



U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT

**1ST QUARTERLY STATUS REPORT
(APRIL-JUNE 2008)**

FOR

SECURE COMMUNITIES:

A COMPREHENSIVE PLAN TO IDENTIFY AND REMOVE CRIMINAL ALIENS

AUGUST 2008

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1.0 EXECUTIVE SUMMARY

Congress provided the U.S. Department of Homeland Security (DHS), Immigration and Customs Enforcement (ICE) with \$200 million in FY 2008 to “improve and modernize efforts to identify aliens convicted of a crime, sentenced to imprisonment, and who may be deportable, and remove them from the United States once they are judged deportable.” Before the funds could be expended, Congress asked for a plan to modernize the policies and technologies used to identify and remove aliens, that:

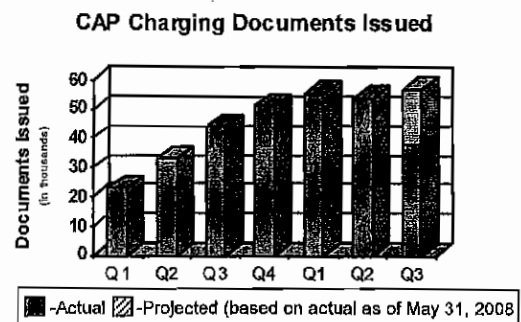
- Presents a strategy for ICE to identify every criminal alien at the prison, jail, or correctional facility in which they are held;
- Establishes the process ICE in conjunction with DOJ will use to make every reasonable effort to remove, upon their release from custody, all criminal aliens judged deportable;
- Presents a methodology ICE will use to identify and prioritize for removal criminal aliens convicted of a crime; and
- Defines associated activities, milestones, resources, and performance measurements.

On April 7, 2008, ICE submitted a final plan, Secure Communities: A Comprehensive Plan to Identify and Remove Criminal Aliens (SC/CIRCA), to Congress. SC/CIRCA sets out a comprehensive plan to improve community safety by transforming the way the federal government cooperates with state and local law enforcement agencies to identify, detain, and remove all criminal aliens held in custody. Once implemented, SC/CIRCA will revolutionize immigration enforcement by using technology to share information between law enforcement agencies, and by applying risk-based methodologies to focus resources on assisting all local communities in the removal of those criminal aliens representing the greatest threat to community safety.

Since ICE published the SC/CIRCA Plan, ICE has established an SC/CIRCA Program Management Office (PMO) reporting directly to the Deputy Assistant Secretary – Operations. SC/CIRCA leadership has begun aligning operations with the vision outlined in the SC/CIRCA Strategic Plan as ICE and its law enforcement partners continue to make progress toward fulfilling the program’s strategic goals:

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

The current ICE model for identifying criminal aliens established under the Criminal Alien Program (CAP) continues to demonstrate strong results, with ICE estimating that CAP teams will identify and issue charging documents on over 200,000 criminal aliens in FY 2008. This identification level represents a greater than 33% increase in CAP criminal alien charging documents issued as compared to FY 2007. As the results show, ICE’s CAP model continues to offer a sound method to identify individual criminal



aliens within large, concentrated criminal alien population centers.

ICE has recognized for some time that using the existing CAP model alone would be expensive and slow to scale to nationwide identification of all criminal aliens, especially when adding coverage to areas where the number of criminal aliens are small and dispersed. Therefore, to complement CAP operations, ICE has been working with nationwide law enforcement partners and particularly with the FBI's Criminal Justice Information Services Division (CJIS) to better combine resources and share information through technology to achieve full nationwide identification of criminal aliens. ICE combined these efforts and others into a comprehensive plan for building upon current criminal alien identification methods to achieve SC/CIRCA Strategic Goal 1 – Identify and process all criminal aliens amenable for removal while in federal, state, and local custody.

Under the SC/CIRCA plan for identifying all removable criminal aliens, ICE has achieved the following in FY 2008:

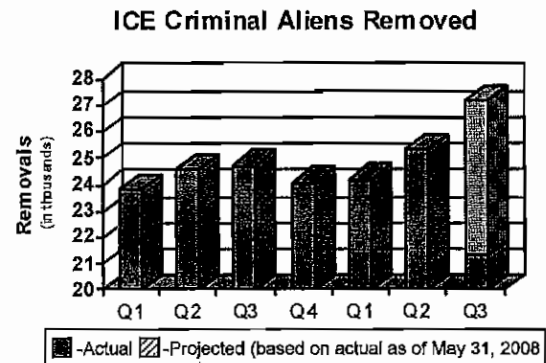
- Deployed ^{high, to} operational CAP teams, expanding screening of all foreign born criminals to all federal, all state and 13% of local prisons and jails. ICE has provided all local jails with ICE points of contact and 24/7 call-in numbers so that ICE can respond to inquiries from any local prison or jail regarding foreign born detainees.
- Steps taken toward Interoperability rollout:
 - Developed an approach to manually handle Interoperability-generated investigative (e.g. immigration status determinations) and enforcement (e.g. detainer issuance) workload increases while systems support is put in place to help automate the process;
 - Developed criteria to prioritize the Interoperability rollout to all of the nation's jails and prisons; and
 - Continued to gather lessons learned through Interoperability pilots that will facilitate the nationwide rollout of SC/CIRCA coverage.
- Began outreach to state and local Law Enforcement Agencies (LEAs) regarding goals and plans
 - Began drafting a standard MOU for partnering with jails and prisons to remove criminal aliens and
 - Developed an information gathering survey, which is pending distribution to state and local jails and prisons upon OMB approval.
- Issued several procurements to improve the operational efficiency of processes that identify, prioritize and initiate enforcement action against removable criminal aliens

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

ICE is on pace to remove over 105,000 criminal aliens in FY 2008. This removal level represents greater than an 8% increase in removals compared to FY 2007. ICE expects that the number of removals will continue to lag behind the number of issued charging documents from

months to years because many criminal aliens must complete extended prison sentences before ICE can remove them from the country.

Once the prison release date arrives for charged criminal aliens, ICE must accept custody of, detain and remove the alien. As prison sentences end over the next months and years for criminal aliens that ICE has already charged, the demand for additional ICE detention and removal capacity will rise. To meet this demand, the SC/CIRCA Plan addresses expansion of detention and removal capacity under Strategic Goal 2 – Enhance current detention strategies to ensure no criminal alien is released into the community due to a lack of detention space or an appropriate alternative to detention.



ICE is planning for the near-term effects of Interoperability rollout on bed space requirements as well as the long-term needs that SC/CIRCA will generate. To define long-term bed space needs more precisely, ICE is gathering statistics through its survey of jails and prisons and will gather additional statistics as Interoperability rollout begins. These statistics will allow ICE to refine its estimate of the total annual criminal alien population and will provide improved population threat, removability, geographic location and other types of demographics to better target capacity expansion based on these important decision-making factors.

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

Capacity expansion represents one of the greatest cost factors within the SC/CIRCA plan. Therefore, investments in detention and transportation efficiency improvements will be critical to controlling the total cost of the plan. In FY 2008, ICE has reduced criminal alien detention times by 5% to 43.2 days compared to FY 2007. This translates into an equivalent 5% reduction in the number of beds required to detain an equal number of criminal aliens. Therefore, better utilization of existing detention and removal capacity will allow ICE to require a lesser degree of capacity expansion to meet SC/CIRCA needs.

The SC/CIRCA Plan addresses improvements in detention and removal efficiency under Strategic Goal 3 – Implement removal initiatives that shorten the time criminal aliens remain in ICE custody, thereby maximizing the use of detention space and reducing cost. ICE has made efficiency improvements in FY 2008 through the following methods:

- Expanded the use of Institutional Removal Programs (IRP) to a total of 14 federal facilities, and approximately 50 state and local jails and prisons, significantly reducing ICE detention times for most criminal aliens processed through this program;
- Implemented a Case Management Unit (CMU) to standardize and streamline all detained case management processes with the goal of reducing average ICE detention times;

- Completed development of a system that will replace ICE's twenty-year old legacy mainframe detention and removal management system, which will improve workforce productivity once deployed by the end of FY 2008;
- Expanded electronic support for managing travel documents to those issued by all countries other than Canada and Mexico, significantly reducing average document processing times; and
- Initiated a procurement to automate bed space management, automate transportation management and track criminal aliens from time of acceptance into ICE custody through removal from the United States.

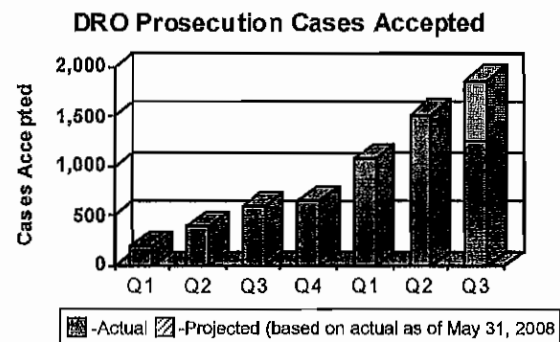
Strategic Goal 4 – Maximize cost effectiveness and long term success through deterrence and reduced recidivism of criminal aliens returning to the United States

Operation Repeat Offender launched in January 2007 as a collaborative effort between ICE and the Executive Office for United States Attorneys (EOUSA) to aggressively prosecute violent, recidivist criminal aliens in Los Angeles, California for felony violations of 8 USC 1326 (b)(1) and 8 USC 1326 (b)(2), which carry criminal penalties ranging up to 20 years in federal prison. ICE expects Repeat Offender to support SC/CIRCA Strategic Goal 4 –

Maximize cost effectiveness and long term success through deterrence and reduced recidivism of criminal aliens returning to the United States – by strengthening deterrence against reentry through clear demonstration that repeated violations of federal immigration law carry severe consequences.

Since its inception, Repeat Offender has led to dramatic increases in the number of recidivist prosecutions accepted by U.S. Attorneys. In February 2008, ICE expanded Repeat Offender to cover the entire southwest border including El Paso, Houston, Phoenix, San Antonio and San Diego. As of May 1, 2008, ICE expanded Repeat Offender nationwide. ICE estimates that more than 5,500 cases will be accepted in FY 2008. This prosecution level represents greater than a 300% increase in accepted prosecutions compared to FY 2007.

