Description of document:	U.S. Immigration and Customs Enforcement (ICE) Media Relations Guidance for ICE Employees, 2011
Request date:	17-August-2014
Released date:	27-April-2015
Posted date:	02-November-2015
Source of document:	US Immigration and Customs Enforcement Freedom of Information Act Office 500 12th Street SW, Stop 5009 Washington, D.C. 20536-5009 Fax: (202) 732-4266 Email: ICE-FOIA@dhs.gov Online FOIA Request Form

Freedom of Information Act Office

U.S. Department of Homeland Security
500 12th St SW, Stop 5009
Washington, DC 20536

U.S. Immigration and Customs Enforcement

April 27, 2015

RE: ICE FOIA Case Number 2014-ICFO-06653

This letter is the final response to your Freedom of Information Act (FOIA) request to U.S. Immigration and Customs Enforcement (ICE), dated August 17, 2014. You have requested copies of the most recent ICE Communications Plan.

ICE has considered your request under the FOIA, 5 U.S.C. § 552.

After review of those documents, I have determined that 1 page will be released in its entirety. Portions of 17 pages will be withheld pursuant to exemptions of the FOIA as described below.

ICE has applied FOIA exemptions to protect from disclosure

FOIA Exemption 5 protects from disclosure those inter- or intra-agency documents that are normally privileged in the civil discovery context. The three most frequently invoked privileges are the deliberative process privilege, the attorney work-product privilege, and the attorney-client privilege. After carefully reviewing the responsive documents, I have determined that portions of the responsive documents qualify for protection under the deliberative process privilege.

The deliberative process privilege protects the integrity of the deliberative or decision-making processes within the agency by exempting from mandatory disclosure opinions, conclusions, and recommendations included within inter-agency or intra-agency memoranda or letters. The release of this internal information would discourage the expression of candid opinions and inhibit the free and frank exchange of information among agency personnel.

You have the right to appeal ICE's determination and should you wish to do so, please send your appeal following the procedures outlined in the DHS regulations at 6 Code of Federal Regulations § 5.9 and a copy of this letter to:

U.S. Immigration and Customs Enforcement
Office of Principal Legal Advisor
U.S. Department of Homeland Security
Freedom of Information Act Office

500 12th Street, S.W., Stop 5009
Washington, D.C. 20536-5009

Your appeal must be received within 60 days of the date of this letter. Your envelope and letter should be marked "FOIA Appeal." Copies of the FOIA and DHS regulations are available at www.dhs.gov/foia.

Provisions of the FOIA and Privacy Act allow us to recover part of the cost of complying with your request. In this instance, because the cost is below the $14 minimum, there is no charge.[1]

If you need to contact the FOIA office about this matter, please call (866) 633-1182 and refer to FOIA case number **2014-ICFO-06653**.

Sincerely,

R.gowins,for

Catrina M. Pavlik-Keenan
FOIA Officer

Enclosure(s): 18 page(s)

[1] 6 CFR § 5.11(d)(4).

Office of Public Affairs
U.S. Department of Homeland Security

U.S. Immigration and Customs Enforcement

March 8, 2011

Media Relations Guidance for ICE Employees

Handling Basic Press Inquiries

As a portal for news and information about ICE, the Office of Public Affairs (OPA) provides timely, accurate and approved responses to the news media on a daily basis. Public Affairs Officers (PAO) are the only personnel approved to speak to the news media.

