From: b6
Sent: Wednesday, November 9, 2016 10:19 AM
To: Kocur, Ana (EOIR)
Subject: Transition
Attachments: Agency_Briefing_Book_Sample_Table_ofContents-[2016.11.09].docx

Good morning, Ana –

Attached please find a transition template document I thought you might find helpful. I expect to have a full transition team and potential cabinet rundown for you by the end of the day today.

Best,
This document family member (or some of its attachments if any) has not been included in this production.

Document is publicly available at:

Ana –

Attached is information about the senior members of the transition team for the President-elect. I am trying to narrow down the possible cabinet selections to a short list, though I would expect us to see them within the month (following the chief of staff selection). Would you rather that I wait to provide that until we have a more focused list? Or do you want the rundown sooner rather than later?

Best,
Lee lead off the call with a note that he had spoken with the agency transition directors council today and that transition is officially underway.

Incoming President-Elect Transition Team (PETT) members started to arrive at GSA space today to get IT support etc. Things are underway, but at GSA not at DOJ yet. Expect to ramp up continued arrival of folks at GSA HQ tomorrow, Fri and over weekend. GSA is getting MOU in place with transition team to cover access and information sharing.

Cabinet agencies and some smaller agencies will have transition teams identified for them. Learned today that the transition team for the President-elect may have a smaller footprint than 8 years ago, so we'll have to see what that means. Haven't yet identified DOJ folks.

Timing of the names of our team - the way things are looking, expect to hear names of agency review team members on Monday. As soon as JMD gets names they will pass them to us on Monday. Currently, the plan appears to be to publicly post on the PETT website the list of everyone going to every agency. The website is not operational yet, but GSA will give us the full web address once it's available. These transition team members should have clearances at the TS/SCI level, if any departure from that JMD will advise.

Looks like the first visit will be at JMD for logisticals before any reach out to component agencies. JMD will share where the PETT want to prioritize visits as soon as they (JMD) know.

The process where people are going to get resignations from current appointees looks like it is getting underway and JMD will share info whenever they know about how that will work. Quickly following that expect to hear from OPM on the QRB moratorium.

Note, JMD has a cloud portal set up where component agencies can post our transition documents available for the transition team. It's got high level DOJ materials on that site. There will be sub-folders available for each component. If you have materials you want to put there call JMD or email the transition email address and they will post materials there. (This is not an order to go prepare something if you don't already have it, but if you do have something, go ahead.) Folders will be accessible by the transition team and will be their own workspace, won't be accessible for everyone else.

OGC - The White House will sign an MOU with the transition team on rules for disclosing non-public info, but this is not done yet. Main points - you are not prohibited from providing non-public info, but recipients of information must have a need to know; we need to label it as non-public; we need to brief transition team members on any legal obligations they might have after hearing info; and...
need to brief transition team members on any legal obligations they might have after leaving, and
we may ask for NDAs from transition team members. DOJ will develop specific guidance on NDAs for
lawyers. We will receive additional information on creating a log of disclosures, we'll get a template
for the log and instructions on how to do it, but it sounds as if when we need to track disclosures can
send it to the transition mailbox.

Monday evening AG signed a memo to component heads, US Atty's etc to say that she is committed to
a smooth and efficient transition and working well with the next Administration to make this a positive
transition experience. Just a short encouraging message about working together to be successful.

We should not expect a call tomorrow on transition issues, and the next communication will likely be
Monday.

-----Original Message-----
From: Kocur, Ana (EOIR)
Sent: Wednesday, November 9, 2016 3:03 PM
To: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>; Sheehy, Kate (EOIR)
<Kate.Sheehy@EOIR.USDOJ.GOV>
Subject: RE: Transition call

I'm going to get on it too but Kate please get on it also that way I know I won't miss anything :-) 

-----Original Message-----
From: Ward, Lisa (EOIR)
Sent: Wednesday, November 09, 2016 2:16 PM
To: Sheehy, Kate (EOIR); Kocur, Ana (EOIR)
Subject: RE: Transition call

Good with me.

-----Original Message-----
From: Sheehy, Kate (EOIR)
Sent: Wednesday, November 09, 2016 2:13 PM
To: Ward, Lisa (EOIR); Kocur, Ana (EOIR)
Subject: Transition call

All - I'm happy to be on the 4:45 call today and send notes about the call if you are otherwise booked.

Kate
Kocur, Ana (EOIR)

From: Kocur, Ana (EOIR)
Sent: Thursday, November 10, 2016 4:13 PM
Subject: RE: DJT transition team

You can wait.

We are going to get the names of the DOJ transition team Monday. I will forward them when I get them. If you could provide me info on them it would be much appreciated.

Thanks! Ana

Kocur, Ana (EOIR)

Sent: Wednesday, November 09, 2016 2:04 PM
To: Kocur, Ana (EOIR)
Subject: DJT transition team

Ana—

Attached is information about the senior members of the transition team for the President-elect. I am trying to narrow down the possible cabinet selections to a short list, though I would expect us to see them within the month (following the chief of staff selection). Would you rather that I wait to provide that until we have a more focused list? Or do you want the rundown sooner rather than later?

Best,
Kocur, Ana (EOIR)

From: Kocur, Ana (EOIR)
Sent: Thursday, November 10, 2016 4:35 PM
Subject: RE: Transition

Thank you for this. Very helpful!!

b6

Sent: Wednesday, November 09, 2016 10:19 AM
To: Kocur, Ana (EOIR)
Subject: Transition

Good morning, Ana—

Attached please find a transition template document I thought you might find helpful. I expect to have a full transition team and potential cabinet rundown for you by the end of the day today.

Best,
Interesting. Lee didn’t give us a name yesterday on the call.

----Original Message----
From: Osuna, Juan (EOIR)
Sent: Thursday, November 10, 2016 4:43 PM
To: Kocur, Ana (EOIR)
Subject: Re: Transition call

I understand the lead DOJ guy for the transition is someone named Former US Attorney who also worked at the Associate AG’s office.

> On Nov 10, 2016, at 12:28 PM, Kocur, Ana (EOIR) <Ana.Kocur@EOIR.USDOJ.GOV> wrote:
> 
> > 
> > 
> > 
> > ----Original Message----
> > From: Sheehy, Kate (EOIR)
> > Sent: Wednesday, November 09, 2016 5:08 PM
> > To: Kocur, Ana (EOIR); Ward, Lisa (EOIR)
> > Subject: RE: Transition call
> > 
> > Below, please find my notes from the call.
> > 
> > 
> > Lee lead off the call with a note that he had spoken with the agency transition directors council today and that transition is officially underway.
> > 
> > Incoming President-Elect Transition Team (PETT) members started to arrive at GSA space today to get IT support etc. Things are underway, but at GSA not at DOJ yet. Expect to ramp up continued arrival of folks at GSA HQ tomorrow, Fri and over weekend. GSA is getting MOU in place with transition team to cover access and information sharing.
> > 
> > Cabinet agencies and some smaller agencies will have transition teams identified for them. Learned today that the transition team for the President-elect may have a smaller footprint than 8 years ago, so we’ll have to see what that means. Haven’t yet identified DOJ folks.
> > 
> > Timing of the names of our team - the way things are looking, expect to hear names of agency review team members on Monday. As soon as JMD gets names they will pass them to us on Monday. Currently, the plan appears to be to publicly post on the PETT website the list of everyone going to
Currently, the plan appears to be to publicly post on the PETT website the list of everyone going to every agency. The website is not operational yet, but GSA will give us the full web address once it's available. These transition team members should have clearances at the TS/SCI level, if any departure from that JMD will advise.

> 
> Looks like the first visit will be at JMD for logistical things before any reach out to component agencies. JMD will share where the PETT want to prioritize visits as soon as they (JMD) know.
>
> The process where people are going to get resignations from current appointees looks like it is getting underway and JMD will share info whenever they know about how that will work. Quickly following that expect to hear from OPM on the QRB moratorium.
>
> Note, JMD has a cloud portal set up where component agencies can post our transition documents available for the transition team. It's got high level DOJ materials on that site. There will be sub-folders available for each component. If you have materials you want to put there call JMD or email the transition email address and they will post materials there. (This is not an order to go prepare something if you don't already have it, but if you do have something, go ahead.) Folders will be accessible by the transition team and will be their own workspace, won't be accessible for everyone else.
>
> The White House will sign an MOU with the transition team on rules for disclosing non-public info, but this is not done yet. Main points - you are not prohibited from providing non-public info, but: recipients of information must have a need to know; we need to label it as non-public; we need to brief transition team members on any legal obligations they might have after hearing info; and we may ask for NDAs from transition team members. DOJ will develop specific guidance on NDAs for lawyers. We will receive additional information on creating a log of disclosures, we'll get a template for the log and instructions on how to do it, but it sounds as if when we need to track disclosures can send it to the transition mailbox.
>
> Monday evening AG signed a memo to component heads, US Atty's etc to say that she is committed to a smooth and efficient transition and working well with the next Administration to make this a positive transition experience. Just a short encouraging message about working together to be successful.
>
> We should not expect a call tomorrow on transition issues, and the next communication will likely be Monday.
>
> -----Original Message-----
> From: Kocur, Ana (EOIR)
> Sent: Wednesday, November 9, 2016 3:03 PM
> To: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>; Sheehy, Kate (EOIR)
> <Kate.Sheehy@EOIR.USDOJ.GOV>
> Subject: RE: Transition call
>
> I'm going to get on it too but Kate please get on it also that way I know I won't miss anything :-)
>
> -----Original Message-----
> From: Ward, Lisa (EOIR)
> Sent: Wednesday, November 09, 2016 2:16 PM
> To: Sheehy, Kate (EOIR); Kocur, Ana (EOIR)
> Subject: RE: Transition call
> Good with me.
>
> -----Original Message-----
> From: Sheehy, Kate (EOIR)
> Sent: Wednesday, November 09, 2016 2:13 PM
> To: Ward, Lisa (EOIR); Kocur, Ana (EOIR)
> Subject: Transition Call
>
> All - I'm happy to be on the 4:45 call today and send notes about the call if you are otherwise booked.
>
> Kate
I understand the lead DOJ guy for the transition is someone named Former US Attorney who also worked at the Associate AG's office.

> On Nov 10, 2016, at 12:28 PM, Kocur, Ana (EOIR) <Ana.Kocur@EOIR.USDOJ.GOV> wrote:
> 
> > 
> > > 
> > > -----Original Message-----
> > > From: Sheehy, Kate (EOIR)
> > > Sent: Wednesday, November 09, 2016 5:08 PM
> > > To: Kocur, Ana (EOIR); Ward, Lisa (EOIR)
> > > Subject: RE: Transition call
> > > 
> > > Below, please find my notes from the call.
> > > 
> > > Lee lead off the call with a note that he had spoken with the agency transition directors council today and that transition is officially underway.
> > > 
> > > Incoming President-Elect Transition Team (PCTT) members started to arrive at GSA space today to get IT support etc. Things are underway, but at GSA not at DOJ yet. Expect to ramp up continued arrival of folks at GSA HQ tomorrow, Fri and over weekend. GSA is getting MOU in place with transition team to cover access and information sharing.
> > > 
> > > Cabinet agencies and some smaller agencies will have transition teams identified for them. Learned today that the transition team for the President-elect may have a smaller footprint than 8 years ago, so we’ll have to see what that means. Haven't yet identified DOJ folks.
> > > 
> > > Timing of the names of our team - the way things are looking, expect to hear names of agency review team members on Monday. As soon as IMP gets names they will pass them to us on Monday.
Review team members on Monday. As soon as JMD gets names they will pass them to us on Monday. Currently, the plan appears to be to publicly post on the PETT website the list of everyone going to every agency. The website is not operational yet, but GSA will give us the full web address once it’s available. These transition team members should have clearances at the TS/SCI level, if any departure from that JMD will advise.

- Looks like the first visit will be at JMD for logistical things before any reach out to component agencies. JMD will share where the PETT want to prioritize visits as soon as they (JMD) know.

- The process where people are going to get resignations from current appointees looks like it is getting underway and JMD will share info whenever they know about how that will work. Quickly following that expect to hear from OPM on the QRB moratorium.

- Note, JMD has a cloud portal set up where component agencies can post our transition documents available for the transition team. It’s got high level DOJ materials on that site. There will be sub-folders available for each component. If you have materials you want to put there call JMD or email the transition email address and they will post materials there. (This is not an order to go prepare something if you don’t already have it, but if you do have something, go ahead.) Folders will be accessible by the transition team and will be their own workspace, won’t be accessible for everyone else.

- The White House will sign an MOU with the transition team on rules for disclosing non-public info, but this is not done yet. Main points - you are not prohibited from providing non-public info, but recipients of information must have a need to know; we need to label it as non-public; we need to brief transition team members on any legal obligations they might have after hearing info; and we may ask for NDAs from transition team members. DOJ will develop specific guidance on NDAs for lawyers. We will receive additional information on creating a log of disclosures, we’ll get a template for the log and instructions on how to do it, but it sounds as if when we need to track disclosures can send it to the transition mailbox.

