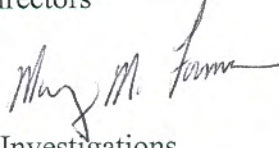


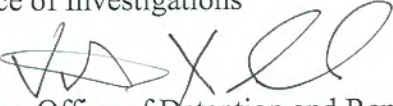


U.S. Immigration
and Customs
Enforcement

MAR -6 2005

MEMORANDUM FOR: Special Agents in Charge
Field Operations Directors

FROM: Marcy M. Forman 
Director, Office of Investigations

Victor Cerda 
Acting Director, Office of Detention and Removal

SUBJECT: Benefit Fraud Units Transfer of Criminal Alien Referrals From
Office of Investigations to Detention and Removal Office

The United States Immigration and Customs Enforcement (ICE), Office of Investigations (OI) and Office of Detention and Removal (DRO), have agreed that the referral of criminal alien leads identified by United States Citizenship and Immigration Services (USCIS) during the benefit application review process will be forwarded to DRO for administrative action. USCIS processes over eight million immigration applications per year through their Service Centers. Applicants are subject to law enforcement background checks during the benefit process, where many are identified as absconders or determined to have a criminal record that may make the individual subject to administrative proceedings.

Currently, the USCIS Fraud Detection Units (FDUs) at the five Service Centers in California, Texas, Vermont, Nebraska, and Missouri have a bifurcated process that sends absconder referrals directly to DRO in Laguna Niguel, California, and criminal alien referrals to OI Special Agent in Charge offices for administrative processing through the ICE Benefit Fraud Units. Approximately 75% of the current BFU workload relates to aliens subject to removal proceedings based on their criminal records. This realignment will enable the ICE/BFUs to focus their efforts on benefit fraud organizations and allow DRO to target criminal aliens. The ICE BFUs will coordinate closely with DRO and will co-locate a special agent in the USCIS

Service Center FDUs in California, Vermont, Texas and Nebraska¹ to ensure leads of a National Security interest and leads where a federal criminal prosecution is attainable are directed to the appropriate SAC office.

In addition to co-locating an agent in the FDU, the BFU CA will co-locate a Special Agent with DRO CA to review incoming referrals from all the FDUs for a ninety-day period during this transition phase. This will be a safeguard to ensure all national security leads and those criminal alien leads that would be accepted for Federal prosecution have been properly vetted and routed to OI.

Immigration benefit fraud has been a long-standing problem that has grown more serious as criminals have used the application process to further their illegal activity and integrate into our communities. The transfer of responsibilities is an important step to better utilize ICE resources. The transfer of responsibilities will become effective March 28, 2005.

Please direct any questions or comments regarding the Benefit Fraud Units to ID and Benefit Fraud Unit Chief (b)(6), (b)(7)(C) at (202) 307-(b)(6) or via email at (b)(6), (b)(7)(C)

Please direct any inquiries regarding the DRO process to Chief, Fugitive Operations Unit (b)(6), (b)(7)(C) at (202) 307-(b)(6) or via email at (b)(6), (b)(7)(C)

¹ Nebraska BFU currently has only one agent and will continue his BFU responsibilities in addition to coordinating with the FDU on DRO issues

Document Routing Form



U.S. Immigration
and Customs
Enforcement

1 Date: February 2, 2009 Purpose: Congressional DHS Routine FYI Waiver No/Tracking No. (If appropriate)

From: (b)(6), (b)(7)(C) Office: CAP Telephone No: (202) 732- (b)(6) Room No. 2102

Subject: OIG Review of CAP Documents *OIG Review - CAP Document Request tasking*

Response to be signed by:

Comments: *Needs front office clearance.*

2 Required Concurrences for Routing to the Office of the Assistant Secretary

Name	Office	Action Requested	Initial	Date	Comments
(b)(6), (b)(7)(C)	(A) Unit Chief/CAP	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Sign	(b)(6), (b)(7)(C)	2-10-09	(b)(5)
	(A) Spec Asst/CAD	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Sign		2-18-09	
	(A) DAD/CAD	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Sign		2/12/09	
	(A) COS/AD Enforcement	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Sign			
	(A) AD Enforcement	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Sign		2/17/09	
	COS/Deputy Director	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Sign			
Mary Loiselle	Deputy Director	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Sign	mfl	2/17/09	
Timothy Tubbs	COS/Director	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Sign	TT	2/17/09	
James T. Hayes, Jr.	Director	<input type="checkbox"/> Concur <input type="checkbox"/> Sign	JTH	2/17/09	
		<input type="checkbox"/> Concur <input type="checkbox"/> Sign			
		<input type="checkbox"/> Concur <input type="checkbox"/> Sign			
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		<input type="checkbox"/> Concur <input type="checkbox"/> Sign			

3 Office of the Assistant Secretary Concurrences (If Applicable)

Name	Action Requested	Initial	Date	Comments
Executive Secretariat	<input type="checkbox"/> Concur <input type="checkbox"/> Sign			
Special Assistant	<input type="checkbox"/> Concur <input type="checkbox"/> Sign			
Chief of Staff	<input type="checkbox"/> Concur <input type="checkbox"/> Sign			
DAS Bertucci	<input type="checkbox"/> Concur <input type="checkbox"/> Sign			
DAS Torres	<input type="checkbox"/> Concur <input type="checkbox"/> Sign			
Assistant Secretary	<input type="checkbox"/> Concur <input type="checkbox"/> Sign			

From: DRO Taskings

To: (b)(6), (b)(7)(C)

Cc: (b)(6), (b)(7)(C)

(b)(6), (b)(7)(C) DRO Taskings

Sent: Fri Feb 06 15:49:01 2009

Subject: FW: OIG Review - CAP Document Request

Assigned Unit (s): MSD/CAD/EIU

From (Requesting Office): CPO/IAU

Task Due Date: February 9, 2009 NLT 12PM

Instructions: All data/documents submitted must include the following:

- Name of person who extrapolated/pulled the data;
- Office they are assigned to and direct office telephone number;
- The full name of the system from which it was pulled (no acronyms or abbreviations);
- The date on which it was pulled;
- Any model that was applied to determine an average or projected figure.

Thank You,

(b)(6), (b)(7)(C)

DRO Taskings

Detention and Removal Operations

Immigration and Customs Enforcement

U.S. Department of Homeland Security

500 12th Street SW | Washington, DC 20536 | 202-732 (b)(6)

~~Warning: This document is UNCLASSIFIED//FOR OFFICIAL USE ONLY (U//FOUO). It contains information that may be exempt from public release under the Freedom of Information Act (5 U.S.C. 552). It is to be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with DHS policy relating to FOUO information and is not to be released to the public or other personnel who do not have a valid "need-to-know" without prior approval of an authorized DHS official. No portion of this report should be furnished to the media, either in written or verbal form.~~

From: (b)(6), (b)(7)(C)

Sent: Friday, February 06, 2009 3:41 PM

To: DRO Taskings

Subject: OIG Review - CAP Document Request

Importance: High

DRO Taskings: Please task out with a due date of cob Monday, February 9, 2009. I realize the short turn-around on this and have requested an extension from the A/S Office of Audit Liaison. At this point, an extension has not been granted.