Media Calls

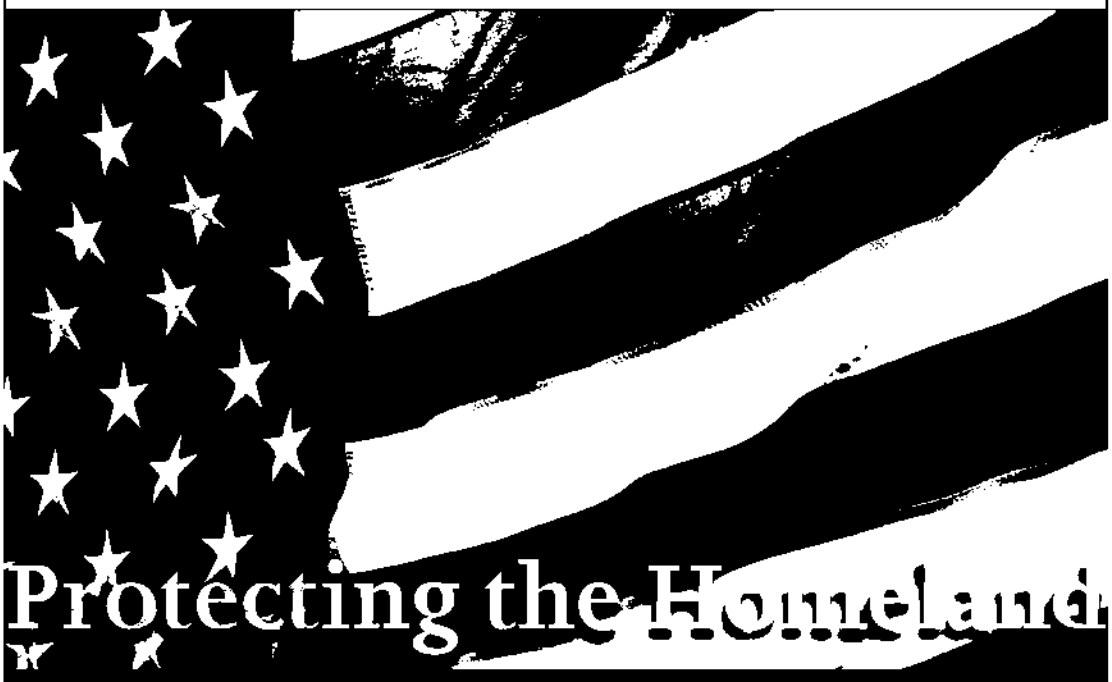
If an ICE employee or ICE contractor gets a call from a reporter, blogger or another individual who claims to be a journalist, the following protocol should be followed:

- **Inform journalist how ICE handles media inquiries.** All media inquiries are handled by ICE OPA.

- **Direct journalist to appropriate OPA representative.** Employees in locations other than ICE headquarters should direct the reporter to their local field PAO. Employees at ICE headquarters or at a Washington, DC office should direct the reporter to the press line at 202-732-4242.

- **Know your PAO contact information.** A list of field and national PAOs can be found here.

~~Law Enforcement Sensitive-FOUO~~



Protecting the Homeland

Risk Communications Plan

ICE Office of Policy
Strategy and Risk Division

February 2011

U.S. Immigration and Customs Enforcement

~~FOUO // Law Enforcement Sensitive~~

U.S. Immigration and Customs Enforcement

Contents

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Section 1. Introduction

1.1 Background

On May 27, 2010, DHS Secretary Janet Napolitano released a Memorandum establishing the DHS Policy for Integrated Risk Management (IRM)[1] establishing a national policy requiring that all Components incorporate a risk process into the planning, management, and overall mission of both the Department and their organization. 'Risk management', as defined within the DHS IRM Policy is a "process for identifying, analyzing, assessing, and communicating risk and accepting, avoiding, transferring, or controlling it to an acceptable level considering associated costs and benefits of any action taken."[2] IRM is based on the principle that risk management should enhance an organization's overall decision making process and increase its ability to achieve its objectives by using it to influence and manage risks. IRM policy is designed enhance all levels of decision-making, including strategy and planning, budget formulation, resource allocation, workforce planning, and performance reporting. As required by the Secretary's Policy Memorandum, the Department provided two primary guidance documents to further define and guide IRM efforts. .

U.S. Immigration and Customs Enforcement is the primary investigative arm of the U.S. Department of Homeland Security (DHS) and the second largest investigative agency within the federal government. With over 20,000 employees located in more than 400 offices in the U.S. and overseas, effectively communicating ICE's organizational priorities and policies is critical to accomplishing its organizational mission. The Secretary's IRM Policy Memorandum has numerous implications for ICE. First, it required that ICE develop and promote a common understanding of risk throughout its organization. Second, it conveys that ICE must manage risks that influence its mission or Components with overlapping missions. Third, it involves establishing and implementing ICE risk management policies, processes, and practices that align with the DHS IRM Policy and guidance. Fourth, it compels ICE to develop risk management capabilities that support DHS IRM policies, processes, and practices.

In response, ICE established a strategy and risk function within its Office of Policy to further Department-level goals to develop, coordinate, and implement a unified and integrated approach to risk management across the "homeland security enterprise." The Office of Policy, Strategy and Risk Division (hereafter referred to as "the SRD team") is responsible for leading risk management efforts at ICE, which entails identifying, developing, and effectively communicating ICE's organizational priorities and policies on risk management.

[1] U.S. Department of Homeland Security, *Risk Management Fundamentals*, December 2010, p. 3
[2] U.S. Department of Homeland Security, "DHS Policy for Integrated Risk Management," (May 27, 2010).

