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ICE

Fiscal Year 2006 Annual Report

Protecting National Security and Upholding Public Safety



U.S. Immigration
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Introduction

U.S. Immigration and Customs Enforcement (ICE) is pleased to present this annual report which outlines the significant work ICE has carried out to ensure the national security and public safety of the United States. On a daily basis, ICE aggressively uses powerful immigration and customs authorities to protect the American people from the illegal introduction of goods and the entry of terrorists and other criminals seeking to cross our nation's borders.



ICE entirely reengineered the detention and removal process and adopted a business model approach for efficiently removing aliens and dangerous criminals from the country. ICE also created a new paradigm for enforcing the nation's immigration laws, incorporating a wide array of investigations and crimes in worksite enforcement and critical infrastructure protection efforts,

including bringing felony charges instead of just traditional administrative sanctions. ICE is educating the private sector to gain its support in identifying and addressing systemic vulnerabilities. In addition, ICE continues to protect thousands of federal facilities and their occupants across the country.

In short, whether ICE agents and officers are investigating the individuals, the methods or the financing involved in international criminal organizations, human smugglers, child predators, arms and strategic technology traffickers, ICE is at the forefront of the Department of Homeland Security's efforts to create a safer, more secure homeland.

I hope this annual report helps you understand more fully ICE's many responsibilities and our numerous accomplishments during the last year.

A handwritten signature in black ink that reads "Julie L. Myers".

Julie L. Myers
Assistant Secretary
U.S. Immigration and Customs Enforcement

Executive Summary

Fiscal Year 2006 (FY06) was a year of many records for ICE. Building upon the strong foundation established during its formative years, ICE in FY06 succeeded in implementing many new initiatives that are transforming the agency into a premiere 21st century law enforcement institution.



During the last 12 months, ICE set new records for enforcement activity, ended the long-standing practice of “catch and release,” launched major new initiatives, developed a framework for eliminating ICE’s long-standing financial challenges, and improved the management and morale of the agency.

In FY06, ICE set new records for worksite enforcement by increasing the number of arrests seven-fold over the last five years since

the Immigration and Naturalization Service’s (INS) last full year of operation in 2002. ICE is now criminally charging and seizing the assets of unscrupulous employers to create the kind of deterrence that was previously absent in worksite enforcement efforts, and achieving measurable success.

ICE also ended the practice of “catch and release” along the borders, an accomplishment that many considered impossible in 2005 when only 29 percent of apprehended non-Mexican aliens were detained along the border.

Using Expedited Removal authority, ICE succeeded in reducing the average length of stay in custody for aliens placed in expedited removal proceedings to approximately 19 days, down significantly from the average of 90 days for aliens in traditional proceedings. ICE also increased its use of the Justice Prisoner and Alien Transportation System, expanded its use of video teleconferencing technology at foreign consulates, and established the Detention Operations Coordination Center to maximize detention capacity.

All of these efforts resulted in the increased efficiency of the removal process, and a record number of alien removals. In FY06, ICE removed 185,431 illegal aliens from the country, a ten percent increase over the number of removals in FY05.

ICE set new records for worksite enforcement arrests and ended the practice of “catch and release” along the borders.

In its continuing efforts to prevent violent criminals from threatening the national security and public safety of the United States, ICE succeeded on many fronts.

ICE created a national center that reviews aliens at all 119 federal detention facilities (as opposed to only 30 federal facilities in 2005), to ensure that criminal aliens are deported rather than released into society upon completion of their sentences.

The agency also doubled the number of personnel assigned to arms and strategic technology investigations from approximately 150 to 300, which led to 144 arrests, 124 indictments and 93 convictions this year, thereby preventing sensitive technology from falling into the wrong hands.

ICE continued to target violent street gangs through its Operation Community Shield, resulting in the arrest of roughly 2,290 gang members nationwide, of whom 1,073 had convictions for violent crimes such as murder, rape, robbery and assault.

In partnership with federal, state and local law enforcement officials, ICE created the Border Enforcement Security Task Forces in response to the increased threat and escalating violence of cross-border smuggling and trafficking organizations. With the



Department of Justice and other federal agencies, ICE also launched 11 Document and Benefit Fraud Task Forces in major U.S. cities, which have resulted in 235 investigations, 189 arrests and 80 convictions.

Through the Cornerstone Initiative, ICE continued to partner with the financial industry to identify vulnerabilities exploited by terrorist and other criminal organizations. ICE initiated more than 3,970 financial investigations that resulted in the seizure of roughly \$137 million in currency and monetary instruments, as well as the arrest

of 1,262 individuals, 936 indictments and 940 convictions. The agency also created new trade transparency units (TTUs) in partnership with Argentina, Brazil and Paraguay to jointly combat trade-based money laundering and other financial crimes.

ICE expanded its analytical intelligence capabilities to further produce actionable intelligence leads for ICE field investigators. ICE is currently working on a national initiative to develop the Proliferation Network, a dynamic, near real-time analytical application of

current intelligence targeting of international weapons of mass destruction procurement networks. ICE also created the National Security Integration Center, which partners investigators and intelligence analysts to “operationalize” intelligence reporting.

Continuing its commitment to information sharing with other law enforcement partners, the ICE Law Enforcement Support Center (LESC) implemented new electronic data entry procedures

in January 2006 and increased the number of National Crime Information Center validations it conducted by more than 150,000 over FY05.

ICE Federal Protective Service (FPS) made more than 6,300 arrests and citations and prevented 870,769 prohibited items from entering federally-owned and -leased facilities, demonstrating their long-standing expertise in protecting those who work at and visit these important sites.

In addition to operational achievements, ICE made marked progress in ensuring financial and management accountability in FY06.

This year marked the first time in the agency’s history that a full complement of ICE senior executives was in place, including the agency’s first deputy assistant secretary for management. ICE also hired more than 1,400 additional personnel in key occupations.

In addition, a multiyear financial action plan was initiated to cultivate a climate of corporate accountability and business process integrity at ICE.

To ensure the success of the agency’s mission, ICE consolidated its information technology, initiated a multiyear ICE Automation Modernization Strategy and Plan, and automated several mission



ICE developed a framework to cultivate a climate of corporate accountability and business process integrity.

applications that will result in significant reduction in manual workload for officers, agents and legal staff in the field.

ICE continues to develop the General Counsel Electronic Management System to facilitate the production of legal briefs and motions. New mobility software will give attorneys the ability to capture real-time information and provide a platform for the rollout of digital case files. ICE also launched an initiative to ensure that ICE investigators receive training about significant changes in the law.

And finally, the new mandatory Integrity Awareness Program now ensures that all ICE employees maintain the highest ethical standards.

These numerous accomplishments attest to the strength of ICE as a world-class law enforcement agency, and demonstrate the commitment that ICE's employees are bringing to their work on behalf of the American people each and every day. In FY07, ICE will continue to use all of its resources and authorities to detect vulnerabilities and prevent violations that threaten national security and public safety.



Daily Statistics

U.S. Immigration and Customs Enforcement (ICE) agents, officers, legal professionals and intelligence analysts in offices throughout the country and around the world protect our nation. As an agency and in partnership with local, state, national and international governments and agencies, ICE takes steps every day to ensure the safety of U.S. citizens. Between October 1, 2005 and September 30, 2006, threats were thwarted; illicit weapons, drugs and currency were seized; arrests were made; buildings were protected; tips and leads were processed and illegal aliens were detained and deported. Below is a glimpse into a day in the life of ICE.

On any given day:

- ICE agents make an average of 279 administrative arrests and 55 criminal arrests.
- ICE agents make about 10 currency seizures per day, totaling approximately \$642,096.
- ICE agents also participate in an average of 18 drug seizures per day, totaling about 2,388.80 pounds of marijuana, 7.10 pounds of heroin and 475.26 pounds of cocaine.
- In immigration courtrooms, ICE attorneys prepare about 1,430 cases, create 683 new case records, create 562 new document records and obtain 528 final removal orders.
- ICE detention facilities house approximately 19,729 aliens.
- ICE officers prevent nearly 2,385 prohibited items from entering federally-owned and -leased facilities.
- Intelligence officers of the Forensic Document Laboratory receive 15 requests for real-time support from the field to assist in determining the validity of documents.
- ICE attachés screen more than 547 visa applicants.

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Overview



Introduction

This “Fiscal Year 2006 Annual Report” of U.S. Immigration and Customs Enforcement (ICE) covers activity between October 1, 2005 and September 30, 2006. This first annual report issued by the agency details a critical period in the history of ICE.

ICE was created on March 1, 2003 as part of the Department of Homeland Security (DHS). From its inception through the onset of Fiscal Year 2006 (October 1, 2005), ICE dealt primarily with the formative tasks of creation and merger. As a result, during the year covered by this annual report, ICE was able to focus more on its vision of creating a 21st century law enforcement institution that is stronger, more agile and more effective in fulfilling its mission and in responding to emerging law enforcement and homeland security challenges.

Mission, Organization and Operations

ICE is the largest investigative branch of DHS. The agency was formed from the crucible of the terrorist attacks of September 11, 2001. ICE combines the investigative and intelligence arms of the former Immigration and Naturalization Service (INS) and the former U.S. Customs Service, as well as the resources, responsibilities and authorities of the Federal Protective Service.

The mission of ICE is to protect America and uphold public safety by targeting the people, money and materials that support terrorist and criminal activities. ICE fulfills this mission by identifying criminal activities and eliminating vulnerabilities that pose a threat to our nation's borders, as well as enforcing economic, transportation and infrastructure security. By doing so, ICE seeks to eliminate the potential threat of terrorist acts against the United States.



ICE has an annual budget of \$4.2 billion and employs approximately 15,000 people. ICE is charged with the enforcement of more than 400 federal statutes within the United States, and maintains more than 50 offices around the globe that work closely with foreign governments to coordinate and support all international ICE investigative activities involving national security, visa security, illegal arms exports, financial and smuggling violations, immigration and customs fraud, human trafficking, identity and benefit fraud, child pornography and sex tourism.

While the agency is called Immigration and Customs Enforcement, that name belies the scope of its authority and activities. The agency aggressively meets its traditional immigration and customs enforcement missions, but its activities go far beyond these stereotypical concepts. For example:

- ICE plays a leading role in targeting criminal organizations responsible for producing, smuggling and distributing counterfeit products;
- ICE uses its unique investigative and enforcement authorities to safeguard children from pedophiles, human traffickers, international sex tourists and other predatory criminals;

ICE employees aspire to the highest standards of performance, professionalism and leadership.

- ICE ensures workforce integrity by conducting all criminal and serious misconduct investigations involving ICE and Customs and Border Protection (CBP) employees declined for investigation by the DHS Inspector General. A secure border is a border free of corruption, and the ICE Office of Professional Responsibility uses its expertise to ensure that; and
- ICE's Federal Protective Service provides law enforcement and security services to more than 8,800 federal buildings that receive nearly 1 million visitors and tenants daily.

ICE's people meet the challenges presented by the agency's critical mission and broad scope of operations with courage, integrity and a high level of accountability. ICE employees aspire to the highest standards of performance, professionalism and leadership.