Also, when the final product is forwarded, can you please provide IAU with the highest level of approval that has been granted. Thank you, (b)(6), (b)(7)(C)

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 - The date on which it was pulled;
 - Any model that was applied to determine an average or projected figure.
- ① ○ Documentation that establishes the date DRO combined IRP and ACAP and assumed responsibility for **CAP** CAP
 - ② ○ ICE Criminal Alien Program Charter **CAP**
 - ③ ○ ICE's conceptual methodology developed within the agency's plan to identify and remove deportable aliens (Reason Requesting: HR 110-862's reference to the 2008 Appropriation's Act that provided ICE with \$200 million) **SECURE COMMUNITIES**
 - ④ ○ Program documentation that contains the goals and objectives of the CAP program and all other programs within ICE that support activities to identify and remove deportable criminal aliens **CAP, OSLC(287G)**
 - ⑤ ○ CAP Program strategic plans (FY 07, 08, and 09) **MSD, OSLC (287g)**
 - ⑥ ○ Performance metrics specific to deportable criminal alien identification and removal **MSD**
 - ⑦ ○ ICE organization chart as it relates to deportable criminal alien identification and removal activities **CAP**
 - ⑧ ○ List of all ICE offices and points-of-contact within those offices that conduct deportable criminal alien identification and removal operations **CAP**
 - ⑨ ○ Copies of MOUs that establish deportable criminal alien identification reporting agreements between ICE and state and local facilities **OSLC(287g)**
 - ⑩ ○ List of DRO field offices and other ICE offices that conduct deportable criminal alien identification and removal activities **CAP**
 - ⑪ ○ List of state and local deportable criminal alien identification and deportation external stakeholders **CAP, OSLC (287g)**
 - ⑫ ○ List of state and local detention facilities that have deportable criminal alien identification and deportation agreements with ICE **CAP, OSLC(287g)**
 - ⑬ ○ Criminal alien identification through deportation process map **CAP**

- 14 ○ Reports of CAP Team Surge Operations (Jun. 07 - Dec. 08) **CAP**
- 15 ○ Quarterly progress reports to the Congress on its efforts to identify and remove deportable criminal aliens (Reason for request: HR 110-862's reference to quarterly progress reports) **SECURE COMMUNITIES**
- 16 ○ List of CAP teams and their locations **CAP**
- 17 ○ List of IT systems that support ICE's deportable criminal alien identification and removal efforts **EIU - STU, DROM/IT, DOJU, CAP**
- 18 ○ CAP Appropriations for FY 2007, 2008, and 2009 **BUDGET, CAP**
- 19 ○ Monthly CAP reports (Jun. 07 - Dec. 08) **CAP**
- 20 ○ Documentation of manual and electronic CAP statistical reporting requirements **CAP**
- 21 ○ Policies and procedures for deportable criminal alien identification and removal operations **POLICY, CAP**
- 22 ○ CAP Concept of Operations (CONOPS) **POLICY, CAP**

From: DRO Taskings
Sent: Friday, February 06, 2009 3:49 PM

To: [REDACTED]
Cc: [REDACTED] (b)(6), (b)(7)(C)

[REDACTED] (b)(6), (b)(7)(C) DRO Taskings

Subject: FW: OIG Review - CAP Document Request
Importance: High

Assigned Unit (s): MSD/CAD/EIU

From (Requesting Office): CPO/IAU

Task Due Date: February 9, 2009 NLT 12PM

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- The date on which it was pulled;
- Any model that was applied to determine an average or projected figure.

Thank You,

[REDACTED] (b)(6), (b)(7)(C)

DRO Taskings
Detention and Removal Operations
Immigration and Customs Enforcement
U.S. Department of Homeland Security
500 12th Street SW | Washington, DC 20536 | 202-732- [REDACTED] (b)(6)

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 - Any model that was applied to determine an average or projected figure.
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 - **CAP Program strategic plans (FY 07, 08, and 09)**
 - **Performance metrics specific to deportable criminal alien identification and removal**
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 - **List of all ICE offices and points-of-contact within those offices that conduct deportable criminal alien identification and removal operations**
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 - **List of DRO field offices and other ICE offices that conduct deportable criminal alien identification and removal activities**

- List of state and local deportable criminal alien identification and deportation external stakeholders
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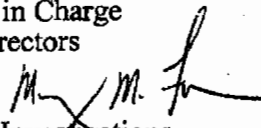
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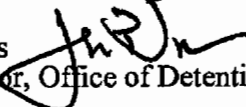


**U.S. Immigration
and Customs
Enforcement**

SEP 29 2006

TO: All Special Agents in Charge
All Field Office Directors

FROM: Marcy M. Forman 
Director, Office of Investigations

John P. Torres 
Acting Director, Office of Detention and Removal Operations

SUBJECT: Status of IRP and ACAP Program Transition

U.S. Immigration and Customs Enforcement (ICE) is transferring program responsibility and staff (Immigration Enforcement Agents (IEAs) and Investigative Assistants) assigned to the Office of Investigations' (OI) Institutional Removal Program (IRP) and Alien Criminal Apprehension Program (ACAP) to the Office of Detention and Removal Operations' (DRO) consolidated Criminal Alien Program (CAP). Most of the IRP sites have already been transitioned (except funding) to DRO; and many OI IEAs assigned to the IRP sites have been detailed to, and are under the operational oversight of, DRO. In addition, the Buffalo and San Diego Special Agents in Charge have fully transitioned their IRP/ACAP program responsibilities to DRO. The remaining 24 SAC offices are in various stages of transition. Since June 2006, the transition of IRP/ACAP responsibilities from OI to DRO has resulted in the redirection of (b)(7) special agents (full time equivalent) from ACAP/IRP programs to criminal investigative duties.

On October 1, 2006, OI will transfer the full administrative responsibility of the IRP and ACAP to the DRO CAP. OI will remain committed to the program by providing operational support until DRO can replace special agents with IEAs. OI Special Agents will remain at their CAP duties until they are replaced by DRO IEAs. DHS has also reprogrammed \$9 million of FY 2006 funding to DRO for the hiring of (b)(7) IEAs dedicated to the CAP. DRO has obtained additional funding in FY 2007 to hire IEAs that will allow them to completely assume CAP from OI. DRO has begun the process of posting vacancy announcements for (b)(7) IEA positions and expects to begin hiring during the early part of FY 2007. DRO has agreed that as CAP IEAs are trained and report for duty, they will replace special agents on a one for one basis. The replacement of special agents will be an ongoing process and DRO has agreed that they will assume the entire CAP program, including federal, state and local detention facilities no later than October 1, 2007.

