

From: Pilotti, David A
Sent: Sunday, April 19, 2020 9:44 PM
To: Davidson, Andrew J
Subject: RE: Office performance targets (Q1-Q2)

Andrew,

I was working on a project for Ashley involving some big-picture program analysis on LIFO. This particular chart I thought you would find interesting.

The chart lists some office-health datapoints on each office: their total pending, receipt declines since the post-FY12 peak, impact of Covid-closures, projected backlog elimination timeframes, etc. I was a little surprised by some of the results. Here are a few things that stood out to me:

- The offices seem to fit in 3 subgroups: Group 1: those that are on their way to backlog elimination (ZCH, ZNK, and ZNY), Group 2: those that are seeing massive backlog growth (ZMI and ZAR), and Group 3: those that are breaking even and able to handle only new receipts (ZSF and ZLA).
- I think the Northeast is going to see rapid drop in backlogs over the next two years given the current circumstances.
- LIFO has been effective at every office at this point.
- Non-ZMI receipts have dropped to the pre-FY12 levels for most offices. And LIFO's impacts on slowing receipts might be near its maximum everywhere except ZHN and ZMI.
- Office closures have caused spikes in affirmative receipts, but mostly in locations where reopenings should cause immediate declines: ZCH, ZNY and ZNK have capacity to handle all new receipts for almost any likely growth. ZAR is the one office where this new receipt spike may not drop off once the offices reopen.
- In FY21, it would be great to get ZSF and ZLA into the Group 1 mentioned above. At ZLA, surging in staff might be effective. At ZSF, hiring now for the slowly-developing Seattle-based sub-office might work. Perm staff in Seattle could keep home office staff at ZSF instead of doing circuit rides to Seattle, Portland and Reno. IPNs should come from ZNK and ZCH – both will soon be overstaffed for their backlogs given their likely production rates. They could begin attriting 5-10 AOs below authorized for both offices if backlog reduction continues in FY21.

Office Capacity Above LIFO

Status Rank	Office	Peak FY12-18 Receipts Eliminated	Quarterly Backlog Reduction	Months to BL Elimination	Excess Capacity above LIFO	Closure Surge	Total Pending
1	ZNY	160%	-1,500	60 Months	10+ Officers	150%	42,707
2	ZNK	110%	-2,500	30 Months	10-15+ Officers	100%	27,538
3	ZCH	50%	-3,000	24 Months	5+ Officers	70%	21,391
4	ZLA	120%	0	10+ Years	5 Officers	0%	39,051
5	ZSF	70%	0	Growth likely	2 Officers	30%	32,379
6	ZHN	50%	up 2,500	Up 10,000 Year	0 Officers	90%	27,538
7	ZAR	70%	up 3,000	Up 15,000 Year	0 Officers	100%	41,958
8	ZMI	45%	up 7,000	Up 30,000 Year	0 Officers	100%	100,000

David

From: Pilotti, David A
Sent: Friday, April 17, 2020 3:47 PM
To: Davidson, Andrew J [REDACTED]
Subject: Office performance targets (Q1-Q2)

Andrew,

Here is the mid-year data report on our FY targets. It is basically a repeat of what we provided RAO in the SES PPA documents. In this report, the Asylum Offices' performance is the focus. There's one metric – the overselect goal – that I plan to rerun using the raw HCT data. That change will probably leave a few more offices shy of the 20% target. I'll send you and Ashley the update.

Thanks, David

FY2020 National Goals (Q1-Q2)

Measure	FY20 Target	FY20 Status	ZAR FY20 Status	ZCH FY20 Status	ZHN FY20 Status	ZLA FY20 Status	ZMI FY20 Status
FY20 Average Days for MPP Cases	≤ 1 calendar days	0.29					
FY20 Average Days for Processing All CF Referrals	≤ 10 calendar days	15.6	28.2	5.3	12.6	19.3	4.7
FY20 Average Days for Processing RF Referrals	≤ 10.49 business days	4.8	5.96	4.9	4.52	5.3	2.1
FY20 Affirmative Asylum (I-589) Completions ≥ 68,396 (34,198 Q2) (Directors' Conf. version)	≥ 34,198	36,225	2,188	4,852	2,800	5,310	4,700
FY20 Affirmative Asylum (I-589) Completions ≥ 70,000 (35,000 Q2) (Feb. 2nd version)	≥ 35,000	36,225	2,188	4,852	2,800	5,310	4,700
Actionable I-881's Pending Six Months or Less (I-881 Six-Month Real Cycle Time)	≥ 70%	31%	29%	27%	46%	32%	13%
Asylum Officer Vacancy Rate (expressed as % onboard)	> 95%	111%	106%	126%	130%	109%	111%
All Staff Vacancy Rate (expressed as % onboard)	> 95%	101%	97%	117%	130%	106%	101%
Asylum Officer Overselect Goal [Undergoing Revisions] (expressed as % onboard)	> 20%	34%	43%	45%	53%	29%	27%

From: Pilotti, David A
Sent: Monday, April 13, 2020 4:14 PM
To: Caudill-Mirillo, Ashley B [REDACTED]
Subject: RE: mid-year progress -- get it to you today

Ashley,

Here's the target chart. I did not see the final version of Andrew's PPA submission. I'll send you what I last had. He told me over the phone that he would do the final edits.

A few notes on these figures:

1. The overselect values below are suspect. I used the same Mgt. Branch report that led me to think there were 460 people in the pipeline. I'll have to hand-calculate these to get better numbers.
2. There are 2 affirmative asylum targets:
 - a. The first one the directors' saw at the winter Conference.
 - b. The second set was one of many updates. We submitted this version to RAIO and it includes many necessary changes such as the increased border screenings by ZSF.

I should probably run through these numbers again for accuracy, but sense you are attempting to finalize everything tonight, I wanted you to have something.

FY2020 National Goals

Measure	FY20 Target	FY20 Status	ZAR FY20 Status	ZCH FY20 Status	ZHN FY20 Status	ZLA FY20 Status	ZMI FY20 Status
FY20 Average Days for MPP Cases	≤ 1 calendar days	0.29					
FY20 Average Days for Processing All CF Referrals	≤ 10 calendar days	15.6	28.2	5.3	12.6	19.3	4.7
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FY20 Affirmative Asylum (I-589) Completions ≥ 68,396 (34,198 Q2) (Directors' Conf. version)	≥ 34,198	36,225	2,188	4,852	2,800	5,310	4,700
FY20 Affirmative Asylum (I-589) Completions ≥ 70,000 (70,000 Q2) (Feb. 2nd version)	≥ 35,000	36,225	2,188	4,852	2,800	5,310	4,700
Actionable I-881's Pending Six Months or Less (I-881 Six-Month Real Cycle Time)	≥ 70%	31%	29%	27%	46%	32%	13%
Asylum Officer Vacancy Rate (expressed as % onboard)	> 95%	111%	106%	126%	130%	109%	11%
All Staff Vacancy Rate (expressed as % onboard)	> 95%	101%	97%	117%	130%	106%	10%
Asylum Officer Overselect Goal (expressed as % onboard)	> 20%	34%	43%	45%	53%	29%	27%

From: Caudill-Mirillo, Ashley B <[REDACTED]>

Sent: Monday, April 13, 2020 3:07 PM

To: Pilotti, David A <[REDACTED]>

Subject: RE: mid-year progress -- get it to you today

No worries. That was more for the field directors since I don't see them every day. Did you finalize something for Andrew's mid-cycle? I thought so and I can't seem to find it. Hoping to review it to be sure I didn't miss something for myself.

From: Pilotti, David A [REDACTED] (b)(6)
Sent: Monday, April 13, 2020 2:47 PM
To: Caudill-Mirillo, Ashley B [REDACTED]
Subject: mid-year progress -- get it to you today

Ashley,

I have been updating the offices' mid-year progress to the targets for Q1-Q2. I will have it to you today.

Sorry for the delay.

David

From: Pilotti, David A
Sent: Wednesday, March 16, 2016 8:42 AM
To: Lafferty, John L
Subject: RE: Paper on long-term projections
Attachments: final FY2014-2018 Backlog Reduction Narrative for OMB 4-3-14 CLEAN.docx; final FY2014-2018 Backlog Reduction Narrative for OMB 4-7-14 A with updates.docx; Asylum Division Staff Increase Request 7-18-14.docx; Copy of summary 2-26-15 master.xlsx

From: Lafferty, John L
Sent: Wednesday, March 16, 2016 8:02 AM
To: Pilotti, David A
Subject: Paper on long-term projections

David,

Could you pull up that document you did a while back for Joe projecting our backlogs under various receipt and staffing levels? I wanted to take a look at it again.

Thanks!

John

Affirmative Asylum Backlog Reduction Projections FY14-FY18

Highlights:

- In response to increasing receipt levels and a growing backlog of affirmative asylum applications (I-589s), the Asylum Division received approval to increase officer staffing by >25% at the end of FY13, achieved significant efficiencies by streamlining the credible fear screening process during FY13, and plans to improve efficiency in the reasonable fear screening process by at least 20% during FY 2014.
- Even with increased staffing, improved efficiencies, and other steps taken to temporarily increase production, the number of pending I-589s will continue to increase through FY14 and beyond, unless there is 1) a further increase in staffing levels or 2) annual receipts of asylum applications and credible fear/reasonable fear screening referrals return to below FY13 receipt levels.
- If Asylum Division receipts projected for FY14 remain at that higher level for subsequent years, the Asylum Division would need to hire and train more than 100 additional asylum officers during the course of FY15 to order to eliminate the backlog of pending affirmative asylum caseload by the end of FY18. If receipt levels continue to trend upward in subsequent years, the number of additional staff needed will also increase further in order to eliminate the backlog by FY18.

Asylum Division Case Production – Low Estimate of Case Receipts FY14-FY19:

LOW ESTIMATE (2014 SAM; Lower RF)	2014	2015	2016	2017	2018	2019
Staff (Asylum Officers)	319	373.00	373	373	373	373
Credible Fear	55,000	36,035	36,035	36,035	36,035	36,035
Reasonable Fear	9,000	7800	7800	7800	7800	7800
Affirmative Receipts	48,251	40,000	40,000	40,000	40,000	40,000
Affirmative Production	24,120	49,587	49,618	47,978	47,978	47,978
Pending Asylum Cases	56,691	45,474	34,181	24,528	14,875	5,222

Asylum Division Case Production – Mid-Level Estimate of Case Receipts FY14-FY18:

MIDDLE ESTIMATE (2014 SAM)	2014	2015	2016	2017	2018	MIDDLE ESTIMATE (2015-2018 SAM)	2014	2015	2016	2017	2018
Staff (Asylum Officers)	373	373	373	373	373	Staff (Asylum Officers)	373	426	490	490	490
Credible Fear	55,000	55,000	55,000	55,000	55,000	Credible Fear	55,000	55,000	55,000	55,000	55,000
Reasonable Fear	10,000	10,000	10,000	10,000	10,000	Reasonable Fear	10,000	10,000	10,000	10,000	10,000
Affirmative Receipts	48,250	48,250	48,250	48,250	48,250	Affirmative Receipts	48,250	48,250	48,250	48,250	48,250
Affirmative Production	35,794	35,794	34,154	34,154	34,154	Affirmative Production	35,794	48,635	64,659	63,019	63,019
Pending Asylum Cases	56,691	67,065	79,079	91,093	103,107	Pending Asylum Cases	56,691	54,999	38,465	23,571	8,677

Asylum Division Case Production – High Estimate of Case Receipts FY14-FY18:

HIGH ESTIMATE (2014 SAM)	2014	2015	2016	2017	2018	HIGH ESTIMATE (2015-2018 SAM)	2014	2015	2016	2017	2018
Staff (Asylum Officers)	373	373	373	373	373	Staff (Asylum Officers)	373	467.5	600	600	599
Credible Fear	55,000	75,000	75,000	75,000	75,000	Credible Fear	55,000	75,000	75,000	75,000	75,000
Reasonable Fear	10,000	10,000	10,000	10,000	10,000	Reasonable Fear	10,000	10,000	10,000	10,000	10,000
Affirmative Receipts	48,250	55,002	58,000	58,000	58,000	Affirmative Receipts	48,250	58,000	58,000	58,000	58,000
Affirmative Production	35,794	24,456	22,816	22816	22816	Affirmative Production	35,794	45,830	75,890	74,250	74,250
Pending Asylum Cases	56,691	82,674	116,098	149,522	182,946	Pending Asylum Cases	56,691	63,778	43,805	25,472	7,139

NOTE

- These projections assume that sufficient resources will continue to be devoted to the processing of Credible Fear and Reasonable Fear referrals in order to complete all referrals within established timeframes, leaving no backlog of those cases.
- The GREEN box indicates when the pending number of asylum cases falls below a 4.5 month cycle time, based on the previous 12 months of receipts. That level of pending cases is considered the number of cases normally in the processing pipeline.

Background

The United States asylum program is administered by the USCIS Asylum Division, which also oversees the credible fear and reasonable fear screening programs that afford protection reviews for individuals subject to expedited removal and similar removal mechanisms. Since Fiscal Year 2011, the total number of receipts has increased precipitously within each of these three programs.¹ The surge in receipts has far outstripped the capacity of the FY12 staffing of the Asylum Division, and USCIS has taken significant steps in response, including a staff increase of over 25% and the introduction of broad policy changes to improve case processing times.

The staffing increases to the Asylum Division approved at the end of FY13 are nearly in place and should be fully deployed by the end of FY14. The Asylum Division has also implemented measures to realize efficiencies in the processing of credible fear claims minimizing adjudicative work, introducing the wide use of telephonic applicant interviews, and using temporary staff redeployments across USCIS to the regions that have been the most severely impacted by the surge in case receipts. The Asylum Division is streamlining aspects of the reasonable fear process during FY14 to gain similar efficiencies to those accomplished in credible fear processing.

During 2014, USCIS anticipates the total case receipts for the Asylum Division to exceed FY13 levels by more than 25% with further increases in FY16-FY18. The Asylum Division now anticipates that receipt levels will reach 55,000 credible fear, 9,000 reasonable fear, and 48,250 affirmative cases by the end of FY2014. Only a significant reverse to this trend or a broad staffing expansion will allow USCIS to reduce the pending asylum workload to an acceptable level.

If receipts continue to grow, reducing or keeping even with the current backlog would be difficult and require a significant staff increase over current levels. For example, if the moderate estimated projection of FY2014 receipts reaching 55,000 credible fear receipts and 48,250 asylum receipts, the pending caseload will increase from 32,560 to over 100,000 by FY2018. A staffing increase of more than 100 additional officers would be necessary to reduce pending asylum claims to an acceptable level. If the highest projected increases are received, an additional staffing increase of more than 200 officers would be necessary to address the pending caseload and new receipts by 2018.

¹ Credible fear receipts increased from 11,217 in FY11 to 13,880 in FY12 and 36,035 in FY13; reasonable fear rose from 3,233 to 5,070 in FY12 and 7,735 in FY13; and affirmative receipts went from 36,423 to 43,329, and 45,392 in FY13.

Asylum Division Staffing Increase Request
July 2014

Background & Justification

The Asylum Division has experienced significant increases in its three major caseloads over the 5 years:

- Credible fear referrals have increased tenfold since FY 2009, going from 5,369 to a projected 55,000 by the end of FY 2014.
- Reasonable fear referrals have climbed from 1,109 in FY 2009 to a projected 9,000 by the end of FY 2014.
- Affirmative asylum receipts have doubled from 27,043 in FY 2009 to a projected 53,000 by the end of FY 2014.

Since June 2013, under a Departmental initiative, we accelerated our credible fear processing times from a fourteen day standard to an eight day average on all incoming referrals. In order to address these increased workloads and accelerate our pace of processing on credible fear cases, we have taken several steps over the last couple of years:

- Streamlined procedures in the credible fear and reasonable fear processes;
- Prioritized the processing of credible fear and reasonable fear workloads;
- Developed a remote interviewing capability that allows Asylum Officers to interview credible fear and reasonable fear cases from any location;
- Maximized overtime resources;
- Requested and received in August 2013 permission to hire 100 additional Asylum Officers;
- Requested and received in June 2014 permission to hire 50 additional Asylum Officers;

In June 2014, as part of the government-wide response to the migration flows at the southwest border, we surged personnel to four sites, including a new 650-bed family detention facility in Artesia, New Mexico. We anticipate that we will need to deploy even more staff to several new family detention facilities, which will be set up over the next several weeks and months. Furthermore, we have prioritized the credible fear and reasonable fear caseloads at the expense of the affirmative asylum caseload, which has developed a significant backlog, increasing from 17,196 at the beginning of FY 2013 to 51,876 in June 2014. The delays in affirmative asylum and the reasonable fear case processing have resulted in two separate law suits.

Below is a request for additional staffing required to stay current with our credible fear and reasonable fear cases and begin to reduce our affirmative asylum backlog by next fiscal year.

Requested Staffing Increase

Asylum Officers¹

	ZAR	ZCH	ZHN	ZLA	ZMI	ZNK	ZNY	ZSF	Total
Currently Authorized	33	29	61	81	64	60	54	43	425
Requested	6	6	3	27	3	22	14	19	100
Total	39	35	64	108	67	82	68	62	525

Supervisory Asylum Officers (at a ratio of 1:5)

	ZAR	ZCH	ZHN	ZLA	ZMI	ZNK	ZNY	ZSF	Total
Currently Authorized	6	6	13	17	13	11	11	8	85
Requested	2	1	0	5	0	5	3	4	20
Total	8	7	13	22	13	16	14	12	105

Support Staff (at a ratio of 1:1.4)

	ZAR	ZCH	ZHN	ZLA	ZMI	ZNK	ZNY	ZSF	Total
Currently Authorized	25	19	46	64	42	36	34	34	300
Requested	4	4	2	19	2	16	10	14	71
Total	29	23	48	83	44	52	44	48	371

Assumptions

Workload Projections

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Staff (Asylum Officers)	319*	473*	525	525	525	525
Credible Fear Referrals ²	55,000	55,000	55,000	55,000	55,000	55,000
Credible Fear Completions	55,000	55,000	55,000	55,000	55,000	55,000
Reasonable Fear Referrals ³	9,000	9,000	9,000	9,000	9,000	9,000
Reasonable Fear Completions	9,000	9,000	9,000	9,000	9,000	9,000
Affirmative Asylum Receipts & Reopens	53,000	60,000	65,000	65,000	65,000	65,000
Affirmative Completions	24,120	61,475	73,400	73,400	73,400	73,400
Affirmative Asylum Pending	56,871	55,396	46,996	38,596	30,196	21,796

*Total number of Asylum Officers adjusted for hiring, on-boarding, and training new positions

¹Twelve of these Asylum Officers will be GS-13 Senior Asylum Officers.

² According to the most current OPQ estimates, it is statistically feasible for the Asylum Division to receive 78,485 credible fear referrals by the end of FY15 and 127,719 in FY16.

³ According to the most current OPQ estimates, it is statistically feasible for the Asylum Division to receive 15,603 reasonable fear referrals in FY15 and 24,349 in FY16.