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1.2 Purpose/Objectives

Risk-related communication from the ICE Office of Policy is currently very ad hoc. The purpose of the risk communications plan is to outline a structured approach for communicating risk-related messages that articulate *what* risk management information should be disseminated across the agency, *who* should receive risk management information, *when* should risk management information be communicated, and *how* risk management information will be disseminated across the agency. Beginning by establishing a common framework for understanding risks at all levels of the organization, this plan seeks to accomplish three main goals:

- **Communicate ICE Risk Assessment Results to Decision Makers:** The SRD team will work to communicate risk activities and results across the organization to decision makers using the risk communications processes established in this risk communications plan. The SRD team will focus primarily on communicating risk assessment results effectively to necessary decision makers in a timely manner. .
- **Communicate a common understanding of risk management concepts:** The SRD team will establish a common understanding of risk within the constraints of a law enforcement environment and the goals and objectives of risk assessment efforts at ICE headquarters and across its 26 field offices. The SRD team may have difficulty communicating risk concepts to decision makers and stakeholders during the risk management process due to the different levels of risk understanding. To overcome this challenge, the SRD team may have to provide background material on risk concepts to decision makers (i.e. Fact Sheets), and/or increase risk communication efforts to alleviate stakeholder concern (i.e. high-level briefings on SRA results).
- **Increase understanding of DHS & ICE risk management policies/practices:** In order to establish a risk management mindset, skill set, and culture throughout ICE, the SRD team will update and inform stakeholders on ICE's overall risk management strategy (mission, vision, and values), DHS Integrated Risk Management (IRM) policy and guidance, official DHS risk reports and resources, and best practices.
- **Socialize ICE risk management capabilities to increase visibility:** The SRD team will increase awareness of ICE risk management capabilities activities, accomplishments, and recent success stories amongst all ICE employees. Introduce this information as chapters of a larger book, beginning with an overview/summary of the HSI SRA (Phase I & II) and continues with messages covering current ICE risk activities/initiatives, ICE risk capabilities (the kind of work we do and the impact it has on ICE offices), next steps, risk-related news/developments that impact the way we do business.

The plan also describes the audiences, communication types, and communications strategies for accomplishing these goals. The SRD team will update the communications plan annually or as developments occur that require revisions.

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Section 2. Key Communication Types

Risk communications, as defined in the DHS Risk Lexicon, is "the exchange of information with the goal of improving risk understanding, affecting risk perception, and/or equipping people or groups to take appropriate actions in response to an identified risk."[5] The SRD team will communicate what risk means for ICE; specifically, *what is at risk, from what, and to what degree.* Risk, for the purposes of this communications plan, refers to external risks posed by external adversaries (e.g. terrorists and criminals) to ICE. Risks are affected by situational circumstances that may hinder ICE's ability to protect the nation from dangerous people or goods, as opposed to internal risks such as fraud, waste, or abuse. The SRD team will convey risk assessment results via appropriate communication channels to be used by senior leaders in identifying the highest priority enforcement areas to support decision making on resource allocation and the formulation of budget enhancement requests. This section outlines the types of risk-related information that will be provided to stakeholders by the SRD team.

2.1 Results from ICE Risk Assessments

The SRD team is responsible for sharing ICE risk assessment results and risk management decision support tools throughout ICE to ensure that homeland security risks are integrated into strategic, operational, budgetary and resource decision-making processes. The SRD team will use the means outlined within this risk communications plan to communicate this information.

2.2 Results from Department-wide Risk Assessments

Risk assessment results provide information on external risks to ICE and inform decisions on established possible courses of action to address those risks. The SRD team will provide risk assessment methodology, preliminary results, and outcomes, including The Homeland Security National Risk Assessment, Strategic Issue Papers, and Risk Assessment Process for Informed Decision-Making (RAPID) assessments.

2.3 DHS Risk Policy and Directives

Official DHS Policy documents, including policy statements, management directives, reports on formal departmental risk assessments, reviews of departmental assessments that relate to homeland security risk assessment and risk management to be communicated to stakeholders, including but not limited to, the following:

- **Homeland Security Presidential Directives (HSPDs):** These directives are executive orders issued by the President with the consent of the Homeland Security Council on matters related to Homeland Security. HSPD-7, "Critical Infrastructure Identification, Prioritization, and

[5] DHS Risk Lexicon, 2010 Edition

Protection," establish risk management responsibility to the DHS Secretary, thereby serving as the impetus for the Secretary to establish the Department's IRM policy.

