#### **Table of Contents**

#### Letter Count: 33

- 1) Jane Holl Lute 7/10/13
  - Former Deputy Secretary of Homeland Security
- 3) Richard Skinner -7/14/13
  - Former Inspector General, DHS
- 4) Richard Skinner 12/7/13 (see also: p. 14, 7/14/13)
- 5) Elaine Duke 7/12/13
  - Former Under Secretary for Management, DHS
- 6) Chuck Canterbury 7/18/13
  - National President, Fraternal Order of Police
- 7) Chuck Canterbury 12/5/13 (see also: p 27, 7/18/13)
- 8) Jayson Ahern -9/27/13, but for Ahern also see 7/10/13

Robert Bonner – see 7/10/13

- Former Administrator, DEA
- Former US District Judge/Attorney, Central District of California

Anthony Chapa – see 7/17/13

• Former Assistant Director, US Secret Service

John Hensley – see 7/10/13

Ronald Iden – see 7/11/13

Kenneth Wainstein – see 7/17/13

- 10) Eduardo Aguirre, Jr. 8/23/13
  - Former U.S. Ambassador to Spain and Andorra
  - Former first director of USCIS
- 11) W. Ralph Basham 11/11/13
  - Director, Federal Law Enforcement Training Center
  - Chief of Staff, TSA
  - Former Director, U.S. Secret Service
  - Former Commissioner, U.S. Customs & Border Protection
- 14) Robert Divine 8/19/13
  - Former Chief Counsel and Acting Director of US Citizenship and Immigration Services (USCIS)
  - Chairman of the Immigration Group of Baker, Donelson, Bearman, Caldwell, & Berkowitz, P.C.
- 16) James DeSarno, Jr. 7/10/13
  - Assistant Director, FBI (Ret.)
- 18) Jayson Ahern  $\frac{7}{10}/13$ 
  - Principal, the Chertoff Group
  - Former Commissioner, CBP
- 20) John Hensley -7/10/13
  - Former Assistant Commissioner for Enforcement and Operations, CBP
- 22) Robert Bonner 7/10/13
  - Former Commissioner, CBP
- 25) Ronald Iden 7/11/13

- Former Special Agent in Charge, FBI, Los Angeles, CA
- 26) Arthur B. Culvahouse -7/15/13
  - Partner, O'Melveny & Myers LLP
  - Former White House Counsel, President Ronald Reagan
- 28) Steven Mayeda 7/15/13
  - Special Agent, FBI
- 29) Nora Collas 7/16/13
  - Special Agent, FBI
- 30) John Keller 7/16/13
  - Special Agent, FBI
- 31) Kenneth Wainstein 7/17/13
  - Former Assistant Attorney General for National Security, DHS
  - Former White House Homeland Security Advisor, President George W. Bush
- 33) Mike Sena 7/17/13
  - Principal, National Fusion Center Association (NFCA)
- 34) Anthony Chapa 7/17/13
  - Executive Director, Hispanic American Police Command Officers Association (HAPCOA)
- 35) James Sheehan -7/17/13
  - Former Special Agent in Charge, FBI, Los Angeles Field Office
- 37) Charles Ramsey 7/18/13
  - Commissioner, Philadelphia Police Department
- 38) George Gascón 7/18/13
  - District Attorney, City and County of San Francisco
- 40) Leroy Baca 7/18/13
  - Sheriff, Los Angeles County
- 42) R. Bruce Josten 7/22/13
  - Chamber of Commerce
- 43) Michele Leonhart 7/22/13
  - Administrator, DOJ/DEA
- 44) Kathryn H. Ruemmler 7/24/13
  - Counsel to the President
- 45) John Orr 8/27/13
  - Former Special Agent, FBI
- 47) Kathleen Strottman 9/26/13
  - Executive Director, CCAI

Tom DiFilipo

• President and CEO, JCICS

Susan Cox

- VP, Public Policy and External Affairs, Holt International Children Services Terry Baugh
  - President, KIDSAVE
- 49) Kenneth Palinkas 11/9/13
  - President, Council 119, NCISC, AFGE, AFL-CIO

50) American Nursery & Landscape Association – 12/9/13

Lee Baca – see 7/18/13

Compete America

Federal Law Enforcement Officers Association (FLEOA)

Hispanic American Police Command Officers Association (HAPCOA)

Mark Shurtleff, Former Attorney General, Utah

National Immigration Forum

The Western Growers

World Relief

# JANE HOLL LUTE 4404 88<sup>10</sup> ROAD NORTH ARLINGTON, VA 22207

#### JHLUTE@GMAIL.COM

The Honorable Thomas R. Carper, Chairman U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, D.C. 20510

The Honorable Tom A. Coburn, M.D., Ranking Member U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, D.C. 20510

VIA FACSIMILE: 202 228-3792

c/o EMAIL: Deirdre\_Armstrong@hsgac.senate.gov

10 July 2013

Dear Chairman Carper and Ranking Member Coburn:

I write to endorse in the strongest terms, the nomination of Alejandro N. Mayorkas for the position of deputy secretary in the Department of Homeland Security (DHS). I have known Ali since he was unanimously confirmed by the Senate to serve as director, United States Citizenship and Immigration Services (USCIS) in April 2009 and worked with him extensively over the course of my own tenure as Homeland Security deputy secretary from 2009 to 2013. As the longest serving deputy of Homeland Security since its inception, I understand the issues, challenges, and opportunities that the Nation faces in securing the Homeland and believe myself well positioned to comment on Ali's qualifications to assume the responsibilities of this post.

Under the direction of the President and the Secretary, the deputy must be able to lead efforts across the range of obligations that the Federal government has to ensure the safety, security, and resilience of the Nation. These obligations include the imperatives to prevent terrorism, secure the Nation's borders, administer and enforce our immigration laws, build national resilience, and ensure the cybersecurity of the Country's critical systems and infrastructure.

To meet these challenges, the deputy must understand how to lead, how to manage, and how to partner to best effect across a 24-hour enterprise that operates in some of the most remote parts of the country, under some of the most intense public scrutiny, with some of the most vital interests of our Nation under its care. In addition, as chief operating officer of DHS, the deputy must know and understand the critical processes that support and sustain this complex, geographically dispersed, highly operational organization – namely, the administrative personnel, acquisition, communications, IT, cyber, logistics and other

processes that constitute the essential management functions necessary for any organization to execute its missions effectively. Moreover, and particularly in the current fiscal environment, this top operational manager of the Federal government's third largest department must ensure that every dollar is well and wisely spent and fully accounted for.

I dwell on the specifics of this demanding position to relate how well-qualified and well-prepared Ali is to assume its responsibilities. Over the past four years, Ali has led the world's largest immigration system, touching the lives of literally millions of this Nation's most precious resource – its citizens – as well as the lives of millions of people around the world who seek to come live and work in this country. Ali worked tirelessly to modernize the systems of immigration benefits processing, strengthen the competencies and professionalism of its workforce, and achieve greater value for the dollars spent in administering the Nation's immigration services. The management challenges in CIS are considerable – with a workforce of over 18,000 employees deployed to over 200 locations worldwide and an annual budget of approximately \$3 billion. Ali made it his personal mission to raise the level of performance of CIS while driving down costs wherever possible. He overhauled the management structure of CIS to better manage crucial financial, acquisition, IT and other administrative processes and championed initiatives to improve services to the public while reducing fraud and putting in place processes and checks to expose and limit the potential for abuse.

In addition to this operational and management experience, Ali possesses considerable policy expertise and has served as a key member of the Administration's senior policy team on issues related to immigration and other high priority issues associated with securing the Homeland. In every setting, he brought a keen eye for detail, deeply perceptive insight, and wise judgment. In my experience, Ali made every conversation more thoughtful, every policy more effective, and every operation more responsive. Not least, he has a delightful sense of humor that always served to remind us of what a genuine human being he is.

As I have come to know Ali, I can tell you that he asks no more of others than he does of himself, and, in leading by example, sets a standard of excellence for all who consider themselves committed to public service. In my view, Homeland Security could be in no better hands.

I urge his rapid confirmation.

As I close, please let me thank you again for the support that you both gave to me during my tenure at Homeland Security, and please accept my deepest respect, admiration, and thanks for the work that you do on behalf of the American people.

me Holl Lute

incorely,

The Honorable Thomas R. Carper Chairman Committee on Homeland Security and Governmental Affairs United States Senate 340 Dirksen Senate Office Building Washington, DC 20510 The Honorable Tom A. Coburn Ranking Member Committee on Homeland Security and Governmental Affairs United States Senate 340 Dirksen Senate Office Building Washington, DC 20510

Dear Chairman Carper and Ranking Member Coburn:

I am writing to you to express my support of President Obama's nomination of the Honorable Alejandro Mayorkas as U.S. Deputy Secretary of Homeland Security. The Deputy Secretary serves as the chief operating officer for the Department of Homeland Security and has the important role of managing its day-to-day operations. I believe Mr. Mayorkas has an in-depth understanding of DHS' critical programs and operations and the leadership skills necessary to successfully meet the many management challenges facing the Department today.

Since the beginning of his tenure as the Director of the U.S. Citizen and Immigration Services in August 2009, Mr. Mayorkas not only strived to enhance the integrity of the world's largest immigration system, he did so with the understanding that improvements must be accomplished in an efficient, effective, and economic manner. From day one, Mr. Mayorkas worked tirelessly to establish a positive and productive relationship with the Office of Inspector General, seeking counsel on a myriad of initiatives to improve citizenship and immigration services and strengthen CIS' management support functions. He understood the value of obtaining an independent, objective perspective about CIS' programs, polices, procedures, and processes.

During my tenure as Inspector General, Mr Mayorkas demonstrated that he possessed the intellectual wherewithal to make objective and oftentimes very tough decisions on complex, multifaceted issues, and, a genuine commitment to the mission, vision, and core values of the U.S. Department of of Homeland Security. He is a strong leader who will be able to bring together diverse interests in collaborative efforts. I urge you to support his nomination as the next Deputy Secretary of the Department of Homeland Security.

Sincerely,

/s/

Richard L. Skinner DHS Inspector General, Retired

#### December 7, 2013

The Honorable Thomas R. Carper Chairman Committee on Homeland Security and Governmental Affairs United States Senate 340 Dirksen Senate Office Building Washington, DC 20510 The Honorable Tom A. Coburn Ranking Member Committee on Homeland Security and Governmental Affairs United States Senate 340 Dirksen Senate Office Building Washington, DC 20510

# Dear Chairman Carper and Ranking Member Coburn:

I am writing to you again to express my continued support of President Obama's nomination of the Honorable Alejandro Mayorkas as U.S. Deputy Secretary of Homeland Security. The Deputy Secretary serves as the chief operating officer for the Department of Homeland Security and has the important role of managing its day-to-day operations. As I stated in my letter to you on July 14, 2013, I believe Mr. Mayorkas has an in-depth understanding of DHS' critical programs and operations and the leadership skills necessary to successfully meet the many management challenges facing the Department today.