- *Credible Fear and Reasonable Fear Projections.* The government's current response to the migration flows may have a dampening effect on credible fear and reasonable fear receipts. At the same time, it would not be prudent to underestimate the level of credible fear and reasonable fear receipts in future years in light of recent trends and current OPQ projections. Moreover, there are several legislative and policy proposals that could expand the Asylum Division's role in the credible fear process. Taking these competing factors into account, we decided to fix our credible fear and reasonable fear projections at current levels.
- *Affirmative Asylum Projections.* Affirmative asylum receipts will continue to increase as long as the Asylum Division and the Immigration Courts have backlogs, given the incentive to apply for asylum solely to obtain employment authorization based on a pending asylum application.
- *Affirmative Asylum Backlog Reduction.* With the additional staff requested, we would begin reducing the backlog by over 6,000 cases in FY15 and reach a 11.08 month cycle time by the end of FY15.
- *Hiring.* We will begin the hiring process for 100 Asylum Officers in August 2014. Announcing, interviewing, selecting, security clearance, on-boarding, and training will last through July 2015. If these positions are allotted later than August 2014, the timeline outlined in this document would be pushed back correspondingly.

Strategies for Facility Expansion

Expand in Place at Existing Asylum Offices

Our strong preference would be to first identify opportunities for expanding space at one of the existing eight asylum offices. Thus far, we have identified two Asylum Offices where space could be expanded relatively easily and quickly:

- **ZAR:** In coordination with Facilities, we have developed a plan to make minor renovations to expand cubicle space, which would in turn allow ZAR to move non-officer employees out of existing offices and into these newly constructed cubicles. This would result in a net gain of approximately 15 to 20 offices. While ZAR is allocated only twelve new employees in this staffing request, we could allocate additional positions to ZAR to accelerate backlog elimination and/or assign them to assist other offices remotely or through TDY.
- **ZNY:** When ZNY moves to its new location next year, the new facility has vacant space in the same building that could be acquired by ZNY. Facilities is exploring this option, and if viable, we could aim to house the 27 employees currently allocated to ZNY under this staffing request, and possibly additional employees if space is available. Again, any extra positions could help

accelerate ZNY's backlog elimination and/or be used to assist other offices remotely or through TDY.

The remaining positions in this staffing request would be placed in facilities using one or both of the following models:

Sub-Office Model

This model places newly acquired positions at select locations with vacant space, and these "sub-offices" would be managed by the home Asylum Office with jurisdiction. To the extent possible, we have identified sub-offices where there is both vacant space and a consistent local workload. Depending on the size of the sub-office, we may want to insert a GS-14 Officer-in-Charge as the lead manager on the ground (which is not covered in this staffing request). This model is already being implemented in Boston, where we are setting up a sub-office of 13 employees that would report to ZNK. Some sub-offices would be able to house more staff than the workload at that location merits. In these sub-offices, any surplus staff could be utilized to assist with workloads at other Asylum Offices either through remote interviewing or TDY. While staff could be deployed to these locations relatively quickly under this model, management of staff at disparate locations could be more challenging over the long term.

Proposed Sub-Office	Asylum Office with Jurisdiction	I-589 Filings in FY14	I-589 Pending	Credible Fear Referrals in FY14	Reasonable Fear Referrals in FY14	Available Space (offices)	Comments
Atlanta, GA	ZAR	559	121	687*	384*	15	Co-located with USCIS Field Office
San Antonio, TX	ZHN	Shared caseload w/ZHN	Shared caseload w/ZHN	Shared caseload w/ZHN	Shared caseload w/ZHN	TBD	New USCIS Field Office facility has adjacent space that could be leased
Phoenix, AZ	ZLA	465	18	5,558**	752**	TBD	Federal Building
San Bernardino, CA	ZLA	Shared caseload w/ZLA	Shared caseload w/ZLA	699***	180***	18	Co-located with USCIS Field Office
Orlando, FL	ZMI	746	209	0	0	15	Includes Jacksonville cases; at Federal Courthouse
Manhattan, NY	ZNK	Shared caseload	Shared caseload	0	0	TBD	26 Federal Plaza

		w/ZNK	w/ZNK				
Seattle, WA	ZSF	790	609	1,054	609	TBD	

*includes all detention facilities in GA

**includes all detention facilities in AZ

***includes Adelanto facility

Stand Alone Asylum Office Model

This model places extra personnel in newly created stand-alone Asylum Offices in locations where receipts have been historically high. Again, we could place newly acquired staffing that we could not place anywhere else in these larger offices. Any excess capacity could be used to accelerate backlog elimination at the local site, conduct circuit rides in its newly acquired jurisdiction, and/or assist other offices with their workload. While this model would require more overhead (such as adding a Director and Deputy) and could take more time to acquire a large enough facility, it could be more sustainable over the long term. The following cities have consistently large caseloads and are geographically far enough away from other Asylum Offices such that they could also cover the caseload in other nearby cities, easing the burden on other Asylum Offices to conduct circuit rides:

Proposed Stand-Alone Asylum Office	I-589 Filings in FY14	I-589 Pending	Credible Fear Referrals in FY14	Reasonable Fear Referrals in FY14	Total
Atlanta, GA	559	121	687	384	1751*
Phoenix, AZ	465	18	5,558	752	6,793
Boston, MA**	2,113	1,433	60	55	3,661
Seattle, WA	790	609	1,054	609	3,062

*A proposed new family detention facility in central Georgia could significantly increase the credible fear caseload here.

**The idea would be to add more than the 13 positions currently assigned to the sub-office in order to make it into a stand-alone office. Facilities is exploring whether there is more space we can acquire in the Federal Building.

It should be noted that in 2009, the agency promulgated a regulation that deleted USCIS office and filing locations (including 8 CFR 100.4(f) dealing with Asylum Offices). The purpose behind the regulatory change then was to allow the agency more flexibility to redistribute work as necessary (especially with Transformation), without resorting to changing applicable regulations each time. After also consulting

with regulatory counsel here, we are of the understanding that the Director has the authority to establish new asylum offices or sub-offices and publication in the federal register is not required. In the absence of applicable regulations requiring amendment, it appears that the primary step would be the need to update the website with any new locations, as the form instructions on the I-589 simply point to the website.

From: Pilotti, David A
Sent: Friday, October 05, 2018 10:36 AM
To: Higgins, Jennifer B; Lafferty, John L; Kim, Ted H
Cc: Roberts, Rhonda J; Caudill-Mirillo, Ashley B
Subject: RE: Q on FY19 AOP Staff 457+25 for RAIO Asylum
Attachments: ASYLUM FY19-20 SAM V3.3.xlsx; Updated SAM; Backlog Reduction Plan Field Office Final OPQ.DOCX

Jennifer and John,

I have attached the most recent FY19 SAM we received back in July; at that time, the SAM included 168 enhancement positions. I also attached the final Backlog Reduction Plan, which identifies the need for 457 FTEs.

Thanks,
David

U.S. Citizenship and Immigration Services

From: Higgins, Jennifer B
Sent: Friday, October 05, 2018 10:45 AM
To: Lafferty, John L; Kim, Ted H
Cc: Roberts, Rhonda J; Caudill-Mirillo, Ashley B; Pilotti, David A
Subject: RE: Q on FY19 AOP Staff 457+25 for RAIO Asylum

I'm confused. My understanding is that the SAM has you needing (and getting) over 400 positions for backlog reduction and over 150 positions (of which you will get 25 to start) for "new work".

From: Lafferty, John L
Sent: Friday, October 05, 2018 10:33 AM
To: Kim, Ted H; Higgins, Jennifer B
Cc: Roberts, Rhonda J; Caudill-Mirillo, Ashley B; Pilotti, David A
Subject: FW: Q on FY19 AOP Staff 457+25 for RAIO Asylum

Just would like to make something very clear. As Ted knows, Asylum has been trying to get this information from OPQ for months, since before he went into the acting position. Ever since they came out with that backlog reduction model, we have tried to find out the numbers behind their chart. They continuously stonewalled us. The chart they finally sent

over to Kathy and James yesterday is the first time anyone in the Asylum Division has set eyes on it. The SAM showed us getting 168 positions for 2019, not 457+25. The SAM process is a farce.

Sorry that I did not have an answer for you yesterday when you asked.

From: Caudill-Mirillo, Ashley B
Sent: Thursday, October 04, 2018 2:43 PM
To: Lafferty, John L; Pilotti, David A; Liberto, James; Baker, Katherine H
Cc: Evans, Bryan B
Subject: RE: Q on FY19 AOP Staff 457+25 for RAIO Asylum

They just sent it. See attached.

Ashley Caudill-Mirillo
Asylum Division

From: Lafferty, John L
Sent: Thursday, October 04, 2018 2:42 PM
To: Pilotti, David A; Liberto, James; Baker, Katherine H
Cc: Caudill-Mirillo, Ashley B; Evans, Bryan B
Subject: RE: Q on FY19 AOP Staff 457+25 for RAIO Asylum

James and Kathy,

Can you please forward whatever you got to us ASAP. I had Jennifer ask me for the breakdown of this this morning, and I have absolutely no idea what OPQ has done. They have refused to share their work with us.

John

From: Vita, Diana P
Sent: Thursday, October 04, 2018 2:15 PM
To: Pilotti, David A; Powell, Gary M; Liberto, James; Baker, Katherine H
Cc: Lafferty, John L; Caudill-Mirillo, Ashley B; Evans, Bryan B
Subject: RE: Q on FY19 AOP Staff 457+25 for RAIO Asylum

David,

We have already provided this information to James Liberto and Kathy Baker based on their request this morning. I am adding them to this email for awareness.

Thank you,

Diana P. Vita

Chief

Staffing Analysis and Modeling (SAM) Branch
Forecasting and Modeling Division
Office of Performance & Quality (OPQ)

DHS | U.S. CITIZENSHIP & IMMIGRATION SERVICES (USCIS) HQ | MANAGEMENT (MGMT) DIRECTORATE
111 Massachusetts Ave. NW Suite 3000, Washington, DC 20529-2220 | Work Cell# [REDACTED]

(b)(6)

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From: Pilotti, David A

Sent: Thursday, October 04, 2018 2:13 PM

To: Powell, Gary M; Gustin, Delancey L

Cc: Vita, Diana P; Lafferty, John L; Caudill-Mirillo, Ashley B; Evans, Bryan B; Neufelder, Joshua M

Subject: RE: Q on FY19 AOP Staff 457+25 for RAIO Asylum

Thanks for the email, Gary. What we would like to nail down is how the 457 positions fit this table.

Asylum Offices			Arlington	Arlington - Crystal City (ZCC)	Chicago	H
Job Title	Occ Series	Grade				
Chief of Staff	301	14				
Section Chief	930	14				
Supervisory Asylum Officers	930	13				
Supervisory Asylum Officers	930	14				
Supervisory Asylum Officers	930	15				
Asylum Officers (Including QA/T)	930	9				
Asylum Officers (Including QA/T)	930	11				
Asylum Officers (Including QA/T)	930	12				
Asylum Officers (Including QA/T)	930	13				
Asylum Officers (Including QA/T)	930	14				
Supervisory Immigration Analysts	901	11/12				
Immigration Analysts	901	5/7/9				
Supervisory Management and Program Analyst	343	13/14				
Management and Program Analysts	343	7/9/11/12/13/14				
Supervisory Mission Support Specialist	301	12/13				
Mission Support Specialist	301	7/9/11/12				
Mission Support Assistant	303	5/6/7				
Congressional Liasion Specialist	301	7/9/11				
Staff Assistant	301	7/9/11/12				
Mail and File Clerk	305	4/5				
Secretary OA	318	6/7				
Program Manager	340	13				
CIS Assistant OA	1802	5/6/7				
Supervisory CIS Assistant	1802	9/11/12				
CIS Clerk OA	1802	5				
IT Specialist	2210	12				
Total			-	-	-	-

Thanks,

David

From: Powell, Gary M
Sent: Thursday, October 04, 2018 2:10 PM
To: Pilotti, David A; Gustin, Delancey L
Cc: Vita, Diana P; Lafferty, John L; Caudill-Mirillo, Ashley B; Evans, Bryan B; Neufelder, Joshua M
Subject: RE: Q on FY19 AOP Staff 457+25 for RAIO Asylum

Hi David

The Backlog Model was comprehensive and included greater projections for FY19 and FY20 than what SAM19 uses. I did some updating to the Backlog model using some of the SAM19 assumptions, and it actually would reduce your number to 407.. this is why there is nothing in addition to the 457.

Please let me know if Asylum needs a more detailed explanation or if this makes sense.

G

From: Pilotti, David A (b)(6)
Sent: Thursday, October 04, 2018 2:05 PM
To: Gustin, Delancey L [REDACTED] Powell, Gary M [REDACTED]
Cc: Vita, Diana P [REDACTED] Lafferty, John L [REDACTED] Caudill-Mirillo, Ashley B
[REDACTED] Evans, Bryan B [REDACTED]; Neufelder, Joshua M
Subject: Q on FY19 AOP Staff 457+25 for RAIO Asylum
Importance: High

Delancey and Gary,

It looks like USCIS's new AOP enhancements include the 457 staff from the USCIS backlog elimination plan, but the AOP enhancements apparently do not include any staffing from the FY2019 SAM for the Asylum Division.

Our Associate Director Jennifer Higgins asked our office for the breakdown of the approved 457 positions. Could you send us the breakdown for this staff? As you probably remember, our office has seen only the Word-document summary of the backlog elimination plan. We do not have the Excel model or know the staffing allocations by location, by position, or even the general breakdown between officer positions, supervisors, and support staff.

Right now we are in the dark on how we should respond to RAIO leadership's request. If your office could provide us with the staffing information today, that would be great.

Thanks a lot.

David

David Pilotti
US Citizenship and Immigration Services
Department of Homeland Security
[REDACTED]

From: Neufelder, Joshua M
Sent: Wednesday, July 25, 2018 2:28 PM
To: Pilotti, David A
Cc: Vita, Diana P; Gustin, Delancey L; Powell, Gary M
Subject: Updated SAM

David, per your question, I have updated the SAM to reflect the ATL authorized numbers. Please see revised SAM. It also notes the comparison to calculations for FY19 and FY20 vs FY18 on the OCFO tabs. Cells are commented. Hope this helps.

Regards,

- Josh



Joshua M Neufelder

Operations Research Analyst
Forecasting and Modeling Branch (FMB)
Office of Performance and Quality (OPQ)
USCIS, HQ



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U.S. Citizenship and Immigration Services (USCIS)

USCIS Backlog Reduction Plan: Fiscal Years 2019-2024

Factors Contributing to Backlog Growth

USCIS defines “backlog” as the number of cases not completed within the publically stated processing time goal (e.g., 5 months for the Form N-400, Application for Naturalization).¹ The backlog has been increasing since 2012, during the past two years in particular, while completions have remained relatively stable in fiscal years (FY) 2016 and 2017. At the end of FY 2017, USCIS had a net backlog of 2.33 million forms, accounting for approximately 41% of its total pending inventory.

Multiple factors have contributed to the growth in the backlog over the past 5 years.

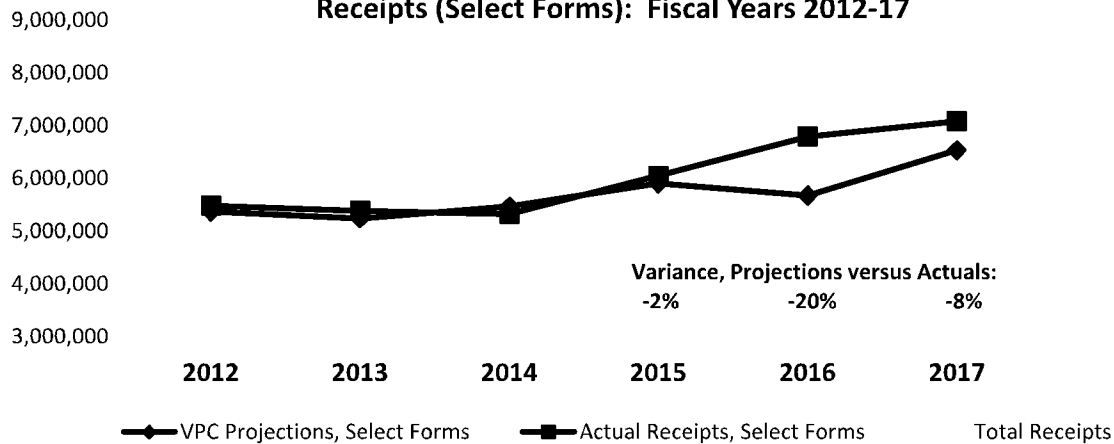
- **Receipt increases:** There have been larger than projected increases in receipts during the past two fiscal years, especially naturalization applications.
- **Resources:** Hiring plans were below what was actually required due to the unexpected growth in receipts, resulting in fewer officer positions and support staff than needed.
- **New programs:** DACA and other new policies have contributed to more workload in recent years.
- **New technology:** ELIS automation has increased the adjudication times for some forms during initial implementation phases.
- **Increased legal complexity and form length:** Some forms have increased in length and complexity, such as N-400, I-485, etc., which has resulted in increased adjudication time.
- **Quality Workplace initiative:** Removal of officer productivity metrics shifted some of the focus from quantity to quality of decisions.
- **Increased vetting and security checks:** Additional and more thorough procedures have increased the time of adjudication and contributed to increases in the backlog.

As highlighted above, a major contributing factor is a shortfall of officer positions relative to incoming work, a product of receipts having exceeded projections the past two fiscal years (see Chart 1).²

¹ Applications and petitions that are not ready for adjudication (or are outside of USCIS control) are excluded from the backlog definition. Examples of cases outside of USCIS control include petitions for immigrant status where the beneficiaries are not eligible to immigrate due to preference limits and other petitions / applications waiting for petitioners to supply needed information.

² For consistency over time, the selected forms used to calculate the projection versus actual comparisons are: I-90, I-129, I-129F, I-130, I-131, I-140, I-360, I-485, I-539, I-751, I-765 (non-TPS non-DACA), N-400, N-600/N-600K. These forms represent more than 80% of all USCIS receipts. The variance between projections and actual receipts when including all forms was about -10 percent in FY 2016 and -5 percent in FY 2017.

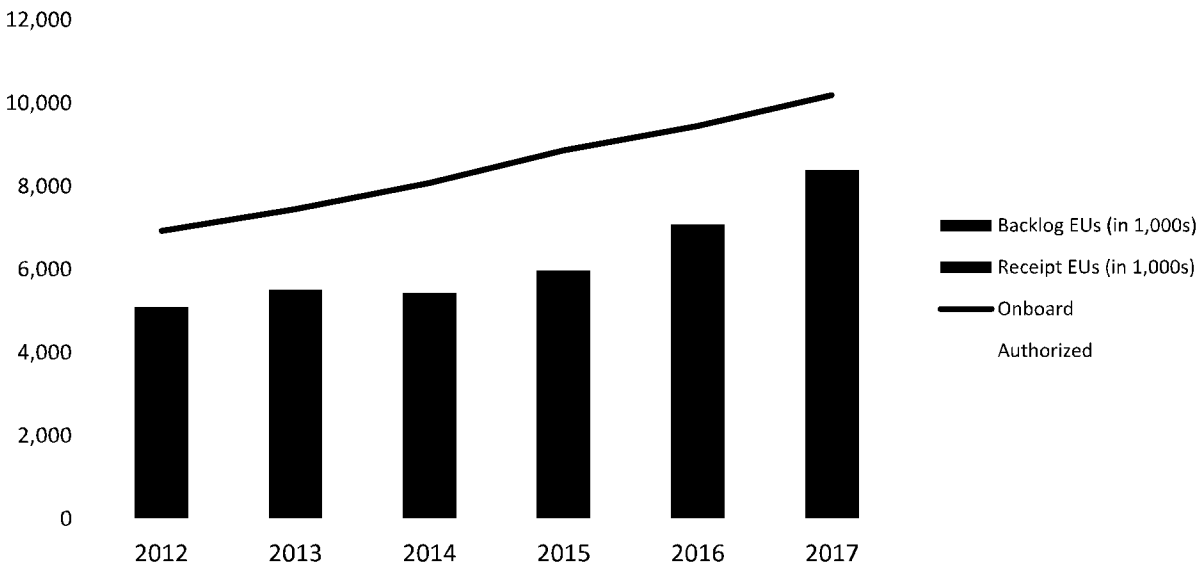
Chart 1: Receipt Growth, Variance between Projections and Actual Receipts (Select Forms): Fiscal Years 2012-17



Total receipts have also increased over the past 5 years, with expected cyclical increases in certain years corresponding to I-821 DACA, I-821 Temporary Protected Status, and associated forms with 2-year or 18-month renewal cycles.