- **Management Directives:** DHS Directives are an official means of communicating DHS policies, delegations of authority, and procedures necessary for DHS to comply with pertinent Executive Orders, statutes, regulations, and policies as related to risk management at DHS and Components. All DHS officers and employees are responsible for acting in accordance with the applicable policies and procedures as established by the Directives. The Management Directives System consists of Directives and Instructions that are systematically prepared and revised to meet the needs of DHS. For example, on May 27, 2010, DHS Secretary Janet Napolitano released a Memorandum establishing the DHS Policy for Integrated Risk Management (IRM) mandating each Component to develop risk management policies, processes, and practices.
- **Policy Statements:** These statements are formal, written policies issued by the DHS Secretary, Deputy Secretary, or Office of the Secretary that describe overarching objectives of a major initiative. Policy statements may be followed by the release of a Policy Directive that serve to clarify the Department's stance on what risk management is at DHS and why the policy is being implemented.
- **Policy Directives:** Directives expand upon and build on DHS policy statements, policies or initiatives that are initiated by the President or the DHS Secretary. These directives describe a policy's purpose, scope, authority; establish roles and responsibilities; and institute policies and procedures for the Department's new policy. These directives also establish measurable outcomes of the Department's overall risk management policy, establish performance measures to be used in evaluating outcomes, and assign responsibilities for the implementation of the DHS policy to Components of the DHS enterprise. Examples include the Integrated Risk Management Policy Directive released on 05/27/2010 by Secretary Napolitano.

2.4 Risk Instructional Documents

Risk management instructional documents support Executive Orders, DHS Directives, and Policy Statements by educating, informing, and providing guidelines to Components on how to integrate the DHS risk management policy, process, and approach at all levels of their organization. More specifically, they provide guidance on how to implement the Department's IRM policy within a Component organization. A brief description of the six (6) risk-informing instructional documents is provided below:

- **Risk Steering Committee (RSC) Instructions *(Draft)*:** RSC instructional document establishes the RSC organization, its tiered structure, and articulates how to fulfill its assigned responsibilities. It defines roles and responsibilities, including those for its members and other participants, work plan, and decision making within its structure.
- **Risk-Informing Programming and Budgeting *(In Development)*:** This instruction will likely focus on using a risk management approach to determine programming priorities, inform resource allocate requirements, and to inform strategic budgetary decisions that support a Component's mission and objectives
- **Risk-Informing Acquisition Management:** This instruction manual provides direction and guidance on a new DHS acquisition management policy and framework. The instruction

explains how the DHS acquisition management is defined and executed, the processes associated with the different types of acquisitions, and the procedures for review and approval of DHS acquisitions.

- **Identify and Monitoring Organizational Risks** *(In Development)*: This instruction will likely focus on identifying, prioritizing, and monitoring risks that would inhibit or prevent a Component from performing its mission, activities, functions, and objectives and its effectiveness in managing those risks.
- **Risk-Informing Strategy Development** *(In Development)*: This instruction will likely focus on integrating risk concepts and analysis into the development of specific strategies to manage or reduce identified risks.
- **Risk-Informing Performance Management** *(In Development)*: This instruction will likely focus on evaluating a Component's performance based on its ability to manage risks effectively (where possible) and on identifying gaps where improvements are necessary.

The SRD team has not received official versions of these documents from DHS and therefore, cannot expand upon the content and/or nature of the aforementioned instructional documents. Once DHS releases these instructions, the SRD team will update these sections of the risk communications plan. The SRD team will support each part of the risk management process by communicating instructions once released by the Department.

2.5 Other Implementing Documents

- **Interim Integrated Risk Management Framework (IIRMF):** Released by the RSC in January 2009, the IRMF sets the foundation for a common approach to homeland security risk management. It consists of a collection of documents that includes an Integrated Risk Management Policy Statement, Directive and supporting Instructions and Implementing documents. IRM provides doctrine and guidelines that support integrated risk management within DHS to, ultimately, support strategic decision making and implementation of the Department's IRM policy.
- **DHS Risk Lexicon (Sept. 2008 & Sept. 2010 Editions):** The lexicon establishes a list of terminology and definitions relevant to homeland security risk management, analysis, processes, and techniques.
- **Risk Management Guidelines:** Guidelines released by the Department provide techniques and guidance on how to apply principles and processes of risk management to homeland security decisions that affect the planning prioritization, budget formulation, resource allocation, capability development, and the development of risk prevention or mitigation strategies.
- **Risk Management Fundamentals (Draft):** RMF was the first in a series of policy publications articulating the principles of homeland security risk management, providing a common framework, and outlining an operational concept to guide the development and implementation of IRM. RMF outlines principles of risk management within the homeland security environment. It also provides a common framework and operational concept to guide the development and implementation of IRM, ultimately cultivating a risk culture that addresses the unique mission of each component.