- Monday evening AG signed a memo to component heads, US Atty’s e.tc to say that she is committed to a smooth and efficient transition and working well with the next Administration to make this a positive transition experience. Just a short encouraging message about working together to be successful.

- We should not expect a call tomorrow on transition issues, and the next communication will likely be Monday.

-----Original Message-----
From: Kocur, Ana (EOIR)
Sent: Wednesday, November 9, 2016 3:03 PM
To: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>; Sheehy, Kate (EOIR) <Kate.Sheehy@EOIR.USDOJ.GOV>
Subject: RE: Transition call

I'm going to get on it too but Kate please get on it also that way I know I won't miss anything :-)

-----Original Message-----
From: Ward, Lisa (EOIR)
Sent: Wednesday, November 09, 2016 2:16 PM
To: Sheehy, Kate (EOIR); Kocur, Ana (EOIR)
Subject: RE: Transition call

Good with me.

---Original Message-----
From: Sheehy, Kate (EOIR)
Sent: Wednesday, November 09, 2016 2:13 PM
To: Ward, Lisa (EOIR); Kocur, Ana (EOIR)
Subject: Transition call

All - I’m happy to be on the 4:45 call today and send notes about the call if you are otherwise booked.

Kate
Osuna, Juan (EOIR)

From: Osuna, Juan (EOIR)
Sent: Friday, November 11, 2016 9:19 AM
To: Kocur, Ana (EOIR); info
Subject: Trump Transition Tree.pdf

Close hold. Trump's transition team as far as we know it now.
Current Agency Action Team structure
NYT published this chart today.

On Nov 11, 2016, at 9:18 AM, Osuna, Juan (EOIR) <Juan.Osuna@EOIR.USDOJ.GOV> wrote:

Close hold. Trump's transition team as far as we know it now.
<Trump Transition Tree.pdf>
NYT also published a chart for policy implementation with
in charge of Immigration Reform and Building the Wall.

On Nov 11, 2016, at 9:18 AM, Osuna, Juan (EOIR) <juan.osuna@EOIR.USDJ.GOV> wrote:

Close hold. Trump's transition team as far as we know it now.

<Trump Transition Team.pdf>
From: b6
Sent: Friday, November 11, 2016 11:31 AM
To: Kocur, Ana (EOIR)
Subject: Re: Transition call

I am on it. Will get back to you ASAP.

On Nov 11, 2016, at 11:15 AM, Kocur, Ana [EOIR] <Ana.Kocur@EOIR.USDOJ.GOV> wrote:

Can we find anything on b6? She is in charge of Immigration Reform and Building the Wall.

On Nov 10, 2016, at 8:27 PM, b6 wrote:

Ana -

Here you go. Please let me know if you need anything more or different on this.

Best,

b6
On Nov 10, 2016, at 7:25 PM, Kocur, Ana {EOIR} <Ana.Kocur@EOIR.USDOJ.GOV> wrote:

Thanks!

On Nov 10, 2016, at 6:31 PM, Kocur, Ana {EOIR} <Ana.Kocur@EOIR.USDOJ.GOV> wrote:

Will get it to you ASAP.

On Nov 10, 2016, at 4:55 PM, Kocur, Ana {EOIR} <Ana.Kocur@EOIR.USDOJ.GOV> wrote:

Close hold - can you get me some info...

-----Original Message-----

From: Osuna, Juan {EOIR}

Sent: Thursday, November 10, 2016 4:43 PM

To: Kocur, Ana {EOIR}

Subject: Re: Transition call

I understand the lead DOJ guy for the transition is someone named Kevin O’Connor. Former US Attorney who also worked at the Associate AG’s office.

On Nov 10, 2016, at 12:28 PM, Kocur, Ana {EOIR} <Ana.Kocur@EOIR.USDOJ.GOV> wrote:
-----Original Message-----

From: Sheehey, Kate (EOIR)

Sent: Wednesday, November 09, 2016 5:08 PM

To: Kocur, Ana (EOIR); Ward, Lisa (EOIR)

Subject: RE: Transition call

Below, please find my notes from the call.

Lee lead off the call with a note that he had spoken with the agency transition directors council today and that transition is officially underway.

Incoming President-Elect Transition Team (PETT) members started to arrive at GSA space today to get IT support etc. Things are underway, but at GSA not at DOJ yet. Expect to ramp up continued arrival of folks at GSA HQ tomorrow, Fri and over weekend. GSA is getting MOU in place with transition team to cover access and information sharing.

Cabinet agencies and some smaller agencies will have transition teams identified for them. Learned today that the transition team for the President-elect may have a smaller footprint than 8 years ago, so we'll have to see what that means. Haven't yet identified DOJ folks.

Timing of the names of our team - the way things are looking, expect to hear names of agency review team members on Monday. As soon as JMD gets names they will pass them to us on Monday. Currently, the plan appears to be to publicly post on the PETT website the list of everyone going to every agency. The website is not operational yet, but GSA will give us the full web address once it's available. These transition team members should have clearances at the TS/SCI level, if any departure from that JMD will advise.
Looks like the first visit will be at JMD for logistical things before any reach out to component agencies. JMD will share where the PETT want to prioritize visits as soon as they (JMD) know.

The process where people are going to get resignations from current appointees looks like it is getting underway and JMD will share info whenever they know about how that will work. Quickly following that expect to hear from OPM on the QRB moratorium.

Note, JMD has a cloud portal set up where component agencies can post our transition documents available for the transition team. It's got high level DOJ materials on that site. There will be sub-folders available for each component. If you have materials you want to put there call JMD or email the transition email address and they will post materials there. (This is not an order to go prepare something if you don't already have it, but if you do have something, go ahead.) Folders will be accessible by the transition team and will be their own workspace, won't be accessible for everyone else.

The White House will sign an MOU with the transition team on rules for disclosing non-public info, but this is not done yet. Main points - you are not prohibited from providing non-public info, but: recipients of information must have a need to know; we need to label it as non-public; we need to brief transition team members on any legal obligations they might have after hearing info; and we may ask for NDAs from transition team members. DOJ will develop specific guidance on NDAs for lawyers. We will receive additional information on creating a log of disclosures, we'll get a template for the log and instructions on how to do it, but it sounds as if when we need to track disclosures can send it to the transition mailbox.

Monday evening AG signed a memo to component heads, US Atty's etc to say that she is committed to a smooth and efficient transition and working well with
the next Administration to make this a positive transition experience. Just a short encouraging message about working together to be successful.

We should not expect a call tomorrow on transition issues, and the next communication will likely be Monday.

-----Original Message-----

From: Kocur, Ana (EOIR)

Sent: Wednesday, November 9, 2016 3:03 PM

To: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>; Sheehy, Kate (EOIR) <Kate.Sheehy@EOIR.USDOJ.GOV>

Subject: RE: Transition call

I'm going to get on it too but Kate please get on it also that way I know I won't miss anything :-)

-----Original Message-----

From: Ward, Lisa (EOIR)

Sent: Wednesday, November 09, 2016 2:16 PM

To: Sheehy, Kate (EOIR); Kocur, Ana (EOIR)

Subject: RE: Transition call

Good with me.

-----Original Message-----

From: Sheehy, Kate (EOIR)

Sent: Wednesday, November 09, 2016 2:13 PM

To: Ward, Lisa (EOIR); Kocur, Ana (EOIR)

Subject: Transition call
All - I'm happy to be on the 4:45 call today and send notes about the call if you are otherwise booked.

Kate
Absolutely.

On Nov 17, 2016, at 11:49 AM, Kocur, Ana (EOIR) <Ana.Kocur@EOIR.USDOJ.GOV> wrote:

Good job!

I think the transition team is being named today so we need to get ready to go. Would you be able to focus on it this afternoon?

On Nov 17, 2016, at 11:48 AM, wrote:

Well, there you have it.

As for the briefing book, it is printed and on my desk. It is a lot more substance for review than I expected, but I hope to get it back to you soon.

Best,

From: Keller, Mary Beth (EOIR)
Sent: Thursday, November 17, 2016 11:35 AM
To: b6
Subject: Great!

Thanks for the great job at the meeting. I thought you all handled it superbly.

Mtk

MaryBeth Keller
Chief Immigration Judge
U. S. Department of Justice
Executive Office for Immigration Review
Mary.Beth.Keller@usdoj.gov
703-305-1247
Ana –

I added my comments and edits in tracked changes. Please let me know if you have any questions.

Best,

From: Kocur, Ana (EOIR)
Sent: Thursday, November 17, 2016 11:50 AM
To: b6
Subject: RE: Great!

Good job!

I think the transition team is being named today so we need to get ready to go. Would you be able to focus on it this afternoon?

On Nov 17, 2016, at 11:48 AM, b6 wrote:

Well, there you have it.

As for the briefing book, it is printed and on my desk. It is a lot more substance for review than I expected, but I hope to get it back to you? b6) soon.

Best,

From: Keller, Mary Beth (EOIR)
Sent: Thursday, November 17, 2016 11:35 AM
To: Alder Reid, Lauren (EOIR); Berkeley, Nathan (EOIR)
Subject: Great!

Thanks for the great job at the meeting. I thought you all handled it superbly.

Mtk

MaryBethKeller
Chief Immigration Judge
U. S. Department of Justice
Executive Office for Immigration Review
Mary.Beth.Keller@usdoj.gov
703-305-1247
This document family member (or some of its attachments if any) has not been included in this production.

Draft document withheld under exemption b(5). Final version to be released by DOJ JMD.
In case you have not seen this.
AGENCY ACTION

Director, Agency Action

Defense
- Department of Defense
- VA

National Security
- State
- DHS
- Intelligence
- NSC
- Justice

Economic Issues
- Treasury
- Commerce
- USTR
- Indep. Fed. Agencies
- SBA
- FCC
- SSA

Domestic Issues
- OMB
- EPA
- Labor
- HHS
- HUD
- DOT
- Education
- Interior
- Agriculture

Management / Budget
- OPM
- GSA

Agency Transformation & Innovation
Ana -

Attached please find some information on the transition team at DOI. Note that there is an addition of
One more thing. When the following linked note was published...

---

Ana –

Attached please find some information on the transition team at DOJ. Note that there is an addition of...
FYI – here are my notes.

Transition is up and running but since not everyone is in the same place Lee wanted to update everyone.

Transition team is up to 13 people. The names were in the attachment to the memo sent on the 30th re: conflicts. One exception — he’s not an attorney so wasn’t on the conflict list. We’ve met most of the people. It’s a good bunch of people, majority are former DOJ folks, are in place and working.

Have met with 12 offices to do meetings or briefings. Meetings are being scheduled on fairly short notice, just the nature of how these things go. I appreciate your efforts to take the time to do these meetings on short notice. Team reached out this afternoon and have another 10 or so meetings to be scheduled. These meetings will take place starting tomorrow and thru next week. We’re about to reach out to those components to schedule the meetings. You’ll get an email from to alert you of meeting and meeting time. Components meeting next: EOUSA, FBI, DEA, ATF, Solicitor Gen, COPS, OVW, EOIR, BOP.

The week we sent you some important documents – Nov 28th sent info re: request for documents and disclosure agreements. Nov 30th info re: conflicts.

Late summer/fall collected “hot items” list, or “significant issues” for the incoming management to encounter. Thank you for sending. Know that we compiled the list, did some wordsmithing and minor editing. List was given to transition team, they are finding it helpful. These are the type of things you are free to talk about and elaborate on with the transition teams when you do the briefings. You can be more descriptive at the meeting. If they don’t raise them you can feel free to raise them.

Communicating with the transition teams – the initial meetings will be scheduled thru JMD to keep things organized. Once the teams meet with your organization there will be continued discussions with your teams and perhaps some requests for follow up information that has been requested. Wait for official gov’t email addresses before providing any soft copies. Once JMD has all that info they will send all the email addresses out.

For those of you about to have meetings – so far the feedback is that the team is very appreciative of the meetings they’ve had, the folks have been very positive about effort and work product. Keep up the good track record. A few things to prepare: generally the meetings are give and take discussions, they want a dialogue, not a formal presentation where they just listen. Expect them to have questions, they have looked at org mission and function documents and the hot topics info, they will ask questions. Approach this like a discussion. They want a high level overview of the structure, so have org charts handy to show people how you are structured and how you work. Doesn’t need to be intense budget briefing but give a sense of the budget, sense of the hiring, if you have vacancies and what vacancies there are in your command structure. Let them know if you are career or not structure. Cover primary missions responsibilities and roles where most of your management time is focused. Make sure they hear from you the main priorities of your component, main stresses facing your component, any significant issues the incoming administration will encounter when they come in. Meetings are generally small. You may want a
budget person, executive officer or CFO type person there.

Don’t anticipate another XO meeting before the next regularly scheduled one.
From: Sheehy, Kate (EOIR)
Sent: Monday, December 5, 2016 10:12 AM
To: Kocur, Ana (EOIR)
Cc: Ward, Lisa (EOIR)
Subject: Re: Transition Team Meeting with EOIR

No problem!