ICE's emergence comes at a time of extraordinary change. The events of 9/11 created a fundamental and critical mission change for ICE and many other law enforcement agencies. Investigating and arresting criminals is no longer the sole, or even the primary, mission. Now, in addition to traditional law enforcement, ICE faces the far more challenging task of protecting the homeland by preventing future terrorist attacks.



To have such a mission is a distinct honor. It is also an imposing responsibility. The results of just one failure could be horrific.

ICE must remain vigilant with total commitment and dedication, each and every day.

Concurrent with the emergence of the terrorism threat, developments in technology, travel and communication have torn down the walls between countries and peoples. Globalization, however, has been a double-edged sword. Technology and the Internet are

used not only to bring people and nations together and advance understanding, but also to facilitate crime and terror. ICE has emerged at a time when technology, terrorism and globalization are having worldwide effects.

Fiscal Year 2006

During Fiscal Year 2006 (FY06), ICE responded to this evolving social, technical and operational landscape with new and innovative concepts that surfaced from two major initiatives.

The first of those initiatives was the continuing merger of ICE's immigration and customs authorities. When ICE was created, the agency gained increased effectiveness through the application of both immigration and customs law enforcement authorities and expertise. Using these combined capabilities, ICE is able to investigate criminal organizations on multiple fronts, and in doing so, disrupt their activities and dismantle their organizations more effectively than ever before. The real key, however, is not just merging these authorities and skills, but merging them into a compre-



hensive and cohesive strategy that can successfully target individuals and organizations involved in trans-border criminal enterprises.

During FY06, this strategy began to fulfill its promise. Traditional immigration cases, like investigations of human smuggling organizations, were advanced through the use of traditional customs investigative techniques, for example by targeting the financial proceeds of these criminal organizations. As a result, the total amount of assets seized through immigration-related investigations has increased from approximately \$20 million in FY04 to almost \$42 million in FY06.

Likewise, traditional customs investigations have been advanced through the use of immigration authorities. For example, ICE's ability to arrest members of a drug smuggling organization or a transnational gang for violations of immigration law, and the ability to detain these people pending removal proceedings, creates a powerful tool that produces an immediate, positive impact for the community. It also gives ICE and other law enforcement agencies the leverage and opportunity to further the investigation.



The second major initiative that marked FY06 was the application of business models to all ICE operations. The results of this initiative were numerous. For example, 2006 marked the first time in the agency's history when a full complement of financial senior executives was in place. This included the appointment of the agency's first permanent deputy assistant secretary for management. Another example of the business model's impact was the deployment by the Office of the

Principal Legal Advisor of a detailed, metrics-based plan to each of its 37 headquarters components and chief counsel offices. On the operational front, the business model concept was most evident in the Office of Detention and Removal Operations, which made massive strides in re-inventing the removal process.

ICE investigates criminal organizations on multiple fronts and is dismantling them more effectively than ever before.

Today, crimes that cross over local, state and national lines is the rule, not the exception. In response, U.S. law enforcement agencies at all three levels are increasingly integrating their efforts to combat criminal activities. Cooperative investigative resources are pooled in more and more cases. During FY06, ICE initiatives to fight cross-border violent crime and immigration-related document fraud became the model for two nationwide joint task forces.

ICE closed out FY06 proud of its accomplishments but cognizant of its need to adapt to changing conditions and priorities. Events as diverse as the national debate on immigration policy and the response to Hurricane Katrina demonstrated that ICE must be able to respond quickly to emerging and evolving conditions. The challenge of a post-9/11 world dictates that ICE must build sound organizational structures and create innovative new mechanisms in order to effectively counter the sophisticated law enforcement

challenges of the 21st century. ICE recognized that in order to be truly effective, the agency must expand and deepen its partnerships with law enforcement agencies, nongovernmental organizations and the private sector, and it must develop the professional capabilities of its own people to the highest possible level.

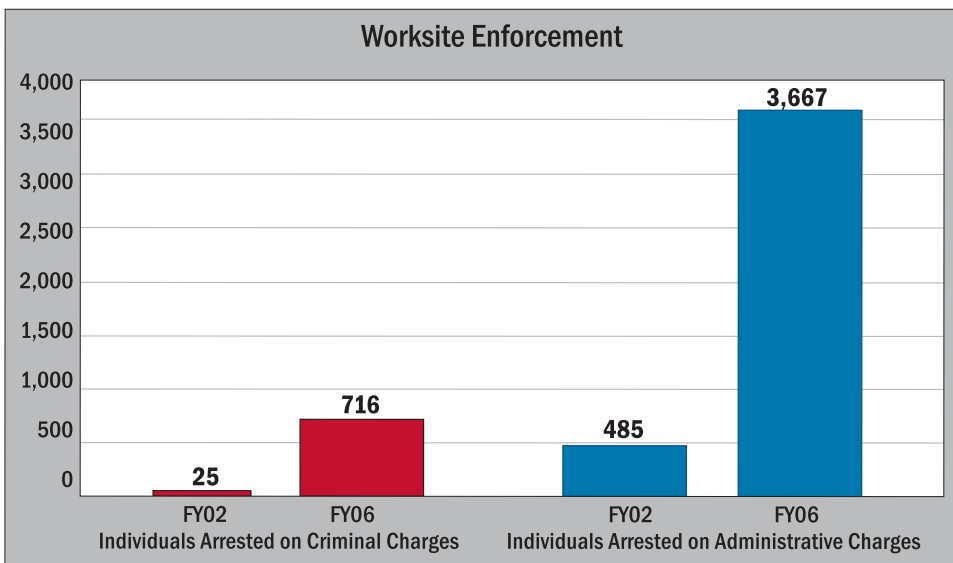
This annual report reviews what ICE has already accomplished and where the agency is headed in the future. It provides essential facts about ICE operations in all areas of responsibility and in all regions of the world. Ultimately, however, this document is not about investigations, statistics or percentages. It is about people, the more than 15,000 men and women of ICE, who face the threats, meet their obligations and perform their missions with courage, integrity and a high level of accountability.

ICE will succeed because its people continue to strive for excellence and aspire to the highest standards of performance and professionalism. It is for this reason that the first annual report of U.S. Immigration and Customs Enforcement is dedicated to the men and women of ICE.



Operations

Re-Inventing Immigration Enforcement



During Fiscal Year 2006 (FY06), U.S. Immigration and Customs Enforcement (ICE) significantly enhanced its worksite enforcement efforts as part of its interior enforcement strategy. ICE is bringing criminal prosecutions and using asset forfeiture as tools against employers of illegal aliens far more than the former U.S. Immigration and Naturalization Service (INS), which tended to rely on administrative fines as a sanction against such activity. ICE believes that criminally charging and seizing the assets of

unscrupulous employers will create the kind of deterrence that was previously absent in worksite enforcement efforts. In FY06, ICE arrested 716 individuals on criminal charges (against both employers and employees) and more than 3,600 on administrative

charges. This is seven times the number of arrests completed by the INS in its last full year of operation.

Addressing Vulnerabilities in the Immigration System

One key challenge to worksite enforcement involves employers who are tricked by individuals using fraudulent documents or engaging in identity fraud. As a result, in April 2006, ICE partnered



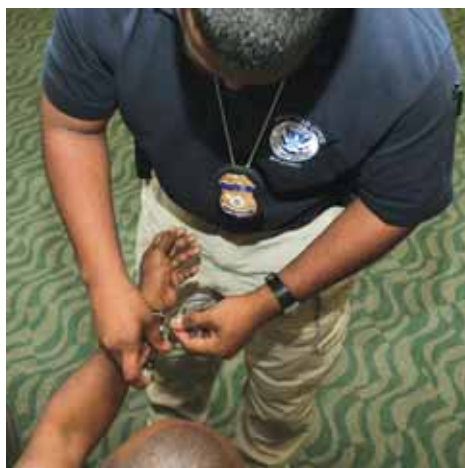
with the Department of Justice and other federal agencies to launch 11 Document and Benefit Fraud Task Forces (DBFTFs) in major U.S. cities to combat the growing problems of document fraud and immigration benefits fraud in a systematic manner. These ICE-led DBFTFs are located in Atlanta, Boston, Dallas, Denver, Detroit, Los Angeles, New York, Newark, Philadelphia, St. Paul and Washington, D.C. To date, the task forces have undertaken 235 investigations, with 189 arrests and 80 convictions.

In FY06, ICE conducted a major worksite enforcement investigation of IFCO Systems North America, which is the largest pallet services company in the United States and is headquartered in Houston, Texas. The investigation revealed that approximately 53.4 percent of the Social Security numbers maintained in the IFCO Systems North America Inc. payroll of roughly 5,800 workers during 2005 were either invalid, did not match the true name registered with the Social Security Administration for that number, or belonged to children or deceased persons. Based on this data and other investigative information, ICE arrested 1,187 illegally employed IFCO employees in 26 states. Additionally, seven IFCO managers were arrested as a part of the investigation.

Educating Employers

ICE is bringing criminal prosecutions and using asset forfeiture as tools against employers of illegal aliens.

As worksite enforcement efforts increased, ICE recognized the need to provide employers more guidance on how to avoid violations. In July 2006, ICE launched the ICE Mutual Agreement between Government and Employers (IMAGE) program to further worksite enforcement efforts. This charter program will help employers ensure that they are building a legal workforce through voluntary partnerships with the government. IMAGE is a partnership program, designed to build cooperative relationships between government and businesses to strengthen hiring practices and reduce the unlawful employment of illegal aliens. The initiative also seeks to accomplish greater industry compliance and corporate due diligence through enhanced federal training and education of employers. Since its inception in July 2006, ICE has met with 55 companies and trade associations to discuss possible IMAGE partnerships or endorsements. ICE is currently vetting several companies through the IMAGE application process. In addition, ICE has received 167 Web site-based inquiries requesting further information on IMAGE or immigration-related issues.



Transforming Detention and Removal

ICE is tasked with ensuring that every alien who has been ordered removed departs the United States as quickly as possible. The agency is taking a number of new approaches to address the problem of illegal immigration across the nation's borders. Since its creation, ICE has apprehended and

removed an all-time record number of illegal aliens from the United States. At the same time, ICE is targeting the international criminal organizations responsible for smuggling and trafficking thousands of aliens across our borders by dismantling their financial infrastructure and disrupting these organizations both abroad and at home.

Secure Border Initiative

DHS launched the Secure Border Initiative (SBI) to lead, integrate and unify efforts against cross-border and international activities that threaten homeland security, public safety and the U.S. economy.

SBI is a comprehensive, multiyear approach to immigration and customs enforcement that will enhance partnerships—international, federal, state, local, tribal, public and private—to build the



cooperation necessary to deter abuse, enhance awareness and increase compliance with immigration and customs laws. Upon initiation, SBI bolstered our border infrastructure and streamlined our detention and removal procedures.

In 2006, DHS expanded the scope of that activity to include the targeting of criminal networks, employers and aliens that undermine our nation's laws and harm our communities through involvement in the illegal cross-border movement of people, goods, contraband, narcotics and money. Increased enforcement will encourage compliance and deter future illegal behavior.

