

**From:** DRO Taskings  
**Sent:** Monday, February 22, 2010 8:05 AM  
**Subject:** Removal Goals

*The following message is sent on behalf of James M. Chaparro, Director:*

**To: Field Office Directors and Deputy Field Office Directors:**

***Keep up the Good Work on Criminal Alien Removals***

I want to thank each of you for your efforts as we began this fiscal year and your continuing focus on ICE's enforcement priorities for increasing our identification, arrest and removal of criminal aliens. We asked you to step up to the plate on criminal aliens and you have. Through your efforts, ICE has removed 56,853 criminal aliens as of February 15, 2010. With every field office maintaining this level of activity we anticipate achieving the Agency goal of 150,000 criminal alien removals in FY10.

DRO must now look at the other critical Agency goal of achieving 400,000 removals and returns overall *without* relaxing our increased efforts in criminal removals.

***Non-criminal Removals are Falling Short of our Goal***

Current non-criminal removal projections put is well short of our FY10 goal. As of February 15, 2010, DRO removed or returned 60,397 non-criminal aliens which is an average of 437 removals/returns per day. The current non-criminal removal rate projections will result in 159,740 removals at the close of the fiscal year. Coupling this with the projections in criminal removals only gives us a total of just over 310,000 overall removals -- *well* under the Agency's goal of 400,000.

***Here is What I Need You to Do***

There a number of activities that DRO will take to increase our overall removals and move us into position to meet or exceed the fiscal year goals.

- Within 30 days we will increase our national ADP by 3,000 bringing our national overall ADP to approximately 32,600. This will require each and every field office to maximize the use of the funded beds in your field office or the reallocation of funds from those field offices that maximized this as much as possible to those with detention needs that are in excess of the funding currently available to them. This increase in overall ADP alone has the potential to provide DRO with an additional 21,000 removals during the remainder of the fiscal year, but we must move quickly to raise the ADP.

- CAP surges will be planned and implemented in every field office over the course of the fiscal year. I ask you to coordinate with prison systems to identify all aliens that are scheduled to be released within 90-120 days and begin travel document processing and coordination. The sooner we do this in the fiscal year, the more comfortable I will be that we can reach our goals.
- For those with Rapid REPAT agreements, work closely with corrections officials to increase identifications of eligible participants and expedite removal. For those without agreements, reengage State correction officials to develop a program if possible.
- Increase the number of Tier One Non-Criminal Fugitive alien arrests along with Tier Two arrests (Re-Entry/Reinstatement) in every field office. An example would be 30-60 day Tier One/Tier Two Non-Criminal surge operations.
- Maximize our participation in the 2010 Mexican Interior Repatriation Program (MIRP), which may generate approximately 18,000 – 24,000 returns over the course of the FY 2010 program.

Being successful in meeting these two broad goals will require every Field Office and each Field Office Director to fully support these initiatives and to look at individual initiatives within their field office that could increase our effectiveness. Our program is challenged this year in many areas including both budget and staffing. Our case and detention management activities are important in both detained and non-detained but we understand that field offices may see a need to temporarily shift staffing resources from one to the other in order to maximize our effectiveness at maintaining our criminal removal activities as they are today while increasing the overall removals in each field office.

***These Efforts Must Be Sustained and Will be Closely Monitored***

This will be a key topic in our next Field Office Director's teleconference and I will ensure that we are reporting out to you where we are in our overall progress on these teleconferences during the remainder of the fiscal year. In addition, I will encourage you to raise opportunities that might benefit others or impediments or obstacles that I or the staff here in HQ can work to mitigate in order to increase your successes and effectiveness.

I thank you for your continued hard work and patience as we have worked to define our standing in these goal areas. We have a tremendously energetic and tenacious workforce in DRO and I am confident that we will rise to the challenge and meet our goals.

U.S. Department of Homeland Security  
Dallas Field Office  
8101 N. Stemmons Freeway  
Dallas, TX 75247



U.S. Immigration  
and Customs  
Enforcement

January 4, 2010

MEMORANDUM FOR:

Immigration Enforcement Agent

FROM:

  
Clinton A. Felson  
Supervisory Detention and Deportation Officer

SUBJECT:

Performance Appraisal Element #2

This memorandum serves to clarify the requirements and expectations of GS-5 and GS-7 Immigration Enforcement Agents as they relate to Element 2 – Institutional Removal Program (IRP) and Alien Criminal Apprehension Program (ACAP) in your Performance Work Plan (PWP) served on January 4, 2010.