On Dec 5, 2016, at 9:50 AM, Kocur, Ana (EOIR) <Ana.Kocur@EOIR.USDOJ.GOV> wrote:

It would be helpful if we could get an updated one to give to the team members Thursday if they want it.

From: Sheehy, Kate (EOIR)
Sent: Monday, December 05, 2016 7:57 AM
To: Ward, Lisa (EOIR)
Cc: Kocur, Ana (EOIR)
Subject: Re: Transition Team Meeting with EOIR

Sorry, I was distracted I should've thought more before I typed. Yes the one we sent them does have her on the list. They wanted our org chart as of October 1. Should we send them a new one?

On Dec 5, 2016, at 7:54 AM, Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV> wrote:

It has me and MaryBeth, but it also has Terryne

From: Sheehy, Kate (EOIR)
Sent: Monday, December 05, 2016 7:53 AM
To: Ward, Lisa (EOIR)
Cc: Kocur, Ana (EOIR)
Subject: Re: Transition Team Meeting with EOIR

We sent them a new one that had MaryBeth and you on it. Did I accidentally include the old one in the packet I put together? I can fix that if I did.

On Dec 5, 2016, at 7:46 AM, Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV> wrote:

You guys probably already caught this, but on the org chart it still has Terryne for OIT.

From: Sheehy, Kate (EOIR)
Sent: Friday, December 02, 2016 10:00 AM
To: Kocur, Ana (EOIR)
Cc: Ward, Lisa (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Ana -- attached, please find a transition meeting prep document.
This document includes:

Pages 1-3 – this is information specific to the transition meeting. I have the time and date, bio information on the two staff that you will be meeting with, the general guidance outlines that Lee provided on the 12/1/16 transition call, and discussion bullet points to cover the broad topics that Lee suggested.

Pages 4 – 5 – these are the “Hot Topics” that we provided to JMD (plus a new addition on space acquisition). It is my understanding that the transition team has copies of this information.

Pages 6 – 10 – this is the “Transition Snapshot” that we provided to JMD. In addition to a discussion of fast facts and challenges, this includes a map of immigration court locations, and a listing of EOIR employees by location. It is my understanding that the team has a truncated version of this information.

Pages 11 – 14 – this is the “Mission and Function” information, plus an agency organizational chart, that was provided to JMD. Transition team should have this information.

Pages 15-16 – this is the truncated “snapshot” that was provided to the transition team.

If there is more information that I can provide, or if you have questions about any of the information in here, please let me know.

Thanks,
Kate

From: Kocur, Ana (EOIR)
Sent: Friday, December 2, 2016 9:37 AM
To: Sheehy, Kate (EOIR) <kate.Sheehy@EOIR.USDOJ.GOV>
Cc: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>
Subject: RE: Transition Team Meeting with EOIR

Thanks!

From: Sheehy, Kate (EOIR)
Sent: Friday, December 02, 2016 9:34 AM
To: Kocur, Ana (EOIR); Ward, Lisa (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Happy to do so.

From: Kocur, Ana (EOIR)
Sent: Friday, December 2, 2016 9:34 AM
To: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>; Sheehy, Kate (EOIR) <Kate.Sheehy@EOIR.USDOJ.GOV>

Subject: RE: Transition Team Meeting with EOIR

Juan wants to keep the meeting small so it will just be the two of us. Can you let Ashley know?

From: Ward, Lisa (EOIR)
Sent: Thursday, December 01, 2016 4:13 PM
To: Kocur, Ana (EOIR); Sheehy, Kate (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Thanks. I would suggest that perhaps I will handle some other meetings and Kate would be available if you need her? (yes, I'm passing the buck!)

From: Kocur, Ana (EOIR)
Sent: Thursday, December 01, 2016 4:10 PM
To: Ward, Lisa (EOIR); Sheehy, Kate (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Juan called me earlier. It is definitely the two of us and I will ask him about the rest.

From: Ward, Lisa (EOIR)
Sent: Thursday, December 01, 2016 4:08 PM
To: Sheehy, Kate (EOIR); Kocur, Ana (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Who needs to attend this?

From: Sheehy, Kate (EOIR)
Sent: Thursday, December 01, 2016 4:07 PM
To: Ward, Lisa (EOIR); Kocur, Ana (EOIR)
Subject: RE: Transition Team Meeting with EOIR

He just announced the next 10 components (inc us) on the call

From: Ward, Lisa (EOIR)
Sent: Thursday, December 01, 2016 4:06 PM
To: Sheehy, Kate (EOIR) <Kate.Sheehy@EOIR.USDOJ.GOV>; Kocur, Ana (EOIR) <Ana.Kocur@EOIR.USDOJ.GOV>
Subject: FW: Transition Team Meeting with EOIR
Importance: High

Did you guys see this?
JMD consult
From: Kocur, Ana (EOIR)  
Sent: Monday, December 5, 2016 10:29 AM  
To: Sheehey, Kate (EOIR)  
Subject: RE: Transition Team Meeting with EOIR

Kate, The formatting in the last two documents is a little messy. Do you have a PDF of those documents?  
Ana

From: Sheehey, Kate (EOIR)  
Sent: Friday, December 02, 2016 10:17 AM  
To: Kocur, Ana (EOIR)  
Cc: Ward, Lisa (EOIR)  
Subject: RE: Transition Team Meeting with EOIR

Replacing this with an updated copy – we now have a room assignment for the meeting (Main, Rm 1103)

From: Sheehey, Kate (EOIR)  
Sent: Friday, December 2, 2016 10:00 AM  
To: Kocur, Ana (EOIR) <Ana.Kocur@EOIR.USDOJ.GOV>  
Cc: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>  
Subject: RE: Transition Team Meeting with EOIR

Ana – attached, please find a transition meeting prep document.

This document includes:

Pages 1-3 – this is information specific to the transition meeting. I have the time and date, bio information on the two staff that you will be meeting with, the general guidance outlines that Lee provided on the 12/1/16 transition call, and discussion bullet points to cover the broad topics that Lee suggested.

Pages 4 – 5 – these are the “Hot Topics” that we provided to JMD (plus a new addition on space acquisition). It is my understanding that the transition team has copies of this information.

Pages 6 – 10 – this is the “Transition Snapshot” that we provided to JMD. In addition to a discussion of fast facts and challenges, this includes a map of immigration court locations, and a listing of EOIR employees by location. It is my understanding that the team has a truncated version of this information.

Pages 11 – 14 – this is the “Mission and Function” information, plus an agency organizational chart, that was provided to JMD. Transition team should have this information.

Pages 15-16 – this is the truncated “snapshot” that was provided to the transition team.

If there is more information that I can provide, or if you have questions about any of the information in here, please let me know.

Thanks,
From: Kocur, Ana (EOIR)
Sent: Friday, December 2, 2016 9:37 AM
To: Sheehy, Kate (EOIR) <Kate.Sheehy@EOIR.USDJ.GOV>
Cc: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDJ.GOV>
Subject: RE: Transition Team Meeting with EOIR

Thanks!

From: Sheehy, Kate (EOIR)
Sent: Friday, December 02, 2016 9:34 AM
To: Kocur, Ana (EOIR); Ward, Lisa (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Happy to do so.

From: Kocur, Ana (EOIR)
Sent: Friday, December 2, 2016 9:34 AM
To: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDJ.GOV>; Sheehy, Kate (EOIR) <Kate.Sheehy@EOIR.USDJ.GOV>
Subject: RE: Transition Team Meeting with EOIR

Juan wants to keep the meeting small so it will just be the two of us. Can you let Ashley know?

From: Ward, Lisa (EOIR)
Sent: Thursday, December 01, 2016 4:13 PM
To: Kocur, Ana (EOIR); Sheehy, Kate (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Thanks. I would suggest that perhaps I will handle some other meetings and Kate would be available if you need her? (yes, I'm passing the buck!)

From: Kocur, Ana (EOIR)
Sent: Thursday, December 01, 2016 4:10 PM
To: Ward, Lisa (EOIR); Sheehy, Kate (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Juan called me earlier. It is definitely the two of us and I will ask him about the rest.

From: Ward, Lisa (EOIR)
Sent: Thursday, December 01, 2016 4:08 PM
To: Sheehy, Kate (EOIR); Kocur, Ana (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Who needs to attend this?

From: Sheehy, Kate (EOIR)
Sent: Thursday, December 01, 2016 4:07 PM
To: Ward, Lisa (EOIR); Kocur, Ana (EOIR)
Subject: RE: Transition Team Meeting with EOIR

He just received the list of 10 who are going to be on the call.
He just announced the next 10 components (inc us) on the call

From: Ward, Lisa (EOIR)
Sent: Thursday, December 1, 2016 4:06 PM
To: Sheehy, Kate (EOIR) <Kate.Sheehey@EOIR.USDOJ.GOV>; Kocur, Ana (EOIR) <Ana.Kocur@EOIR.USDOJ.GOV>
Subject: FW: Transition Team Meeting with EOIR
Importance: High

Did you guys see this?
This is good for our meeting this afternoon.

Replacing this with an updated copy – we now have a room assignment for the meeting (Main, Rm 1103)

This document includes:

Pages 1-3 – this is information specific to the transition meeting. I have the time and date, bio information on the two staff that you will be meeting with, the general guidance outlines that Lee provided on the 12/1/16 transition call, and discussion bullet points to cover the broad topics that Lee suggested.

Pages 4 - 5 – these are the “Hot Topics” that we provided to JMD (plus a new addition on space acquisition). It is my understanding that the transition team has copies of this information.

Pages 6 – 10 – this is the “Transition Snapshot” that we provided to JMD. In addition to a discussion of fast facts and challenges, this includes a map of immigration court locations, and a listing of EOIR employees by location. It is my understanding that the team has a truncated version of this information.

Pages 11 – 14 – this is the “Mission and Function” information, plus an agency organizational chart, that was provided to JMD. Transition team should have this information.

Pages 15-16 – this is the truncated “snapshot” that was provided to the transition team.

If there is more information that I can provide, or if you have questions about any of the information in here, please let me know.

Thanks
From: Kocur, Ana (EOIR)  
Sent: Friday, December 2, 2016 9:37 AM  
To: Sheehy, Kate (EOIR) <Kate.Sheehy@EOIR.USDOJ.GOV>  
Cc: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>  
Subject: RE: Transition Team Meeting with EOIR  

Thanks!

From: Sheehy, Kate (EOIR)  
Sent: Friday, December 02, 2016 9:34 AM  
To: Kocur, Ana (EOIR); Ward, Lisa (EOIR)  
Subject: RE: Transition Team Meeting with EOIR  

Happy to do so.

From: Kocur, Ana (EOIR)  
Sent: Friday, December 2, 2016 9:34 AM  
To: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>; Sheehy, Kate (EOIR) <Kate.Sheehy@EOIR.USDOJ.GOV>  
Subject: RE: Transition Team Meeting with EOIR  

Juan wants to keep the meeting small so it will just be the two of us. Can you let Ashley know?

From: Ward, Lisa (EOIR)  
Sent: Thursday, December 01, 2016 4:13 PM  
To: Kocur, Ana (EOIR); Sheehy, Kate (EOIR)  
Subject: RE: Transition Team Meeting with EOIR  

Thanks. I would suggest that perhaps I will handle some other meetings and Kate would be available if you need her? [yes, I’m passing the buck!]

From: Kocur, Ana (EOIR)  
Sent: Thursday, December 01, 2016 4:10 PM  
To: Ward, Lisa (EOIR); Sheehy, Kate (EOIR)  
Subject: RE: Transition Team Meeting with EOIR  

Juan called me earlier. It is definitely the two of us and I will ask him about the rest.

From: Ward, Lisa (EOIR)  
Sent: Thursday, December 01, 2016 4:08 PM  
To: Sheehy, Kate (EOIR); Kocur, Ana (EOIR)  
Subject: RE: Transition Team Meeting with EOIR  

Who needs to attend this?
He just announced the next 10 components (inc us) on the call

From: Ward, Lisa (EOIR)
Sent: Thursday, December 1, 2016 4:06 PM
To: Sheehey, Kate (EOIR)<Kate.Sheehey@EOIR.USDOJ.GOV>; Kocur, Ana (EOIR)<Ana.Kocur@EOIR.USDOJ.GOV>
Subject: FW: Transition Team Meeting with EOIR
Importance: High

Did you guys see this?
This document family member (or some of its attachments if any) has not been included in this production.

Draft document withheld under exemption b(5). Final version being released at 2017-7464-2-063.
Kocur, Ana (EOIR)

From: Kocur, Ana (EOIR)
Sent: Monday, December 5, 2016 11:33 AM
To: Sheehey, Kate (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Don’t worry about the documents today if you can’t get them. As long as I have them by Wednesday that will be fine.

From: Sheehey, Kate (EOIR)
Sent: Monday, December 05, 2016 10:37 AM
To: Kocur, Ana (EOIR)
Subject: Re: Transition Team Meeting with EOIR

Yes, no problem. We’re making a new org chart and I’ll send that as soon as it’s ready. I’ll send the other document in a separate email in a minute. (I’m home with a sick boy today and having some trouble getting my laptop to connect. Until I get that working I’m working off the iPad.)