Focusing on the domestic operations workload, Chart 2 shows that the increase in workload is not equally increasing with the resources needed to complete the work (when including backlogs). Apart from the resources needed, onboarding of employees has not quite equaled the authorized staff in the past 5 years. This is due to hiring lags and training needed to for officers to produce at the full productivity level. Therefore, there has been a constant gap between authorized, onboard, and fully productive staff.

Chart 2: Domestic Workload and Staffing



Other factors that have accounted for gaps between actual receipts and projections include new policies, programs, and events such as the DACA program beginning in August 2012, a fee rule in December 2016 which caused filings of several forms to spike before fee increases took effect, and increased naturalization applications related in part to the 2016 presidential election that continued into

FY 2017. The volume of applications and petitions associated with these events were not anticipated by USCIS, which contributed to cases becoming backlogged due in part to lack of available officers to adjudicate them.

Applications for Naturalization (Form N-400) were unusually high in FY 2016 and FY 2017. Normally, naturalization filings increase in the fiscal year preceding a presidential election and then decrease in the fiscal year following the election. In FY 2017, however, N-400 receipts remained as high as they were in FY 2016, contributing to the increase in the backlog.

Typically, applicants and petitioners respond to increases in fees by applying before the date of the increases, but there is no overall increase in demand. In FY 2017, however, I-130 family petition receipts did not decrease following the December 2016 fee increase, which also contributed to the growth in the backlog.

Also, in FY 2014 as part of a Quality Workplace (QW) initiative, USCIS removed productivity metrics from officers' annual performance plans. This was done in an effort to place focus on the quality and completeness of the adjudication process rather than on the number and speed in which cases were processed. While the intentions of the QW initiative were laudable, there is evidence to suggest that this change has contributed to the longer case processing times. In response to this finding, USCIS recently decided to reinstate productivity metrics as part of the officer performance plan for FY 2018, and it is expected that this change may have a positive effect on future processing times.

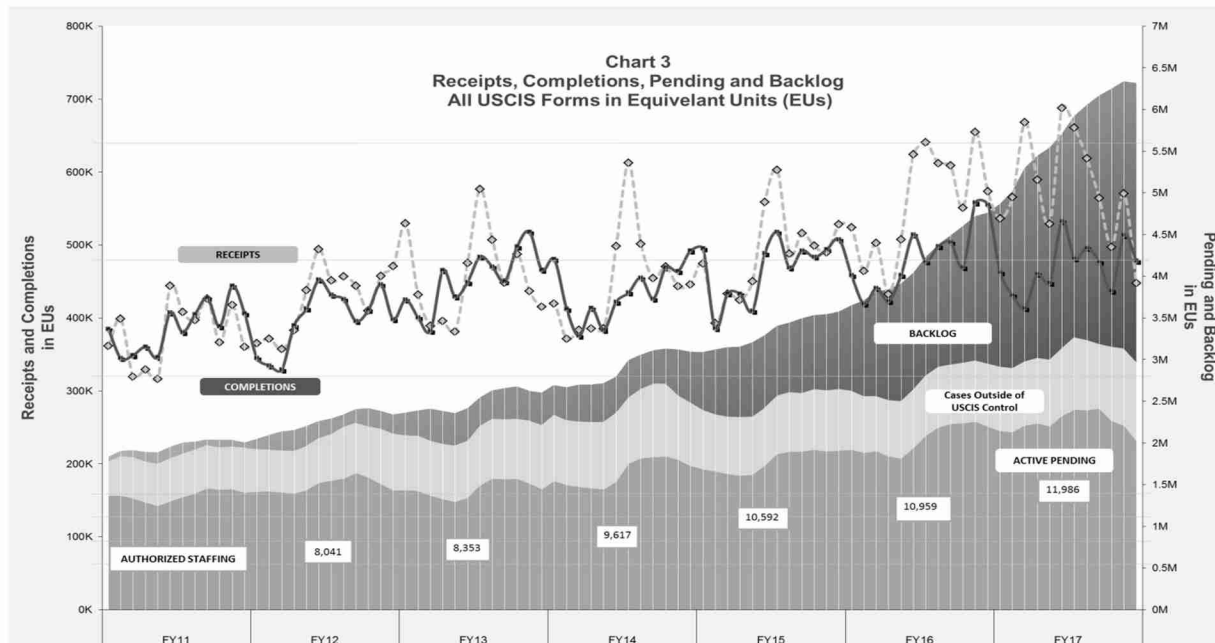
Some factors that have caused completion time per case to increase include increasing legal complexity of cases due to new statutory and policy guidance, as well as federal court and Board of Immigration Appeals (BIA) decisions. These factors contributed to longer case processing times and a growing case backlog. New policy memoranda and precedent decisions can also result in increased adjudication times.

The increase in the length of several major forms (N-400 from 10 pages to 20 pages in 2014, and I-485 from 6 pages to 18 pages in 2017) has increased the time required to accurately adjudicate and complete these cases. In addition to the change in the length of the form, more intricate and difficult questions have been added that need to be thoroughly addressed and vetted for every application or petition. The increase in time required for these forms has resulted in decreased completions per officer and contributed to the growth in backlog.

Increasing security check requirements have also contributed to the increase in backlogs. As an example, recently USCIS introduced additional procedures to implement uniform screening and vetting standards for all immigration programs as specified in Executive Order 13769, "Protecting the Nation from Foreign Terrorist Entry into the United States" (January 27, 2017). These additional checks and interviews have increased the time required to process each case, resulting in officer's completing fewer cases per hour.

Another factor contributing to the growth in backlog is the time needed to complete each case (i.e. processing time), which temporarily increases as new technologies and processes are put into place. Switching adjudication of some applications from paper-based to the electronic-based ELIS system presented initial difficulties. Although this process is ongoing, the transition consisted of time lost to officer training and familiarization with a new system. We are now experiencing improvements in efficiency for forms that have been processed in ELIS, such as the I-90 Renewal workload, and once the transition to ELIS is complete the productivity will increase.

Chart 3 illustrates the growth in backlog since FY 2011, and during FY 2016 and FY 2017 in particular. For each month during those years, the number of receipts expressed in equivalent units³ have consistently exceeded equivalent unit completions.



Receipts EU – Total units of work received in each given month multiplied by a fixed completion rate

Completions EU – Total units of work completed in each given month multiplied by a fixed completion rate

Active Pending EU – Total units within the expected processing time period awaiting completion multiplied by a fixed completion rate

Cases Outside of USCIS Control EU – Total units unable to be completed due to circumstances, such as visa number unavailability, multiplied by a fixed completion rate

Backlog EU – Total units outside the expected processing time period awaiting completion multiplied by a fixed completion rate

Milestones and Investments Needed to Reduce the Backlog

USCIS plans to reduce the backlog over a six-year timeframe by utilizing a six-year forecasting model. This operational model looks at a longer time horizon compared to the two-year forecasts that were previously used. The key requirements of the backlog reduction plan include aggressively increasing the number of adjudications officers in the near term, and achieving sustained officer productivity over the six-year period at FY 2017 levels in order to manage moderately increasing workloads.

USCIS has projected increases in incoming receipts for most major forms for the next two fiscal years. Given the recent trend of immigration filing, it is expected that this increase will continue. In order to address the human and financial resource requirements associated with the backlog reduction plan and a projected modest increase in forecasted receipts as compared to recent years, USCIS plans to publish a Federal Register Notice (FRN) by the end of FY 2018 to increase the premium processing fee by consumer price index, all urban consumers (CPI-U) inflation, as well as initiate rulemaking to adjust the Immigration Examinations Fee Account (IEFA) fee schedule in FY 2020. It is expected that these specific actions will enable the USCIS to fully fund 2,177 additional positions. USCIS plans to hire these new employees over the course of the next three years to tackle both the backlog and the forecasted new incoming workload. By modeling a six-year expanded time horizon, USCIS is able to identify the required

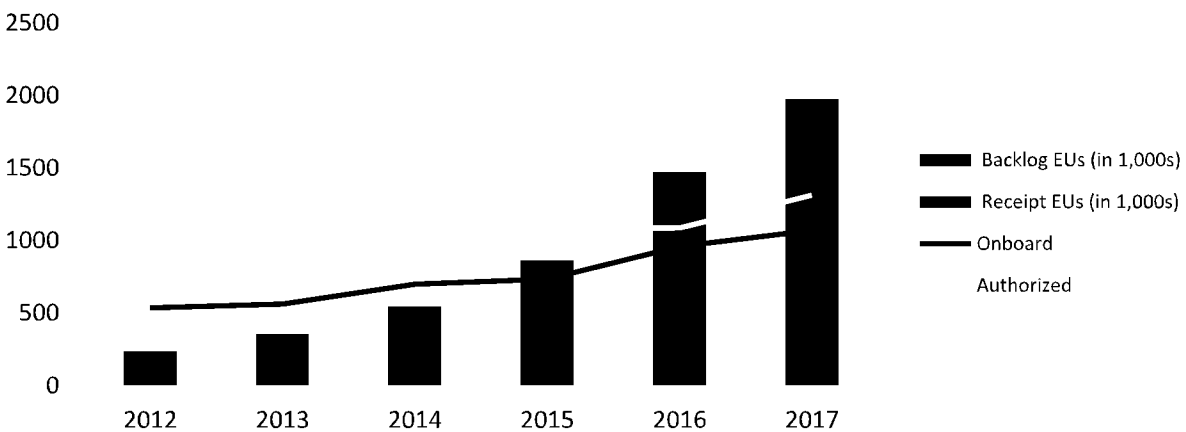
³ Equivalent Units represent the number of officer hours required to complete a workload. Since each form type is unique in how long an officer must spend on that form, on average, expressing workload in Equivalent Units allows for an assessment of that workload in terms of time (hours) rather than volume.

staff earlier, which in turn allows the agency to initiate hiring earlier so that the positions are able to be filled by the time they are needed to achieve the completion targets contained within the performance model. Overall, the backlog reduction plan requires a significant increase in positions to achieve the necessary case completions to meet processing time goals for new workloads, while also decreasing the existing backlog by 2024. It is expected that the backlog, however, will initially grow in the short-term (i.e., until FY 2021) until the planned decreases are achieved.

- Backlog Elimination for Form I-589

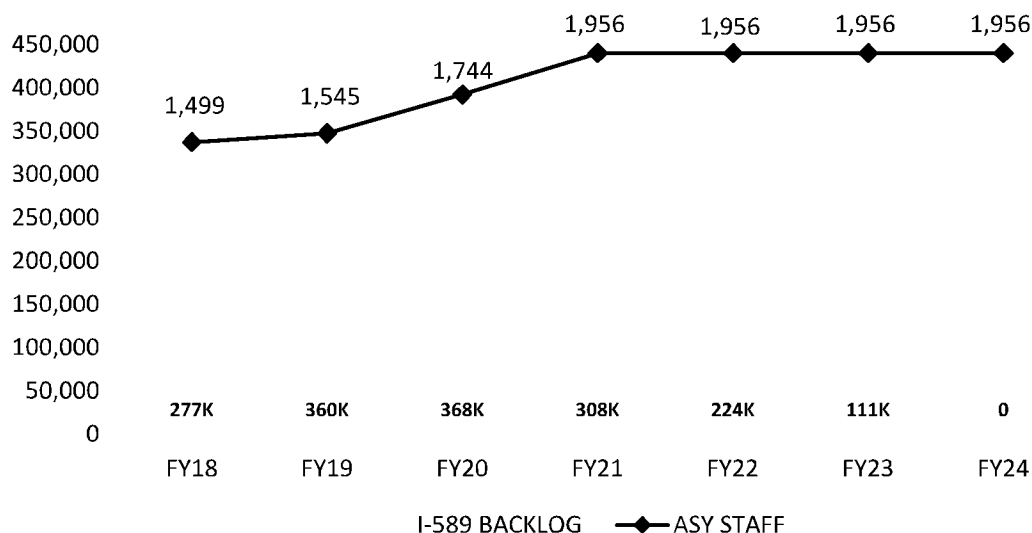
In recent years, especially after 2014, Asylum operations have seen large increases in receipts. The authorized FTEs, and especially those hired are still lagging behind, due to the sheer volume of workload in this operation. Measures are being taken to successfully address the Asylum backlog, as discussed below.

Chart 4: Asylum Workload and Staffing



As requested in the Office of Management and Budget (OMB) passback, the elimination of the backlog for Form I-589, Application for Asylum and Withholding of Removal, is being prioritized in the backlog reduction plan. Of the 2,177 new positions to be allocated service wide, 457 will be allocated to Asylum operations (358 to eliminate the current backlog, and 99 to process incoming receipts within processing times) so that the I-589 backlog can be eliminated within six years. USCIS will increase the authorization level of Asylum operations from the current level of 1,499 positions, to 1,956 positions, a 30% increase (see Chart 5).

Chart 5: Asylum Backlog Reduction

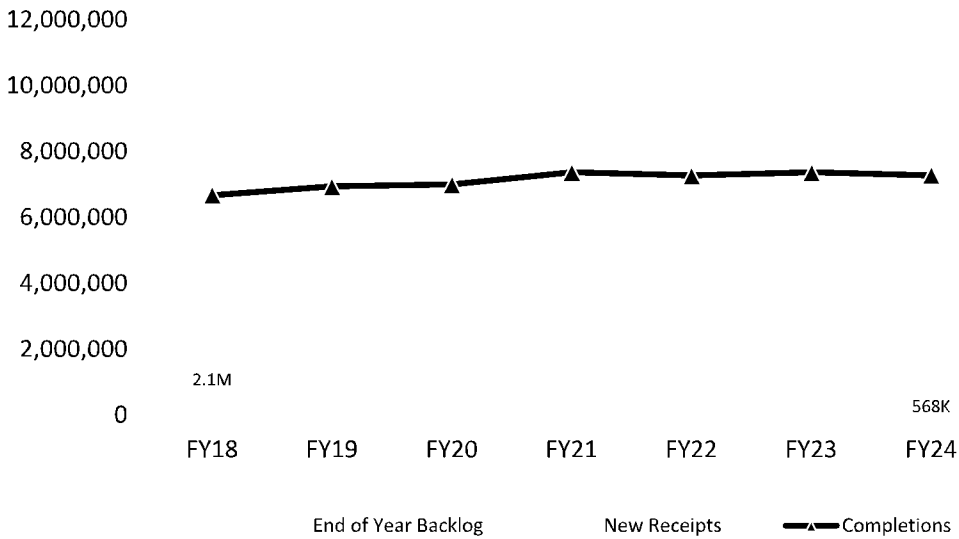


In addition to hiring more staff, efforts are underway to create conditions leading to decreases in I-589 filings over time. In January 2018, USCIS revived its “Last In, First Out” (LIFO) policy, which gives priority to the most recently filed affirmative asylum applications when scheduling asylum interviews. This policy was first established by Legacy INS in January 1995 and it was ended in December 2014, as a result of a significant backlog developed by a surge of Central American asylum seekers, which considerably slowed down the affirmative asylum processing. Consequently, in December 2014, the scheduling system changed to deal with the backlog and the asylum office started interviewing cases on a “first-in, first-out” basis. The resumption of LIFO policy aims to deter individuals filing frivolous, fraudulent, or otherwise non-meritorious asylum applications to obtain employment authorization while their application is pending. Giving priority to recent filings allows USCIS to promptly place such individuals into removal proceedings, which reduces the incentive to file for asylum solely to obtain employment authorization. This approach allows USCIS to focus on bona fide asylum applications and to decrease the overall backlog.

- **Backlog Elimination for other Immigration Forms**

To reduce the remainder of the USCIS backlog, the Agency will need to hire 1,412 additional adjudicative and support staff (735 dedicated to reducing the current existing backlog, and 677 to process future receipts and keep them from adding to the backlog) to achieve a backlog reduction of 76% percent by the end of FY 2024. The staffing targets and their effect on the backlog are displayed in the Chart 6 below. The model assumes an aggressive hiring initiative over the next 3 years; however, additional planning will be required to address expected training and facility space challenges. On average, the operational components in USCIS have been effective at maintaining high on-board rates. At the end of FY2017, the total on-board staff for Field Operations, Service Center Operations and Refugee, Asylum and International Operations was 11,715, 91% of the authorized level.

Chart 6: All Other Backlog Reduction



As mentioned above, metrics have been included in FY2018 performance plans for employees throughout the Agency and offices have been provided completion targets based on capacity. The socialization of the importance of backlog reduction was the most effective initiative in the Agency’s backlog elimination efforts in the early 2000s. USCIS believes that managing to these goals in this plan, balanced with quality and fraud detection will keep the effort on track.

The backlog reduction model also assumes authorizations for 178 additional Management Directorate positions, principally to assist in hiring, and 130 additional Fraud Detection and National Security (FDNS) positions to handle the additional FDNS work referred by the expanded adjudicator corps in the other directorates.

A likely positive effect in reducing the backlog will be the initiative of the H-1B pre-registration system by next cap season. The new process would allow for online registration prior to any required selection which will greatly increase efficiencies at Vermont and California Service Centers, by reducing Center burden. Overall, petitions will be worked in a more orderly and reasonable way which would translate to better completion rates.

Backlog Reduction Model - Key Definitions and Assumptions

The backlog reduction model and plan takes into account the following key assumptions.

Backlog Definition: The current cycle time goals and definition of a “backlogged” case remain constant.

Fee rules: The impact of the planned Fee Rule on the level of future volumes (and the timing of any potential surges) is not accounted for in the plan.

DACA: DACA receipts are projected only through FY 2019. To comply with federal court orders, USCIS has resumed accepting requests to renew the grant of deferred action under DACA. Initial DACA requests are not being accepted. If DACA renewal receipts are accepted beyond FY 2019, USCIS would need to assign resources to the workload and the backlog model would likely need to be updated/revisited.

TPS: TPS beneficiaries from Haiti, Nicaragua, and El Salvador will no longer be eligible to file after FY 2018. However, since it is USCIS' estimation that many of the terminated TPS beneficiaries may file for asylum, the workload may only be shifted towards asylum operations.

Immigration Reform: The backlog elimination plan makes no assumptions in regard to potential immigration reform legislation. Proposed bills would have different consequences on the future receipt volumes and, therefore, on the backlog size. It is uncertain at this time what the end result of any potential immigration reform will look like; therefore, there is no measured effect that can be quantified in the backlog elimination plan.

Completions per Hours: Efficiency assumptions such as Completions per Hour (CpH) and Utilization Rates have been kept constant from FY 2017, except in the case of workloads that were phased in to be interviewed (e.g. I-485 Employment in FY18; I-485 Refugee, I-485 Asylee, I-485 Other, and I-730 in FY19; and I-751 shifts 33% in FY18, 66% in FY19, and 100% in FY20), for which an existing rate for a comparable interviewed workload was adopted. Also, it is assumed that no additional policy or regulatory changes would increase or decrease CpH rates. Not maintaining the CpH at the current level would negatively affect the backlog reduction plan.