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2.6 Key Reports

- **U.S. Government Accountability Office (GAO) Reports:** GAO, often referred to as the "congressional watchdog," is an independent, nonpartisan agency that investigates how federal government agencies spend their money and provides recommendations on how those agencies can be more efficient, effective, and responsive. GAO mainly produces reports at the request of Congressional members and provides testimony before Congress.
- **National Academies Reports:** Four organizations – the National Academy of Sciences, the National Academy of Engineering, the Institute of Medicine and the National Research Council – are collectively known as the National Academies. The National Academies provide independent guidance on national issues to policy makers, leaders, and the public on biomedical science, medicine, and health issues. The National Academies conducts studies and produces congressionally mandated reports; conclusions and recommendations are presented in Congressional briefings. In a 2010 report, titled *Review of the Department of Homeland Security's Approach to Risk Analysis*, the National Research Council (NRC) reviewed the Department's risk methodology and provided scientific recommendations on ways to build upon the IRMF and improve its future risk models.

2.7 Best Practices

Best practices highlight successful strategies, approaches, tools, and techniques used in risk assessment and risk management, many of which have been successfully developed and implemented in other government organizations. Researchers, policy experts, and subject matter experts (SMEs) in private industry, government organizations, and academic institutions publish articles, reports, and/or studies that highlight approaches, processes, techniques, and solutions to assessing and managing risk in the homeland security arena. These best practices can be tailored to support DHS Components to meet their unique organization's mission.

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Section 3. Stakeholders

3.1 Internal ICE Stakeholders

Internal stakeholders include any group, individual, or partner who influences decision making about ICE resources, supports the development of ICE risk products, assists the SRD team in meeting its objectives, or is positively or negatively affected by the results of a risk assessment or change in risk policy, including:

3.1.1 ICE Leadership

ICE leadership includes decision makers who are involved in risk management at ICE or use the risk management outputs/results to make decisions on ICE resources, as identified below:

- **ICE Assistant Secretary:** As the highest official at ICE, the Assistant Secretary will receive all RSC Tier I communication on accomplishments, current activities, relevant RSC working group products, and next steps related to DHS risk management. The SRD team will provide major policy directives and/or instructions on risk management and GAO or National Academies reports that review risk management practices at ICE or DHS.
- **Risk SES (TBD):** Once DHS IRM Policy is released and a Risk SES is designated for ICE, they will receive all Tier III communications. In addition, the SRD team will communicate all major risk policy directives and/or instructions, provide updates of ongoing ICE risk assessments, review results of completed risk assessments at ICE, relevant GAO or National Academies risk-related reports, and any other information or material as determined in the future.

3.1.2 ICE Offices

On June 9, 2010, ICE Director John Morton announced that ICE offices would be internally realigned around its two core operational responsibilities – criminal investigation and civil immigration enforcement – and would be supported by a strong management division. The new organizational structure consisted of three new directorates: Homeland Security Investigations (HSI), Enforcement and Removal Operations (ERO), and Management and Administration. Each directorate is now led by an Executive Associate Director who is responsible for managing and coordinating the work of the offices within their offices. Six program offices remain separate from the new directorates: the Office of the Principal Legal Advisor, the Office of Detention Policy and Planning, the Office of Professional Responsibility, the Office of Public Affairs, the Office of Congressional Relations, and the Office of State and Local Coordination.

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- **Homeland Security Investigations (HSI):** This directorate is responsible for ICE investigations of criminal violations of U.S. law related to illicit trade, illicit travel, illicit finance, immigration, employment verification, and visas, in addition to national security programs investigations. HSI includes the Office of International Affairs (OIA), the Office of Intelligence (Intel), and Investigations. The SRD is currently engaged in the second phase of a strategic risk assessment (SRA) of HSI and therefore, has engaged in various communications with HSI leadership. The SRD provides updates on risk methodology/approach, periodic progress updates, SRA results briefings, and best practices.
- **Management and Administration:** The offices within this directorate support HSI and ERO missions and all agency management functions, including management of ICE's budget, expenditures, accounting and finance, procurement, HR, workforce recruitment, EEO, IT systems, facilities, property, equipment, and performance measurement. The SRD does not currently support or communicate with leadership in the Management and Administration directorate. However, in the future, the SRD team would like to begin communicating ICE's risk assessment capabilities, in addition to any non-mission related risk policies, directives, instructions, reports, and best practices. The Office of Policy, Strategy and Risk Division falls within this Directorate.
- **Enforcement and Removal Operations (ERO):** ERO consists of seven (7) Assistant Directors who oversee Field Operations, Enforcement, Removal, Secure Communities, Detention Management, ICE Health Service Corps, and Mission Support. This directorate is responsible for all civil immigration enforcement and overseeing the agency's detention system and centers, removal flight operations, and efforts focused on locating unauthorized immigrants sought for illegal re-entry into the U.S. The SRD team only recently engaged in dialogue with ERO regarding ICE's risk assessment capabilities. In the future, the SRD team would also like to begin communicating mission related risk policies, directives, guidelines, instructions, and best practices.
- **Other Offices Reporting Directly to ICE Director Morton:** Other offices that report directly to Director Morton include the Office of Professional Responsibility (OPR), the Office of Detention Policy and Planning, Office of the Principal Legal Advisor, the Office of State and Local Coordination, the Office of Congressional Relations, and the Office of Public Affairs (OPA). The SRD team provided support to the Office of Detention and Oversight (ODO) within OPR in developing a risk based process to identify and prioritize detention facilities to undergo Quality Assurance Inspections (QAR) each year. In the future, the SRD team would like to leverage the support provided to ODO further to begin communicating strategic-level risk assessment results, policies, directives, and Congressional/National Academies reports to additional Executive-level offices.