On Dec 5, 2016, at 10:28 AM, Kocur, Ana (EOIR) <Ana.Kocur@EOIR.USDOJ.GOV> wrote:

Kate, The formatting in the last two documents is a little messy. Do you have a PDF of those documents? Ana

From: Sheehey, Kate (EOIR)
Sent: Friday, December 02, 2016 10:17 AM
To: Kocur, Ana (EOIR)
Cc: Ward, Lisa (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Replacing this with an updated copy—we now have a room assignment for the meeting (Main, Rm 1103)

From: Sheehey, Kate (EOIR)
Sent: Friday, December 2, 2016 10:00 AM
To: Kocur, Ana (EOIR) <Ana.Kocur@EOIR.USDOJ.GOV>
Cc: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>
Subject: RE: Transition Team Meeting with EOIR

Ana – attached, please find a transition meeting prep document.

This document includes:

Pages 1-3 – this is information specific to the transition meeting. I have the time and date, bio information on the two staff that you will be meeting with, the general guidance outlines that Lee provided on the 12/1/16 transition call, and discussion bullet points to cover the broad topics that Lee suggested.

Pages 4-5 – these are the “Hot Topics” that we provided to JMD (plus a new addition on space acquisition). It is my understanding that the transition team has copies of this
information.

Pages 6 – 10 – this is the “Transition Snapshot” that we provided to JMD. In addition to a discussion of fast facts and challenges, this includes a map of immigration court locations, and a listing of EOIR employees by location. It is my understanding that the team has a truncated version of this information.

Pages 11 – 14 – this is the “Mission and Function” information, plus an agency organizational chart, that was provided to JMD. Transition team should have this information.

Pages 15-16 – this is the truncated “snapshot” that was provided to the transition team.

If there is more information that I can provide, or if you have questions about any of the information in here, please let me know.

Thanks,
Kate

---

From: Kocur, Ana (EOIR)
Sent: Friday, December 2, 2016 9:37 AM
To: Sheehey, Kate (EOIR) <Kate.Sheehey@EOIR.USDOJ.GOV>
Cc: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>
Subject: RE: Transition Team Meeting with EOIR

Thanks!

---

From: Sheehey, Kate (EOIR)
Sent: Friday, December 02, 2016 9:34 AM
To: Kocur, Ana (EOIR); Ward, Lisa (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Happy to do so.

---

From: Kocur, Ana (EOIR)
Sent: Friday, December 2, 2016 9:34 AM
To: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>; Sheehey, Kate (EOIR) <Kate.Sheehey@EOIR.USDOJ.GOV>
Subject: RE: Transition Team Meeting with EOIR

Juan wants to keep the meeting small so it will just be the two of us. Can you let Ashley know?

---

From: Ward, Lisa (EOIR)
Sent: Thursday, December 01, 2016 4:13 PM
To: Kocur, Ana (EOIR); Sheehey, Kate (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Thanks. I would suggest that perhaps I will handle some other meetings and Kate would be available if you need her? (yes, I’m passing the buck!)

---

From: Kocur, Ana (EOIR)
Sent: Thursday, December 01, 2016 4:10 PM
To: Ward, Lisa (EOIR); Sheehey, Kate (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Juan called me earlier. It is definitely the two of us and I will ask him about the rest.

From: Ward, Lisa (EOIR)
Sent: Thursday, December 01, 2016 4:08 PM
To: Sheehey, Kate (EOIR); Kocur, Ana (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Who needs to attend this?

From: Sheehey, Kate (EOIR)
Sent: Thursday, December 01, 2016 4:07 PM
To: Ward, Lisa (EOIR); Kocur, Ana (EOIR)
Subject: RE: Transition Team Meeting with EOIR

He just announced the next 10 components (Inc us) on the call

From: Ward, Lisa (EOIR)
Sent: Thursday, December 1, 2016 4:06 PM
To: Sheehey, Kate (EOIR) <Kate.Sheehey@EOIR.USDOJ.GOV>; Kocur, Ana (EOIR)
<Ana.Kocur@EOIR.USDOJ.GOV>
Subject: FW: Transition Team Meeting with EOIR
Importance: High

Did you guys see this?
Kocur, Ana (EOIR)

From: Kocur, Ana (EOIR)
Sent: Tuesday, December 6, 2016 3:04 PM
To: Sheehy, Kate (EOIR)
Subject: RE: Transition Team Meeting with EOIR

I also have a few budget questions. Can you give me the actual amount spent in FY16 for these items:

Interpreters
NQRP
PSOs

From: Sheehy, Kate (EOIR)
Sent: Tuesday, December 06, 2016 2:51 PM
To: Kocur, Ana (EOIR)
Subject: Re: Transition Team Meeting with EOIR

Let me reconfirm and get back to you.

On Dec 6, 2016, at 2:43 PM, Kocur, Ana (EOIR) <Ana.Kocur@EOIR.USDOJ.GOV> wrote:

I wanted to clarify, so we only have 1276 positions out of 2138 authorized filled?

From: Sheehy, Kate (EOIR)
Sent: Friday, December 02, 2016 10:17 AM
To: Kocur, Ana (EOIR)
Cc: Ward, Lisa (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Replacing this with an updated copy – we now have a room assignment for the meeting (Main, Rm 1103)

From: Sheehy, Kate (EOIR)
Sent: Friday, December 2, 2016 10:00 AM
To: Kocur, Ana (EOIR) <Ana.Kocur@EOIR.USDOJ.GOV>
Cc: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>
Subject: RE: Transition Team Meeting with EOIR

Ana – attached, please find a transition meeting prep document.

This document includes:

Pages 1-3 – this is information specific to the transition meeting. I have the time and date, bio information on the two staff that you will be meeting with, the general guidance outlines that Lee provided on the 12/1/16 transition call, and discussion bullet points to cover the broad topics that Lee suggested.

Pages 4 – 5 – these are the “Hot Topics” that we provided to JMD (plus a new addition on space acquisition). It is my understanding that the transition team has copies of this
information.

Pages 6 - 10 - this is the "Transition Snapshot" that we provided to JMD. In addition to a discussion of fast facts and challenges, this includes a map of immigration court locations, and a listing of EOIR employees by location. It is my understanding that the team has a truncated version of this information.

Pages 11 - 14 - this is the "Mission and Function" information, plus an agency organizational chart, that was provided to JMD. Transition team should have this information.

Pages 15-16 - this is the truncated "snapshot" that was provided to the transition team.

If there is more information that I can provide, or if you have questions about any of the information in here, please let me know.

Thanks,
Kate

From: Kocur, Ana (EOIR)
Sent: Friday, December 2, 2016 9:37 AM
To: Sheehey, Kate (EOIR) <Kate.Sheehey@EOIR.USDOJ.GOV>
Cc: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>
Subject: RE: Transition Team Meeting with EOIR

Thanks!

From: Sheehey, Kate (EOIR)
Sent: Friday, December 02, 2016 9:34 AM
To: Kocur, Ana (EOIR); Ward, Lisa (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Happy to do so.

From: Kocur, Ana (EOIR)
Sent: Friday, December 2, 2016 9:34 AM
To: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>; Sheehey, Kate (EOIR) <Kate.Sheehey@EOIR.USDOJ.GOV>
Subject: RE: Transition Team Meeting with EOIR

Juan wants to keep the meeting small so it will just be the two of us. Can you let Ashley know?

From: Ward, Lisa (EOIR)
Sent: Thursday, December 01, 2016 4:13 PM
To: Kocur, Ana (EOIR); Sheehey, Kate (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Thanks. I would suggest that perhaps I will handle some other meetings and Kate would be available if you need her? (yes, I'm passing the buck!)

From: Kocur, Ana (EOIR)
Sent: Thursday, December 01, 2016 4:10 PM
To: Ward, Lisa (EOIR); Sheehey, Kate (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Juan called me earlier. It is definitely the two of us and I will ask him about the rest.

From: Ward, Lisa (EOIR)
Sent: Thursday, December 01, 2016 4:08 PM
To: Sheehey, Kate (EOIR); Kocur, Ana (EOIR)
Subject: RE: Transition Team Meeting with EOIR

Who needs to attend this?

From: Sheehey, Kate (EOIR)
Sent: Thursday, December 01, 2016 4:07 PM
To: Ward, Lisa (EOIR); Kocur, Ana (EOIR)
Subject: RE: Transition Team Meeting with EOIR

He just announced the next 10 components (inc us) on the call

From: Ward, Lisa (EOIR)
Sent: Thursday, December 1, 2016 4:06 PM
To: Sheehey, Kate (EOIR) <Kate.Sheehey@EOIR.USDOJ.GOV>; Kocur, Ana (EOIR) <Ana.Kocur@EOIR.USDOJ.GOV>
Subject: FW: Transition Team Meeting with EOIR
Importance: High

Did you guys see this?
Kocur, Ana (EOIR)

From: Kocur, Ana (EOIR)
Sent: Tuesday, December 6, 2016 3:22 PM
To: Osuna, Juan (EOIR)
Subject: Transition Meeting prep AMK edits.docx
Attachments: Transition Meeting prep AMK edits.docx

Here is the new version with the information we discussed yesterday added.
Transition Meeting Preparation

Meeting Details:

Date: Thursday, December 8
Time: 10:00am – 12:00pm.
Location: Main Justice, Room 1103
Transition team attendees: [Redacted]
Meeting Guidance:

Transition team members will have looked at agency organization, mission, and function documents (attached) as well as the “hot topics” information (attached) and they will want to have a discussion about these issues. Be prepared to provide a high level overview of the agency structure (including career vs. political appointees), a sense of the budget, and a sense of hiring and personnel issues (including vacancies in the command structure). Be prepared to discuss primary mission roles and responsibilities, and where most of management time is focused. Discuss main priorities facing the component, main stresses facing the component, and any significant issues the incoming administration will encounter.

Discussion Bullet Points:

Agency Structure

- EOIR administers the nation’s immigration court system. EOIR primarily decides whether foreign-born individuals, who are charged by DHS with violating immigration law, should be ordered removed from the United States or should be granted relief or protection from removal and be permitted to remain in this country.
- EOIR also adjudicates cases involving illegal hiring and employment eligibility verification violations, document fraud, and employment discrimination.
- EOIR Headquarters, located in Falls Church, VA, provides centralized operational, policy, and administrative support to EOIR immigration proceedings and programs conducted throughout the United States.
- Under the direction of the EOIR Director and Deputy Director, the following adjudicative components conduct adjudicative proceedings:
  - (1) the Office of the Chief Immigration Judge, which oversees the immigration judges located in the 58 immigration courts throughout the United States;
  - (2) the Board of Immigration Appeals (BIA), which hears appeals from the decisions of immigration judges; and
  - (3) the Office of the Chief Administrative Hearing Officer, which hears cases the illegal hiring, employment verification, document fraud and employment discrimination cases.
- EOIR has no political appointees. All SES positions are career positions, as are all Immigration Judge positions and BIA Board Member positions.
Budget

- EOIR’s enacted budget for FY 2016 was $422.3 million dollars, which was an increase of $75.1 million over the FY 2015 enacted amount. The majority of the FY 2016 increase, approximately $61.3 million, was dedicated to hiring 55 new immigration judges and 290 mission support attorneys and staff.
- EOIR’s FY 2017 budget request was for $428.2 million, an increase of nearly $6 million. This program increase is needed to continue to make needed infrastructure improvements and to modernize mission critical case management and related systems.
- EOIR has not yet been able to hire all of the personnel provided for in the budget increases in the FY 2015 and FY 2016 appropriations. Therefore, at the end of each fiscal year EOIR has had some remaining personnel and salaries dollars available. In FY 2016, EOIR used the majority of these unexpended dollars to work with GSA to fund new construction and renovation projects to provide for courtroom and office space for expected immigration judge and supporting staff hires. Other funds were spent to provide for furniture for the new courtrooms and offices, to provide for a contract for protective security officers in the courtrooms, and to provide for an MOU with OPM to supplement EOIR’s recruitment and hiring efforts, among other things.

Hiring and Personnel Issues

- EOIR continues to face challenges associated with reaching its FY 2016 authorized adjudicative capacity of 374 immigration judges. As of November 30, 2016, the agency had 295 immigration judges.
- The agency was impacted by the Department-wide hiring freeze between January 2011 and February 2014 as well as by normal attrition. In addition, while EOIR was losing personnel critical to the adjudication of cases, DHS enforcement funding increased, putting a greater strain on the immigration courts across the country.
- EOIR is intensively focused on hiring; however, as immigration judges carry the Attorney General’s delegated authority to exercise his or her discretion independently in the cases that come before them, EOIR and the Department must exercise the due diligence required to identify and appoint highly capable immigration judges.
- Immigration judge candidates are vetted through a careful and thorough process, which includes several Departmental components in addition to EOIR, a panel appointed by the Deputy Attorney General, and background checks prior to Attorney General appointment.
- While EOIR has taken steps to reduce the amount of time an application is pending before the agency, the time it takes from announcement of an immigration judge vacancy to entrance on duty is often more than a year.
- Other than adjudicators, EOIR currently has a leadership position vacant – the agency is in the midst of recruiting for an SES level Chief Information Officer. The agency SES level Assistant Director for Administration, responsible for HR, budget and procurement, is currently on extended detail to a different DOI component and the agency has been filling this position with a rotating cadre of leaders.
- Two Board Member positions are currently empty. We are in the process of filling them.

