



Secure Communities: Quarterly Report

Fiscal Year 2009 Report to Congress

Second Quarter

June 1, 2009



Homeland
Security

U.S. Immigration and Customs Enforcement

Message from the Assistant Secretary

June 1, 2009

I am pleased to present the United States (U.S.) Immigration and Customs Enforcement (ICE) Quarterly Report on Secure Communities: A Comprehensive Plan to Identify and Remove Criminal Aliens (SC/CIRCA).

The report has been compiled in response to legislative requirements in the Fiscal Year (FY) 2009 Department of Homeland Security Appropriations Act (Public Law (P.L.) 110-329), and covers the second quarter (Q2) of FY 2009.

Pursuant to congressional requirements, this report is being provided to the following:

The Honorable David E. Price
Chairman, House Appropriations Subcommittee on Homeland Security

The Honorable Harold Rogers
Ranking Member, House Appropriations Subcommittee on Homeland Security

The Honorable Robert Byrd
Chairman, Senate Appropriations Subcommittee on Homeland Security

The Honorable George Voinovich
Ranking Member, Senate Appropriations Subcommittee on Homeland Security

Inquiries relating to this report may be directed to me at (202) 732-3000, or to the Department of Homeland Security (DHS) Office of the Chief Financial Officer at (202) 447-5751.

Sincerely,

A handwritten signature in black ink, appearing to read "John Morton", written over a horizontal line.

John Morton
Assistant Secretary
U.S. Immigration and Customs Enforcement

Executive Summary

Secure Communities: A Comprehensive Plan to Identify and Remove Criminal Aliens (SC/CIRCA) has achieved key milestones and demonstrated significant success since its inception in April 2008. Projects and programs under the umbrella of the SC/CIRCA Strategic Plan have continued to realize results during Q2 of FY 2009. This Q2 FY 2009 Quarterly Report describes the progress achieved to date in furtherance of the program's objectives as outlined in "Secure Communities: A Comprehensive Plan to Identify and Remove Criminal Aliens," with particular focus on the achievements made during Q2 FY 2009.

The U.S. Department of Homeland Security (DHS), Immigration and Customs Enforcement (ICE) received funding from Congress in FY 2008 and FY 2009 to:

"improve and modernize efforts to identify aliens convicted of a crime, sentenced to imprisonment, and who may be deportable, and remove them from the United States, once they are judged deportable".¹

In FY 2009, Congress expanded the scope to:

"prioritize the identification and removal of aliens convicted of a crime by the severity of that crime and identify individuals illegally present in the United States who have criminal records, whether incarcerated or at-large, and remove those aliens once they have been judged deportable in an immigration court".²

Congress provided appropriations of more than \$1.4 billion to ICE in FY 2009 to support initiatives that relate to key criminal alien objectives. The SC/CIRCA Program Management Office (PMO) serves as the steward of these funds, monitoring and reporting on expenditures and progress to ensure that objectives are met. This responsibility is outlined in the previously submitted document, "Plan to Utilize the FY 2009 Appropriation for the Removal of Criminal Aliens in Alignment with Secure Communities: A Comprehensive Plan to Identify and Remove Criminal Aliens".

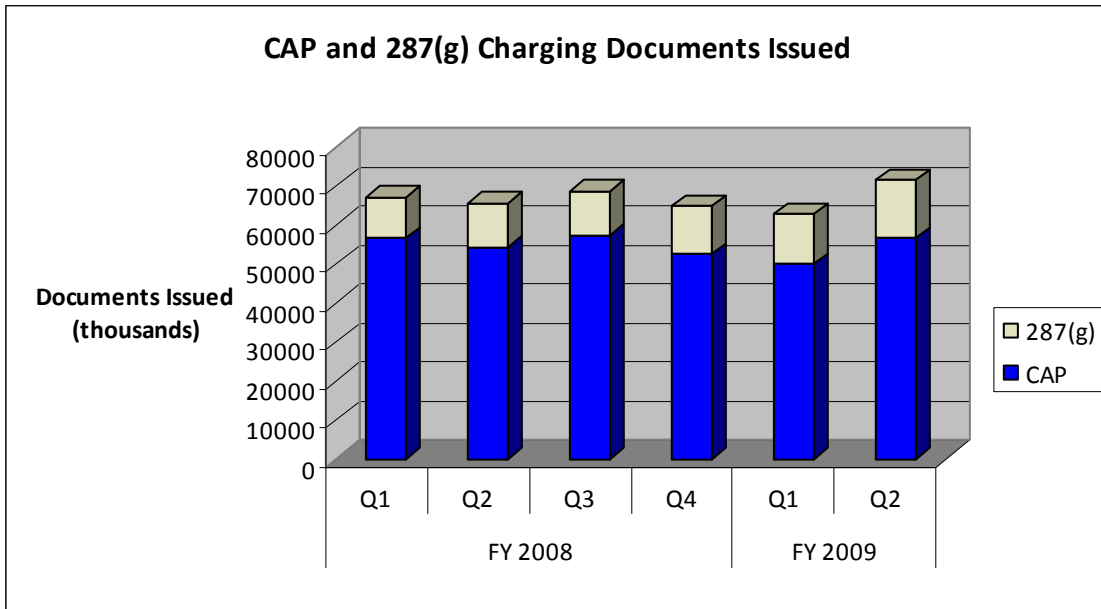
The SC/CIRCA PMO was initiated one year ago and has implemented process improvements and acquired enabling technologies in support of the program objective to identify and remove criminal aliens. This Quarterly Report details the progress achieved during Q2 FY 2009.

The remainder of the Executive Summary highlights ICE's achievements under each of the SC/CIRCA strategic goals.

Strategic Goal 1 – Identify and process all criminal aliens amenable for removal while in federal, state, and local custody

- ICE continues to demonstrate strong results identifying and charging incarcerated aliens. ICE identified and issued more than 71,000 charging documents in Q2 FY 2009.

Criminal alien charging documents issued by state and local law enforcement agencies (LEAs) under the Immigration and Nationality Act (INA) Section 287(g) authority also increased to 15,246 foreign nationals for possible removal from the United States in Q2 FY 2009. The graph below illustrates ICE's results in identifying and charging aliens.



- Improving criminal alien identification through biometric interoperability – The improved biometric interoperability between the Department of Justice (DOJ) Federal Bureau of Investigation's (FBI) Criminal Justice Information Services Division (CJIS) Integrated Automated Fingerprint Identification System (IAFIS) and DHS' United States Visitor and Immigrant Status Indicator Technology's (US-VISIT's) Automated Biometric Identification System (IDENT) has improved ICE's ability to identify criminal aliens. IDENT/IAFIS Interoperability enhances ICE's ability to screen individuals by providing increased access to immigration information on high-risk individuals. As of Q2 FY 2009, this initiative, referred to as Interoperability, was deployed to 48 of the 51 jurisdictions for the Phase 1 Interoperability Deployment, covering 17 percent of the criminal alien population. The increased deployment resulted in nearly a six-fold increase in fingerprint submissions, for a total of 163,794 fingerprint submissions in Q2 FY 2009.
- During Q2 FY 2009, 19,464 fingerprint submissions resulted in an IDENT match. Of these matches, 1,604 IDENT matches resulted in Level 1 identification and 17,860 IDENT matches resulted in Level 2 or Level 3 identification. Criminal aliens charged or convicted of Level 1 offenses are those individuals who have been convicted of major drug offenses and violent offenses such as murder, manslaughter, rape, robbery, and kidnapping. Criminal aliens charged or convicted of Level 2 offenses are those individuals who have been convicted of minor drug offenses and mainly property offenses such as burglary, larceny, fraud, and money laundering. Criminal aliens charged

or convicted of Level 3 offenses are those individuals who have been convicted of other offenses.

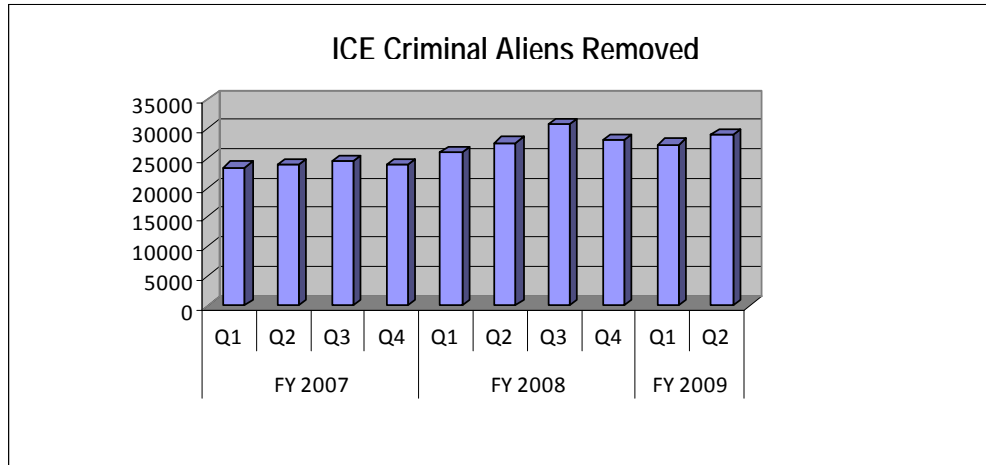
- During Q2 FY 2009, Criminal Alien Program (CAP) teams issued 57,420 charging documents; there were 15,120 criminal removals as a result of CAP enforcement during Q2 FY 2009; five CAP surge operations were conducted during Q2 FY 2009 in the following Field Office Directors (FODs): Atlanta, New Orleans, San Antonio, San Francisco, and Washington, which resulted in 1,843 detainees lodged.
- During Q2 FY 2009, the Law Enforcement Support Center (LESC) processed 254,509 inquiries. During the same period in FY 2008, the LESC processed 197,358 inquiries. This is a 29 percent increase over FY 2008.
- During Q2 FY 2009, Fugitive Operations performed 7,321 fugitive alien arrests and 14,113 cumulative for FY 2009, resulting in 2,549 fugitive criminal alien removals in Q2 FY 2009 and 4,996 cumulative for FY 2009; there was a 1.6 percent reduction in the fugitive alien backlog.
- During Q1 and Q2 FY 2009, Criminal Alien Investigations resulted in 2,821 criminal convictions against aliens engaged in transnational criminal activity.

Strategic Goal 2 – Enhance current detention strategies to ensure no removable criminal alien is released into the community due to lack of detention space or an appropriate alternative to detention

- ICE continues to make progress in deploying Video Teleconferencing (VTC) units to facilitate criminal alien interviewing, screening, and removal; 230 VTC units are currently available in 177 locations. During Q2 FY 2009, 23 SC/CIRCA-funded VTC units were installed at 23 sites.
- To date for FY 2009, the Case Management Unit (CMU) reviewed 19,051 cases, resulting in 14,351 removals.

Strategic Goal 3 – Implement removal initiatives that shorten the time criminal aliens remain in ICE custody prior to removal, thereby maximizing use of detention resources and reducing costs

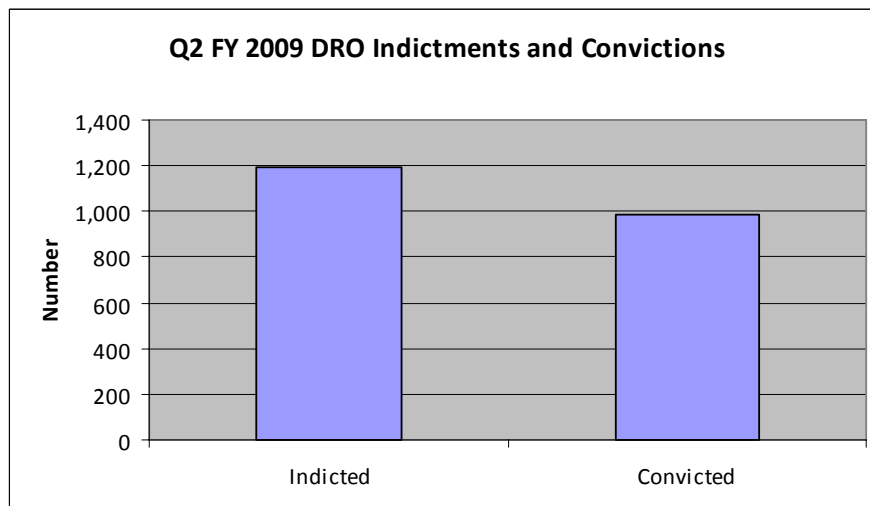
- In Q2 FY 2009, criminal alien removals were 29,038, as compared to 27,686 in Q2 FY 2008, which is an increase of approximately 5 percent in Q2 FY 2009 over the same period in FY 2008.



- During Q2 FY 2009, ICE effected 2,789 administrative removals. These alternative administrative removals allow removals without hearings before immigration judges for serious criminal offenders. These proceedings apply to certain aliens who have been convicted of one or more aggravated felonies. The benefits include more expeditious removal process, decreased cost, and increased availability of critical resources that can be utilized for criminal aliens.
- During Q2 FY 2009, ICE completed training and deployment for the electronic Travel Document (eTD) system for the Dominican Republic.

Strategic Goal 4 – Maximize cost effectiveness and long term success through deterrence and reduced recidivism of criminal aliens returning to the United States

- During Q2 FY 2009, Operation Repeat Offender, which increases deterrence through criminal prosecution of recidivists, resulted in the successful indictment of 1,192 criminal aliens and conviction of 986 criminal aliens, as shown in the graph below.



- ICE continued to make progress with the data entry of wants and warrants into the National Crime Information Center (NCIC) database, which maximizes efficiencies by ensuring all law enforcement officials nationwide have access to immigration warrants. At the end of Q2 FY 2009, the total number of ICE Immigration Violator Files (IVFs) wants and warrants entered into the NCIC database was 276,288, including 136,891 deported felons and 139,397 absconders and ICE Fugitives.
- During Q2 FY 2009, the LESC received 4,404 total IVF hits from LEAs. From these hits, there were a total of 1,343 positive deported felon hits and 3,061 positive absconder/ICE fugitive hits.
- ICE is redeploying current and new staff hired into vacant positions in support of the SC/CIRCA plan, and is assessing how current operations can better focus on the identification and removal of criminal aliens.