Since the beginning of his tenure as the Director of the U.S. Citizen and Immigration Services in August 2009, Mr. Mayorkas not only strived to enhance the integrity of the world's largest immigration system, he did so with the understanding that improvements must be accomplished in an efficient, effective, and economic manner. From day one, Mr. Mayorkas worked tirelessly to establish a positive and productive relationship with the Office of Inspector General, seeking counsel on a myriad of initiatives to improve citizenship and immigration services and strengthen CIS' management support functions. He understood the value of obtaining an independent, objective perspective about CIS' programs, polices, procedures, and processes.

During my tenure as Inspector General, Mr. Mayorkas demonstrated that he possessed the intellectual wherewithal to make objective and oftentimes very tough decisions on complex, multifaceted issues, and, a genuine commitment to the mission, vision, and core values of the U.S. Department of of Homeland Security. He is a strong leader who will be able to bring together diverse interests in collaborative efforts. I urge you to support his nomination as the next Deputy Secretary of the Department of Homeland Security.

Sincerely,

/s/

Richard L. Skinner DHS Inspector General, Retired The Honorable Thomas R. Carper, Chairman U.S. Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

The Honorable Tom A. Coburn, M.D., Ranking Member U.S. Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

July 12, 2013

Dear Chairman Carper and Ranking Member Coburn:

I am writing to you regarding the President's nomination of Mr. Alejandro Mayorkas as the Deputy Secretary of the Department of Homeland Security (DHS). I was the DHS Under Secretary for Management when Mr. Mayorkas was confirmed as the Director, United States Immigration and Citizenship Services in August 2009. I continued to work closely with Mr. Mayorkas until my retirement from federal service in April 2010. I was very impressed with his perseverance and passion in effectively delivering our country's homeland security priorities.

Mr. Mayorkas is a dedicated public official. He is committed to working collaboratively, yet decisively, to meet the homeland security mission. Mr. Mayorkas has demonstrated he has the leadership skills necessary to be the Deputy Secretary of a complex enterprise such as DHS. I am certain if confirmed he will continue to drive both the operations and management of the Department to maturity. He will work effectively to unite the homeland security enterprise and accomplish key national priorities. DHS would benefit greatly from Mr. Mayorkas' leadership and dedication to public service.

I look forward to your Committee's consideration of Mr. Mayorkas' nomination and subsequent confirmation. I would be pleased to provide any additional information that my assist you in your deliberations. You, your Committee members, or staff may contact me at <a href="mailto:Elaine@edukeassociates.com">Elaine@edukeassociates.com</a> or (703)402-4432.

Sincerely,

Elaine C Duke



# NATIONAL FRATERNAL ORDER OF POLICE®

328 MASSACHUSETTS AVE., N.E. WASHINGTON, DC 20002 PHONE 202-547-8189 · FAX 202-547-8190

CHUCK CANTERBURY NATIONAL PRESIDENT

18 July 2013

JAMES O. PASCO, JR. EXECUTIVE DIRECTOR

Thomas R. Carper
Chairman
Committee on Homeland Security and
Governmental Affairs
United States Senate
Washington, DC 20150

Thomas A. Coburn, MD
Ranking Member
Committee on Homeland Security and
Governmental Affairs
United States Senate
Washington, DC 20150

Dear Chairman Carper and Ranking Member Coburn,

I am writing on behalf of the members of the Fraternal Order of Police to express our strong support for the confirmation of Alejandro Mayorkas as Deputy Secretary at the U.S. Department of Homeland Security. In the last several years, the scope and mission of the Department of Homeland Security has expanded and Mr. Mayorkas has the requisite ability and experience to be a leader in this growing Department.

As Director of U.S. Citizenship and immigrations Services (USCIS), Mr. Mayorkas is responsible for the largest and most complex immigration system in the world, as well as a \$3 billion annual budget and an 18,000 member workforce with offices throughout the world. In this role, he has realigned the agency's organizational structure, creating several directorates which have not only improved USCIS but also our national security. He has enhanced and streamlined many of the programs at USCIS including the Electronic Immigration System (ELIS) and the Unauthorized Practice of Immigration Law (UPIL) initiative, as well as many others. Mr. Mayorkas has worked to improve the agency's fiscal responsibility with cost saving measures and stringent budget reviews.

His time as a U.S. Attorney in California and the time he spent in private practice prepared him for his role at USCIS and to serve a Deputy Secretary. His professionalism, leadership skills and integrity make him an ideal candidate for this post at the U.S. Department of Homeland Security.

On behalf of the more than 330,000 members of the Fraternal Order of Police, I urge the committee to expeditiously consider and favorably report the nomination of Alejandro Mayorkas to be the Deputy Secretary at the U.S. Department of Homeland Security. If I can be of any assistance, please do not hesitate to contact me or Executive Director Jim Pasco in my Washington office.

Sincerely,

National President



# NATIONAL FRATERNAL ORDER OF POLICE®

328 MASSACHUSETTS AVE., N.E., WASHINGTON, DC 20002 PHONE 202-547-8189 • FAX 615-202-547-8190

CHUCK CANTERBURY NATIONAL PRESIDENT JAMES O. PASCO, JR. EXECUTIVE DIRECTOR

5 December 2013

The Honorable Thomas R. Carper Chairman Committee on Homeland Security and Governmental Affairs United States Senate Washington, D.C. 20510 The Honorable Thomas A. Coburn, MD Ranking Member Committee on Homeland Security and Governmental Affairs United States Senate Washington, D.C. 20510

Dear Mr. Chairman and Senator Coburn,

I am writing on behalf of the members of the Fraternal Order of Police to express our continued support for the nomination of Alejandro Mayorkas to be the next Deputy Secretary of the U.S. Department of Homeland Security (DHS). In the past several years, the scope and mission of the DHS has expanded and we believe that Mr. Mayorkas has the requisite ability and experience to lead the Department and meet the challenges in the years ahead.

As Director of U.S. Citizenship and Immigrations Services (USCIS), Mr. Mayorkas is responsible for the largest and most complex immigration system in the world, as well as a \$3 billion annual budget and an 18,000 member workforce with offices around the globe. In this role, he has realigned the agency's organizational structure, creating several directorates which have not only improved USCIS but also our national security. He has enhanced and streamlined many of the programs at USCIS including the Electronic Immigration System (ELIS) and the Unauthorized Practice of Immigration Law (UPIL) initiative. Mr. Mayorkas has worked to improve the agency's fiscal responsibility with cost saving measures and stringent budget reviews.

His time as a U.S. Attorney in California and in private practice prepared him for his role at USCIS and will serve him well as Deputy Secretary. His professionalism, leadership skills and integrity make him an ideal candidate for this post.

On behalf of the more than 330,000 members of the Fraternal Order of Police, I urge the committee to expeditiously consider and favorably report the nomination of Alejandro Mayorkas to be the Deputy Secretary at the U.S. Department of Homeland Security. If I can provide any further endorsement for Mr. Mayorkas, please do not hesitate to contact me or Executive Director Jim Pasco in my Washington office.

Sincerely

Chack Canterbury National President September 27, 2013

The Honorable Tom Carper Chairman, Committee on Homeland Security and Governmental Affairs United States Senate 340 Dirksen Senate Office Building Washington, DC, 20510

The Honorable Dr. Tom Coburn
Ranking Minority Member, Committee on Homeland Security and Governmental Affairs
United States Senate
442 Hart Senate Office Building
Washington, DC, 20510

Dear Chairman Carper and Ranking Member Coburn:

As former officials of federal law enforcement agencies, we have decades of combined experience and leadership in the field. With that experience in mind, we write to express our support of the nomination of Alejandro Mayorkas to become the Deputy Secretary of Homeland Security.

Throughout his career, Mr. Mayorkas has demonstrated his effectiveness as a capable manager of large and complex law enforcement institutions. As U.S. Attorney for the Central District of California, Mr. Mayorkas was the chief federal law enforcement officer in the largest judicial district in the nation.

More recently, as the Director of United States Citizenship and Immigration Service, Mayorkas was charged with operating the largest immigration system in the world. Director Mayorkas is responsible for helping safeguard national security, by enhancing the scope and frequency of national security vetting of applicants for immigration benefits, including the Refugee Affairs Program. This complex security vetting process now encompasses a broader array of government databases and is conducted several times throughout the application review process before extending those benefits. Additionally, Director Mayorkas created the Fraud Detection and National Security Directorate, the USCIS Management Directorate, and the Office of Performance and Quality while promoting fiscal responsibility by instituting more than \$160 million in budget cuts in fiscal year 2010. Director Mayorkas transformed the USCIS to ensure its capability to successfully, efficiently, and effectively fulfill its mission.

Moreover, Director Mayorkas implemented a series of reforms at the United States Citizenship and Immigration Service that show his commitment to law enforcement. For the first time ever, under Director Mayorkas' tenure, the USCIS processed the statutory annual maximum of 10,000 U visas to victims of crime who cooperate with law enforcement in the investigation and

prosecution of perpetrators. USCIS is on track to realize the issuance of the annual statutory maximum number of U visas for the fourth year in a row.

Director Mayorkas' strong leadership, extensive experience, and strong commitment to law enforcement and national security clearly demonstrate that he has the skills to effectively lead the Department of Homeland Security. Therefore, we hope that the Senate will confirm Director Mayorkas promptly to serve as the Deputy Secretary of Homeland Security.

Sincerely,

Jayson P. Ahern

Former Acting Commissioner, U.S. Customs and Border Protection, Department of Homeland Security

Robert C. Bonner

Former Commissioner, U.S. Customs and Border Protection, Department of Homeland Security; Former Commissioner, U.S. Customs Service; Former Administrator, Drug Enforcement Administration (DEA); Former U.S. District Judge, Central District of California; Former U.S. Attorney, Central District of California

Anthony M. Chapa

Assistant Director (retired), U.S. Secret Service, Department of Homeland Security

John Hensley

Former Assistant Commissioner, Enforcement and Investigations, U.S. Customs Service

Ronald L. Iden

Former Assistant Director in Charge of Los Angeles Office, Federal Bureau of Investigation (FBI)

Kenneth Wainstein

Former Assistant to the President for Homeland Security and Counterterrorism; Former Assistant Attorney General for National Security; Former General Counsel of the Federal Bureau of Investigation and Chief of Staff to Director Robert S. Mueller; Former Director, Executive Office for U.S. Attorneys

# EDUARDO AGUIRRE, JR. U. S. AMBASSADOR TO SPAIN AND ANDORRA (RET.) 13611 STILL BAY COURT HOUSTON, TEXAS 77077-3423 281-556-0753

eaguirre@atlanticpartners.us

August 23rd, 2013

The Honorable Tom Carper Chairman, Committee on Homeland Security and Governmental Affairs United States Senate 340 Dirksen Senate Office Building Washington, DC 20510

The Honorable Tom Coburn
Ranking Minority Member, Committee on Homeland Security and Governmental Affairs
United States Senate
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Chairman Carper and Ranking Member Coburn:

It has come to my attention that Alejandro "Ali" Mayorkas is being considered by your Committee for confirmation as Deputy Secretary of the Department of Homeland Security (DHS). It is my pleasure to add my voice of support and recommendation to your process.