Focus of Management Priorities and Time/Significant Issues

- See next page – “Hot Topics” as provided to the Department
Transition Issues Summaries  
(“Hot Topics”) 
Executive Office for Immigration Review (EOIR)

Subject: Pending Caseload  
The largest challenge facing EOIR is the pending caseload in the immigration courts. As of the end of July 2016, there were more than 500,000 cases pending in immigration courts around the country, by far the largest pending caseload ever before the agency. EOIR receives virtually all of its workload in the form of cases brought by DHS seeking the removal of aliens from the United States and it remains critically important to balance EOIR’s adjudicative resources with DHS’s enforcement efforts. EOIR continues to work to increase our adjudicative resources to reach a balance where incoming cases are addressed while the pending caseload is also reduced. The agency has a multi-part plan to address the pending caseload, but central to that plan is a sustained focus on increasing our adjudicative capacity through an aggressive effort to hire immigration judges and court staff.

Subject: Increasing Adjudicative Capacity  
EOIR continues to face challenges associated with reaching its FY 2016 authorized adjudicative capacity of 374 immigration judges. The agency was impacted by the Department-wide hiring freeze between January 2011 and February 2014 as well as by normal attrition. In addition, while EOIR was losing personnel critical to the adjudication of cases, DHS enforcement funding increased, putting a greater strain on the immigration courts across the country. EOIR is intently focused on hiring; however, as immigration judges carry the Attorney General’s delegated authority to exercise her discretion independently in the cases that come before them, EOIR and the Department must exercise the due diligence required to identify and appoint highly capable immigration judges. Thus, immigration judge candidates are vetted through a careful and thorough process, which includes several Departmental components in addition to EOIR, a panel appointed by the Deputy Attorney General, and background checks prior to appointment by the Attorney General. While EOIR has taken steps to reduce the amount of time an application is pending before the agency, the time it takes from announcement of an immigration judge vacancy to entrance on duty is often more than a year. It is also important to continue our sustained efforts to hire support staff for the immigration courts. Increased number of immigration judges require an increased number of support staff in order that the entire process can function effectively and efficiently.

Subject: Transition to New Electronic Filing and Case Management Systems (ECAS – EOIR Court and Appeals Systems)  
EOIR will likely face challenges as it proceeds to implement new electronic systems, including electronic filing, transmission, and storage of case-related documents. Continued and consistent funding of this initiative will be critical in the coming years. By leveraging industry best practices, EOIR will work to build a next-generation Web-based system that tracks, displays, and manages immigration-related records; routes immigration-related documents for the appropriate approvals/decisions; provides improved access to select immigration data; allows for electronic filing and payment; delivers statistics and reports for enhanced court management; and allows for the intergovernmental secure transfer of data. The benefits of the initiative will include improved efficiency in the adjudication of cases; cost reduction in printing, mailing, and physical space and storage; increased convenience and accessibility for parties and the public; and increased flexibility and personnel resource efficiencies for EOIR staff. However, the transition will also present numerous challenges, including data migration and security, potential integration and data-sharing with partner agency systems (primarily in the Department of Homeland Security), and configuration of the suite of systems and applications to meet EOIR’s statutory and
regulatory procedures and responsibilities. EOIR is currently undertaking an agency-wide effort to evaluate new electronic systems, including alternative electronic filing and document management systems, an effort which will require ongoing resources and support.

**Subject: EOIR Case Adjudication Priorities and the Ongoing Border Surge**

The border surge that began in 2014 and has continued to the present time has put unprecedented strain on the immigration courts, resulting in an exploding caseload and long wait times for adjudication. EOIR responded to the crisis by prioritizing the adjudication of cases involving recent border crossers, mostly Central American families and unaccompanied children, in large part by displacing cases already on court dockets to hearing times far into the future. While additional immigration judges will help the agency manage the caseload better, the ongoing border influx, and the resulting case priorities, will continue to be a significant challenge to the agency’s ability to provide prompt adjudication of cases. A similar challenge is presented by the changing nature of immigration detention. Due partly to federal court decisions mandating changes to immigration detention practices, it now takes much longer to adjudicate the cases of detained individuals, making it harder to meet goals for the adjudication of such cases.

**Subject: Government-Funded Counsel for Unaccompanied Children**

In FY 2014, EOIR entered into a strategic partnership with the Corporation for National and Community Service (CNCS), which operates the AmeriCorps national service program, to create the justice AmeriCorps program. Justice AmeriCorps works through grants to organizations and coalitions to fund attorney members who provide legal aid to certain unaccompanied minors to improve the effective and efficient adjudication of immigration removal proceedings involving those children. These organizations and coalitions began providing legal representation services in January 2015, and have provided representation to over 2300 unaccompanied children to date. An evaluation of the first two years of justice AmeriCorps is due at the end of the second quarter of FY 2017. Decisions regarding the future of the program will be required prior to the end of the calendar year 2017 as the interagency agreement between DOJ and CNCS is set to expire at that time. Policy debates about the scope and viability of government-funded counsel for unaccompanied children are likely to intensify in coming months.

**Addition 12/2/2016 – this was NOT in the document sent to JMD**

**Subject: Acquisition of Space for New Immigration Judges**

As noted above, EOIR is experiencing tremendous growth. In FY 2016, EOIR’s budget appropriation directed the agency to hire 55 new immigration judges (IJ) by November 2016. This new group of 55 IJs and supporting staff is in addition to the 35 IJs and supporting staff that EOIR was directed to hire in FY 2015, and for which EOIR had used all available office and courtroom space, necessitating new space for the 55 new IJs and supporting staff. GSA and EOIR have been working diligently to provide expansion space for these judges. EOIR based its hiring plan on the agreed upon project completion dates. EOIR has engaged GSA leadership and they are carefully monitoring the progress of all the EOIR projects. Congressional appropriators have asked EOIR about the timing for hiring IJs and what the agency plans to do if space is not available. EOIR has reported to Congress and to OMB that EOIR has established temporary placement for judges who are scheduled to be on-board prior to space completion, but for only a few positions during the immediate months ahead. There are five courtrooms in our headquarters that can be used for holding remote hearings. There will also be four courtrooms that will be available in our Arlington court in February 2017. Some of these courtrooms were intended for the use of temporary immigration judges, and EOIR will need to seek alternate solutions for those temporary IJs should the agency instead use that space for permanent new IJ hires. It should be noted, however, the need is not
necessarily in the Washington DC area and thus temporarily locating new IJs in the Washington DC area
when their official duty station is elsewhere can only represent a very costly temporary fix.

Subject: Interpreter Contract
Immigration hearings frequently require an interpreter. EOIR meets this need through a combination of
staff interpreters (mostly Spanish language); contract interpreters who interpret in person at the hearing;
and, as a last resort, telephonic interpretation. Unfortunately, the current interpreter contractor’s
performance overall has been poor. Since its inception in FY 2015, it has never reached what we consider
to be the acceptable threshold of a 2% no-show rate. Specifically, as of late November 2016:

• The rate of no-shows overall for the life of the contract has been about 4.30%.
• In non-Spanish languages, in particular, performance has been consistently poor: over the life of
the contract, fully 8.44% of orders have resulted in a no-show.
• After a tumultuous start, the contractor’s performance for Spanish language hearings was
considerably better for some time, and was encouraging until the last two months.
• In the last two months, due to what we believe is poor management of the contract, even Spanish
language hearings have suffered a no-show rate of approximately 5.8%.

Some of the effects of this poor performance include: lost hearing time, a delay in the progression of a
case, increasing the pending caseload, increased staff work load with the need to reschedule and re-notice
a hearing, loss of IJ and government counsel preparation time, increased detention expense if the case
involves a detained alien.

We are working with the contracting officer at JMD to address these issues. Solutions may include a
Letter of Concern on the contract with the requirement of a corrective action plan, as well as re-competing
the contract. We are also investigating the option of hiring contract interpreters to be present at particular
courts full-time, as well as planning to hire more full-time government employees to serve as contractors.
Executive Office for Immigration Review (EOIR)  
Transition Snapshot

1. Budget and Financial Management Oriented Challenges
   a. Fast Facts

EOIR administers the nation's immigration court system. EOIR primarily decides whether foreign-born individuals, who are charged by DHS with violating immigration law, should be ordered removed from the United States or should be granted relief or protection from removal and be permitted to remain in this country. EOIR also adjudicates cases involving illegal hiring and employment eligibility verification violations, document fraud, and employment discrimination. EOIR Headquarters, located in Falls Church, VA, provides centralized operational, policy, and administrative support to EOIR immigration proceedings and programs conducted throughout the United States.

Under the direction of the EOIR Director and Deputy Director, the following adjudicative components conduct adjudicative proceedings: (1) the Office of the Chief Immigration Judge, which oversees the immigration judges located in the 58 immigration courts throughout the United States; (2) the Board of Immigration Appeals (BIA), which hears appeals from the decisions of immigration judges; and (3) the Office of the Chief Administrative Hearing Officer, which hears cases the illegal hiring, employment verification, document fraud and employment discrimination cases.

The largest challenge facing the immigration courts is the growing pending caseload. As of the end of July 2016, there were more than 500,000 cases pending in immigration courts around the country, by far the largest pending caseload ever before the agency. The agency’s primary strategy is a sustained focus on increasing our adjudicative capacity through an aggressive effort to hire immigration judges and court staff.

EOIR intends to continue hiring in FY 2017. As of September 12, 2016, the agency has 291 immigration judges on-board and is aiming to reach its authorized level of 374 immigration judges before the end of FY 2017.

EOIR will also continue to use existing resources to improve agency efficiencies while continuing to increase its adjudicatory capacity. The agency expects to continue to take steps to make docket adjustments, prioritizing certain case types, and refocusing EOIR’s immigration court resources so as to best meet the need in the immigration courts.

Although EOIR makes every effort to address the caseload using current resources, given the size of the current case backlog, EOIR has requested additional funding for adjudication support. EOIR’s focus will remain on hiring all authorized positions to support its adjudicatory mission, including the reduction of the backlog of pending cases before the immigration courts. EOIR anticipates that an increase in resources, combined with continued efforts to use existing resources and planning efforts, will allow EOIR to manage its caseload more effectively.
b. Challenges

i. EOIR continues to face challenges associated with reaching its FY 2016 authorized adjudicative capacity of 374 IJs. The agency was impacted by the Department-wide hiring freeze between January 2011 and February 2014, as well as by normal attrition, and the immigration judge corps was reduced from a high of 272 in December 2010 to 235 in April 2015. At the same time that EOIR lost personnel critical to the adjudication of cases, DHS enforcement funding increased, putting more of a strain on the immigration courts across the country. Additionally, at this time nearly half of the immigration judge corps is eligible to retire. Although EOIR has been able to hire additional immigration judges, hiring must continue unabated to backfill existing vacancies and to fill the remaining immigration judge positions.

EOIR is intently focused on hiring. However, the immigration judge hiring process is complex and multifaceted. As immigration judges carry the Attorney General’s delegated authority to exercise her discretion independently in the cases that come before them, EOIR and the Department must exercise due diligence required to identify and appoint highly capable immigration judges. Thus, immigration judge candidates are vetted through a careful and thorough process, which includes several Departmental components, an EOIR panel, a Deputy Attorney General panel, and background check prior to the Attorney General appointment. While EOIR has taken steps to reduce the amount of time an application is pending before the agency, the time it takes from announcement of an immigration judge vacancy to entrance on duty is often more than a year.

ii. Growth in the caseload represents an additional challenge. EOIR receives virtually all of its workload in the form of cases brought by DHS seeking the removal of aliens from the United States. It remains critically important to balance EOIR’s adjudicative resources with DHS’s enforcement efforts. EOIR continues to work to increase our adjudicative resources to reach a balance where incoming cases are addressed while the pending caseload is also reduced.

The number of cases pending adjudication rose from over 298,000 at the end of FY 2011 to over 500,000 at the end of July 2016, an increase of over 200,000 cases. In addition, the cases generated by the border surge in the summer of 2014 greatly impacted EOIR’s pending caseload. In response to the 2014 border crisis, EOIR realigned its resources to address the cases of recent border crossers along with its existing focus of detained cases, prioritizing court docket time for priority cases, while rescheduling existing and new non-priority cases far into the future.