Element #2 will be evaluated as follows:

GS-7

30 cases per month and below-  
31-40 cases per month-  
41-45 cases per month-  
46 + cases per month-

Unacceptable  
Minimally Successful  
Fully Successful  
Excellent

GS-5

24 cases per month and below-  
25-35 cases per month-  
36-39 cases per month-  
40 + cases per month-

Unacceptable  
Minimally Successful  
Fully Successful  
Excellent

EMPLOYEE: [REDACTED]

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**PART I - PERFORMANCE WORK PLAN (PWP)**

A. JOB ELEMENT NUMBER AND TITLE (CHECK ONE: ☒ Critical ☐ Non-critical and indicate Weighting, if Appropriate)

**Element # 2 -Criminal Alien Program (CAP)**

B. PERFORMANCE STANDARD(S):

The Agent periodically visits local, municipal and state law enforcement holding and correctional facilities, courts, parole and probation offices, and state and federal prisons, and identifies violators of Immigration and Nationality laws and regulations who are subject to removal. The Agent conducts personal interviews and questioning of aliens and others, reviews documents and files, to establish the alienage and removability of these individuals and coordinates with the Office of Chief Counsel in appropriate cases. The Agent assists other law enforcement agencies and personnel in identifying criminal aliens in their custody. The Agent prepares the required documents to initiate removal proceedings, and arrests and processes for removal aliens encountered that are not authorized to be in or work in the United States. The Agent completes extensive database inquiries (e.g.) IAFIS, IBIS, NCIC, IDENT, etc.) to determine criminal history and/or any links to terrorist activities, interprets this information using a thorough knowledge of immigration law and prepares any necessary charging documents (this may require obtaining Judgment and Conviction records to support criminal charges).

**ELEMENT IS EVALUATED AS FOLLOWS:**

**Excellent when:**

In addition to meeting the Fully Successful level, the Immigration Enforcement Agent demonstrates initiative and requires minimal supervisory guidance in the management of his/her assigned caseload. The IEA averages 51 or more processed cases per month with all cases completed timely with no noted deficiencies in casework. \*\*

**Fully Successful when:**

The Immigration Enforcement Agent demonstrates the capacity to work independently but requires occasional guidance relating to the management of his/her assigned caseload. In addition, the agent averages 46 to 50 processed cases per month with no more than 10 cases per rating year processed untimely due to the agent's inattentiveness to their caseload. The agent usually submits casework that is error free and is processed in accordance with regulations and consistent with outstanding instructions. \*\*

**Minimally Successful when:**

The Immigration Enforcement Agent requires supervisory guidance on a regular basis as he/she cannot or will not utilize initiative or otherwise work independently relating to the management of his/her assigned caseload. In addition, the IEA averages 36 to 45 processed cases per month with many cases processed outside of established timeframes due to the agent's inattentiveness to their caseload. The agent frequently submits casework that is error prone and/or processed untimely. \*\*

**NOTE: \*\*** The term "timely" is intended to reflect a reasonable period of time and will vary according to personnel staffing and work load.

**NOTE:** A deficiency, complaint, or inadequacy is defined as a significant error adversely affecting the job element. It will usually result in counseling by a Supervisor. Minor errors are not usually considered a deficiency, complaint, or inadequacy, however, continued minor deficiencies, complaints, or inadequacies may be considered as significant in the aggregate. Deficiencies, complaints, or inadequacies of a very serious nature may be weighted as more than one when justified and so supported by a Supervisor. Leave and other approved absences will be taken under consideration when determining an evaluation for this element.

**\*\*** In addition to the noted standards of the performance element, receptiveness, willingness, cooperation and attitude will be given due consideration during the rating period.

**From:** [REDACTED]  
**Sent:** Friday, November 20, 2009 4:52 PM  
**To:** [REDACTED]

**Cc:** [REDACTED]

**Subject:** FW: Productivity  
**Importance:** High

Attn SC personnel,

As you know, next week we are scheduled to begin to provide LEA support to local counties and to ensure we are successful with that venture, we need to tighten the ropes on our current program.

- Effective Friday, November 20<sup>th</sup>, employees are expected to produce a minimum of 3 actual Charging Documents Issued (CDI) daily **in addition** to completing other DEPORT tasks (i.e. Detainers, Case Updated and No Action for BOP & CIS cases). If a member of the staff is unable to conform to this standard, you will need to provide an explanation to your shift supervisor.
- Since we are not currently overwhelmed with an abundance of inquiries, **beginning today**, employees assigned to monitor the terminals are required to complete other DEPORT tasks during downtime. If this change and we begin receiving numerous IAQs, we can revisit this topic.
- **All** employees assigned to DEPORT/SC are required to gain access to the various databases and systems needed to complete their duties and assignments **no later than** COB Tuesday, November 24<sup>th</sup>. We went live on November 8<sup>th</sup> and it is extremely difficult to comprehend and believe that there are employees without full system access. If everyone is not in full compliance by this deadline, a **detailed** explanation is required to your shift/acting supervisor.
- Employees who require access to the databases and systems can accelerate the process by contacting their designated SCO and DHS Help Desk. As of today's date, [REDACTED] are the SCOs. As Law Enforcement Officers (LEOs), we are equally responsible for obtaining and maintaining your systems access.
- All shifts are expected to be equally productive barring unique and beyond our control situations (system failures, electrical outages, etc). Management will be checking your progress on a daily basis to ensure compliance and consistency. Daily reports are to be submitted prior to the end of your work day on the share drive logs.

If there are questions and or concerns, feel free to contact me or your shift supervisor.

Thank You,

[REDACTED], SDDO  
312 [REDACTED] office  
312 [REDACTED] cell  
[REDACTED] Nextel