ICE will achieve the goals of this strategy by:

- identifying and removing incarcerated aliens, immigration fugitives and immigration violators in the U.S. (Criminal Alien Program, Fugitive Operations);
- identifying and dismantling the financial networks that support transnational criminal activity;
- building strong compliance and enforcement programs for employers (Worksite Enforcement) and uprooting the infrastructure of illegal immigration using tough criminal and other sanctions (Border Enforcement Security Task Forces, Document and Benefit Fraud Task Forces, Human Smuggling and Trafficking); and

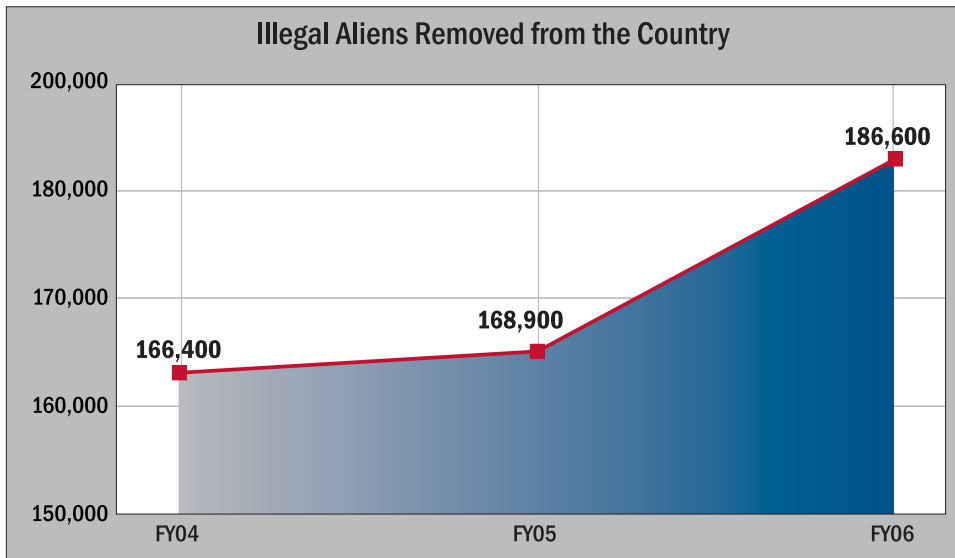
- fully utilizing expedited removal while continuing to increase the efficiency and capacity of the detention and removal system.

Expedited Removal

ICE is using creative immigration enforcement tools to achieve measurable success in making detention and removal of aliens more efficient.

A common concern in border enforcement has been the inability to detain all other-than-Mexican (OTM) aliens along the southwest border, which was often referred to as “catch and release.” In 2005, approximately 71 percent of OTMs were caught and released along the southwest border. Through partnership with DHS entities, and under the Secretary’s Secure Border Initiative, ICE has worked to transform the removal process to reduce processing times and more effectively use the existing detention bed space.

Expedited removal streamlines the processing and removal of illegal aliens defined as OTMs. The policy permits the expedited removal of aliens apprehended within 100 miles of the border and within 14 days of entry. With expanded use of expedited removal, DHS has been able to effectively eliminate catch-and-release on the southwest and northern borders. In FY05, ICE completed 31,839 Expedited Removals and has already completed 47,146 in FY06.



ICE is using creative immigration enforcement tools to achieve measurable success in making detention and removal of aliens more efficient. The expansion of Expedited Removal (ER) authority significantly increased efficiencies within the removal process. Authorized under Section 235(b) of the Immigration and Nationality Act, the ER process authorizes immigration officers, under certain circumstances, to formally remove certain aliens from the United States. Used in tandem with other tools, this

expanded authority has greatly increased removal efficiencies by eliminating the time spent litigating to a final order of removal before immigration judges, thereby decreasing length of stay. In fact, the average length of stay in ICE custody for aliens placed in ER proceedings is approximately 19 days, down significantly from the average of 90 days for aliens placed in traditional removal proceedings before the Secure Border Initiative was launched.

ICE has increased its use of another valuable enforcement tool, the Justice Prisoner and Alien Transportation System, or JPATS, to allow for the prompt transport of aliens within and without the United States on government-owned or -leased aircraft. ICE movements using JPATS, for flights both within the United States and abroad, have increased from approximately 10,000 in FY05 to more than 118,200 by the end of FY06. In FY06, ICE removed 50,222 aliens from the United States via JPATS flights to foreign countries.

ICE is also expanding its use of technology to increase removal efficiency. Video teleconferencing capability has been installed at several foreign consulates, allowing foreign consular officials to promptly interview their nationals remotely, rather than in person. This eliminates the delays associated with traditional in-person interviews, making the removal process faster and easier, particularly with Honduran nationals, whose average length of stay in the United States is now just 15 days under the SBI, compared to 24 days on September 14, 2005.

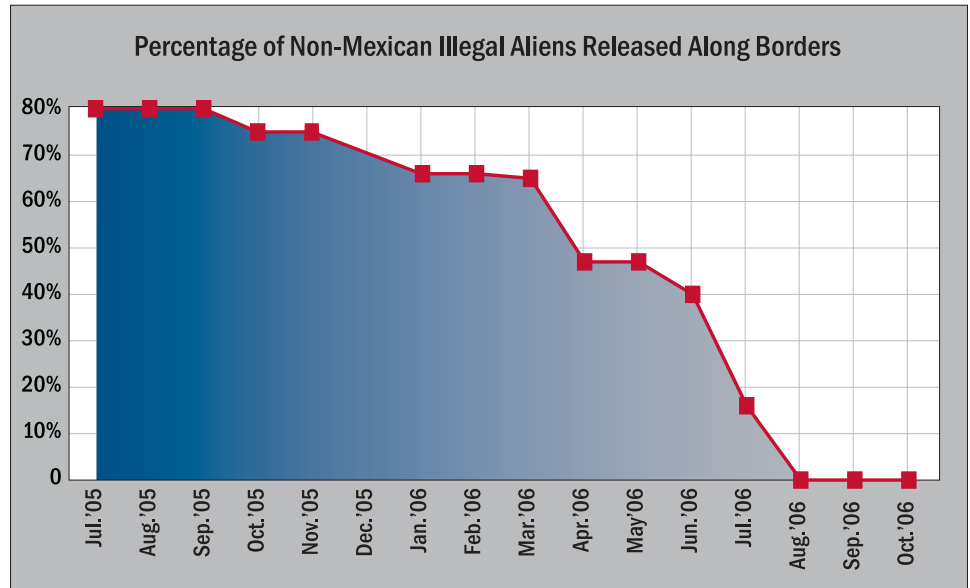
Soon the Electronic Travel Document program will omit the need for paper documents to be transferred between ICE and foreign consular officials. This too will greatly enhance efficiency of the removal system.

As a result of these actions, 99 percent of illegal aliens who are apprehended along the border are being detained for return, signaling the end of “catch and release.”

Detention Management

Due to the nature of its mission, the immigration detention program maintains custody of one of the most highly transient and diverse populations of any correctional or detention system in the world.

ICE ensures that no detainable or deportable alien is released into a community by moving aliens from areas with a shortage of bed space to areas with a surplus. In July 2006, ICE established the Detention Operations Coordination Center, or DOCC. The DOCC allows ICE to make the best possible use of its detention capacity



Ninety-nine percent of illegal aliens who are apprehended along the border are being detained for return, signaling the end of “catch and release.”

by monitoring our detained dockets across the county, in order to shift cases from field offices with limited detention space to those with available detention space. Aliens are detained at the most appropriate locations based on characteristics such as nationality and expected length of detention. Enforcement operations are tracked to assess bed space needs.

Through capacity planning and bed space management, the number of aliens detained in recent months has increased by more than 2,000 each day. In particular, ICE has substantially increased detention capacity in the southwest border area, deploying a total of 6,300 new beds during 2006.

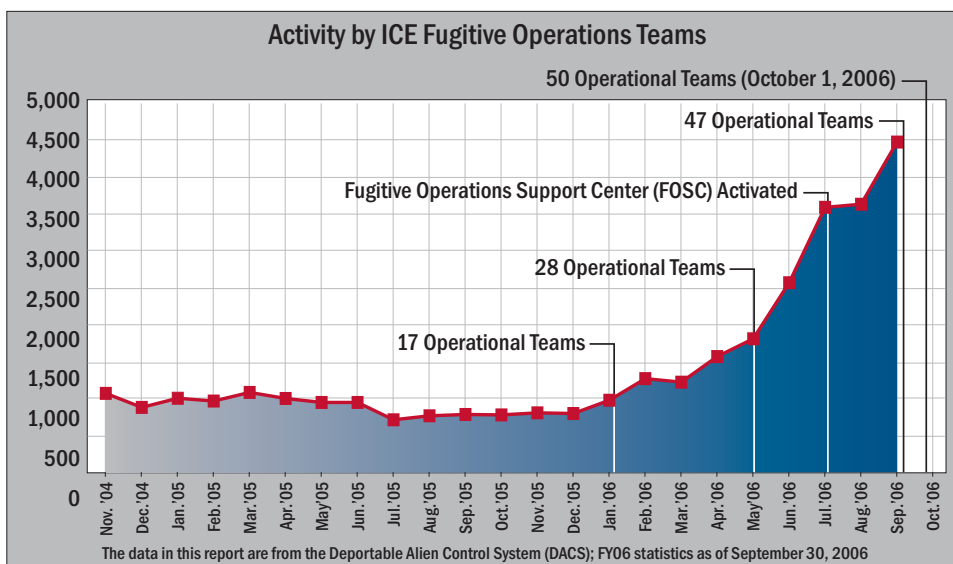
ICE is also responsible for developing and implementing programs that enhance the supervision of aliens released from ICE custody. There are two programs currently used by ICE, the Electronic Monitoring Program and the Intense Supervision Appearance Program.

Expanding the National Fugitive Operations Program

The National Fugitive Operations Program (NFOP) identifies, locates, apprehends and removes fugitive aliens from the United States. The highest priority of the NFOP is placed on those fugitives who pose a threat to national security and community safety. Fugitive Operations Teams participate in various federal, state and local task forces and work closely with U.S. Citizenship and Immigration Services (USCIS), Bureau of Prisons and other agencies to identify and apprehend fugitives.

Fifty-two ICE Fugitive Operations Teams were funded in FY06 and have been deployed at ICE field offices throughout the United States. By expanding

these teams, ICE has increased the number of fugitives subject to enforcement activities from 11,206 in FY05 to 19,858 FY06. Through targeted operations such as Operation Return to Sender, Fugitive Operations Teams are currently arresting more than 430 fugitives per week.



Eliminating the Criminal Alien Backlog

ICE's Criminal Alien Program (CAP) plays a key role in protecting national security by identifying and addressing security threats within the incarcerated-alien population.

ICE has a responsibility to identify criminal aliens who are incarcerated to ensure that they are not released into the community by securing a final order of removal before they complete their sen-



tence. CAP focuses on identifying criminal aliens who are incarcerated within federal, state and local facilities, thereby ensuring that they are not released into the community by securing a final order of removal prior to the termination of their sentence. The identification and processing of incarcerated criminal aliens before completion of their sentences and prior to their release reduces the overall cost and burden to the federal government because their time in ICE detention is minimized.

