsheets/shadow-wolves>.