To further deter recidivism, ICE continues to record deported felons with the National Crime Information Center (NCIC), the FBI's nationwide repository of criminal history. Through this action, nationwide law enforcement officers that check NCIC criminal history upon encounter or arrest will be alerted that ICE wants the named individual if they are encountered within the United States. This will help turn away criminal aliens at the border who attempt to illegally reenter the United States and will provide a major force multiplier for arresting reported criminal aliens who successfully reenter the country.



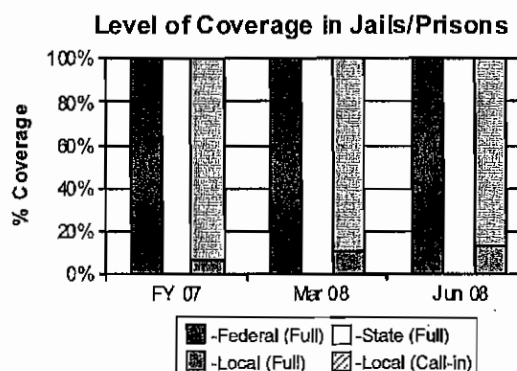
2.0 IDENTIFYING CRIMINAL ALIENS

The following sections detail FY 2008 accomplishments under SC/CIRCA for expanding identification of criminal aliens. Specifically, these sections report progress in the expansion of CAP coverage, ongoing efforts to prepare ICE for full Interoperability operations (Interoperability Rollout), building partnerships with the greater law enforcement community (Outreach), and improving the efficiency of criminal alien identification processes and operations (Improved Efficiency for Identifying Criminal Aliens).

2.1 EXPANSION OF CAP COVERAGE

CAP is the current ICE model for identifying, charging and removing criminal aliens from the United States. In this model, ICE assigns teams comprised of high, b7e CAP individuals to work at the local level in direct coordination with ICE offices and non-ICE law enforcement agencies (LEAs) to remove criminal aliens from the nation's prisons and jails. Often, CAP team personnel work on-site at prisons and jails in tandem with LEA personnel. This model has proven very successful in building tight and effective working relationships between ICE and LE partners at prisons and jails with large, concentrated criminal alien populations.

At the end of FY 2007, ICE had deployed 2 high, b7e CAP teams comprising high, b7e personnel. These teams screened all foreign born criminals held at 100 percent of federal and state prisons and about 7 percent of the approximately 3,200 local jails within the United States. ICE has provided all local jails with ICE points of contact and 24/7 call-in numbers so that ICE can respond to inquiries from any local prison or jail regarding foreign born detainees.



In FY 2008, Congress authorized ICE to hire an additional high, b7e CAP teams comprising b2 high, b7e personnel. ICE has deployed 2 high, b7e new CAP teams in the first through third quarters of FY 2008. Deploying the new teams has allowed ICE to expand full screening from 7 percent to 13 percent of local prisons and jails. ICE plans on deploying the remaining CAP teams by the end of FY 2008 and is drafting deployment plans for seven FY 2009 SC/CIRCA funded CAP teams in alignment with Interoperability Rollout plans.

Although very effective in facilities with concentrated criminal alien populations, the current CAP model is not scalable to areas where criminal alien populations are small and dispersed. The current approach also focuses primarily on criminals who declare a foreign place of birth. To meet this challenge, SC/CIRCA plans to identify criminal aliens using Interoperability notifications received by ICE regarding new arrests of foreign born individuals. ICE, with input from FBI/CJIS and local law enforcement professionals, is developing an SC/CIRCA concept of operations that will outline an effective enforcement model and ensure resources are deployed to maximize effectiveness.

2.2 INTEROPERABILITY ROLLOUT

Interoperability between FBI/CJIS's Integrated Automated Fingerprint Identification System (IAFIS) and DHS' Automated Biometric Identification System (IDENT) is the keystone of the SC/CIRCA plan for implementing full nationwide criminal alien identification coverage. IAFIS is the FBI's national central repository for biometric-based criminal identification information submitted by local, state, federal, and tribal law enforcement agencies. IAFIS also contains biometric-based records on wanted persons and known or suspected terrorists. IDENT is DHS' central repository for biometric identification information on international travelers to the United States who are enrolled through US-VISIT as well as known or suspected terrorists, criminals, immigration violators, and others. Upon arrest, IDENT/IAFIS 'Interoperability' will allow ICE to positively identify suspected criminal aliens previously encountered by DHS. ICE is collaborating extensively with CJIS and LEAs to make Interoperability enhancements that help identify criminal aliens who have not been encountered by DHS before. Proposed enhancements are currently in the conceptual phase.

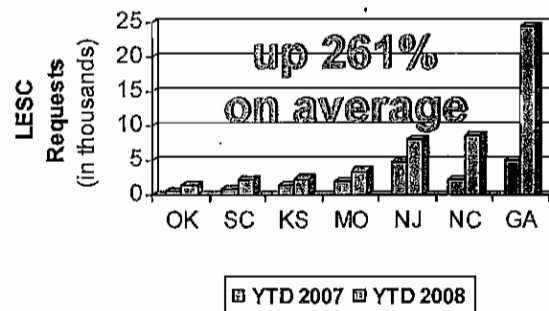
Through this automated exchange of information between law enforcement partners, ICE will achieve nationwide screening of all new arrestees for criminal alien status and take further action as appropriate. Although Interoperability will identify potential criminal aliens, it does not automatically determine immigration status for those identified. The notification is an immigration status determination request, or Immigration Alien Query (IAQ), for the arrested subject. After careful analysis of multiple immigration databases, ICE replies to these queries with a current immigration status determination, or Immigration Alien Response (IAR). Once the IAR is completed, ICE, in collaboration with the holding LEA, determines an appropriate law enforcement response.

ICE expects that Interoperability, once fully operational, will generate a several fold increase in the number of status determination requests that ICE responds to each year. ICE has already experienced a 261% increase in FY 2008 status determination requests made to the ICE Law Enforcement Support Center (LESC) by seven states that enacted various changes in state law requiring stronger reviews of immigration status by state LEAs. While some state law changes, like North

Carolina's Senate Bill 229, specifically mandate the use of queries to ICE to establish immigration status of detainees, most state and local LEAs cannot yet fully comply through automated means. Therefore, ICE expects that increases in LESOC status request volumes generated by Interoperability, which ensures ICE screening of all newly apprehended criminals through automated means, could easily exceed the 261% volume increases already seen from states that have enacted stronger immigration status review requirements.

By biometrically identifying subjects, Interoperability will reduce the manual workload that ICE technicians must perform when positively identifying an individual prior to conducting an

Effects of State Law Changes



immigration status determination on each subject submitted through Interoperability. ICE technicians will no longer be required to sift through extensive lists of encountered individuals with common names or multiple aliases to determine which immigration records match with the subject under review. Although Interoperability will provide positive identification of the subject, ICE technicians will still be required to manually compile and analyze information from nine systems to respond to each status determination request. Therefore, over the next several years, generating responses for mass volumes of Interoperability-generated status requests are anticipated to remain labor-intensive while status response times must remain short so that ICE can take action against identified criminal aliens while the subject remains in LEA custody. As a result, handling expected workload increases from Interoperability rollout represents SC/CIRCA's greatest near-term challenge.

To meet this challenge ICE has developed an approach to handle Interoperability-generated workload increases. This approach includes the following major elements:

- ICE has begun detailing senior personnel from across ICE for 45-90-day periods to augment existing ICE technicians. These detailees are working to eliminate current LESC workload backlogs and handling more complex issues that arise so that technicians can focus on preparations for Interoperability rollout;
- ICE continues to implement LESC hiring plans to significantly increase the total number of LESC technicians. In FY 2008, ICE plans to hire over ^{2,000} new LESC technicians;
- ICE has initiated procurements to improve automation support of the status determination process so that each LESC technician can complete greater numbers of status determinations per day; and
- ICE is hiring Interoperability Response Agents (IRAs) in geographic areas targeted for initial Interoperability rollout. By establishing 24/7 local response operations at key field locations, IRAs will issue detainers on identified criminal aliens, maintain communications with LEAs and take additional necessary enforcement actions against criminal aliens to shorten overall response times.

In addition to expanding its status determination response capacity, ICE is also working with LE partners to set a risk-based nationwide rollout of Interoperability to LEAs. Following this rollout plan, ICE will be able to match Interoperability-generated workload increases with the expansion of ICE's ability to adequately respond to received status requests. To manage this expansion, ICE has established five risk-based selection criteria to prioritize LEAs for participation in the initial Interoperability rollout schedule. The five criteria are:

- **Criterion #1: Are sufficient ICE resources in place to handle the added workload?** -- This is the primary federal-side Interoperability rollout gating factor, confirming that ICE has minimum resource requirements in place to handle Interoperability-generated leads from additional LEAs. Early during Interoperability rollout, ICE expects its most significant resource constraint to be performing status determinations.
- **Criterion #2: Does the LEA have sufficient technical and operational infrastructure available to support Interoperability?** -- This is the primary LEA-side Interoperability rollout gating factor, confirming that current LEA processes for collecting and submitting biometric information to IAFIS meets the standards needed for an Interoperability

response to be actionable. For example, some LEAs that batch fingerprints on paper and submit them to IAFIS through central scanning centers weeks after the arrest was made will not be eligible to participate in the initial Interoperability rollout schedule. This is because most criminal aliens with prior level one convictions charged with a lesser crime identified in this manner will no longer be held in custody for ICE to conduct any further enforcement action. As a result, ICE will focus limited status determination resources early during the Interoperability rollout on subjects more likely to still be in custody of the LEA so that, if they are found to be a removable criminal alien, ICE can issue detainers and take further action as appropriate.

