Implementing Immigration Reform: Imagining the Possibilities
Symposium Report
Georgetown University and Deloitte were pleased to present “Implementing Immigration Reform: Imagining the Possibilities” on September 25, 2013 at Georgetown University. The symposium brought together diverse leaders in the immigration field to facilitate a dialogue about reform strategies, solutions, and innovations in a complex and dynamic immigration ecosystem. Implementing an effective immigration system remains one of the greatest structural challenges facing our nation, and Deloitte and Georgetown University’s Institute for the Study of International Migration are committed to furthering the dialogue around this critical issue.

Symposium attendees engaged with the varied perspectives presented at the conference both in person and through Twitter (#IRsym2013). We hope this report helps promote continued discussion and that conference attendees continue to engage in these issues.

Thank you to the moderators and speakers who generously gave their time to make this event possible.

With kind regards,

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Open the dialogue
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Overview
Comprehensive immigration reform is currently one of the most pressing issues for the U.S. President and the 113th U.S. Congress, and for months lawmakers have explored potential reforms that would replace an immigration structure largely in place since 1986. Regardless of whether new immigration reform legislation is passed, however, efficient and effective implementation of the U.S. immigration system will remain one of the greatest structural challenges facing the United States.

To facilitate a dialogue about implementation strategies, solutions, and innovations in this complex and dynamic ecosystem, Deloitte and Georgetown University’s Institute for the Study of International Migration co-hosted “Implementing Immigration Reform: Imagining the Possibilities” on September 25, 2013 at Georgetown University. The event theme, “Imagining the Possibilities,” highlighted the collaboration necessary for successful implementation, and served as the backdrop for conversations among leaders from federal government agencies, Capitol Hill, private sector organizations, non-profits, think tanks, and academia. The discussion centered on several topics:

1. The current Administration’s stance on comprehensive immigration reform
2. Perspectives from Congress on the progress of reform legislation
3. Border Security: Current border security challenges, opportunities to enhance border security, the border security provisions in the currently proposed legislation and their enforcement implications
4. Public-Private Partnerships: Lessons learned from previous regularization efforts and initiatives to promote integration
5. Meeting Future Labor Demands: Potential impacts of the expansion of employment-based visas, pros and cons of the requirements for the visas, and the extent to which they adequately address future labor demand

Throughout the day, speakers and panelists framed the conversation around several of the most recent and significant pieces of U.S. immigration legislation. First was the Immigration Reform and Control Act (IRCA), (Pub.L. 99–603), which remains in effect as the most recent comprehensive reform of the U.S. immigration system. Also referenced was Deferred Action for Childhood Arrivals (DACA), an administrative memorandum signed on June 15, 2012 that was implemented by the U.S. Department of Homeland Security (DHS) as a discretionary determination to defer removal action of eligible childhood immigrant arrivals. Finally, panelists discussed the more recent “Border Security, Economic Opportunity, and Immigration Modernization Act,” or S. 744, which passed the U.S. Senate on June 27, 2013 by a vote of 68-32 and outlined comprehensive reform of the U.S. immigration system. S. 744 was written by a bipartisan group of eight Senators known as the “Gang of Eight”: Senators Charles Schumer (D-NY), John McCain (R-AZ), Richard Durbin (D-IL), Lindsey Graham (R-SC), Robert Menendez (D-NJ), Marco Rubio (R-FL), Michael Bennet (D-CO), and Jeff Flake (R-AZ). The bill has fueled the immigration reform conversation in 2013 and 2014 and, if passed, will determine the nation’s next comprehensive immigration reform.
Key themes

Several key recurring themes were common to all panel discussions:

- **Cooperation** among the public, non-profit, and private sectors is an absolute necessity for effective reform implementation. The panelists agreed that the government is unable to implement comprehensive immigration reform (CIR) on its own. As such, some responsibilities will fall to the private sector (to innovate and provide alternative solutions) and non-profits (to protect immigrant rights and carry out some functions of the process) in order to help develop and implement reform solutions.
- Many speakers referenced the **1986 immigration legislation (IRCA)** in their arguments and compared the political, economic, and national security climate from then to now. It is clear that current efforts are using this legislation as a reference point for improvement. This focus on previous legislation displays a need for continuity and to move forward with lessons learned in mind, but also paints a picture of why today’s debate around immigration reform differs vastly from the debates of 1986.
- Immigration reform faces significant **funding challenges**, especially with the current state of government finances. Each panel discussed the constrained environment in which the government is currently operating and the fact that substantial levels of funding will be necessary if immigration reform is to fully succeed.
- Employers need access to **labor**. In order to compete in a globalized economy, U.S. legislation must look to address current and future demand for labor. Immigration reform will play a large role in dictating the skill and size of the future workforce.
- All speakers highlighted the need for an open flow of communication and information among all sectors and entities involved in implementation to the highest degree possible.
Felicia Escobar, Senior Policy Director for Immigration in the White House, emphasized that the Obama Administration has held comprehensive immigration reform as a top priority since the President’s January 2013 speech in Las Vegas where he first laid out his four-part plan for reform. The White House is currently focused on keeping the dialogue open and making sure the legislative process continues in the House, where comprehensive reform has an uncertain future. Escobar stated that this reform effort is particularly critical due to the significant economic benefits that comprehensive reform would provide. In reference to the piecemeal approach under discussion in the House, Escobar said that the Administration will accept House legislation that is not necessarily the same as the Senate’s solution, as long as the bill includes the necessary principles and requirements outlined by President Obama in his four-part plan. In order to ensure effective legislation is eventually passed, as well as to achieve successful implementation, the Obama Administration is focused on fostering strong interagency partnerships.
Congressman Chris Van Hollen (D-MD) and former Congressman Tom Davis (R-VA) provided perspective on the current progress Congress has made on the CIR bill. Both highlighted that political constraints continue to be the primary hurdle to an agreement both within and between the Senate and the House. Specifically, the dilemma many Senators and Representatives currently face is whether to cater to anti-immigration reform voters in their home states and districts — and secure their votes in future elections — or work to pass a reform bill that addresses the broader needs of the country. With the Senate passing S. 744 in June 2013, all eyes are on the House to pass similar legislation. According to Van Hollen, House Democrats are in the process of engaging with the Congressional Hispanic Caucus to ensure a united Democratic front. The two Congressmen anticipated that the counter-CIR effort from the House may ultimately end up being led by Congressman Michael McCaul (R-TX) and passed through the House Homeland Security Committee.

According to former Congressman Tom Davis (R-VA), Republicans in the House continue to struggle with alienation of Hispanic and Asian voters. Davis shared his opinion that the GOP will need to reexamine immigration reform and engage these minorities in order to win votes in future elections, especially in the 2016 Presidential election. A critical component to moving forward also includes debunking some of the key immigration myths that continue to shape public opinion on the topic. For example, Davis stated that many people are unaware that a large percent, perhaps 40 percent or more, of unauthorized residents entered the country legally and overstayed the time permitted on their legal visas.

Throughout the legislation drafting process, a key topic of discussion has been potential costs. Van Hollen posited that while the costs of reform will be heavy, the benefits will be greater because over time immigration reform will lead to an overall reduction in the U.S. deficit. Van Hollen cited a recent Congressional budget analysis stating that immigration reform would help reduce the deficit by $130–$140 billion over 10 years and continue to do so after this initial 10-year period. This projection is driven by the assumption that immigration reform will generate new economic activity and also bring underground economic activity to the surface. These results would outweigh the heavy border security costs that have been included in most proposed drafts of the legislation. Both Van Hollen and Davis agreed that attempting to implement reform with the current levels of sequester funding would be highly ineffective.

Both Congressmen highlighted some key differences between the immigration environment in 1986 and the present day. First, in 1986 the border between the U.S. and Mexico remained very porous and migration was largely driven by the economic disparity between the U.S. and Mexico. While strides have been made in border security and the proposed legislation emphasizes attaining 90 percent comprehensive border security, Van Hollen emphasized that the need to address this economic disparity remains, especially since it will no doubt continue to fuel an underground economy and migration. Secondly, while the 1986 legislation emphasized employer verification of immigrant workers, the current legislative prospect of a mandated E-Verify program provides much more definitive guidance for implementing this aspect of reform. Finally, the proposed requirements for legalized permanent status incorporate more stringent milestones, including appearing before an administrative judge, proving that the candidate possesses no criminal record, and demonstrating the candidate’s record of consistent employment. All of these requirements reflect lessons learned from the 1986 legislation.
Elements of effective border enforcement and border security