For the organizational structure to be effective in managing risk, risk information needs to flow from top to bottom and across the organization. Communication efforts will initially focus on engaging leadership within each directorate to promote the Office of Policy's role as the central risk management office for ICE and sharing information related to policies, procedures, and resources, in addition to ICE's risk management capabilities and initiatives.

3.2 External ICE Stakeholders

Interagency cooperation, collaboration, and communication are essential to implement an IRM approach that supports homeland security decision makers in prioritizing competing requirements. Internal stakeholders are not the only ones that play a role in homeland security risk management. External ICE stakeholders includes anyone outside of ICE, including other government entities, organizations, and groups, that have a direct interest in homeland security risks or could be affected by ICE's risk management practices.

3.2.1 Department of Homeland Security (DHS) Stakeholders

DHS Stakeholders include offices, departments, and committees involved in the design, development, guidance, implementation or governance of integrated risk management throughout DHS components.

- **National Protection and Programs Directorate (NPPD)**
  - **Office of Risk Management & Analysis (RMA) –** RMA was established in April 2007 in to lead the Department's efforts to establish a common language, a standard process and tools, and risk analysis standards and metrics. The RMA Director is responsible for advancing the Department's risk management capability. To communicate between DHS and various levels of leadership within each Component, RMA developed a risk governance process and a risk governance body, known as the DHS Risk Steering Committee (RSC), which is comprised of representatives from DHS and all levels of leadership within its Components. The SRD team will communicate results of ICE risk assessments and questions and/or issues encountered with ICE risk management efforts, in turn receiving input and guidance to help address challenges in the methodology used for ICE risk assessments.
  - **DHS Risk Steering Committee**[4] **–** The RSC was established in 2007 to serve as the governance body responsible for coordinating and overseeing all DHS risk management initiatives to execute IRM policy. It is also responsible for providing recommendations for the Secretary, facilitating collaboration on risk management between Components, and supporting Components by employing effective strategies and conducting analysis to support their individual missions. Chaired by the Under Secretary of NPPD, the RSC addresses concerns that may arise within each Component. The RSC has a three-tier structure: Tier I is made up of Component Heads; Tier II is made up of Deputies of each Component; and Tier III consists of Senior Staff level members. Through its tiered membership structure, the RSC promotes information sharing on individual Component implementation efforts, facilitates collaboration between Components, and coordinates with Federal, State, local, tribal and territorial governments and international partners on homeland security risk management issues. The SRD team will provide input regarding future approaches to risk management methodology and comments/feedback on draft policy directives and instructional documents. The SRD team will communicate risk assessment results and/or progress during RSC meetings, sharing success stories, and identifying any issues or challenges that may arise in risk assessment, implementation, and management activities.

[4] **Note:** Once the Management Directive is signed and officially released, the RSC section will be updated to include the Risk SES position that is established and reflect the change in RSC structure from three tiers to four tiers.

3.2.2 Government Oversight Agencies

As independent agencies that evaluate federal government agencies and report to Congress, communication between the SRD team and government oversight agencies will vary depending on the nature of their engagement. The SRD team will promptly communicate written responses to audit requests from these agencies for homeland security risk management issues, efforts, process, approach, and/or results through official ICE Ops taskings.

Additional risk-related communications between the SRD team and these agencies includes materials and/or data related to ICE strategic risk assessments. In instances involving review of materials containing national security or sensitive risk related information, ICE responses will be communicated in writing and will be coordinated through ICE's officially designated office/point of contact.