Secure Communities: Quarterly Report Second Quarter Fiscal Year 2009

Table of Contents

I.	Legislative Requirement	1
II.	Identifying Criminal Aliens	2
III.	Detaining and Removing Criminal Aliens.....	19
IV.	Deterring Recidivism	29
V.	Program Management.....	33
V.	Appendices.....	40
	Appendix 1. VTC Deployments	40
	Appendix 2. Key Activities and Milestones	41
	Appendix 3. Acronyms and Abbreviations.....	44
	Appendix 4. Footnotes	46

I. Legislative Requirement

Congress tasked ICE to “report on progress implementing the proviso of identifying criminal aliens convicted of a crime, determining who may be deportable and removing them from the United States if they are judged deportable.” This Quarterly Report documents the progress achieved during Q2 FY 2009.

In addressing this requirement, ICE is reporting on the status of the \$1.4 billion received in appropriations from Congress in FY 2009 for the purpose of identifying and removing criminal aliens from the United States, as provided in the FY 2009 Department of Homeland Security Appropriations Act (Consolidated Security, Disaster Assistance, and Continuing Appropriations Act, 2009, Public Law Number 110-329, 122 Stat 3577, 3659). These funds support ICE efforts to address criminal alien identification, detention, and removal. The SC/CIRCA PMO analyzes ICE needs and requirements and coordinates its initiatives to leverage the key ICE criminal alien projects and programs that are expending these funds.

This report is organized around the milestones and accomplishments related to the key goals of the SC/CIRCA plan including identifying, detaining, and removing criminal aliens as well as deterring recidivism.

II. Identifying Criminal Aliens

Strategic Goal 1 – Identify and process all criminal aliens amenable for removal while in federal, state, and local custody

Strategic Goal 1

The following sections detail Q2 FY 2009 accomplishments in support of the objectives of Strategic Goal 1. Specifically, these sections report progress on the critical initiatives addressing criminal alien identification to include the following items:

- During Q2 FY 2009, CAP teams issued 57,420 charging documents; there were 15,120 criminal removals as a result of CAP enforcement during Q2 FY 2009; five CAP surge operations were conducted during Q2 FY 2009 in the following FODs: Atlanta, New Orleans, San Antonio, San Francisco, and Washington, which resulted in 1,843 detainees lodged.
- During Q2 FY 2009, Interoperability was deployed to 34 jurisdictions; overall in FY 2009, Interoperability has been deployed to a total of 48 of the 51 planned jurisdictions in the first phase of deployment, covering 17 percent of the criminal alien population.
- During Q2 FY 2009, 19,464 fingerprint submissions resulted in an IDENT match. Of these matches, 1,604 IDENT matches resulted in Level 1 identification and 17,860 IDENT matches resulted in Level 2 or Level 3 identification.
- During Q2 2009, the LESC processed 254,509 inquiries. During the same period in FY 2008, the LESC processed 197,358 inquiries. This is a 29 percent increase over FY 2008.
- During Q2 FY 2009, Fugitive Operations performed 7,321 fugitive alien arrests, and 14,113 cumulative for FY 2009, resulting in 2,549 fugitive criminal alien removals in Q2 FY 2009 and 4,996 cumulative for FY 2009; there was a 1.6 percent reduction in the fugitive alien backlog.
- During Q1 and Q2 FY 2009, Criminal Alien Investigations resulted in 2,821 criminal convictions against aliens engaged in transnational criminal activity.

Expansion of CAP

CAP focuses on identifying criminal aliens who are incarcerated within federal, state, and local facilities. CAP's efforts prevent the release of criminal aliens into the community by securing a final order of removal prior to the completion of their sentence. CAP reduces the overall cost and burden to the Federal Government by identifying criminal aliens within federal, state, and local facilities, and by reducing the number of criminal aliens detained by ICE upon expiration of their sentence.

CAP strives to manage employees, technology, and the network of LEA prisons to increase the efficiency and effectiveness of the identification and removal process for incarcerated criminal aliens.

CAP assigns teams comprised of [b2 high, b7e] individuals to work in localities in direct coordination with LEAs. These teams identify [redacted] 1 aliens in the nation's prisons and jails and process them for removal from the country. In many instances, CAP team personnel work on-site at prisons and jails in tandem with LEA personnel. This model has proven successful in building effective working relationships between ICE and LEA partners at prisons and jails with large criminal alien populations.

CAP teams also perform surge operations. The goal of CAP surge operations is to identify all removable aliens being booked and released from targeted facilities, lodge immigration detainers against these aliens, and initiate removal proceedings. All identified aliens determined to have no status or to have violated their status are processed and placed into appropriate immigration proceedings.

As of the end of Q2 FY 2009, there are 124 operational CAP teams. No teams were added during Q2 FY 2009.

As of March 31, 2009, ICE noted the following accomplishments and performance measures:

- During Q2 FY 2009, CAP teams issued 57,420 charging documents.
- During Q2 FY 2009, 15,120 criminal removals were performed as a result of CAP enforcement.
- During Q2 FY 2009, five CAP surge operations were conducted during Q2 FY 2009 in the following FODs: Atlanta, New Orleans, San Antonio, San Francisco, and Washington, which resulted in 1,843 detainees lodged.
- During Q2 FY 2009, 19 VTC units were deployed in support of CAP; a total of 155 VTC units have been deployed in support of CAP since 2007.

Interoperability

DHS and DOJ enhanced their respective biometric systems – IDENT and IAFIS – to improve information-sharing between systems. This enhanced capability is referred to as Interoperability. IDENT and IAFIS interoperability is the cornerstone project of the SC/CIRCA plan. In collaboration with DOJ and other DHS components, ICE plans to expand this capability in the next phase of deployment to more than 50 local LEAs in eight states throughout the nation, starting April 1, 2009. Interoperability will create a virtual ICE presence at jails and booking locations that participate in Interoperability, allowing ICE to identify and ultimately remove dangerous, incarcerated criminal aliens from our communities. Using this technology, ICE will build upon the remarkable success it has had working with state and local law enforcement and modernize the process of identifying criminal aliens in custody.

Interoperability enables ICE to identify criminal aliens via biometrics rather than using name-based biographic queries, significantly improving the accuracy and timeliness of identification. ICE law enforcement technicians are no longer required to search through extensive lists of encountered individuals with common names or multiple aliases to determine which immigration records match the subject under review. This enables the accurate and timely issuance of detainers. Additionally, Interoperability provides cost-effective coverage of smaller, dispersed criminal alien populations to complement ICE's existing CAP model for identifying incarcerated criminal aliens.

Interoperability Success Story – Interoperability Brings Benefits to Miami

When discussing the use of biometric information, Miami Assistant Field Office Director (AFOD) [b6, b7c] [b6, b7c] points out "You can change your name, you can fake a birth certificate – but you can't fake your fingerprints." Prior to the implementation of Interoperability, the Miami FOD received around 250 criminal alien queries a month. Since Interoperability deployment, that number has risen significantly – Miami averaged over 1,200 queries a week subsequent to Interoperability deployment. During the week of March 30, 2009, [b6, b7c] and his team handled the following: 17 criminal aliens charged or convicted of Level 1 offenses, 40 criminal aliens charged or convicted of Level 2 offenses, and 121 criminal aliens charged or convicted of Level 3 offenses. "These criminals would have been back out into the streets, in our communities" says Mr. [b6, b7c]. "Thanks to Secure Communities, we almost immediately knew who we had and were able to take the appropriate actions." he concludes.

Inquiries and requests for immigration status assistance are handled at the LESC. The LESC is ICE's 24-hour national law enforcement operations facility that provides assistance to federal, state, and local LEAs regarding aliens suspected, arrested or convicted of criminal activity. The LESC responds to inquiries through Interoperability from state and local law enforcement partners by sending an Immigration Alien Response (IAR) to the FBI CJIS Division and the local Detention and Removal Operations (DRO) office. The FBI CJIS Division routes the IAR to the LEAs through their State Identification Bureaus (SIBs). Based on this response, the LEAs will either maintain an individual in their custody until ICE can issue a detainer or release them if they have not been identified as a criminal alien.

The Interoperability matches are categorized by criminal alien levels in order to prioritize enforcement. Criminal aliens charged or convicted of Level 1 offenses are those individuals who have been convicted of major drug offenses and violent offenses such as murder, manslaughter, rape, robbery, and kidnapping. Criminal aliens charged or convicted of Level 2 offenses are those individuals who have been convicted of minor drug offenses and mainly property offenses such as burglary, larceny, fraud, and money laundering. Criminal aliens charged or convicted of Level 3 offenses are those individuals who have been convicted of other offenses. An IDENT match occurs when an individual's biometrics are submitted to IDENT through Interoperability and that biometric matches an existing biometric record within IDENT. A match in IDENT generates an Immigration Alien Query (IAQ) to the LESC.

- Interoperability Results

ICE and FBI CJIS estimate that there are currently more than 31,000 booking facilities within the United States. The goal is to make the Interoperability biometric capability available to these facilities. To address this significant effort, ICE developed and applied risk-based prioritization, which enabled ICE to prioritize and categorize counties, parishes, or independent cities into phased deployments. This approach will be iterated for each deployment phase, and includes deployment pre-requisites that are tailored for each deployment location.

Interoperability Success Story – Interoperability Success in Houston

In the fall of 2008, Harris County, Texas was one of the first jurisdictions to implement Interoperability. The Houston Field Office Director (FOD), Mr. Ken Landgrebe, reported that Interoperability is having a positive impact. The combination of cutting edge technologies and federal and local partnerships significantly improves the chance a criminal alien is identified early enough to be caught and removed. “In 40 years I’ve never seen this level of professionalism and commitment,” Mr. Landgrebe said. The reason, he continued, is because the agents and officers see results. Over 99.5 percent of all cases are resulting in a removal—a remarkable accomplishment. “We’re doing it right the first time,” he stated.

As of March 31, 2009, ICE noted the following accomplishments and performance measures:

- During Q2 FY 2009, Interoperability was deployed to 34 localities, including two additional states – Florida and Virginia. To date, ICE has deployed Interoperability to 48 of the 51 Phase 1 locations in eight states, covering an estimated 17 percent of the criminal alien population.
- During Q2 FY 2009, the increased deployment resulted in nearly a six-fold increase in fingerprint submissions, for a total of 163,794 fingerprint submissions.

The following table illustrates the performance of Interoperability during Q2 FY 2009 and cumulative since inception, for the period October 27, 2008-March 31, 2009.

Phase 1 Interoperability Summary Performance Measures through Q2 FY 2009

Performance Measures	Q1 FY 2009	Q2 FY 2009	FY-to-Date
Submissions	29,756	163,794	193,550
IDENT Matches	3,278	19,464	22,742
Level 1 Determinations	151	1,604	1,755
Removals	24	159	183
In Proceedings	42	626	668
Awaiting Outcomes	40	851	891
Level 2 / Level 3 Determinations	3,127	17,860	20,987
Removals	199	2,145	2,344
In Proceedings	275	2,065	2,340
Awaiting Outcomes	1,910	12,685	14,595

- These submissions yielded a total of 19,464 IDENT matches in Q2 FY 2009, an increase from 3,278 IDENT matches in Q1 FY 2009.
- A total of 1,604 criminal aliens charged or convicted of Level 1 offenses were identified through Interoperability in Q2 FY 2009, which is 8 percent of all IDENT matches³. Criminal aliens charged or convicted of Level 1 offenses accounted for 4 percent of the total population in Q1 FY 2009 (there were 151 Level 1 determinations in Q1 FY 2009 out of 3,278 IDENT matches).
- As of March 31, 2009, 10 percent of the criminal aliens with a Level 1 determination identified during FY 2009 were removed from the country. Another 38 percent of individuals categorized as criminal aliens charged or convicted of Level 1 offenses are currently undergoing proceedings to be removed from the country, while about 50 percent are awaiting the outcome of removal proceedings.
- In Q2 FY 2009, a total of 3,032 detainers were issued on those criminal aliens identified through Interoperability. ICE issued another 1,671 detainers in Q2 FY 2009 at sites that also had an ICE presence, such as a CAP team or state and local officers with immigration enforcement authority delegated under INA Section 287(g).
- During the first two quarters of FY 2009, ICE removed 2,344 criminal aliens who were not identified as criminal aliens charged or convicted of Level 1 offenses. Furthermore, 1,200 of the criminal aliens not charged or convicted of Level 1 offenses who generated IDENT matches are currently in removal proceedings.

- Interoperability Deployment

The following table shows the status of the Phase 1 Interoperability Deployment jurisdictions, including deployments that support the Southwest Border Security Initiative.