Effective border security comprises many different enforcement efforts, including border enforcement, worker enforcement, and legalization programs. The panelists noted that the United States has come a long way in implementing stronger enforcement measures and enhancing overall security since 9/11. At least one panelist believed that the current Administration and DHS have not been vocal enough about their border security accomplishments to date. The panelists argued that the Administration, DHS, and more specifically U.S. Customs and Border Protection (CBP) must be more transparent with current metrics and ensure information is flowing freely from the field to senior levels of government to make sure these advances are vocalized in the next rounds of debate. One panelist argued that the Hoeven-Corker Amendment proposed as part of the Senate bill (S.744) — which requires border security certification before legalization efforts can move forward — highlights Congress’ lack of historical insight. This panelist stated that the Amendment implies that the border security discussion has only arisen with the latest CIR conversation, when really it has been a priority since 9/11.

Despite these advances, there are several critical border security enforcement areas that panelists felt should be addressed in the CIR discussion: stronger port security; improved entrance, exit, and interior enforcement procedures; and the expanded use of performance metrics and analytics. Multiple panelists saw interior enforcement procedures, particularly the expansion of mandatory E-Verify, as the true opportunity for innovation in CIR. They asserted that legitimate interior enforcement through mandatory E-Verify is essential to immigration reform’s success because it would reduce the demand by eliminating opportunities for jobs without legal status. At least one panelist suggested that S. 744 does not go far enough to capitalize on the potential of E-Verify, as the bill maintains both E-Verify and the current Form I-9. Instead, the bill should look to incorporate measures that will enhance E-Verify, help make U.S. Immigration & Customs Enforcement (ICE) — as a key enforcement agency — more sophisticated, and eliminate Form I-9.

Panelists also commented that the U.S. should also make strides to ensure its border enforcement efforts are integrated and comprehensive. CBP was created to ensure the integration and seamlessness of border enforcement efforts throughout the country, and this includes much more than just the Southwest Border. There are currently resources and staff flowing to the ports, but panelists stated that more attention should be paid to developing sophisticated detection and enforcement techniques and infrastructure in port areas. One panelist suggested the U.S. must also revisit its entry and exit procedures. The U.S. must re-evaluate whether the right entrance procedures are in place and identify ways to make these procedures more effective to reduce the burden on interior enforcement procedures. The panelist acknowledged
that a change in entry procedures would affect multiple groups of people in various ways, so it is imperative that they are implemented correctly. Additionally, effective procedures for identifying and processing immigrants who have overstayed their visas are critical to border security. Panelists explained that approximately 40 percent of immigrants in the country illegally are here because they have overstayed their visas. In addition to developing a process for identifying these individuals, the government should also look to implement exit procedures that more effectively verify whether visa holders leave the country.

All panelists emphasized strong performance metrics and analytics as components critical to developing and implementing reformed processes, as well as measuring the effectiveness of these reforms. While performance metrics are already used by many agencies involved in the immigration process, the panelists suggested that improvements could be made in what data is collected and analyzed, in addition to how findings are communicated. For example, the Department of Justice (DOJ) currently uses performance metrics to measure the rate of movement of detained cases through the system. These metrics are important to decrease costs and protect a detainee’s liberty interest. These performance measures should also change with budget fluctuations and reflect shifts in focus, such as to the non-detained population. Performance metrics are also used at the border to determine the effectiveness of enforcement initiatives. Panelists agreed that the government should seek to expand the use of metrics to evaluate performance and understand where changes need to be made. The government should also expand efforts to gather analytics on immigrants coming across the border and their activities in the United States. This information would enable more targeted responses at the border and also feed into a larger national security conversation. If it could be better understood what those coming over the border were seeking or doing, then the government could better target the root causes of border crossings.
Interagency coordination and public-private sector collaboration

Coordination among federal, state, and local entities, collaboration between the private and public sectors, and cooperation between the U.S. government and other countries are all key components to successful implementation.

First, panelists emphasized that successful execution of the immigration process depends upon robust interagency coordination and a holistic understanding of the allocation of resources within the immigration system. For example, after an initial enforcement encounter by CBP or ICE, DOJ is often involved through the immigration court system. If Congress makes the policy decision that additional criminal prosecutions are an important part of the immigration reform toolbox, then the necessary funding needs to be appropriated to support future prosecutions. S.744 has important resources set aside that would effectively double the size of the court system. This is vital, as a lack of resources in one part of the system may affect many other parts of the system. For example, currently, an immigrant may wait up to three years for a merit hearing to determine whether he or she is in the country legally, which may encourage immigrants to fall out of compliance with the law, and burdens other agencies. Ultimately, the U.S. must broadly examine its overall immigration process and the resources available to it. Thinking outside of the current system’s framework can help move our system towards meaningful and imaginative reform, instead of simply attempting to repair the system that is currently in place.