For the past four years, Director Mayorkas has most ably led and managed the US Citizenship and Immigration Services (USCIS), a complex, large, and critical component of DHS; as well as, the cornerstone of our country's immigration system. His accomplishments are well documented and are self-evident; thus, I will refrain from repeating that which is obvious. As the former first Director of USCIS (2003 – 2005) I have followed closely Director Mayorkas' efforts and accomplishments. Knowing first-hand the many challenges that he accepted to tackle and conquer at USCIS, Director Mayorkas has earned my professional respect and personal admiration.

As one of the original Under Secretaries of DHS, I served under the leadership of Secretary Tom Ridge, and briefly under the leadership of Secretary Michael Chertoff; during that time, I enjoyed reporting directly to Deputy Secretaries Gordon England, ADM Jim Loy, and Michael Jackson. Thus, I feel somewhat qualified to evaluate the necessary blend of leadership skills, knowledge, wisdom, integrity, interpersonal skills, and common sense that are essential to the job. In my opinion, Director Mayorkas meets and exceeds the job requirements of this highly important post. As a private citizen, I would sleep better knowing that Ali is "on the job".

I retired to private life in 2009, after serving almost eight years of service in President George W. Bush's Administration; having been appointed to three, Senate-confirmed, senior-level executive positions. My service to my adopted country followed a 34-year banking career, retiring as President of a global division of Bank of America. These and other life experiences have allowed me to develop and hone the skills and perceptions necessary to judge people's character and mettle. Ali Mayorkas impresses me as a man of fine character, high honor, and an impeccable sense of duty. In short... trust his word!

Thank you for the opportunity to express my support for the Senate Confirmation of Alejandro Mayorkas.

Respectfully,



November 11, 2013

The Honorable Thomas R. Carper, Chairman, Senate Committee on Homeland Security and Governmental Affairs United States Senate 340 Dirksen Senate Office Building Washington, D.C. 20510

### Dear Chairman Carper,

I am writing to you as the last Senate confirmed Commissioner of U.S. Customs and Border Protection and former senior leader of four of the Department of Homeland Security component agencies to urge that the Committee and the full Senate act swiftly on the nomination of Alejandro "Ali" Mayorkas to fill the Department of Homeland Security's Deputy Secretary vacancy.

As you know, Mr. Mayorkas has already served the Department well and honorably in the role of Director of U.S. Citizenship and Immigration Services (USCIS). I also believe Mr. Mayorkas to be a public servant of integrity with a clear and distinguished track record of leadership. The Committee and the Senate no doubt have received enough other letters of support for his nomination to know Mr. Mayorkas enjoys a positive reputation and support among the law enforcement community and the Department of Homeland Security alumni both career and political, Republican and Democrat.

My voice could only echo the many positive things said about Mr. Mayorkas and his record. But I write to you today motivated more to express my concern about the process and what I view as a needless delay of action on this nomination caused by the Committee waiting for an investigation or report by a DHS Inspector General's office that is itself leaderless and of questionable competence at best.

I reference this morning's November 11, 2013 Wall Street Journal in an op-ed by House Homeland Security Chairman McCaul entitled "Nobody's Home at Homeland Security" which summarizes the situation on the Deputy Secretary nomination thus: "... The nominee for the No. 2 position at DHS is currently under investigation by the DHS Inspector General's office, which itself does not have anyone in its top post and whose current leader is also under investigation. You read that right." The editorial also points out that many of the vacancies at DHS are not the fault of the Committee or the Senate but because of a delay of the Administration in timely nominating a qualified person. All the more reason that in a case where a qualified nominee for a critical post has been timely nominated that the Committee and the Senate move quickly in exercising their "Advise and Consent" Constitutional prerogative.



There is no reason to wait. If this were an investigation of criminal wrongdoing by a competent investigative law enforcement agency, the Committee might be justified in delaying action. But the allegations as I understand them are at most as to whether an agency head appropriately used his discretionary authority to take a meeting and review a case and a program that was under his supervision. The Committee itself is more than capable, I would argue, of investigating such allegations against Mr. Mayorkas. I would support and I believe Mr. Mayorkas would support a thorough review of the allegations by the committee staff, and I urge the Committee to take evidence, interview witnesses, and then hold a nomination hearing where Mr. Mayorkas might answer for himself any remaining accusations or questions and defend his record. The Committee can then decide the matter by voting favorably or unfavorably on his nomination.

I have been expressing concerns for years, going back to my time as Commissioner of Customs & Border Protection, about the DHS Office of Inspector General's (OIG) leadership, its investigative priorities, its attempted mission creep well beyond its capabilities, and the qualifications of some of its investigative personnel. Nowhere was this more apparent than in OIG mishandling of cases and workload and lack of transparency and accountability related to border corruption cases against CBP personnel. While I have always respected the important role to be played by Inspectors General at departments and agencies across our government, I believe that the DHS OIG's lack of credibility at this juncture means that their long-delayed investigation is not sufficient to delay action confirming such a qualified individual as Mr. Mayorkas to such a critical post as Deputy Secretary of Homeland Security.

I urge the Committee on Homeland Security and Government Affairs and the Senate to act immediately on the Deputy Secretary vacancy and quickly schedule both a hearing and a vote on Mr. Alejandro Mayorkas. The number of vacancies at DHS should be a source of bipartisan outrage, but this growing problem can only be fixed by giving the required attention and action to one nomination at a time.

Sincerely,

W. Ralph Basham

Whalph Basha



Former Commissioner, U.S. Customs & Border Protection 2006-2009

Former Director, U.S. Secret Service 2003-2006

Chief-of-Staff, Transportation Security Administration 2002-2003

Director, Federal Law Enforcement Training Center (FLETC) 1998-2002

CC: The Honorable Tom Coburn

Members of the Senate Committee on Homeland Security and Government Affairs

Senate Majority Leader Reid

Senate Minority Leader McConnell

# BAKER DONELSON BEARMAN, CALDWELL & BERKOWITZ, PC

1800 REPUBLIC CENTRE 633 CHESTNUT STREET CHATTANOOGA, TENNESSEE 37450

PHONE: 423.756.2010 FAX: 423.756.3447 www.bakerdonelson.com

ROBERT C. DIVINE
Direct Dial: (423) 752-4416
Direct Fax: (423) 752-9533
E-Mail Address:rdivine@bakerdonelson.com

August 19, 2013

The Honorable Tom Carper Chairman, Committee on Homeland Security and Governmental Affairs United States Senate 340 Dirksen Senate Office Building Washington, DC 20510

The Honorable Tom Coburn
Ranking Minority Member, Committee on Homeland Security and Governmental Affairs
United States Senate
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Chairman Carper and Ranking Member Coburn:

I write in personal support of the nomination of Alejandro Mayorkas for Deputy Secretary of Homeland Security.

I have a good idea of what a DHS DepSec needs to do as the COO of a key department. As former Chief Counsel and Acting Director of USCIS, I met regularly with Admiral James Loy and with Michael Jackson during the Bush Administration in which I served. When I put myself in their shoes, I was more than impressed with their ability to spend thirty minutes to an hour hearing about the arcaneries of some emergency or major issue arising in the world of my particular agency—among so many in the DHS portfolio—and in the process to focus in on the essential problem and options for solution, balancing the many interests of national security, institutional integrity, commercial efficiency, consistency and equity. It is not a role for someone who just accepts scripts from "yes men." It requires independent and incisive thinking, probing, and sound judgment under pressure by someone well grounded.

From what I have seen of Alejandro Mayorkas in his role as Director of USCIS, I think he can fulfill this role well. Of course he has run some significant institutions including the largest U.S. Attorney's office and USCIS, and that matters. But what I find more meaningful are his probing intellectual curiosity, his incisive sparring among proponents of divergent views, his respect for rigorous process, and his willingness to put the right people in charge. Not many people have that kind of ability and drive, sorely needed in the DepSec role.

## Committee on Homeland Security and Governmental Affairs Monday, August 19, 2013 Page 2

In USCIS, a place I know pretty well from 27 years of interacting with it as a lawyer, Director Mayorkas has done some impressive things. For instance, he did something bold that I wish I had done: in an age when few regulations are promulgated to resolve interpretations, he instituted a process to publish proposed interpretative policy memoranda and even templates used by officers for "requests for information" for thirty days to receive public comment before implementing them (where appropriate). As a result, USCIS has been able to use the public comments to avoid pitfalls the government leaders would not have thought of on their own. It just makes sense. He has led efforts to review USICS interpretational policy on a broad array of issues, seeking consistency of interpretation across the agency and transparency to the public. He has empowered the directorate in USCIS designed to detect fraud and protect national security, including on-site visits and background data analysis. Apparently he has been effective at keeping costs and fees down at the same time.

Director Mayorkas has paid particular attention to the "EB-5" Immigrant Investor Program, which awards permanent residence to foreign investors whose enterprises create ten new jobs for American workers. He saw the potential for continued growth of the under-used job creation program, and he saw that interpretational and operational difficulties were impeding the full use of the program by U.S. developers and foreign investors for the benefit of U.S. workers. He has made deep policy dives into the program, staging widely attended stakeholder gatherings and engaging directly and pointedly with developers and attorneys to understand the challenges and develop balanced solutions. He personally managed a recently published revised policy guide for adjudicators resolving some thorny issues. Recently Director Mayorkas appointed an extraordinarily talented career executive to manage the program through a critical transition with more highly trained adjudicators and a soon-to-be implemented electronic processing system that will reduce repetitive filings and support inter-departmental scrutiny of projects and investors. The result, at last, has been a very recent "clearing the decks" of longstanding regional center and project applications after careful interactive review, and I believe speedier adjudication of well-vetted investor petitions is imminent. EB-5 is a very small part of the USCIS portfolio of "product lines," but Director Mayorkas' willingness and ability to engage personally in something so complex has been impressive. Of course, whenever a leader takes decisive action, some people disagree, and I am not surprised that some in the agency might be unhappy with him and want to embarrass him. That comes with the territory of leadership, and complaints need to be viewed in full context.

Managing and coordinating the operations and policy of the Department of Homeland Security is a monstrous role. Not many people are equipped to do it well. I believe that Alejandro Mayorkas is one of those people. I hope these comments are helpful to you in your consideration.

Respectfully,

Robert C. Divine

Robert C. Durie

The Honorable Thomas R. Carper, Chairman
U.S. Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, D.C. 20510

The Honorable Tom A. Coburn, M.D., Ranking Member U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, D.C. 20510

Dear Chairman Carper and Ranking Member Coburn:

I am writing in support of the confirmation of Alejandro Mayorkas to the position of Deputy Secretary of the Department of Homeland Security.

Thave known and consider All Mayorkas a trusted friend and colleague for the past 15 years. I met Ali while I was assigned as the Federal Bureau of Investigation's Assistant Director in Charge of the Los Angeles Field Office. During my tenure as Assistant Director of the Los Angeles Field Office, I had regular contact with the United States Attorney's Office for the Central District of California. I regularly met with Ali on issues that were of importance to successful federal law enforcement in Los Angeles. During his tenure as United States Attorney, Ali ensured that the priorities of the United States Attorney's Office and the FBI were aligned to provide the most efficient and effective utilization of resources in addressing crime problems resulting in the fair and successful prosecution of cases. In that regard, Ali was a true partner in meeting and addressing issues of mutual concern. This was not only the case with the FBI Office but was true of his relationship with all federal law enforcement agencies. He established regular monthly meetings with federal law enforcement agency leaders to ensure that priorities and objectives were shared and effectively communicated.