Information Technology: No gains or losses in efficiency are assumed due to technology changes, such as any advances in ELIS. While initial efficiency losses are anticipated as more workloads move into ELIS, these temporary losses in productivity are offset by increased productivity after officers become accustomed to the new platform and partial or full adjudications can be automated (as in the case of the I-90 Renewal workload currently).

Information Services Modernization: The backlog model assumes a 50 percent reduction in customer service activities by Immigration Services Officers in Field Offices. A reduction in InfoPass appointments or walk-ins is expected through the new USCIS-launched Information Services Modernization Pilot, which will direct users to web tools, the 1-800 number, and customer contact center to receive the information they need. This alternative to waiting in line will greatly enhance information services and provide USCIS with a better tool to manage its adjudicative resources, allowing for more time for adjudicative processes, and completing more cases.

Priority Forms: Certain forms within each directorate were identified and designated as "Priority" forms that will receive proportionally more staffing resources. These forms will have their backlogs reduced at the possible expense of the backlogs in other form types.

Space and Onboarding: Due to the increase in interview requirements, USCIS would need to secure additional space and staff to support the onboard hiring. USCIS would need additional space to be able to support the newly hired staff required to reduce the backlog.

New and Future Policies: Notice to Appear (NTA) and I-539 reporting biometrics policies are nearing completion and are awaiting implementation guidance. These new policies will highly impact staffing requirements and potentially increase backlogs. The impact of any possible future policies has not been taken into account in this plan.

[Redacted]

(b)(5) (b)(6)

From: Caudill-Mirillo, Ashley B
Sent: Monday, April 27, 2020 10:36 AM
To: Pilotti, David A
Cc: Rellis, Jennifer L
Subject: RE: Redeployment of ZLA/ZSF & LIFO Impacts

Hi David,
Thanks for this!

[Redacted]

From: Pilotti, David A <[Redacted]>
Sent: Sunday, April 19, 2020 9:54 PM
To: Caudill-Mirillo, Ashley B <[Redacted]>
Cc: Rellis, Jennifer L <[Redacted]>
Subject: Redeployment of ZLA/ZSF & LIFO Impacts

Ashley,

[Redacted]

Thanks,
David

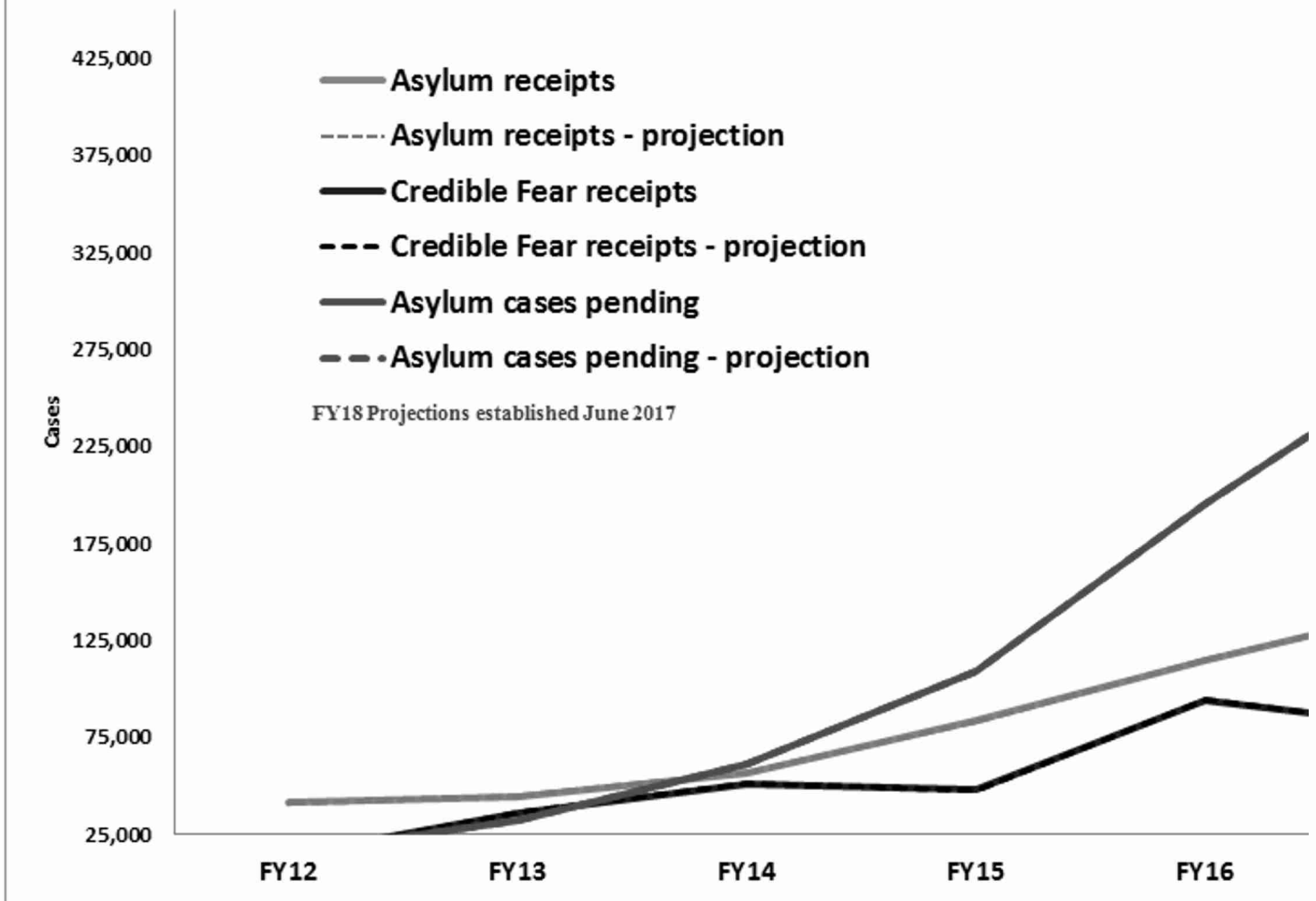
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From: Pilotti, David A
Sent: Friday, July 20, 2018 3:13 PM
To: Varghese, Sunil R; Evans, Bryan B
Cc: Lafferty, John L
Subject: RE: Refugee data and analysis

Definitely. Something like the update below? I used this week's table, included here, for the figures.

Fiscal Year	2017	2018	2019	2020
Credible Fear Workload	78,564	107,200	112,000	114,000
Reasonable Fear Workload	10,273	11,000	13,000	14,000
Affirmative Asylum Receipts	142,818	108,000	114,000	133,000
Affirmative Asylum Completions	50,995	75,921	55,000	54,000
Affirmative Asylum Approvals	15,229	20,000	15,000	14,500
Pending Asylum Cases Q4	289,835	321,914	380,914	459,914

Credible Fear and Affirmative Asylum Receipts and Pending (



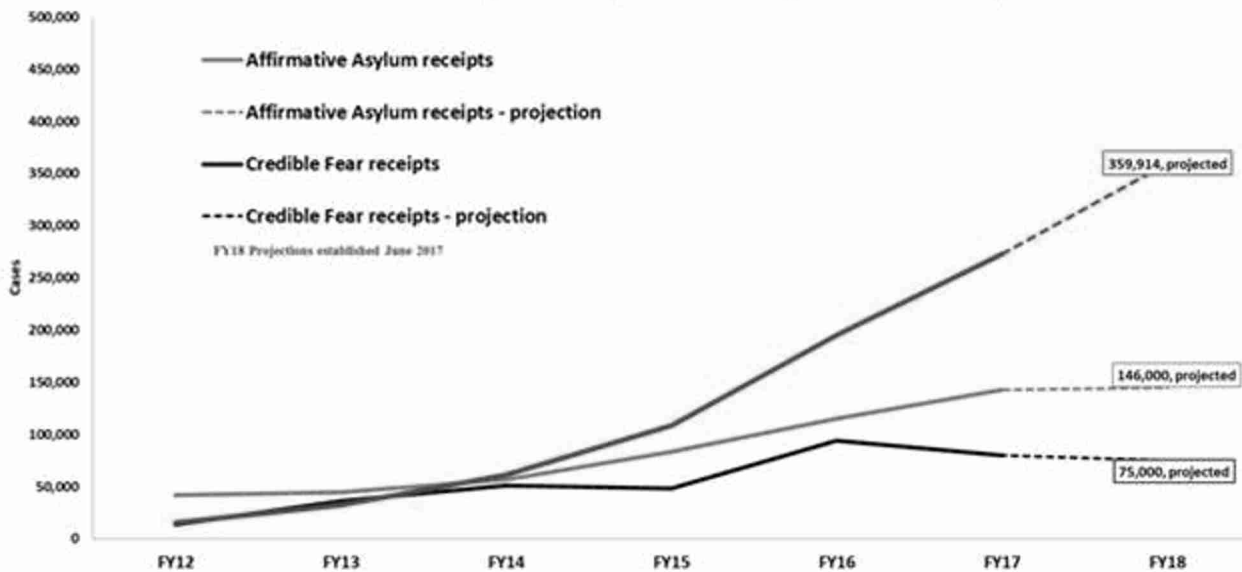
From: Varghese, Sunil R
Sent: Friday, July 20, 2018 3:30 PM
To: Pilotti, David A; Evans, Bryan B
Cc: Lafferty, John L
Subject: RE: Refugee data and analysis

On this chart you made, could you exchange the FY18 #s/projections with the revised FY18 numbers and add the FY19 revised projections (post VPC)?

Affirmative Asylum Backlog FY 2018 Receipt Projections



Credible Fear and Affirmative Asylum Receipts and Pending Caseload - All Asylum Offices



From: Pilotti, David A
Sent: Friday, July 20, 2018 3:24 PM
To: Evans, Bryan B; Varghese, Sunil R
Subject: RE: Refugee data and analysis

I'm in the office as well. Should we gather?

David

From: Evans, Bryan B
Sent: Friday, July 20, 2018 2:59 PM
To: Varghese, Sunil R; Pilotti, David A
Subject: RE: Refugee data and analysis

I am here today.

From: Varghese, Sunil R
Sent: Friday, July 20, 2018 2:52 PM
To: Evans, Bryan B; Pilotti, David A
Subject: RE: Refugee data and analysis

Are either of y'all online today?

From: Varghese, Sunil R
Sent: Thursday, July 19, 2018 11:48 AM
To: Roberts, Rhonda J; Evans, Bryan B; Pilotti, David A

Cc: Lafferty, John L; 'Caudill-Mirillo, Ashley B
Subject: RE: Refugee data and analysis

(b)(6)

Please see below request from OFCO. I don't see a deadline, but it looks like there is a relatively quick turnaround. Bryan/David – perhaps this is something y'all can take the pen on first?

From: Moore, Joseph D (Joe)
Sent: Thursday, July 19, 2018 9:43 AM
To: Higgins, Jennifer B; Ruppel, Joanna; Kim, Ted H; Lafferty, John L
Cc: Scott, Kika M; Fredericks, Christopher; White, Jacquelyn D
Subject: RE: Refugee data and analysis

(b)(5)

Good morning, all-

[REDACTED]
[REDACTED] But as we discussed last Friday, I would appreciate your assistance with providing responses to the other items listed below. I know that we are unable to speculate on what the FY 2019 Refugee Admission Ceiling will be so we are therefore not in a position to run models to determine staffing and budgetary requirements, but I would prefer that you draft the responses in a manner that RAIO is most comfortable.

- Historic and projected staffing levels for the asylum and refugee divisions, including quarterly staffing projections for FY 2019 and workforce reallocations (i.e., details to or from one division to another). I would like to dig into the assumptions behind the staffing projections as well.

Response: Can RAIO insert or attach a chart that provides this data as of FY 2018 and addresses the other questions.

- It's important that we use the same set of numbers for this. I often receive division-wide staffing, but I typically hear DHS participants quoting officer positions only in these interagency meetings. In order to avoid confusion with Deputies and Principals, I would like to get on the same page regarding historical and projecting staffing numbers.

Response: I assume Patrick is referring to his request to obtain data broken out by Division. This response may be simply see attached position breakout by division.

- Projections for required refugee interviews by quarter in order to achieve given admissions levels. Please provide data on historic refugee interview levels as well (I have FY09-FY16 interview data only).

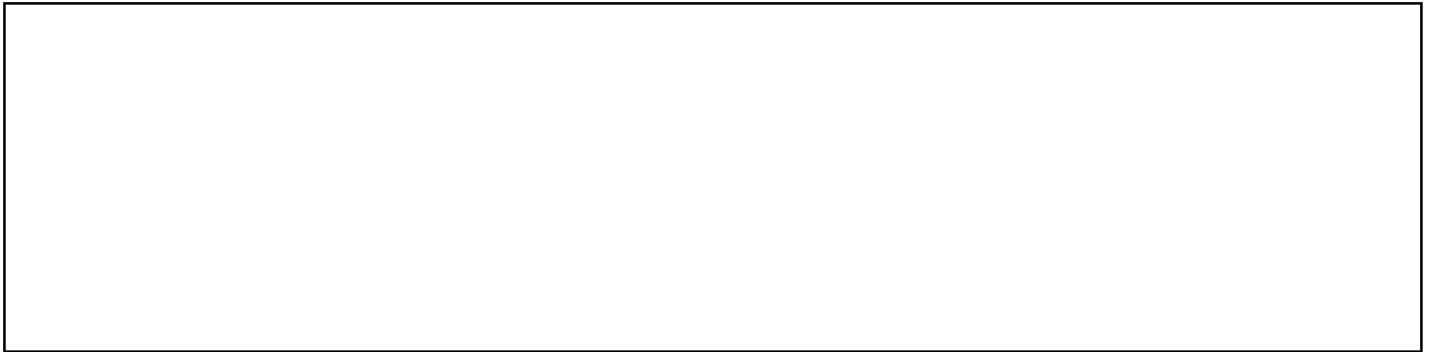
Response: CAN RAIO provide data for FY09 thru FY18 year to date?

- Asylum update, including current data and projections for the end of FY 2018 and FY 2019 on workload volume (i.e., affirmative receipts, completions, backlog, CF, RF).

Response: See attached titled USCIS Asylum Workload and Staffing Challenges.pptx Can RAIO please review and edit as believed necessary to respond to this item? The charts were pulled from the congressional report that was cleared and sent to OCC for final clearance before going to D1/D2.

- Thank you for sending the backlog reduction plan last week. It has good information on the plan for asylum backlog reduction. Understanding how the forthcoming refugee ceiling recommendation comports with the plan detailed in Chart 5 is critical.

Response: Not sure if the Asylum backlog plan has been considered in discussing FY2019 admissions. Perhaps the answer here is to say that we intend to stop the detail of refugee officers to support asylum processing??



Joseph Moore
Chief Financial Officer
U.S. Citizenship and Immigration Services
Department of Homeland Security

(b)(5) (b)(6)



From: Mellon, Patrick J. EOP/OMB [redacted]

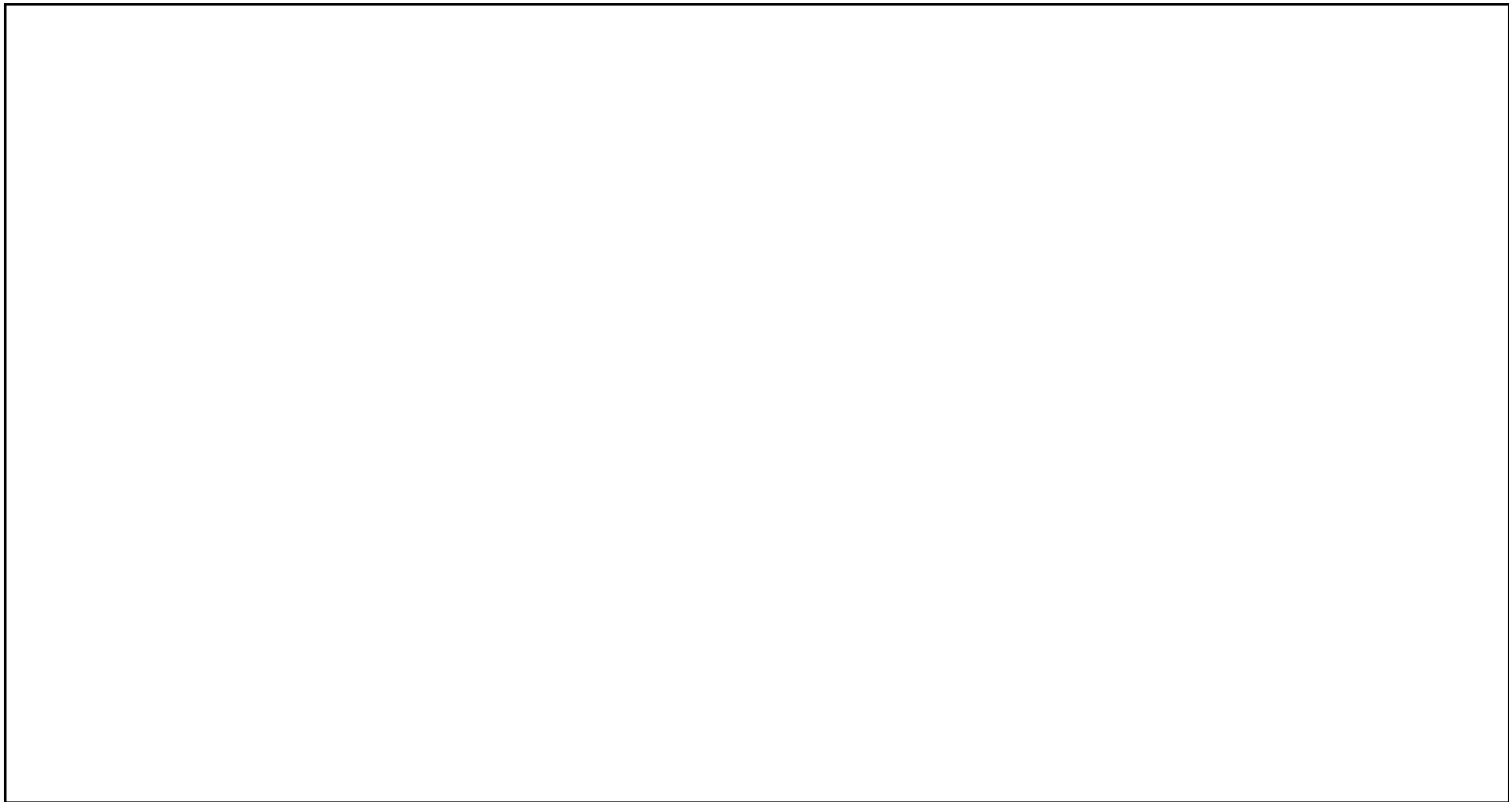
Sent: Tuesday, July 10, 2018 12:39 PM

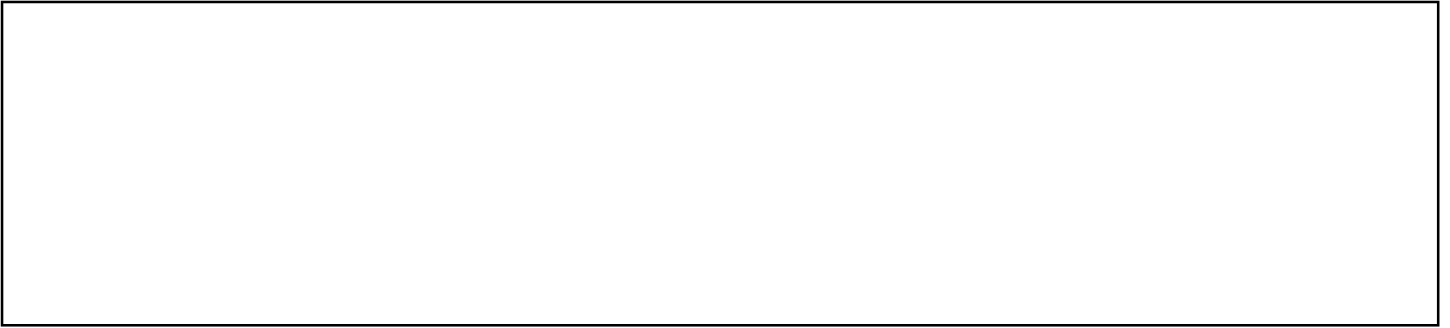
To: Moore, Joseph D (Joe); Higgins, Jennifer B; Scott, Kika M; Fredericks, Christopher; Nasir, Syed A; White, Jacquelyn D; Ruppel, Joanna

Cc: Littlepage, Eric; Novelliere, Alexander; Evans, Jonathan

Subject: Refugee data and analysis

Jennifer, Joe





Patrick Mellon
Office of Management and Budget



From: Pilotti, David A
Sent: Tuesday, November 28, 2017 9:06 AM
To: Caudill-Mirillo, Ashley B
Subject: RE: Staffing and Facilities Plan Data Estimates
Attachments: sum. chart local staffing req. fy18-fy23 11-8-17 - Copy.xlsx; Workbook on local staffing req. fy18-fy23 11-11-17 - Copy.xlsx

Ashley,

Of the two attachments, the sum. chart is the source of the table embedded in the email below.