Prosecutions are also an area in which coordination among federal, state, and local partners is imperative. Multiple panelists were of the opinion that the federal government should drive the policies for immigration-related litigation and that state and local courts should then align to these policies. State and local partners, as well as the private sector, should be engaged to communicate initiatives and help measure the effectiveness of criminal proceedings.

Panelists agreed that collaboration with the private sector will play an important role in effectively implementing reform. The private sector plays an essential role in proposing innovative alternatives to solve immigration implementation challenges. One panelist argued that while these partnerships are essential for successful implementation, a challenge companies face is the rigidity of contracting with DHS. The private sector may have a greater ability to bring innovative ideas into the government if it could contract quickly and contract to pilot ideas. More flexible contracting authority would allow these companies to test multiple innovative ideas on a smaller scale, which could reduce the risk incurred and encourage truly innovative solutions.

Internationally, countries look to the U.S. for advances in biometrics, passport security, and port security. Effective capabilities in all of these areas are essential to form successful partnerships to stop transnational crime. Other countries are also key to the process of creating new legal pathways (beyond family reunification) for immigrants, especially in the labor market, and the U.S. must work closely with them to make new measures possible. The U.S. should especially continue to partner with Mexico to address the economic portals between the two countries and focus on some of the root causes of migration. According to one panelist, approximately $1 million is exchanged per minute between the two countries, so any border enforcement initiatives must take this free flow of commerce into account.
Lessons learned from IRCA and DACA

According to panelists representing immigration law and advocacy organizations, the implementation of both IRCA and DACA provide lessons that can inform not only the content of future reform legislation, but also the key components of public-private partnerships needed to support implementation. The panelists pointed out that non-profit and charitable immigration legal networks have become adept at the nuances of both IRCA and DACA, sharing expertise through detention orientations and even running large asylum workshops. In order to ensure effective execution of future reform, panelists argued that this support and expertise must be equaled or improved by the private and non-profit sectors to form useful public-private partnerships.

Panelists cited several key components that will be integral to the success of these partnerships:

First, open and consistent channels for communication among the government, private, and non-profit sectors will be crucial. During the recent implementation of DACA, many immigrants were unsure of eligibility, and applicant levels remained low until communication from the federal government to non-profit organizations conducting outreach clarified the criteria and dispelled fears of deportation. The private and non-profit sectors also have unique insight into implementation issues that can subsequently be communicated to the federal government and improve legislation and guidance. For example, another DACA issue was asking applicants to list their social security numbers; ultimately the private and non-profit sectors communicated to the federal government that it would be more effective to revise how this information was requested.

The private and non-profit sectors can also provide guidance on the demographics of the immigrant communities they work with, which in turn can inform federal government outreach. For example, Asian and African immigrant communities were severely underrepresented in DACA outreach, and the private and non-profit sectors can provide guidance on the language and communication needs of these groups for future reform. In order to achieve this level of communication and information exchange, the non-profit community is advocating that federal, state, and local partners all participate in implementation working groups. Such groups would be the first of their kind and are thought by many in these sectors to be a crucial element in creating public-private partnerships that effectively support implementation.
Non-profit and private sector implementation support

Panelists also shared their perspectives on the legal challenges of the proposed legislation. One point that was continually emphasized was that there are simply not enough lawyers to serve the 11 million immigrants who could qualify for registered provisional immigrant (RPI) status; though not all will qualify, the number is thought to still be in the millions. Given that the total network of the American Immigration Lawyers Association (AILA) includes 13,000 lawyers, and many of those eligible will be low-wage earners who are unable to afford a lawyer or even filing fees, panelists argued that it will be imperative to find ways to creatively assist applicants via non-profits and other organizations in the field. The challenge for lawyers will be finding a balance in pro bono and billable work, since there are no alternative mechanisms available to provide funding for charitable services besides law firms’ own resources.