Phase 1 Interoperability Deployment Jurisdictions

State	Localities	ICE DRO Field Office	Activation Week Of/Actual
AZ	Pinal	PHO	Dec 23, 2008
AZ	Yuma	PHO	Jan 16, 2009
AZ	Yavapai	PHO	Jan 16, 2009
AZ	Maricopa	PHO	Jan 16, 2009
CA	San Diego	SND	Pending
CA	Ventura	LOS	Pending
CA	Los Angeles	LOS	Pending
FL	Marion	MIA	Jan 28, 2009
FL	Clay	MIA	Feb 10, 2009
FL	St. Johns	MIA	Feb 10, 2009
FL	Charlotte	MIA	Feb 18, 2009
FL	St. Lucie	MIA	Feb 18, 2009
FL	Collier	MIA	Feb 24, 2009
FL	Hillsborough	MIA	Feb 24, 2009
FL	Miami Dade	MIA	Feb 24, 2009
FL	Duval	MIA	Jan 22, 2009
MA	Suffolk	BOS	Nov 5, 2008
NC	Wake	ATL	Nov 12, 2008
NC	Buncombe	ATL	Nov 17, 2008
NC	Gaston	ATL	Nov 17, 2008
NC	Henderson	ATL	Nov 17, 2008
NC	Duplin	ATL	Jan 6, 2009
NC	New Hanover	ATL	Jan 6, 2009
NC	Orange	ATL	Jan 13, 2009
NC	Harnett	ATL	Jan 21, 2009
NC	Cabarrus	ATL	Jan 28, 2009
NC	Catawba	ATL	Jan 28, 2009
NC	Cumberland	ATL	Feb 3, 2009
NC	Durham	ATL	Feb 10, 2009
PA	Montgomery	PHI	Dec 16, 2008
PA	Bucks	PHI	Dec 16, 2008

State	Localities	ICE DRO Field Office	Activation Week Of/Actual
TX	Harris	HOU	Oct 27, 2008
	Dallas-Dallas		
TX	County Jail	DAL	Nov 12, 2008
TX	Maverick	SNA	Dec 9, 2008
TX	Val Verde	SNA	Dec 9, 2008
TX	Kinney	SNA	Dec 16, 2008
TX	Real	SNA	Dec 16, 2008
	Dallas and Kaufman-Mesquite PD		
TX		DAL	Jan 13, 2009
TX	Uvalde	SNA	Jan 21, 2009
	Collin-County Jail		
TX		DAL	Jan 21, 2009
	Dallas and Collin-Richardson PD		
TX		DAL	Jan 21, 2009
TX	Zavala	SNA	Jan 28, 2009
	Denton-County Jail		
TX		DAL	Jan 28, 2009
TX	Hunt	DAL	Feb 3, 2009
TX	Grayson	DAL	Feb 9, 2009
	Dallas, Collin, Denton-Carrollton PD		
TX		DAL	Feb 10, 2009
TX	Johnson	DAL	Feb 10, 2009
	Dallas-Farmers Branch PD		
TX		DAL	Feb 18, 2009
	Dallas-Irving PD		
TX		DAL	Feb 24, 2009
TX	Kaufman	DAL	Feb 24, 2009
VA	Fairfax	WAS	Mar 9, 2009

- Interoperability Outreach and Training

The SC/CIRCA PMO conducted outreach activities throughout Q2 FY 2009 in support of the deployments as well as the next phase of Interoperability deployment.

The outreach activities in support of Interoperability deployment during Q2 FY 2009 included meetings with the SIBs and the jurisdictions listed in the Phase 1 table. Going forward, coordination activities in support of deployment will continue to include ICE field offices, states, and LEAs. Additionally, ICE will begin engaging various non-governmental organizations (NGOs) to help raise the level of awareness of the SC/CIRCA strategic plan and allay any potential concerns.

Training was provided to develop awareness among DRO field employees regarding the SC/CIRCA plan and goals, and to build operational capability for DRO users impacted by SC/CIRCA processes. Training included the following:

- In February 2009, the SC/CIRCA PMO provided Interoperability and LESC-specific training to ICE DRO staff from the Washington Field Office. Participants included Immigration Enforcement Agents (IEAs), Deportation Officers (DOs), and a Supervisory Detention and Deportation Officer (SDDO).
- In March 2009, the SC/CIRCA PMO provided train-the-trainer instruction at the Leadership Development Center (LDC) in Dallas, Texas.
- SC/CIRCA briefings were conducted throughout the quarter as part of the ICE Supervisory Leadership Training programs held at the LDC. The SC/CIRCA PMO initiated requirements planning with ICE Office of Training and Development (OTD) to create a web-based training course for delivery via the ICE Virtual University.

The SC/CIRCA PMO identified Immigration Enforcement Agent (IEA) job tasks affected as part of a job task analysis being performed by OTD. The information derived from this analysis will be used to develop the IEA new hire curriculum redesign and development effort. The curriculum will be revised to include information outlining the SC/CIRCA plan in the context of the IEA roles and responsibilities.

- Planning of Future Interoperability Deployment

The SC/CIRCA PMO selected deployment locations for the next phase of Interoperability activations using a risk-based approach, which examined violent crimes being committed by non-citizen, foreign-born individuals using the FBI's Uniform Crime Reporting data, Census data to examine foreign-born populations, and ICE Charging Documents to examine ICE operational volume, as well as consideration of high-risk criminal activity along the Southwest border.

On March 24, 2009, DHS Secretary Janet Napolitano announced the Southwest Border Security Initiative designed to crack down on Mexican drug cartels and target the violence they are spawning through enhanced border security.⁴ As part of the Initiative, ICE will increase the availability of Interoperability to federal, state, and local LEAs along the Southwest border. The following table lists the jurisdictions identified for Interoperability deployment along the

Southwest border. Their activation is planned for the next quarter, Q3 FY 2009, and constitutes the first set of jurisdictions in the next phase of Interoperability deployment.

Proposed Southwest Border Initiative Deployment Jurisdictions

Deployment Locations for Southwest Border Initiative		
State	Locality	ICE DRO Field Office
CA	Imperial	SND
AZ	Cochise	PHO
AZ	Pima	PHO
AZ	Santa Cruz	PHO
NM	Dona Ana	ELP
NM	Grant	ELP
NM	Hidalgo	ELP
NM	Luna	ELP
TX	Brewster	ELP
TX	Culberson	ELP
TX	El Paso	ELP
TX	Hudspeth	ELP
TX	Jeff Davis	ELP
TX	Pecos	ELP

Deployment Locations for Southwest Border Initiative		
State	Locality	ICE DRO Field Office
TX	Presidio	ELP
TX	Terrell	ELP
TX	Brooks	HOU
TX	Jim Wells	HOU
TX	Kennedy	HOU
TX	Kleberg	HOU
TX	Nueces	HOU
TX	Cameron	SNA
TX	Dimmit	SNA
TX	Hidalgo	SNA
TX	Starr	SNA
TX	Webb	SNA
TX	Willacy	SNA
TX	Zapata	SNA

ICE has already deployed Interoperability to 23 jurisdictions in Southwest border states, with three more jurisdictions imminent as ICE concludes Phase 1.

Listed below are the proposed locations for the next phase of Interoperability deployment, listed alphabetically, that are planned for deployment by the end of FY 2009. These sites are in addition to those listed in the Southwest Border Security Initiative table above.

Proposed Interoperability Deployment Jurisdictions for the Remainder of FY 2009

Deployment Locations for Remainder of FY 2009		
State	Locality	ICE DRO Field Office
CA	Alameda	SFR
CA	Fresno	SFR
CA	Kern	SFR
CA	Orange	LOS
CA	Riverside	LOS
CA	Sacramento	SFR
CA	San Bernardino	LOS
CA	San Francisco	SFR
CA	San Joaquin	SFR
CA	Santa Clara	SFR
FL	Orange	MIA

Deployment Locations for Remainder of FY 2009		
State	Locality	ICE DRO Field Office
FL	Palm Beach	MIA
IL	Cook	CHI
MI	Wayne	DET
NY	Bronx	NYC
NY	Kings	NYC
NY	Nassau	NYC
NY	New York	NYC
NY	Queens	NYC
NY	Suffolk	NYC
NY	Westchester	NYC
PA	Philadelphia	PHI

- Ensuring ICE Readiness to Support Interoperability Deployment

Deployment of Interoperability will generate a significant increase in the number of status determination requests that ICE must respond to each year. The LESC handled the highest volume of inquiries in the month of March 2009, with 98,000 inquiries performed. This represents a 41 percent increase over the 69,701 inquiries processed in March 2008. The average number of inquiries for FY 2009 to date (October 2008 through March 2009) was 79,123, which represents an 18 percent increase over the baseline average of 67,259 for the same period in FY 2008. To prepare for expected increases in status determination request volumes, ICE continues to aggressively recruit additional staff to the LESC while increasing the efficiency of systems used to perform inquiries. ICE is also studying how current staff can be dedicated to support continued Interoperability deployment. Major initiatives currently are focused on increasing status determination specialist staffing at the LESC and deploying local Interoperability Response Agent (IRA) positions. These initiatives are described in greater detail below.

- LESC Specialists

As of March 31, 2009, ICE had [redacted] LESC specialists on board, [redacted] of whom entered on duty in FY 2008. ICE completed the selection of an additional [redacted] specialists for employment during FY 2009, and these individuals are in various stages of the background/clearance process. The LESC is in the process of hiring [redacted] additional employees using FY 2009 funding from SC/CIRCA. To date, the LESC made [redacted] selections for the [redacted] vacant positions. As of the end of Q2 FY 2009, [redacted] employees have entered on-duty, while [redacted] are pending their entry-on-duty dates. ICE also increased the position pay grade to increase retention of hired specialists, attract new specialists more rapidly, and to compensate for expanded responsibilities that the technicians will undertake in support of Interoperability Deployment.

As of March 31, 2009, the following accomplishments and performance measures were noted:

- During Q2 FY 2009, the LESC processed 254,509 inquiries. During the same period in FY 2008, the LESC processed 197,358 inquiries. This is a 29 percent increase over FY 2008.
- As of Q2 FY 2009, there were [redacted] SC/CIRCA-funded Law Enforcement Specialist (LES) positions deployed at the LESC.
- In Q2 FY 2009, the average processing time per alien inquiry per day (SC/CIRCA biometric only query) was 51 minutes; the average processing time per alien inquiry per day (biographic inquiry) was 109 minutes. This represents a 58 minute reduction in average processing time per alien inquiry per day resulting from the use of biometric queries.
- In Q2 FY 2009, 99.22 percent of the SC/CIRCA-generated matches met the target processing time.

- Interoperability Response Agent Positions

To prepare for expected increases in required enforcement actions against high-threat criminal aliens identified via Interoperability, ICE is also recruiting candidates to fill newly established SC/CIRCA-funded IRA positions in FY 2009. ICE is redeploying current and new staff hired into vacant positions to perform as Interoperability Response Agents (IRAs) to support further Interoperability rollout, and will dedicate IRAs to establishing 24x7 Interoperability response capability. These positions will be deployed to

b2 high, b7e

b2 high, b7e

b2 high, b7e

The duties of the IRAs will include issuing detainers on identified criminal aliens, maintaining communications with LEAs, and taking additional enforcement actions against criminal aliens as needed. ICE will place IRAs in DRO Field Offices covering geographic areas targeted for the initial Interoperability deployment. In December 2008, ICE's Workforce Planning Unit (WPU) allocated these positions to the field offices, and the hiring process has commenced. The field offices are now working with selected ICE hiring centers to recruit and fill the positions. The estimated completion for the hiring process is six months, not including basic training.

As of March 31, 2009, the following accomplishments and performance measures were noted:

- During Q2 FY 2009, IRA positions were filled.

- DRO Positions

In addition, DRO has posted positions and hired personnel in Q2 FY 2009 to support the detention and processing of criminal aliens identified through Interoperability. These positions includes DOs, IEAs, Detention and Removal Assistants (DRAs), and SDDOs. DRO plans to deploy additional positions during Q3 and Q4 FY 2009, and will work with both the Laguna Niguel, California and Dallas, Texas hiring centers to recruit and hire these positions.

As of March 31, 2009, ICE noted the following accomplishments:

- During Q2 FY 2009, DRO hired additional DRO personnel to support the detention and processing of criminal aliens identified through Interoperability.

Modernizing Identification, Detention, and Removal Information Technology

The modernization of the processes ICE uses to identify criminal aliens based on either biometric or biographic submitted information is another key area within Strategic Goal 1. This is particularly critical because current processes that ICE employs to identify criminal aliens lack the resources and efficiencies needed to scale well in the face of rapidly growing workloads. These process inefficiencies and outdated systems strain ICE's capacity to make criminal alien identifications in a timely manner.

ICE plans to expand its immediate criminal alien identification capacity based on biometric and/or biographic information by hiring more staff. Additionally, ICE is implementing the following initiatives:

- Alien Criminal Response Information Management System (ACRIME) Stabilization – Enables ICE to handle increased request volumes and better accommodate biometric information contained in Interoperability-generated requests.
- ACRIME Modernization – Automates key workflow management processes to ensure timely processing of immigration status queries according to threat level, and to handle response-oriented communications across the organization.
- LESC Business Continuity – Plans for and provides people and technology redundancy to ensure criminal alien identification capabilities are available on a 24x7 operational basis.
- Research and Analysis Automation – Automates common research functions and analyses for more expedient determination of subject immigration status and threat level by assigned technicians.

All of these initiatives appear in greater detail in the following sections.

- Stabilizing the ACRIME System

The ACRIME system facilitates the response of LESC personnel to specific inquiries from LEAs that seek to determine the immigration status of an individual and whether the individual is under investigation and/or wanted by ICE or other LEAs. ACRIME also supports ICE's efforts to identify aliens with prior criminal convictions that may qualify them for removal from the United States as aggravated felons.

The ACRIME system also supports a number of other activities. It facilitates the collection, tracking, and distribution of information about possible violations of customs and immigration law reported by the general public. ACRIME logs requests for assistance from criminal justice personnel who contact the LESC on the full range of ICE law enforcement missions. ACRIME supports the entry of both administrative (immigration) and criminal arrest warrants into NCIC, the FBI's criminal history repository. ACRIME also enables ICE to collect and analyze data to evaluate the effectiveness and quality of LESC services and ICE's immigration law enforcement efforts.

ICE must stabilize and expand the capacity of ACRIME to receive, log, and assign both traditional LEA-generated Immigration Status Requests (ISRs) that provide only biographic identification of the subject and Interoperability-generated requests that provide both biographic and biometric identification of the subject. ICE awarded a contract for ACRIME stabilization in Q3 FY 2008 to Electronic Data Systems (EDS) and work is underway.

As of March 31, 2009, ICE noted the following accomplishments:

- In Q2 FY 2009, ICE completed the migration of ACRIME to a more stable production hardware platform, which has improved scalability and increased system availability.
- ICE also implemented Phase 1 of ACRIME Stabilization, which provides daily backups for the LESC system. This was a critical item in business continuity for LESC.