Thanks,
David

From: Caudill-Mirillo, Ashley B
Sent: Monday, November 27, 2017 12:20 PM
To: Pilotti, David A
Subject: RE: Staffing and Facilities Plan Data Estimates

Hi David,

Can you send me the document in an attachment?

Ashley Caudill-Mirillo
Management Branch Chief
Asylum Division

From: Pilotti, David A
Sent: Thursday, November 09, 2017 11:59 AM
To: Caudill-Mirillo, Ashley B
Subject: Staffing and Facilities Plan Data Estimates

Ashley,

Here's a roll-up of the analysis I have been working on. In the first yellow column, the chart provides the additional staffing requirement above current staffing. The second yellow column includes the total needed staffing.

Staffing By Office / Strategy for Addressing Affirmative Asylum Receipts and Backlog

Office	AO FTE FY18 Level	Estimated additional AO FTE needed	AO FTE Requirement Reviews:		AOs Needed for Strategic Staffing	Level Needed following drop in receipts	Estimated start of attrition	If the plan was initiated now, Backlog Reduced by:
			SAM modeling for new receipts	Asylum Division total AO estimate				
ZAR	43	17	71	70	60	40	3 years	2023
ZCC	61	0	0	61	61	unchanged		N/A
ZCH	50	10	59	60	60	40	2 years	2022

ZHN	102	4	116	106	106	85	none	2024
NOZ	16	0	9	16	16	10	4 years	2018
ZLA	91	0	111	91	91	70	3 years	2024
ZMI	64	61	131	125	125	60	3 years	2027
ZNK	60	5	66	65	65	45	2 years	2023
BOZ	9	9	23	18	18	10	4 years	2024
ZNY	57	18	96	75	75	45	5 years	2024
ZSF	72	8	66	80	80	45	3 years	2023
Total	625	142	748	767	757	450		

Maybe we could discuss this one today sometime.

Thanks,
David

Staffing By Office / Strategy for Addressing Affirmative Asylum Receipts and Backlog

Office	AO FTE FY18 Level	Estimated additional AO FTE needed	AO FTE Requirement Reviews:		AOs Needed for Strategic Staffing	Level Needed following drop in receipts	Estimated start of attrition	If the plan was initiated now, <u>Backlog Reduced by:</u>
			SAM modeling for new receipts	Asylum Division total AO estimate				
ZAR	43	17	71	70	60	40	3 years	2023
ZCC	61	0	0	61	61	unchanged		N/A
ZCH	50	10	59	60	60	40	2 years	2022
ZHN	102	4	116	106	106	85	none	2024
NOZ	16	0	9	16	16	10	4 years	2018
ZLA	91	0	111	91	91	70	3 years	2024
ZMI	64	61	131	125	125	60	3 years	2027
ZNK	60	5	66	65	65	45	2 years	2023
BOZ	9	9	23	18	18	10	4 years	2024
ZNY	57	18	96	75	75	45	5 years	2024
ZSF	72	8	66	80	80	45	3 years	2023
Total	625	142	748	767	757	450		

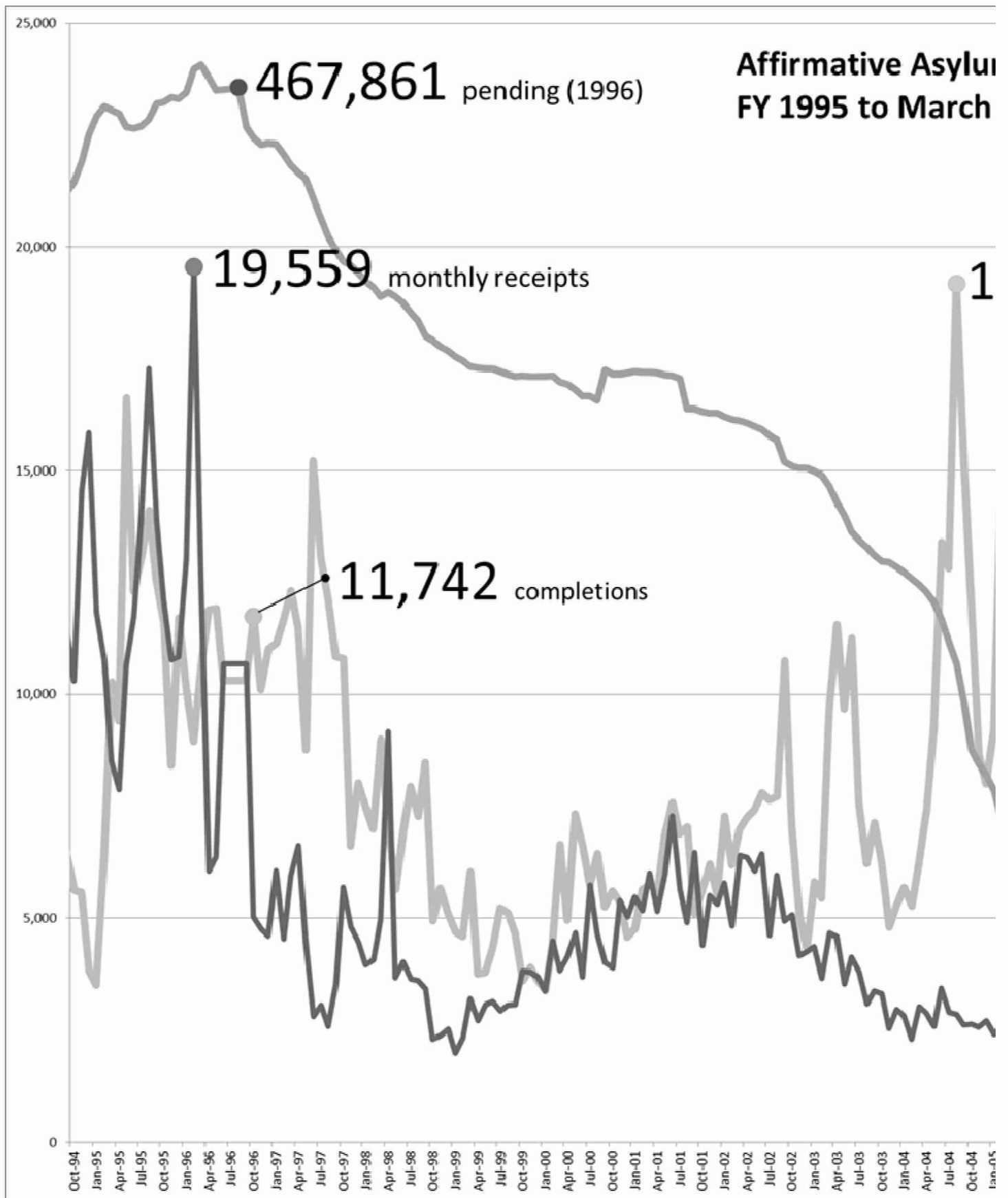
(b)(6)

From: Pilotti, David A
Sent: Wednesday, April 26, 2017 12:13 PM
To: Lafferty, John L
Cc: Kim, Ted H; Caudill-Mirillo, Ashley B
Subject: RE: Staffing Req. Analysis: Take 1 / updated chart
Attachments: FY95-17 I-589 Chart Word Version 4-26-17.docx; CF Referrals-Asylum Receipts - by month 84-2020 4-26-17 update.xlsx

John,

Here is the affirmative asylum chart from Oct. 1994. The attached Word version probably keeps it's resolution better than the email copy that's below. I attached the latest spreadsheet for this chart too.

Thanks, David



From: Pilotti, David A

Sent: Wednesday, April 26, 2017 10:10 AM

To: Lafferty, John L

Cc: Kim, Ted H; Caudill-Mirillo, Ashley B
Subject: RE: Staffing Req. Analysis: Take 1 corrected

Definitely. I will call you then. If it turns out another time works better, call me anytime. I'm at

(b)(6)

U.S. Citizenship and Immigration Services

Main Number:

Work Mobile:

From: Lafferty, John L
Sent: Wednesday, April 26, 2017 10:09 AM
To: Pilotti, David A
Cc: Kim, Ted H; Caudill-Mirillo, Ashley B
Subject: RE: Staffing Req. Analysis: Take 1 corrected

David,

Sorry, I had to leave. Can we talk at 11:15?

John

From: Lafferty, John L
Sent: Wednesday, April 26, 2017 9:28:35 AM
To: Pilotti, David A
Cc: Kim, Ted H; Caudill-Mirillo, Ashley B
Subject: RE: Staffing Req. Analysis: Take 1 corrected

David,

You available to discuss this in the next ten minutes or so?

John

From: Pilotti, David A
Sent: Tuesday, April 25, 2017 1:13:10 PM
To: Lafferty, John L
Cc: Kim, Ted H; Caudill-Mirillo, Ashley B
Subject: RE: Staffing Req. Analysis: Take 1 corrected

I made a few mistakes in my revisions. The corrections are in red below. If it makes sense, I can build the talking point around the Org. Goals figures. I was going to step away from the computer for a bit. I'm hungry. David

From: Pilotti, David A

John,

Per our discussion, here's the approximate difference between the SAM and the productivity plan. It is significant. The difference is in the CF production rate – the SAM assumes higher FRC and ZHN CF workloads, and the FY17 Org. Goals assumes higher ZLA and non-ZHN workloads. The SAM also sets CF production rates generally higher by 40% by discounting all unavailability from CF production. ~~The I-589 figures are the same, with the difference below impacted by RO completions (I cleared out the ROs)~~

I could spend a lot more time setting straight the Org. Goals numbers. It's very complex for me to change everything this drastically. But the numbers make sense for the SAM and the Org. Goals doc., for example:

- 120,000 I589s / (41*9) = 325 AOs
- 10,000 RF / 200 RF Rate = 50 AOs
- CF Org. Goals -- 50,000 CF / 338 org goals rate = 148 AOs chart's lower b/c of ZHN
CF SAM -- 50,000 CF / 450 SAM rate = 111 AOs
- 20% Unavailability and 10% special projects for 790 AOs = 569 available AOs and 221 other AOs

SAM FY18

Comparison of AO Staffing and Improved Efficiency			Total AO Need:		AO requirement for New Receipts:				AO requirement:
Scenario	I-589 Per PP	Improvement	Receipts & Backlog	All new receipts	CF Need	RF Need	I-589 Need	Other Work	Backlog (24 month schedule)
16 cases/PP	16	none	1,349	634	116	50	416	52	715
18 cases/PP	18	12.50%	1,218	583	116	50	370	47	635
20 cases/PP	20	25%	1,116	544	116	50	333	45	572

*assuming: 120,000 I-589s 50,000 CF 10,000 RF

Productivity Plan

Comparison of AO Staffing and Improved Efficiency			Total AO Need:		AO requirement for New Receipts:			Other Work & Unv.	AO requirement:
Scenario	I-589 Per PP	Improvement	Receipts & Backlog	All new receipts	CF Need	RF Need	I-589 Need **		Backlog (24 month schedule)
16 cases/PP	16	none	1,505	790	133	50	385	222	715
18 cases/PP	18	12.50%	1,354	719	133	50	334	202	635
20 cases/PP	20	25%	1,242	670	133	50	299	188	572

*assuming: 120,000 I-589s 50,000 CF 10,000 RF

From: Pilotti, David A
Sent: Tuesday, April 25, 2017 10:21 AM
To: Lafferty, John L
Cc: Kim, Ted H; Caudill-Mirillo, Ashley B
Subject: Staffing Req. Analysis: Take 1
Importance: High

John,

Here's the charts and internal document on the staffing and receipt analysis we talked about yesterday. I used the SAM to come up with the staffing figures but the tried and true 41*8*Workload comes to approximately the same results.

Right now, I am looking at how to fit this analysis into Dimple's format. But I wanted to get the charts (and my gloss) in front of you first so you could start thinking about how this might be improved. Maybe Chart #3 is overkill, but I wanted to put any thoughts of a staff decrease into context.

Here are the charts. Attached is the explanation that goes along with them. I'll give you a call too.

Chart 1: Comparison of AO Staffing and Improved Efficiency from 12.5% to 25%

Comparison of AO Staffing and Improved Efficiency			Total AO Level		AO Required for New Receipts				AO Required for Backlog	
Scenario	12.5% Efficiency	25% Efficiency	Receipts	Backlog	12.5% Efficiency	25% Efficiency	12.5% Efficiency	25% Efficiency	12.5% Efficiency	25% Efficiency
100,000/yr	100	50	1,000	1,000	100	50	100	50	100	50
150,000/yr	150	75	1,500	1,500	150	75	150	75	150	75
200,000/yr	200	100	2,000	2,000	200	100	200	100	200	100

Chart 2: Comparison of AO Staffing Requirement and New Receipts, Actual and Projected, FY17-FY20

Asylum Officer Level and Monthly Combined I-589/APSO Receipts (FY 2017 to FY2020)

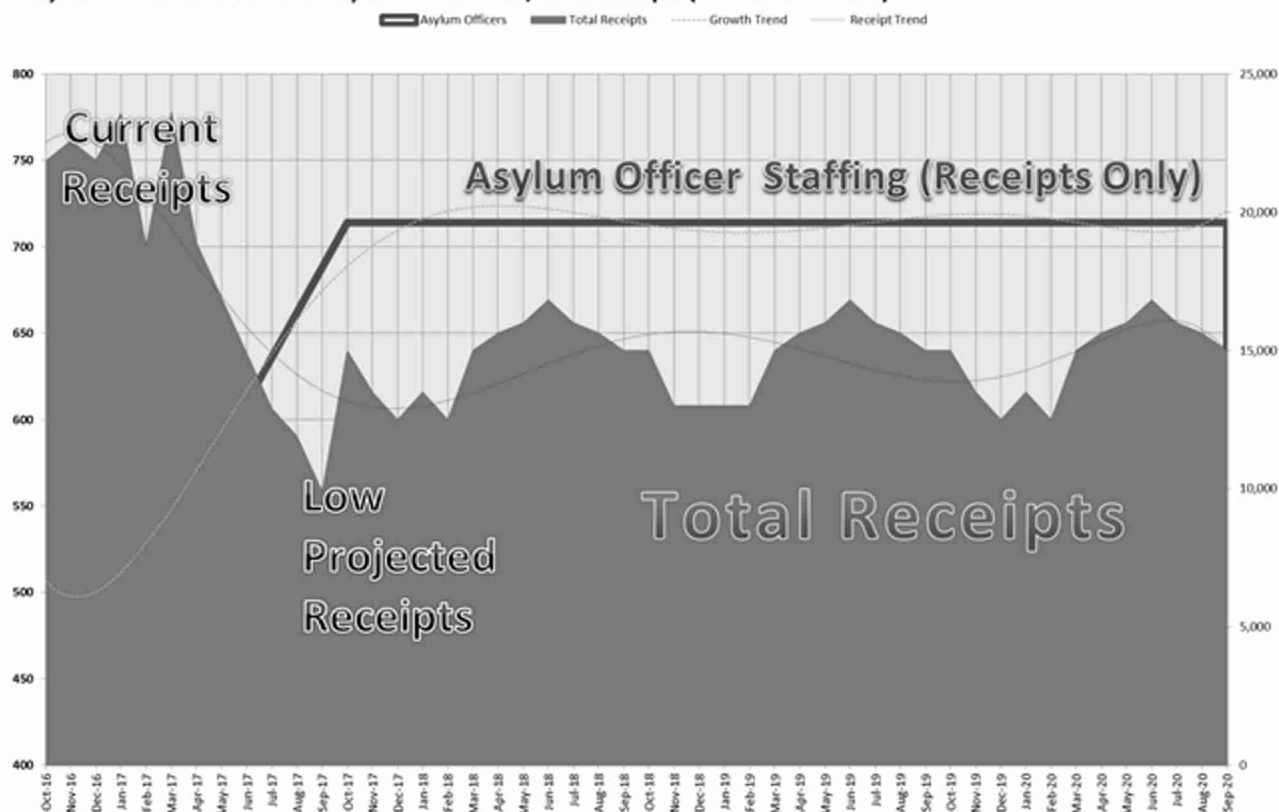
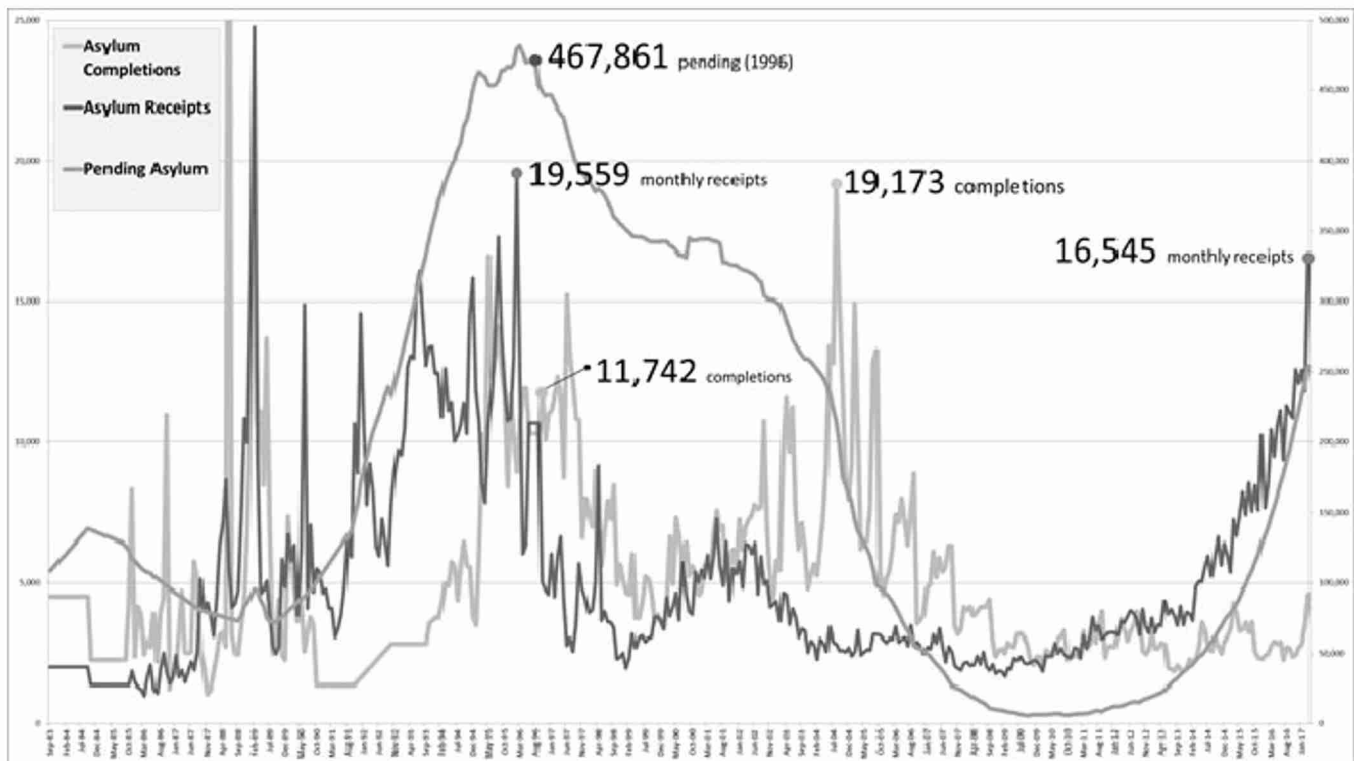