All and I continue to enjoy a personal relationship as a result of the working partnership we built while serving together in Los Angeles.

All clearly understood and recognized the serious violent crime problem in the Central District and in response developed innovative approaches targeting criminals in possession of firearms. His office aggressively prosecuted street gangs by applying federal racketeering statutes. He also recognized the need for a balanced approach with active involvement at the U.S. Attorney's Office in the federal Weed & Seed Program providing resources to after-school and neighborhood programs for at-risk youth. He also created a Civil Rights Section in the U.S. Attorney's Office in order to more effectively respond to hate crimes and other acts of intolerance and discrimination.

The Honorable Thomas R. Carper, Chairman
The Honorable Tom A. Coburn, M.D., Ranking Member

All Mayorkas has throughout his career, both in and out of Government, served with professionalism, honesty and integrity. He has brought leadership and value to both the Government and private sector. I believe that he will bring that same leadership and his exceptional legal and management skills to the position of Deputy Secretary of the Department of Homeland Security.

It was an honor to have served with All in the government and I believe he will continue to be an asset to our Country in this important leadership position.

Sincerely,

James V. DeSarno, Jr.
Assistant Director, Federal Bureau of Investigation (Ret.)



July 10, 2013

The Honorable Thomas R. Carper, Chairman U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, DC 20510

The Honorable Tom A. Coburn, M.D., Ranking Member U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, DC 20510

Dear Chairman Carper and Ranking Member Coburn:

On June 27<sup>th</sup>, 2013, President Obama announced his intention to nominate U.S. Citizenship and Immigration Services Director (USCIS) Alejandro Mayorkas to be Deputy Secretary for the U.S. Department of Homeland Security (DHS). As a former colleague, professional associate and as a friend; it is with great honor that I submit this letter in support of the President's nomination.

In leading one of the most critical operational components of DHS for the past four years, Director Mayorkas has led the agency that oversees the largest immigration system in the world. I had the privilege to observe his leadership first hand during the first year of his tenure, while I served in the Commissioner's role at U.S. Customs and Border Protection. His efforts in granting immigration and citizenship benefits to those deserving under the law was done in such a fashion that the integrity of the immigration system was not compromised. Further, his years of experience came significantly into play as he architected new programs to prevent against fraud and protect national security, both foundational mission objectives of the cabinet level department created to protect the homeland just over 10 years ago, that he is now nominated to lead.

In 1999, Director Mayorkas was the U.S. Attorney for the Central District of California and oversaw the prosecution of cases of national as well as international significance. Many of those cases were presented by the former U.S. Customs Service, an agency I served as the Director for in Los Angeles at that same period of time. As a 33 year federal law enforcement officer, I can unequivocally state that he was one of the finest officials that I observed over the years and had the respect of the law enforcement community he lead as their chief prosecutor.

In conclusion, it is my strong opinion that Director Mayorkas' experience and leadership will be invaluable as DHS continue the work of protecting the homeland against threats of all kinds. As the Department of Homeland Security continues to mature, Alejandro Mayorkas is the right leader to continue that development and also meet the many critical mission challenges faced each day.

I congratulate him on his nomination as Deputy Secretary of this Department and trust that this Committee will move swiftly to confirm his appointment.

Very respectfully,

ayson P. Ahern

Principal

The Chertoff Group

# John Hensley 2563 Avocado Street Fullerton, CA 92835

July 10, 2013

The Honorable Thomas R. Carper, Chairman U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, DC 20510

The Honorable Tom A. Coburn, M.D., Ranking Member U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, DC 20510

Dear Chairman Carper and Ranking Member Coburn;

I am writing you today in support of the nomination of Alejandro Mayorkas for the position of Deputy Secretary, U.S. Department of Homeland Security. I am a career law enforcement officer, with the bulk of my career being spent in the U.S. Customs Service in various positions and ultimately as the Assistant Commissioner for Enforcement and Operations. During the late 1980's I was the Special Agent in Charge of the Southern California Division and it was at that time that I met an outstanding Assistant U.S. Attorney named Ali Mayorkas. Mr. Mayorkas passionately pursued and prosecuted numerous cases for our agency but also those cases presented by other federal agencies. He was (and is) held in exremely high regard by all of the agents who came in contact with him.

Later, I had the pleasure of working with Mr. Mayorkas after he was nominated and confirmed as the United States Attorney for the Southern District of California. In that position Mr. Mayorkas was tireless in pursuing all the cases brought to him by all of the federal agencies in his district. He was known to be a "non-political" U.S. Attorney who pursued cases on their merits----he was a prosecutor's prosecutor.

I have gotten to know Mr. Mayorkas on a personal basis over the years and have found him to be a deeply devoted family man, a man of high moral conviction and a person who always seeks to do the right thing. In his work he is a consummate professional.

I have watched him from afar as he has tirelessly worked to lead the U.S.C.I.S. as its Director. I think it is a testament to his leadership and managerial integrity that with all of the problems endured by many federal agencies these days, his agency has not been touched by scandal or mismanagement issues even though it is at the heart of one of the most sensitive issues of our day----immigration.

As a career law enforcement officer, I am very cautious in giving endorsements. In this case however, I am very proud to give my enthusiastic endorsement of Alejandro Mayorkas for the position of Deputy Secretary, USDHS. I believe his confirmation will be good for the Department and good for our country

If I can be of further assistance to your committee or answer any questions, please feel free to contact me at any time. I may be reached at 310-678-9604.

Sincerely,

łon E. Henslev

July 10, 2013

#### ROBERT C. BONNER

595 Covington Place Pasadena, CA 91105 Phone: (703) 635-9492

Email: rbonner@gibsondunn.com

Honorable Thomas R. Carper, Chairman U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, D.C. 20510

Honorable Tom A. Coburn, M.D., Ranking Member U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, D.C. 20510

Re: <u>Alejandro Mayorkas</u>

Nominee for Deputy Secretary of Homeland Security

Dear Chairman Carper and Ranking Member Coburn:

I write in support of the President's nomination of Alejandro Mayorkas for Deputy Secretary of the Department of Homeland Security.

By way of background, I have served in the Department of Homeland Security (DHS) as the first Commissioner of U.S. Customs and Border Protection. I have also served as the Administrator of the Drug Enforcement Administration (DEA), as a federal district judge and the U.S. Attorney for the Central District of California. I was appointed to all of these positions by Republican Presidents and have been confirmed by the U.S. Senate four times. Having served at high levels in both DHS and the Department of Justice, I understand full well the duties of deputy secretaries generally, and have a good understanding of the talents, skills, experience and attributes necessary to performing well the position of Deputy Secretary of DHS.

I have known Ali Mayorkas for nearly 25 years and have followed his career closely. Indeed, in 1989 when I was the U.S. Attorney for the Central District of California, I interviewed and hired Ali as an Assistant U.S. Attorney (AUSA) for the Criminal Division of the U.S. Attorney's Office. I took hiring of AUSAs very seriously and all hires were based on the merits of the individual, both capabilities as a lawyer and integrity. I had not met Ali before, but he impressed me back then as a young lawyer who would make an outstanding AUSA, and he did not disappoint me. He turned into a gifted trial lawyer and public prosecutor, one of the very best in the office, during his years as an Assistant U.S. Attorney in one of the largest and finest U.S. Attorney's offices in the nation.

Honorable Thomas R. Carper, Chairman Honorable Tom A. Coburn, M.D., Ranking Member July 10, 2013 Page 2

As you know, Ali went on to become the Presidentially appointed United States Attorney for the Central District of California, a judicial district centered in Los Angeles that covers nearly all of southern and much of central California. It is the most populous federal district in the nation with over 17 million people. With about 240 AUSAs, Ali supervised and led one of our country's largest U.S. Attorney's Offices, and he did so with distinction. He was a superb manager of the office and was widely respected within the Los Angeles legal community and by the federal judges. Managing an office of this importance and visibility is an important experience for managing even more difficult and challenging positions.

Ali found that more challenging position, or it found him, in 2009, when President Obama appointed him, after Senate confirmation, to be the Director of Citizenship and Immigration Services (CIS). As you know, CIS is one of the seven component agencies of DHS, and one that has had some special challenges since it was fragmented from the old Immigration and Naturalization Service (INS) when it was abolished by the Homeland Security Act of 2002 as part of the homeland security reorganization. From the beginning, CIS was plagued with inefficiencies and low morale. It can truly be said that Ali Mayorkas, as director of CIS, has made great strides turning CIS into a more efficient, more capable and more automated agency.

Aside from stints in private law practice, most recently as a partner of a very prominent law firm based in Los Angeles, O'Meleny & Myers, Ali has spent a considerable amount of his career in public service. This is because he values contributing to the public good more than making money, and I can tell you that Ali could easily make ten times more in compensation in private law practice than his government income, and I am probably understating it. I mention this, because I admire Ali for making the financial sacrifice to undertake demanding, but extraordinarily important government positions. We need more like him.

But it is not merely his willingness to serve the public good that impels me to write this letter of support for his nomination, it is rather my firm belief that Ali has the experience, skills, talents and plain old good judgment to be an effective Deputy Secretary, perhaps the best DHS has ever had.

Being Deputy Secretary of DHS, as you know, involves running DHS on a day-to-day basis. It is a formidable management job. And it is a tough job, and there are very few with the management experience, political skills (and I mean "political" in the broadest, not partisan, sense), and good judgment to do this job well. Ali is one of the very few. Indeed, I would be hard pressed to come up with another who could do this challenging job better than Ali.

To do the job of Deputy Secretary well also requires a good relationship with the Secretary. Fortunately Ali has established such a relationship, particularly over the last four years as the Director of CIS. This position within DHS, has also given Ali unique insights into how DHS operates, its internal and external relationships, and importantly how it can be improved.

Honorable Thomas R. Carper, Chairman Honorable Tom A. Coburn, M.D, Ranking Member July 10, 2013 Page 3

M. Bonner Bonner

in sum, I wholeheartedly support the nomination of Ali Mayorkas for the Deputy Secretary of DHS, and would be pleased to answer any questions you or your staffs may have.

Very truly yours,

Ronald L. Iden c/o The Walt Disney Company 500 S. Buena Vista St. Burbank, CA 91521

July 11, 2013

#### VIA U.S. MAIL & FACSIMILE (202) 228-3792

The Honorable Thomas R. Carper, Chairman U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, DC 20510

The Honorable Tom A. Coburn, M.D., Ranking Member U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, DC 20510

Dear Chairman Carper and Ranking Member Coburn:

It is my pleasure and honor to support the nomination of Mr. Alejandro Mayorkas to the position of Deputy Secretary of the Department of Homeland Security.