Plans and milestones include:

- The ACRIME Stabilization effort will release the phase to correct the high priority defects in Q3 FY 2009.

- Modernizing the ACRIME System

ICE has initiated the ACRIME Modernization project to manage rapidly expanding workflow complexities as ICE forms relationships with hundreds of LEAs covering more than 31,000 booking locations to identify and take custody of criminal aliens. The project is focused on planning, documenting, and designing major system improvements that support sustained workflow quality and efficiency gains. ACRIME Modernization also establishes the foundation for implementing research and analysis automation capabilities which will ease workloads related to individual immigration status determination (ISD) responses.

ICE awarded a contract to initiate work on ACRIME Modernization in Q3 FY 2008 to EDS and work has commenced. The ACRIME Modernization effort is in the early design phase. The team worked with internal ICE stakeholders to finalize requirements and establish and prioritize specific Modernization capabilities in Q2 FY 2009.

As of March 31, 2009, ICE noted the following accomplishments:

- During Q2 FY 2009, ICE continued the planning phase to finalize requirements and begin acquiring hardware that will be needed for the system design and development phases.

Plans and milestones include:

- During Q3 FY 2009, ICE expects to deliver the preliminary design document for Release 1. This release will enable IAQ processing using an Oracle database and more efficient technology for analysis and querying.
- Complete the modernization and transition of ACRIME in Q4 FY 2011.

- Ensuring LESC Business Continuity

ICE has developed plans that will provide disaster recovery for critical ICE enforcement activities currently conducted at the LESC. These plans address business continuity in the event of a catastrophic event as well as the ability to effectively handle the anticipated volume of ISD requests on a 24x7 basis. ICE is focusing current efforts on eliminating single points of failure within information technology (IT) systems critical to LESC operations. Central to this planning effort was Phase 1 of the ACRIME system stabilization, which included daily backups of this critical LESC system in synchronization with the daily maintenance schedule of NCIC. ICE completed this effort in March 2009.

ICE is focusing additional efforts on moving LESC IT systems into enterprise-quality operating environments. As part of this effort, the ACRIME system stabilization will result in system improvements that will enable ACRIME users to port data into enterprise-class software and systems supporting full backup, redundancy, and disaster recovery capabilities without the need for daily downtime.

- Automating Research and Analysis

While stabilization work proceeds, ICE has initiated efforts to plan, document, design, and acquire new systems that automate large portions of the identification process. At this time, and for the foreseeable future, ICE does not believe it is possible to automate all the ISD processes due to the need for qualified agents to verify analyses and select the correct law enforcement response based upon findings. However, ICE believes it can automate many steps leading up to agent-approved reviews and responses.

ICE awarded a contract in Q3 FY 2008 to Kadix to gather requirements and document efforts to develop the systems that will help ICE automate the research and analysis of queries. In the Q4 FY 2008 Quarterly Report, ICE reported three planned research and analysis automation efforts: developing an Automated Threat Assessment system, expanding the use of the Immigration and Customs Enforcement Pattern Analysis and Information Collection (ICEPIC) system at the LESC, and providing status determination support. Two of the initiatives, Automated Threat Assessment and Status Determination Support, are in the pre-acquisition phase. ICE is preparing the relevant acquisition and system lifecycle documentation with plans to award a contract for these services in Q4 FY 2009. More information about these three initiatives are described in the following sections.

- Developing an Automated Threat Assessment System

ICE determines the public safety threat of individual criminal aliens and assists in assigning the correct priority level for removal. ICE will assess a subject's threat level based upon the national security threat level, the severity of known criminal history, and the immediacy of expected release back into the community. The system will determine the appropriate threat level by utilizing data provided directly in the ISR, national security threat lists, and NCIC-provided criminal history information. If early threat assessment efforts identify recurring data availability and data quality issues, ICE may also expand information sources to include state

criminal history archives, prison release date sources, and statistical inferences (e.g., probable custody release dates based on severity of pending charges, criminal history, and holding jurisdiction). If ICE makes the decision to obtain information from additional sources, it will do so in incremental phases based on priority of the source for improving assessment quality. Using this risk-based methodology, ICE will act upon ISRs according to those subjects that pose the greatest threat to public safety.

Plans and milestones include:

- The Automated Threat Assessment System is in the pre-acquisition phase with the Request for Proposal (RFP) release planned later in FY 2009.
- Commencing in Q1 FY 2010, ICE will develop and implement Automated Threat Assessment System to automate components of the investigative process. The planned completion date is Q3 FY 2012.

- Expanding the Use of ICEPIC to the LESC

ICEPIC consolidates investigative and enforcement information in support of criminal investigations and ISDs. ICE is leveraging technology to expand the LESC capacity for handling expected increases in the number of ISRs. ICE plans to automate significant portions of the ISD process. As a first step toward this effort, in Q3 FY 2008 ICE awarded Multimaxarray Firstsource to upgrade the servers and data storage systems used by the ICEPIC system and work has commenced.

As of March 31, 2009, ICE noted the following accomplishments:

- In Q2 FY 2009, the use of ICEPIC was expanded, and LESC technicians were trained on the system. Now, all trained LESC technicians have access to ICEPIC, improving their productivity in analyzing queries.

Plans and milestones include:

- During Q3 FY 2009, ICE will upgrade the hardware to add capacity and improve system performance to ICEPIC to support these new users.

- Providing Status Determination Support

The support for status determination will eliminate the need for technicians to traverse multiple data sources when researching subject alien status. ICE will explore the use of analytic support tools to assist technicians in preparing alien status recommendations. The system will present the recommended assessments in a way that is quickly and easily traceable back to its underlying decision factors so that a technician can ensure correct outcomes.

As of March 31, 2009, ICE noted the following accomplishments:

- The Status Determination Support System is in the pre-acquisition phase with the RFP release planned later in FY 2009.

Plans and milestones include:

- Develop and implement the Status Determination Support System to automate components of the investigative process. Planned start date is Q1 FY 2010 with a planned completion date of Q3 FY 2012.

Fugitive Operations

The primary mission of the National Fugitive Operations Program (NFOP) is to reduce the fugitive alien population in the United States. The Fugitive Operations Team officers and agents use intelligence-based information and leads to locate and arrest aliens who have been ordered to leave the country by an immigration judge, but have failed to comply. ICE's Fugitive Operations Teams give top priority to cases involving aliens who pose a threat to national security and community safety, including members of transnational street gangs, child sex offenders, and aliens with prior convictions for violent crimes.

To ensure continued support to ongoing fugitive apprehension efforts, the NFOP received funding for 29 additional teams in FY 2008. Of these 29 teams, 28 have been deployed to the field as of Q2 FY 2009. As of April 1, 2009, four additional teams have been added during FY 2009. One additional Fugitive Operations team will become operational in FY 2009. As more Fugitive Operations teams become operational, there has been an increase in the number of arrests. Due to the success of the Fugitive Operations program, the nation's fugitive alien population continues to decline. At the end of FY 2008, there were 560,000 fugitive alien cases, a decrease of nearly 37,000 since the beginning of FY 2008. While some of the backlog reduction resulted from record adjustments, much of the credit for those results are due to the rapid expansion of the Fugitive Operations program, the establishment of the Fugitive Operations Support Center (FOSC), and Fugitive Operations teams' arrests of fugitive aliens nationwide. ICE is currently reviewing NFOP activities to determine how and if NFOP assets could better support the identification and removal of criminal aliens with continued SC/CIRCA biometric interoperability rollout.

As of March 31, 2009, ICE noted the following accomplishments and performance measures:

- During FY 2009, b2 high, b7E Fugitive Operations teams were deployed.
- During Q2 FY 2009, 7,321 fugitive alien arrests were made, and 14,113 cumulative for FY 2009; during Q2 FY 2008, 6,826 of fugitive alien arrests were made, and 25,936 cumulative for FY 2008.

- During Q2 FY 2009, 2,993 fugitive criminal alien arrests were made, and 5,118 cumulative for FY 2009; during Q2 FY 2008, 958 fugitive criminal alien arrests were made.
- During Q2 FY 2009, 2,549 fugitive criminal alien removals were performed, and 4,996 cumulative for FY 2009.
- Overall, the fugitive alien population was reduced by 1.6 percent since beginning of FY 2009; on March 31, 2009, there were 551,246 fugitive aliens in the United States, or 6,515 fewer fugitive aliens than the 557,761 recorded on October 1, 2008.

Criminal Alien Investigations

ICE conducts investigations to identify and remove criminal aliens who are no longer incarcerated for their crimes and who have rejoined criminal organizations. ICE estimates that 89 percent of its gang investigations are focused on aliens who have prior criminal records. In cases where new charges are filed, ICE partners with LEAs to obtain new convictions against the subject aliens prior to their removal. In cases where convictions lead to criminal incarcerations, ICE removes the aliens only after they have served their criminal sentences.

As of March 31, 2009, ICE noted the following accomplishments and performance measures:

- During Q1 and Q2 FY 2009, Criminal Alien Investigations resulted in 2,821 criminal convictions against aliens engaged in transnational criminal activity.

ICE ACCESS and 287(g) Program - Support of Criminal Alien Identification

The 287(g) Program, a state and local office cross-designation program authorized by Section 287(g) of INA, provides LEA officers with the necessary delegation of authority, training, and resources to enforce immigration laws against aliens who they encounter as part of their law enforcement duties. The 287(g) Program is one of several ICE Agreements of Cooperation in Communities to Enhance Safety and Security (ACCESS) initiatives. ICE developed the ACCESS program to provide local LEAs an opportunity to team with ICE to combat specific immigration challenges in their communities. The ACCESS program is based on experience gained when responding to widespread interest from state and local law enforcement agencies in the Delegation of Immigration Authority-287(g) Program.

Through the 287(g) Program, LEAs interview individuals upon arrest or incarceration to determine citizenship and nationality, and also to determine the eligibility of the individual to remain in the United States after conviction or release from custody. Some 287(g) Program partnerships may also target specific at-large criminal aliens for investigation by collaborating with other ICE ACCESS partnership programs, which include joint investigations programs related to violent crimes, human smuggling, gang/organized crime activity, sexual-related offenses, narcotics smuggling, and money laundering.

The 287(g) Program serves as a force multiplier for ICE, with local 287(g) Program designated officers performing the immigration enforcement functions, thereby enabling IEAs to focus on other duties and responsibilities.

As of March 31, 2009, ICE noted the following accomplishments and performance measures:

- During Q2 FY 2009, the 287(g) Program trained [redacted] officers and presently has [redacted] trained officers.
- During Q2 FY 2009, identified 15,246 foreign nationals for possible removal from the United States, which represents a 26 percent increase over the number of encounters, 11,356 made during Q2 FY 2008; and identified 28,712 foreign nationals for possible removal from the United States cumulative for FY 2009.
- During Q2 FY 2009, of the total number of foreign nationals encountered by 287(g) trained officers, 414 fugitive aliens were identified, 322 individuals identified as Aggravated Felons were identified, and 1,917 individuals who were previously removed from the United States were identified.
- Established 67 287(g) Program partnerships agreements since the inception of the Program.

Since January 2006, 287(g) Program designated officers have been credited with identifying over 103,000 individuals, with over 90 percent of the individuals identified after being arrested or charged with a state or local violation, who are suspected of being in the United States in violation of federal law.

III. Detaining and Removing Criminal Aliens

Strategic Goal 2 – Enhance current detention strategies to ensure no removable criminal alien is released into the community due to lack of detention space or an appropriate alternative to detention

Strategic Goal 3 – Implement removal initiatives that shorten the time criminal aliens remain in ICE custody prior to removal, thereby maximizing use of detention resources and reducing costs

Strategic Goals 2 and 3

The following sections detail Q2 FY 2009 accomplishments in support of the objectives of Strategic Goals 2 and 3. Specifically, these sections report progress on the critical initiatives that achieve efficiencies in the areas of detaining and removing criminal aliens, which include the following items:

- During Q2 FY 2009, 23 VTC units were installed in 23 sites; 19 of these VTC units were in support of CAP, and four were in support of other offices.
- To date for FY 2009, CMU reviewed 19,051 cases, resulting in 14,351 removals.
- During Q2 FY 2009, ICE completed training and deployment for the eTD system for the Dominican Republic.
- During Q2 FY 2009, ICE effected 2,789 administrative removals. These alternative administrative removals allow removals without hearings before immigration judges for serious criminal offenders. These proceedings apply to certain aliens who have been convicted of one or more aggravated felonies. The benefits include more expeditious removal process, decreased cost, and increased availability of critical resources that can be utilized for criminal aliens.
- In Q2 FY 2009, Flight Operations Unit (FOU) effected the removal of 41,916 aliens, which is a 22 percent increase over the same time period in Q2 FY 2008.
- Included in the Q2 FY 2009 removals by FOU were 22,291 criminal aliens, which is a 47 percent increase over the same time period in Q2 FY 2008.

VTC Support for Criminal Alien Detention and Removal

A critical aspect of achieving the goals and objectives of Strategic Goal 2 is establishing processes and procedures to expedite the removal of criminal aliens. One program that helps accomplish this objective is the Institutional Removal Program (IRP), which enables ICE to complete substantial portions of the removal process while criminal aliens serve their sentences.

VTC is a technology solution to support the IRP and criminal alien detention and removal by serving as a force multiplier while reducing costs. ICE deployed VTC systems at ICE sites, Executive Office for Immigration Review (EOIR) sites, and prison facilities to increase efficiencies. The SC/CIRCA PMO funded the installation of 56 VTCs in FY 2008 and 170 VTCs in FY 2009. Appendix 1 provides a table of the installations and locations.