- General Accountability Office (GAO)
- Congressional Offices
  - Congressional Research Service (CRS)
  - DHS Office for Civil Rights and Civil Liberties (CRCL)
  - Congressional Budget Office (CBO)
  - Library of Congress
- The National Academies

3.2.3 Federal, State, Local, and Tribal Partners

Management of homeland security risk is a shared responsibility that requires strong partnerships with and support from Federal, State, local, tribal and international organizations, the private sector, and non-governmental organizations (NGOs). Recognizing this fact, the SRD team will engage in outreach and communications to Federal, State, and local tribal agencies in an effort to build strong relationships, increase cooperation, and coordinate activities to mitigate or eliminate homeland security risks.

- Other DHS Components
- Federal, State, Local and Tribal Agencies
- Non-Governmental Organizations (NGOs), particularly those focused on immigration and detention related issues

3.2.4 Federally-Funded Research and Development Centers (FFRDC)

Federally funded research and development centers (FFRDCs) are independent, non-profit organizations sponsored and funded by an agency of the federal government to help solve complex, long-term problems. FFRDCs help government agencies meet special, long-term scientific and technical research, development, and analysis needs that cannot be met as successfully by the agency's existing resources or by private industry.

There are three (3) categories of FFRDCs: 1) research and development laboratories; 2) study and analysis centers; and 3) systems engineering/systems integration (SE/SI) centers. Below is a brief description of each FFRDC category:

- **Research and Development (R&D) Laboratory:** R&D laboratories are used to provide long-term expertise in sophisticated technology areas and facilitate the transfer of new, significant technology to private industry.
- **Study and Analysis Centers:** Provide independent analysis and advice that assist the sponsoring agency in its policy development, decision-making, evaluation of alternatives, and development of innovative approaches to solve complex issues.
- **System Engineering/Systems Integration (SE/SI) Centers:** SE/SI centers provide support for large, complex systems, including the selection of system concepts, the development of system architecture and technical specifications, the acquisition of hardware and software, the testing and verification of system performance, the integration of new capabilities, and the management of system operations.

While there are more than 40 FFRDCs, only two FFRDCs are sponsored by DHS and therefore, relevant to ICE:

- **Homeland Security Institute (HSI):** Administered by Analytic Services, Inc. (ANSER), HSI was established under Section 312 of the Homeland Security Act (P.L. 107-296) as the Department's first congressionally chartered FFRDC. HSI supports the DHS Secretary, the Under Secretary for Science and Technology, and DHS operational units on a variety of homeland security issues. Specifically, HSI provides independent scientific, technical, and/or analytical analysis that supports the Department's policy development, decision-making, and evaluation of alternative approaches. HSI also works with and supports other government agencies, non-governmental organizations, higher education institutions, and non-profit organizations, in addition to federal, state, local, tribal, public and private sector organizations within the homeland security arena. In the past, the SRD team was primarily a consumer of research, studies, and reports produced by HSI. In the future, the SRD team will remain a consumer of HSI products, conferences, and seminars.
- **The Systems Engineering and Development Institute (SEDI):** Established in early 2009, SEDI provides technical systems engineering, acquisition, and program management expertise to help the Department improve enterprise IT processes and tools, apply best practices and standards, and develop plans that enhance acquisitions and IT systems development throughout its organization. DHS with systems engineering and acquisition strategy expertise to improve enterprise policies, processes, and tools for mission capabilities that ensure the nation's security. SEDI is managed by The Mitre Corporation (MITRE), a non-profit organization with expertise in systems engineering, information technology, operational concepts, and enterprise modernization that support a broad range of homeland security initiatives. The SRD team did not communicate with SEDI in the past. In the future, the SRD team may reach out and communicate with SEDI to design a predictive management tool.

Each center is administered through a contract with the sponsoring federal agency. Although FFRDCs are not subject to Office of Personnel Management (OPM) regulations, they are subject to limitations restrictions on their activities and controls by Congress and/or their sponsoring agency. Both are extremely valuable because they share a special, preferred relationship with government agencies and possess expertise not readily available within the government or the private sector.

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Section 4. Communication Strategies

4.1 Near-Term Strategies

Near term strategies will be executed within 1 to 6 months after the risk communications plan is released. Risk communications efforts will initially focus on the first two goals of this plan – 1) communicating a common understanding of risk concepts, and 2) increasing an understanding of ICE and DHS risk policies/practices.

Information Sharing Meeting: The Office of Policy will focus on information sharing with other mission-support offices within the organization to explain what risk management means for ICE and the role played by the SRD team in the process. These meetings include sessions conducted with Deputies and Risk points of contact (POCs) within ICE Offices.