I have known Mr. Mayorkas since 1998, when he was appointed United States Attorney for the Central District of California, and I served as the Special Agent in Charge and subsequently as the Assistant Director in Charge of the Los Angeles Office of the Federal Bureau of Investigation. We developed a professional relationship during his tenure as United States Attorney and have maintained that relationship since my retirement from the FBI in 2004 and during my service for the past nine years as the Chief Security Officer for the Walt Disney Company.

Mr. Mayorkas is the consummate public servant and leader. He is a man of impeccable integrity, intelligence and sound judgment. As United States Attorney, he was always available, supportive, helpful in his direction and fair in his decisions. The people of the Central District of California were very well served during his tenure. As the Director of U.S. Citizenship and Immigration Services for the Department of Homeland Security, Mr. Mayorkas has continued to display his deep commitment and dedication to all who are blessed to call the United States of America home.

We are all very fortunate that Mr. Mayorkas has devoted his life to public service. It is my hope that we will continue to benefit from his service as Deputy Secretary of the Department of Homeland Security.

Respectfully,

Ronald Liden

# O'MELVENY & MYERS LLP

BEHING BRUSSELS CENTURY CITY HONG KONG JAKARTA† LONDON

LOS ANGELES

1625 Eye Street, NW Washington, D.C. 20006-4001

TELEPHONE (202) 383-5300 FACSIMILE (202) 383-5414 www.omm.com

**NEW YORK** SAN FRANCISCO SEOUL. SHANGHAI SILICON VALLEY SINGAPORE TOKYO

NEWPORT BEACH

July 15, 2013

WRITER'S DIRECT DIAL (202) 383-5388

#### VIA FACSIMILE AND FIRST CLASS MAIL

WRITER'S E-MAIL ADDRESS aculvahouse@omm.com

The Honorable Thomas R. Carper, Chairman U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, DC 20510

The Honorable Tom A. Coburn, M.D., Ranking Member U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, DC 20510

> Re: Alejandro Mayorkas, Nominee for DHS Deputy Secretary

Dear Chairman Carper and Ranking Member Coburn:

With great enthusiasm and the utmost confidence in his ability and integrity, I very respectfully recommend the confirmation of Alejandro Mayorkas to be Deputy Secretary of the Department of Homeland Security.

My strong support for Ali Mayorkas' confirmation is based on nine years of being Ali's law partner (and working closely with him on client matters and in Firm management); closely observing Ali's performance as Director of U.S. Citizenship and Immigration Services; and my two-year experience reviewing potential nominees' background and qualifications as White House Counsel to President Ronald Reagan.

One of my first initiatives after being elected Chairman of O'Melveny & Myers in 2001 was to recruit Ali Mayorkas (who was then serving as United States Attorney for the Central District of California) to be a partner in our Firm. All quickly developed a client following; he was elected by his partners to the Firm's Policy Committee (our governing Board); he was a favorite mentor and adviser to numerous junior colleagues; and, in 2006, he was one of two partners (along with two associates and two staff) nominated and selected by all Firm personnel to receive the Warren Christopher O'Melveny and Myers Values Award as best representing the Firm's Values of Excellence, Leadership and Citizenship.

#### O'MELVENY & MYERS LLP

The Honorable Thomas R. Carper, Chairman, and The Honorable Tom A. Coburn, M.D., Ranking Member July 15, 2013 - Page 2

Ali Mayorkas' record of achievement as Director of the U.S. Citizenship and Immigration Services is remarkable given the management challenges and poor employee morale when he took office. He has demonstrated professional acumen, devotion to public service and a natural ability to connect with subordinates, citizens and those who aspire to be citizens. Ali's service as USCIS Director was recognized earlier this year by the Mexican American Legal Defense Education Fund, which awarded Ali its "Excellence in Government Service Award." The video shown at the Awards Ceremony profiling Ali's tenure as USCIS Director was inspiring and made his many friends very proud.

Finally, very much unlike some nominees that I have observed over the years whose performance in office was less than stellar, Ali Mayorkas approaches everything he does without entitlement or self-interest, but rather with humility and obligation to give back to the Nation he loves.

In summary, I am a great admirer of Alejandro Mayorkas, and I believe firmly that he will serve with great distinction should he be confirmed as Deputy Secretary of the Department of Homeland Security.

Arthur B. Culvanouse, Jr.

O'MELVENY & MYERS LLP

ABC:jjn

OMM\_US:71632593.1



#### U.S. Department of Justice

### Federal Bureau of Investigation

Los Angeles Field Office

One World Trade Center, Suite 1500 Long Beach, California 90831

July 15, 2013.

The Honorable Thomas R. Carper, Chairman U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, DC 20510

The Honorable Tom A. Coburn, M.D., Ranking Member U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, DC 20510

SENT VIA: U.S. Mail, E-mail, and Facsimile

Dear Chairman Carper and Ranking Member Coburn:

It gives me great pleasure to write to you regarding Alejandro Mayorkas, who has been nominated to be the Deputy Secretary of the Department of Homeland Security.

I have been an FBI Special Agent for over 21 years and am currently assigned to the Los Angeles Field Office. During the last 10 years I have specialized in the investigation of Crimes Against Children and prior to this assignment, I investigated various white collar crimes, to include Health Care Fraud. Over a five year period, from 1993-1998, I had the pleasure to work with Alejandro on a substantial health care and insurance fraud investigation. This was part of a nationwide effort by the FBI to crack down on insurance fraud which stemmed from fraudulent automobile accidents and insurance claims. The results of this multi-agency investigation yielded over 20 Indictments, 17 Federal Complaints, 16 arrests and over one million dollars in fines and forfeitures. Our investigation in Los Angeles was considered the "Flagship" case in this nationwide effort.

I attribute much of this case's success to the dedicated and conscientious effort of Alejandro. He is a tireless worker and an excellent listener, one who readily collaborated with both Federal and State agents in order to produce the best investigative results possible. Throughout this investigation and beyond, I've grown to respect and appreciate Alejandro's sense of fairness, not only to the many victims and witnesses he encountered but also in dealing with the subjects of these cases. I've also observed how well respected Alejandro was with his co-workers while at the U.S. Attorney's Office, so much so that he was promoted to be the Chief of the General Crimes Unit and given the critical responsibility of training all the new Federal Prosecutors.

Alejandro has always maintained nothing but the highest level of integrity and professionalism. In my association with Alejandro, I found him to be an aggressive and enthusiastic prosecutor who had an excellent and comprehensive understanding of criminal law. On an interpersonal level, Alejandro has always treated everyone he meets with respect and warmness and, in conversation, he speaks with frankness but always with sincerity and empathy.

I believe Alejandro Mayorkas is truly an exceptional choice for the position of Deputy Secretary of the Department of Homeland Security and I highly recommend him without reservations.

Sincerely,

Steven Mayeda Special Agent, FBI

July 16, 2013

Honorable Thomas R. Carper, Chairman Honorable Tom A. Coburn, M.D., Ranking Member U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, D.C. 20510

Dear Chairman Carper and Ranking Member Coburn;

The purpose of this letter is to express my personal opinion of Mr. Alejandro Mayorkas' outstanding character, dedication, and devotion to the pursuit of justice. In Mr. Mayorkas' position as the Assistant United States Attorney (AUSA)/US Attorney in the Central District of California, I had the opportunity to directly work with him on joint FBI/DOJ telemarketing fraud investigations. The joint investigations resulted in the indictment and conviction of numerous defendants for US Federal Violations, including Mail Fraud. During the time we worked together, Mr. Mayorkas was extremely diligent, persistent, and thorough in pursuing extremely complex financial fraud matters that involved millions in monetary losses to the victims.

The fraudsters in the joint cases attempted to evade justice by using false names during their telephone sales pitches to the victims. However, due to Mr. Mayorkas' ability to administer fairness, he was able to convince some defendants to cooperate and disclose the true identities of the fraudulent telemarketers. Mr. Mayorkas consistently went the extra distance as a prosecutor and charged each level of the fraudulent enterprise, including the owners, managers and lower level fraudulent telemarketers.

In addition, Mr. Mayorkas exhibited compassion and empathy when dealing with the victims of these crimes, many of them elderly who had incurred significant financial hardships. The victims also sometimes felt a sense of embarrassment in having been convinced to part with their financial savings, which Mr. Mayorkas was able to alleviate.

Mr. Mayorkas deservedly earned an excellent reputation while assigned as an AUSA in the Central District of California, as someone who was an extremely efficient and effective prosecutor. Consequently, he was often contacted directly by case agents, including myself, to address cases involving various fraud schemes. Through passion, hard work, and persistence, Mr. Mayorkas achieved a successful collaborative partnership which achieved justice on behalf of vulnerable victims. Any information and recommendations provided in this letter are based upon my own personal knowledge and should not be construed as the official views of the FBI.

Sincerely,

Nora Collas

Special Agent

NOTE: The opinions contained herein are those of the writer and do not necessarily represent the opinions of the Federal Bureau of Investigation or the Department of Justice.

2020 Perry Ave., Unit B Redondo Beach, CA 90278 July 16, 2013

The Honorable Thomas R. Carper
Chairman, U.S Senate Committee on Homeland Security and Government Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

The Honorable Tom A. Coburn, M.D.

Ranking Member, U.S. Senate Committee on Homeland Security and Governmental Affairs

340 Dirksen Senate Office Building

Washington, DC 20510

Dear Chairman Carper and Ranking Member Coburn:

I have known Alejandro "Ali" Mayorkas as a federal prosecutor, private attorney and friend since we worked together in the early 1990s when he was an Assistant U.S. Attorney with the U.S. Attorney's Office in Los Angeles and I was an FBI Agent in the Los Angeles Field Office investigating white collar crime cases. Our professional and friendly relationship continued after he became the United States Attorney for the Central District of California and later a partner with the law firm of O'Melveny & Myers.

I retired as a Special Agent with the FBI in 1997 after 28 years of service. I am now a licensed private investigator specializing in business and civil litigation related investigations, primarily for law firms and business entities. I am an Air Force veteran and a member of the California Bar.

All Mayorkas has all the necessary and exceptional qualities that his appointment as the Deputy Secretary of the Department of Homeland Security would require and demand given that agency's vital role and mission in the security and protection of the American public.

Ali was a very competent, decisive, articulate and fair-minded prosecutor with the highest degree of personal and professional ethics, integrity and standards. He has outstanding people skills that enable him to interact and communicate with others in a personal and professional manner under any and all circumstances. He is a devoted family man, loyal friend, fine gentleman, dedicated public servant and patriotic American.

I am confident that Alejandro Mayorkas has the requisite wisdom, knowledge, experience, character and leadership qualities to carry out the duties and responsibilities of Deputy Secretary of the Department of Homeland Security in a highly honorable, professional and effective manner.

John F. "Jack" Keller

# CADWALADER

Cadwalader, Wickersham & Taft LLP 700 Sixth Street, N.W., Washington, DC 20001 Tel +1 202 862 2200 Fax +1 202 862 2400 www.cadwalader.com

New York London Charlotte Washington Houston Beijing Hong Kong Brussels

July 17, 2013

# BY FAX (202-228-3792), EMAIL AND REGULAR MAIL

The Honorable Thomas R. Carper, Chairman
U.S. Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

The Honorable Tom A. Coburn, M.D., Ranking Member
U.S. Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Re: Alejandro Mayorkas

Dear Chairman Carper and Ranking Member Coburn:

I write this letter in strong support of the nomination of Alejandro Mayorkas for the position of Deputy Secretary of the Department of Homeland Security (DHS).