Additionally, DHS has submitted a request to OMB to reprogram OI funding for (b)(7) IEA positions to DRO in the FY 2007 budget. Upon the approval of this reprogramming request, OI will formally transfer the IEAs and their respective responsibilities to DRO.

In addition to the personnel transition, DRO has established a Detention Enforcement and Processing Offenders by Remote Technology (DEPORT) Center in Chicago, IL. The DEPORT Center will utilize video teleconferencing to process criminal aliens detained in Bureau of Prisons (BOP) detention facilities. As the DEPORT Center assumes the alien processing responsibility of a BOP facility, SACs will be able to reassign special agents from the respective BOP facility to other investigative duties.

We would like to thank you for your assistance in the past year in providing information and answering taskings that are crucial to this transition process. ICE Headquarters will continue to pursue the expedient transition of the IRP/ACAP Programs. If any issues arise during the transition or if you have any questions concerning the CAP transition, OI offices can contact (b)(6), (b)(7)(C), OI Liaison to DRO, at 202 307- (b)(6) or via email at (b)(6), (b)(7)(C) and DRO offices can contact (b)(6), (b)(7)(C), DRO Deputy Assistant Director, at 202 616- (b)(6) or via email at (b)(6), (b)(7)(C)

Criminal Alien Program (CAP) Transition from OI to DRO

Executive Summary

Introduction: Attached is the CAP transition plan for the transfer of operational responsibility for CAP IRP/ACAP casework from the Office of Investigations (OI) to the Office of Detention and Removal Operations (DRO). This plan is the result of years of study and planning, and was developed through a collaborative effort on the part of both OI and DRO.

Description: This plan will take effect thirty (30) days after approval, at which time DRO will take "ownership" of this program. OI and DRO will be equal partners throughout the transition, in order to ensure continuity and maintain an acceptable level of performance. The transition is expected to be one (1) year in length, at which time DRO will retain sole responsibility for all incarcerated aliens ("reactive" ACAP) and the majority of non-incarcerated aliens ("proactive" ACAP). OI will maintain jurisdiction over criminal alien-related organizations, to include gangs. OI will also continue to assist DRO in an advisory capacity.

Details:

- **Personnel:** OI Immigration Enforcement Agents (IEA) and selected Investigative Assistants (IA) will be "detailed" to DRO until such time as the funding for these positions can be reprogrammed from OI to DRO. DRO will assume all management and personnel functions for these officers. These IEAs cannot be redirected to other DRO functions until at least six (6) months after the implementation date, and only if there are other DRO IEAs able to perform these duties in their place. No GS-1811s will be transferring to DRO;
- **Responsibilities:** DRO will assume immediate responsibility OI will continue to assist in the performance of these functions (described in further detail below). OI will maintain responsibility for all proactive ACAP throughout the transition period, although DRO is encouraged to begin phasing-in these responsibilities when able, once additional personnel are trained/EOD;
- **Transition Timeline:** OI will not reduce any resources dedicated to CAP during the first three (3) months of the transition (Phase 1). Subsequent to that (Phase 2), OI can lessen **only** reactive ACAP resources at a level commensurate with available DRO staffing (i.e. (b)(7)e). OI will not reduce any proactive resources during the transition;
- **Prosecutions:** DRO will ultimately have the responsibility for prosecutions that stem from their CAP casework. During the transition, OI will assist DRO with the prosecution of these cases. OI will continue to have responsibility for all other Title 8 and Title 18 prosecutions stemming from ACAP investigations;
- **ENFORCE and DACS:** DRO will use ENFORCE and DACS as the case management system for all of their prosecutions. OI will provide initial training and SCO service to DRO until such time as DRO is able to obtain their own trainers and SCOs.

Strategic Conclusion: This plan was developed to achieve a "seamless" transition of the IRP/ACAP responsibilities from OI to DRO. As DRO assumes the role of the primary administrative law enforcement component of ICE, we are vigorously pursuing innovative methods for identifying and processing criminal aliens through technology, developing "force multipliers", and reducing the demands of "traditional" DRO work (transportation of aliens, jail inspections, etc.). These are all integral parts of the DRO IRP/ACAP strategy and ultimately, the "Endgame".

DEPORT Takeover of BOP/CAP Facilities

10-01-2006

I. Introduction: Concept of Current DEPORT Model (Phase I)

a. DEPORT Responsibility

1. identify all foreign national inmates in BOP custody by PRD dates that are imminent;
2. interview each inmate and place detainer as necessary;
3. create ENFORCE case or update existing record;
4. coordination with BOP officer's to execute interviews and the taking of sworn statements;
5. download of sworn statements into GEMS for field use;
6. forwarding of cases to field for further processing via a log sheet;
7. capturing of statistics and formation of progress reports to HQ for analyzation and action;

b. Field Responsibility

1. receive DEPORT log sheet via mailboxes set up in CC:mail for each AOR;
2. retrieve sworn statements from GEMS and add to file;
3. A-file to be ordered by field office in charge of corresponding facility;
4. use event number off of DEPORT log sheet to access ENFORCE and print to charging documents;
5. serve alien as they come into custody and file NTA with EOIR or remove as as necessary;
6. capturing of statistics for HQ;

*****the current model of the DEPORT unit leans towards being paperless as possible with clear objectives as to the initial processing of inmates while still in BOP custody; physical processing of alien coming out of BOP custody is handled by the local DRO office in charge.*****

II. Transition from Office of Investigations (OI)

a. OI would need to provide the following, for DRO staff, by August 31, 2006:

1. close out report or spread sheet reflecting:
 - a. cases worked and/or completed in ENFORCE;
 - b. report on any abnormal or irregular cases;
 - c. amount of work completed and how far out, i.e. 30, 90 days?;

DEPORT Takeover of BOP/CAP Facilities

Page 2

(Transition Continued)

b. BOP would need to provide the following by August 15, 2006;

1. SENTRY access to DEPORT staff to perform vital operations, to include:
 - a. rosters for new admissions to be checked and processed;
 - b. access of information on one particular inmate without having to run a whole roster;

c. HQ would need to provide access to the LESC by September 30, 2006;

1. LESC would provide support to DEPORT on the following;
 - a. records checks;
 - b. interpretation of data;
 - c. placement of detainees;
 - d. easy to read teletypes to read interpreted information;
 - e. points of contact for DEPORT officer use;

d. Staffing that would need to be in place by August 31, 2006;