Official Report of Record: Share final reports completed for individual risk assessment conducted by the SRD team once the Director has signed off on it, thereby making it official. These officially released reports serve as proof that ICE has implemented a risk process in response to GAO and National Academies audits and recommendations. Additionally, these reports support direct FOIA requests about ICE risk assessments and/or how risk results factor into ICE decision-making (i.e. related to ODO detention facilities).

Forums/Conferences/Workshops: As determined by Strategy and Risk Division members, the Office of Policy will participate in risk-related conferences, workshops, and symposiums to inform, discuss, and adapt the ICE risk assessment and risk management approach with its internal and external stakeholders. These forums offer an understanding of new risk management approaches, activities and best practices that will enhance ICE's risk capabilities.

4.2 Medium-Term Strategies

Medium-term strategies will be executed from 6 months and 1 year after the risk communications plan is released.

ICE Internal Web Portal: Hosted by ICE, the web portal site would host a web page dedicated to "risk management" at ICE that houses all risk-related documents and provide access to all internal ICE stakeholders. The web portal will house as risk library where documents can be permanently stored. Members of the SRD team will catalogue and regularly update documents within the library. Lastly, but most importantly, the web site/portal will also facilitate internal ICE communications with a message board and a risk mailbox. The internal web portal will serve as the primary place for all ICE risk communications. The site would be updated by the SRD team and include contact information for risk.

team members, recent ICE risk management accomplishments and milestones, success stories, upcoming risk conferences, and risk related articles.

Develop Strategic Partnerships to Identify Collaborative Opportunities: ICE's risk management practices can be enhanced by reaching out to other DHS Components and other federal agencies for information on their risk management practices and potentially lead to collaborative opportunities. Currently, the SRD team occasionally reaches out to DHS RMA to solicit input, feedback, and guidance on risk approaches, methodology, and tools when necessary. In the future, the SRD team will participate in risk management conferences, symposiums, etc. hosted by DHS, other Components, and other federal, state, and local agencies in order to expand its reach within the risk world.

Contribute to Existing Risk Newsletters: The SRD team will submit ICE risk management updates, activities, success stories, etc. to monthly newsletters produced by DHS, ICE, and/or private risk organizations. For example, SARMA publishes a monthly newsletter, *The Risk Communicator*, which features stories on DHS and other homeland security agencies. ICE would also promote the organizations successes by contributing to Department publications, including *DHSToday* and DHS OPA Press Releases.

Success Stories: The SRD team will develop a one-page synopsis for each individual risk assessment completed on behalf of individual ICE offices. The success story would provide a general overview of individual risk assessments and highlight the following: specific challenge faced by the ICE office, the customized risk-based approach developed by the SRD team, results of the assessment, and the benefits in decision it was used to inform. Success stories will serve as an example of how the SRD team developed, implemented, and used risk data and analysis to solve a particular issue affecting an office within ICE. Success stories may be submitted to Risk Newsletters in the future.

4.3 Long-Term Strategies

Accomplishing the third goal of socializing ICE risk management capabilities is a longer-term goal that will come only after first achieving the two goals listed above. Long-term strategies will be executed beyond 1 year after release of the risk communications plan. Below is a list of the long-term strategies:

ICE External Risk Web Page: Hosted on the public ICE website, (www.ICE.gov), the external SRD web page will serve as a means for private sector organizations, professional associations, NGOs, and other non-DHS stakeholders to gain insight into risk management activities and progress at ICE. The web page would also host general information about ICE's risk management activities, in addition to the SRD team's contact information, upcoming risk conferences, and risk related articles and studies. The external web page will function solely as a mechanism to reach out to private sector organizations and federal agencies that do not have access to the internal ICE website.

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4.4 Risk Communications Matrix

The following risk communications matrix is a graphical representation of the SRD team's strategy to formalize and improve communications in the future. The matrix lays out *who, what,* and *when* of the SRD's strategic approach outlined earlier in this section. For each stakeholder category and type, the team identified specific communications types to be disseminated during each of the three time periods.

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Table 1: Risk Communications Matrix

Stakeholder Category/Type	Near-Term	Medium-Term	Long-Term
Internal Stakeholders			
- ICE Leadership	● ● ●	●	
- ICE Offices	● ●	●	
External Stakeholders			
- DHS	●		
- Government Oversight Agencies	●	●	●
- Federal/State/Local/Tribal Partners	●		
- FFRDCs			

● ICE Risk Results ● DHSRisk Results ● Risk Policy & Doctrine Instructional Documents
Other Implementing Documents ● Key Reports ● Best Practices

The matrix serves as guide of how the SRD team plans to manage communications in the future.

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Section 5. Recommendations

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