On June 1, 2006, ICE launched a central interview and processing site for criminal aliens within the federal Bureau of Prisons called Detention Enforcement and Processing Offenders by Remote Technology (DEPORT). Through DEPORT, ICE will eliminate the backlog of criminal aliens in federal prison custody without removal orders.

The Institutional Removal Program identifies aliens who have been convicted during their period of incarceration, expediting removal proceedings and saving resources by reducing the criminal aliens' time in DRO detention. The concept is simple: identify aliens serving sentences in federal, state and local jails and secure orders of removal before the aliens' release from prison, preempting their reentry into the general population where they can too easily disappear and commit further crimes.

Integrating Immigration and Customs Enforcement to Better Protect the Homeland

ICE protects the United States and its people by deterring, interdicting and investigating threats arising from the movement of people and goods into and out of the United States.

ICE utilizes its unique immigration and customs legal authorities to conduct investigations that protect the United States and its people by deterring, interdicting and investigating threats arising from the movement of people and goods into and out of the United States. The varied types of investigations include: human smuggling and trafficking, document and benefit fraud, worksite enforcement, drug and contraband smuggling, financial and trade crimes, arms and strategic technology export enforcement and cyber crimes. The merger of immigration and customs authorities has significantly enhanced the ability of ICE to identify, attack, dismantle and prosecute criminal and terrorist organizations that threaten the national security of the United States, at home and abroad. This interwoven relationship has proven to be an extremely beneficial tool for ICE agents while conducting their investigations.

Increasing Arms and Strategic Technology Investigations



Over the past year, ICE has taken important steps to increase the number of Arms and Strategic Technology Investigations (ASTI). During FY06, ASTI investigations led to 144 arrests, 124 indictments and 93 convictions. Through an industry outreach program called “Project Shield America,” ICE agents assigned to ASTI groups are continuing to visit U.S. manufacturers of arms and sensitive technology to educate them about export laws and to solicit their assistance in

preventing illegal foreign acquisition of their products. To date, ICE agents have conducted more than 13,000 industry outreach presentations, resulting in tips that have led to high-profile ASTI criminal investigations nationwide and worldwide.

ICE is currently the second largest federal contributor of personnel to the Joint Terrorism Task Force (JTTF), second only to the Federal Bureau of Investigation. These agents are often the lead investigators for any JTTF case in which the primary charge is a violation of

immigration or customs law. ICE personnel are also assigned to Customs and Border Protection's National Targeting Center, which is a 24/7 operational center that brings together information and personnel from numerous government agencies to detect and respond to persons arriving at U.S. ports of entry who are matches or potential matches on national terrorist watch lists.

Verifying Legitimacy of Student and Exchange Visitors

ICE focuses on preventing criminals and terrorists from exploiting the nation's immigration system by developing cases for investigation from computerized systems that include the Student and Exchange Visitor Information System (SEVIS), the National Security Entry/Exit Registration System (NSEERS) and the United States Visitor and Immigrant Status Indicator Technology (US-VISIT) system. Prior to 9/11, none of these systems were in place to help authorities accurately monitor the immigration status of foreign students and other visitors to this country. In FY06, ICE referred more than



6,000 compliance enforcement investigations to ICE field offices, resulting in more than 1,700 arrests.

In an effort to further compliance enforcement, ICE's Student and Exchange Visitor Program (SEVP) acts as the liaison for varied government organizations with an interest in information on foreign students and exchange visitors. SEVP uses SEVIS to monitor and manage information on schools and program sponsors, foreign students, exchange visitors and their dependents throughout the duration of approved participation within the U.S. education system.

SEVP collects, maintains and provides the information so that only legitimate foreign students or exchange visitors gain entry into the U.S. The result is an easily accessible information system that provides timely information to ICE, Customs and Border Protection (CBP), USCIS and the Department of State (DOS).

Today, 10,149 schools and exchange visitor program sponsors are approved to participate in the SEVIS program. This reflects a 28 percent increase from the previous year. As of September 1,

2006, there were more than 853,200 students and exchange visitors studying in the United States. SEVIS also maintains records on more than 116,800 dependents of these students and exchange visitors.

In addition to the information entered by schools and sponsors, SEVIS receives updates from other systems such as port of entry information from the CBP Arrival and Departure Information System. With this information, insti-

tutions are notified of a non-immigrant's entry. If a student enters the country and fails to enroll at the school, the student's record will be terminated in SEVIS, which, in turn, will trigger further investigation from ICE's Office of Investigations. This was the case in July 2006, when 11 Egyptian students entered the United States and failed to appear for a scheduled academic program at Montana State University. During the two-week nationwide recovery effort, ICE agents tracked the Egyptian students to California, Virginia, Iowa, Maryland, Illinois, New Jersey and Minnesota.

To ensure that student visa violators are tracked and properly followed, ICE has undertaken a number of initiatives to target those who violate the terms of their visas. For example, in the summer of 2006, ICE instituted Operation Summer Break, to ensure that students who had their status terminated had in fact left the country. This short-term initiative resulted in 750 compliance enforcement investigations and the arrest of 326 nonimmigrant status violators.

SEVP continues to partner with stakeholders in the educational community in efforts to proactively solicit feedback and suggestions on ways to improve SEVIS. SEVP also uses these opportunities to update the community on current and future program initiatives.



ICE collects, maintains and provides information so that only legitimate foreign students or exchange visitors gain entry to the United States.

During 2006, SEVP participated in 39 conferences and meetings with the educational community. This included attendance at five national conferences, 11 regional conferences, 10 state conferences, four local town hall meetings and nine teleseminars. SEVP estimates that its audience for these events totaled 12,835 individuals.

Strengthening Financial and Trade Investigations

ICE aggressively identifies, investigates and dismantles criminal and terrorist organizations involved in the laundering of illicit funds. In order to conduct these investigations, ICE capitalizes on its unique customs and immigration expertise to pursue the financial components that criminal organizations use to earn, move and store their illicit funding. In FY06, ICE initiated 3,978 financial investigations, which resulted in the seizure of approximately \$137,077,749 in currency and monetary instruments, arrests of 1,262 subjects, 936 indictments and 940 convictions.

ICE continues to pursue the Cornerstone Initiative, an outreach and financial industry partnership designed to identify vulnerabilities exploited by terrorist and other criminal organizations. During 2006, Cornerstone agents conducted more than 900 outreach presentations to more than 21,000 participants.

Forming International Partnerships to Target Money Laundering

In addition, Bulk Cash Smuggling (BCS) training has been developed for law enforcement officials in 28 countries. BCS is a major avenue of money laundering. To combat this threat, since October 2005, ICE has expanded its successful Operation Firewall to combat the physical transportation of bulk currency derived from illegal activity from Mexico. Firewall operations took place in 28 U.S. cities and in Mexico City and Manzanillo, Mexico; Panama City, Panama; and Quito, Ecuador. As of September 30, 2006, Firewall Operations in FY06 had resulted in the seizure of more than \$43 million in cash and negotiable instruments and the arrest of more than 117 suspects.

ICE capitalizes on its unique customs and immigration expertise to pursue the financial components that criminal organizations use to earn, move and store their illicit funding.



In May 2004, ICE established the Trade Transparency Unit (TTU) to foster cooperation and share trade data with other nations. The TTU utilizes information-sharing agreements with foreign governments to exchange appropriate trade data in order to identify anomalies that could be indicative of trade-based money laundering. In FY06, ICE secured funding and developed agreements for the establishment of TTUs in Paraguay, Brazil and Argentina. As an example, a joint investigation between ICE and the Brazilian Customs and Tax



Authority (SRF) investigating Marco Antonio Mansur-Filho, and his Brazilian firm Mercotec, detected anomalies in Mercotec's import declarations of high value merchandise from the United States. Mansur-Filho and Mercotec were suspected of undervaluing the imports to evade Brazilian customs duties. The SRF estimates the loss in revenue to Brazil, which occurred between 2001 and 2006, exceeded \$200 million. On August 16, 2006, the Brazilian Federal Police executed 238 search warrants and 128 arrest warrants in ten Brazilian states. ICE simultaneously conducted searches at two warehouses and one residence, seizing approximately \$1,000,000 in goods slated for fraudulent export and arrested two suspects.

Sharing and Analyzing Financial Information

In May 2006, ICE negotiated a bulk data transfer memorandum of understanding with the Financial Crimes Enforcement Network (FinCEN). This agreement allows ICE to receive complete downloads of financial Bank Secrecy Act information directly from FinCEN. This data is incorporated into the Data Analysis and Research for Trade Transparency System, which, through the process of international trade discrepancy analysis, unit price analysis and financial record exploitation, allows the TTU to conduct simultaneous examination of U.S. and foreign trade data to identify transnational financial crimes.

Combating Intellectual Property Rights Violations

In FY06, ICE conducted successful operations that included: the Los Angeles investigation of more than 1,000 shipments of Chinese-made wearing apparel and seizure of \$22.4 million in merchandise and proceeds; the San Diego investigation of a U.S.-based Internet pharmaceutical sales conspiracy responsible for the sale of more than \$250 million in illicit pharmaceuticals; and the discovery in Arizona of one of the largest counterfeit merchandise smuggling schemes uncovered in recent U.S.

history. In that case, six persons, including two U.S. citizens and four foreign nationals, were indicted for conspiring to smuggle millions of dollars worth of phony merchandise, including Nike Air Jordan athletic shoes, from China into the United States. To date, approximately 135,000 pairs of counterfeit Nike Air Jordan athletic shoes with a retail value of more than \$16 million have been seized and an additional 82 forty-foot shipping containers have been identified as containing counterfeit goods.



On another front, ICE was instrumental in coordinating two joint transnational Intellectual Property Rights (IPR) investigations with the People's Republic of China, and has fostered the continued cooperative relationship in concert with the ICE Office of International Affairs and the U.S./China Joint Liaison IPR Working Group. In FY06, ICE IPR investigations resulted in 219 arrests, 134 indictments, and 170 convictions. These figures show a significant increase over IPR enforcement results from FY05.

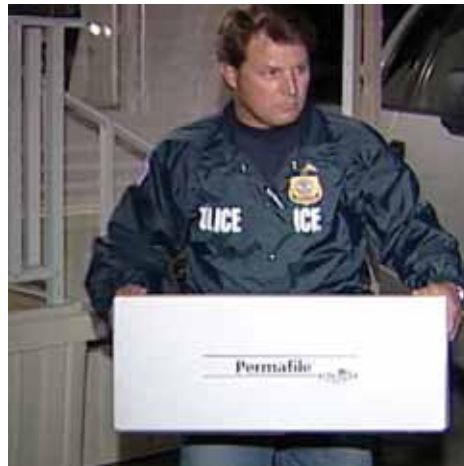
ICE has developed a full range of methodologies to confront human smuggling and trafficking at every point.

Attacking Smuggling and Trafficking Groups

Foreign-based smuggling groups pose potential threats to our national security. In June 2006, ICE and the Department of Justice launched the Extraterritorial Criminal Travel Strike Force (ECT) designed to attack foreign-based human smuggling networks engaged in the movement of special-interest aliens. As part of this

initiative, ICE offices in Philadelphia, Newark, Detroit and San Juan were assigned targets identified as members of criminal travel networks of significant national concern. Initially the ECT Strike Force is focusing on targets in the Dominican Republic, Guatemala, Ecuador and El Salvador. These four offices have defined their investigative strategies and are in the preliminary stages of investigating nine targets of special interest.