Additional implementation concerns exist at the local, regional, and national levels. At the local level, panelists emphasized the role that non-profits are already playing. Thus far, these organizations have primarily focused on educating communities about the reform process. A crucial component of this effort is making immigrants aware that reform has not yet occurred so they are less likely to fall victim to notario abuse. These predatory groups are already on the ground seeking vulnerable immigrant communities and offering bad advice on document retention and collection in advance of reform. It is important to have reliable non-profit organizations doing reputable work on the ground in immigrant communities, and immigration legal associations are encouraging local non-profits to build capacity and prepare for a smooth implementation, in the event that comprehensive reform legislation comes to pass.

At the regional level, areas serving large immigration populations are preparing to consolidate and shift their human resources to accommodate the legislation. The current stipulations would make the population in need of legal services too large for the system to provide every candidate with an individual attorney. Legal counsel will be necessary for many individuals to determine whether applying for RPI status is the best option for them. For those who do receive RPI status, they will also need legal assistance in order to comply with the onerous decade-long process to obtain legal permanent status. The majority of this regional-level work is taking place in California, which a panelist noted is estimated to contain at least 25 percent of the individuals who would be affected by reform. Communities such as unions or the state’s Asian-Pacific immigrants, for example, are holding high-level meetings to discuss how to work together and divide roles. Advocates are also exploring libraries, hospitals, and adult education centers as potential avenues for outreach. Chicago, New York, and Oregon are other states beginning to take concrete steps to prepare communities for legislation.

At the national level, non-profits and private organizations are working to calculate the monetary costs associated with supporting reform implementation and subsequently looking for sources of funding. The National Council of La Raza (NCLR) estimates that immigration non-profits will need up to $200 million to successfully carry out their roles to implement reform. Currently, S. 744 has allocated $50 million to localities, but the panelists agreed that the figure will not be sufficient. National conferences, such as one hosted recently by Catholic Legal Immigration Network, Inc. (CLINIC), are focused on fostering dialogue among private funders, demographers, the American Bar Association, and private partners such as Goodwill Industries to discuss creative ways to move forward with financing. There has also been discussion of engaging non-predatory lenders to assist individual candidates, similar to the community development credit union loans that successfully supported many DACA applicants.

Panelists emphasized that in addition to sufficient funding, non-profits and charitable legal organizations have several other key needs that must be fulfilled in order to effectively serve as implementation partners. For example, while these organizations are often at the forefront of efficacious immigrant outreach methods, they are very much aware that they will need additional strategies to communicate with those individuals who are able to self-file. This need is especially pronounced given the panelist’s mention of an estimate that up to 75 percent of cases will be self-filed. Secondly, these organizations know that while much work will be required up-front to file eligible individuals, the greater challenge will be tracking applicants over time, group processing, and long-term service delivery. Additionally, non-profits need more geographically-specific data to drive outreach and service delivery and allocate human and technological resources. As key aspects to successful implementation, charitable legal organizations are emphasizing the need for immediate financial support to prepare these capabilities.
Meeting future labor demands

Employers need access to qualified labor, and immigrants represent a substantial portion of the supply. Panelists agreed that a reformed immigration process needs to be efficient and flexible to meet the needs of these employers, as delays and unpredictability in visa processing hamper employers’ abilities to achieve business objectives. One panelist estimated that U.S. employers spend approximately $3.7–$5.5 million on immigration-related costs each year. This panelist further argued that U.S. companies should not have to be in the business of immigration, especially since the time and money spent on immigration could be directed toward research and development and other business imperatives. The panelist warned that if the system is not reworked to be more efficient, flexible, and offering of more visa types, employers might start to look elsewhere for talent, to the detriment of the U.S. economy.

A major issue employers continue to face is the limited quantity of each type of visa available. One panelist opined that this is in part a result of the fact that the current immigration law is more reflective of political realities than a well thought-out policy, especially with respect to the visa programs and their respective caps. Furthermore, employers also struggle with the fact that not all of these visas are accessible. Panelists argued that the U.S. must make both permanent and temporary visas accessible to ensure predictability and flexibility in the system. Another major issue is the large backlog of green card applications, which causes some employees to wait 10 years or more for their green cards. The U.S. has much work to do in making the immigration petition process more efficient. For example, one panelist argued that while a few application forms have been posted online, overall the U.S. is not currently moving toward an efficient online system. An effective immigration system would operate in a way that allows employers to hire the candidates they need as soon as they are ready to staff a project, with the appropriate visa, and in the appropriate timeframe.