1. there are eighty-two (82) federal facilities that DEPORT is responsible for;
 - a. (b)(7)e officers are needed to handle current workload;
 - b. each officer would be responsible for (b)(7)e facilities at this recommended staffing level;
 - c. projected release date (PRD) cases currently equate to about 864 cases per/month (this is a three month average from July through September 2006), with 700 or 81% needed to be processed from scratch;
 1. in order to begin on eliminating the 47,713 foreign born case backlog, officers would have to prioritize imminent PRD's to ensure no criminal is missed;
 2. at (b)(7)e cases per month to process, from scratch, each officer would have to complete (b)(7)e cases a day to push out 90 days;
 3. once completed, DEPORT officer's may be able to work on PRD dates that reach farther into the future;
 4. ***the above stated figures do not include new admissions; the farther DEPORT 'pushes out', new SENTRY rosters would have to be generated on previous months to ensure that no new admissions had appeared with short sentences. ******

(Transition Continued)

- e. OI would need to provide the following, for DRO staff, by September 30, 2006;
 - 1. a point of contact for at least 90 days to advise on any irregularities that may arise on previous cases processed by their staff;
 - 2. assistance on informing BOP staff of transition to facilitate efficiency and to avoid unnecessary delays; (this will reinforce BOP memorandum that went out to their staff on June 26, 2006 informing them of DEPORT presence and objectives.)

III. Discussion

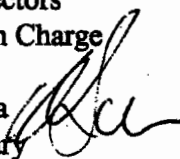
- a. clear understanding must be provided to all Field Offices of the process which will occur on a national level;
- b. increased workloads and enhancement positions already provided for anticipated CAP operations should be in harmony with this transition;
- c. workload demands are expected to increase at Field Office levels, but not beyond projected CAP positions funded for FY-06;
- d. DRO-HQ will provide instructions, guidance and expectations to Field Offices to ensure a seamless process;
- e. training;
 - 1. all DEPORT officers must be skilled in all systems such as DACS, NCIC, ENFORCE, CIS, ect. to promote quality work;
 - 2. SENTRY training should be considered since the system will be used extensively;
 - 3. since local DRO offices will be transitioning with us at some AOR's, it may be beneficial for those offices to detail at least one (1) DRO staff to OI for integration and training purposes to promote a smooth transition in the field;
- f. ***BOP Support; not enough can be said about this issue, but any real, future success of the DEPORT unit will depend on the BOP and it's willingness to work with us, either with future implementation of VTC's down to the simple grouping of bodies for interviews. ******



**U.S. Immigration
and Customs
Enforcement**

AUG 2 - 2004

MEMORANDUM FOR: Field Office Directors
Special Agents in Charge

FROM: Michael J. Garcia 
Assistant Secretary

SUBJECT: Institutional Removal Program (IRP) Resources and Transition

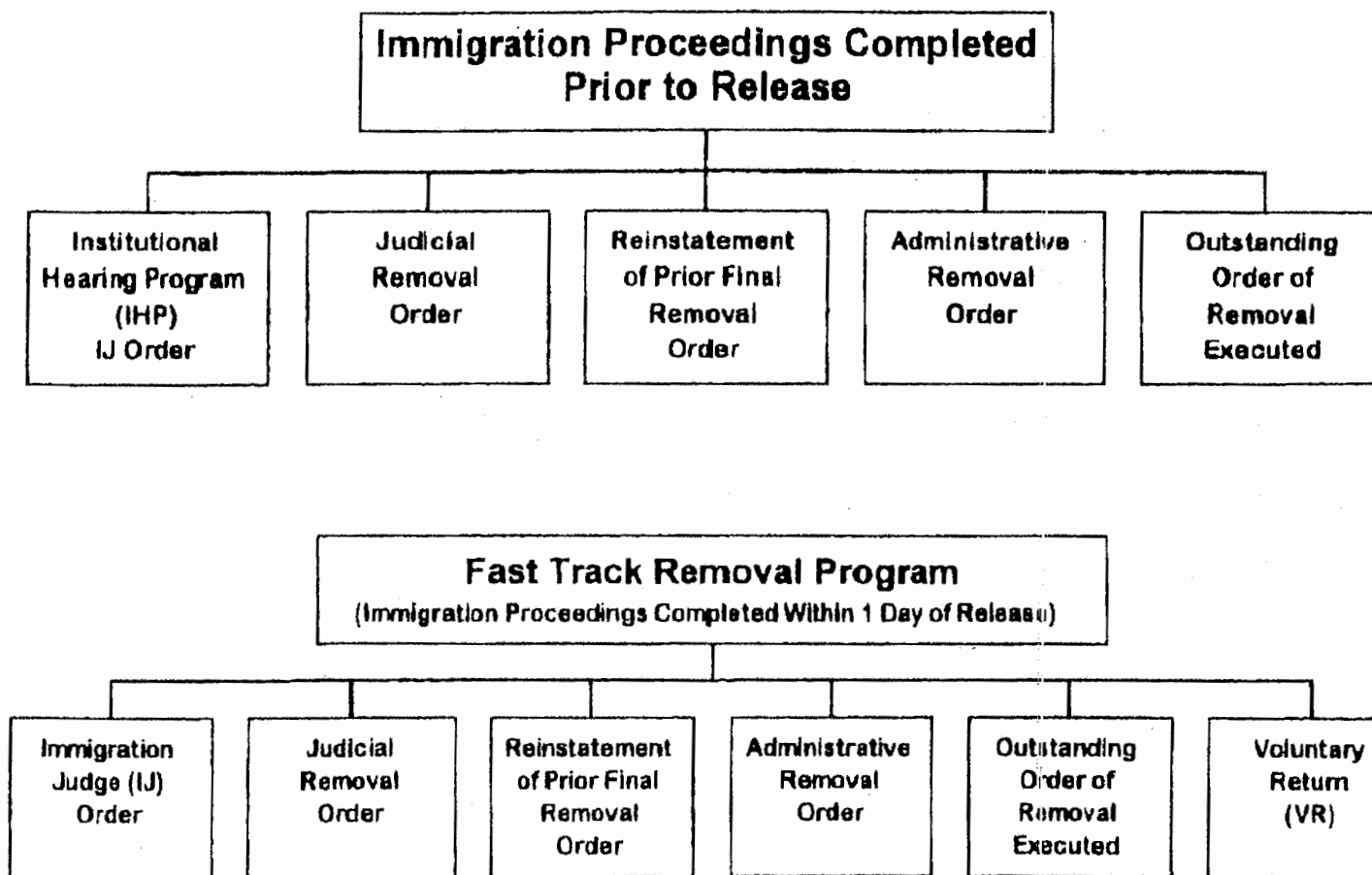
As many of you are aware, ICE is working on a strategic transition of the IRP from the Office of Investigations (OI) to Detention and Removal Operations (DRO). This will create a renewed focus on criminal aliens and the IRP while at the same time permitting ICE to focus its OI assets on complex investigations and issues of national security. The transition of IRP will be a phased state-by-state approach that will allow us to allocate the required assets to areas with the highest concentration of criminal aliens. This process will require coordination between OI and DRO in order to successfully transition the IRP while at the same time maintaining our current capabilities in identifying criminal aliens.