Men, women and children are trafficked into the international sex trade and into forced labor situations throughout the world. Many of these victims are lured from their homes with promises of well-paying jobs. Instead, they are forced or coerced into prostitution, domestic servitude, farm or factory labor or other types of forced labor. ICE is utilizing all its authorities, including customs and immigration authorities and resources both domestically and internationally, to decrease and eventually eliminate the capability of international criminal organizations that engage in human trafficking. ICE has developed a full range of investigation and enforcement methodologies to confront the problem at every point—in source and transit countries; at our borders and ports; and within our nation's interior. In U. S. embassies throughout the world, ICE attachés work with their counterparts in foreign



law enforcement to better coordinate investigations, enhance communication, and to follow the money and seize millions of dollars in profits from these organizations. ICE is also integrating its intelligence and enforcement efforts and mobilizing other governments and international organizations in the fight against human smuggling and trafficking. In FY06, ICE initiated 299 human trafficking investigations that resulted in 184 arrests.

Border Enforcement Security Task Forces

In response to the increased threat posed by cross-border smuggling and trafficking organizations operating along our nation's international borders, ICE, in partnership with federal, state and local law enforcement officials have implemented the Border Enforcement Security Task Force (BEST) concept. In addition to ICE, these task forces include members from other DHS law enforcement components including U.S. Customs and Border Protection;



the Drug Enforcement Administration; the Bureau of Alcohol, Tobacco, Firearms and Explosives; the Federal Bureau of Investigation; the U.S. Marshals Service; the U.S. Attorney's Office; and state, county and local law enforcement agencies. Law enforcement agencies coordinate intelligence sharing and investigative leads with representatives from the government of Mexico. Each task force incorporates a local intelligence group consisting of personnel from participating law enforcement agencies.

The task forces are charged with sharing information, developing priority targets and executing coordinated law enforcement operations designed to enhance border security, including interior enforcement efforts. A key element is the coordination between U.S. investigators and law enforcement agencies in Mexico, which improves the ability of both governments to attack organizations in a more coordinated effort on both sides of the border. The BEST concept is based upon identifying a specific existing problem and establishing a task force to combat and eliminate that threat. The task forces are fluid and will be implemented in geographic areas where cross-border threats exist.

Currently there are task forces in Laredo, Texas; Tucson, Arizona; and additional task forces are projected for the future. To date, the

two operational BESTs have made 79 arrests, and obtained 35 indictments and two convictions. In addition, the task forces have seized 25,025 pounds of marijuana, 397 pounds of cocaine, \$6,529,145 in U.S. currency, 37 vehicles, 125 weapons, 10 explosives and two real properties.

Targeting Transnational Gangs

ICE continues to make significant strides to eliminate the public safety threat posed by transnational gang members.

Operation Community Shield continues to make significant strides to eliminate the public safety threat posed by transnational gang members, many of whom are foreign born. In FY06, Operation Community Shield's efforts resulted in the arrest of 2,294 gang members, of which 1,073 had convictions for violent crimes such as murder, rape, robbery and assault. Since the inception of Operation Community Shield, approximately 3,700 transnational gang members have been arrested.

Dismantling Drug Trafficking Organizations

In FY06, ICE accomplished much in terms of its goal to dismantle several drug trafficking organizations. In September 2006, as a result of a 15-year ICE-led drug smuggling investigation, Miguel and Gilberto Rodriguez-Orejuela pled guilty to drug charges. These brothers ran the infamous Cali Cartel in Colombia that controlled upwards of 80 percent of the smuggling and distribution of cocaine worldwide for close to a decade. This ICE-led investigation, with assistance from the Drug Enforcement Administration (DEA) and Colombian authorities resulted in the indictment, arrest and/or conviction of roughly 141 members of Colombia's Cali drug



cartel, including cartel leaders and founders Miguel and Gilberto Rodriguez-Orejuela, as well as many international and domestic cell managers for numerous countries and U.S. cities and six U.S. lawyers. In addition, more than 47,500 kilograms (more than 52 tons) of cocaine and \$15 million have been seized in the U.S. as part of the case. More than \$350 million in businesses, properties and other assets have been seized in other countries in connection with this case.

In FY06, an ICE-led drug smuggling investigation, with the assistance of the San Diego Border Tunnel Task Force, led to the discovery of a sophisticated cross-border tunnel in San Diego, California. Subsequent investigation revealed that the tunnel was the longest ever discovered under the southwest border, extending nearly half a mile from Mexico into the United States. Descending to a depth of 81 feet below ground, the tunnel was equipped with lighting, ventilation and cement flooring and was utilized to smuggle large quantities of drugs into the U.S. from Mexico.

In September 2006, an ICE drug smuggling investigation led to the extradition of Colombian fugitive Jhon Eidelber Cano-Correa, an accused drug trafficking and money-laundering kingpin from Colombia's Norte Valle Cartel. Previously, the Colombian National Police's "Jungla" unit, working with special agents from the ICE attaché office in Bogotá and the DEA, captured Cano-Correa in Colombia's Antioquia department after a brief firefight that left one Colombian official wounded. Cano-Correa is considered one of the most violent and dangerous members of Colombia's Norte Valle Cartel and a significant ICE criminal fugitive. In 2004, the U.S. State Department offered a reward of up to \$5 million for information leading to the arrest of Cano-Correa and four other Norte Valle Car-



tel fugitives. Cano-Correa is charged in a July 2004 indictment in the Eastern District of New York with drug and money laundering violations in connection with the Norte Valle Cartel. Indictments issued by the Eastern District of New York in 2003 and 2004 describe the Norte Valle Cartel as Colombia's largest and most feared drug organization. Between 1990 and 2004, the cartel allegedly exported more than 1.2 million pounds of cocaine worth more than \$10 billion to the U.S.

In FY06, an ICE-led investigation of a cross-border smuggling organization resulted in numerous seizures and arrests. Operation Frozen Timber, a joint ICE ASAC Blaine, U.S. Forest Service, CBP and the Royal Canadian Mounted Police (RCMP) Border Integrity Section investigation targeted various Canadian drug-smuggling organizations that were using helicopters to smuggle drugs, bulk cash and firearms into and out of Canada using operations based in National Forest lands in Canada and government-owned property

in Washington State. The operation has resulted in 42 arrests and 45 indictments, and seizures of 860 pounds of cocaine, 7,906 pounds of “BC Bud” marijuana, 24,000 tablets of ecstasy, a Cessna airplane, a helicopter and \$1,572,376 in U.S. currency.



Working with Law Enforcement Partners

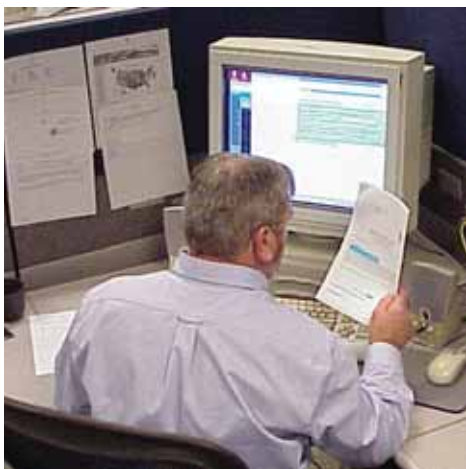
As the largest investigative arm of the Department of Homeland Security, ICE works closely with local, state and federal law enforcement agencies to share information and target immigration violators and absconders.

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With the training and certification provided under Section 287(g) of the Immigration and Nationality Act, state and local officers are authorized to detain and process illegal aliens who may pose a criminal threat to communities or a security threat to the United States. If in the course of their day-to-day duties a state or local law enforcement officer encounters an immigration status violator who may pose a threat, Section 287(g) authority allows an officer to question and detain the suspect if necessary. Currently, ICE is focusing 287(g) authority for use in state and local jails. This is one more tool that qualified officers can use to promote public safety, ensure officer safety and combat criminal activity. Since January 2006, ICE has trained 40 state and county law enforcement officers from four states. ICE is currently negotiating agreements with seven different entities, and has created a new Web site to provide additional information about the program and solicit interest and participation.

The Law Enforcement Support Center

In FY06, law enforcement technicians at the Law Enforcement Support Center (LESC) provided critical information to the nationwide law enforcement community in response to more than 661,448 electronic queries from federal, state, local and tribal officers seeking immigration status and identity information about foreign-born individuals arrested, in custody or under investigation. Through the LESL, ICE effectively used the force



multiplier effect of the FBI's National Crime Information Center (NCIC) database by adding 71,953 new immigration violator records to NCIC, bringing the total number of ICE records in NCIC to 214,616. The LESL provided ICE field components with timely leads and other information gathered from 119,840 telephone calls to the ICE toll-free tip line, 1-866-DHS-2-ICE (1-866-347-2423).

The Forensic Document Laboratory

The Forensic Document Laboratory (FDL) has maintained its accreditation through the American Association of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) and has undergone its five-year reaccreditation inspection. The FDL provides both forensic and operational services to ICE field agents and to other federal, state and local law enforcement agencies upon request. In FY06, the FDL received 4,771 examination requests and completed 4,147 cases. The FDL has increased its criminal caseload from 21 to 48 percent of the total submissions. The FDL Operations Section received 5,230 requests for real-time support from the field to assist in determining the validity of documents, provided fraudulent document recognition training to 2,891 students, and produced 42 Document Alerts, which were distributed to more than 800 law enforcement agencies worldwide.

ICE Cyber Crimes Center

In FY06, the ICE Cyber Crimes Center conducted significant investigations that included:

- On May 16, 2006, pursuant to an investigation by ICE agents in Cincinnati, Robert Elms, a former Catholic priest and school bus driver, was sentenced to 60 months in prison, a \$1,000 fine, and three years supervised release for possession of child pornography.
- On May 25, 2006, pursuant to an investigation by the ICE agents in Buffalo, James Sperduti, a former high school guidance counselor, was sentenced to 41 months in prison, a \$100 fine, and 3 years supervised release for possession of child pornography.
- On January 11, 2006, ICE agents arrested Anthony Mark Bianchi, a U.S. citizen, at his residence in Wildwood, New Jersey. Federal search warrants were executed on two properties owned by Bianchi as well as his vehicle. Also on this date, co-defendant Ion Gusin was arrested in Moldova by Moldovan authorities with the assistance of the ICE attaché in Vienna. Bianchi was charged with child sex tourism violations and

a six-count indictment was returned on January 12, 2006. Moldovan authorities charged Gusin with trafficking in persons violations. On May 4, 2006, Bianchi was charged in a superceding indictment with an additional eight counts of child sex tourism violations as a result of additional victims being identified. A Title III Order permitting interception of Bianchi's home telephone, was the first for a child sex tourism case.

ICE provided the law enforcement community with critical information on the identity and immigration status of foreign-born individuals arrested, in custody, or under investigation.



Intelligence Gathering and Analysis

In the post-9/11 security environment, countering terrorism through the use of intelligence has become the top national security priority for the United States. To address this concern, ICE reviews intelligence reporting daily as it pertains to homeland security, terrorist mobility and potential threats to national security.