As of March 31, 2009, ICE noted the following accomplishments:

- During Q2 FY 2009, 23 SC/CIRCA-funded VTC units were installed at 23 sites; 19 of these VTC units were in support of CAP, and four were in support of other offices.
- As of the end of Q2 FY 2009, SC/CIRCA funding resulted in a total of 43 units that are installed at 40 sites. This has resulted in a total of 230 VTC units that have been installed at 177 installation sites, which includes both SC/CIRCA- and non-SC/CIRCA-funded sites.
- A modification to the Networx contract was made in Q2 FY 2009 that includes VTC equipment, installation, operations and maintenance support, and circuits.

Plans and milestones include:

- Phase 2 VTC installations will commence during the second half of FY 2009. Currently, 140 VTC units are planned for sites that have been identified, with an overall goal of 170 VTC units.
- In Q3 FY 2009, the scope of the SC/CIRCA VTC effort will be expanded from state and local correctional facilities to encompass additional consulates and DRO facilities to ensure adequate VTC coverage to support operational requirements. This will provide the capability to perform video teleconferencing from both the ICE sites and the correctional facility sites. These ICE DRO sites will be included in the planning as they are identified by DRO.
- A milestone for Q1 FY 2010 is to determine additional VTC needs, and create a deployment list, as deemed necessary by DRO and SC/CIRCA. This will provide DRO and the SC/CIRCA PMO with the option to evaluate the VTC equipment usefulness, determine strategic implementation, evaluate effectiveness of ICE OCIO implementation, and plan the installations.

Improving Removal Efficiency through Rapid Removal of Eligible Parolees Accepted for Transfer (Rapid REPAT)

Rapid REPAT is another law enforcement tool available to ensure that identified criminal aliens serving a term of imprisonment are processed for removal prior to their release from state custody. The identification and processing of incarcerated criminal aliens prior to release reduces the burden on the taxpayer, and ensures that criminal aliens are promptly removed from the United States upon completion of their criminal sentence. This program enables ICE to more effectively achieve its objective of identifying and quickly removing criminal aliens from the

United States. ICE Rapid REPAT also allows ICE and participating states to reduce the costs associated with detention space.

Growth in the detention population is expected to continue as a result of increases in CAP, 287(g), and arrests resulting from SC/CIRCA supported initiatives. In order to accommodate the current and projected demand for detention capacity necessitated by ICE initiatives, ICE strives to reduce the average length of detention through focused case management and improved efficiencies in the removal process. Identification at the earliest stage possible and programs such as Rapid REPAT reduce the average length of detention through focused case management and improved efficiencies in the removal process. These removals free up critical resources, such as bed space, that can be utilized for criminal aliens.

If aliens re-enter the United States, state statutes must provide for revocation of parole and confinement for the remainder of the alien's original sentence. Additionally, aliens may be prosecuted under federal statutes that provide for up to 20 years in prison for illegally reentering the United States.

Identifying and processing incarcerated criminal aliens prior to release reduces the burden on the taxpayer and ensures that ICE promptly removes criminal aliens from the United States upon completion of their criminal sentence. This program allows ICE to more effectively achieve its objective of quickly removing criminal aliens from the United States.

Through its structure of incentives and punishments, Rapid REPAT prevents criminal elements from returning to the United States while simplifying the removal process, reducing states' Department of Corrections costs, and serving the demands of justice.

As of March 31, 2009, ICE noted the following accomplishments:

- During Q2 FY 2009, DRO established initial contact with officials from the Tennessee State Board of Probation and Parole and the Alabama State Board of Pardons and Paroles to discuss the benefits of the Rapid REPAT program. Meetings with officials from both states have been tentatively scheduled.
- During Q2 FY 2009, DRO established interest in the Rapid REPAT Program with the States of Washington, Oklahoma, and Massachusetts. Negotiations with these states are in the early stages.
- Agreements are pending with the States of North Carolina, South Carolina, and Maryland.

DRO Modernization (DROM)

As part of its efforts to modernize ICE's detention and removal management processes and dramatically reduce the number of criminal and other illegal aliens being released upon apprehension, DRO initiated the DROM program in FY 2008. The program was initiated to provide ICE with the automated capability to track, identify, and report on the movement of an individual alien throughout the apprehension, detention and removal processes, and improve

operational management of critical infrastructure components such as bed-space and transportation resources. Moreover, the DROM systems will eliminate disparate systems and databases within the DHS environment, replacing them with a more collaborative and integrated solution. This automated approach of processing and managing alien activity will enable DRO to provide federal, state, and local agencies, and foreign governments (e.g., embassy consulates) with a common platform that can fully link apprehensions with case outcomes.

DRO faces a continued demand to improve its operational performance, and is leveraging DROM to address its mission-critical operational requirements. One of the key program goals is to improve operational efficiency, with a direct influence on reducing the length of stay, and increasing the number of removals.

Several of the DROM project schedules were accelerated with SC/CIRCA funding in order to better meet program strategic goals. These include automation of the Bed Space, Transportation and Tracking System (BST&T), enhancements to the Enforcement Case Tracking System (ENFORCE) Alien Removal Module (EARM), and expansion of the eTD system. Details, including planned milestones, project updates and accomplishments, are described below:

- Automating the Management of Bed Space, Transportation and Tracking

The BST&T project consists of three modules: Detainee Location Tracking (DLT), Central Reservation System (CRS), and Transportation Management System (TMS). The DLT module will enable DRO to track the location of all detained aliens in real-time. The system will use Radio Frequency Identification (RFID) technology within facilities and biometrics when an alien is moved outside of facilities. The deployment of RFID and mobile handheld devices will allow DRO to track detainees within ICE facilities; in transit to external locations (e.g., hospitals, courts, etc.); and through actual removal from the United States. The CRS Module will enable DRO to match available beds to alien characteristics, and better manage the bed inventory real-time and in a more efficient manner. The TMS Module will enable DRO to effectively manage ground and air transportation of aliens, optimize routes, and minimize transportation costs. The resulting modules will be fully integrated with the ENFORCE Alien Detention Module (EADM) and EARM to provide comprehensive, enterprise-wide, timely detention and removal information. Greater efficiencies will be gained by implementing these modules and linking a final order, travel document, and repatriation flight.

As of March 31, 2009, ICE noted the following accomplishments:

- Commenced requirements finalization for the DLT and CRS modules, with a planned completion during Q3 FY 2009. A preliminary analysis of TMS requirements was performed for BST&T planning purposes.
- During Q2 FY 2009, the BST&T team met with the ICE Integrated Decision Support System (IIDS) team to plan the reports and specialized tools needed to track a detainee's locations and movements, including dates/times for all events.

The BST&T reporting capabilities, along with the IIDS application, will provide reports and specialized tools to track a detainee's locations and movements, including dates/times for all events.

Plans and milestones include:

- During Q2 FY 2009, SC/CIRCA funded the estimated level of effort to complete EARMv.2. Negotiations are in process for the EARMv.2 contract, which is expected to be awarded during Q3 FY 2009. These funds will be placed on contract during Q3 FY 2009 and the development team will begin work. The team will review system requirements and will complete a project schedule that sets milestones for delivering planned system capabilities by the end of Q3 FY 2009.
- In Q3 FY 2009, the team will conduct the EARMv.2 kickoff meeting; conduct the requirements workshop review for EADM; conduct the requirements workshop review for the Alternatives to Detention Program (ATDP); and conduct the Fugitive Case Management System (FCMS) architecture workshop with the FOSS team.

- Enhancing EARM

EARM was deployed in August FY 2008 to replace the 23-year old aging and obsolete Deportable Alien Control System (DACS) mainframe system which was cumbersome to use and difficult for the retrieval of statistical information. Consequently, in order for DRO to produce consolidated and precise reports, it had to perform many manual operations and manipulate data located across different systems, introducing data integrity risks and limiting reporting capabilities. However, with the deployment of EARM, DRO now has a tool to generate reports from a single source of data, significantly improving the accuracy and timeliness of reports, and a modular platform that can provide dynamic reporting for use in assessing operational performance for detention facilities and removals and for planning and budgeting.

IIDS was fielded in conjunction with the deployment of EARM to compile information to track a criminal or other illegal alien from the time of an encounter to their actual removal. The database maintains relevant data entered by the ENFORCE users, used to identify and track criminal and non-criminal aliens, their locations, and status. The system is used by DRO Headquarters to prepare statistics on criminal and non-criminal aliens and other relevant information requested by ICE leadership, Congress, and the Administration.

The next phase of enhancements to the EARM system is being termed EARMv.2, with a scope that expands the EARM platform to include: EADM, the Fugitive Case Management System (FCMS), and Alternatives to Detention (ATD) module, and initial integration with the eTD system.

As of March 31, 2009, the following accomplishments and performance measures were noted:

- Completed final testing of FBI and U.S. Citizenship and Immigration Services (USCIS) interfaces. The deployment of both interfaces is planned for Q3 FY 2009.

- EARM v.2 has reached the Final Revised Proposal (FRP) stage, with an award expected in Q3 FY 2009.

- Expanding the eTD System

As ICE continues to improve overall detention and removal systems, it has modernized the way travel documents and other removal documents are produced. The eTD system was deployed in 2007 to enable foreign consular officers to review travel document request packages online via the Internet and electronically issue travel documents for their citizens who are currently in ICE custody. The consular officers interview the subjects via VTC to establish citizenship prior to issuing a travel document. The eTD system now assists ICE with the monitoring and administration of over 7,000 travel documents received monthly to expedite removals and reduce average detention times.

ICE realized efficiency improvements in deploying the eTD system to Guatemala, Honduras, and El Salvador, and electronically recording and tracking the issuance of travel documents from all other countries for which they are required. Before the introduction of eTD, the issuance time for the three countries was approximately 14 days. The system has helped to reduce the average issuance time to nine days, due to the elimination of mail/express mail delivery times. The eTD system has also yielded reductions in detention times and other costs associated with the transfer of correspondence between DRO and Embassy/Consular offices. During Q2 FY 2009, the eTD tracked metrics in customer results and service coverage in order to work toward the goal of reducing the mean number of days to issue travel documents.

Although tracked in eTD, travel document activity for non-participating countries is conducted manually, with over 1,400 requests submitted and over 340 travel documents issued each month. To obtain the full benefit of eTD, ICE continues to pursue Memoranda of Understanding (MOUs) with several countries to enable them to begin issuing fully electronic travel documents in the near future. Following the execution of an MOU, ICE will move forward with additional training and equipment installations.

As of March 31, 2009, ICE noted the following accomplishments and performance measures:

- During Q2 FY 2009, ICE completed training and deployment for the eTD system for the Dominican Republic.
- During Q2 FY 2009, ICE continued to negotiate with additional countries – Nicaragua and Jamaica – to begin using the electronic Travel Document system.
- During Q2 FY 2009, potential cost avoidance grew to over \$17.2 million dollars in detention costs.
- During Q2 FY 2009, over 400 new user accounts were added.
- During Q2 FY 2009, DRO system users submitted over 26,000 travel document requests.
- During Q2 FY 2009, consular offices system users issued over 19,000 travel documents.

The eTD system is currently standalone, but is being integrated as a module within EARM v.2, with a key goal of expanding system usage.

Plans and milestones include:

- During Q3 FY 2009, commence the implementation of eTD for the Dominican Republic.

Increasing Bed Space Capacity Dedicated to Criminal Aliens

As a result of increased identification of criminal aliens, the SC/CIRCA PMO will fund an estimated 1,246 additional beds dedicated to criminal aliens for use by ICE. ICE is developing the plans and processes to effectively manage the near-term effects of criminal alien enforcement activities on bed space requirements. One of ICE's initiatives is the placement of FY 2009-funded beds near Phase 1 Interoperability deployment jurisdictions. ICE currently plans to concentrate additional beds in support of five Phase 1 Interoperability states: California, Nevada, Massachusetts, North Carolina and Texas. The following table shows planned locations for SC/CIRCA-funded beds in FY 2009. These plans are still under review and ICE may adjust them prior to full implementation. ICE will locate additional personnel in relation to planned bed placements. ICE will deploy the bed space expansions for FY 2009 during Q3 and Q4.

Planned Deployment of Additional Beds in FY 2009

Planned Deployment of SC/CIRCA-Funded Beds in FY 2009 by Location	Supporting Interoperability Deployments in	Number of SC/CIRCA-Funded Beds
Eloy Federal Contract Facility, AZ	Arizona	182
Mira Loma Detention Center, CA	California	103
El Centro SPC, CA	California	88
Krome North SPC, FL	Florida	133
Stewart Detention Center, GA	North Carolina	77
Plymouth County, MA	Massachusetts	63
York County Jail, PA	Pennsylvania	106
Houston Contract Detention Facility, TX	Texas	179
Port Isabel SPC, TX	Texas	126
Johnson County, TX	Texas	154
Hampton Roads Regional Jail	Virginia	35
Total		1,246

As of March 31, 2009, ICE noted the following accomplishments:

**Detention Beds in Use by Detainees Identified
Through Interoperability**

Quarter	Planned / Forecast	Actual
Q1 FY 2009	250	96
Q2 FY 2009	500	475
Q3 FY 2009	750	
Q4 FY 2009	1,250	

- During Q2 FY 2009, DRO detained an average of 14,211 criminal detainees per day, 13,756 of whom were detained in DRO-funded facilities.
- Average Daily Population for Criminal Aliens in Q2 FY 2009: 14,549; Average Daily Population for Criminal Aliens in Q2 FY 2008: 14,414.
- Average Daily Population for Criminal Aliens in FY 2009 year-to-date: 14,120; Average Daily Population for Criminal Aliens in FY 2008: 14,122.
- Average Daily Population for Detainees Identified through Interoperability in Q2 FY 2009: 475.
- Average Daily Population for Detainees Identified through Interoperability in Q1 FY 2009: 96.
- Average Daily Population for Detainees Identified through Interoperability in FY 2009 year-to-date: 285.
- Average length of detention for criminal aliens in Q2 FY 2009: 43.0 days; Average length of detention for criminal aliens in Q2 FY 2008: 46.7 days.
- Average length of detention for criminal aliens in FY 2009 year-to-date: 44.3 days; Average length of detention for criminal aliens in FY 2008: 44.9 days.