The pending caseload remains the key challenge for EOIR as courts continue to receive hundreds of thousands of cases for adjudication each year. Additionally, the BIA’s sustained level of approximately 30,000 appeals per year is an extremely large volume for any appellate body. With the sizeable increase in the number of immigration judges being hired, the BIA will likely face a volume increase in the number of appeals and filings before it, which means a proportional increase in its challenging caseload.
2. Component Map(s)
   c. EOIR Map of Immigration Court Locations
### d. EOIR Employees By Location

<table>
<thead>
<tr>
<th>OFFICE</th>
<th>CITY</th>
<th>STATE</th>
<th>EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>EOIR HEADQUARTERS</td>
<td>FALLS CHURCH</td>
<td>VIRGINIA</td>
<td>445</td>
</tr>
<tr>
<td>IMMIGRATION COURTS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ADELANTO</td>
<td>ADELANTO</td>
<td>CALIFORNIA</td>
<td>8</td>
</tr>
<tr>
<td>ARLINGTON</td>
<td>ARLINGTON</td>
<td>VIRGINIA</td>
<td>19</td>
</tr>
<tr>
<td>ATLANTA</td>
<td>ATLANTA</td>
<td>GEORGIA</td>
<td>14</td>
</tr>
<tr>
<td>AURORA</td>
<td>AURORA</td>
<td>COLORADO</td>
<td>7</td>
</tr>
<tr>
<td>BALTIMORE</td>
<td>BALTIMORE</td>
<td>MARYLAND</td>
<td>11</td>
</tr>
<tr>
<td>BOSTON</td>
<td>BOSTON</td>
<td>MASSACHUSETTS</td>
<td>18</td>
</tr>
<tr>
<td>BLOOMINGTON</td>
<td>FORT SNELLING</td>
<td>MINNESOTA</td>
<td>7</td>
</tr>
<tr>
<td>BUFFALO</td>
<td>BUFFALO</td>
<td>NEW YORK</td>
<td>5</td>
</tr>
<tr>
<td>BUFFALO - BATAVIA</td>
<td>BATAVIA</td>
<td>NEW YORK</td>
<td>5</td>
</tr>
<tr>
<td>CHARLOTTE</td>
<td>CHARLOTTE</td>
<td>NORTH CAROLINA</td>
<td>10</td>
</tr>
<tr>
<td>CHICAGO</td>
<td>CHICAGO</td>
<td>ILLINOIS</td>
<td>31</td>
</tr>
<tr>
<td>CLEVELAND</td>
<td>CLEVELAND</td>
<td>OHIO</td>
<td>9</td>
</tr>
<tr>
<td>DALLAS</td>
<td>DALLAS</td>
<td>TEXAS</td>
<td>17</td>
</tr>
<tr>
<td>DENVER</td>
<td>DENVER</td>
<td>COLORADO</td>
<td>15</td>
</tr>
<tr>
<td>DETROIT</td>
<td>DETROIT</td>
<td>MICHIGAN</td>
<td>10</td>
</tr>
<tr>
<td>EAST MESA</td>
<td>SAN DIEGO</td>
<td>CALIFORNIA</td>
<td>6</td>
</tr>
<tr>
<td>EL PASO</td>
<td>EL PASO</td>
<td>TEXAS</td>
<td>8</td>
</tr>
<tr>
<td>EL PASO (DETAINED)</td>
<td>EL PASO</td>
<td>TEXAS</td>
<td>8</td>
</tr>
<tr>
<td>ELIZABETH</td>
<td>ELIZABETH</td>
<td>NEW JERSEY</td>
<td>6</td>
</tr>
<tr>
<td>ELOY</td>
<td>ELOY</td>
<td>ARIZONA</td>
<td>10</td>
</tr>
<tr>
<td>FISHKILL</td>
<td>FISHKILL</td>
<td>NEW YORK</td>
<td>1</td>
</tr>
<tr>
<td>FLORENCE</td>
<td>FLORENCE</td>
<td>ARIZONA</td>
<td>9</td>
</tr>
<tr>
<td>HARLINGEN</td>
<td>HARLINGEN</td>
<td>TEXAS</td>
<td>10</td>
</tr>
<tr>
<td>HARTFORD</td>
<td>HARTFORD</td>
<td>CONNECTICUT</td>
<td>10</td>
</tr>
<tr>
<td>HONOLULU</td>
<td>HONOLULU</td>
<td>HAWAII</td>
<td>6</td>
</tr>
<tr>
<td>HOUSTON</td>
<td>HOUSTON</td>
<td>TEXAS</td>
<td>24</td>
</tr>
<tr>
<td>HOUSTON (DETAINED)</td>
<td>HOUSTON</td>
<td>TEXAS</td>
<td>12</td>
</tr>
<tr>
<td>IMPERIAL</td>
<td>IMPERIAL</td>
<td>CALIFORNIA</td>
<td>5</td>
</tr>
<tr>
<td>KANSAS CITY</td>
<td>KANSAS CITY</td>
<td>MISSOURI</td>
<td>9</td>
</tr>
<tr>
<td>LAS VEGAS</td>
<td>LAS VEGAS</td>
<td>NEVADA</td>
<td>10</td>
</tr>
<tr>
<td>LOS ANGELES</td>
<td>LOS ANGELES</td>
<td>CALIFORNIA</td>
<td>90</td>
</tr>
<tr>
<td>MEMPHIS</td>
<td>MEMPHIS</td>
<td>TENNESSEE</td>
<td>12</td>
</tr>
<tr>
<td>MIAMI</td>
<td>MIAMI</td>
<td>FLORIDA</td>
<td>49</td>
</tr>
<tr>
<td>MIAMI KROME (DETAINED)</td>
<td>MIAMI</td>
<td>FLORIDA</td>
<td>13</td>
</tr>
<tr>
<td>CITY/STATE</td>
<td>CITY/STATE</td>
<td>CITY/STATE</td>
<td>TOTAL</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-------</td>
</tr>
<tr>
<td>NEW ORLEANS</td>
<td>NEW ORLEANS</td>
<td>LOUISIANA</td>
<td>5</td>
</tr>
<tr>
<td>NEW YORK</td>
<td>NEW YORK</td>
<td>NEW YORK</td>
<td>79</td>
</tr>
<tr>
<td>NEW YORK VARICK (DETAINED)</td>
<td>NEW YORK</td>
<td>NEW YORK</td>
<td>5</td>
</tr>
<tr>
<td>NEWARK</td>
<td>NEWARK</td>
<td>NEW JERSEY</td>
<td>16</td>
</tr>
<tr>
<td>OAKDALE</td>
<td>OAKDALE</td>
<td>LOUISIANA</td>
<td>8</td>
</tr>
<tr>
<td>OMAHA</td>
<td>OMAHA</td>
<td>NEBRASKA</td>
<td>7</td>
</tr>
<tr>
<td>ORLANDO</td>
<td>ORLANDO</td>
<td>FLORIDA</td>
<td>20</td>
</tr>
<tr>
<td>PEARSALL</td>
<td>PEARSALL</td>
<td>TEXAS</td>
<td>8</td>
</tr>
<tr>
<td>PHILADELPHIA</td>
<td>PHILADELPHIA</td>
<td>PENNSYLVANIA</td>
<td>13</td>
</tr>
<tr>
<td>PHOENIX</td>
<td>PHOENIX</td>
<td>ARIZONA</td>
<td>11</td>
</tr>
<tr>
<td>PORTLAND</td>
<td>PORTLAND</td>
<td>OREGON</td>
<td>8</td>
</tr>
<tr>
<td>PORT ISABEL</td>
<td>LOS FRESNOS</td>
<td>TEXAS</td>
<td>11</td>
</tr>
<tr>
<td>SAIPAN</td>
<td>SAIPAN</td>
<td>NORTHERN MARIANA ISLANDS</td>
<td>0</td>
</tr>
<tr>
<td>SALT LAKE CITY</td>
<td>SALT LAKE CITY</td>
<td>UTAH</td>
<td>9</td>
</tr>
<tr>
<td>SAN ANTONIO</td>
<td>SAN ANTONIO</td>
<td>TEXAS</td>
<td>18</td>
</tr>
<tr>
<td>SAN DIEGO</td>
<td>SAN DIEGO</td>
<td>CALIFORNIA</td>
<td>24</td>
</tr>
<tr>
<td>SAN FRANCISCO</td>
<td>SAN FRANCISCO</td>
<td>CALIFORNIA</td>
<td>49</td>
</tr>
<tr>
<td>SAN JUAN</td>
<td>SAN JUAN</td>
<td>PUERTO RICO</td>
<td>8</td>
</tr>
<tr>
<td>SEATTLE</td>
<td>SEATTLE</td>
<td>WASHINGTON</td>
<td>9</td>
</tr>
<tr>
<td>STEWART</td>
<td>LUMPKIN</td>
<td>GEORGIA</td>
<td>9</td>
</tr>
<tr>
<td>TACOMA</td>
<td>TACOMA</td>
<td>WASHINGTON</td>
<td>9</td>
</tr>
<tr>
<td>TUCSON</td>
<td>TUCSON</td>
<td>ARIZONA</td>
<td>8</td>
</tr>
<tr>
<td>ULSTER</td>
<td>NAPANOCH</td>
<td>NEW YORK</td>
<td>4</td>
</tr>
<tr>
<td>YORK</td>
<td>YORK</td>
<td>PENNSYLVANIA</td>
<td>9</td>
</tr>
</tbody>
</table>

TOTAL 1276* 

*Does not include non-permanent, less than full-time employees

September 2016

e. Update the following statements regarding facilities:

EOIR owns 0 buildings and leases space in 43 buildings (through GSA) throughout the United States.

EOIR operates 58 Immigration Courts throughout the country.
Executive Office for Immigration Review
"Mission and Function"

The Executive Office for Immigration Review (EOIR) was created on January 9, 1983. EOIR is responsible for adjudicating immigration cases. EOIR is led by a Director and consists of three adjudicating components: the Board of Immigration Appeals (Board), the Office of the Chief Immigration Judge (OCIJ), and the Office of the Chief Administrative Hearing Officer (OCACHO). EOIR is independent of the immigration enforcement functions of both the Department of Homeland Security (DHS) and the Department of Justice's Office of Special Counsel for Immigration-Related Unfair Employment Practices, the entity charged with the enforcement of the anti-employment discrimination provisions of immigration law.

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. The Office of the Chief Immigration Judge is responsible for managing the numerous Immigration Courts located throughout the United States, where Immigration Judges adjudicate individual cases; the Board of Immigration Appeals, primarily conducts appellate reviews of Immigration Judge decisions; and the Office of the Chief Administrative Hearing Officer, adjudicates immigration-related employment cases. EOIR is committed to providing fair, expeditious, and uniform application of the nation's immigration laws in all cases.

Office of the Chief Immigration Judge

BACKGROUND: OCIJ was established under the new EOIR in February 1983 under 8 C.F.R. Part 3 (see also 28 C.F.R. Part O, Subpart U).

FUNCTIONS: OCIJ is headed by the Chief Immigration Judge, who is supported by four 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 250 Immigration Judges located in 58 Immigration Courts around the country. Immigration Judges are responsible for conducting formal proceedings and act independently in their decision-making capacity. Their decisions are administratively final unless appealed or certified to the Board. In removal proceedings, Immigration Judges determine whether an individual may be admitted to the United States, or if previously admitted, is still eligible to remain in the United States or should be removed. Each Immigration Judge has jurisdiction to consider various forms of relief available in removal proceedings.

If removability 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, among others, 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.
Board of Immigration Appeals

BACKGROUND: The Board was established on August 30, 1940. The Board’s authority is currently set forth at 8 C.F.R. § 1003.1.

FUNCTIONS: The Board is the highest administrative body for interpreting and applying immigration laws. The Board is composed of 17 Board Members, including the Chairman and the Vice-Chairman. The Board is located in Falls Church, Virginia, where it conducts all appellate reviews and hears most oral arguments. During times of increased caseload, the Attorney General will appoint a limited number of qualified personnel to serve as temporary Board Members, in complement to the permanent Board Members.

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 variety of proceedings involving the United States and either an alien, a citizen, or a commercial entity.

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.

Office of the Chief Administrative Hearing Officer


FUNCTIONS: OCAHO is headed by a Chief Administrative Hearing Officer, who is responsible for the general supervision and management of administrative law judges (ALJs), and authorized to review certain decisions of OCAHO ALJs. OCAHO ALJs preside at hearings mandated by the Immigration and Nationality Act (INA) and adjudicate issues relating to: (1) unlawful hiring, recruiting, referring for a fee and continued employment of unauthorized aliens, and failure to comply with employment eligibility verification requirements (“employer sanctions” cases); (2) unfair immigration-related employment practices, and (3) immigration-related document fraud.

Employer sanctions and immigration-related document fraud complaints are brought by DHS Immigration and Customs Enforcement officials. Unfair immigration-related employment practices complaints are brought by the Justice Department’s Office of Special Counsel for Immigration-
Related Unfair Employment Practices or private litigants, as prescribed by statute.