I spent several years working closely with DHS from my positions at the Justice Department and ultimately at the White House. During that time, I saw how crucial it is that the Deputy Secretary have strong leadership and management abilities as well as a deep substantive understanding of the Department's mission, its broad range of responsibilities and its important role in the inter-agency process.

Ali Mayorkas is uniquely suited to meet those demanding job requirements. Throughout his career as a federal prosecutor, United States Attorney, law firm partner and USCIS Director, Ali has consistently shown an exceptional ability to mobilize, manage and lead people and organizations. In his practice at the law firm – in which I was also a partner – Ali commanded tremendous respect and served as both leader and mentor to partners and associates alike. In his role as USCIS Director, he has effectively led a large and complex organization during a time of continuing change and challenge. His marked success in that difficult role is a strong predictor of his performance in the Deputy Secretary position.

# CADWALADER

Chairman Carper and Ranking Member Coburn July 17, 2013

In addition to his work accomplishments, Ali would bring a number of important personal qualities to the job. First, he is a man of utmost integrity who appreciates the need to always operate with total candor and honor, and particularly when acting and speaking on behalf of the U.S. Government. Second, he is a true team player, someone who has excelled throughout his career through teamwork and collaboration. Lastly, like the best of public servants, he approaches his work apolitically, and makes decisions based on what is best for the security and welfare of the United States and its citizens and not based on where political advantage might lie.

In short, Ali is a true public servant who has proven throughout his career that he is worthy of being entrusted with the government's most important national security responsibilities. I know he will continue to earn that trust in his service as Deputy Secretary of the Department of Homeland Security.

It is an honor to write to you on behalf of Ali's nomination, and I would be more than happy to provide any other information that may be useful to you and your colleagues as you consider his nomination.

Very truly yours,

Kenneth L. Wainstein

Munt & Wount



July 17, 2013

The Honorable Tom Carper
Chairman
The Honorable Tom Coburn
Ranking Member
Homeland Security and Governmental Affairs Committee
United States Senate
Washington, DC 20510

Dear Chairman Carper and Ranking Member Coburn:

On behalf of the National Fusion Center Association (NFCA) I am writing to urge your support for the nomination of Alejandro Mayorkas to be Deputy Secretary of the Department of Homeland Security (DHS).

Throughout his career Mr. Mayorkas has demonstrated a commitment to collaboration across federal, state, and local communities to address major law enforcement and homeland security challenges. This collaboration is essential as the National Network of Fusion Centers works with DHS to advance the mission of threat analysis and information sharing to protect our communities.

Mr. Mayorkas has experience leading U.S. Citizenship and Immigration Services that will serve him well as he helps manage the numerous challenges the department will face during his tenure. His background in law enforcement gives him a good perspective on the need for effective information sharing across federal, state, and local law enforcement entities.

We look forward to working with Mr. Mayorkas in the months and years ahead to continually strengthen collaboration between fusion centers and our federal partners including DHS. We hope you will support his confirmation.

Sincerely,

Mike Sena President



National Board

Anthony Chapa Assistant Director (Ret.) United States Secret Service Executive Director

Paul J. Chapa Chief of Police Trinity University Police Department President

Xavier Morales
Deputy Special Agent in Charge
United States Secret Service
1st Vice President

Don Tijerina Lieutenant Bexar County Sheriff's Office 2<sup>nd</sup> Vice President

Mari Nash Supervisory Special Agent Naval Criminal Investigative Service 3rd Vice President

Tina Nieto
Captain III

s Angeles Police Department

Steve Reyna Sergeant Bexar County Sheriff's Office Sergeant at Arms

Vice President

Oscar Hernandez
Supervisor
Department of Homeland Security
Treasurer

Rolando I. Belmares Detective Texas State University Police Department Secretary

Yvonne Vann Sergeant Bexar County Sheriff's Office Parliamentarian/Historian

Joaquin Herran
Commander (Ret.)
Los Angeles County Sheriff's
Department
Immediate Past President

John Torres
Deputy Assistant Director (Ret.)
Bureau of Alcohol, Tobacco, Firearms
Director at Large

July 17, 2013

The Honorable Thomas R. Carper Chairman US Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, DC 20510

The Honorable Tom A. Coburn, MD Ranking Member US Senate Committee on Homeland Security and Government Affairs 340 Dirksen Senate Office Building Washington, DC 20510

Dear Chairman Carper and Ranking Member Coburn:

It is with great pride that the Hispanic American Police Command Officers Association (HAPCOA) offers its support and endorsement of Director Alejandro Mayorkas for the position of Deputy Secretary of the Department of Homeland Security.

HAPCOA is the oldest and largest law enforcement organization, formed 40 years ago, to support, prepare, promote and mentor Hispanic law enforcement command staff nationwide. As a law enforcement organization concerned with issues affecting our nations growing Hispanic communities, we are indeed encouraged by the nomination of Director Mayorkas for this position of trust.

HAPCOA promises to continue supporting DHS initiatives, projects and programs designed to protect and serve our Nation. With Director Mayorkas, serving as the Deputy Secretary, we know that we will be invited to continue serving in a supporting role where we can share and participate with DHS in addressing the issues and concerns critical to our law enforcement community.

The many members of HAPCOA would be proud to welcome and applaud a fellow professional in law enforcement to the position of Deputy Secretary of DHS.

Sincerely,

Anthony Chapa Executive Director The Honorable Thomas R. Carper, Chairman
U.S. Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20520

The Honorable Tom A. Coburn, M.D., Ranking Member
U.S. Senate Committee on Homeland Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20520

Dear Chairman Carper and Ranking Member Coburn:

My name is James M. Sheehan and I am writing this letter of recommendation in support of Alejandro (Ali) Mayorkas to become the next Deputy Secretary of the Department of Homeland Security.

It has been my pleasure to know Ali for more than twenty years as a professional colleague and personal friend. I first met Ali when he was an Assistant United States Attorney (AUSA) for the Central District of California (CDCA) in Los Angeles, and I was the Health Care Fraud Squad supervisor for the Los Angeles Field Office of the Federal Bureau of Investigation (FBI). At that time the FBI had elevated health care fraud to its top priority in the White Collar Crime Investigative Program and we had launched a significant undercover operation (UCO) to address a serious health care fraud crime problem. The case demanded an experienced and aggressive AUSA, and it was our good fortune that Ali got the assignment.

During the course of the UCO, which ran for more than two years, we received nothing less than superb support from Ali who provided timely, sage advice and counsel in every aspect of this lengthy investigation. Because the case was a joint federal/state/local investigative endeavor, it required investigative and prosecutive personnel to work cooperatively. Again, we were fortunate to have Ali on our team, what with his keen sense of diplomacy and his astute ability to know how best to charge the criminal subjects and in which jurisdiction. He led the prosecution of all subjects and was relentless in ensuring that each paid the price for his crimes; at the same time he was dutiful to the fair, ethical and impartial administration of justice, while maintaining uncompromising integrity.

Ali was rewarded for his years of exemplary performance as an AUSA and for his commitment to public service by being appointed the United States Attorney for the CDCA. He continued to serve the people as a dedicated public servant in this capacity by leading one of the largest United States Attorney's Offices in the nation. He led with a firm hand, with incomparable enthusiasm and a passion for the mission of the United States Attorney. His respect for the laws of the land, as well as for his colleagues and adversaries earned him the admiration of those with whom he interacted, including citizens of the seven-county CDCA, and members of the law enforcement community, the courts and the corrections system.

The United States Government and the American people have been served well by Ali's dedication to, and pursuit of excellence in, public service, and would continue to benefit from his intellect, energy, vision and leadership were he to be appointed the next Deputy Secretary of the Department of Homeland Security.

In view of the foregoing, and Without qualification, I heartily endorse Alejandro Mayorkas for Deputy Secretary of the Department of Homeland Security.

Sincerely,

James M. Sheehan

Special Agent in Charge (retired) Los Angeles Field Office Federal Bureau of Investigation

James M Sheehan 8240 Tuscany Avenue Playa del Rey, CA 90293

Email address: jmsheehan.irish@ca.rr.com

Mobile phone: 310-261-7523



#### MAJOR CITIES CHIEFS ASSOCIATION

Albuquerque Arlington Atlanta Aurora Austin Baltimore Baltimore Co. Boston 8uffalo Calgary

Charlotte-Mecktenburg

Chicago Cleveland Columbus Dallas Denver Detroit Edmonton El Paso Fairfax County Forl Worth Fresno Honolulu Houston Indianapolis Jacksonville Kansas Cily Las Vegas Metro Long Beach Los Angeles Los Angeles Co.

Louisville Manchester Memphis Mesa Miam Miami-Dade

Milwaukee Minneapolis Montgomery Co.

Montreal Nashville

Nassau Co. New Orleans New York City

Newark Oakland Oklahoma City Omaha

Ottawa Peel Region Philadelphia Phoenix Pillsburgh

Portland Prince George's Co.

Quebec City Raleigh Sacramento Sait Lake City San Antonio San Diego San Francisco San Jose Seattle

St. Louis Suffolk Co. Tampa

Toronto Tucson Tulso Vancouver Virginia Beach

Washington Winnipeg

July 18, 2013

The Honorable Tom Carper Committee on Homeland Security and Governmental Affairs U.S. Senate 340 Dirksen Senate Office Building Washington, D.C. 20500

Dear Senator Carper:

On behalf of the Major Cities Chiefs Association, representing the 66 largest local metropolitan areas in the Nation, I am writing to support the nomination of Alejandro Mayorkas as Deputy Secretary of the Department of Homeland Security.

We commend Mr. Mayorkas for his distinguished career in public service, including United States Attorney, Central District of California, and Director of United States Citizenship and Immigration Services at the Department of Homeland Security. He has managed investigation and prosecution of crimes that threaten the public each day, and he has helped to reshape our Nation's immigration priorities.

As the local officials responsible for public safety in the Nation's urban centers, we seek strength and stability at the Department of Homeland Security. Mr. Mayorkas brings to this challenge the requisite experience and knowledge that will ensure his success.

We look forward to continuing the close partnership between the Department of Homeland Security under Mr. Mayorkas and the communities we are sworn to serve.

Sincerely,

Commissioner Charles H. Ramsey Philadelphia Police Department

President

Major Cities Chiefs Association



### GEORGE GASCÓN DISTRICT ATTORNEY CITY AND COUNTY OF SAN FRANCISCO

July 18, 2013

The Honorable Thomas R. Carper, Chairman U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, DC 20510

Dear Senator Carper,

I write this letter in support of Mr. Alejandro Mayorkas' nomination for the position of Deputy Secretary of the Department of Homeland Security.