- **Criterion #3: Does the LEA have a high CAP Risk Assessment ranking?** – Once the two gating factors are considered, ICE will use its CAP Risk Assessment rankings as the next most significant criterion for consideration. CAP Risk Assessment rankings estimate those LEAs whose criminal alien populations are believed to pose the greatest risk to their communities once released from incarceration. LEAs holding large numbers of violent criminal aliens based on historical statistics will receive the highest CAP Risk Assessment rankings while those holding only a handful of criminal aliens for mostly minor offenses based on historical statistics will receive the lowest CAP Risk Assessment rankings.
- **Criterion #4: Has the LEA expressed interest in forming an enforcement partnership with ICE (e.g. ICE ACCESS participation/inquiry)?** – Within the group of LEAs having the highest CAP Risk Assessment rankings, ICE will further prioritize those LEAs that it expects will be willing partners to jointly work through the many issues that should be expected while Interoperability technologies and processes are refined in preparation for nationwide coverage.
- **Criterion #5: Does the LEA already submit a large volume of requests to the LESC?** – ICE will give additional consideration when establishing Interoperability rollout schedules to those LEAs already submitting a large volume of requests to the LESC. Since some LEAs are already submitting the majority of arrestees suspected of being criminal aliens to the LESC for status determination, changing the source of those leads from direct LEA named-based request to Interoperability-generated request may actually ease the LESC burden. This is because Interoperability-generated requests contain biometric identification of suspects while name-based requests contain only biographic identification of suspects. Through biometric identification, Interoperability will reduce the time needed to positively identify an alien prior to making a status determination.

After strictly applying the prioritization criteria enumerated above, ICE has drafted an initial list of 50 LEAs to approach for assessment of initial Interoperability rollout suitability and interest. To date, ICE has not published this list to other than Interoperability working group members while it undergoes internal review. If ICE and the LEAs included on the initial list determine rollout should not begin immediately in a given jurisdiction, alternate LEAs will be considered based on the prioritization criteria. Once the list is set, Interoperability working group members will conduct the assessments with leadership of selected LEAs and draft an initial Interoperability rollout schedule. This process will be completed by the end of October 2008, when CJIS and DHS will activate Interoperability capabilities for the initial participating LEAs.

While Interoperability working group members continue to prepare for broader rollout to additional LEAs, successful Interoperability pilots continue with LEAs in Boston, Massachusetts, Dallas County, Texas and Harris County, Texas. Additional pilots will begin shortly in four North Carolina counties to work out specific technical challenges prior to Interoperability rollout. Through these pilots, Interoperability working group members have documented several lessons to be incorporated into future rollout processes and procedures:

- **Identify potentially different processes, participating agencies and POCs by jurisdiction to effectively interview subjects, interview arresting officers, lodge detainers, and coordinate custody transfers** – Through pilot deployments, ICE has learned that it must effectively collaborate with a large number of individuals working for multiple state and local LEAs as each subject proceeds from arrest to holding to trial to conviction to incarceration to release and custody transfer for removal. Further, ICE has found that the number of contacts and types of LEAs involved in each subject case can vary dramatically from jurisdiction to jurisdiction. Lack of standardization in criminal justice processes across state lines and even across jurisdictions within the same state will require ICE to tailor local level interactions until and unless technology solutions standardizing information exchange can compensate for disparate processes and organizational structures.
- **Improve scalability of the rollout process** – ICE must scale current methods used to orient LEAs to operational impacts that could result from Interoperability provided immigration status information. ICE, in collaboration with US-VISIT and CJIS, is developing more efficient training and briefing materials to address multiple state and local participants simultaneously. Additionally, ICE has begun drafting a standard Memorandum of Understanding (MOU) for partnering with LEAs to remove criminal aliens through SC/CIRCA. ICE will aim to establish as many MOUs as possible at the state level instead of with each county or LEA to shorten deployment schedules and encourage state-wide support and coordination.
- **Work with LEAs to ensure receipt of immigration status response before subjects are released from custody** – Since each jurisdiction has different process points where it submits biometric information to Interoperability and different average holding times for subjects, ICE must work closely with the LEA to take reasonable steps for ensuring that ICE completes and delivers immigration status responses to the holding LEA before subjects leave custody.
- **Account for additional effort required to automate threat assessments** – ICE has found further lack of standardization in the way different jurisdictions report criminal history through state rap sheets. As a result, ICE must account for additional requirements gathering and testing when it builds automated systems to ingest subject criminal histories for the purpose of making a threat assessment that prioritizes each subject for further investigation and action.

Through these pilots, Interoperability working group members have also documented a few challenges which require additional planning and new solutions to overcome:

- **SC must significantly increase the estimated number of sites it will be required to cover and LEAs with which it must effectively partner** - Through pilot deployments,

ICE has learned that most biometrics are collected at police facilities, not at jail or prison facilities. This will require ICE to shift from a jail and prison-focused approach to a jurisdiction-focused approach for identifying criminal aliens prior to potential custody release. As a result, the number of LEAs with which ICE must effectively partner grows from approximately 3,200 jails and prisons to approximately 31,000 booking facilities. As additional Interoperability deployments occur, ICE will continue to assess the impact this may have on long-term SC/CIRCA plans and operational models.

- **Interoperability must account for recidivist notification protocols of NFF states** – National Fingerprint File (NFF) was established by the National Crime Prevention and Privacy Compact Act of 1998. The NFF concept places the management and responsibility for the effective control, collection, maintenance, and dissemination of state record files solely with the state. NFF states respond to record requests for all authorized purposes, and the FBI ceases to maintain duplicate records. NFF states are relieved of the burden and cost of submitting all arrest fingerprints and charge/disposition data to the FBI. Instead, the states submit to the FBI only fingerprints and textual identification data for each person's first arrest and update the FBI's index and NFF. Since NFF states are only required to send to CJIS fingerprint and criminal history information on first offenses, Interoperability must use a different method for communicating recidivist encounters of identified criminal aliens to ICE. This is the purpose of North Carolina's involvement in the Interoperability pilot. The North Carolina State Identification Bureau estimates that nearly two-thirds of criminal arrestees are recidivists. This statistic indicates that this technical challenge must be addressed prior to rolling out to other NFF States.
- **States may need to modify state AFIS and law enforcement communications systems to receive Interoperability responses regarding alien status** – During Interoperability pilots, FBI/CJIS and ICE have found that all states may be required to make minor modifications to state AFIS and law enforcement communications systems so that these systems appropriately handle and distribute both FBI and ICE responses. National Fingerprint File (NFF) states (currently 12 states are NFF with an additional 15 states expected to become NFF by 2010) face a second technical hurdle where they may need to modify systems to accept an ICE response to IAFIS recidivist notifications. Prior to Interoperability, IAFIS recidivist notifications from NFF states would not generate any sort of response. The modifications that each state must make vary in cost, complexity and schedule depending on the design of existing systems used by the state. As a result, ICE is developing interim solutions to directly contact LEAs holding subjects found to be criminal aliens so that state modification lead times do not impact rollout schedules.

2.3 OUTREACH

SC/CIRCA success relies upon strengthened state and local partnerships to ensure time-sensitive screening of all foreign born detainees for identification of criminal aliens. SC/CIRCA's multifaceted, multi-agency approach requires a comprehensive, integrated strategy that brings together the expertise and commitment from all parts of ICE, the interagency community, and state and local law enforcement agencies. ICE continues to reach out to FBI/CJIS, the Compact Council, major law enforcement associations and other federal, state, county, and local

stakeholders and partners to obtain their commitment, determine linkages, gather requirements, and solicit their participation in a project management team that will oversee SC/CIRCA implementation.

After submitting the SC/CIRCA Strategic Plan to Congress, ICE personnel initiated outreach activities with federal, state and local law enforcement partners to brief them on SC/CIRCA strategic goals and objectives. During initial briefings, ICE presented high-level overviews of its vision for expanding identification and removal of criminal aliens from the United States based on threat to the community. The most significant of ICE outreach efforts to date have been made with:

- **The full FBI/CJIS Advisory Policy Board (APB)** – The APB is composed of thirty-three representatives from criminal justice agencies and national security agencies throughout the United States. Twelve members are chief executives/policy-setters of geographically diverse state-level agencies, eight members are chief executives/policy-setters of geographically diverse local-level agencies, eight members are selected from eight major criminal justice professional associations, one member represents the prosecutorial community, one member represents the judicial community, one member represents the correctional community, one member represents the national security community and one member represents the federal criminal justice community. Together, the APB represents national criminal justice interests to advise FBI/CJIS on critical national criminal justice technology and policy issues. As a result, it is an ideal group for providing comments from multiple perspectives on SC/CIRCA goals and plans.
- **The Compact Council** – The Compact Council is a national independent authority that works in partnership with criminal history record custodians, end users, and policy makers to regulate and facilitate the sharing of complete, accurate, and timely criminal history record information to non-criminal justice users in order to enhance public safety, welfare and security while recognizing the importance of individual privacy rights. To date, 27 states participate in the Compact to better share criminal history information and 11 are in various stages of signing the Compact. As representatives of states with the greatest interest in improving public safety through sharing of criminal histories, the Council offers a second knowledgeable group for providing comment from multiple perspectives on SC/CIRCA goals and plans.
- **The Interoperability Integrated Project Team (IPT)** – The Interoperability IPT is composed of representatives from all federal agencies participating in the Interoperability project. This group provides excellent insights regarding how Interoperability systems and processes under development can benefit achievement of SC/CIRCA goals and plans.
- **Interoperability Pilot Working Groups** – Interoperability pilot working groups are comprised of representatives from federal, state and local agencies participating in Interoperability pilot deployments. This group provides added insight regarding how the implementation of Interoperability at the local working level can benefit achievement of SC/CIRCA goals and plans.
- **Law Enforcement Associations** – These professional organizations coordinate regular meetings of a variety of membership groups. ICE has presided at meetings of the North Carolina Sheriffs Association, the National Sheriffs Association, the Maryland

Correctional Administrators Association, the Major City Chiefs Association and the NLETS Conference.

Through initial outreach efforts, ICE has achieved greater understanding of the path required to achieve strategic goals (with the most significant lessons learned described in Section 2.2 of this document) and has received enthusiastic feedback and support regarding SC/CIRCA plans. Several members of the North Carolina Sheriffs Association commented that if this plan were introduced earlier, they would not have applied for 287(g) program consideration.