OCAHO hearings are conducted under the INA and its implementing regulations, as well as the general requirements of the Administrative Procedure Act. Employer sanctions and document fraud cases are subject to administrative review by the Chief Administrative Hearing Officer and the Attorney General. All final agency decisions are subject to review in the appropriate Federal circuit court of appeals.
EXECUTIVE OFFICE FOR IMMIGRATION REVIEW

KEY PERSONNEL

DIRECTOR
Juan P. Osuna

DEPUTY DIRECTOR
Ana M. Kour

BOARD OF IMMIGRATION APPEALS
David L. Neal

OFFICE OF THE CHIEF ADMINISTRATIVE HEARING OFFICER
Robin M. Stutman

OFFICE OF THE GENERAL COUNSEL
Jean C. King

OFFICE OF THE CHIEF IMMIGRATION JUDGE
MaryBeth T. Keller

OFFICE OF ADMINISTRATION
Lisa Ward (Acting)

OFFICE OF INFORMATION TECHNOLOGY
Terryne F. Murphy

Key:
Presidential
Apointee
Non-Career SES
Career SES and SL
Limited Term
Schedule C
Career Non-SES

NOTE: EOIR was recently approved for a SES Chief Information Officer position.

Source: Component information as of 10/2/16
Executive Office for Immigration Review (EOIR)

EOIR adjudicates immigration cases including conducting immigration court proceedings, appellate reviews and administrative hearings.

![Graph showing total budget authority and staffing S&E](image)

**FY 2015 Spending by Category**

- Salary & Benefits: 37%
- Rent: 10%
- Other Non-Pay: 53%

**FY 2016 Onboard Staffing by Position Type**

- Attorneys: 39%
- Paralegal: 18%
- Clerical: 28%
- Information/Arts: 4%
- Other: 8%
- IT Mgmt.: 4%

Transition materials – not for unauthorized disclosure
Funding for Largest Priority Areas
(Dollars in Millions)

<table>
<thead>
<tr>
<th>Key Priority Area</th>
<th>FY15 Enacted</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pos.</td>
<td>Attys</td>
<td>Amount</td>
<td>Pos.</td>
<td>Attys</td>
</tr>
<tr>
<td>Immigration</td>
<td>1,793</td>
<td>583</td>
<td>$347.2</td>
<td>2,138</td>
<td>681</td>
</tr>
</tbody>
</table>

Performance Results by Strategic Goal
included in DOJ Annual Performance Report

<table>
<thead>
<tr>
<th>Performance Measure Name</th>
<th>FY15 Target</th>
<th>FY15 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Goal 3: Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels</td>
<td>85%</td>
<td>79%</td>
</tr>
<tr>
<td>Percent of Institutional Hearing Program cases completed before release</td>
<td>80%</td>
<td>71%</td>
</tr>
<tr>
<td>Percent of detained cases completed within 60 days</td>
<td>90%</td>
<td>95%</td>
</tr>
<tr>
<td>Percent of detained appeals completed within 150 days</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Budget and Financial Management Facts and Challenges

Facts

Cases pending adjudication rose from over 298,000 at the end of FY 2011 to over 500,000 in July 2016, an increase of 68%, whereas the Executive Office for Immigration Review’s (EOIR) budgetary resources have only increased by 41%.

This backlog is by far the largest in EOIR’s history. In response, EOIR continues aggressive hiring of immigration judges (IJ)s and support staff.

As of September 2016, EOIR has 291 IJs on board and aims to reach the authorized level of 374 by the end of FY 2017.

EOIR will also improve agency efficiencies, including making docket adjustments, prioritizing certain case types, and refocusing resources to best meet the needs of the immigration courts.

Challenges

Immigration Judge (IJ) Hiring: Reaching the authorized level of 374 IJs is a challenge. Candidates are vetted thoroughly by several Department components, EOIR, and Deputy Attorney General panels, and undergo a background check prior to the Attorney General appointment. While EOIR has taken steps to reduce the amount of time an application is pending, it often takes more than a year from vacancy announcement to entrance on duty.

The pending caseload remains the key challenge as courts continue to receive hundreds of thousands of cases for adjudication each year. While an increase in IJs will address the pending backlog, an increase in initial adjudications may result in increased appeals for the Board of Immigration Appeals (BIA), which receives approximately 30,000 appeals per year—an extremely large volume for any appellate body.EOIR continues to work to increase adjudicative resources to reach a balance between addressing incoming cases, while continuing to reduce the pending caseload.
Lofthus, Lee J (JMD)

On Dec 8, 2016, at 8:20 AM, Osuna, Juan (FOIR) <Juan.Osuna@FOIR.USDOJ.GOV> wrote:

Ok no problem. Thanks. 

JMD consult
Our transition team asked for some data on border crossings. We have referred them to DHS, but is there anything you would be okay with us providing them? Thanks,
Sheehy, Kate (EOIR)

From: Sheehy, Kate (EOIR)
Sent: Tuesday, December 13, 2016 8:49 AM
To: Kocur, Ana (EOIR)
Cc: Ward, Lisa (EOIR)
Subject: Transition get-backs

Ana — last week you asked me to get you information to share with the transition team regarding (1) hiring timeline for new IJs; (2) where the space we are constructing for new IJs is located and how many courtrooms are in each location; and (3) some data concerning adjudication numbers.

Attached, please find the U hiring portion of the monthly report to Congress. This is the most recent data (as of end of November) and it has been cleared and sent to the Hill. If you’d like something different or a different presentation on this, just let me know.

Below, please find some verbiage re: the courtroom construction projects. I have cleared this with SFMS and we agree that these numbers and explanation are correct. If you’d like any changes here, please let me know.

I am working with [b6] on the data request, and one of us will get back to you today with that information.

Thanks,
Kate

Verbiage re: courtroom construction
Executive Office for Immigration Review  
November 2016 Data

Pursuant to the Consolidated Appropriations Act, 2016, P. L. 114-113, the Executive Office for Immigration Review (EOIR) is directed to submit monthly performance and operating reports to the Committees on Appropriations. The following report is submitted to fulfill this requirement.

### Total Authorized/On-Board Staffing Levels

<table>
<thead>
<tr>
<th>Total Auth. FY 2017 Position Level</th>
<th>Total On-Board End of FY 2016</th>
<th>Total On-Board Current</th>
<th>OCIJ(^3) Staff On-Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,138</td>
<td>1,475(^2)</td>
<td>1,471(^3)</td>
<td>1,054</td>
</tr>
</tbody>
</table>

### Staffing Information for the Office of the Chief Immigration Judge

<table>
<thead>
<tr>
<th>Authorized Positions</th>
<th>End of FY 2016</th>
<th>Current</th>
<th>Net Change</th>
<th>Current Vacancies</th>
<th>Planned End of Year On-board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjudicating Immigration Judges</td>
<td>374</td>
<td>289</td>
<td>295</td>
<td>6</td>
<td>353</td>
</tr>
<tr>
<td><strong>Full Time</strong></td>
<td>[278]</td>
<td>[284]</td>
<td>[6]</td>
<td></td>
<td>[342]</td>
</tr>
<tr>
<td><strong>Part Time</strong></td>
<td>[0]</td>
<td>[0]</td>
<td>[0]</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Temporary</strong></td>
<td>[0]</td>
<td>[0]</td>
<td>[0]</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Recalled/other</strong></td>
<td>[0]</td>
<td>[0]</td>
<td>[0]</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Field Assistant Chief Immigration Judges</strong></td>
<td>[11]</td>
<td>[11]</td>
<td>[0]</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Portfolio Assistant Chief Immigration Judges(^4)</strong></td>
<td>5</td>
<td>3</td>
<td>-2</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Deputy Chief Immigration Judges</strong></td>
<td></td>
<td>3</td>
<td>3</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Chief Immigration Judge</strong></td>
<td>0</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Attorneys</strong></td>
<td>5</td>
<td>5</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Judicial Law Clerks</strong></td>
<td>164</td>
<td>158</td>
<td>-6</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other Immigration Court Staff</strong></td>
<td>575</td>
<td>589</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,041</td>
<td>1,054</td>
<td>13</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

1 Office of the Chief Immigration Judge, this is a subset of the total on-board positions  
2 September 30, 2016  
3 November 26, 2016  
4 Portfolio Assistant Chief Immigration Judges (ACIJ) do not routinely adjudicate immigration cases or directly supervise courts. Instead, they manage various nationwide programs impacting court management and administration, including: Immigration Judge Conduct and Professionalism; Training; Guidance and Publications; Labor Relations; Vulnerable Populations; and Intergovernmental and External Affairs, among other administrative responsibilities. Portfolio ACIJ also do not currently directly supervise courts, though most have had simultaneous responsibilities for portfolios and courts at various points.
### Adjudicating Immigration Judges

**FY 2017 On-Boarding and Separation Projections**

<table>
<thead>
<tr>
<th>FY 2016 Annual</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjudicatory</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LiTotal</td>
<td>291</td>
<td>289</td>
</tr>
<tr>
<td>Stage 1</td>
<td>27</td>
<td>12</td>
</tr>
<tr>
<td>Stage 2</td>
<td>57</td>
<td>58</td>
</tr>
<tr>
<td>Stage 3</td>
<td>55</td>
<td>5</td>
</tr>
<tr>
<td>Stage 4</td>
<td>55</td>
<td>5</td>
</tr>
</tbody>
</table>

### Notes:

1. As of December 3, 2016
2. Note: the actual number of adjudicatory Li's for October 2016 reflects an increase of six individuals while the number of separations only increased by five. This discrepancy is due to a minor change wherein multiple ACUs changed from adjudicatory to non-adjudicatory status and vice versa. The net difference resulted in one additional adjudicator without a concurrent decrease in new hires.
3. On average, between 10 and 14 immigration judges separate each year, with the bulk of separations generally occurring in the months of December and January. Although we have advance notice of many planned separations, none of the separations listed in this chart as “planned” are placeholders to reflect average amounts of actual separations.
4. On July 11, 2014, EOIR published an interim final rule addressing the designation of temporary immigration judges (TIs). See 79 Fed. Reg. 35,953 (July 11, 2014) (codified at 8 C.F.R. § 1007.10(a)). While the designation of TIs is not a substitute for the ongoing need to hire additional permanent immigration judges, designation of TIs will allow EOIR some flexibility to target and place limited additional adjudicatory resources where needed. TIs serve six-month appointments with a potential option to extend. TIs are not permanent positions and, therefore, are not counted towards EOIR’s immigration judge cap of 374 nor are they counted here in the quarterly hiring goal figures.
Hiring Process
The hiring process for IJs and other positions at EOIR is lengthy. For IJs the process can be aggregated into four general stages, each with multiple tasks and milestones:

- **Stage 1**: Includes EOIR's preliminary applicant review, interviews, recommendations, selection by the Chief Immigration Judge and Director of EOIR, followed by reference checks;
- **Stage 2**: Includes a Department-level selection panel review for each candidate, candidate interviews, and Deputy Attorney General recommendations;
- **Stage 3**: Includes Attorney General selection, initial extension of employment offers, pre-employment paperwork and background investigations. While current federal employees can enter on duty with just an initial background check, non-federal employees must have a full background investigation before they can proceed, which can take on up to an additional 150 days⁹;
- **Stage 4**: Tentative entry on duty date set (training commences after entry on duty, investiture does not occur until after training is completed).

The hiring and onboarding of the currently vacant 79 immigration judge positions are in various stages of the hiring process as depicted below. Please note that we are processing more positions than we have vacancies to prepare for expected attrition.

<table>
<thead>
<tr>
<th>Stage in Process</th>
<th>Immigration Judge Positions in Process</th>
<th>Estimated Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1</td>
<td>10</td>
<td>125-213 days</td>
</tr>
<tr>
<td>Stage 2</td>
<td>8</td>
<td>21-77 days</td>
</tr>
<tr>
<td>Stage 3</td>
<td>59</td>
<td>89-363 days¹⁰</td>
</tr>
<tr>
<td>Stage 4</td>
<td>4</td>
<td>14-45 days</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>81</td>
<td><strong>249-698 days</strong>¹¹</td>
</tr>
</tbody>
</table>

**Note**: For immigration judge positions filled after October 1, 2015, the average time to hire is currently 480 days.

---

⁹ Current DOJ employees do not need new background investigations; current federal employees can complete step three with an initial background check only; non-federal employees must have a full background investigation (there is an exception for non-federal employees who have recently separated from the federal government with current background investigations, these individuals can be treated as current federal employees). The length of time to complete a background investigation varies due to unique factors associated with each candidate.

¹⁰ For current DOJ employees and other federal employees, the upper end of the estimated duration is 213 days. Completing a full background investigation for non-federal employees adds additional time, up to an additional 150 days, leading to the maximum duration of 363 days.

¹¹ Total estimated duration times can vary significantly based on requirements of the various stages of the hiring process. For this reason, a range of possible duration time is provided.
Sheehy, Kate (EOIR)

From: Sheehy, Kate (EOIR)
Sent: Tuesday, December 13, 2016 12:36 PM
To: Kocur, Ana (EOIR)
Cc: Ward, Lisa (EOIR)
Subject: RE: Transition get-backs
Attachments: 17-040.xlsx

Ana – here’s the data that OPAS prepared for the transition get-backs (attached).