During this transition, it is critical that traditional IRP assets not be re-assigned or converted to other missions unless coordinated through ICE headquarters. Both OI and DRO have headquarters' staff dedicated to this endeavor that will ensure this coordination occurs. Until any notification is made to your respective offices, you are expected to maintain current assets dedicated to the IRP and to refrain from converting any of these funded IRP positions, whether currently funded through the OI or DRO program, into non-IRP mission-related positions. Specifically, no Immigration Enforcement Agent (IEA) position may be converted to another position or be transferred to another location. This is not only necessary for continuity of operations but is also legally mandated given the fact that most of the positions working in the IRP/ACAP program were funded by Congress expressly for this mission. These assets are not only limited to personnel but also include all physical resources historically dedicated to the IRP including vehicles, computers, office equipment and property assigned to employees. Personnel assigned to these duties must also remain in place.

SUBJECT: Institutional Removal Program Resources
Page 2

As part of the transition, we are in the process of identifying all historical IRP related resources and your offices will be requested to assist in this review and identification process. I appreciate the support of all field managers on this issue and look forward to conveying the finalized plan for the first phase within a month. A properly managed IRP transition will lead to a more focused and effective capability within ICE to identify and remove criminal aliens from our communities and it will also lead to enhanced investigative capabilities.

Institutional Removal Program

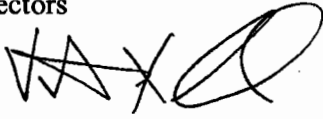




**U.S. Immigration
and Customs
Enforcement**

APR -8 2005

MEMORANDUM FOR: Field Office Directors

FROM: Victor X. Cerda 
Director

SUBJECT: Benefits Fraud Units Transfer of Criminal Alien Referrals from Office of Investigation to Office of Detention and Removal Operations

Purpose

Issuance of this memorandum will outline the procedures to be followed during the transition of responsibilities for US Citizenship and Immigration Services (CIS) Criminal Alien Referral Leads, from the Office of Investigations (OI) to the Office of Detention and Removal Operations (DRO).

Background

CIS processes over eight million immigration applications per year through their Service Centers. Applicants are subject to law enforcement background checks during the benefit process where many are identified as absconders, or are determined to have a criminal record that may make the individual subject to administrative proceedings. Currently, the CIS Fraud Detection Units (FDUs) at the five Service Centers in California, Texas, Vermont, Nebraska, and Missouri forward all cases amenable to removal, based on criminal charges, to OI for administrative processing through their Benefit Fraud Units (BFUs).

DRO also has an agreement with CIS where all cases, identified as fugitive aliens, are referred to the National Fugitive Operations Program Case Management Unit (CMU) in Laguna Niguel, CA where they are entered into the Fugitive Case Management System, assigned a tracking number, and sent to the field for appropriate action.

In a memorandum dated March 6, 2005, issued jointly by Victor X. Cerda, Director, DRO, and Marcy M. Forman, Director, OI, the transfer of administrative processing of criminal alien referrals, from OI to DRO, would take place no later than March 28, 2005. The effective date has been extended to April 4, 2005.

Policy

Effective April 4, 2005, cases where CIS makes the initial determination that the applicant is amenable to removal based on criminal charges will continue to be assessed by OI's BFU where a review and determination will be made if the case warrants criminal prosecution and/or if the case rises to a level of fraud requiring further investigation. If it is determined that the applicant was referred based on being amenable to removal pursuant to criminal convictions, the case will be referred to DRO's CMU where it will be handled similarly as those fugitive referrals in that it will be vetted, assigned a tracking number, and sent to the field for appropriate action.

It is important to note that no case will be referred to a Field Office Director (FOD) from any other office other than the CMU and that those cases received by CMU will only consist of those referred by one of the five FDUs. Pursuant to an agreement between DRO, OI and CIS, those cases being referred to DRO will be broken down into three caseload priorities; (1) Egregious Public Safety issues; (2) Aggravated Felons or those with a serious criminal history; and, (3) those with a criminal history not rising to a serious threat level.

As stated above, the CMU is presently receiving leads/correspondence from CIS's FDU regarding fugitives. Therefore, the mechanism for CIS to notify DRO is already in place. Utilizing the attached Request for Investigation, soon to be modified to more directly relate to DRO, the CMU will make a determination as to what course of action will be followed based on the information supplied by CIS.

For those cases where the subject poses an egregious public safety concern, the case will be immediately forwarded to the FOD for action. In these situations, the FOD will be required to obtain the necessary certified convictions, other supporting documentation, and in some cases, the A-file, to expedite the issuance of a charging document. In all other cases, the CMU will prepare a package consisting of the alien's file, charging document, supporting documentation and certified convictions. In addition, in those situations where the alien does not pose a serious threat, the CMU will prepare a G-56, call-in letter, and forward it to the alien's last known address, establishing a date to appear at the respective field office, not before 30 days. In these cases, the CMU will notify the FOD of the established date by sending the A-file and documentation via federal express.

In all cases, CIS will prepare a referral package, also known as the Request for Investigation. This package will normally consist of a cover page summarizing the case and reason for referral, a copy of the application filed, copies of record queries and results to include a warrant check and criminal history.

Action/Procedure

The CMU is responsible for tracking all leads and will do so through the establishment of call-up dates and the use of the Fugitive Case Management System. The FODs, upon receipt of a referral from CMU will immediately assign a Deportation Officer and/or a full authority Immigration Enforcement Agent, to make a determination as to what course of action is required. In those cases where the person poses an egregious public safety concern, the FOD will obtain the necessary documentation and issue a charging document leading to the immediate attempt to locate and

Subject: Benefits Fraud Units Transfer of Criminal Alien Referrals from Office of Investigation to Office of Detention and Removal Operations

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apprehend the subject. If the CMU has established a call-in date for the alien to appear, the office should be prepared for the alien's arrival and the potential for taking the subject into custody. Regardless of the action taken, the CMU is to be apprised of the end result; DACS is to be updated and these figures should be included in the weekly fugitive operations report, if appropriate.

Any questions regarding this policy and procedure should be addressed to (b)(6), (b)(7)(C) Chief, Fugitive Operations Unit, via e-mail or telephonically at (202)353-(b)(6)



U.S. Immigration and Customs Enforcement

MAR 22 2005

MEMORANDUM FOR: Field Office Directors (b)(6), (b)(7)(C)

FROM: (b)(6), (b)(7)(C) (b)(6), (b)(7)(C)
Acting Deputy Assistant Director
Compliance Management Division

SUBJECT: Benefits Fraud Units Transfer of Criminal Alien Referrals from Office
of Investigation to Office of Detention and Removal Operations

Purpose

Issuance of this memorandum will outline the procedures to be followed during the transition of responsibilities for US Citizenship and Immigration Services (CIS) Criminal Alien Referral Leads, from the Office of Investigations (OI) to the Office of Detention and Removal Operations (DRO).