Standard Memoranda of Understanding

In preparation for more in-depth collaboration with LEAs as Interoperability rollout begins, ICE is developing a more structured approach and more detailed content for conducting outreach. The main outreach challenge ICE currently faces is managing rapidly growing interest from LEAs seeking to initiate immediate collaboration efforts with ICE. In response, ICE is drafting a standard MOU for partnering with LEAs to remove criminal aliens through SC/CIRCA. ICE is crafting the standard MOU to apply to an entire state whenever possible. Signing MOUs at the state level will help simplify relationship complexity by limiting the number of agreements that ICE is participating in to a manageable level. Further, state level MOUs will encourage state leadership involvement to assist ICE in quickly establishing routine, consistent working relationships with LEAs throughout the state. Toward this end, ICE will be meeting with state identification agencies to review proposed language for governing the unified working relationship. Governance language will describe standard operating procedures, roles and responsibilities, and situational policies. By clearly articulating that ICE, for example, will focus on removal of the highest-threat criminal aliens and may not devote resources to removing all identified criminal aliens till sometime in the future, the MOU will set clear expectations that both ICE and its partners can work toward.

LEA Survey

To improve planning estimates, test working assumptions and better target outreach plans, ICE has drafted a survey (see Attachment 2) that will be sent to nationwide jails and prisons once it receives OMB approval for distribution. The survey collects information at both the state (IDENT/IAFIS Interoperability State Agency section) and local level (IDENT/IAFIS Interoperability Local Law Enforcement Agency section) to assist ICE understand LEA working relationships and roles within the state. For state agencies, the survey seeks information on two groups of questions. First, it probes the extent to which collection of fingerprints within the state is automated and centralized. Second, it asks a series of process related questions that will help ICE understand issues such as:

- What percentage of Interoperability requests generated by the state will be for criminals who have likely been released from custody before ICE receives the request?
- What response wait times are booking officers used to before possibly releasing a subject from custody?
- How will ICE determine threat level and location of subjects?

For local agencies, the survey seeks information on three groups of questions. First, it seeks information to improve estimates of the number and threat level of criminals it encounters per year. Second, it seeks local LEA confirmation of process related questions asked at the state level. Third it determines the extent to which the LEA is already involved with the enforcement of immigration law. This will help ICE refine estimates on the percentage of the LEA's criminal population that are also aliens, will help estimate level of effort to properly train LEAs and will help determine LEA interest in immigration issues.

2.4 IMPROVED EFFICIENCY FOR IDENTIFYING CRIMINAL ALIENS

Processes that ICE uses today for identifying criminal aliens are not efficient enough to scale well in the face of rapidly growing workload demands. Today's identification process begins with either an Immigration Agent assigned to the jail screening inmates to determine alienage, a notification by a local jail of a foreign born national in custody, or a receipt of an incoming Immigration Alien Query (IAQ) at the LESC. Once an IAQ is received at the LESC, a system balances the load of incoming requests across technician work queues. A manager manually reviews the queue and prioritizes queries. The technician takes ownership of requests out of his queue one at a time and manually searches nine or more DHS and FBI databases to positively identify and determine the immigration status of the provided subject. Upon identification of a criminal alien, the technician transmits system-issuance of the status determination response to the named IEA and local ICE office. In instances requiring an immediate response, the technician manually creates an immigration status response and prepares a paper file that is hand delivered to an LESC ICE agent. The agent reviews the file, uses a detainer management system to create a detainer using technician provided research and then approves issuance of the detainer. The agent must locate and confirm contact information for a local ICE agent who can follow up directly with the LEA for additional enforcement action against the criminal alien. The system generates a fax containing the generated detainer to all named contacts. Finally, in the case of an NCIC hit confirmation, the agent completes LESC identification duties by mailing the criminal alien's paper file to the assigned local ICE agent when requested.

Meanwhile, the local ICE agent receives the fax and must call the LEA to gather additional information regarding the criminal alien, including how long the LEA will hold the alien before initiating a custody transfer with ICE. The assigned local ICE agent will receive the criminal alien's paper file, at times, a day or more later for use in processing follow-on enforcement actions and must manually coordinate all additional contacts with the LEA.

Due to the labor-intensive nature of current identification processes and multiple external initiatives already underway, including major intensification of the attention several states have given to immigration enforcement, the capacity of ICE to make criminal alien identifications is strained. While SC/CIRCA and Interoperability rollout will ease identification workloads in some respects (such as providing biometric identification of subjects, reducing identification research times), it will increase workloads in other respects (such as drastically increasing immigration status request volumes and adding threat analysis requirements into research activities). ICE expects SC/CIRCA and Interoperability-generated workload increases to far exceed workload reductions. Therefore, new people, processes and technology must be put in

place to keep strained identification resources from reaching the breaking point when Interoperability rollout begins.

ICE plans to expand its immediate criminal alien identification capacity by hiring more staff and is assessing need for contractor support. At the same time, ICE has identified and is beginning to implement quick-win as well as long-term process and technology improvements to support identification processes. These investments in incremental, technology-driven operational efficiency improvements will increase the quality and scalability of identification processes, which will reduce long-term staff expansion requirements by increasing the number of status determinations each LESC technician can complete in a day.

Using funds from the FY 2008 SC/CIRCA appropriation, ICE is executing several procurements to initiate planned investments. These procurements, scheduled for award in 4th Quarter FY 2008, will:

- Expand existing immigration status request management systems to handle added request volumes and better accommodate biometric information contained in Interoperability-generated requests.
- Automate common research functions and analyses for more expedient determination of subject immigration status and threat level by assigned technicians.
- Automate key workflow management processes to ensure timely processing of immigration status queries according to threat-level and to handle response-oriented communications across organizational structures of rapidly growing size.

Expansion of Existing Immigration Status Request Management Systems

ICE must stabilize, modernize, and expand the capacity of current LESC system for receiving, logging and assigning both traditional immigration status requests providing only biographic identification of the subject and Interoperability-generated requests providing both biographic and biometric identification of the subject. ICE has already identified the existing system capabilities that need improvement and has begun work on stabilizing existing functionality to support added volumes. Once these improvements are completed, ICE will be able to continue executing existing identification processes at increased volumes through added numbers of LESC technicians and Interoperability Response Agents. These improvements will also allow LESC technicians to make better use of biometric information provided through Interoperability to reduce individual response research times.

Research and Analysis Automation

While stabilization work proceeds, ICE will initiate efforts to plan, document and design new systems that automate large portions of the identification process. At this time and for the foreseeable future, ICE does not believe it is possible to automate the entire immigration status determination processes due to the need for qualified agents to verify analyses for accuracy and correct law enforcement response based upon findings. However, ICE does believe that many steps leading up to agent-approved reviews and responses can be automated. ICE is planning to add the following research and analysis automation capabilities:

- **Automated Threat Assessment** – Currently, no system exists to help ICE determine subject threat. Therefore, ICE will develop its own capability to automatically determine a subject threat assessment based upon national security threat level, the severity of known criminal history, proximity of expected release back into the community, and other factors. The system will determine threat by using data provided directly in the immigration status request, national security threat lists, and NCIC-provided criminal history information. If early threat assessment efforts identify recurring data availability and data quality issues, ICE may also expand information sources to include state criminal history archives, prison release date sources and statistical inferences (such as probable custody release dates based on severity of pending charges, criminal history and holding jurisdiction). If ICE makes the decision to obtain information from additional sources, it will do so in incremental phases based on priority of the source for improving assessment quality. Using this risk-based methodology, ICE will act upon status requests according to those subjects that pose the greatest threat to public safety (Level 1, 2 and 3).
- **Automated Support of Status Determinations** – To expand LESC capacity for handling expected increases in the number of immigration status requests, ICE is currently developing a consolidated ICE investigative tool that will be used by LESC technicians to more quickly determine alien status. Once complete, the system will assemble information from each of the various systems that the LESC technician must manually search today to make immigration status determinations. This first phase will eliminate the need for a technician to traverse multiple data sources. In the next few phases, ICE will improve user interfaces, currently tailored for general ICE investigative use, to assemble key determination factors onto fewer screens tailored to making status determinations. In following phases, ICE will explore use of analytic support tools to recommend status determination assessments to technicians based on available information. The system would present the recommended assessments to technicians in a way that is quickly and easily traceable back to its underlying decision factors so that it can be thoroughly reviewed for inclusion of all relevant decision factors and assurance of correct outcomes.
- **Video Teleconferencing Research Support** – When identifying and determining immigration status of a subject, it is often necessary for ICE to augment information held in DHS and FBI systems with new information or to ensure that certain systems records match the subject rather than another individual. One of the best means of conducting this supporting research is to interview the subject, the LEA arresting officer and other LEA personnel familiar with the subject. However, in-person interviews can be tedious, time consuming, and expensive both in terms of travel costs and personnel time. Therefore, ICE is currently in the process of adding video teleconferencing (VTC) capabilities to jails and prisons with sufficient numbers of interviews to make this a more cost effective solution. Also, ICE investigators can leverage VTC installations implemented in support of IRP programs (discussed further in Section 3.1) to conduct interviews at participating IRP prisons. Through VTC, ICE personnel can conduct subject interviews directly from their offices, boosting workforce productivity and increasing the number of determinations ICE can complete each day.

Workflow Automation and Efficiency Improvements

Research and analysis automation will ease workloads related to individual status determination request responses. However, these improvements and ongoing efforts to stabilize existing systems will not be enough to manage rapidly expanding workflow complexities as ICE forms relationships with 31,000 LEAs to identify and take custody of criminal aliens. Therefore, ICE has also initiated efforts to plan, document and design major system improvements that support sustained workflow quality and efficiency gains. ICE is planning to add the following workflow automation capabilities:

- **Automated Queue Management** – ICE will identify and implement technology to provide threat-based, workload balanced queuing of incoming immigration status requests. When a new request comes in, instead of addressing the requests on a first-in, first-out basis, the automated queue manager will obtain an automated threat-based analysis from one of the new analysis support systems described earlier in this section. Using the results of this automated analysis, the queue manager will assign the request for additional actions using threat level as its primary assignment prioritization criteria. For all downstream workflow queues, incoming time-sensitive requests for Level 1 criminals will jump ahead of incoming requests for Level 1 criminals facing long prison sentences and so on according to relative threat level. At the next step in the process, the queue manager will obtain a preliminary status determination analysis from another of the new analysis support systems described earlier in this section. The request, along with the returned analysis, will then be assigned to the next available technician for additional research and review. Once the technician completes research identifying a criminal alien, they will electronically notify the queue manager so that the request and prepared response can be assigned to the next available agent for further enforcement action.
- **Automated Contact Management and Communications Routing** – To manage enterprise wide coordination with 31,000 LEAs both internally and externally, ICE must automate many contact management and communications routing and functions. In the first phases of improving support for these areas, ICE will automate internal contact management and communications routing so that once a criminal alien is identified, an appropriate Interoperability Response Agent can be assigned for conducting all follow up actions. In following phases, ICE will investigate extension of these functions to assist with external contact management and communications routing as well.