To define SC/CIRCA bed space needs beyond FY 2009 more precisely, ICE is gathering statistics through its survey of jails and prisons and will gather additional statistics as Interoperability deployment continues. These statistics will enable ICE to refine its estimate of the total annual criminal alien population and will provide improved population threat, ability to be removed, geographic location, and other types of demographics to better target capacity expansion based on these important decision-making factors. ICE is reviewing current bed space to ensure criminal alien detention receives priority attention.

Increasing Transportation Capacity

In addition to increasing the bed space allocated to accommodate criminal aliens, ICE also is developing a future-state transportation solution that takes into account the need to effectively and safely transport aliens. As part of this transformation, when ICE identifies increased numbers of criminal aliens for pickup and removal, ICE will expand both commercial and government-managed alien transportation capacity. The SC/CIRCA PMO will provide funding for DRO removal expenses in Q3 and Q4 FY 2009. The ICE FOU exceeded 145,000 foreign removals during FY 2008, which included more than 60,000 criminal alien removals. FOU estimates it will remove 85,710 criminal aliens in FY 2009. The number of criminal alien removals will be dependent on the number of criminal aliens arrested and placed into the removal process.

For FY 2009, FOU has more than doubled the number of FY 2007 government-managed aircraft from four to nine, adding one addition to the Justice Prisoner and Allied Transportation System (JPATS) fleet since Q4 FY 2008. JPATS is a joint operation between the U.S. Marshals Service and ICE, which is used to transport prisoners in the custody of the Bureau of Prisons (BOP) and ICE, criminal/administrative aliens to hearings and court appearances, and between detention facilities. Combined, FOU manages five JPATS aircraft and four ICE-chartered aircraft. The extra aircraft will increase flight transportation capacity to approximately 257,134 alien transports per year.

By increasing flight capacity according to this plan, FOU will support ICE's FY 2009 removal needs while also providing greater flexibility in domestic alien movements, allowing for increased operational efficiencies.

As of March 31, 2009, ICE noted the following accomplishments and performance measures:

- In Q2 FY 2009, FOU effected the removal of 41,916 aliens, which is a 22 percent increase over the same time period in Q2 FY 2008.
- Included in the Q2 FY 2009 removals by FOU were 22,291 criminal aliens, which is a 47 percent increase over the same time period in Q2 FY 2008.

Streamlining Case Management Processes

Another critical aspect of expediting the removal process is establishing strong case management procedures to ensure that ICE has the proper documentation to ensure an alien's removal. To support this process, ICE established the CMU in FY 2008 to standardize and streamline the case management processes for detained aliens across the organization. CMU aims to achieve its goals by making case management efficiency reporting more visible to senior leadership and improving results-driven accountability through independent reviews.

To establish and propagate best practices across the organization, CMU provides all local offices with a weekly specified sample of cases arranged by specific categories such as nationality, country of origin, or criminal status. The information generated by the report is reviewed by

CMU and field office management to ensure appropriate case management is occurring within the field offices. CMU will continue to implement case management procedures to help ensure overall efficiency through such activities as developing worksheets; maintaining case management databases; developing weekly and monthly reporting requirements; and conducting field office site visits to provide training and ensure field office compliance with regulations and procedures.

An additional duty of the CMU is to conduct on-site reviews of cases at local DRO field offices to confirm compliance with policies and procedures and to confirm that report submissions possess accurate and timely information. These reviews ensure field office compliance with regulations and procedures and maintain accountability for reported results.

As of March 31, 2009, ICE noted the following accomplishments and performance measures:

- During Q2 FY 2009, CMU reviewed a total of 19,051 detainee cases from the Weekly Inventoried List of Detained Cases (WILDC) report.
- Of the cases reviewed during Q2 FY 2009, 14,351 cases were identified, fast-tracked, and scheduled for removal. An additional 5,715 cases were updated and corrected in EARM.
- During Q2 FY 2009, six site visits were completed at the following field offices: New York, Chicago, New Jersey, New Orleans, Dallas, and Miami.

Plans and milestones include:

- During Q3 FY 2009 and Q4 FY 2009 CMU will conduct six site visits per quarter. CMU will review at least 3,500 cases from the monthly Post Order Custody Reviews (POCR) reports. CMU will conduct eight WILDC Reports to continue to track the efficiency of the removal process.

IV. Deterring Recidivism

Strategic Goal 4 – Maximize cost effectiveness and long term success through deterrence and reduced recidivism of criminal aliens returning to the United States

Strategic Goal 4

The following sections detail Q2 FY 2009 accomplishments in support of the objectives of Strategic Goal 4. Specifically, these sections report progress on the critical initiatives addressing criminal alien identification to include the following items:

- In Q2 FY 2009, Operation Repeat Offender resulted in the successful indictment of 1,192 criminal aliens and conviction of 986 criminal aliens.
- At the end of Q2 FY 2009, the total number of ICE IVF wants and warrants entered into NCIC was 276,288, including 136,891 deported felons and 139,397 absconders and ICE Fugitives.
- During Q2 FY 2009, the LESC received 4,404 total IVF hits from LEAs. From these hits, there were a total of 1,343 positive deported felon hits and 3,061 positive absconder/ICE fugitive hits.
- At the end of Q2 FY 2009, the NCIC backlog decreased from 10,028 files at the end of FY 2008 to 0 files as a result of the LESC's efforts.

Targeting At-Large Criminal Aliens Using the Joint Criminal Alien Removal Task Force (JCART)

ICE strongly focuses on targeting recidivist criminal aliens as part of the SC/CIRCA program. Among the initiatives ICE currently is pursuing in this area is JCART. Currently, ICE is in the process of piloting ^{(b)(2) high, (b)(7)(C)} JCART teams that will be responsible for concentrating initial efforts on developing repeatable methods for apprehending high-threat, at-large criminal aliens.

JCART pilot teams will set previously deported at-large criminal aliens as their target population. This population includes all aliens who have been previously deported and re-entered the United States as well as previously deported aliens who have been convicted of a crime and released from jail. A study of Los Angeles County inmates by the RAND Corporation found that previously deported criminal aliens are far more likely than other inmates to commit additional crimes upon their release. Nearly 75 percent of the previously deported criminal alien population were arrested for suspicion of additional criminal activity within one year and 28 percent were arrested three or more times during the one-year period.

JCART teams will pursue partnerships with other federal, state, and local LEAs to leverage their existing workforce knowledge and information sources. One key information source is the parole and probation records, which will be employed to determine last known addresses, upcoming hearing dates, and other subject information that could assist in making arrests. ICE

will also test other location and arrest techniques developed by Fugitive Operations and LEA partners and is redeploying current and new staff hired into vacant positions in support of JCART activities.

As of March 31, 2009, ICE noted the following accomplishments:

- On March 11, 2009, the locations for the JCART teams were approved by the Director of DRO. JCART full-time equivalents (FTEs) will be deployed to the field offices in [b2 high, b7e]

[b2 high, b7e]

Plans and milestones include:

- During Q3 and Q4 FY 2009, 26 JCART FTEs will be deployed to [b2 high, b7e]

[b2 high, b7e]

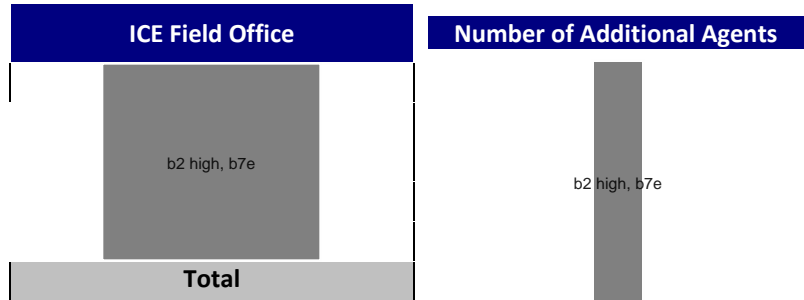
Expanding Operation Repeat Offender

Operation Repeat Offender is an initiative by ICE DRO targeting criminal aliens and immigration fugitives for further federal prosecution. Under Operation Repeat Offender, DRO established special divisions in its field offices, known as Violent Criminal Alien Sections (VCAS), to review criminal and fugitive alien cases for federal prosecution. VCAS employees identify, arrest, prosecute, and remove recidivist criminal aliens. VCAS positions are being filled by redeploying current and new staff hired into vacant positions in support of this important activity.

ICE also assigned lawyers to many U.S. Attorneys' Offices across the country to aid with the prosecution of these cases, in their role as Special Assistant U.S. Attorneys (SAUSAs). SAUSAs give priority consideration to prosecution of prior deportees who also have past convictions for serious or violent criminal offenses, including suspected gang members and sex offenders.

To support the strategic goals of identifying and prioritizing criminal aliens, Operation Repeat Offender ensures that ICE possesses the capability to aggressively apprehend and prosecute criminal aliens who violate federal immigration law. This provides increased deterrence and reduces future recidivism rates.

Operation Repeat Offender is in the process of hiring [b2 high, b7e] additional personnel to evaluate identified recidivist criminal aliens for referral to U.S. Attorneys for prosecution. ICE estimates that these employees will enter duty in June 2009. These personnel will be located according to the following table:



As of March 31, 2009, ICE noted the following accomplishments:

- During Q2 FY 2009, Operation Repeat Offender resulted in 3,129 arrests.
- During Q2 FY 2009, Operation Repeat Offender resulted in the successful indictment of 1,192 criminal aliens.
- During Q2 FY 2009, Operation Repeat Offender resulted in 1,309 total indictments; FY 2009 year-to-date, Operation Repeat Offender resulted in 2,746 total indictments.
- During Q2 FY 2009, Operation Repeat Offender resulted in 986 convictions; FY 2009 year-to-date, Operation Repeat Offender resulted in 2,265 convictions.
- During Q2 FY 2009, Operation Repeat Offender completed deployment of [redacted] FTEs.

Plans and milestones include:

- During Q3 FY 2009, complete deployment of [redacted] FTEs.

Recording Nationwide Wants

The NCIC serves as the FBI's criminal history repository and is used to record nationwide wants and warrants on recidivist criminal aliens. This is particularly critical in identifying criminal aliens when they attempt to re-enter the country after a previous removal. ICE currently utilizes the IVF to enter criminal aliens into NCIC. The IVF contains records on criminal aliens who have been deported for drug trafficking, firearms trafficking, or serious violent crimes, and on foreign-born individuals who have violated a section of INA. Criminal aliens entered into NCIC are included in one of two categories: the deported felon category or the absconder/ICE fugitive category.

As of March 31, 2009, ICE noted the following accomplishments:

- At the end of Q2 FY 2009, the total number of ICE IVF wants and warrants entered into NCIC was 276,288, including 136,891 deported felons and 139,397 absconders and ICE Fugitives.

- In addition, the LESC received 4,404 total IVF hits from LEAs. From these hits, there were a total of 1,343 positive deported felon hits and 3,061 positive absconder/ICE fugitive hits.

Reducing the NCIC Backlog

Due to the high volume of criminal alien want entries in NCIC, there was a backlog of files entered into the system, which hampered ICE's efforts to reduce recidivism. To assist with this initiative, the SC/CIRCA PMO funded efforts within the LESC to reduce this backlog and ensure that criminal alien recidivists are being entered into NCIC in a timely and orderly fashion.

The LESC NCIC/Records Section is aggressively working towards the elimination of the current repository of Alien Files (A-Files) located at the LESC. On November 3, 2008, the LESC housed 305,427 enforcement-related A-Files and was faced with a storage issue. The LESC proposed a scanning plan that will reduce the number of A-Files stored at this facility, which in turn will free up space needed for new employees and eliminate the need for A-Files to be forwarded to the LESC for warrant entry processing. As a result of the efforts of the LESC NCIC/Records Section, the NCIC Hit Confirmation Document Scanning Project has been very effective in reducing this backlog.

Another project currently underway in the LESC NCIC/Records Section involves the Dallas, Texas Fugitive Operations Section (FUGOPS). The Dallas FUGOPS office is no longer forwarding A-Files to the LESC for NCIC warrant entry. They are using currently available technology, scanning the necessary documentation, and forwarding this information to the NCIC/Records Section electronically via email. This saves shipping costs, reduces errors, speeds warrant entry into NCIC, and keeps the A-Files in the hands of the field investigators to support ongoing efforts to locate fugitives.

As of March 31, 2009, ICE noted the following accomplishments:

- At the end of Q2 FY 2009, the NCIC backlog decreased from 10,028 files at the end of FY 2008 to 0 files as a result of the LESC's efforts. This represents a decrease of 100 percent and takes the LESC to its goal of completely eliminating the backlog.
- At the end of Q2 FY 2009, 137,185 NCIC Hit Confirmation packets were scanned, electronically filed, and the related A-Files shipped out of the LESC. The total number of A-Files in LESC at the end of Q2 FY 2009 was 172,471, a reduction of 132,956 files. This represents a 44 percent decrease in A-Files housed at the LESC.

Based on this partnership between the LESC and the SC/CIRCA PMO, the backlog of entering wants into LESC was completely eliminated by the end of Q2 FY 2009. Moving forward, this will assist ICE with ensuring accuracy and timeliness of its information on recidivist criminals and will enable ICE to continue to make significant progress in implementing the spirit and objectives related to this critical initiative.

V. Program Management

In order to meet the program's overall goal of identifying, detaining, removing, and reducing recidivism of criminal aliens held in custody or at-large, the SC/CIRCA PMO is deploying capabilities through a portfolio management approach, as well as executing standard program management functions.