In April 2006, ICE created the National Security Integration Center (NSIC), which partners investigators and intelligence analysts to “operationalize” intelligence reporting. ICE also established initial efforts to coordinate information sharing and/or joint programs with other law enforcement agencies and the intelligence community to appropriately utilize ICE resources in support of both the U.S. government’s global war on terror and homeland security responsibilities.

ICE intelligence analysts provide operational support to the NSIC by developing investigative leads through the exploitation of classified intelligence. The intelligence is coordinated within the Department of Homeland Security and shared with the intelligence community.

In FY06, ICE expanded its analytical capabilities in an effort to further produce actionable intelligence leads for ICE field investigators and to deepen ICE’s understanding of terrorist, gang and human smuggling networks. In FY06, ICE conducted research on approximately 8,327 individuals, which has resulted in 412 national security-related leads for ICE investigators.

Intelligence analysis was instrumental to a number of ICE operations in FY06.

Integrating Intelligence Analysis

In addition, intelligence analysis was instrumental to a number of ICE operations in FY06, including the scrutiny of foreign students who potentially pose a threat to national security and student visa violators illegally in the United States.

Through a newly implemented tracking system, ICE enhanced its ability to measure the extent to which leads from ICE intelligence sources resulted in formal investigative cases. According to this system, ICE intelligence leads led to the initiation of 288 formal investigative cases from May through September 2006. These cases resulted in more than 2,300 enforcement outcomes (arrests, indictments, convictions and seizures).

In order to prevent the illegal acquisition of U.S. munitions and controlled technology by foreign governments, ICE intelligence analysts exploit law enforcement and intelligence community



reporting pertaining to the unauthorized movement and procurement of critical technology; dual-use goods; chemical, biological, radioactive and nuclear weaponry; and unauthorized exports to sanctioned countries. In FY06, Arms and Strategic Technology Intelligence (ASTI) analysts produced more than 100 investigative leads, which contributed to or resulted in the initiation of approximately 27 ICE investigations. These leads were developed through a combination of ASTI initiatives and operations it supports.



Operation Watchtower is ICE's contribution to global maritime intelligence integration under the President's Maritime Domain Awareness initiative. To date, this commercial maritime intelligence initiative has resulted in the seizure of more than \$2 million in currency, more than 1,300 pounds of cocaine 1,800 pounds of marijuana, 3,550 pounds of khat, 16 other seizures and 60 arrests. Operation Watchtower has made major strides in interagency and international cooperation and collaboration with CBP, the U.S. Coast Guard and the U.S. Navy in seaports around the country, as well as Canadian law enforcement and border agency counterparts on both coasts and the Great Lakes.

ICE is also a member of the Commercial Maritime Intelligence Team (CMIT), a national security and counter-narcotics program that targets the maritime smuggling threat in the Great Lakes region. Working with the U.S. Coast Guard, ICE targets and obtains information on crew members and vessels operating in waters between the United States and Canada. In FY06, CMIT intelligence analysts have supported numerous investigations and operations, which led to the seizure of more than \$200,000 in U.S. currency, 46 kilograms of cocaine, 77 pounds of marijuana and six arrests.

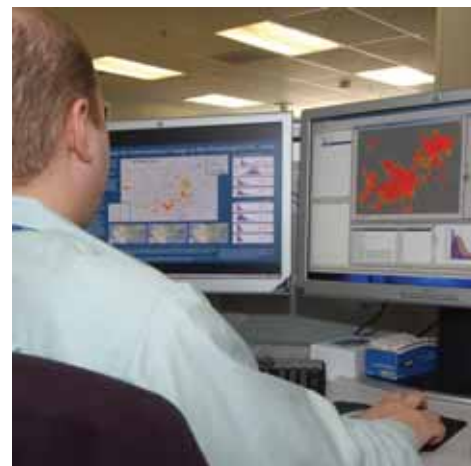
ICE analyzes travel anomalies discovered during the review of passport applications. During FY06, Operation Capistrano contributed to the seizure of over \$88,000, over 300 pounds of narcotics, the identification of 24 marriage fraud participants, two sexual predators, three passport fraud violators and the deportation of four individuals. This program is in the process of being expanded overseas.

Using Innovative Technology to Analyze Intelligence

ICE is currently working on a national initiative with the Department of Energy's Lawrence Livermore National Laboratory to develop the Proliferation Network (PRONET), which will provide a dynamic, near real-time analytical application of current intelligence targeting of international weapons of mass destruction procurement networks.

In addition, ICE is piloting document exploitation capability to electronically organize, translate, process and analyze information in virtually all formats and languages. This technology will also allow ICE to rapidly convert and collate disparate pieces of information into intelligence for law enforcement and ICE investigative action.

ICE is also piloting visually-based intelligence analysis. The Visual Perception and Discovery Pilot, sponsored by the Homeland Security Advanced Research Project Agency, leverages data and analytical support from other federal agencies such as the U.S. Geological Survey and National Geospatial Intelligence personnel. In FY06, ICE intelligence analysts piloted special visual analytical techniques using geographic information system software to forecast probable locations of gang activity.



ICE is using state-of-the-art technology to achieve visually-based intelligence analysis.

Expanded and Improved Litigation and Prosecution

More than 800 attorneys and support personnel comprise DHS's largest legal program, located in ICE. The Homeland Security Act's grant of authority to ICE allows the agency's legal staff to advise

ICE clients on immigration, customs, and other matters and to prosecute all removal cases brought against removable aliens by ICE, USCIS and CBP agents, officers and adjudicators. Much of ICE's legal work involves national security or criminal matters involving immigration or customs issues.

ICE attorneys were kept busy in immigration courtrooms four to five days a week during FY06, preparing 521,989 cases, creating 249,562 new case records, creating 205,300 new document records and recording 192,776 final removal orders.

Over the last five years, immigration court filings among the more than 200 immigration judges in 50 immigration courts have risen 31 percent, from more than 282,000 to almost 369,000. Aliens' appeals at the Board of Immigration Appeals in Washington, D.C., have risen 45 percent, from nearly 27,000 to nearly 39,000 appeals. Defensive immigration litigation in the federal district and appeals courts has increased exponentially. According to the Department of Justice, its federal court immigration caseload increased by 434 percent between FY97 and FY05, from about 3,200 cases to about 17,000 cases. Criminal immigration case filings are also up, from 2,145 cases in FY02 to 18,145 in 2005, a 746 percent



increase. ICE's attorneys, either as special assistant U.S. Attorneys or as agency subject matter experts, spend major portions of their time assisting the Department of Justice with these cases, in addition to prosecuting their own cases in the immigration courts and Board of Immigration Appeals.

ICE attorneys meet new challenges through strategic management, adoption of Lean Six Sigma as its business methodology, integrated immigration and customs law training and the spread of best

practices through strategic reviews of its offices. The Lean Six Sigma methodology provides a number of tools, statistical and otherwise, for examining business processes to make them more efficient and less costly. As managers are trained in these methodologies, they oversee working groups of attorneys from across the country assigned the task of evaluating processes to improve on inefficiencies. ICE utilizes shared management by having its leaders throughout the country contribute to building a national organization through participation in ICE's many process-improvement working groups. It also focuses on information technology and software enhancements.

As FY07 begins, ICE is looking ahead to a significant increase in funding that will improve its ratio of trial attorneys to immigration judges from 2:1 to 2.5:1. It has established a Protection Law Division to provide its trial attorneys and clients with guidance on asylum, withholding and torture convention issues. It cross-trained 100 immigration law attorneys to better serve cross-trained ICE agents on customs and immigration issues, greatly expanded its National Security Law Division and played critical roles in assisting ICE agents and officers with human smuggling and gang and child exploitation initiatives.

ICE dramatically accelerated the integration of its immigration and customs advisory functions, increasing the number of its trained customs law advisors from just 14 headquarters attorneys to 86 attorneys in 23 offices of chief counsel, supported by 12 customs law subject matter experts based at ICE's headquarters.

In the second quarter of calendar year 2006, ICE launched an initiative to ensure that ICE investigators are trained in significant changes in the law. Through this initiative, ICE is proactively pursuing the practice of preventive law, by keeping on the cutting edge of changes in the law and by giving ICE agents new legal tools to use in their investigations.

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Forging International Partnerships

Together with its international law enforcement partners, ICE conducted a number of high-profile transnational criminal investigations during FY06.

In January 2006, the ICE Attaché Bogotá assisted the Colombian authorities in the execution of 25 search warrants. A total of 20 suspects were arrested, including one Colombia immigration



inspector. Ten are currently pending extradition to the U.S. charged with providing material support to a designated foreign terrorist organization, Revolutionary Armed Forces of Colombia (FARC) and alien smuggling.

ICE agents in Toronto and Chicago launched Operation Wickerman, an international child exploitation “peer-to-peer” Internet investigation. To date, a total of 59 international arrests have been made, of which 24 were U.S. arrest warrants and 13 were “hands on” child molesters. Twenty-one minor children were saved.

Visa Security Program

ICE continues to expand the Visa Security Program (VSP), under which ICE deploys specially trained special agents to high-risk visa-issuing embassies and consulates to scrutinize visa applicants and prevent mala fide applicants from obtaining visas to travel to the United States. In FY06, ICE established four new locations in three countries and screened over 200,000 visa applicants, yielding law enforcement results including new terrorist watch listings, intelligence reports, the revocation of benefits and the initiation of investigations. The VSP provided law enforcement

support and training to consular officials and others, introduced the VSP to Department of State consular officers and delivered technical assistance to foreign law enforcement on best practices in the areas of border security, identity document controls and smuggling interdiction.

Training and Outreach to International Partners

ICE coordinates and hosts events for foreign leaders in law enforcement agencies in the U.S. to meet with their ICE counterparts. The program is designed to facilitate cooperation, exchange information and build professional relationships among foreign law enforcement agencies. During FY06, ICE coordinated 204 events involving 545 foreign visitors from 90 different countries.



ICE provides investigative training to foreign government officials and other customers in the international environment, and coordinates all ICE training internationally. Currently, ICE conducts training programs on financial crimes and bulk cash smuggling in 13 countries, including Iraq, and export enforcement in 14 countries. ICE also conducts training activities for the four International Law Enforcement Academy programs. In FY06, ICE conducted 24 training events and trained 1,171 foreign law enforcement officers.

In support of the inter-agency Terrorist Finance Working Group (TFWG), ICE and CBP developed a training program to counter the prolific use of cash couriers that support terrorist and other criminal organizations. Through the State Department, the TFWG has obtained funding for ICE to conduct this training for 28 countries in critical need of this capacity building. So far, this ICE-led training has been delivered to eight countries (the United Arab Emirates, Saudi Arabia, Peru, Kuwait, Philippines, Paraguay, Pakistan and Tanzania) with documented success, and plans are underway to provide this training in the remaining 20 countries during the next two fiscal years.

In a joint effort with the departments of State and Justice, the Global Trafficking in Persons Project was initiated to enhance host country capabilities to combat criminal organizations trafficking

ICE attachés work with international partners to combat smuggling and trafficking organizations and catch child predators.

in persons in Mexico, India and Brazil. The Office of International Affairs also selected and placed the ICE Mexico Project Coordinator onsite in Mexico City, conducted outreach to various Mexican state and federal law enforcement officials, and is currently developing intelligence and information for use in joint U.S.-Mexican investigations.