ICE's ongoing technology enhancement efforts will provide more stable, efficient, and productive criminal alien identification capabilities. This expansion of identification capacity will allow ICE to meet estimated immigration status request volumes resulting from Interoperability and SC/CIRCA.

3.0 DETAINING AND REMOVING CRIMINAL ALIENS

The following sections detail FY 2008 accomplishments under SC/CIRCA for improving the efficiency of criminal alien detention and removal processes and operations. Specifically, these sections report progress in the expansion of IRPs, the creation of the CMU (Aggressive Case Management), the modernization of legacy detention and removal management systems, the automation of bed space, transportation and detainee tracking functions (Criminal Alien Tracking while in ICE Custody), and expanded electronic support for travel documents.

3.1 EXPANSION OF INSTITUTIONAL REMOVAL PROGRAMS

The Immigration and Naturalization Service (INS) established the IRP in 1988 as a result of the Immigration Reform and Control Act (IRCA) of 1986. IRCA required the INS to initiate deportation proceedings for all criminal aliens, at federal, state, and local prisons as expeditiously as possible after the date of conviction. IRP enabled INS, and subsequently ICE, to hold immigration hearings and initiate other parts of the removal process directly at participating prison sites. By completing large portions of the removal process while criminal aliens served their sentences, ICE significantly reduced the average amount of time these aliens spent in ICE detention between their sentence end date and their removal from the United States.

Though IRP implementations proved effective at reducing the cost ICE expended detaining criminal aliens, IRPs were difficult to implement in the past due to the necessity of having Department of Justice (DOJ) Executive Office of Immigration Review (EOIR) judges on-site to conduct immigration hearings. Often, case loads would not warrant such placement or prisons would have insufficient available space for outfitting hearing rooms. In these cases, either IRPs could not be established at the candidate prison or established IRPs could not be as effective at completing the bulk of the removal process before ICE accepted custody of the criminal alien. The Bureau of Prisons (BOP) and some state prisons worked with ICE to concentrate criminal aliens in certain facilities where IRPs were available to compensate for space and case load issues. However, many state and almost all local prisons lacked sufficient number of facilities to meaningfully boost the effectiveness of an IRP implementation through selective placement of criminal aliens.

In July 2007, ICE identified a new solution to the space and case load issues preventing a larger scale rollout of IRP implementation to state and local prison. Video Conferencing (VTC) technology matured to the point where ICE could install VTC implementations at ICE sites, EOIR sites and prison facilities even with tight space constraints. Through VTC, EOIR judges could conduct immigration hearings and ICE could conduct other removal processing activities for criminal aliens at different locations without travelling. Additionally, prisons no longer had to provide space for several people to meet and hold hearings. Instead a small area could be set aside for the alien to participate in proceedings through VTC. As an added benefit, the same VTC installations used for IRP could be used by ICE to interview foreign nationals and local law enforcement officials when attempting to establish subject identity and alien status.

ICE has been in regular contact with EOIR about implementing SC/CIRCA. By early October, ICE plan to finalize the list of initial rollout sites based on the assessments of the local law

enforcement agencies. Once completed, ICE and EOIR will develop a joint implementation plan for how EOIR will support SC/CIRCA in the targeted locations. In addition, EOIR joins bi-weekly ICE conference calls to coordinate VTC deployment.

Due to the obvious benefits of VTC in support of IRP implementations, ICE has continued an ongoing effort to expand IRP with VTC support. As of 3rd Quarter FY 2008, 105 VTC machines have been installed at various immigration offices, court locations and correctional facilities. These installations provide for full IRP capabilities at 14 BOP prisons and approximately 50 state and local prisons. (Some locations have multiple VTC machines). ICE has issued a procurement using SC/CIRCA FY 2008 funds to complete an additional 56 VTC installations over the next several months. This procurement is scheduled for award in FY 2008.

The expanded use of this technology will result in a shorter detention time that aliens spend in ICE custody upon completion of their criminal sentence, as well as more efficient use of ICE and EOIR resources by reducing travel time and/or maintain case load volumes for officers, attorneys, judges and support personnel that would have previously traveled to various facilities to interview criminal aliens and hold proceedings.

3.2 AGGRESSIVE CASE MANAGEMENT

In FY 2008, ICE implemented the CMU to standardize and streamline the case management processes across the organization for detained aliens. The CMU aims to achieve its goals by making case management efficiency reporting more visible with senior leadership and improving results-driven accountability through independent reviews.

To establish and propagate best practices across the organization, the CMU provides all local offices with a weekly specified sample of like cases. The CMU randomly alters the sample selection criteria from week to week to ensure provided cases are in their regular working state. The information generated by the report is reviewed by CMU and field office management to ensure appropriate case management is occurring within the field offices. CMU will continue to implement case management procedures to help ensure overall efficiency such as: worksheets; data bases; weekly and monthly reporting requirements; and field office site visits to provide training and ensure field office compliance with regulations and procedures. Through June 27, 2008, the CMU has reviewed a total of 4,578 detained cases through this weekly review process. Reviews led to identification of 1,708 cases where ICE was able to fast track scheduled removal times. In addition, reviews led to identification of 1,231 cases where ICE made record keeping corrections to improve process quality and reporting accuracy.

An additional duty of the CMU is to conduct on-site reviews of local office cases to confirm compliance with policies and procedures and to confirm that report submissions possess accurate and timely information. These reviews ensure field office compliance with regulations and procedures and maintain accountability for reported results. Since initiation of the on-site reviews, CMU personnel have conducted on-site reviews at 4 field offices.

3.3 LEGACY DETENTION SYSTEMS REPLACEMENT

For the last 24 years, INS and subsequently ICE have relied on the same mainframe system to manage detention and removal of criminal aliens. While many modern mainframe systems are quite technologically advanced and do not possess major limitations, ICE's existing detention and removal management legacy system fits the "green-screen" stereotype of outdated and obsolete technology. The system contains numerous technological and usability limitations impeding the daily operational productivity of ICE personnel. Foremost, the legacy system was built to reflect business processes and workload volume requirements from ten to twenty years ago. As business requirements have radically shifted following the formation of DHS and subsequent evolution of the ICE mission to better protect our homeland against modern threats, the legacy detention and removal system remains extremely cumbersome to modify in reflection of ICE's expanding mission, both because of the inherent complexity of the technology it relies upon and the fact that few individuals are still available who offer services to update and maintain such technologies. As a result, to help officers meet mission needs in a timely manner, each local office has implemented patch workarounds on an ad hoc basis. These workarounds could take the form of small databases, spreadsheets, Word documents or even paper log books specific to the local office. Through years of accumulated patch solutions, effective reporting on detention and removal operations became as cumbersome as the systems used to manage the processes. Answering simple questions on numbers and types of aliens in detention became a manually painstaking assembly of inputs from multiple offices, each of which used a different set of tools to arrive at the result. More complex questions became so difficult to answer that they simply stopped being asked.

To alleviate these problems, in FY 2008, ICE completed development of modern replacement systems and is in the process of fully deploying those systems so that ICE can permanently retire our legacy mainframe system and its accompanying patchwork of localized workarounds. Deployed replacement modules have already demonstrated major gains in workforce productivity improvements. For example, when ICE identifies criminal aliens, each alien must be "booked" into detention and removal management systems once ICE takes custody of the individual. Under our legacy system, this process took an average of 30 minutes per alien and did not allow an officer to simultaneously enter booking information for multiple individuals. As a result, when ICE transferred custody of multiple criminal aliens on the same day, long booking queues would be created while ICE recorded each alien booking. If a problem arose in a particular booking, either the line would stop until the issue was resolved or ICE personnel would have to drop progress made along the 30 minute process to be able to move on to the next alien. The end result of these issues was staffing shortages across ICE detention functions as multiple officers sat booking individuals each day. New systems built to support the booking process allow simultaneous, streamlined booking of multiple aliens. As a result, physical booking workflows do not have to mimic inefficient systems requirements and can instead focus on meeting more important business needs such as officer safety and improved speed. Using redesigned workflows, average booking times dropped from 30 to 4 minutes. Along with major speed improvements, redesigned workflows also led to significant quality and accuracy improvements. Data entry error rates concerning subject biographical information declined from 20% to 2% through process and system improvements.

At the same time that ongoing replacement of legacy ICE detention and removal management systems is generating major front line improvements in workforce productivity, use of systems that again capture all key data points into a central, enterprise-wide repository is leading to significant improvements in reporting capabilities as well. ICE can again ask and answer more complex questions regarding the status and trending of operational capabilities so that it can more effectively manage the organization and meet mission goals.

3.4 CRIMINAL ALIEN TRACKING WHILE IN ICE CUSTODY

Ongoing modernization of existing detention and removal system operational support is demonstrating substantial efficiency improvements by providing ICE with a current snapshot of the status and general location of all criminal aliens in ICE custody. Improved reporting allows ICE to better understand operational trends over time. However, snapshot and trend information availability is only as good as the accuracy and detail of the information combined with ICE personnel's ability to analyze and make use of that information. ICE continues to manage many important detention and removal functions, mostly in the area of criminal alien tracking, through largely manual efforts due to difficulties recording accurate information through automated means and due to lack of analytic support for managing complex processes.