S. 744 was a main point of discussion. The bill would almost double the number of immigrants estimated to enter the country over the next 10 years, from the roughly 8 million who are anticipated to enter under the current immigration laws to approximately 18 million. However, the bill would also help ensure that the immigrants entering the country are more educated. Of these anticipated new immigrants, one panelist cited the expectation that approximately 4 million would hold a bachelor’s degree or higher, 1.7 million would have some college education, and less than 2 million would have lower than a high school education. These individuals would greatly increase the volume of skilled labor in the country, benefitting American companies and economy-wide innovation. At the same time, panelists posited that most studies have also concluded that the legislation’s effect on wages is likely to be negligible.
While the comprehensive Senate bill does not address all concerns, panelists noted many positive provisions in the legislation, including the following points: regulatory simplification, increased flexibility for foreign students, added ability of H-1B holders’ spouses to seek employment, option for H-1B visa holders to change jobs, and domestic revalidation. While the panelists acknowledged the overall positive effects, they questioned how the government would process new H-1B visas without overwhelming the system. One panelist argued that as the government considers implementation solutions, it must find a process by which it can separate out the companies that have good compliance programs in place and have not violated laws and subject these companies to less security — thus freeing resources to focus on companies that need support or higher scrutiny. There is precedent for such risk-based initiatives in programs such as CBP’s Trusted Traveler program. Panelists also argued that the government should attempt to make visa categories more flexible and to allow categories and caps to fluctuate based on the health of the economy. This nuance would help companies meet their goals without adversely affecting U.S. workers. Specifically, one panelist proposed the establishment of a standing commission within the Executive Branch that would adjust visa quotas based on the health of the economy.

Currently, migrants are afraid that approaching the government with a wage theft or an Occupational Safety & Health Administration (OSHA) claim will lead to their deportation. Employers often capitalize on this fear to hold down wages and suppress worker activism. The National Employment Law Project (NELP) at the University of Chicago found systemic violations of labor and employment laws in the largest U.S. cities across various sectors. These violations were mostly in the form of overtime violations and wage theft. NELP estimated that in one week, $56 million in wages in New York, Chicago, and Los Angeles do not go to workers as promised. The panelists argued that many of those targeted are undocumented, who under current labor law are often not entitled to monetary compensation for such violations. One panelist referenced personal experiences in the field when maintaining that agencies need to coordinate more closely on policies that protect the rights of migrant workers. For example, DHS needs to coordinate more closely with the Department of Labor, especially in cases related to OSHA claims.

Protecting immigrants’ labor and civil rights
Panelists also highlighted that immigrants are subject not only to immigration laws, but also to civil rights and labor laws. A successful immigration solution will include a framework that represents this whole system of rights and implements immigration as part of an agenda for shared prosperity, involving programs such as social security. At least one panelist argued that, from this standpoint, the proposed legislation will better protect immigrants’ labor rights. S. 744 includes the POWER Act, written by Senator Menendez, which would expand U-visas to include victims of labor exploitation, increase the number of U-visas available, and increase whistleblower protections.
Ultimately, future immigration into the United States will play a key role in shaping the future of our economy and the fabric of our country’s population. Policy decisions made now will affect our country for years to come — this report has discussed, for example, the lingering effects still felt today from the comprehensive immigration reform bill passed in 1986. The debate being waged in Congress is of vital importance, and Deloitte and Georgetown University’s Institute for the Study of International Migration are committed to the vision of successful implementation of immigration policy reform. It is vital to emphasize, however, that both organizations came together under the shared premise that even if legislative efforts fail, there is still much work to be done within the existing policy framework. Absent of successful reform, we must continue to seek implementation solutions that improve the U.S. immigration system. Thoughtful and well-informed improvements, whether legislative or administrative, can help make our immigration system more effective, efficient, and flexible moving forward, and an improved immigration system can help to reinforce the competitiveness and stability of the American economy as we move deeper into the 21st century.
Mr. Bob Jacksta is a Specialist Leader at Deloitte Financial Advisory Services LLP. He retired from Customs and Border Protection (CBP) in July 2010 after a 34-year career in federal law enforcement. During his career he demonstrated a deep knowledge of customs and immigration issues and a keen understanding of how technologies can be applied to border security. Mr. Jacksta has worked on major border security initiatives with various levels of the U.S. government and international organizations. As Deputy Assistant Commissioner for the Office of Field Operations, he managed border security and anti-terrorism efforts, international trade compliance, anti-smuggling, passenger operations, and oversight of the policies, programs and operations of 20 major field offices, 326 ports of entry, and over 28,000 employees. During his tenure at CBP, Mr. Jacksta served as Acting Assistant Commissioner, Office of Public Affairs, and in a number of other CBP Senior Executive positions with responsibility for national policies and programs in support of radiation detection and non-intrusive technology, supply chain security through Customs-Trade Partnership Against Terrorism, international cargo security through the Container Security Initiative, National Passenger and Cargo Targeting Centers, and advanced passenger and trade information systems.