Background

CIS processes over eight million immigration applications per year through their Service Centers. Applicants are subject to law enforcement background checks during the benefit process, where many are identified as absconders or determined to have a criminal record that may make the individual subject to administrative proceedings. Currently, the CIS Fraud Detection Units (FDUs) at the five Service Centers in California, Texas, Vermont, Nebraska, and Missouri forward all cases amenable to removal based on criminal charges to OI for administrative processing through their Benefit Fraud Units (BFUs).

DRO also has an agreement with CIS where all cases, identified as a fugitive alien, are referred to the National Fugitive Operations Program Case Management Unit (CMU) in Laguna Niguel, CA where it is entered into the Fugitive Case Management System, assigned a tracking number and sent to the field for appropriate action.

In a memorandum dated March 6, 2005, issued jointly from Victor X. Cerda, Director, DRO, and Marcy M. Forman, Director, OI, the transfer of administratively processing criminal alien referrals, from OI to DRO, will take place no later than March 28, 2005. It is estimated that there are approximately 1,600 of these types of cases awaiting action at this time.

Subject: Benefits Fraud Units Transfer of Criminal Alien Referrals from Office of Investigation to Office of Detention and Removal Operations

Page 2

Policy

Effective March 28, 2005, cases where CIS makes the initial determination that the applicant is amenable to removal based on criminal charges, will continue to be forwarded to the OI BFUs where a review and determination will be made if the case warrants criminal prosecution and/or if the case rises to a level of fraud requiring further investigation. If it is determined that the applicant was referred based on being amenable to removal pursuant to criminal convictions, the case will be referred to DRO's CMU where it will be handled similarly as those fugitive referrals in that it will be vetted, assigned a tracking number and sent to the field for appropriate action.

It is important to note that no case will be referred to a Field Office Director from any other office other than the CMU and that those cases received by CMU will only consist of those referred by one of the five FDUs. The October 18, 2004 memorandum issued by Under Secretary Asa Hutchinson, titled "Detention Prioritization and Notice to Appear Documentary Requirements" established within section *II Documentary Requirements* the criteria for DRO acceptance of case referrals. DRO will expect similar criteria for case referrals from BFU and FDU. Therefore, files received by the CMU will contain, in addition to the CIS issued letter of denial, the following; (1) a properly created Alien Registration Number and corresponding file; (2) copy of record checks completed (to include DACS, CIS, NCIC, etc); (3) a properly executed charging document; (4) supporting documentation (certified convictions, etc).

Action/Procedure

FODs, upon receipt of a referral from CMU will immediately assign a Deportation Officer and/or an Immigration Enforcement Agent and make a determination if the lead is viable. If so, appropriate action is to be taken. FODs can make a determination, whether they will utilize office resources and dispatch officers to effect the arrest of the individual, mail the Notice to Appear, or issue a letter (G-56) notifying the subject to appear in the respective office to discuss the case, based on the facts surrounding the case. Regardless of the action taken, the CMU is to be apprised of the end result; DACS is to be updated and the weekly fugitive operations report is to be completed.

Any questions regarding this policy and procedure should be addressed to (b)(6), (b)(7)(C) Chief, Fugitive Operations Unit, via e-mail or telephonically at (202)353-(b)(6)

2. ICE Criminal Alien Program Charter

The Mission of the Criminal Alien Program is to identify and process criminal aliens incarcerated in Federal, State and local correctional institutions and jails who have no legal right to remain in the United States after the completion of their sentence.

Document Routing Form



U.S. Immigration
and Customs
Enforcement

1 Date: March 3, 2005	Purpose: <input type="checkbox"/> Congressional <input type="checkbox"/> DHS <input checked="" type="checkbox"/> Routine <input type="checkbox"/> FYI	Executive Secretariat Staff Tracking No.:
From: (b)(6), (b)(7)(C)	Office: HQDRO	Telephone No.: (202) 616- (b)(6)
Room No.: 6260, CAB		
Subject: Criminal Alien Program (CAP), Transition Plan		
Response to be signed by: John P. Torres		
Comments: Submitted for Signature		

2 Required Concurrences					
Name	Office	Action Requested	Initial	Date	Comments
(b)(6), (b)(7)(C)	HQDRO	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Sign	(b)(6), (b)(7)		
	HQDRO	<input checked="" type="checkbox"/> Concur <input type="checkbox"/> Sign			
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John P. Torres	HQDRO	<input type="checkbox"/> Concur <input checked="" type="checkbox"/> Sign			
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3 Office of the Assistant Secretary Concurrences					
Name	Action Requested	Initial	Date	Comments	
Executive Secretariat	<input type="checkbox"/> Concur <input type="checkbox"/> Sign				
	<input type="checkbox"/> Concur <input type="checkbox"/> Sign				
Chief of Staff	<input type="checkbox"/> Concur <input type="checkbox"/> Sign				
	<input type="checkbox"/> Concur <input type="checkbox"/> Sign				
Counsel to the Assistant Secretary	<input type="checkbox"/> Concur <input type="checkbox"/> Sign				
Deputy Assistant Secretary	<input type="checkbox"/> Concur <input type="checkbox"/> Sign				
Assistant Secretary	<input type="checkbox"/> Concur <input type="checkbox"/> Sign				

**United States Department of Homeland
Security**

Criminal Alien Program (CAP)

Transition Plan

February 2006

Draft

United States Immigration & Customs Enforcement
Office of Detention & Removal Operations

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1

Criminal Alien Program Transition From The Office of Investigations to The Office of Detention and Removal Operations

Title Page

Document Name: **Criminal Alien Program Transition Plan**
Publication Date: **February 2006**

Prepared by: **CAD/CAP (Criminal Alien Division /Criminal Alien Program)**

Approval:

John P. Torres
Acting Director
Office of Detention and Removal Operations

Concurrence:

Marcy M. Forman
Director
Office of Investigations

Concurrence:

Debra Bond
Chief Financial Officer
U.S. Immigration and Customs Enforcement

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U. S. DEPARTMENT OF HOMELAND SECURITY
Immigration & Customs Enforcement
Office of Detention & Removal Operations

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Document Owner: The primary contacts for questions regarding this document are:

(b)(6), (b)(7)(C)

Deputy Assistant Director

Criminal Alien Division

Phone: (202) 616- (b)(6)

E-mail: (b)(6), (b)(7)(C)

(b)(6), (b)(7)(C)

Unit Chief

Criminal Alien Program

Phone: (202) 616- (b)(6)

E-mail: (b)(6), (b)(7)(C)

(b)(6), (b)(7)(C)

Deputy Assistant Director

Detention Management Division

(b)(6), (b)(7)(C)

Deputy Assistant Director

Removals Management Division

(b)(6), (b)(7)(C)

Deputy Assistant Director

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1. Overview

1.1 Background

In 1986, Congress first introduced language¹ to address the identification and removal of criminal aliens while serving sentences in the Federal, state and local prison systems and continues its support.² Currently, Immigration and Customs Enforcement's (ICE) Office of Investigations (OI) has the programmatic responsibility for the screening, processing and removal of these deportable alien inmates. OI has carried out this function through two separate programs, the Institutional Removal Program (IRP) and the Alien Criminal Apprehension Program (ACAP).