The first ICE operational need that continues to be met only through manual processes is a need to track the exact whereabouts of all criminal aliens from the time they enter ICE custody until the time they are removed from the United States. Today, alien whereabouts and visitor logs are recorded in logbooks housed at each facility, making log searches extremely time-consuming and error-prone while also rendering log analytics impossible. Tracking the exact whereabouts of criminal aliens through electronic, searchable means will provide value on multiple fronts. Most importantly, since a large number of criminal aliens in ICE custody are and will continue to be violent Level 1 criminals, exact location tracking will be integrated into daily detention operations, improving officer safety among other benefits. Also of great value, exact location tracking will be used to gather intelligence on criminal alien networks by allowing investigators to analyze which held criminal aliens interact frequently with each other and which visitors they meet. Finally, exact location tracking may be used to investigate alien claims filed against their own removal (such as claimed lack of access to the legal library) and claims filed against ICE detention personnel.

The second ICE operational need that continues to be met only through manual processes is a need to obtain analytic support for managing complex processes such as bed space management and transportation management. Today, ICE manages bed space through a manual system predominantly based on phone calls to individual facilities based on geographic proximity to check for available space. Due to the nature of this system, detention beds may become double-booked resulting in wasted transportation resources and duplicate effort by ICE personnel to identify an available detention location. ICE manages transportation needs also through a manual system. In this case, the manual system utilizes a central transportation control approach to prevent dispatch of multiple vehicles to the same location and similar problems. However, personnel staffing the control rooms rely on white boards, spreadsheets and similar tools that cannot scale to manage growing numbers of transportation vehicles and growing route complexity.

To better meet operational needs, ICE has initiated a procurement that will automate criminal alien location tracking, bed space management and transportation management. This procurement calls for use of a combination of existing, proven technologies such as radio-frequency identifiers, biometric checkpoints e.g., fingerprint scanner when entering legal library or leaving a detention facility, off-the-shelf central reservation systems and other proposed solutions to meet the mission needs of ICE. The procurement is scheduled for award in the 4th Quarter FY 2008.

3.5 EXPANDED ELECTRONIC SUPPORT FOR TRAVEL DOCUMENTS

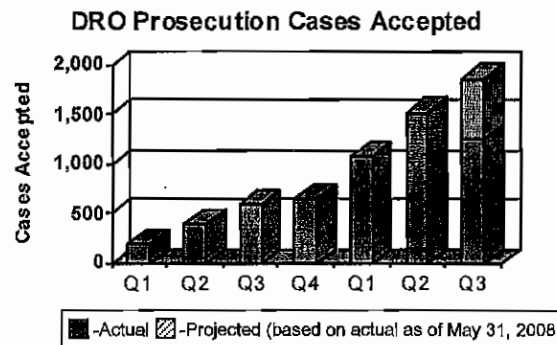
With very few exceptions, ICE must obtain travel documents from the criminal alien's country of origin before removal can proceed. These travel documents expire after a limited length of time that varies from country to country, but generally does so within a few weeks to a few months. As a result, for criminal aliens with prison release dates set well in the future, ICE cannot obtain travel documents at the time of identification. Rather, ICE must wait until just prior to the release date to request documents so that they are still valid when removal can be carried out. Uncertainties regarding actual prison release date (due to parole hearings, time off policies and punitive sentence additions) and travel document issuance lead times make it difficult to properly time issuance of travel documents that are valid for a reasonable amount of time after the alien's criminal sentence ends. As a result, especially for criminal aliens otherwise processed through IRP, the issuance of these documents is often the last step in the removal process. Therefore reductions in travel document issuance time will often translate into significant reductions in total ICE detention time as well.

ICE estimates that for the three countries issuing documents utilizing ICE's electronic travel document system since FY 2007 (Guatemala, Honduras and El Salvador), these countries used to take an average of 14-21 days to issue documents before switching to the electronic system. In FY 2008, average issuance times for the documents issued by these three countries fell to 7 days, representing a reduction of greater than 50%. Due to demonstrated success, ICE extended electronic management of travel documents to all countries other than Canada or Mexico in FY 2008. The system now helps ICE internally track and distribute 9,000 travel documents per month to expedite removals and reduce average detention times. While electronic management of travel documents by ICE does not offer full benefits if the issuing country continues to submit documents via paper, it does partially reduce issuance times by reducing delays previously caused during ICE's receipt and distribution of those documents to appropriate personnel. To obtain the full benefit of the electronic travel document system, ICE continues to pursue MOUs with several countries to have them begin issuing documents electronically in the near future. ICE has signed an MOU adding the Dominican Republic as a fourth full participant who will begin system use once ICE provides training and system installation. ICE is in the final stages of negotiation with four additional countries to fully utilize the electronic travel document system (Nicaragua, Colombia, Jamaica and Ecuador) and will move forward with training and systems installation as soon as MOUs are signed.

4.0 DETERRING RECIDIVISM

Operation Repeat Offender launched in January 2007 as a collaborative effort between ICE and the Executive Office for United States Attorneys (EOUSA) to aggressively prosecute violent, recidivist criminal aliens in Los Angeles, California for felony violations of 8 USC 1326 (b)(1) and 8 USC 1326 (b)(2), which carry criminal penalties ranging up to 20 years in federal prison. ICE expects Repeat Offender to support SC/CIRCA Strategic Goal 4 – Maximize cost effectiveness and long term success through deterrence and reduced recidivism of criminal aliens returning to the United States – by strengthening deterrence against reentry through clear demonstration that repeated violations of federal immigration law carry severe consequences.

Since its inception, Repeat Offender has led to dramatic increases in the number of recidivist prosecutions accepted by U.S. Attorneys. In February 2008, ICE expanded Repeat Offender to cover the entire southwest border including El Paso, Houston, Phoenix, San Antonio and San Diego. As of May 1, 2008, ICE expanded Repeat Offender nationwide. ICE estimates that more than 5,500 cases will be accepted in FY 2008. This prosecution level represents greater than a 300% increase in accepted prosecutions compared to FY 2007.



To further deter recidivism, ICE continues to record removed criminal aliens with the National Crime Information Center (NCIC), the FBI's nationwide repository of criminal history. Through this action, nationwide law enforcement officers that check NCIC criminal history upon encounter or arrest will be alerted that ICE wants the named individual if they are apprehended within the United States. This will help turn away criminal aliens at the border who attempt to illegally reenter the United States and will provide a major force multiplier for apprehending reported criminal aliens who successfully reenter the country.

5.0 PROJECT MANAGEMENT

Since ICE initiated the SC/CIRCA program at the behest of Congress in January 2008, ICE has made significant progress standing up an organization to properly manage program funds, fully develop comprehensive program plans and drive execution of those plans to achieve stated program goals and objectives. In the coming months, ICE will continue to build the organizational infrastructure required to effectively manage a program of this size, scope, complexity and importance to our nation.

5.1 PROGRAM MANAGEMENT OFFICE

Upon passage of the \$200 million appropriation for SC/CIRCA by Congress in FY 2008, ICE assigned senior personnel from key areas of the organization to develop the SC/CIRCA Strategic Plan. Once ICE delivered the SC/CIRCA Strategic Plan to Congress, ICE more formally assigned personnel participating in Plan development to found the SC/CIRCA Program Management Office (PMO). This PMO reports directly to the Deputy Assistant Secretary – Operations. One of the first actions undertaken by the PMO was to initiate procurement for contractor PMO support so that SC/CIRCA achieves full program and project management operations as soon as possible. This contract is scheduled for award in 4th Quarter 2008.

PMO personnel have made significant progress in refining plans and initiating outreach activities as documented in other sections of this report. Once the PMO reaches full operational capacity, the program will more thoroughly review and refine long-term plans into a comprehensive schedule of activities that culminate in the achievement of stated program goals.

5.2 UTILIZING APPROPRIATED RESOURCES

As stated in the SC/CIRCA Strategic Plan, ICE will be reviewing and updating the initial cost estimates quarterly. For the 3rd Quarter FY 2008, ICE identified several updates required in response to certain issues identified through stakeholder outreach discussions as well as through refinement of FY 2008 program acquisition plans prior to their execution. Figure 1: Adjustments to Stated FY 08/09 Funding Requirements summarizes the planned budget revisions, with explanations of major changes following the table.

As of June 30, 2008, ICE obligated \$555,934 of SC/CIRCA funds toward PMO salaries, outreach travel, and LESC support. During this period, ICE also committed an additional \$18.3 million toward systems development and PMO support. Due to long-lead times for contracts, ICE expects future obligation rates to increase significantly.

Figure 1: Adjustments to Stated FY 08/09 Funding Requirements

	FY 08/09 in Plan	FY 08/09 Revised
Information Technology		
Develop system to prioritize Interoperability results	35,000	35,300
Develop DROM detention and removal modules	25,000	20,000
IT Oversight - Systems Testing/IV&V/proj mgmt	-	5,000
Video Teleconferencing	13,458	8,200
<i>Subtotal</i>	<i>73,458</i>	<i>68,500</i>
Identification and Processing		
b2 high CAP Teams*	13,861	10,220
Interoperability Response Agents	-	11,500
Violent Criminal Alien Section (VCAS) Agents*	3,379	2,400
Law Enforcement Support Center (LESC)	9,000	18,410
Operation Last Call	782	782
<i>Subtotal</i>	<i>27,022</i>	<i>43,312</i>
Detention and Removal		
1,246 Beds	44,115	44,115
Bed Related Positions*	23,882	16,638
Removal Costs**	20,023	12,633
<i>Subtotal</i>	<i>88,020</i>	<i>73,386</i>
Management Support		
Program Management Office	8,000	10,700
Facilities	654	1,100
Mission Support (OPLA/OAQ/OAS/CFO/CIO)	2,822	3,000
<i>Subtotal</i>	<i>11,476</i>	<i>14,800</i>
Grand Total	199,976	199,998

* Revised totals include 50% lapse for personnel.

** Revised to include \$1,000 per removal (\$2,500 used to calculate some removals in plan).

Major Revision 1: Shifted \$5 million of DROM funding to a line added for IT Oversight functions – ICE shifted \$5 million of funds from DROM to IT Oversight to account for the numerous oversight services that must accompany major systems implementation efforts such as those planned through DROM. IT oversight activities include use of an independent verification and validation agent for system testing as well as project management personnel to effectively research and incorporate new business requirements emerging from SC/CIRCA planning into existing system development plans.