As a result of the crisis in Lebanon, the U.S. Government evacuated thousands of U.S. citizens and their families to camps in Cyprus and Turkey during the latter part of July 2006. The displaced evacuees were families comprised of American citizens, legal permanent residents and Lebanese citizens having ties to the U.S. In FY06, ICE adjudicated over 478 humanitarian parole requests, 200 of which were related to Lebanese citizens.

Security and Prosperity Partnership

On March 23, 2005, the United States, Canada and Mexico entered into an unprecedented trilateral Security and Prosperity Partnership (SPP) to establish a common strategy and promote economic growth, competitiveness and quality of life. The SPP was intended



to complement, rather than replace, existing bilateral and trilateral forums and working groups by enhancing and strengthening ongoing security efforts, giving existing efforts additional momentum and building upon the excellent, long-standing relations among our three countries.

Since its inception, the SPP has met key goals and initiatives that enhance the physical and economic security of North America. DHS selected ICE to lead the efforts of the U.S. agencies having a role in

the law enforcement goal of the SPP Detailed Security Action Plan. ICE was responsible for the completion of 12 goals under the SPP, approximately six more than other participating agencies.

One significant accomplishment under the partnership is the agreement between the United States and Mexico on interior repatriation procedures. The program began on July 7, 2006 with the first repatriation flight originating from Tucson, Arizona to Mexico City, Mexico. Members of the SPP team hosted a signing ceremony to highlight the negotiation and signing of local repatriation agreements that provide a uniform agreement between local offices of the government of the United States and the government of Mexico for the safe and humane repatriation of Mexican nationals.

Protecting Federal Facilities

Through its Federal Protective Service (FPS), ICE is responsible for securing, policing and ensuring a safe environment in which federal agencies can conduct their business. ICE does this by providing risk assessment and threat analysis services related to facilities secu-



rity, and by investigating and responding to threats posed against the more than 8,800 federal facilities nationwide.

ICE's work focuses directly on the interior security of the nation and the reduction of crimes and potential threats to federal facilities throughout the nation. All federal facilities under ICE control receive a thorough building security assessment on a recurring schedule. During this assessment, representatives of all agencies in the facility are interviewed to gather information on the specific mission they perform within the facility. Intelligence and crime sta-

tistics for the area and existing security countermeasures are reviewed. This allows for tailored security for each individual facility versus a one-size-fits-all approach. Uniformed ICE officers and special agents respond to calls for assistance and conduct investigations and provide crime prevention tips, as well as assist in occupant emergency planning.

Throughout the year ICE maintained its increased operational tempo established in recent years with respect to arrests, seizure of prohibited items, completion of building

security assessments and contractor security clearance adjudications. In addition, the program negotiated and obtained signature on a new operating memorandum of agreement with the General Services Administration establishing security responsibilities, funding and billing issues and management of the contractor background clearance process.

In 2006, ICE played a key role in security operations for the trial

and sentencing of convicted 9/11 conspirator Zacharias Mousaoui. ICE FPS officers coordinated the interagency operations center and worked closely with federal, state and local law enforcement and security partners, to provide perimeter protection and first response for the AV Bryan Courthouse.

In FY06, ICE officers were responsible for 6,319 arrests and citations and prevented 870,769 items from entering buildings. In addition, in FY06, ICE completed 2,480 building security assessments, and processed 37,218 adjudications associated with security clearances for General Services Administration and ICE contractors. In FY06, ICE received 1,452 reports of threats against government employees. These threats were received through a variety of means, such as verbal, telephonic and written. Of these reports, 590 investigations were initiated, with 159 cases presented for prosecution.

Hurricane Katrina Response

ICE began FY06 fully engaged in the response and recovery operations associated with the effects of Hurricane Katrina. ICE's FPS exercised its traditional response role supporting Federal Emergency Management Agency (FEMA) components, as well as its responsibilities as specified in the National Response Plan.



ICE played a key role in security operations for the trial and sentencing of convicted 9/11 conspirator Zacharias Moussaoui.

ICE FPS performed security and law enforcement duties in support of FEMA operations in Mississippi, Louisiana and Texas. In addition, ICE FPS performed law enforcement functions including patrol operations in the city of New Orleans and at the Port of New Orleans. ICE FPS conducted numerous security escorts for a variety of government and public officials in the Hurricane Katrina operations area. These escorts were provided to ensure safety and to facilitate their ability to tour the disaster zone.

ICE FPS initiated Operation SAFE CAMP in an effort to secure the FEMA base camps established for the purpose of providing housing for displaced residents, contract workers and volunteer groups. Operation SAFE CAMP involved 100 percent vehicle, bag and personnel inspections upon entry into and exit from the base camps. This operation resulted in a significant number of arrests for weapons, drugs and alcohol.



ICE FPS officers and agents responded to thousands of calls for law enforcement service, making more than 120 arrests, investigating 165 threats, 88 illegal drug-related incidents and providing 176 law enforcement escorts to FEMA. ICE FPS special agents conducted more than 80 criminal investigations and referred six fraud investigations to the DHS Office of Inspector General. ICE FPS officers logged more than 65,000 patrol hours in New Orleans, with 39,000 in Baton Rouge and 12,000 in Lafayette. ICE FPS MegaCenters conducted more than 25,000 National Crime Information Center checks on applicants of the FEMA Temporary Hire program.

ICE FPS officers and agents responded to thousands of calls for law enforcement service.

Critical Infrastructure Protection

The National Infrastructure Protection Plan (NIPP) sets forth a comprehensive risk management framework and clearly defines critical infrastructure protection roles and responsibilities. The NIPP provides the coordinated approach that will be used to establish national priorities regarding goals and requirements for infrastructure protection so that funding and resources are applied in the most effective manner.

One of 17 critical infrastructures and key resources sectors is the government facilities sector. This sector includes a wide variety of

buildings, owned or leased by federal, state, local or tribal governments, located domestically and overseas. The sector's portfolio includes general use office buildings and special use military installations, embassies, courthouses, national laboratories, structures that may house critical equipment and systems, networks and functions and associated land. Many government facilities support essential government functions and services. Ensuring the continuity of these functions and services through protection of the associated assets is an important responsibility for this sector.

In FY06, ICE began working with its partners to develop a sector-specific plan to coordinate the effort to identify, assess and enhance the protection of nationally critical government facilities.

Explosive Detector Dog Program

ICE uses Explosive Detector Dog (EDD) Teams to protect life and property by providing a strong visible and psychological deterrence against criminal and terrorist acts. Currently the program has more than 60 teams nationwide.

The EDD Teams conduct routine explosive searches of office areas, vehicles, materials, packages and persons housed in federally



owned or leased facilities. The EDD Teams respond to bomb threats and suspicious packages or items and are used to assist in clearing identified areas.

The teams are deployed in their area of assignment, as well as special events with a nexus to or direct effect on federal property such as increases in the threat alert levels, presidential nominating conventions, international summits, presidential inaugurations and other similar proceedings.

In 2006, 15 teams added to their expertise by receiving training on detection of peroxide-based explosives, a weapon that has become more widely used by terrorists around the world.

Contract Security Guard Program

The contract security guard (CSG) is an integral part of the ICE security program that protects federal facilities nationwide. To accomplish the mission, the ICE CSG program currently deploys more than 13,000 CSGs as the single most prevalent and effective countermeasure, and the first line of defense at federally-owned and -leased facilities. Through effective deployment of CSGs, ICE has a higher probability of deterring, detecting and delaying criminal activity.

After a significant event or incident, ICE assesses the effectiveness of the response and identifies lessons learned.

Response to Critical Incidents

In FY06, ICE enhanced its ability to coordinate and oversee ICE operations that support the prevention, preparedness, response and recovery plans for critical and significant incidents. These can include terrorist attacks, natural disasters, man-made or accidental disasters and other national emergencies or incidents of national significance. After a significant event or incident, ICE assesses the effectiveness of the response and identifies lessons learned. These lessons and recommendations for improving incident response procedures are then shared with all ICE programs and offices.



Using the sustainable framework of the National Response Plan, National Incidence Management System and Incident Command System, and under the guidance of Homeland Security Presidential Directive 5, ICE responds efficiently and in a coordinated manner to significant national incidents.

ICE's successful response to Hurricane Katrina in 2005 will be the framework for ICE planning and preparedness to respond to unexpected contingencies, such as a future avian influenza (AI) or pandemic influenza (PI) event, through numerous programs, projects and working groups.

ICE is a member of more than 20 AI/PI governmental working groups involving numerous departments and agencies to ensure cooperation and coordination in the development of policies, plans and strategies. ICE has procured initial nationwide personal protective equipment stockpiles and is working closely with DHS to obtain additional supplies to ensure that ICE employees are able to safely respond and support our nation. ICE conducted a senior leadership tabletop exercise and participated in other



AI/PI exercises to identify strengths and weaknesses for future planning. ICE is developing a tabletop exercise for the field to utilize in order to evaluate their capabilities and prepare for the future. ICE will continue to dedicate significant resources to these top priorities of DHS for emergency planning preparedness and response and recovery.

Management



Ensuring Financial Integrity and Accountability

Fiscal Year 2006 (FY06) was a year of many “firsts” for ICE in the financial management arena. It marked the first time in the agency’s history when a full complement of ICE senior executives was in place, including the appointments of the agency’s first

permanent chief financial officer (CFO), director of acquisition management, director of budget and program performance, and director of financial management. This team is aggressively implementing necessary improvements to address existing financial weaknesses. Some of the efforts in progress include: consolidating payments and receivables to provide stronger oversight of those functions; conducting a review of ICE financial policies and procedures; making improvements to, and providing training on, financial systems; implementing an automated asset manage-

ment system; publishing contract and acquisition procedures; and implementing the DHS integrated procurement system.

ICE provides financial services to multiple entities within DHS, including U.S. Citizenship and Immigration Services (USCIS), DHS Headquarters, Science and Technology Directorate, Preparedness Directorate and the United States Visitor and Immigrant Status Indicator Technology (US-VISIT) system.



To ensure effective and efficient financial management services for its customers, ICE developed a business plan imbued with openness, transparency and shared accountability.

A carefully honed, multiyear Financial Action Plan (FAP) was initiated in FY06 to cultivate a climate of corporate accountability and business process integrity at ICE. The FAP is a forthright articulation of the root causes of financial management problems at ICE and the actions necessary to remedy them. It focuses on reportable conditions that are considered to be material weaknesses for ICE, and a detailed project plan has been developed for these conditions that will serve as the road map to guide and measure progress over the next three years.

Overall, the ICE vision for financial management is to create an environment that enables the agency to become a center of financial excellence. Much progress has been made in FY06 toward the realization of this vision, and the goals and milestones articulated in the FAP will ensure that ICE continues to achieve high financial management standards that could serve as a model for other federal agencies.

Goals under the FAP are to make measurable, demonstrable and sustainable progress in the following areas:

- to provide greater visibility into and use of ICE financial information through timely, accurate and useful financial-related data;

ICE is working to provide an array of technology to better support law enforcement.