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Dr. Susan Martin, the Donald G. Herzberg Professor of International Migration, serves as the Executive Director of the Institute for the Study of International Migration in the Edmund A. Walsh School of Foreign Service, Georgetown University. A long-time expert on immigration and refugee policy, Dr. Martin came to Georgetown after having served as the Executive Director of the U.S. Commission on Immigration Reform, which made its final report to Congress in September 1997, issuing recommendations to reform immigration policy, institute immigrant policies to help newcomers and communities in which they settle, reinvigorate U.S. leadership in refugee policy, and restructure the Federal agencies responsible for implementing immigration policy. Prior to joining the Commission’s staff, Dr. Martin was the Director of Research and Programs at the Refugee Policy Group, a Washington-based center for analysis of U.S. and international refugee policy and programs. She was Assistant Professor at the American Studies Department of Brandeis University and Lecturer for the History of American Civilization at the University of Pennsylvania. Dr. Martin has authored *Refugee Women, A Nation of Immigrants*, as well as numerous monographs and articles on immigration and refugee policy. Dr. Martin received her B.A. from Rutgers University, and M.A. and Ph.D. from the University of Pennsylvania.
Mr. Sean Morris is a Principal within Deloitte Consulting LLP and leads Deloitte Consulting’s Federal Human Capital practice. In this capacity, he is responsible for profit and loss, solution development, and strategic planning across three distinct service lines — 1. Organization Transformation, 2. Human Resource Transformation, and 3. Talent Performance and Rewards. Previously, he was Deloitte Consulting’s Lead Consulting Partner (LCP) for its Department of Homeland Security (DHS) practice. Mr. Morris is also Deloitte’s Global Solution Lead for Migration and Border Management, which helps numerous immigration agencies. He co-founded the Immigration Community of Interest (iCOIN), a forum that brings together thought leaders across the immigration spectrum to foster collaboration and develop innovative ideas to help solve issues affecting immigration-related processes. Mr. Morris’s more than 17 years of consulting experience have been highlighted by assignments that conceptualize, design, develop, and implement business solutions through the utilization of enhanced technology and innovative strategies. Notably, Mr. Morris led the development of a DHS concept of operations to prepare for immigration reform, if and when legislation should occur.

Ms. Heather Reilly is a Principal at Deloitte Consulting LLP. Within the Department of Homeland Security (DHS) practice, she is the Lead Client Service Partner (LCSP) for the U.S. Customs and Border Protection and U.S. Citizenship and Immigration Services. Ms. Reilly co-founded Deloitte’s Immigration Community of Interest Network (iCOIN), a forum that brings together thought leaders across the immigration spectrum to foster collaboration and develop innovative ideas to help solve issues affecting immigration-related processes. She is currently leading Deloitte’s Immigration Reform investment team which is studying the impact that potential immigration reform legislation will have on the U.S. and developing solutions to address market needs. With more than 14 years of consulting experience, Ms. Reilly has worked in immigration-related agencies for over 11 of those years. Her solution offerings include strategy services, business process transformation, change management, and IT governance. Notably, she led the development of a DHS concept of operations and implementation strategy to prepare for immigration reform, if and when legislation should occur.
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Deloitte’s Immigration Community of Interest (iCOIN) was established to bring together Deloitte Consulting LLP professionals from across the globe who are passionate about solving complex immigration-related challenges through collaboration and innovation. This breadth supports Deloitte Consulting LLP’s ability to introduce innovative solutions to pressing immigration needs for our commercial and public sector clients. To learn more, please visit www.deloitte.com/us/immigration.

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