On August 2, 2004, the Assistant Secretary issued a memorandum entitled *Institutional Removal Program (IRP) Resources and Transition* that announced a phased state-by-state transition of IRP and ACAP to the Office of Detention and Removal Operations (DRO). Since that memorandum, the state-by-state approach was modified to start with facilities where DRO had resources capable of transferring.

The intent of IRP is to identify and process criminal aliens in order to obtain a removal order, while they are in custody serving a criminal sentence. This program saves valuable detention resources as aliens can be removed upon completion of their sentence in a speedy and efficient manner after being placed in ICE custody.

ACAP identifies removable aliens that are in Federal, state or local custody for a shorter time period prior to being released to ICE. Because of this factor, removal proceedings would most likely begin subsequent to transfer to ICE custody. As part of the transition, the office of Detention and Removal Operations (DRO) has consolidated both programs under one name, the Criminal Alien Program (CAP).

Fentress Study

In September of 2004, the Fentress Corporation conducted a study for ICE, which estimated the number of foreign-born nationals within state and local institutions. This study was entitled the Institutional Removal Program National Workload Study. This report reflected usable data obtained from 36 state department of corrections (DOCs) and 45 local jails for information on foreign-born admissions or intakes. Some of the response questionnaires Fentress received from state and local agencies were incomplete,

¹ Immigration Reform and Control Act of 1986 (P.L. 99-603) required INS to initiate deportation proceeding for criminal aliens at prisons as expeditiously as possible after the date of conviction. Specifically, section 242(i) of the IRCA provided that:

"In the case of an alien who is convicted of an offense, which makes the alien subject to deportation, the Attorney General shall begin any deportation proceeding as expeditiously as possible after the date of conviction."

² The Immigration Act of 1990 (IMMACT), Section 242(a) which states:

"The Attorney General shall provide for the availability of special deportation proceeding at certain federal, state and local correctional facilities for aliens convicted of aggravated felonies....in a manner which eliminates the need for additional detention at any processing center of the Service in a manner which assures expeditious deportation, where warranted, following the end of the aliens incarceration for the underlying sentence."

missing information or not usable. In order to make the report complete, DRO staff estimated missing information by comparing similarly populated counties, making appropriate substitutions by application of a formula³. Fentress' finding that roughly 50% of aliens in participating jails were not reflected in SCAAP data formed the quantitative test when selecting an appropriate participating area for comparison. However, when multiple candidates existed for comparison, qualitative factors such as geographic location and similar demographics were used to determine an area that best fit the target. From this information, statistical projections were made for yearly workload through the year 2007.

The 2007 projections were utilized for planning purposes. Fentress also utilized historical State Criminal Alien Assistance Program (SCAAP) data to project estimates for non-participating DOCs. For non-participating local target areas, DRO estimated the workload by adjusting the Fentress workload for a participating jail for population differences in the target area. For remote processing centers dedicated to processing aliens in non-target areas, only SCAAP data was used⁴.

Total national criminal intake of 630,322⁵

This number was derived from:

- Fentress study 2007 state & local intake projections including overlap adjustment
- Estimated missing information by comparing similarly populated counties, making appropriate substitutions by application of a formula
- Utilization of historical State Criminal Alien Assistance Program (SCAAP) data to project estimates for non-participating DOCs
- BOP (Federal) intake numbers

Estimating Officer Production

In September 2004, OI conducted a field survey of personnel assigned to IRP and ACAP. Comparing this information⁶ with FY03 criminal arrest data from the PAS system revealed a range of production from 51 cases per agent to 875 cases per agent per year, depending on location. Using this range as a guide, DRO surveyed selected Field Office staff to determine a reasonable workload for a full-time Immigration Enforcement Agent. DRO has determined that in a given year, one IEA could reasonably screen 600 foreign-born admissions to a facility⁷ and process 300 foreign born cases.

³ Foreign-Born Population of Target Area (2003 Census Estimate)/Foreign-Born Population of Participating Area (2003 Census Estimate) multiplied by the Fentress 2007 estimate for the Participating Area. +/- Difference in % of Foreign-Born Population. (FBT/FBP) * FPA +/- (Diff in %FBP)

⁴ SCAAP is believed to provide an indication as to how likely the jail was to contact ICE upon a foreign-born admission.

⁵ Total Federal, state and local intake referenced and tabulated in Appendix E

⁶ Part-Time Special Agents were applied at 25% (i.e., as spending % of their time on IRP/ACAP) in this analysis.

⁷ This production target was largely based on the existing Federal IRP site at Big Spring, TX, where IEAs are partially evaluated on production level of 600 cases per year. The IRP director at FCI Allenwood and the Criminal Alien Division liaison in Atlanta, Georgia, were also consulted on this production target.

Historical information from the State of Florida, the State of New York, and the Bureau of Prisons indicates that roughly 80% of the aliens encountered in State and Federal settings will be amenable to removal proceedings. Information on the local level is more limited, but available information from the New York City Department of Corrections⁵ indicates that the number of aliens amenable to removal will be closer to 50% in a local setting. If available, this number is multiplied by the percentage of "drug" and "index" offenses in the Fentress report to obtain an estimate of aliens subject to mandatory detention.

Actual number of IEAs needed

Proper staffing of CAP sites ensures that aliens are processed for removal quickly thus reducing then time a criminal alien stays in detention, thus substantially reducing detention costs. Taking into account the Fentress Study 2007, state & local intake projections, adjustments for missing information, the utilization of historical SCAAP data to project estimates for non-participating DOCs, and BOP (Federal) intake numbers the total criminal foreign born is estimated to be 630,322 for FY 2007. Based upon this premise, and one IEA interviewing (b)(7) cases per year, DRO would need a total of (b)(7) IEAs to conduct interviews. This does not include the necessary Deportation Officers (DO), Deportation Assistants (DA) and Supervisors that are necessary for case management and supervision.