- to provide reasonable assurance about ICE internal controls over financial reporting via a sound internal controls program;
- to improve systems and processes that will contribute to sustainable clean audit opinions for the department;
- to provide efficient financial management services; and
- to achieve high financial management standards.

ICE has built a solid foundation in FY06 upon which to continue building financial management success. The goals and milestones in the FAP will serve the agency well in its financial management transformation.

Leveraging Information Technology to Support the Agency's Mission

ICE has taken on one of its major challenges in harmonizing the immigration and customs missions—that of consolidating the information technology (IT) that supports ICE's law enforcement capability.



With the infrastructure upgrade underway, ICE is building toward a more comprehensive solution—a multiyear ICE automation modernization strategy and plan called Atlas. Under Atlas, ICE's comprehensive IT plan includes building a common computing environment, high-level statistics reporting capability, application testing, consolidation of DHS data resources, information quality assurance, application of sound program management practices and tactical communications upgrades.

In FY06, ICE made significant strides in building a common e-mail platform from four disparate legacy e-mail systems. This common e-mail platform has greatly enhanced enterprise communication, coordination and efficiency. Building on the new IT infrastructure, ICE is working toward a consolidated enforcement environment that provides an array of technology to better support law enforcement across ICE, DHS and the federal law enforcement community with the addition of state-of-the-art hand-held devices and real-time information sharing capability.

ICE has also automated several mission applications that will result in significant reduction in manual workload for officers, agents and legal staff in the field, and will directly support integrated immigration and customs operations.

Interfaces were created for the sharing of data between the legacy Customs Service case management system and legacy Immigration and Naturalization Service booking and detention applications, to support integrated immigration and customs enforcement and improved data quality interfaces for sharing information with other DHS and local law enforcement entities.

ICE has been designated as steward for coordinating the DHS Case Management Strategy. As steward, ICE will be responsible for aligning DHS case management activities with the Office of Management and Budget, and the Department of Justice, which is the designated lead agency for the Case Management e-Government Line of Business.



ICE's movement toward a paperless, efficient system of managing its legal caseload is producing dramatic results. ICE continues to develop a case and document management system called GEMS or General Counsel Electronic Management System. New mobility software will enable ICE's attorneys to load their case information and related documents onto laptops to take with them into court, giving them the ability to capture their notes and results of the proceedings in real time and as a platform for the eventual roll-out of digital case files. Very soon, ICE will also add performance management software to provide ICE staff with daily updates on initiatives, organizational performance and strategic progress.

Until this year, records in the National Crime Information Center (NCIC), a nationwide law enforcement consortium, were entered manually. ICE Law Enforcement Support Center (LESC) personnel have developed IT solutions to facilitate entry of alien absconder records into this system, and now utilize an electronic entry process that produces several hundred new entries per day and several thousand entries per month. Specifically, ICE personnel are now extracting biographical information from alien files and

ICE's movement toward a paperless, efficient system of managing its legal caseload is producing dramatic results.

entering it into NCIC in an electronic process. A quality assurance team verifies that the information entered is correct and in compliance with NCIC mandates.

DHS and outside agency databases hold millions of records that could be valuable to ICE national security investigations. To reduce the time and complexity associated with analyzing this data, ICE implemented the ICE Pattern Analysis and Information Collection Tool (ICEPIC), which produces timely, actionable leads on persons of national security interest for field investigation. As ICEPIC moved into its second phase of implementation through deployment to ICE field offices, utilization of this program has increased significantly. Since January 2006, ICEPIC has received 48,409 requests for analysis from the Law Enforcement Support Center, Customs and Border Protection (CBP), other ICE and DHS components and external agencies.

Training and Developing the ICE Workforce

ICE leverages human resources programs and activities throughout the organization to ensure that each ICE office is equipped to successfully accomplish its critical missions.



In FY06, ICE hired more than 1,400 additional personnel in key occupations such as criminal investigators, immigration enforcement agents, deportation officers and attorneys. ICE streamlined its human resource operations to enhance service to all personnel and support ICE's mission.

ICE piloted DHS's new performance management system, Max^{HR}. The first phase of this new system outlines performance management initiatives for all ICE managers and supervisors. This included

facilitating goal alignment and development sessions with each ICE program office thereby establishing performance criteria and overseeing training efforts for all ICE supervisors and managers, in preparation for the new performance management system rollout.

ICE ensures that all ICE personnel are properly trained and equipped with the knowledge, skills and abilities to conduct their assigned tasks in support of the ICE national security and law enforcement mission. ICE training serves as a catalyst for continuous improvement within ICE. By maintaining and expanding the skills and expertise of all ICE employees, ICE helps to prevent terrorist attacks, reduce vulnerabilities and create future leaders.

ICE has continued to strengthen training capacity, resources, and support systems to improve employee performance, providing leadership development for all employees by ensuring that high-quality training, career development and educational opportunities are available. The agency launched a secure employee Web site to facilitate agency cultural integration through unified training resources.



ICE also re-established the Tuition Assistance Program and hundreds of employees nationwide have been approved for reimbursement of up to \$2,000 each for after-work educational programs that enhance their contribution to ICE. ICE initiated the Management Development Program (MDP) and brought more than 20 high-achieving employees to Washington for one-year details. The MDP cadre was placed in rotational assignments outside the

home program and each individual took part in tailored group training sessions focused on DHS core competencies. The inaugural MDP class graduates in December 2006 and the second group will begin their year of training and developmental assignments in January 2007.

The ICE Leadership Development Center (LDC), located in Dallas, Texas, conducted a variety of training classes for supervisors and managers. These included the two-week Supervisory Leadership



Training (SLT) course, aspiring leader training, executive leadership and new leader courses, as well as situational leadership for law enforcement officers. ICE also increased the number of competitive training opportunities at the Federal Executive Institute run by the Office of Personnel Management, the Coast Guard's Executive Development Program and the Army War College for selected senior managers. In August 2006, the LDC built a state-of-the-art

computer laboratory. This 24-station computer facility allows ICE programs to provide critical national systems training on various enforcement databases.

Maintaining and expanding the skills and expertise of all employees helps ICE prevent terrorist attacks, reduce vulnerabilities and create future leaders.

The ICE Academy at Brunswick, Georgia, provided support services to 5,362 students in basic, advanced and specialized law enforcement classes. A small legal division, staffed with attorneys, was also created at the ICE Academy in 2006 to deliver law classes to all ICE students.

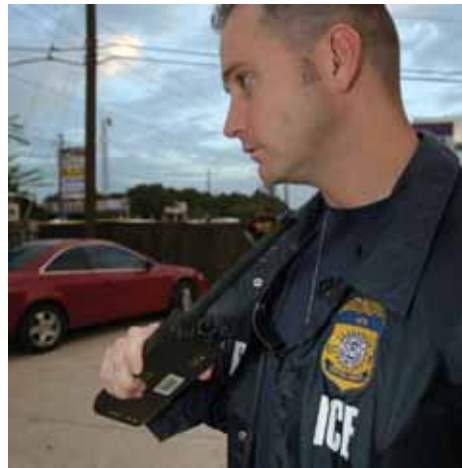
In FY06, ICE created a Training Review Board, which established criteria for mandatory basic training for law enforcement officers, established a rotational policy for law enforcement instructors assigned to the ICE Academy and a policy requiring that all ICE supervisors attend the supervisory leadership training program at the LDC.

ICE has partnered with other ICE programs and federal agencies to develop specialized training courses, such as Expedited Removal of Aliens, Terrorism and Fraudulent Documents, Pandemic Influenza, Arab-Muslim Cultural Awareness, National Detention Standards, ICE Integrity Awareness Program and a new ICE Human Intelligence Training (ICE HIT) course. Courses are both classroom- and Web-based.

Enhancing Oversight and Integrity

Another important facet of agency training is maintaining the highest of ethical standards. In July 2006, ICE announced the Integrity Awareness Program, a mandatory training course developed to ensure that these standards are practiced by all ICE employees.

Combating internal corruption is essential to securing our borders. ICE conducts all criminal and serious misconduct investigations involving ICE and CBP employees declined for investigation by the DHS Inspector General. This heavy workload required adequate resources and additional attention. In FY06, ICE increased staffing of its Office of Professional Responsibility by one-third and dedicated a surge team to expedite the review of existing cases.



In addition to maintaining integrity within the agency, ICE must ensure the well-being of thousands of aliens in ICE custody at facilities around the country at all times. ICE is supplementing its review of detention facilities by adding staff members to the ICE Management Inspection Unit. These employees will provide enhanced oversight of detention facilities to ensure that detention standards are met. The unit will also facilitate examinations being conducted by members of the DHS Office of Civil Rights and Civil Liberties. In addition, ICE has also developed a mandatory electronic training program to ensure that all ICE employees understand their obligation under the detention standards.

ICE promotes an environment that respects, values and treats all employees fairly in support of organizational excellence.

Promoting Equal Employment Opportunity

ICE promotes an environment that respects, values and treats all employees fairly in support of organizational excellence by ensuring equal opportunity and access to all employment opportunities and programs. In FY06, ICE established several new programs to

prevent and eliminate discrimination and ensure fair competition regardless of race, age, sex, color, religion, national origin or physical/mental disability.

The Complaint Program is designed to provide employees and applicants with a fair and efficient avenue to address workplace disputes. The primary goal is to resolve workplace conflict through the Alternative Dispute Resolution (ADR) program. ADR is administered to resolve Equal Employment Opportunity (EEO) discrimination complaints during both the pre-complaint and the formal complaint process.

In FY06, ICE has launched a new complaint program management system and has reduced the time needed to prepare final decisions regarding complaints. ICE has launched both a new system to track ADR compliance and a new pre-mediation program to prepare participants for a successful mediation.

ICE has also developed a diversity policy that works to ensure the full utilization of all employees by providing training, workplace interventions, community outreach and awareness and targeted recruitment.



Innovation, Collaboration and Excellence

At the forefront of the agency's initiatives during FY06 and continuing into the years to come, ICE management is committed to providing the tools and training so that employees will excel in their work and continue to develop and grow as professionals.

ICE has undertaken an extensive study into the competency skill sets needed by all employees. ICE employees were asked what it

takes to do their jobs and this information will be the foundation of the future of ICE in recruitment, hiring and development of all employees.

The successes ICE has achieved have been partly the result of the continuous evolution of the organization and the components that comprise it. Adjustments have been made over time—in leadership, structure and process—and those adjustments have created an organization that is prepared to achieve its mission. Business processes and policies will continue to form the foundation to support a robust and healthy organizational culture in ICE.

ICE's human capital system will be one that selects, rewards, trains and develops based on behaviors that support the vision and ICE culture of innovation, collaboration and excellence. A strong emphasis on performance metrics was instilled throughout the organization to ensure that they were performing in a consistent manner.



Upon joining ICE, Assistant Secretary Julie L. Myers recognized ongoing challenges to improving agency culture and morale. To address these lingering matters, Assistant Secretary Myers issued a concrete list of agency priorities and initiated a listening and learning tour to meet with ICE field employees. ICE made a number of specific changes based on issues identified by the field, including improving agent field rotation and streamlined hiring procedures.

This emphasis on sound business practices, building human capital and merging its powerful authorities will ensure a robust and healthy organizational culture within ICE.



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