There are two categories of Portfolio Management projects – those that deploy “Enforcement” capabilities and those that deploy “Information Technology” capabilities. Enforcement Portfolio projects largely focus on allocating resources to enhance a variety of capabilities, such as increased bed space and transportation capacity. IT Portfolio projects focus on deploying IT capabilities that will allow the optimal management of people and assets, tracking and reporting systems to improve collaboration with state and local law enforcement, and systems to accurately track criminal illegal aliens through their removal from the U.S. The Portfolio Management function oversees the scope, schedule, cost, and achievement of performance targets for the projects, as well as provides support to portfolio project managers to mitigate risks and resolve issues.

The Program Management function provides oversight and analysis to enable optimal deployment of resources, definition of requirements and capabilities, and effective communication to external stakeholders. In addition, this area is responsible for program analysis and evaluation activities to include Budget/Financial Management, Program Management, Performance Management, and External Reporting. Finally, this function also performs administrative functions, such as facilities management and travel support.

The following sections detail Q2 FY 2009 accomplishments and milestones related to the Program Management function activities, which are critical for SC/CIRCA to ensure optimal allocation of resources:

- Initiating the development of the concept of operations (CONOPS).
- Development of a revised Strategic Plan.
- Developing capacity optimization processes to review and improve business processes, business architecture, and resource allocation within SC/CIRCA initiatives.
- Managing ICE's criminal alien budget, including performing a comprehensive analysis of related program operations to determine appropriate expenditures.

These activities make up the critical activities currently being deployed by the SC/CIRCA PMO for program management operations.

Ensuring Conceptual Integrity

The broad scope of the SC/CIRCA plan requires the development and utilization of best practices and tools to ensure conceptual integrity. Toward that end, the SC/CIRCA PMO has initiated two key initiatives: CONOPS Work Plan and Capacity Optimization. These efforts will be employed to support planning, forecasting, and decision making.

- Developing an Integrated Concept of Operations

Over the past 20 years, the mission of identifying and removing criminal aliens has been a major focus in the immigration enforcement community. ICE made incremental strides in dealing with this issue through the use of specialized task forces and programs that focus on the incarcerated U.S. criminal alien population. Today, these ICE task forces and programs currently screen 100 percent of the federal and state prison population and 13 percent of the local jail populations. In FY 2008, ICE identified and processed more than 100,000 incarcerated criminal aliens for removal.

Previous approaches were not sufficient to address the Congressional mandate to increase efforts to identify and remove criminal aliens. ICE requires new processes and technologies to deal with the increase in numbers of criminal alien identifications and the magnitude of increased criminal alien operations nationwide. ICE will invest in resources to achieve this mandate, including staff, systems, detention space, and transportation. The SC/CIRCA PMO developed the CONOPS to provide a comprehensive business process and business requirements definition for the SC/CIRCA PMO for implementation of the SC/CIRCA plan. The CONOPS will provide the basis for program planning, stakeholder communication, and congressional/departmental documentation development. It will also establish the foundation for business requirement traceability as a mechanism to provide funding and verification oversight to other ICE program and project offices, such as DROM and LESC Modernization.

The SC/CIRCA PMO is developing the CONOPS and will create a baseline of the existing business processes and capabilities, document community stakeholders, users, services, systems, and the flow of information between them, define desired business processes and capabilities in alignment with the vision, and identify gaps that need to be addressed to achieve the desired state.

During Q2 FY 2009, the SC/CIRCA PMO documented the current and desired state of the business processes, information flows, and capabilities that contribute to the mission. The CONOPS team has begun to analyze this information to identify gaps and risks that need to be addressed to achieve the objectives of the SC/CIRCA plan.

- Optimizing ICE Capacity

In addition to developing the CONOPS, the SC/CIRCA PMO is employing modeling techniques that will allow ICE to analyze budget, investment, interoperability, and capacity needs. The modeling initiative will:

- Estimate the projected criminal alien population over the next five years.
- Determine the optimal sequence for deploying interoperability sites.
- Quantify the impact of investments based on relative costs, benefits, and risks.
- Recommend allocation of new and existing resources according to capacity needs.

The SC/CIRCA PMO will employ several data-driven, analytical models to support its decision making. They are:

- Criminal Alien Population Projection Model – Forecasts the population of criminal aliens released from custody as well those at large, specifically, fugitives and those on probation and parole.
- Deployment Optimization Model – Determines the optimum sequence of more than 3,000 local jails to deploy Interoperability over the next three years.
- Strategic Decision Model – Analyzes capabilities and provides an integrated view of the ICE potential portfolio of investments in order to make informed decisions on future finance and budget recommendations.
- Network Optimization Model – Identifies the optimal ICE bed space and transportation resources to address the projected criminal alien populations.

During Q2 FY 2009, the Criminal Alien Population Projection model estimated the number of criminal aliens released from custody over the next five years. The model was developed to use statistical analyses and key data sources, and considered average length of criminal stay, currently incarcerated population, and newly convicted population.

The Criminal Alien Population Projection model plans to refine the projected released criminal alien population and develop the at-large criminal alien population, focusing specifically on probation/parole and fugitives.

The Deployment Optimization model will determine the best order to deploy Interoperability, considering ICE organization capacity constraints and policies. These capacity constraints are: Risk, Outreach and Activation Coordination, LESC, and Field Response Capacity. Interoperability will be deployed to the highest risk jurisdictions first, where more criminal aliens will be identified during the booking process. During Q2 FY 2009, the modeling team analyzed key data sources including FBI crime statistics, fingerprint submissions, and LESC query volumes.

The Strategic Decision model will continue to refine the impact of investments based on relative costs, benefits, and risks. During Q2 FY 2009, the Strategic Decision model identified possible categories for potential future investments in people, technology, bed space, and transportation. The SC/CIRCA PMO developed a simulation of the Criminal Alien Enforcement Life-cycle that captured activities and interaction, and also defined preliminary cost, benefit, and project risk analysis structure. The next steps include creating investment combinations representative of all potential investment options, and forecasting the impact of each investment to determine their individual effectiveness. The analysis will consider trade-offs of funding one investment over another and will provide validation for investment decisions made by ICE.

The Network Optimization model will estimate the best combination of bed and transportation resources to accommodate the projected criminal alien population. During Q2 FY 2009, the team began to establish a baseline of transportation and bed space costs for comparison against alternative scenarios. In the future, the model will evaluate alternative scenarios through what-if analysis and develop recommendations for effectively allocating projected criminal alien population with bed space capacity at ICE detention facilities (e.g., locations where additional bed space should be contracted for criminal aliens) and determining the best strategy for utilizing all modes of transportation (e.g., frequency of trips).

- Updating the Strategic Plan

The SC/CIRCA Strategic Plan is a living document. As such, it is being revised and updated to accurately reflect priorities, incorporate lessons learned, and ensure alignment with the priorities and goals of the Administration, Congress, DHS and ICE. The SC/CIRCA PMO developed a draft of the revised Strategic Plan during Q2 FY 2009. Planning and refinement continue as projects are implemented and results are analyzed. The SC/CIRCA PMO will continue to enhance the program to implement best practices, improve management structure, leverage technical resources, achieve economies of scale, manage limited resources, and achieve the best possible results for our nation.

Following adoption of the Strategic Plan, the SC/CIRCA PMO will develop an overall implementation plan to meet the goals and objectives. To drive the success of this plan, the SC/CIRCA PMO has put in place mechanisms to ensure appropriate governance, active and regular information sharing and reporting, and integrated budget and performance management. These mechanisms include the following:

- Governance – ICE established an Executive Steering Committee (ESC) that meets regularly to discuss, review, and approve program-wide initiatives. The ESC has reviewed and approved the SC/CIRCA Strategic Goals and Objectives presented in this plan. Membership includes senior leadership from across ICE.
- Collaboration and Performance Management – The SC/CIRCA PMO established a portfolio management program with staff aligned to specific portfolios of projects supported by the SC/CIRCA PMO and implemented by other programs. Regular meetings between the liaisons and the project staff will ensure the development and

approval of implementation plans, as well as regular performance monitoring and improvement. As part of the portfolio management team, budget and performance management staff will support ICE project staff in the timely review, update, and management of budget and performance plans and data.

- Reporting – The SC/CIRCA PMO will continue reporting progress toward achieving its goals and objectives on an annual, quarterly, and as-needed basis to DHS component and department leadership, members of Congress, and other key stakeholders. The SC/CIRCA PMO also will continue to report financial results in quarterly reports and annual spend plans. At the program level, the SC/CIRCA PMO reviews budget and performance data in internal, ESC-level, and bi-weekly status meetings with senior leadership. At the project level, and as an integral part of the portfolio management approach, the SC/CIRCA PMO is working with ICE leadership and project staff to develop and review budget and implementation milestones, as well as project-specific performance measures that link to the SC/CIRCA Strategic Goals and Objectives.

By engaging the entire community in a comprehensive performance management approach that includes regular and formalized internal and external discussions and reviews, as well as open and active information sharing, the SC/CIRCA PMO will help ICE transform criminal alien enforcement. ICE will integrate this transformation from beginning to end, informed through active partner participation and the application of advanced analytical techniques, and increasingly effective and efficient as new and upgraded approaches and systems come on line to deliver lasting results.

Utilizing Appropriated Resources

As stated in the SC/CIRCA Strategic Plan and the SC/CIRCA FY 2009 Appropriation Utilization Plan, ICE reviews and updates program/project budgets quarterly. During this reporting period, ICE has made no plan revisions with respect to the FY 2009/2010 appropriation compared to the plan presented in the SC/CIRCA FY 2009 Appropriation Utilization Plan. ICE continues to review current resources and how they can support the SC/CIRCA plan.

SC/CIRCA FY 2009 Funding Plans and Obligations (\$000's)

Category of Activity	Plan by Appropriation				Obligations by Appropriation				Total Obligated	%
	ICE FY09	SC	SC	Total	ICE FY09	SC	SC	Total		
	Base	FY 08/09	FY 09/10	Plan	Base	FY 08/09	FY 09/10	Obligated		
Identification and Processing	\$393,685	\$41,635	\$25,059	\$460,379	\$183,958	\$6,698	\$0	\$190,656	41%	
Criminal Alien Program	\$162,089	\$10,220	\$0	\$172,309	\$83,842	\$1,786	\$0	\$85,628	50%	
Interoperability Response	\$0	\$11,500	\$14,233	\$25,733	\$0	\$2,540	\$0	\$2,540	10%	
Joint Criminal Alien Removal	\$0	\$0	\$4,077	\$4,077	\$0	\$0	\$0	\$0	0%	
Fugitive Operations	\$36,236	\$0	\$0	\$36,236	\$24,011	\$0	\$0	\$24,011	66%	
Criminal Alien Investigations	\$80,000 ¹	\$0	\$0	\$80,000	\$36,274	\$0	\$0	\$36,274	45%	
287(g) Delegation of Authority	\$54,130	\$0	\$0	\$54,130	\$18,360	\$0	\$0	\$18,360	34%	
Law Enforcement Support Center	\$34,250	\$16,733	\$0	\$50,983	\$7,515	\$2,099	\$0	\$9,614	19%	
Operation Repeat Offender	\$26,980	\$2,400	\$6,749	\$36,129	\$13,956	\$208	\$0	\$14,164	39%	
Operation Last Call	\$0	\$782	\$0	\$782	\$0	\$65	\$0	\$65	8%	
Detention and Removal	\$803,700	\$71,829	\$35,464	\$910,993	\$540,486	\$3,754	\$0	\$544,240	60%	
Availability of Detention Beds	\$548,900	\$42,558	\$21,319	\$612,777	\$385,361	\$1,638	\$0	\$386,999	63%	
Operation of Detention Beds	\$163,700	\$16,638	\$8,040	\$188,378	\$114,927	\$2,116	\$0	\$117,043	62%	
Removal Transportation	\$91,100	\$12,633	\$6,105	\$109,838	\$40,198	\$0	\$0	\$40,198	37%	
Information Technology	\$0	\$56,007	\$14,500	\$70,507	\$0	\$6,951	\$0	\$6,951	10%	
Identification Systems	\$0	\$26,640	\$14,500	\$41,140	\$0	\$4,011	\$0	\$4,011	10%	
Detention and Removal Systems	\$0	\$20,300	\$0	\$20,300	\$0	\$2,292	\$0	\$2,292	11%	
Video Teleconferencing	\$0	\$6,007	\$0	\$6,007	\$0	\$600	\$0	\$600	10%	
IT Management & Architecture	\$0	\$3,060	\$0	\$3,060	\$0	\$48	\$0	\$48	2%	
Management Support	\$0	\$11,004	\$0	\$11,004	\$0	\$7,625	\$0	\$7,625	69%	
Program Management Office	\$0	\$6,902	\$0	\$6,902	\$0	\$7,193	\$0	\$7,193	104%	
Facilities and Mission Support	\$0	\$4,102	\$0	\$4,102	\$0	\$432	\$0	\$432	11%	
Total	\$1,197,385	\$180,475	\$75,023	\$1,452,883	\$724,444	\$25,028	\$0	\$749,472	52%	

¹ The Office of Investigations (OI) reexamined its methodology in reporting out criminal investigative activities regarding non U.S. citizens (aliens) involved in criminal activity. OI adjusted the methodology to fully highlight investigative efforts throughout all enforcement areas and programs, resulting in an increase in planned FY 2009 obligations reported under Criminal Alien Investigations of \$41.1 million. OI looked at man-hours associated to investigative cases that produced the specific enforcement action of a criminal conviction of a non U.S. citizen and used Activity Based Cost (ABC) accounting to derive total level of effort expenditures. Previously OI only looked at a specific enforcement area, which understated OI's total level of effort in the enforcement and ultimate removal of criminal aliens.

The Way Forward

The significant progress that ICE achieved to date with SC/CIRCA funding has laid the foundation for continued growth and advancement. The SC/CIRCA PMO is one year old and has developed and evolved as the projects under it have unfolded and critical milestones have been attained. Since its inception, the SC/CIRCA PMO has developed a comprehensive set of processes and programs centered on its goal of modernizing the ICE approach to apprehending, detaining, and removing criminal aliens from the United States. A key aspect of this program has been the development and deployment of Interoperability across the United States, which continues to increase the number of criminal aliens processed, as more individuals are identified by Interoperability.