Years ago, as a member of the Los Angeles Police Department, I had the opportunity to observe the work of Mr. Alejandro Mayorkas. Mr. Mayorkas was a career Federal prosecutor with substantial experience prosecuting major cases. Later he became the US Attorney for the Central District of California. In his various roles, Mr. Mayorkas was a highly respected member of the law enforcement community in Southern California. Alejandro's strong legal background coupled with unwavering commitment to ethical public service made him a trusted partner and a valuable member of our public safety community.

Later in my roles as Chief of Police of Mesa Arizona, San Francisco, and more recently as the elected District Attorney for the City and County of San Francisco, I have gained additional respect for Mr. Mayorka's multidimensional approach to dealing with complex sensitive issues. Alejandro is a consensus builder and problem solver. He is able to work with very diverse groups to achieve meaningful tangible results.

Prior to his appointment as the Director for the US Citizenship and Immigration Services (USCIS), Mr. Mayorkas was a partner in the law firm of O'Melveny & Myers. During this period Alejandro's leadership abilities were quickly recognized. He became member of the firm's worldwide governing Policy Committee and in 2008 the National Law Journal recognized him as one of the "50 Most Influential Minority Lawyers in America".

In his current role, Mr. Mayorkas has been able to achieve the trust and respect of his workforce while enhancing UCIS service delivery capacity. Mr. Mayorkas' entrepreneurial spirit and customer service attitude has helped improve USCIS business practices, increasing efficiencies, and the quality of public service.

### CITY AND COUNTY OF SAN FRANCISCO

In my opinion, Mr. Alejandro Mayorkas is uniquely qualified. He is an accomplished public servant with a deep understanding of how government functions and how to deal with sensitive confidential issues. In addition, he has years of successful work experience in the private sector. For these reasons I strongly endorse Mr. Alejandro Mayorkas' nomination for the position of Deputy Secretary of the Department of Homeland Security.

Sincerely,

George Gasgon District Attorney

City and County of San Francisco



# County of Los Angeles Sheriff's Department Headquarters 4700 Ramona Boulevard Monterey Park, California 91754–2169



July 18, 2013

The Honorable Thomas R. Carper Chairman, U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, D.C. 20510

Dear Chairmen Carper:

### RE: RECOMMENDATON OF MR. ALEJANDRO "ALI" MAYORKAS FOR DEPUTY SECRETARY OF THE DEPARTMENT OF HOMELAND SECURITY

As Sheriff of Los Angeles County, I have been deeply involved in homeland security issues for many years, and I have had the pleasure of working closely with personnel from the Department of Homeland Security as a member of the Homeland Security Advisory Council.

I read with interest the decision of Janet Napolitano to resign as Secretary of the Department of Homeland Security to assume oversight of the University of California system. In thinking about the need for strong leadership within the Department during this time of transition, a friend and colleague came to mind, Alejandro "Ali" Mayorkas, and I write to recommend him to your Committee for the position of Deputy Secretary of the Department of Homeland Security.

I have known Ali for many years, and am also familiar with his remarkable record of public service; a record that, in my view, makes him exceptionally well qualified to be Deputy Secretary of the Department of Homeland Security.

Ali is the current Director, United States Citizenship and Immigration Services (USCIS), Department of Homeland Security. He was nominated to that position by President Obama in 2009 and unanimously confirmed by the Senate in August of that year. He currently has responsibility for an 18,000 member workforce throughout more than 200 offices worldwide and a \$3 billion annual budget. His law enforcement credentials also include being both an

Assistant U.S. Attorney in the Central District of California and later promoting to being The U.S. Attorney in the Central District of California. His office was based in Los Angeles, and is one of the largest U.S. Attorney offices in the country. In each of these positions, Ali has served with distinction. He has always worked well with local law enforcement. Ali maintains current awareness and insight on all homeland and border security issues.

From 2001 – 2009 Ali was a Partner at O'Melveny and Myers LLP, where he acted as Litigation Partner representing Fortune 100 companies in their highest profile and most sensitive government enforcement and trial court cases. He advised boards of directors and top executives, led internal investigations and litigated "bet the company" matters covering a wide range of industries, including telecommunications, health care, consumer safety, aerospace and media. In addition, throughout his career Ali has been a committed community member, sitting on the boards of directors and boards of trustees of multiple non-profit community service and advocacy groups. He was also appointed to act as a commissioner on the California Commission on the Fair Administration of Justice by the California State Senate.

I would add that I know Ali to be a thoughtful person of even temperament, and a person who stays focused on the problems at hand and does not go off on tangents. He has managed large, complex agencies and has done so very well. He is highly regarded by the Southern California and National law enforcement communities.

In short, I enthusiastically recommend him to your Committee as someone who would make an outstanding Deputy Secretary of the U.S. Department of Homeland Security.

Please do not hesitate to contact me at (323) 526-5000 if you have any questions regarding Mr. Alejandro Mayorkas.

Sincerely,

LEFOY D. BACA

SHERIFF

# CHAMBER OF COMMERCE OF THE UNITED STATES OF AMERICA

R. BRUCE JOSTEN
EXECUTIVE VICE PRESIDENT
GOVERNMENT AFFAIRS

1615 H STREET, N.W. WASHINGTON, D.C. 20062-2000 202/463-5310

July 22, 2013

The Honorable Thomas R. Carper Chairman Committee on Homeland Security and Governmental Affairs United States Senate Washington, DC 20510 The Honorable Tom A. Coburn Ranking Member Committee on Homeland Security and Governmental Affairs United States Senate Washington, DC 20510

Dear Chairman Carper and Ranking Member Coburn:

The U.S. Chamber of Commerce, the world's largest business federation representing the interests of more than three million businesses of all sizes, sectors, and regions, as well as state and local chambers and industry associations, and dedicated to promoting, protecting, and defending America's free enterprise system, urges you to support President Obama's nomination of Alejandro Mayorkas to the position of Deputy Secretary of the Department of Homeland Security (DHS).

The Chamber has developed an excellent working relationship with Director Mayorkas over the last several years where we have invariably found him open to working through a number of difficult issues, recognizing that the business community is an important constituent within the broad reach of our nation's immigration laws. As importantly, his background also demonstrates an in-depth knowledge of enforcement developed through over a decade of work as Assistant United States Attorney and United States Attorney for the Central District of California. Director Mayorkas' skills in recognizing both the concerns of those being regulated and the role of enforcement will serve him well as Deputy Secretary for DHS. As you know, these dual responsibilities are intertwined with the mission of the Department and need to be mutually addressed. His talents should also serve the country well as the Administration and Congress continues to debate, and hopefully ultimately implement, comprehensive immigration reform.

Once again, the Chamber urges you to approve the nomination of Alejandro Mayorkas to the position of Deputy Secretary of the Department of Homeland Security.

Sincerely,

R. Bruce Josten

cc: Members of the Committee on Homeland Security and Governmental Affairs



## U.S. Department of Justice Drug Enforcement Administration

Office of the Administrator

Springfield, Va 22152

July 22, 2013

The Honorable Thomas R. Carper, Chairman U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, D.C. 20510

The Honorable Tom A. Coburn, M.D., Ranking Member U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, D.C. 20510

Dear Chairman Carper and Ranking Member Coburn:

I am writing to express my full support for the nomination of Mr. Alejandro Mayorkas as the Deputy Secretary of Homeland Security. I have known Mr. Mayorkas for 15 years and I have worked with him in both my capacity as the Special Agent in Charge of the Drug Enforcement Administration's (DEA) Los Angeles Division and as DEA Administrator.

Mr. Mayorkas has a broad base of experience that provides him with a unique perspective on threats to national security. Prior to leading the United States Citizenship and Immigration Services (USCIS) as Director since 2009, Mr. Mayorkas served as the United States Attorney for the Central District of California, the largest federal judicial district in the nation. In that role, he was instrumental in broadening collaboration between law enforcement agencies to address violent crime and expanded cooperation with other nations to address the growing threat of transnational crime. This background, along with experience in varied aspects of law enforcement including the prosecution of white collar crime, public corruption, computer related crime and international money laundering will prove invaluable as Deputy Secretary of Homeland Security.

Director Mayorkas' extensive experience has provided him with a thorough understanding and keen appreciation of the crucial role all facets of law enforcement, including state, local, and federal agencies, play in securing the homeland. I heartily recommend him for the position of Deputy Secretary of Homeland Security and urge his confirmation as soon as possible.

Sincerely,

Michele M. Leonha

- formale

Administrator

#### THE WHITE HOUSE

WASHINGTON

July 24, 2013

The Honorable Thomas R. Carper Chairman Committee on Homeland Security and Governmental Affairs United States Senate Washington, D.C. 20510

Dear Chairman Carper:

I understand that in connection with the Committee's consideration of U.S. Citizenship and Immigration Services Director Alejandro Mayorkas to be Deputy Secretary of Homeland Security concerns have been raised about an investigation being conducted by the Office of Inspector General at the Department of Homeland Security. As you know, Executive Branch nominees undergo a thorough FBI background investigation prior to nomination, the results of which are shared, upon request, with the Chairman and Ranking Member of the Committee. Further, Executive Branch nominees are vetted by the White House for suitability for service prior to nomination. These standard practices were followed with respect to the nomination of Director Mayorkas, and we have no concerns about his suitability for this important position.

We urge the Committee and the full Senate to act swiftly to consider this nomination and confirm Director Mayorkas as the Deputy Secretary of Homeland Security.

Sincerely, Kathryn II. Ruemmer

Kathryn H. Rueminler Counsel to the President

cc: The Honorable Tom A. Coburn
Ranking Member
Committee on Homeland Security and
Governmental Affairs
United States Senate
Washington, D.C. 20510

# JOHN W. ORR Post Office Box 30481 Knoxville, Tennessee 37930 E-mail: Ironmanvol@aol.com

August 27, 2013

The Honorable Thomas R. Carper, Chairman U.S. Senate Committee on Homeland Security and Governmental Affairs 340 Dirksen Senate Office Building Washington, DC 20510

The Honorable Tom A. Coburn, M.D.,
Ranking Member U.S. Senate Committee on Homeland Security and Governmental
Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Via U.S. Mail

Via facsimile transmission: (FAX) (202) 228-3792; Via e-mail: <u>Deirdre Armstrong@hsgac.senate.gov.</u>

Re: Confirmation of Alejandro Mayorkas

Dear Chairman Carper and Ranking Member Coburn:

I have spent most of my adult life in the service of our great country. Following my discharge from active duty in the United States Navy, I was sworn in as a Special Agent with the Federal Bureau of Investigation (FBI) in January 1971. I was assigned to San Francisco, Los Angeles, and finally Knoxville, Tennessee. Since my retirement from the FBI in 2002, I have worked on contract as an FBI Special Investigator conducting background investigations.

I spent 28 years of my FBI career as a Special Agent in Los Angeles. I worked with many excellent prosecutors during those years. The Los Angeles United States Attorney's Office was replete with the best attorneys in southern California, if not the entire United States. Of all the prosecutors with whom I worked in Los Angeles, Alejandro "Ali" Mayorkas left the greatest impression on me. I was fortunate enough to work several cases with Ali when he was Assistant United States Attorney (AUSA), and after he became United States Attorney, I had a few occasions to deal with him in that position as well. I have never worked with an attorney with greater integrity than Ali Mayorkas. He was diligent, dedicated, and a true seeker of justice. He was well

respected by every FBI Agent that worked with him, and to my knowledge, he was equally respected by every District Judge in Los Angeles.