Chart 3: Long-Term Comparison of Affirmative Asylum Receipts and Backlogs, 1984-Present



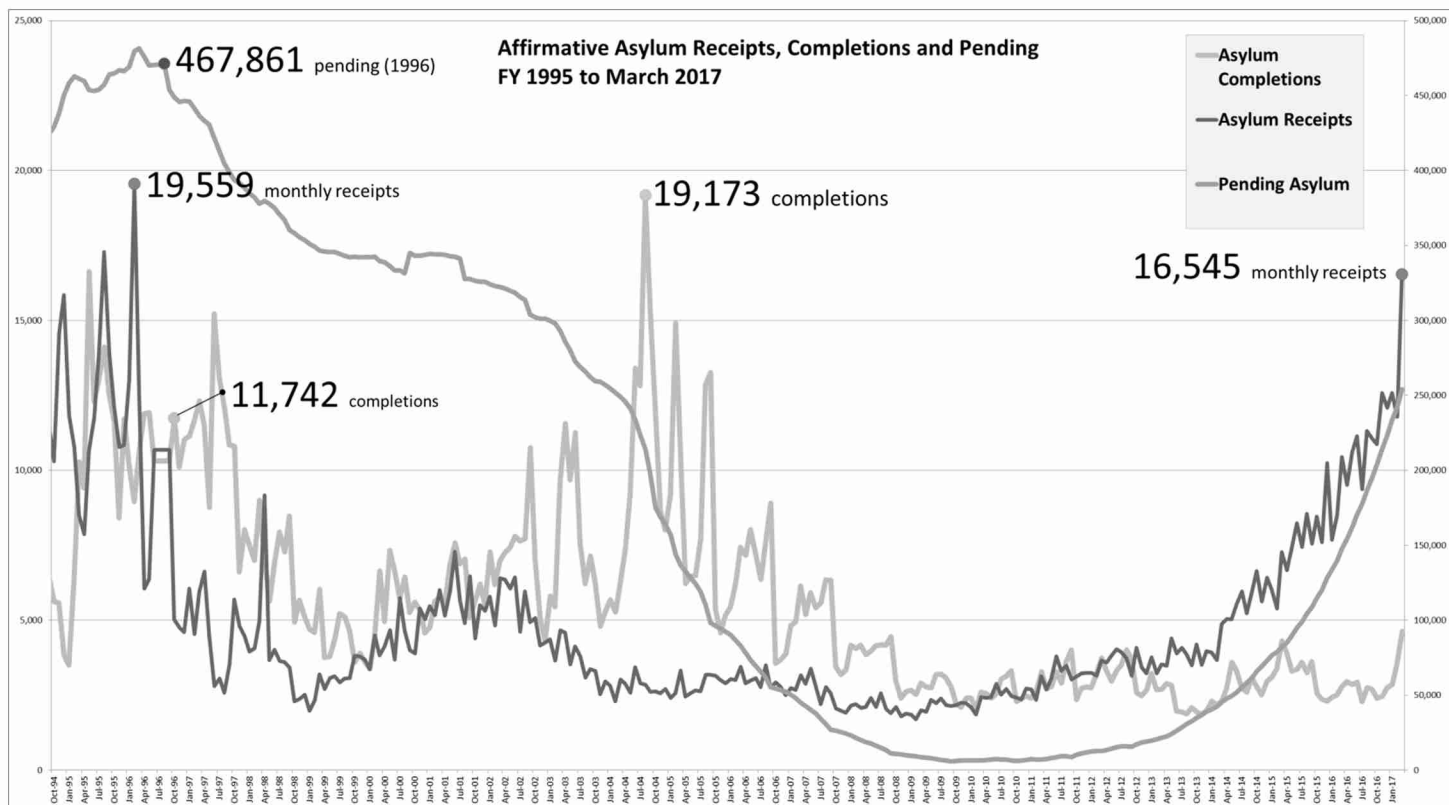
Thanks,
David

U.S. Citizenship and Immigration Services

Main Number: [REDACTED]

Work Mobile: [REDACTED]

(b)(6)



[REDACTED]

From: Pilotti, David A
Sent: Tuesday, June 18, 2019 7:37 AM
To: Devine, Stephen J
Cc: Payne, Matthew S (Scott) (CTR); Wilson, Ronald E
Subject: RE: Talk about LIFO policy

Thanks for reaching out. Are you available to talk today or tomorrow? My calendar both days are flexible anytime before 3pm. Since I know he's interested, I added Ron back on in case he would like to join us.

I don't have a conference line, so if you do have one, maybe we could use yours.

Thanks,
David

Special Assistant
Asylum Division
U.S. Citizenship and Immigration Services
Department of Homeland Security
20 Massachusetts Avenue, NW
Washington, DC 20529

[REDACTED]

From: Devine, Stephen J [REDACTED]
Sent: Monday, June 17, 2019 3:19 PM
To: Pilotti, David A [REDACTED]
Cc: Payne, Matthew S (Scott) (CTR) [REDACTED]
Subject: Talk about LIFO policy

Hello David,

My colleague Scott and I are with the Office of Policy & Strategy's Research and Evaluation Division, and we're in the process of scoping a proposal to look at general trends in I-589 affirmative asylum filings with regard to I-765 EADs. As part of this process, we were talking with Ron Wilson in RAIO who happened to mention that you had been doing some work looking at the effects of the new LIFO policy. If you have time at some point, would it be possible to schedule a call so we could learn more about your work? Anyway, please let us know - thanks.

Regards,

Steve Devine
Social Science Analyst
Research and Evaluation Division
Office of Policy and Strategy
U.S. Citizenship and Immigration Services
Department of Homeland Security
20 Massachusetts Avenue, NW
Washington, DC 20529

Email
Office



(b)(6)

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From: Busenkell, Kathleen R (Katie)
Sent: Tuesday, October 01, 2019 7:27 AM
To: Roberts, Rhonda J; Rellis, Jennifer L; Mura, Elizabeth E; Caudill-Mirillo, Ashley B
Cc: Ho, Cheri L; Pilotti, David A; Lonegan, Bryan K; Katz, Jonathan E
Subject: RE: Working the Backlog

Thank you.

From: Roberts, Rhonda J <[REDACTED]>
Sent: Monday, September 30, 2019 6:15 PM
To: Busenkell, Kathleen R (Katie) <[REDACTED]>; Rellis, Jennifer L
[REDACTED] Mura, Elizabeth E <[REDACTED]> Caudill-Mirillo, Ashley B
[REDACTED]
Cc: Ho, Cheri L <[REDACTED]>; Pilotti, David A <[REDACTED]> Lonegan, Bryan K
<[REDACTED]>; Katz, Jonathan E <[REDACTED]>
Subject: RE: Working the Backlog

Apologies for the delay. Please see response below.

From: Busenkell, Kathleen R (Katie) <[REDACTED]>
Sent: Friday, September 27, 2019 10:42 AM
To: Rellis, Jennifer L <[REDACTED]> Mura, Elizabeth E <[REDACTED]> Caudill-Mirillo, Ashley B <[REDACTED]> Roberts, Rhonda J <[REDACTED]>
Cc: Ho, Cheri L <[REDACTED]>; Pilotti, David A <[REDACTED]>; Lonegan, Bryan K
<[REDACTED]> Katz, Jonathan E <[REDACTED]>
Subject: RE: Working the Backlog

Thank you, Jennifer. [REDACTED]

From: Rellis, Jennifer L <[REDACTED]>
Sent: Friday, September 27, 2019 10:32 AM
To: Mura, Elizabeth E <[REDACTED]>; Busenkell, Kathleen R (Katie)
<[REDACTED]>; Caudill-Mirillo, Ashley B <[REDACTED]> Roberts,
Rhonda J <[REDACTED]>
Cc: Ho, Cheri L <[REDACTED]> Pilotti, David A <[REDACTED]> Lonegan, Bryan K

[redacted]; Katz, Jonathan E <[redacted]>

Subject: RE: Working the Backlog

I'm adding Rhonda to address the training question.

As for the other questions,

Thanks,
Jennifer

From: Mura, Elizabeth E <[redacted]>

Sent: Friday, September 27, 2019 10:22 AM

To: Busenkell, Kathleen R (Katie) <[redacted]>; Caudill-Mirillo, Ashley B <[redacted]>

Cc: Ho, Cheri L <[redacted]>; Pilotti, David A <[redacted]>; Lonegan, Bryan K

<[redacted]>; Katz, Jonathan E <[redacted]> Rellis, Jennifer L

Subject: RE: Working the Backlog

Hi Katie,

Ashley had to go to the Hill for the rest of the morning. David – are you able to help? I've also added Jennifer Rellis, our Management Branch Chief, who may be able to fill in some gaps.

Thanks,
Beth

Elizabeth E. Mura
Operations Branch Chief - Asylum Division
Refugee, Asylum and International Operations Directorate
Dept. of Homeland Security/U.S. Citizenship & Immigration Services

From: Busenkell, Kathleen R (Katie) <[redacted]>

Sent: Friday, September 27, 2019 10:13 AM

To: Caudill-Mirillo, Ashley B <[redacted]>; Mura, Elizabeth E

Cc: Ho, Cheri L <[redacted]>; Pilotti, David A <[redacted]> Lonegan, Bryan K

<[redacted]>; Katz, Jonathan E <[redacted]>

Subject: RE: Working the Backlog

Ashley – will you be able to answer these questions today?

(b)(5) (b)(6)

From: Busenkell, Kathleen R (Katie)

Sent: Friday, September 27, 2019 9:01 AM

To: Caudill-Mirillo, Ashley B [REDACTED] Mura, Elizabeth E

Cc: Ho, Cheri L [REDACTED]; Pilotti, David A [REDACTED] Lonegan, Bryan K

[REDACTED]; Katz, Jonathan B [REDACTED]

Subject: RE: Working the Backlog

Hi Ashley,

Thanks for sending these talking points.

[REDACTED]

I'm happy to talk through these questions if you would prefer. I can be reached at [REDACTED]

Thank you,
Katie

Kathleen Busenkell
Associate Counsel
Refugee and Asylum Law Division
1525 Wilson Boulevard, Suite 300
Arlington, VA 20598

Tele: [REDACTED]

Cell: [REDACTED]

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From: Caudill-Mirillo, Ashley B <[REDACTED]>
Sent: Friday, September 27, 2019 8:46 AM
To: Busenkell, Kathleen R (Katie) <[REDACTED]>; Mura, Elizabeth E <[REDACTED]>; Lonegan, Bryan K <[REDACTED]>
Cc: Ho, Cheri L <[REDACTED]>; Pilotti, David A <[REDACTED]>
Subject: RE: Working the Backlog

(b)(5) (b)(6)

Good morning,

Here are some general talking points. Is this sufficient?

USCIS continues to seek and invest additional resources in support of the affirmative asylum backlog, while also juggling and responding to the crisis at the border which also involves individuals claiming a fear and seeking protection in the United States.

- The Asylum Division has implemented streamlining tools, including utilizing new technology such as the assessment generator (AG) within the GLOBAL case management system. In its current form, the AG allows officers to complete portions of the written assessment and the goal is to develop it to full functionality so that all of the assessment can be produced within GLOBAL. By pulling information from data that has already been entered in the system and automatically populating portions of the assessment, this tool can assist officers with adjudicating and closing out cases quicker and faster. Another technology development that is underway is a system-operated case scheduler that will ensure work is assigned quickly and efficiently to field staff as opposed to the manual scheduling process that it utilized by field offices now.
- The Asylum Division is also in the process of standing up a centralized screening and vetting center in Atlanta, Georgia. It will be fully operational in FY 2021. The purpose of this center will be to ensure affirmative cases are “interview ready” by nearly all pre-interview security check and screening activities. By transitioning this workload out of the field offices, field staff will have more time to focus on case completions and will be able to systemically triage cases that require pre-interview follow up/additional work before they are scheduled for interview.

○ [REDACTED]

○ [REDACTED]

(b)(5) (b)(6)

From: Busenkell, Kathleen R (Katie) [REDACTED]
Sent: Friday, September 27, 2019 8:25 AM
To: Mura, Elizabeth E [REDACTED]; Lonegan, Bryan K [REDACTED]
Cc: Caudill-Mirillo, Ashley B [REDACTED]; Ho, Cheri L [REDACTED]; Pilotti, David A [REDACTED]
Subject: RE: Working the Backlog

Wonderful. Thank you!

From: Mura, Elizabeth E [REDACTED]
Sent: Friday, September 27, 2019 8:24 AM
To: Busenkell, Kathleen R (Katie) [REDACTED]; Lonegan, Bryan K [REDACTED]
Cc: Caudill-Mirillo, Ashley B [REDACTED]; Ho, Cheri L [REDACTED]; Pilotti, David A [REDACTED]
Subject: RE: Working the Backlog

Hi Katie,

Yes, Ashley will get you talking points this morning. Thanks, Beth

Elizabeth E. Mura
Operations Branch Chief - Asylum Division
Refugee, Asylum and International Operations Directorate
Dept. of Homeland Security/U.S. Citizenship & Immigration Services

From: Busenkell, Kathleen R (Katie) [REDACTED]
Sent: Friday, September 27, 2019 7:54 AM
To: Lonegan, Bryan K [REDACTED]; Mura, Elizabeth E [REDACTED]
Cc: Caudill-Mirillo, Ashley B [REDACTED]; Ho, Cheri L [REDACTED]; Pilotti, David A [REDACTED]
Subject: RE: Working the Backlog
Importance: High

Good morning,

Thank you,
Katie

Kathleen Busenkell
Associate Counsel
Refugee and Asylum Law Division
1525 Wilson Boulevard, Suite 300
Arlington, VA 20598

(b)(5) (b)(6)

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From: Lonegan, Bryan K <[REDACTED]>
Sent: Thursday, September 26, 2019 3:26 PM
To: Mura, Elizabeth E <[REDACTED]>; Busenkell, Kathleen R (Katie) [REDACTED]
Cc: Caudill-Mirillo, Ashley B [REDACTED]; Ho, Cheri L <[REDACTED]>; Pilotti, David A [REDACTED]
Subject: RE: Working the Backlog

Just following up from our call with yesterday. [REDACTED]

From: Mura, Elizabeth E [REDACTED]
Sent: Wednesday, September 25, 2019 1:39 PM
To: Lonegan, Bryan K [REDACTED]; Busenkell, Kathleen R (Katie) [REDACTED]
Cc: Caudill-Mirillo, Ashley B [REDACTED]; Katz, Jonathan E [REDACTED]
Zengotitabengoa, Colleen R [REDACTED]; Hammill, Hunter A [REDACTED]
[REDACTED]; Ahmed, Syed H (Harun) <[REDACTED]>; Ho, Cheri L [REDACTED]
[REDACTED]; Lay, Dorothea B (Thea) [REDACTED]; Pilotti, David A [REDACTED]
[REDACTED]; Davidson, Andrew J [REDACTED]
Subject: RE: Working the Backlog

We are available at 3:30. Thanks! Beth

Elizabeth E. Mura
Operations Branch Chief - Asylum Division
Refugee, Asylum and International Operations Directorate
Dept. of Homeland Security/U.S. Citizenship & Immigration Services

From: Lonegan, Bryan K [REDACTED]
Sent: Wednesday, September 25, 2019 1:38 PM
To: Mura, Elizabeth E [REDACTED]; Busenkell, Kathleen R (Katie) [REDACTED]
Cc: Caudill-Mirillo, Ashley B [REDACTED]; Katz, Jonathan E [REDACTED];

Zengotitabengoa, Colleen R <[REDACTED]>; Hammill, Hunter A
[REDACTED] Ahmed, Syed H (Harun) <[REDACTED]>; Ho, Cheri L
[REDACTED] Lay, Dorothea B (Thea) <[REDACTED]>; Pilotti, David A
[REDACTED] Davidson, Andrew J <[REDACTED]>
Subject: RE: Working the Backlog

Sorry, I see that you suggested 3:30. That is fine.

From: Lonegan, Bryan K
Sent: Wednesday, September 25, 2019 1:36 PM
To: Mura, Elizabeth E <[REDACTED]>; Busenkell, Kathleen R (Katie)
[REDACTED]
Cc: Caudill-Mirillo, Ashley B <[REDACTED]>; Katz, Jonathan E <[REDACTED]>
Zengotitabengoa, Colleen R <[REDACTED]>; Hammill, Hunter A
[REDACTED] <[REDACTED]>; Ahmed, Syed H (Harun) <[REDACTED]> Ho, Cheri L
[REDACTED] <[REDACTED]>; Lay, Dorothea B (Thea) <[REDACTED]> Pilotti, David A
[REDACTED] <[REDACTED]>; Davidson, Andrew J <[REDACTED]>
Subject: RE: Working the Backlog

Just talked to Katie and [REDACTED] Can we schedule this call at 3 p.m?