Major Revision 2: Reduced Video Teleconferencing funding by \$5.3 million – ICE reduced funding for VTC to reflect longer lead time estimates for procuring and installing VTC systems. Due to security considerations at jails and prisons, it is often a few month effort to arrange for telecommunications workers to extend circuits for new VTC sites within the facility.

Major Revision 3: Reduced CAP, VCAS and bed-related position funding by \$11.8 million – ICE reduced funding for CAP, VCAS and bed-related positions to account for the fact that all

new positions will not be hired on October 1, 2008, as originally assumed to arrive at the cost estimate. The revised sum now reflects a hiring plan for the same number of originally requested positions that makes new hires evenly throughout FY 2009.

Major Revision 4: Increased funding for a line added for Interoperability Response Agents by \$11.5 million – ICE added plans to hire ^{high, b7c} new positions evenly throughout FY 2009 who will be dedicated to establishing 24/7 operations in selected field offices aligned geographically with Interoperability rollout. The IRAs will carry out ICE enforcement actions against criminal aliens identified through Interoperability.

Major Revision 5: Increased LESC funding by \$9.4 million – ICE added ^{high, b7c} positions and additional general expenses to its LESC expansion plans in light of expected Interoperability-generated LESC workload increases. The general expense funds will be used for significant SC/CIRCA related travel costs, Permanent Change of Station (PCS) funding for specialized personnel moving to the LESC, added Interoperability Program and training support, and facility costs to expand and outfit additional workspaces within the LESC.

Major Revision 6: Reduced removal transportation funding by \$7.4 million – ICE adjusted an assumption on transportation costs per criminal alien from \$2,500 per removal to \$1,000 per removal for a large portion of planned criminal alien removals. Although ICE traditionally has budgeted \$1,000 for removals, ICE anticipated while writing the plan that there may be higher transportation costs through SC/CIRCA as more removals could require escorts. Although ICE still believes this could be the case, the agency will track these costs as the plan is implemented to determine the level to which the average cost of \$1,000 should be modified.

Major Revision 7: Increased Management Support funding by \$3.3 million – ICE increased funding for management support to reflect an increased number of government and contractor personnel that ICE will hire to refine SC/CIRCA plans down to the working level, support the large number of new acquisitions that must be made in support of SC/CIRCA efforts, and manage the many new efforts initiated to achieve SC/CIRCA strategic goals. In particular, the Project Management Office will need to focus increased efforts and resources on developing and implementing an outreach and training program for approximately 31,000 police departments and jails. ICE also will need additional mission support personnel (such as acquisitions, systems support, attorneys) as well as resources to pay for rent and facilities to accommodate new personnel.

ATTACHMENTS

ATTACHMENT 1 – KEY ACTIVITIES AND MILESTONES

Identification and Processing	Projected Start	Projected End	Status
Roll out Interoperability nationwide to participating jails/prisons to identify all convicted criminal aliens and prioritize for detention and removal all removable level-one criminal aliens	4/1/2008	9/30/2011	[Summary activity]
- Determine site selection criteria for Interoperability rollout	4/1/2008	6/30/2008	Complete
- Working with CJIS, determine lessons learned from Interoperability pilots	4/1/2008	6/30/2008	Complete
- Develop/implement a public outreach plan/survey that solicits the capability and interest from all prisons and jails	4/1/2008	9/30/2008	Drafted, pending OMB approval for distribution
- Determine how to handle Interoperability hits manually before full automation for participating locations	4/1/2008	7/31/2008	Developed approach and refining during pilots
- Refine the crimes within each category and level based on data gathered from county and local law enforcement systems	5/1/2008	9/30/2008	Research in progress
- Determine priority jails/prisons for first phase of rollout	6/1/2008	7/31/2008	Drafted, undergoing review with LE partners and participants
- Roll out Interoperability for phase one jails/prisons	8/1/2008	9/30/2009	[Unchanged future activity]
- Determine approach to implement Interoperability for current inmates at state facilities	10/1/2008	2/28/2009	[Unchanged future activity]
- Determine rollout strategy for phase two jails/prisons	4/1/2009	9/30/2009	[Unchanged future activity]
- Roll out Interoperability for phase two jails/prisons	10/1/2009	9/30/2010	[Unchanged future activity]
- Roll out Interoperability for remaining jails/prisons	10/1/2010	9/30/2011	[Unchanged future activity]
- Determine strategy to ensure 24/7 operational coverage nationwide	9/1/2008	1/31/2009	[Unchanged future activity]
- Establish 24/7 command centers	10/1/2009	9/30/2010	[Unchanged future activity]
Develop and implement a system to automate Interoperability searching and notification for participating jails/prisons	8/1/2008	9/30/2010	[Unchanged future activity]
- Develop requirements	8/1/2008	1/31/2009	[Unchanged future activity]
- Develop phase one of system	2/1/2009	9/30/2009	[Unchanged future activity]
- Develop phase two of system	10/1/2009	9/30/2010	[Unchanged future activity]
Install VTC capacity at participating jails/prisons to conduct interviews and hearings for criminal aliens	7/1/2008	9/30/2011	[Unchanged future activity]
- Determine interest from state and local institutions in adding VTC	4/1/2008	12/31/2008	Complete for 56 added VTC, outreach ongoing
- Work with BOP to determine need for additional VTC sites	5/1/2008	12/31/2008	Outreach ongoing
- Procure/install VTCs for phase one priority locations	7/1/2008	9/30/2008	Procurement scheduled for award in Q4 FY 2008
- Procure/install VTCs for phase two locations	10/1/2008	9/30/2009	[Unchanged future activity]
- Install additional VTC at state, federal, and local locations	10/1/2009	9/30/2011	[Unchanged future activity]

U.S. Immigration and Customs Enforcement

Detention and Removal	Projected Start	Projected End	Status
Develop plan to expand the use of ER for criminal aliens in jails/prisons	5/1/2008	9/30/2008	Development initiated
Develop an case management reporting process to reduce the average length of stay for criminal aliens in ICE custody	5/1/2008	9/30/2008	CMU continuing to make report and audit process improvements
Develop a plan to expand the use of Alternatives to Detention	5/1/2008	9/30/2008	Development initiated
Complete a needs assessment and acquisition plan for criminal alien transportation requirements	5/1/2008	9/30/2008	Planning initiated
Complete a needs assessment for criminal alien bed space	5/1/2008	12/31/2008	Issue presented to bed space planning board. Collecting stats.
Develop DROM detention and removal modules in support of the Plan	5/1/2008	9/30/2009	Deploying legacy mainframe replacement. Issuing procurement for new modules, scheduled for Q4 FY 2008 award.
Develop interface to integrate identification and booking data for known criminal aliens into DROM	1/1/2009	9/30/2010	[Unchanged future activity]
Identify impediments to increased numbers of foreign criminal alien removals and develop strategies to overcome	5/1/2008	9/30/2008	Outreach ongoing
Deploy electronic travel document to all major removal destinations	10/1/2008	9/30/2011	[Unchanged future activity]
Determine expansion plan for Operation Last Call	5/1/2008	9/30/2008	Planning initiated
Deploy limited Operational Last Call teams to the field	10/1/2008	9/30/2009	[Unchanged future activity]
Contact state officials about interest in Rapid REPAT	4/1/2008	3/31/2009	Outreach ongoing
Implement priority Rapid REPAT programs in participating states	7/1/2008	9/30/2009	[Unchanged future activity]
Establish one Violent Criminal Alien Section in a field office	1/1/2009	9/30/2009	[Unchanged future activity]
Establish additional Violent Criminal Alien Sections in field offices	10/1/2009	9/30/2011	[Unchanged future activity]

Management Support	Projected Start Date	Projected End Date	Status
Establish Project Management Office	4/1/2008	6/30/2008	Complete
Develop training modules focused on CAP processing	7/1/2008	12/31/2008	[Unchanged future activity]
Develop joint EOIR/ICE approach to implement the Plan	4/1/2008	7/30/2008	Outreach ongoing
Provide quarterly updates to Congress	7/1/2008	9/30/2009	Q3 FY 2008 report submitted

ATTACHMENT 2 – SC/CIRCA LEA SURVEY

DEPARTMENT OF HOMELAND SECURITY
U.S. Immigration and Customs Enforcement

SECURE COMMUNITIES INITIATIVE SURVEY

OMB #: XXXX-XXXX-XXXX-XX
Exp: XX/XX/XXXX

The Department of Homeland Security (DHS), U.S. Immigration and Customs Enforcement (ICE) is improving community safety by transforming the way the federal government cooperates with state and local law enforcement agencies to identify, detain, and remove all criminal aliens held in custody. Secure Communities (SC) will revolutionize immigration enforcement by using technology to share information between law enforcement agencies and by applying risk-based methodologies to focus resources on assisting all local communities remove high-risk criminal aliens.

Your answers to the following questions will help ICE implement the Secure Communities initiative. Please ensure your responses to the survey are approved by the appropriate authorities. This survey is to be completed by the State or Local Law Enforcement Agency responsible for IDENT/IAFIS Interoperability. The survey will take about 20 minutes to complete. Your responses will be kept confidential and will not be disclosed to anyone but the individuals conducting this survey, except as otherwise required by law. Your participation is completely voluntary and you may choose to skip any questions you do not wish to answer.