I came to know Ali quite well after spending many months with him on a daily basis in preparation for a particularly high-profile multi-count trial, followed by a number of weeks spent with him at the prosecution table during the trial itself. The trial was contentious to say the least, but Ali Mayorkas held his head high in the face of the heavy artillery that was a strong defense team of high-powered attorneys, and after a number of long exhausting weeks of testimony, the trial ended with a guilty verdict. Throughout the trial, Ali never faltered in his quest for justice.

Since my days in college, I have maintained a journal containing various "profound" quotes from individuals which I thought defined those people, or at least left a lasting impression on me. Some are from famous people, while many were made by my personal friends and associates. One of Ali's quotes is on my list. It came during a discussion between the two of us about finding the truth in an investigation. Ali emphatically told me, "I will never endeavor to have a lie prevail. I will not do it!" I believe that statement truly defines Ali Mayorkas.

I have read about some of the allegations against Ali that have surfaced during his confirmation hearings, and admittedly, I know very little about them. However, I can state without any hesitation, and with absolute confidence, that Ali Mayorkas does not have a dishonest bone in his body, and his integrity and compassion are beyond reproach. He was the hardest working prosecutor I ever worked with, and his devotion to duty was unparalleled.

I urge you to confirm Alejandro Mayorkas as Deputy Secretary of the Department of Homeland Security.

Sincerely yours,

John W. Orr

The Honorable Tom Carper Chairman, Committee on Homeland Security and Governmental Affairs United States Senate 340 Dirksen Senate Office Building Washington, DC 20510

The Honorable Tom Coburn
Ranking Minority Member, Committee on Homeland Security and Governmental Affairs
United States Senate
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Chairman Carper and Ranking Member Coburn,

It is with great honor that we write in support Alejandro Mayorkas' candidacy for Deputy Secretary of the Department of Homeland Security. Over the past several years, each of us has had the distinct privilege of working personally with Mr. Mayorkas on matters related to international adoption, child protection and disaster response. It is through such experiences that we have come to know him as a committed and compassionate leader, a skilled negotiator, and constant defender of justice.

As you well know, even under normal conditions, adopting a child from another country can be a difficult, emotional, and prolonged process for American citizens, especially those that are pursuing international adoption for the first time. Under Director Mayorkas' leadership, the United States Citizenship and Immigration Services (USCIS) have taken significant steps to make the processing of orphan visas more efficient, including reducing the overall processing time and increasing direct communication with prospective adoptive parents. In fact, a recent survey of adoptive parents revealed that the majority of prospective adoptive parents found their interactions with the USCIS to be positive and helpful to their success in adopting.

Families experiencing circumstances which have caused their adoption to be disrupted or at risk of disruption (i.e., natural disaster, changes in law, visa issues) rely even more heavily on USCIS for leadership and guidance in navigating the increased complexity, tension and anxiety which accompanies these special circumstances. From the very beginning of his tenure, Director Mayorkas has demonstrated a unique willingness to engage personally in USCIS' extraordinary efforts to respond to the needs of the children and families involved. In Haiti, Guatemala, Nepal, Vietnam and Ethiopia Director Mayorkas and his team not only worked quickly to develop ethical and efficient processes for appropriately addressing the cause for delay, but did so in a way that assured the U.S. Citizens involved that their needs, and more importantly the needs of their adopted children, would be protected.

We have been especially impressed by Director Mayorkas obvious personal integrity and unyielding commitment to upholding the law. The ethical processing of visa petitions for internationally adopted children requires a system that is balanced between meeting a clear need

for an orphan child to have a safe, loving family and protecting against efforts to use the international adoption process as a means to engage in child trafficking. Without exception, Director Mayorkas demonstrated a clear understanding of the importance of this balance and under his leadership USCIS has been a major driver in efforts to protect against abuse of the adoption system.

In closing, the only difficulty we have in submitting this letter is finding the words that adequately depict the impact Director Mayorkas has had on issues affecting our community. If at any point we might assist the Committee in better understanding our shared experience with Director Mayorkas, we would gladly make ourselves available.

Sincerely,

Kathleen Strottman Executive Director

**CCAI** 

Tom DiFilipo President & CEO

Tom DIES

**JCICS** 

Susan Soonkeum Cox

V.P., Public Policy and External Affairs

Holt International Children Services

Terry Baugh President

KIDSAVE



# AFL-CIO American Federation of Government Employees

National Citizenship and Immigration Services Council

Kenneth Palinkas President P.O. Box 940163 Rockaway Park, NY 11694

November 09, 2013

CONTIGUE MAIL IL 7012 3000 0000 6288 4228

Senator Thomas R. Carper
Chairman
Doctor Thomas A. Coburn
Ranking Member
United States Senate
Homeland Security and Governmental Affairs Committee
Dirksen Building 340
Washington, DC 20510

**Esteemed Senators Carper and Coburn:** 

I take this opportunity to extend my full committed support for the nomination of Alejandro Mayorkas for Deputy Secretary of DHS. He is a man who has more than proven that he is ready and capable of ensuring America's strength and position in our ongoing battles against terrorism while maintaining a keen perspective of immigration in the American way of life.

He has exhibited true professionalism since taking over as District Director of the United States Citizenship and Immigration Services agency, an integral component of the Department of Homeland Security, responsible for making decisions that affect the lives of all past, current and future immigrants to the U.S.

At the same time, he has not lost sight of the importance of the workforce tasked with the mission to adjudicate the right benefits for the right people. He has steadfastly maintained an open door policy with the National Citizenship and Immigration Services Council (NCISC), listening to the Union's concerns with workplace policies and conditions.

He is the right man at the right time for the job. I assure you that the 12,000 AFGE Union members under his employ echo the same sentiments in full support of his nomination.

I thank you in advance for your time in reading this message and for your anticipated positive response to what is conveys.

Sincerely,

Kenneth Palinkas President, Council 119 NCISC, AFGE, AFL-CIO



Dear Senator.

As faith, law enforcement and business leaders, we are writing to support the nomination of Alejandro Mayorkas for the position of Deputy Secretary, Department of Homeland Security.

For the past four years, Mr. Mayorkas has served as Director of U.S. Citizenship and Immigration Services (USCIS). During that time, he has been the driving force behind a remarkable transformation of the agency.

While USCIS is the immigration services agency within DHS, it plays a crucial role in detecting fraud and threats to national security among the millions of applications it handles each year. As a former prosecutor, Mr. Mayorkas is keenly aware of the importance of protecting the integrity of our immigration system, and several initiatives were implemented under his leadership to strengthen the agency's defense against immigration fraud.

- In 2010, he elevated the profile of his agency's Fraud Detection and National Security unit (FDNS), making it a Directorate, and enhanced the integration of the FDNS mission in all facets of the agency's work.
- National security vetting of applicants for immigration benefits has been enhanced, with adjudicators being able to access a broader array of government databases.
- The E-Verify program, which screens job applicants for authorization to work, now can access the Department of State's passport photograph database, so now that worker verification system also has the ability to protect against identity fraud.
- Under Mr. Mayorkas's leadership, the agency launched the Unauthorized Practice of Immigration Law (UPIL) initiative, working in collaboration with federal, state, and municipal agencies and enforcement authorities to combat unscrupulous "immigration advisors" who through their fraudulent actions undermine the integrity of our immigration system.
- During his tenure, the agency has redesigned and enhanced the security features on its
  most common immigration documents to make them more counterfeit-resistant. These
  include Permanent Resident Cards (green cards), Employment Authorization
  Documents, Certificates of Citizenship, and Naturalization Certificates.

Director Mayorkas is keenly aware of the economic benefits immigration provides to our country. He has paid particular attention to U.S. business needs and to the process of encouraging immigrant entrepreneurs to invest in our country.

Under his leadership, the Entrepreneurs in Residence program was created to overcome
problems with the way the existing immigration system treats immigrant entrepreneurs.
The program brings private sector entrepreneurs to the agency on a full-time, temporary
basis to develop training materials and provide training to adjudicators, so that
adjudicators can more ably evaluate applications from start-up enterprises. With this

program, USCIS seeks to ensure that it was realizing the full potential of our current immigration system to attract and retain immigrant job creators.

• The produce industry faced a potential catastrophic situation with H-2A applications being delayed nearly 3 weeks during the October government shut-down. Mayorkas and CIS staff ensured that once all responsible agencies were operational that these visas were processed expeditiously, taking such steps as allowing electronically signed documents to allow processing to begin while hard copies were being mailed. This example of common sense administrative action is one we anticipate will be emblematic of his directorship.

Mr. Mayorkas has overseen a number of initiatives to reorganize the agency to ensure greater coordination among its various offices and directorates, and to increase the agency's efficiency.

- He created the agency's Management Directorate, to better coordinate critical management of the agency's finances, information technology, and human resources.
- The Office of Transformation Coordination was created under Mr. Mayorkas's leadership, to move the agency's systems from papers-based applications and adjudications to the digital age. The move to digital processing with the USCIS Electronic Immigration System enhances national security screening while making application processing more efficient.
- He has promoted fiscal responsibility through stringent budget reviews and cost-saving measures. In fiscal year 2010, he instituted more than \$160 million in budget cuts
- He has promoted greater transparency and interaction with the public through the creation of the Customer Service and Public Engagement Directorate, which regularly reaches out to stakeholder groups to communicate agency initiatives and receive input from the public.

While Mr. Mayorkas has paid particular attention to the defense of our immigration system's integrity, he has also shown extraordinary concern for vulnerable populations.

- After the January 2010 earthquake in Haiti killed more than 100,000, creating many orphan children, his agency developed and implemented on an emergency a humanitarian parole program to bring orphans to the U.S. where they were adopted by American families.
- Under his leadership, the agency has taken significant steps to make the processing of orphan visas in general more efficient, including reducing the overall processing time and increasing communication with prospective adoptive parents. When developments halted or slowed adoptions from Haiti, Guatemala, Nepal, Vietnam and Ethiopia, Mr. Mayorkas and his agency worked quickly to develop ethical and efficient processes for addressing the cause for delay—and they did so while achieving the right balance between meeting a clear need for an orphan child to have a safe, loving family and protecting against efforts to use the international adoption process as a means to engage in child trafficking.

The accomplishments listed above are only a sampling from Mr. Mayorkas's tenure as Director of USCIS. He has proven to be an exceptional manager for a very large agency. We believe he is an excellent choice of nominee for the post of Deputy Secretary of the Department of Homeland

Security—USCIS' parent agency. We therefore urge the Senate to expeditiously confirm his nomination.

Sincerely,

American Nursery & Landscape Association
Lee Baca, Sheriff, Los Angeles County
Compete America
Federal Law Enforcement Officers Association (FLEOA)
Hispanic American Police Command Officers Association (HAPCOA)
Mark Shurtleff, Former Attorney General, Utah
National Immigration Forum
The Western Growers
World Relief