

## A Message from Assistant Secretary Morton

To all ICE employees  
June 9, 2010

### Internal Realignment of ICE Offices

When I arrived last year as the Assistant Secretary, one of my priorities was to improve the management structure of ICE and to give the agency a clearer sense of identity and focus. Of particular concern to me was that the agency's core operational and management functions were divided among many different offices without a clear reporting structure.

After thoroughly reviewing our agency's leadership and reporting structure, I have determined that ICE will be able to better fulfill its mission if its offices are aligned around its two core operational responsibilities—criminal investigation and civil immigration enforcement supported by a robust management program. Therefore, I am pleased to announce that ICE will now operate through three new directorates—**Homeland Security Investigations (HSI)**, **Enforcement and Removal Operations (ERO)**, and **Management and Administration**. A revised organizational chart is attached.

With these three new directorates in place, ICE's core functions will be grouped and coordinated by a streamlined reporting structure. Each directorate will be led by an Executive Associate Director who will be responsible for managing and coordinating the work of the offices within their offices. Six program offices will remain distinct from the new directorates: the Office of the Principal Legal Advisor, the Office of Detention Policy and Planning, the Office of Professional Responsibility, the Office of Public Affairs, the Office of Congressional Relations, and the Office of State and Local Coordination.

The realignment is not a restructuring and will not alter any congressional appropriation or authorization. Similarly, the realignment does not abolish any of the agency's existing offices. These offices will remain, but will now be managed through a more efficient organization alignment. The realignment does not alter ICE's mission or its priorities, and will allow ICE to better fulfill the goals outlined in the Quadrennial Homeland Security Review Report delivered to Congress this past February.

The role and responsibilities of each of the new directorates is as follows.

**Homeland Security Investigations (HSI):** HSI will align the existing ICE offices that are primarily devoted to criminal investigation, namely the Offices of Intelligence, International Affairs, and Investigations. This directorate will continue to pursue ICE's existing role as DHS' principal investigative program, with responsibility for ICE's national security programs and ICE's investigative authority over criminal violations of U.S. law relating to illicit trade, travel, immigration, and finance. The directorate will also continue to investigate violations of the employment verification laws and visa violations in the U.S. and abroad. James Dinkins will serve as Executive Associate Director of HSI.

**Enforcement and Removal Operations (ERO):** ERO will align the existing offices in ICE that are primarily devoted to civil immigration enforcement, namely the Office of Detention and Removal Operations and the Secure Communities program. This directorate will ensure a coherent and consistent approach to civil immigration enforcement in a manner that prioritizes convicted criminals, fugitives and illegal re-entrants, and recent border violators. The directorate will also oversee the agency's detention system, removal flight operations, and efforts to locate aliens subject to criminal prosecution for illegal re-entry. James Chaparro will

serve as ERO Executive Associate Director.

**Management and Administration:** The directorate will consist of the Offices of the Chief Financial Officer, the Chief Information Officer, Human Capital, Acquisition Management, Policy, Privacy, Training and Development, National Firearms and Tactical Training Unit, Freedom of Information Act, the Chief Diversity Officer, and Equal Employment Opportunity. These offices support the missions of HSI and ERO and provide sound agency management. The directorate will oversee management of ICE's budget, expenditure of funds, accounting and finance, procurement, human resources and personnel, workforce recruitment, equal employment opportunity, information technology systems, facilities, property, equipment, and the identification and tracking of performance measurements. Daniel Ragsdale will serve as Executive Associate Director for Management and Administration.

I am also pleased to announce the release of our Strategic Plan for fiscal years 2010-2014 (attached). This document provides a clear set of priorities and targeted goals as we seek to improve our performance, organizational effectiveness, and efficiency.

It will also be available on the ICE Intranet site and I encourage everyone to review the plan so that we fulfill our mission to protect homeland security and public safety and address our enforcement priorities: (1) to prevent terrorism and enhance national security, (2) to secure and manage our borders, (3) to enforce and administer our immigration laws, and (4) to investigate cross border-related cyber crime. The Strategic Plan outlines these priorities and our objectives for each in the coming fiscal years.

Please know that both the realignment and the Strategic Plan represent an opportunity to improve the agency's management and performance. I thank all of you for your continued hard work on behalf of the agency and the many successes we achieve each day as we seek to protect homeland security and to uphold public safety.

John Morton  
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U.S. Immigration and Customs Enforcement