A critical element of the future state vision is to implement workforce infrastructure, technology, and process improvements to enable ICE to effectively process and remove the increased numbers of identified criminal aliens. To achieve this goal, the SC/CIRCA PMO is developing a multi-faceted approach:

- Deploying personnel in critical areas where larger numbers of criminal aliens are likely to be encountered, including areas such as those involved with the identification, detention, and removal processes.
- Modernizing technology, particularly in the areas of criminal alien identification, detention management, removal management, technology management, and detainee location tracking.
- Enhancing the bed space and transportation capacity of ICE, particularly to ensure that there are sufficient beds and transportation resources to accommodate increased numbers of criminal aliens and their specialized needs.
- Implementing process improvements across the organization to streamline the identification, detention, and removal processes to reduce the total length of detention for criminal aliens and expedite their removal from the country.
- Reviewing how current activities ICE-wide can better support the SC/CIRCA goals.

V. Appendices

Appendix 1. VTC Deployments

SC/CIRCA-Funded VTC Units Deployed in Q2 FY 2009								
No. of VTC Units	Site Name	City	State	Type	Funding Source	Project	Pending/Installed	Quarter/Fiscal Year
1	Durango Sub Office	Durango	CO	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Grand Junction Sub Office	Grand Junction	CO	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Rock Island SO DRO Fugitive Ops	Rock Island	IL	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Baltimore DRO (Fallon Federal Building)	Baltimore	MD	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Frederick County Jail	Frederick	MD	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Carroll County Detention Center	Westminster	MD	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Cibola County Correctional Center	Milan	NM	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	LARC Lexington Assessment & Reception Center	Lexington	OK	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Galveston County Jail	Galveston	TX	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Harlingen EOIR	Harlingen	TX	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Port Isabel Detention Center	Los Fresnos	TX	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Pecos DRO Field Office	Pecos	TX	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Reeves County Detention Center	Pecos	TX	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Arlington County Jail	Arlington	VA	Jail/Prison	SC	SC	Installed	Q2 FY 2009
1	Riverside Regional Jail	Hopewell	VA	Jail/Prison	SC	SC	Installed	Q2 FY 2009
1	CCC Susanville	Susanville	CA	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	High Desert State Prison	Susanville	CA	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Ventura County Jail	Ventura	CA	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	El Paso County Jail	Colorado Springs	CO	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Park County Jail	Fairplay	CO	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Rappahannock Regional Jail	Stafford	VA	Jail/Prison	SC	SC	Installed	Q2 FY 2009
1	North East Corrections	Youngstown	OH	ICE Site	SC	CAP	Installed	Q2 FY 2009
1	Northwestern Regional ADC - VA	Winchester	VA	Jail/Prison	SC	SC	Installed	Q2 FY 2009

Appendix 2. Key Activities and Milestones

Milestone	Planned Start	Planned End	Status
Strategic Goal 1: Identify and process all criminal aliens amenable for removal while in federal, state, and local custody			
b2 high, b7c GAP FTEs deployed	Q1 FY 2009	Q4 FY 2009	As of Q2 FY 2009, deployed high, b7c GAP FTEs
Public outreach plan/survey that solicits the capability and interest from all prisons and jails developed and implemented	Apr 2008	Sep 2009	Completed survey process for Phase 1 Interoperability Deployment sites; survey developed for Phase 2 locations and will be rolled out with Phase 2 deployments
Interoperability to Phase 1 jurisdictions completed	Aug 2008	May 2009	Completed deployment at 48 of the 51 Phase 1 locations
Interoperability to Phase 2 jurisdictions completed	Mar 2009	Sep 2009	Initiated communication and coordination for the next phase of Interoperability Deployments
Interoperability for remaining jails/prisons completed	Oct 2009	Sep 2011	Deployment to the Texas DCJ is planned for the next quarter
Strategy to ensure 24x7 operational coverage nationwide determined	Sep 2008	Jun 2009	Hiring high, b7c IRAs for 24x7 coverage in Phase 1 Deployment locations
24x7 response capability established	Nov 2008	Sep 2010	Established response capability in Miami and processes are in place to establish a center in Laguna, CA
ACRIME Stabilization production hardware migration completed	Nov 2008	Feb 2009	Completed system migration in Q2 FY 2009
ACRIME IAQ processing enabled	Q3 FY 2009	Q3 FY 2009	ICE expects delivery of preliminary design document for Release 1 in Q3 FY 2009
ICEPIC expansion to all LESC specialist completed	May 2008	Jul 2009	All trained LESC specialists now have access to ICEPIC
ICEPIC upgrades to hardware to add capacity and improve performance completed	Mar 2009	Q3 FY 2009	Upgrades have been delayed, they are expected to be completed in Q3 FY 2009
ACRIME system stabilization efforts completed	Feb 2009	Jan 2010	On track for completion
ACRIME system modernization and transition completed	Dec 2008	Sep 2011	ACRIME modernization in the early design phase
Automated Threat Assessment and Status Determination Support Systems developed and implemented	Dec 2009	Q3 FY 2012	Currently in the pre-acquisition phase, preparing the relevant acquisition documentation
Strategic Goal 2: Enhance current detention strategies to ensure no removable criminal alien is released into the community due to lack of detention space or an appropriate alternative to detention			
and			
Strategic Goal 3: Implement removal initiatives that shorten the time criminal aliens remain in ICE custody prior to removal, thereby maximizing use of detention resources and reducing costs			
VTC for Phase 1 priority locations at participating jails/prisons installed	Jul 2008	Mar 2009	Phase 1 funding has realized a total of 43 unit installations at 40 sites
VTC for Phase 2 locations at participating jails/prisons and DRO facilities installed	Oct 2008	Dec 2009	140 out of 170 Phase 2 sites have been identified, no units have been installed as of Q2 FY 2009
Additional VTC at federal, state and local locations installed	Oct 2009	Dec 2011	Phase 3 set of installations will be determined based on budget and needs

Milestone	Planned Start	Planned End	Status
Electronic travel documents to all major removal destinations deployed	Oct 2008	Jan 2013	Incorporation of eTD as an EARM module is underway. System modifications and infrastructure activities are underway to support eTD deployment in various countries
Priority Rapid REPAT programs in participating states implemented	Jul 2008	Sep 2009	Established interest in Rapid REPAT by states of Washington and Oklahoma, negotiations in early stages
JCART FTEs deployed	Q3 FY 2009	Q4 FY 2009	JCART team locations were approved by the Director of DRO
Develop DROM detention and removal modules in support of the Plan	May 2008	Jan 2013	Awarded BST&T contract for development of detention and removal modules in support of the plan in November 2008
Interface to integrate identification and booking data for known criminal aliens into DROM developed	Jan 2009	Sep 2010	Developing procurement for interface with DROM
Integrated Baseline Package review for DROM completed	Q2 FY 2009	Q3 FY 2009	Completed review in Q2 FY 2009. Requirements finalization for all three modules in process, on track for completion
Deployment of limited Operation Last Call teams to the field completed	Oct 2008	Sep 2009	Completing finalization of funding for positions; Announcements for positions closed. Candidates under review by DRO promotion board
Needs assessment for criminal alien bed space completed	May 2008	Jun 2009	Modeling effort on-going, result will determine bed space needs
Needs assessment and acquisition plan for criminal alien transportation requirements completed	May 2008	Oct 2009	Identified near-term transportation needs in support of secure communities. Executing acquisitions for near-term transportation needs using existing contract vehicles
Strategic Goal 4: Maximize cost effectiveness and long term success through deterrence and reduced recidivism of criminal aliens returning to the United States			
Deployment of limited Operation Repeat Offender personnel to the field completed	Jan 2009	Sep 2009	Plans for personnel to enter on duty in Q3 FY 2009
Deployment of additional Operation Repeat Offender personnel to the field completed	Oct 2009	Sep 2011	Initiative ongoing
Management Support			
Training focused on the impact of Secure Communities on CAP developed	Jul 2008	Jun 2009	Developed training materials and trained Senior Field Training Officers and SC/CIRCA Points of Contact from all 24 field offices
SC/CIRCA Executive CONOPS Completed	Jan 2008	April 2009	Review of CONOPS by ICE and DHS underway; after concurrence is received, will submit to Congress
SC/CIRCA Integrated CONOPS and Business Requirements Document Completed	April 2009	June 2009	On track for completion; completed initial analysis; gathering and validating business requirements with ICE organizations
SC/CIRCA Quarterly Report submitted	Jul 2008	Sep 2009	Submitted Q2 FY 2009 Quarterly Report
Initial Criminal Alien Population Projection developed	Dec 2008	Mar 2009	Developed a model that estimated the number of criminal aliens released from LEA custody over the next five years

Milestone	Planned Start	Planned End	Status
Validated Deployment Optimization Model developed	Jan 2009	Apr 2009	Developed a model that generated a preliminary Interoperability deployment schedule for FY 2010 that considered priority, outreach and activation coordination, and LESC capacity constraints
Baseline Strategic Decision Model developed	Jan 2009	Apr 2009	Developed a simulation of the criminal alien enforcement lifecycle capturing activities and interaction, and defined preliminary cost, benefit and project risk analysis structure
Baseline Network Optimization Model developed	Mar 2009	May 2009	Began to establish a baseline of transportation and bed space costs for comparison against alternative scenarios
Network Optimization Scenarios developed	May 2009	Jun 2009	Not yet started

Appendix 3. Acronyms and Abbreviations

Acronym/ Abbreviation	Full Text
ABC	Activity Based Costing
ACCESS	Agreements of Cooperation in Communities to Enhance Safety and Security
ACRIME	Alien Criminal Response Information Management System
AFOD	Assistant Field Office Director
AOR	Area of Responsibility
ATD	Alternatives to Detention
ATDP	Alternatives to Detention Program
BOP	Bureau of Prisons
BST&T	Bed Space, Transportation, and Detainee Location Tracking Automation System
CAP	Criminal Alien Program
CJIS	Criminal Justice Information Services
CMU	Case Management Unit
CONOPS	Concept of Operations
CRS	Central Reservation System
DACS	Deportable Alien Control System
DHS	Department of Homeland Security
DLT	Detainee Location Tracking
DO	Detention Officer
DoD	Department of Defense
DOJ	Department of Justice
DRA	Detention and Removal Assistant
DRO	Detention and Removal Operations
DROM	Detention and Removal Operations Modernization
EADM	ENFORCE Alien Detention Module
EARM	ENFORCE Alien Removal Module
EDS	Electronic Data Systems
ENFORCE	Enforcement Case Tracking System
EOIR	Executive Office for Immigration Review
ESC	Executive Steering Committee
eTD	Electronic Travel Document
FBI	Federal Bureau of Investigation
FCMS	Fugitive Case Management System
FOD	Field Office Director
FOSC	Fugitive Operations Support Center
FOU	Flight Operations Unit
FUGOPS	Fugitive Operations Section
FTE	Full-Time Equivalent
FY	Fiscal Year
IAFIS	Integrated Automated Fingerprint Identification System
IAQ	Immigration Alien Query
IAR	Immigration Alien Response
ICE	Immigration and Customs Enforcement
ICEPIC	Immigration and Customs Enforcement Pattern Analysis Information Collection
IDENT	Automated Biometric Identification System
IEA	Immigration Enforcement Agent

Acronym/ Abbreviation	Full Text
IIDS	ICE Integrated Decision Support System
INA	Immigration and Nationality Act
Interoperability	IDENT/IAFIS Interoperability
IRA	Interoperability Response Agent
IRCA	Immigration Reform and Control Act
IRP	Institutional Removal Program
ISD	Immigration Status Determination
ISR	Immigration Status Request
IT	Information Technology
IVF	Immigration Violator File
JCART	Joint Criminal Alien Removal Task Force
JPATS	Justice Prisoner and Alien Transportation System
LDC	Leadership Development Center
LEA	Law Enforcement Agency
LESC	Law Enforcement Support Center
MOU	Memorandum of Understanding
NCIC	National Crime Information Center
NFOP	National Fugitive Operations Program
NGO	Non-Governmental Organization
OI	Office of Investigations
OIA	Office of International Affairs
OTD	Office of Training and Development
P.L..	Public Law
PMO	Program Management Office
POCR	Post Order Custody Review
Q1	First Quarter
Q2	Second Quarter
Q3	Third Quarter
Q4	Fourth Quarter
Rapid REPAT	Rapid Removal of Eligible Parolees Accepted for Transfer
RFID	Radio Frequency Identification
RFP	Request for Proposal
SAUSA	Special Assistant U.S. Attorneys
SC/CIRCA	Secure Communities: A Comprehensive Plan to Identify and Remove Criminal Aliens
SDDO	Supervisory Detention and Deportation Officer
SIB	State Identification Bureau
TMS	Transportation Management System
U.S.	United States
USCIS	U.S. Citizenship and Immigration Services
US-VISIT	United States Visitor and Immigrant Status Indicator Technology
VCAS	Violent Criminal Alien Section
VTC	Video Teleconferencing
WILDC	Weekly Inventory List of Detained Cases
WPU	Workforce Planning Unit

Appendix 4. Footnotes

¹ Excerpted from, “Consolidated Appropriations Act, 2008, Public Law Number 110-161, 121 Stat 1844”

² Excerpted from the joint explanatory statement accompanying Public Law Number 110-329, “Explanatory Statement Submitted by Mr. Obey, Chairman of the House Committee on Appropriations, Regarding the Amendment of the House of Representatives to the Senate Amendment to H.R. 2638,” pg 1

³ Criminal aliens charged or convicted of Level 1 offenses are currently defined as Aggravated Felons until ICE updates its data collection tools to reflect the new categorization of criminal aliens.

⁴ http://www.dhs.gov/ynews/releases/pr_1237909530921.shtm