Kate

From: Sheehy, Kate (EOIR)
Sent: Tuesday, December 13, 2016 8:49 AM
To: Kocur, Ana (EOIR) <Ana.Kocur@EOIR.USDOJ.GOV>
Cc: Ward, Lisa (EOIR) <Lisa.Ward@EOIR.USDOJ.GOV>
Subject: Transition get-backs

Ana – last week you asked me to get you information to share with the transition team regarding (1) hiring timeline for new IJs; (2) where the space we are constructing for new IJs is located and how many courtrooms are in each location; and (3) some data concerning adjudication numbers.

Attached, please find the IJ hiring portion of the monthly report to Congress. This is the most recent data (as of end of November) and it has been cleared and sent to the Hill. If you’d like something different or a different presentation on this, just let me know.

Below, please find some verbiage re: the courtroom construction projects. I have cleared this with SFMS and we agree that these numbers and explanation are correct. If you’d like any changes here, please let me know.

I am working with [b6] on the data request, and one of us will get back to you today with that information.

Thanks,
Kate
The Executive Office for Immigration Review
Immigration Court and Board of Immigration Appeals (BIA) Data for Transition

#1

<table>
<thead>
<tr>
<th>FY</th>
<th>EOIR Receipts*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Immigration Court New NTAs</td>
</tr>
<tr>
<td>FY 12</td>
<td>214,354</td>
</tr>
<tr>
<td>FY 13</td>
<td>199,409</td>
</tr>
<tr>
<td>FY 14</td>
<td>238,412</td>
</tr>
<tr>
<td>FY 15</td>
<td>202,268</td>
</tr>
<tr>
<td>FY 16</td>
<td>237,000</td>
</tr>
</tbody>
</table>

#2

<table>
<thead>
<tr>
<th>FY</th>
<th>EOIR Completions*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Immigration Court Initial Case Completions</td>
</tr>
<tr>
<td>FY 12</td>
<td>186,419</td>
</tr>
<tr>
<td>FY 13</td>
<td>171,395</td>
</tr>
<tr>
<td>FY 14</td>
<td>166,820</td>
</tr>
<tr>
<td>FY 15</td>
<td>180,792</td>
</tr>
<tr>
<td>FY 16</td>
<td>186,434</td>
</tr>
</tbody>
</table>

#3a

<table>
<thead>
<tr>
<th>FY</th>
<th>Immigration Court Initial Case Completions Average Processing Times (In Days)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Detained</td>
</tr>
<tr>
<td></td>
<td>Completions</td>
</tr>
<tr>
<td>FY 12</td>
<td>89,543</td>
</tr>
<tr>
<td>FY 13</td>
<td>63,260</td>
</tr>
<tr>
<td>FY 14</td>
<td>61,542</td>
</tr>
<tr>
<td>FY 15</td>
<td>50,959</td>
</tr>
<tr>
<td>FY 16</td>
<td>51,849</td>
</tr>
</tbody>
</table>

#3b

<table>
<thead>
<tr>
<th>FY</th>
<th>BIA Case Appeal Completions Average Processing Times (In Days)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Detained</td>
</tr>
<tr>
<td></td>
<td>Completions</td>
</tr>
<tr>
<td>FY 12</td>
<td>1,805</td>
</tr>
<tr>
<td>FY 13</td>
<td>4,589</td>
</tr>
<tr>
<td>FY 14</td>
<td>4,796</td>
</tr>
<tr>
<td>FY 15</td>
<td>4,398</td>
</tr>
<tr>
<td>FY 16</td>
<td>3,578</td>
</tr>
</tbody>
</table>

*The above are cases only. The Immigration Courts also receive and complete an average of 60,000 Bonds and 25,000 Motions not included in these numbers.
<table>
<thead>
<tr>
<th></th>
<th>LJ Decisions</th>
<th>Other Administrative Closures</th>
<th>Total Initial Case Completions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Termination</td>
<td>Relief</td>
<td>Removal</td>
</tr>
<tr>
<td>FY 12</td>
<td>18,912</td>
<td>25,280</td>
<td>125,029</td>
</tr>
<tr>
<td>FY 13</td>
<td>18,408</td>
<td>23,531</td>
<td>99,459</td>
</tr>
<tr>
<td>FY 14</td>
<td>16,431</td>
<td>19,786</td>
<td>98,263</td>
</tr>
<tr>
<td>FY 15</td>
<td>21,086</td>
<td>17,512</td>
<td>96,776</td>
</tr>
<tr>
<td>FY 16</td>
<td>23,341</td>
<td>17,018</td>
<td>96,186</td>
</tr>
</tbody>
</table>
Thanks Kate

From: Sheehy, Kate (EOIR)  
Sent: Tuesday, December 13, 2016 12:36 PM  
To: Kocur, Ana (EOIR)  
Cc: Ward, Lisa (EOIR)  
Subject: RE: Transition get-backs

Ana – here’s the data that OPAS prepared for the transition get-backs (attached).

Kate

From: Sheehy, Kate (EOIR)  
Sent: Tuesday, December 13, 2016 8:49 AM  
To: Kocur, Ana (EOIR)  
Cc: Ward, Lisa (EOIR)  
Subject: Transition get-backs

Ana – last week you asked me to get you information to share with the transition team regarding (1) hiring timeline for new UJs; (2) where the space we are constructing for new UJs is located and how many courtrooms are in each location; and (3) some data concerning adjudication numbers.

Attached, please find the UJ hiring portion of the monthly report to Congress. This is the most recent data (as of end of November) and it has been cleared and sent to the Hill. If you’d like something different or a different presentation on this, just let me know.

Below, please find some verbiage re: the courtroom construction projects. I have cleared this with SFMS and we agree that these numbers and explanation are correct. If you’d like any changes here, please let me know.

I am working with  on the data request, and one of us will get back to you today with that information.

Thanks,
Kate
Ana—

Attached please find the data for the transition team, in both Excel and PDF.

Best,

[Signature]
## EOIR Receipts*

<table>
<thead>
<tr>
<th>FY</th>
<th>Immigration Court New NTAs</th>
<th>BIA Case Appeals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>199,409</td>
<td>16,495</td>
</tr>
<tr>
<td>2014</td>
<td>238,412</td>
<td>13,557</td>
</tr>
<tr>
<td>2015</td>
<td>202,268</td>
<td>11,470</td>
</tr>
<tr>
<td>2016</td>
<td>237,000</td>
<td>12,748</td>
</tr>
</tbody>
</table>

## EOIR Completions*

<table>
<thead>
<tr>
<th>FY</th>
<th>Immigration Court Initial Case Completions*</th>
<th>BIA Case Appeals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>171,395</td>
<td>17,933</td>
</tr>
<tr>
<td>2014</td>
<td>166,820</td>
<td>15,775</td>
</tr>
<tr>
<td>2015</td>
<td>180,792</td>
<td>15,474</td>
</tr>
<tr>
<td>2016</td>
<td>186,434</td>
<td>14,564</td>
</tr>
</tbody>
</table>

## Immigration Court Initial Case Completions* Average Processing Times

<table>
<thead>
<tr>
<th>FY</th>
<th>Detained Completions*</th>
<th>Average Days</th>
<th>Non-Detained Completions*</th>
<th>Average Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>63,260</td>
<td>80</td>
<td>108,135</td>
<td>832</td>
</tr>
<tr>
<td>2014</td>
<td>61,542</td>
<td>78</td>
<td>105,278</td>
<td>817</td>
</tr>
<tr>
<td>2015</td>
<td>50,059</td>
<td>90</td>
<td>120,833</td>
<td>759</td>
</tr>
<tr>
<td>2016</td>
<td>51,849</td>
<td>106</td>
<td>134,584</td>
<td>876</td>
</tr>
</tbody>
</table>

## BIA Case Appeal Completions Average Processing Times

<table>
<thead>
<tr>
<th>FY</th>
<th>Detained Completions*</th>
<th>Average Days</th>
<th>Non-Detained Completions*</th>
<th>Average Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>4,589</td>
<td>106</td>
<td>13,344</td>
<td>521</td>
</tr>
<tr>
<td>2014</td>
<td>4,796</td>
<td>118</td>
<td>10,979</td>
<td>525</td>
</tr>
<tr>
<td>2015</td>
<td>4,398</td>
<td>100</td>
<td>11,075</td>
<td>568</td>
</tr>
<tr>
<td>2016</td>
<td>3,578</td>
<td>99</td>
<td>10,986</td>
<td>428</td>
</tr>
</tbody>
</table>

## Immigration Court Removal Proceeding by Disposition Initial Case Completions*

<table>
<thead>
<tr>
<th>FY</th>
<th>Removal (in absentia)</th>
<th>Relief</th>
<th>Other Completions**</th>
<th>Total Initial Case Completions*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>99,459 (21,493)</td>
<td>23,531</td>
<td>48,405</td>
<td>171,395</td>
</tr>
<tr>
<td>2014</td>
<td>98,263 (26,131)</td>
<td>19,786</td>
<td>48,771</td>
<td>166,820</td>
</tr>
<tr>
<td>2015</td>
<td>98,776 (38,329)</td>
<td>17,512</td>
<td>64,504</td>
<td>180,792</td>
</tr>
<tr>
<td>2016</td>
<td>96,186 (34,268)</td>
<td>17,018</td>
<td>73,230</td>
<td>186,434</td>
</tr>
</tbody>
</table>

*The above statistics are cases only and do not include all matters that come before EOIR. Per fiscal year, the immigration courts also receive and complete an average of 60,000 Bonds and 25,000 Motions.

**This category includes terminations and administrative closures.
## Executive Office for Immigration Review

### EOIR Receipts*

<table>
<thead>
<tr>
<th>FY</th>
<th>Immigration Court New NTAs</th>
<th>BIA Case Appeals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>199,409</td>
<td>16,495</td>
</tr>
<tr>
<td>2014</td>
<td>238,412</td>
<td>13,557</td>
</tr>
<tr>
<td>2015</td>
<td>202,268</td>
<td>11,470</td>
</tr>
<tr>
<td>2016</td>
<td>237,000</td>
<td>12,748</td>
</tr>
</tbody>
</table>

### EOIR Completions*

<table>
<thead>
<tr>
<th>FY</th>
<th>Immigration Court Initial Case Completions*</th>
<th>BIA Case Appeals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>171,395</td>
<td>17,933</td>
</tr>
<tr>
<td>2014</td>
<td>166,820</td>
<td>15,775</td>
</tr>
<tr>
<td>2015</td>
<td>180,792</td>
<td>15,474</td>
</tr>
<tr>
<td>2016</td>
<td>186,434</td>
<td>14,564</td>
</tr>
</tbody>
</table>

### Immigration Court Initial Case Completions* Average Processing Times

<table>
<thead>
<tr>
<th>FY</th>
<th>Detained Completions*</th>
<th>Average Days</th>
<th>Non-Detained Completions*</th>
<th>Average Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>63,260</td>
<td>80</td>
<td>108,135</td>
<td>832</td>
</tr>
<tr>
<td>2014</td>
<td>61,542</td>
<td>78</td>
<td>105,278</td>
<td>817</td>
</tr>
<tr>
<td>2015</td>
<td>50,650</td>
<td>50</td>
<td>129,033</td>
<td>759</td>
</tr>
<tr>
<td>2016</td>
<td>51,849</td>
<td>106</td>
<td>134,584</td>
<td>876</td>
</tr>
</tbody>
</table>

### BIA Case Appeal Completions Average Processing Times

<table>
<thead>
<tr>
<th>FY</th>
<th>Detained Completions*</th>
<th>Average Days</th>
<th>Non-Detained Completions*</th>
<th>Average Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>4,589</td>
<td>106</td>
<td>13,344</td>
<td>521</td>
</tr>
<tr>
<td>2014</td>
<td>4,796</td>
<td>118</td>
<td>10,979</td>
<td>525</td>
</tr>
<tr>
<td>2015</td>
<td>4,398</td>
<td>100</td>
<td>11,075</td>
<td>568</td>
</tr>
<tr>
<td>2016</td>
<td>3,578</td>
<td>99</td>
<td>10,986</td>
<td>428</td>
</tr>
</tbody>
</table>

### Immigration Court Removal Proceeding by Disposition Initial Case Completions*

<table>
<thead>
<tr>
<th>FY</th>
<th>Removal (in absentia)</th>
<th>Relief</th>
<th>Other Completions**</th>
<th>Total Initial Case Completions*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>99,459 (21,493)</td>
<td>23,531</td>
<td>48,405</td>
<td>171,395</td>
</tr>
<tr>
<td>2014</td>
<td>98,263 (26,131)</td>
<td>19,786</td>
<td>48,771</td>
<td>166,820</td>
</tr>
<tr>
<td>2015</td>
<td>98,776 (38,329)</td>
<td>17,512</td>
<td>64,504</td>
<td>180,792</td>
</tr>
<tr>
<td>2016</td>
<td>96,186 (34,268)</td>
<td>17,018</td>
<td>73,230</td>
<td>186,434</td>
</tr>
</tbody>
</table>

*The above statistics are cases only and do not include all matters that come before EOIR. Per fiscal year, the immigration courts also receive and complete an average of 60,000 Bonds and 25,000 Motions.

**This category includes terminations and administrative closures.