IDENT/IAFIS Interoperability State Agency Survey

Contact Information	
Name	Title
State ID Bureau	Address
Telephone	FAX
E-mail	

Section I – Booking Facility Information	
1. Are all booking facilities in the state required to submit criminal arrest fingerprints to the state identification bureau? <input type="checkbox"/> Yes <input type="checkbox"/> No	
2. Do all booking facilities in your state submit criminal arrest fingerprints to your state identification bureau or some other centralized system? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes to question 2, please provide the point of contact.	
Name	Telephone Number
3. What percentage of booking facilities in your state has the ability to submit criminal arrest fingerprints electronically to the state identification bureau? _____	
4. What percentage of your state's criminal arrest fingerprints are reported electronically to the FBI? _____	

Section II – Fingerprinting	
5. Does the state ID bureau maintain its own fingerprint repository? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes to question 5, please provide the point of contact for the fingerprint repository.	
Name	Telephone Number
6. Can a list of the jails with Originating Agency identifier (ORI) numbers be provided for all the booking facilities that submit criminal arrest fingerprints to the FBI? <input type="checkbox"/> Yes <input type="checkbox"/> No	
7. How are the criminal arrest fingerprints submitted? <input type="checkbox"/> Ink Cards <input type="checkbox"/> Electronic Submission (i.e., Cardscan or Livescan) If selected "Ink Cards" to question 7, where are the cards sent for scanning and submittal?	
Agency	Location
8. Can a list be provided of those booking facilities that do and do not submit criminal arrest fingerprints electronically? <input type="checkbox"/> Yes <input type="checkbox"/> No	
9. Are criminal arrest fingerprints from local booking facilities submitted to the state identification bureau for every encounter and arrest? <input type="checkbox"/> Yes <input type="checkbox"/> No	
10. Are all criminal arrest fingerprints received at the state identification bureau forwarded to the FBI? <input type="checkbox"/> Yes <input type="checkbox"/> No If no to question 10: A. When are criminal arrest fingerprints submitted to FBI? <input type="checkbox"/> Criminal Threshold Reached (i.e., misdemeanor or higher) <input type="checkbox"/> Initial Encounter Only <input type="checkbox"/> Identity Unknown <input type="checkbox"/> Never Submitted B. What types of criminal arrest fingerprints are not forwarded to the FBI? C. Of all criminal arrest fingerprints received at the state identification bureau, what percentage isn't forwarded to the FBI? 	
11. How long does it take for the state identification bureau to respond to local criminal arrest fingerprint submissions? <input type="checkbox"/> Less than 1 hour <input type="checkbox"/> 1 to 4 hours <input type="checkbox"/> 4 to 6 hours <input type="checkbox"/> More than 6 hours	
12. Do all criminal arrest fingerprint submissions include criminal charges? <input type="checkbox"/> Yes <input type="checkbox"/> No	
13. Is the state identification bureau including offense codes on criminal arrest fingerprint submissions to the FBI? <input type="checkbox"/> Yes <input type="checkbox"/> No	

14. If criminal charges are numerically coded, are NCIC numeric codes used?

Yes

No

If no, what codes are used?

15. Are state prisons required to submit criminal arrest fingerprints to the state identification bureau?

Yes

No

IDENT/IAFIS Interoperability Local Law Enforcement Agency Survey

To be completed by the Local Law Enforcement Agency for deployment of IDENT/IAFIS Interoperability	
Contact Information	
Name	Title
Jail	Address
Telephone	FAX
E-mail	

Section I – Jail Booking Information	
1. What is the average number of subjects booked into the jail daily?	2. How many subjects were booked in last year?
3. Approximately what percentage was booked in for violent crimes (murder, rape, robbery, aggravated assault)?	4. In months, what is the average length of incarceration for a sentenced inmate?
5. In months, what is the average length of incarceration for a non-sentenced inmate?	6. How many subjects were released from the jail last year?

Section II - Fingerprinting									
7. Are criminal arrest fingerprints submitted directly to the state identification bureau for all individuals booked into the jail? <input type="checkbox"/> Yes <input type="checkbox"/> No If no to question 7, for which subjects are fingerprints submitted? <input type="checkbox"/> Criminal Threshold Reached (i.e. misdemeanor or higher) <input type="checkbox"/> Initial Encounter Only <input type="checkbox"/> Identity Unknown <input type="checkbox"/> Never Submitted									
8. How are the criminal arrest fingerprints submitted? <input type="checkbox"/> Ink Cards <input type="checkbox"/> Electronic Submission (i.e., Cardscan or Livescan) If selected "Ink Cards" to question 8, where are the cards sent for scanning and submittal to the state ID bureau? <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 50%;">Agency</td> <td style="width: 50%;">Location</td> </tr> <tr> <td> </td> <td> </td> </tr> </table>		Agency	Location						
Agency	Location								
9. Do you scan and submit criminal arrest fingerprint cards to the state identification bureau or other facility(ies)? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes to question 9, please specify the name of facility(ies) and their location(s): <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">Facility(ies)</th> <th style="width: 50%;">Location</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table>		Facility(ies)	Location						
Facility(ies)	Location								

10. How long does it take to receive a response back from a state identification bureau for a criminal arrest fingerprint submission? <input type="checkbox"/> Less than 1 hour <input type="checkbox"/> 1 to 4 hours <input type="checkbox"/> 4 to 6 hours <input type="checkbox"/> More than 6 hours
11. How long does it take to receive a response back from the FBI for a criminal arrest fingerprint submission? <input type="checkbox"/> Less than 1 hour <input type="checkbox"/> 1 to 4 hours <input type="checkbox"/> 4 to 6 hours <input type="checkbox"/> More than 6 hours
12. Do all criminal arrest fingerprint submissions from a booking facility include criminal charges? <input type="checkbox"/> Yes <input type="checkbox"/> No
13. Are offense codes for arrest charges on criminal fingerprint submissions sent to the state identification bureau? <input type="checkbox"/> Yes <input type="checkbox"/> No
14. If criminal charges are numerically coded, are NCIC numeric codes used? <input type="checkbox"/> Yes <input type="checkbox"/> No If no to question 14, what codes are used? _____
15. Is it standard operating procedure to wait until a result for fingerprint query is received before releasing a subject? <input type="checkbox"/> Yes <input type="checkbox"/> No

Section III - Foreign Born/Non-Citizen Information		
16. Does the jail send Immigration Automated Queries (IAQ) to the ICE Law Enforcement Support Center? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes to question 16, how many IAQs are sent monthly? _____		
17. How many Immigration Holds (I-247) does your office receive per month? _____		
18. Who is your local ICE point of contact? _____ <table border="0" style="width: 100%;"><tr><td style="width: 60%; text-align: center;">Name</td><td style="width: 40%; text-align: center;">Telephone Number</td></tr></table>	Name	Telephone Number
Name	Telephone Number	
19. How many inmates are turned over to ICE monthly? _____		
20. What is the average monthly foreign born intake? _____		

21. Is country of birth and or citizenship information recorded as part of the book in process?

- Yes
 No

If yes to question 21, where is this information stored? (Check all that apply)

- Centralized system managed by a state level agency
 Centralized system managed by another jail facility
 System managed by your facility only
 Paper record only

If a centralized system, please specify the agency that manages the system.

Agency

Location

22. Does the jail request and receive funding from the State Criminal Alien Assistance Program (SCAAP)?

- Yes
 No

If yes to number 22, how many criminal aliens was SCAAP funding requested for in FY 2007?

Section IV - Transportation

23. Do you currently have a transportation or detention Intergovernmental Service Agreement or contract with ICE?

- Yes
 No

24. Are you willing to enter into an agreement with ICE to transport aliens at your own or shared expense?

- Yes
 No

ATTACHMENT 3 – ACRONYM LIST

Acronym/ Abbreviation	Full Text
ACAP	Alien Criminal Apprehension Program
ACCESS	Agreements of Cooperation in Communities to Enhance Safety and Security
APB	Advisory Policy Board
ATD	Alternatives to Detention Program
BEST	Border Enforcement Security Teams
BJS	Bureau of Justice Statistics
BOP	Bureau of Prisons
CAP	Criminal Alien Program
CBP	Customs and Border Protection
CIS	Citizenship and Immigration Services
CJIS	Criminal Justice Information Services Division
CMU	Case Management Unit
COE	Committed, Obligated and Expended
DA	Deportation Assistant
DEPORT	Detention Enforcement and Processing Offenders by Remote Technology
DHS	Department of Homeland Security
DO	Deportation Officer
DOJ	Department of Justice
DOS	Department of State
DRO	Detention and Removal Operations
DROM	Detention and Removal Operations Modernization
ENFORCE	Enforcement Case Tracking System
EOIR	Executive Office of Immigration Review
ER	Expedited Removal
ESR	Enhanced Supervision Reporting
FBI	Federal Bureau of Investigation
FLETC	Federal Law Enforcement Training Center
FOD	Field Office Directors
FOSC	Fugitive Operations Support Center
FOU	Flight Operations Unit
HSDN	Homeland Security Data Network
IAFIS	Integrated Automated Fingerprint Identification System
IAQ	Immigration Alien Query
IAR	Immigration Alien Response
ICE	Immigration and Customs Enforcement
ICEBIT	Immigration and Customs Enforcement Basic Intelligence Training
ICEHIT	Immigration and Customs Enforcement Human Intelligence Training
ID	Identification
IDENT	Automated Biometric Identification System
IEA	Immigration Enforcement Agent
INA	Immigration and Nationality Act
INS	Immigration and Naturalization Services
Interoperability	IDENT/IAFIS Interoperability
IO	Intelligence Officers
IRCA	Immigration Reform and Control Act
IRP	Institutional Removal Program
ISAP	Intensive Supervision Appearance Program
IT	Information Technology

U.S. Immigration and Customs Enforcement

Acronym/ Abbreviation	Full Text
JPATS	Justice Prisoner and Alien Transportation System
LEA	Law Enforcement Agency
LESC	Law Enforcement Support Center
MOU	Memorandum of Understanding
NCIC	National Crimes Information Center
NFF	National Fingerprint File
NLETS	National Law Enforcement Telecommunications System, recently renamed to International Justice and Public Safety Network
OAM	Office of Asset Management
OAQ	Office of Acquisition
ODAG	Office of the Deputy Attorney General
OI	Office of Investigations
OIA	Office of International Affairs
OLC	Operation Last Call
OPLA	Office of the Principal Legal Advisor
OTD	Office of Training and Development
PMO	Program Management Office
Rapid REPAT	Rapid Removal of Eligible Parolees Accepted for Transfer
SC/CIRCA	Secure Communities: A Comprehensive Plan to Identify and Remove Criminal Aliens
SDO	Supervisory Deportation Officer
SEN	Significant Event Notification
TSC	Terror Screening Center
USMS	United States Marshal Service
US-VISIT	United States Visitor and Immigrant Status Indicator Technology
VCAS	Violent Criminal Alien Sections
VTC	Video Conferencing