From: Mura, Elizabeth E <[REDACTED]>
Sent: Wednesday, September 25, 2019 12:02 PM
To: Busenkell, Kathleen R (Katie) <[REDACTED]>
Cc: Caudill-Mirillo, Ashley B <[REDACTED]>; Katz, Jonathan E <[REDACTED]>
Zengotitabengoa, Colleen R <[REDACTED]>; Hammill, Hunter A
[REDACTED] Lonegan, Bryan K <[REDACTED]>; Ahmed, Syed H (Harun)
[REDACTED] <[REDACTED]>; Ho, Cheri L <[REDACTED]>; Lay, Dorothea B (Thea)
[REDACTED] <[REDACTED]>; Pilotti, David A <[REDACTED]>; Davidson, Andrew J
[REDACTED]
Subject: RE: Working the Backlog

Hi Katie,

I'm trying to nail something down soon with Ashley but our availability seems to be the exact opposite of yours today.
Beth

Elizabeth E. Mura
Operations Branch Chief - Asylum Division
Refugee, Asylum and International Operations Directorate
Dept. of Homeland Security/U.S. Citizenship & Immigration Services

[REDACTED]

From: Busenkell, Kathleen R (Katie) <[REDACTED]>
Sent: Wednesday, September 25, 2019 11:30 AM
To: Mura, Elizabeth E <[REDACTED]>
Cc: Caudill-Mirillo, Ashley B <[REDACTED]>; Katz, Jonathan E <[REDACTED]>
Zengotitabengoa, Colleen R <[REDACTED]>; Hammill, Hunter A
[REDACTED] <[REDACTED]>; Lonegan, Bryan K <[REDACTED]>; Ahmed, Syed H (Harun)
[REDACTED] <[REDACTED]>; Ho, Cheri L <[REDACTED]>; Lay, Dorothea B (Thea)
[REDACTED] <[REDACTED]>; Pilotti, David A <[REDACTED]>; Davidson, Andrew J

[redacted]
Subject: Re: Working the Backlog

(b)(5) (b)(6)

Hi Beth,

Unfortunately, I have another meeting this afternoon at 3:00 pm and I expect it will last at least an hour.

I am available from 11:30-1 and 2-3 today.

[redacted]
Thank you,
Katie

Kathleen Busenkell
Associate Counsel
USCIS

Please excuse any typos. This response was sent from my iPhone.

On Sep 25, 2019, at 10:57 AM, Mura, Elizabeth E [redacted] wrote:

Hi Katie,

[redacted]
Elizabeth E. Mura
Operations Branch Chief - Asylum Division
Refugee, Asylum and International Operations Directorate
Dept. of Homeland Security/U.S. Citizenship & Immigration Services

From: Busenkell, Kathleen R (Katie) <[redacted]>
Sent: Tuesday, September 17, 2019 1:21 PM
To: Caudill-Mirillo, Ashley B [redacted]; Mura, Elizabeth E [redacted]
Cc: Katz, Jonathan E [redacted]; Zengotitabengoa, Colleen R [redacted]; Hammill, Hunter A [redacted]; Lonegan, Bryan K [redacted]; Ahmed, Syed H (Harun) [redacted]; Ho, Cheri L [redacted]; Lav, Dorothea B (Thea) [redacted]; Pilotti, David A [redacted]; Davidson, Andrew J [redacted]
Subject: RE: Working the Backlog

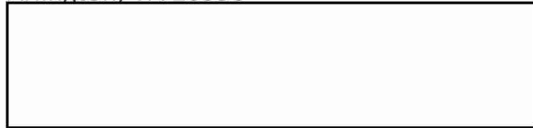
Good afternoon,

I don't think we ever nailed down a meeting time that worked for everyone. Bryan not available this afternoon at 4:00 p.m., and it would be best to have him on the call.

Can folks take a look at their schedule and propose another time to meet this week or early next week? Ideally, the call would be in the afternoon so that Cheri, who is in California, can join us.

Thank you,
Katie

Kathleen Busenkell
Associate Counsel
Refugee and Asylum Law Division
1525 Wilson Boulevard, Suite 300
Arlington, VA 20598



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From: Busenkell, Kathleen R (Katie)
Sent: Friday, September 13, 2019 1:00 PM
To: Caudill-Mirillo, Ashley B [REDACTED]; Mura, Elizabeth E [REDACTED]
Cc: Katz, Jonathan [REDACTED]; Zengotitabengoa, Colleen R [REDACTED];
[REDACTED]; Hammill, Hunter A [REDACTED];
Lonegan, Bryan K [REDACTED]; Ahmed, Sved H (Harun) [REDACTED];
[REDACTED] Ho, Cheri L [REDACTED]; Lav, Dorothea B (Thea) [REDACTED];
[REDACTED] Pilotti, David A [REDACTED]; Davidson, Andrew J [REDACTED]
[REDACTED]
Subject: RE: Working the Backlog

Thank you, Ashley,



Thank you,
Katie

Kathleen Busenkell
Associate Counsel
Refugee and Asylum Law Division
1525 Wilson Boulevard, Suite 300
Arlington, VA 20598

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From: Caudill-Mirillo, Ashley B <[REDACTED]>
Sent: Friday, September 13, 2019 12:07 PM
To: Busenkell, Kathleen R (Katie) <[REDACTED]>; Mura, Elizabeth E <[REDACTED]>
Cc: Katz, Jonathan E <[REDACTED]>; Zengotitabengoa, Colleen R <[REDACTED]>
<[REDACTED]>; Hammill, Hunter A <[REDACTED]>
Lonegan, Bryan K <[REDACTED]>; Ahmed, Syed H (Harun) <[REDACTED]>
<[REDACTED]>; Ho, Cheri L <[REDACTED]>; Lay, Dorothea B (Thea) <[REDACTED]>
<[REDACTED]>; Pilotti, David A <[REDACTED]>; Davidson, Andrew J <[REDACTED]>
Subject: RE: Working the Backlog

Hi Katie,

Thanks,
Ashley

From: Busenkell, Kathleen R (Katie) <[REDACTED]>
Sent: Friday, September 13, 2019 11:59 AM
To: Mura, Elizabeth E <[REDACTED]>; Caudill-Mirillo, Ashley B <[REDACTED]>
Cc: Katz, Jonathan E <[REDACTED]>; Zengotitabengoa, Colleen R <[REDACTED]>
<[REDACTED]>; Hammill, Hunter A <[REDACTED]>
Lonegan, Bryan K <[REDACTED]>; Ahmed, Syed H (Harun) <[REDACTED]>
<[REDACTED]>; Ho, Cheri L <[REDACTED]>; Lay, Dorothea B (Thea) <[REDACTED]>

(b)(6)

[REDACTED] Pilotti, David A [REDACTED]

>; Davidson, Andrew J

Subject: RE: Working the Backlog

Happy Friday, Beth and Ashley,

Our team is available on Tuesday, though there are no guarantees that will remain that way. For now, it seems most of us are available at about 11 or 12 so that those on PST can join us.

Would that work for you?

Thank you,
Katie

Kathleen Busenkell
Associate Counsel
Refugee and Asylum Law Division
1525 Wilson Boulevard, Suite 300
Arlington, VA 20598

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From: Mura, Elizabeth E [REDACTED]

Sent: Wednesday, September 4, 2019 5:46 PM

To: Busenkell, Kathleen R (Katie) [REDACTED] >; Caudill-Mirillo, Ashley B

[REDACTED] Pilotti, David A <[REDACTED]>; Lafferty, John L

Cc: Katz, Jonathan E [REDACTED]; Zengotitabengoa, Colleen R

[REDACTED] Hammill, Hunter A [REDACTED]

Lonegan, Bryan K [REDACTED]

Subject: RE: Working the Backlog

Hello,

Thanks,
Beth

Elizabeth E. Mura
Operations Branch Chief - Asylum Division
Refugee, Asylum and International Operations Directorate
Dept. of Homeland Security/U.S. Citizenship & Immigration Services

From: Busenkell, Kathleen R (Katie) [REDACTED]
Sent: Thursday, August 29, 2019 11:18 AM
To: Caudill-Mirillo, Ashley B [REDACTED]; Pilotti, David A [REDACTED]
[REDACTED] Lafferty, John L [REDACTED]; Mura, Elizabeth E [REDACTED]
>
Cc: Katz, Jonathan E [REDACTED]; Zengotitabengoa, Colleen R [REDACTED]
[REDACTED] Hammill, Hunter A [REDACTED]
Lonegan, Bryan K [REDACTED]
Subject: RE: Working the Backlog

Good morning,

Thank you,
Katie

Kathleen Busenkell
Associate Counsel
Refugee and Asylum Law Division
1525 Wilson Boulevard, Suite 300
Arlington, VA 20598

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From: Busenkell, Kathleen R (Katie)

Sent: Thursday, August 15, 2019 2:34 PM

To: Caudill-Mirillo, Ashley B [REDACTED]; Pilotti, David A

[REDACTED] Lafferty, John L [REDACTED]; Mura, Elizabeth E

Cc: Katz, Jonathan E [REDACTED]; Zengotitabengoa, Colleen R

[REDACTED] Hammill, Hunter A [REDACTED]

Lonegan, Bryan K [REDACTED]

Subject: RE: Working the Backlog

Good afternoon,

Last we spoke, Asylum HQ was going to put together a short summary of the colossal efforts being made to address the backlog. [REDACTED]

Any updates you have would be greatly appreciated.

Thank you,
Katie

Kathleen Busenkell
Associate Counsel
Refugee and Asylum Law Division
1525 Wilson Boulevard, Suite 300
Arlington, VA 20598

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From: Hammill, Hunter A [REDACTED]
Sent: Tuesday, July 30, 2019 2:46 PM
To: Mura, Elizabeth E [REDACTED]; Busenkell, Kathleen R (Katie) [REDACTED]
[REDACTED] > Lonegan, Bryan K [REDACTED]
Cc: Lafferty, John L [REDACTED]; Caudill-Mirillo, Ashley B [REDACTED]
[REDACTED] > Pilotti, David A [REDACTED] > Katz, Jonathan E [REDACTED]
[REDACTED] Zengotitabengoa, Colleen R [REDACTED]
Subject: RE: Working the Backlog

Thanks, Beth. Let's aim for 11:30—I'll circulate a call-in number momentarily.

From: Mura, Elizabeth E [REDACTED]
Sent: Tuesday, July 30, 2019 12:53 PM
To: Hammill, Hunter A [REDACTED] > Busenkell, Kathleen R (Katie) [REDACTED]
[REDACTED] > Lonegan, Bryan K [REDACTED]
Cc: Lafferty, John L [REDACTED]; Caudill-Mirillo, Ashley B [REDACTED]
[REDACTED] > Pilotti, David A [REDACTED] > Katz, Jonathan E [REDACTED]
<[REDACTED] Zengotitabengoa, Colleen R [REDACTED]
Subject: RE: Working the Backlog

Thanks Hunter. We're available from 11:30-1 or after 3:30 (Eastern) tomorrow.

Elizabeth E. Mura
Operations Branch Chief - Asylum Division
Refugee, Asylum and International Operations Directorate
Dept. of Homeland Security/U.S. Citizenship & Immigration Services

From: Hammill, Hunter A [REDACTED]
Sent: Tuesday, July 30, 2019 12:20 PM
To: Mura, Elizabeth E [REDACTED] > Busenkell, Kathleen R (Katie) [REDACTED]
[REDACTED] Lonegan, Bryan K [REDACTED]
Cc: Lafferty, John L [REDACTED]; Caudill-Mirillo, Ashley B [REDACTED]
[REDACTED] Pilotti, David A [REDACTED] > Katz, Jonathan E [REDACTED]
[REDACTED] Zengotitabengoa, Colleen R [REDACTED]
Subject: RE: Working the Backlog

Thanks, Beth. Today seems a bit hectic all around—what times would work tomorrow (note that between 2-4 won't work)? Thanks.

From: Mura, Elizabeth E [REDACTED]
Sent: Tuesday, July 30, 2019 11:48 AM
To: Hammill, Hunter A [REDACTED]; Busenkell, Kathleen R (Katie) [REDACTED]; Lonegan, Bryan K [REDACTED]
Cc: Lafferty, John L [REDACTED]; Caudill-Mirillo, Ashley B [REDACTED]; Pilotti, David A [REDACTED]; Katz, Jonathan E [REDACTED]; Zengotitabengoa, Colleen R [REDACTED]
Subject: RE: Working the Backlog

Sorry for the delay. Are you all available at 12:30-1 or 3:00-3:30 today? Today is very full. Tomorrow is a little less so.

Elizabeth E. Mura
Operations Branch Chief - Asylum Division
Refugee, Asylum and International Operations Directorate
Dept. of Homeland Security/U.S. Citizenship & Immigration Services

From: Hammill, Hunter A [REDACTED]
Sent: Tuesday, July 30, 2019 10:08 AM
To: Busenkell, Kathleen R (Katie) [REDACTED]; Lonegan, Bryan K [REDACTED]; Mura, Elizabeth E [REDACTED]
Cc: Lafferty, John L [REDACTED]; Caudill-Mirillo, Ashley B [REDACTED]; Pilotti, David A [REDACTED]; Katz, Jonathan E [REDACTED]; Zengotitabengoa, Colleen R [REDACTED]
Subject: RE: Working the Backlog

+ Colleen, since I think she accidentally was dropped.

From: Busenkell, Kathleen R (Katie) [REDACTED]
Sent: Tuesday, July 30, 2019 10:08 AM
To: Lonegan, Bryan K [REDACTED]; Mura, Elizabeth E [REDACTED]
Cc: Lafferty, John L [REDACTED]; Caudill-Mirillo, Ashley B [REDACTED]; Pilotti, David A [REDACTED]; Katz, Jonathan E [REDACTED]; Hammill, Hunter A [REDACTED]
Subject: RE: Working the Backlog

Did we agree on a time to catch up today and discuss? Bryan has multiple meetings today, so if you could propose a few times, that might be the best way to find a time that works for everyone.

Thank you,
Katie

Kathleen Busenkell
Associate Counsel
Refugee and Asylum Law Division
1525 Wilson Boulevard, Suite 300

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From: Lonegan, Bryan K [REDACTED]
Sent: Monday, July 29, 2019 1:44 PM
To: Mura, Elizabeth E [REDACTED]; Busenkell, Kathleen R (Katie)

[REDACTED]
Cc: Lafferty, John L [REDACTED]; Caudill-Mirillo, Ashley B [REDACTED]
[REDACTED] Pilotti, David A [REDACTED]; Katz, Jonathan E
[REDACTED]; Hammill, Hunter A [REDACTED]

Subject: RE: Working the Backlog

I'm at your disposal. Right now I am free anytime this afternoon or tomorrow, whatever is convenient for you.

From: Mura, Elizabeth E <[REDACTED]>
Sent: Monday, July 29, 2019 1:41 PM
To: Busenkell, Kathleen R (Katie) [REDACTED] Lonegan, Bryan K

[REDACTED]
Cc: Lafferty, John L <[REDACTED]>; Caudill-Mirillo, Ashley B <[REDACTED]>
[REDACTED]; Pilotti, David A <[REDACTED]>; Katz, Jonathan E
[REDACTED]; Hammill, Hunter A <[REDACTED]>

Subject: FW: Working the Backlog

Good afternoon,

Thanks,
Beth

Elizabeth E. Mura
Operations Branch Chief - Asylum Division
Refugee, Asylum and International Operations Directorate
Dept. of Homeland Security/U.S. Citizenship & Immigration Services

[REDACTED]

From: Radel, David M <[REDACTED]>
Sent: Thursday, July 25, 2019 2:16 PM
To: Caudill-Mirillo, Ashley B [REDACTED]
Cc: Hong, Marianne X [REDACTED]
Subject: FW: Working the Backlog

Per our discussion, we'll wait to hear back from you before proceeding. Thanks, David

From: Lonegan, Bryan K [REDACTED] >
Sent: Wednesday, July 24, 2019 2:04 PM
To: Busenkell, Kathleen R (Katie) [REDACTED] Radel, David M [REDACTED] >; Hong, Marianne X <[REDACTED]>
Cc: Katz, Jonathan E [REDACTED]; Hammill, Hunter A [REDACTED]
Subject: RE: Working the Backlog

I know we are hitting you with a lot. We would be glad to discuss with you. We are simply trying to avoid a crisis situation by getting a head of the problem.

Respectfully,

Bryan Lonegan
Refugee and Asylum Law Division
Office of the Chief Counsel, USCIS
U.S Department of Homeland Security
20 Massachusetts Avenue, N.W.
Washington, D.C. 20001

(b)(5) (b)(6)

NOTE: I telework Monday, Wednesday, and Friday and can be reached by my cell

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From: Busenkell, Kathleen R (Katie) [REDACTED]
Sent: Wednesday, July 24, 2019 4:28 PM
To: Radel, David M [REDACTED]; Hong, Marianne X
[REDACTED]
Cc: Lonegan, Bryan K [REDACTED] Katz, Jonathan E
[REDACTED]
Subject: RE: Working the Backlog

From: Radel, David M [REDACTED]
Sent: Wednesday, July 24, 2019 4:04 PM
To: Busenkell, Kathleen R (Katie) [REDACTED]; Hong, Marianne X
[REDACTED]
Cc: Lonegan, Bryan K [REDACTED]; Katz, Jonathan E
[REDACTED]
Subject: RE: Working the Backlog

Thanks, Katie, for the suggestion [REDACTED]

[REDACTED]

From: Busenkell, Kathleen R (Katie) <[REDACTED]>

Sent: Wednesday, July 24, 2019 12:37 PM

To: Radel, David M <[REDACTED]> Hong, Marianne X

[REDACTED]; Katz, Jonathan E

Subject: Working the Backlog

Good afternoon, David and Marianne,

[REDACTED]

Thank you,
Katie

Kathleen Busenkell
Associate Counsel
Refugee and Asylum Law Division
1525 Wilson Boulevard, Suite 300

Arlington, VA 20598



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From: Pilotti, David A
Sent: Sunday, April 19, 2020 8:54 PM
To: Caudill-Mirillo, Ashley B
Cc: Rellis, Jennifer L
Subject: Redeployment of ZLA/ZSF & LIFO Impacts

(b)(5)

Ashley,

Thanks,
David

From: Pilotti, David A
Sent: Tuesday, April 25, 2017 9:21 AM
To: Lafferty, John L
Cc: Kim, Ted H; Caudill-Mirillo, Ashley B
Subject: Staffing Req. Analysis: Take 1
Attachments: Staffing Requirement Analysis 4-25-17.docx

Importance: High

John,

Here's the charts and internal document on the staffing and receipt analysis we talked about yesterday. I used the SAM to come up with the staffing figures but the tried and true 41*8*Workload comes to approximately the same results.

Right now, I am looking at how to fit this analysis into Dimple's format. But I wanted to get the charts (and my gloss) in front of you first so you could start thinking about how this might be improved. Maybe Chart #3 is overkill, but I wanted to put any thoughts of a staff decrease into context.

Here are the charts. Attached is the explanation that goes along with them. I'll give you a call too.

Chart 1: Comparison of AO Staffing and Improved Efficiency from 12.5% to 25%

Comparison of AO Staffing and Improved Efficiency		Total AO Need		AO requirement to New Receipts				AO requirement	
Scenario	12.5% Efficiency	25% Efficiency	New Receipts Scenario	A. New Receipts	C Need	RP Need	12.5% Need	25% Need	Receipts/25% Improvement
12.5% need	11	11.25	1,200	11,250	25	25	25	25	11.25
12.5% need	11	11.25	1,200	11,250	25	25	25	25	11.25
25% need	11	11.25	1,116	11,250	25	25	25	25	11.25

Receipts: 12,000 - 1994 12,000* 12,000 *P

Chart 2: Comparison of AO Staffing Requirement and New Receipts, Actual and Projected, FY17-FY20

Asylum Officer Level and Monthly Combined I-589/APSO Receipts (FY 2017 to FY2020)

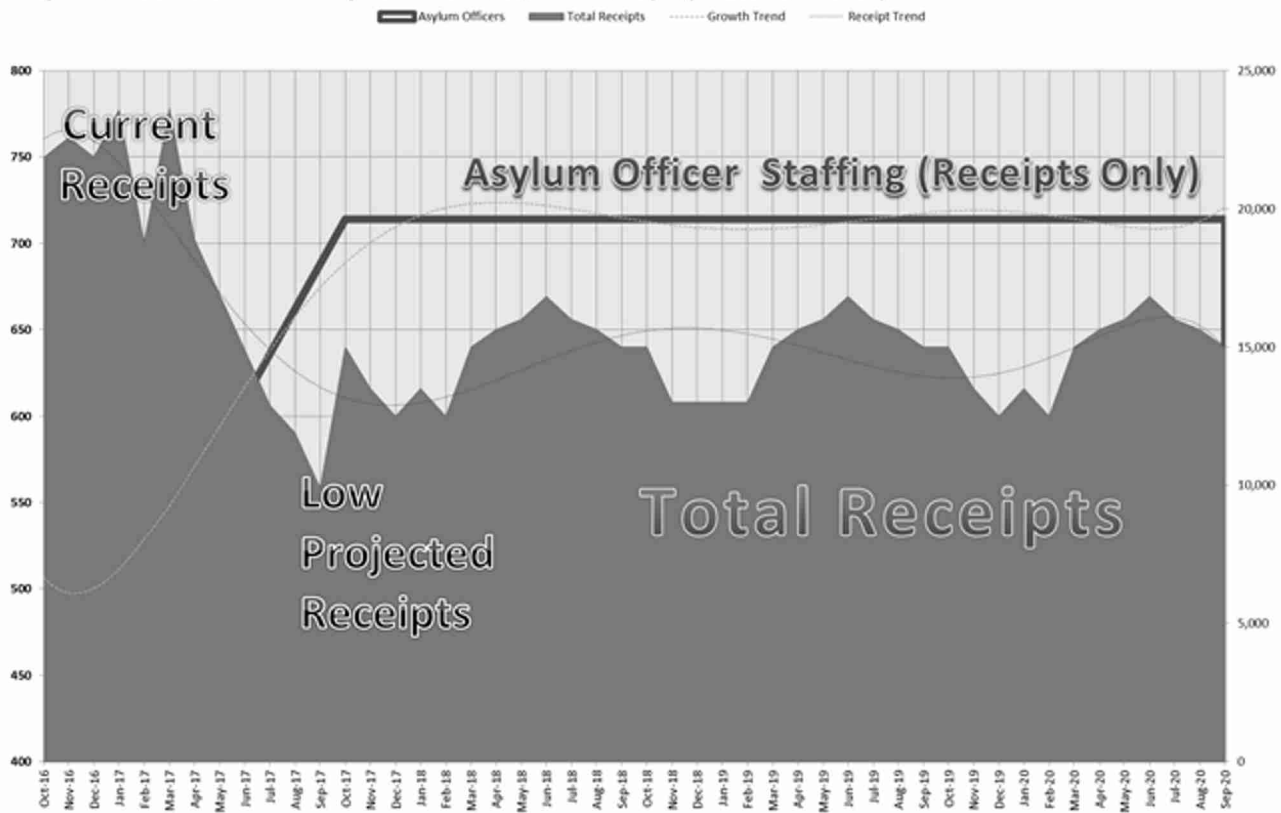
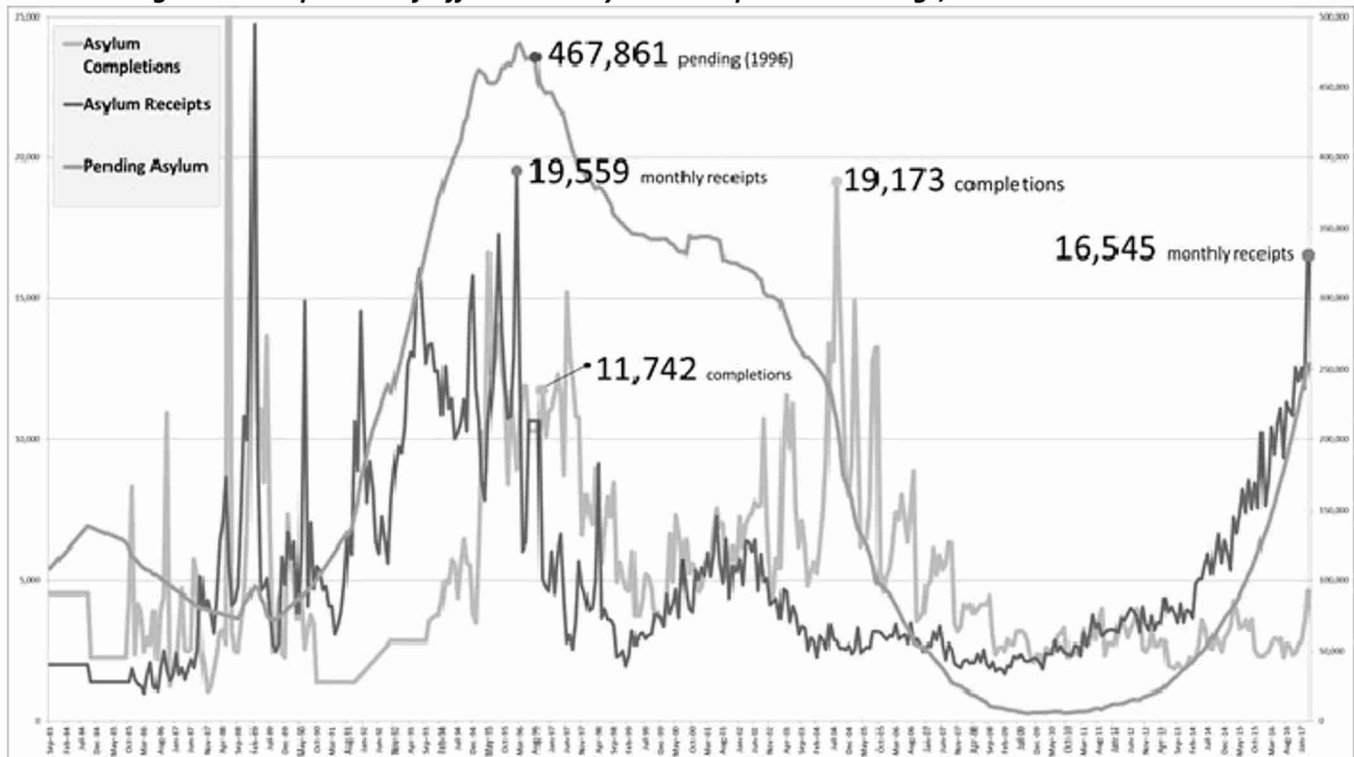


Chart 3: Long-Term Comparison of Affirmative Asylum Receipts and Backlogs, 1984-Present



Thanks,
David

U.S. Citizenship and Immigration Services

Main Number:

Work Mobile:

(b)(6)

According to the analysis completed in the SAM, Asylum Division officer staffing needs for new receipts exceeded 800 officers in FY17, and will exceed 900 officers in FY18. The backlog of pending I-589s will also require a significant additional number of officers. Recent I-589 receipts have increased beyond the expectations of the RAIO VPC which has estimated FY 2017 receipts at 135,550 and FY 2018 receipts at 137,874. Current receipts suggest that more than 150,000 new applications may be received in the next 12 months.

Currently, CF receipts are at three-year lows: March receipts were at 6,141 down from a high of 10,412 in August 2016. Current trends suggest CF could fall to FY 2013 levels when 36,000 cases were received. I-589 receipts would likely fall if when offices are staffed to handle all new I-589 receipts.

AO staffing requirements would be above current staffing levels even if receipts fell significantly from their current rate of 20,000 total monthly receipts. A 25% reduction to 15,000 receipts would require approximately 634 AO for new receipts only. An additional 715 AOs would be needed to eliminate the I-589 backlog in 24 months. If significant efficiencies in I-589 adjudications could be found, the staffing requirement could potentially fall to 544 AOs for all new receipts and an additional 572 AOs to complete the backlog in 24 months.

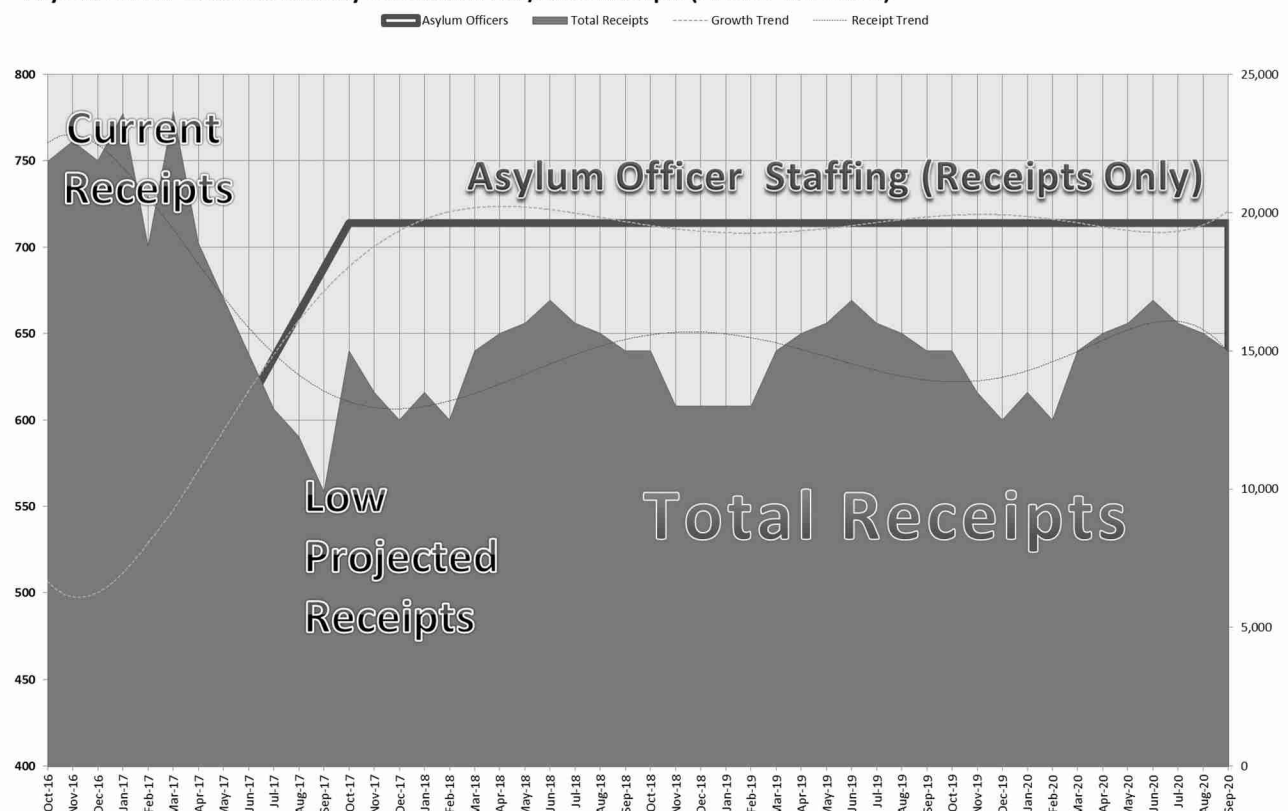
Chart 1: Comparison of AO Staffing and Improved Efficiency from 12.5% to 25%

Comparison of AO Staffing and Improved Efficiency			Total AO Need:		AO requirement for New Receipts:				AO requirement:
Scenario	I-589 Per PP	Improvement	Receipts & Backlog	All new receipts	CF Need	RF Need	I-589 Need	Other Work	Backlog (24 month schedule)
16 cases/PP	16	none	1,349	634	116	50	416	52	715
18 cases/PP	18	12.50%	1,218	583	116	50	370	47	635
20 cases/PP	20	25%	1,116	544	116	50	333	45	572

*assuming: 120,000 I-589s 50,000 CF 10,000 RF

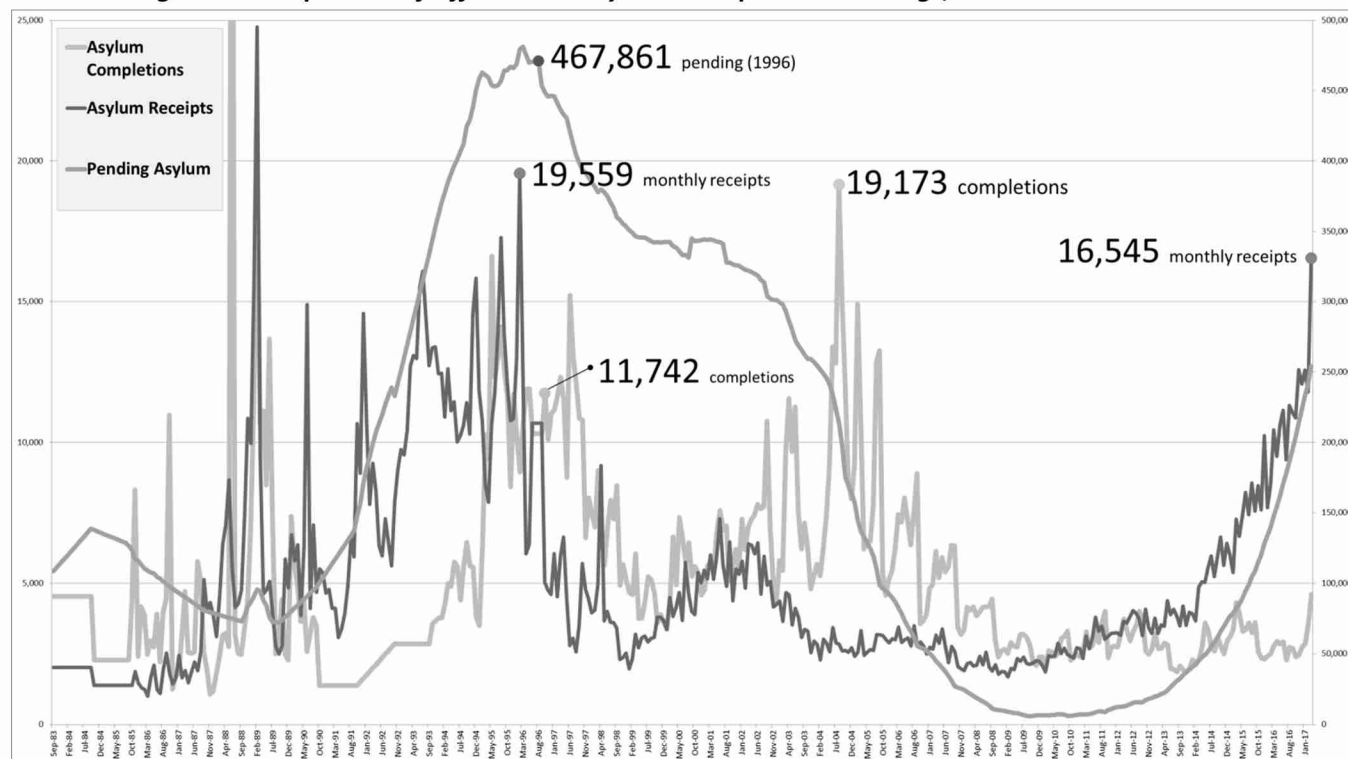
Chart 2: Comparison of AO Staffing Requirement and New Receipts, Actual and Projected, FY17-FY20

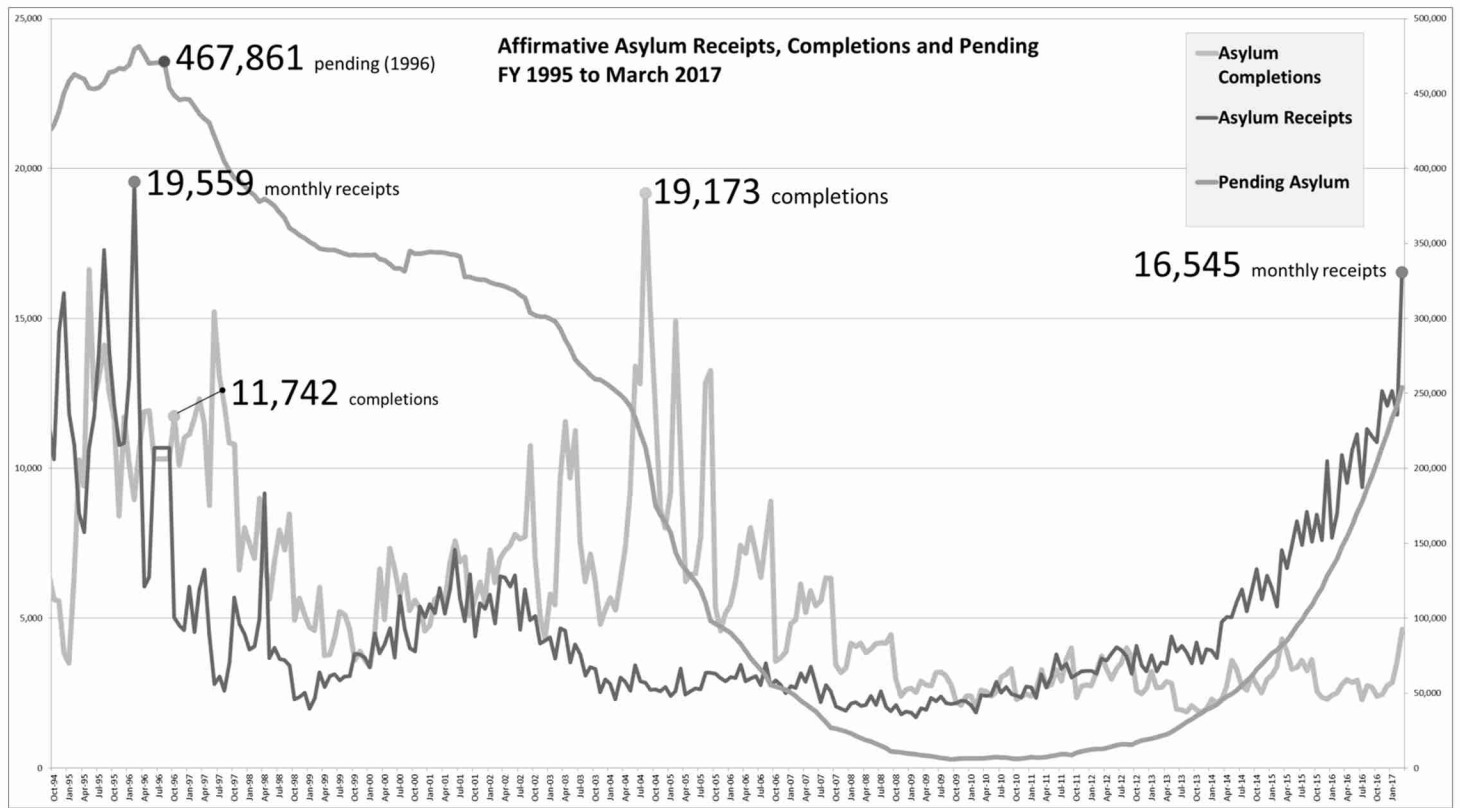
Asylum Officer Level and Monthly Combined I-589/APSO Receipts (FY 2017 to FY2020)



In the short-term, however, USCIS faces historic levels of Affirmative Asylum Receipts with the significant possibility of an unprecedented crises in the coming months. Absent significant staffing increases, the backlog could increase by more than 150,000 a year. At this rate, absent immediate staffing and facilities expansion, receipts could potentially spike far above current levels in result in a backlog of nearly 1 million cases within the next 2 years.

Chart 3: Long-Term Comparison of Affirmative Asylum Receipts and Backlogs, 1984-Present





Proposal: USCIS will

Analysis:

[Redacted]

1

[Redacted]

[Redacted]

2.

3.