Expected impact on existing CAP infrastructure

According to the Office of the Principle Legal Advisor (OPLA), two trial attorneys would be needed for every (b)(7) criminal aliens that are detained. In accordance with OPLAs requirement, a total of (b)(7) trial attorneys would needed by the end of FY08 in order to hear all criminal alien cases. Ensuring that enough trial attorneys are appointed is also a vital component of the CAP program. Once CAP sites are fully staffed, the process will begin to reduce the number of criminal aliens without final orders. This will enable CAP to reduce the detention time of criminals turned over to ICE custody. It will also provide DRO the capability to remove criminal aliens upon their release to ICE custody, in cases where a travel document has been secured.

1.2 CAP Goals, Objectives and Strategies

Goal 1: Identify and Remove the Criminal Alien Population Incarcerated in Federal, State and Local Detention Facilities in the United States.

The achievement of this goal will have a direct and immediate affect on the safety of our citizens as well as the national security of the United States, by identifying and removing dangerous, often recidivist, criminal aliens engaged in a host of criminal activity.

Objective: Interview 90 Percent⁸ of all Foreign-Born Nationals Incarcerated in Federal, State and Local Detention Facilities.

The total detained foreign-born population in FY2007 serving sentences at Federal, state and local facilities is estimated to be at or around 630,000¹⁰ persons nationwide. According to ICE⁹, approximately 50 percent of foreign-born nationals screened by CAP were determined to be amenable to removal from the United States.

Strategy 1: Transition and Reprogram OI CAP Resources by the End of FY 2008.

Field Office Directors (FOD) and Special Agents in Charge (SAC) are working collaboratively in a phased approach to the transition. This effort entails the transfer to DRO Immigration Enforcement Agents (IEA), Supervisory Immigration Enforcement Agents (SIEA) and other support personnel within targeted field office jurisdictions who are currently funded by ICE/OI and are assigned to CAP sites. ICE has initiated the reassignment of IEAs at many CAP locations focusing primarily on Federal sites.

Strategy 2: Hire, Train and Deploy DRO CAP Teams.

Hire, train and deploy (b)(7) teams¹⁰ per year nationwide for FY 2006, FY2007 and FY 2008.

Strategy 3: Expand 287(g) to Increase the Identification and Apprehension of Criminal Aliens.

ICE formed a working group to examine the expansion and application of 287 (g) to law enforcement entities responsible for intake processing of criminal aliens serving

⁸ DRO policy established by former Acting Director Victor Cerda

⁹ ICE reviewed historical information from the New York City Department of Corrections FY 2004 data, which indicated that the number of aliens amenable to removal amounted to approximately 50 percent of the incarcerated foreign-born population.

¹⁰ CAP Teams are composed of (b)(7)e
DRO established a model whereby the estimated workload per year for a given facility, or facilities, is divided by the estimated officer production (b)(7) interviews) per year to determine the required staffing
DRO established a general staffing model in which (b)(7)e

(b)(7)e in order to provide adequate supervision, case management, and other support

sentences. This working group has representatives from DRO who are involved in making recommendations as to where 287(g)¹¹ can be best utilized.

Strategy 4: Obtain Appropriate Detention Space for Estimated Workload by FY 2008.

As DRO assumes responsibility of the program and more IEAs are deployed to CAP sites, the number of criminal aliens placed into ICE detention facilities will increase. It is imperative that sufficient detention space is available, so that this population of criminal aliens can remain in detention until their removal from the United States can be effected.

Strategy 5: Increase the Use of Ground Transportation Contracts Through Inter Government Service Agreements (IGSAs), or Contract Detention Facilities.

Goal 2: Reduce the Average National Detention Length of Stay for Criminal Aliens to 30 Days.

The current length of stay is approximately 53 days¹². Reducing detention time will decrease the number of beds needed, and directly impacts the number of personnel required to manage the detained population thus lowering costs.

Strategy 1: Utilize to the Fullest Extent Possible, Judicial Orders of Removals, Expedited Removals, Administrative Removals, Reinstated Removals and Stipulated Removals.

These examples of other types of administrative removal orders are usually more expedient in the process of securing a final order. This would reduce detention time enabling removals to occur in a more rapidly.

Strategy 2: Coordinate with Federal and State Prisons and Other Correctional Facilities Regarding Intake Consolidation, Release and Hearing Sites.

By consolidating the intake, hearing and release sited will allow DRO to consolidate resources and gain efficiencies in the removal process

Strategy 3: Expand the Use of Video Teleconferencing.

ICE has successfully used video and teleconferencing technology for consular interviews and to conduct administrative hearings. A pilot program, the Central States Command Center (CSCC) established in the legacy INS Chicago area, demonstrated the

¹¹ 287(g) Authorization of the Secretary of Homeland Security to enter into a written agreement to delegate the authority of enforcing federal immigration laws to a state or political sub-division of a state.

¹² Appendix B

effectiveness in comprehensive processing of aliens by utilizing this same technology to interview, detain and issue appropriate charging documents to incarcerated criminal aliens. In response to the Gallegly Law and the National Criminal Alien Removal Program (NCARP), the CSCC was developed in August 1998 to address congressional expectations and concerns over a growing criminal alien problem. A pilot program, CSCC achieved comprehensive processing by utilizing video and phone technology to interview, detain and issue appropriate charging documents to criminal aliens throughout legacy Immigration and Naturalization Service (INS) Central Region.

Strategy 4: Obtain Resources for Transportation and Removal Costs.

As CAP teams are deployed nationwide DRO will experience a rise in aliens needing transportation from many new locations including some remote areas to detention facilities while awaiting removal to their home countries. The additional influx of aliens will only cause the current average length of stay to increase thereby causing an increase in detention costs without additional detention resources. If DROs detention facilities are staffed with additional detention teams to match the rise of deployed CAP teams DRO will be able to transport the additional aliens without a rise in the average length of stay thus reducing detention costs.

Action Items

Completion of the following action items is necessary to achieve full program success:

- Transfer (b)(7) positions from OI to DRO, including resources, and complete the reprogramming by the end of FY 2006
- Increase removal flights for criminal aliens
- Obtain travel documents and country clearances¹³ in a timely manner
- Hire, train and deploy (b)(7) CAP teams by the end of FY 2008
- Acquire commensurate detention space and hire, train and deploy detention personnel by the end of FY 2008
- Increase cooperation of Federal and state facilities regarding the consolidation of intake hearing and release sites
- Increase District Court support and utilization of Judicial removals

¹³ A number of countries refuse to cooperate on the issuance of travel documents; some by delaying the process for years (India, China, Nigeria as examples) and others by refusing to issue documents (Vietnam as an example). ICE is working with Department of State using Section 243(d) of the Immigration and Nationality Act, which states that the Attorney General may request that the Secretary of State discontinue granting visas for countries that refuse to cooperate in the issuance of travel documents.

2. EXECUTION

2.1 Overview

DRO has outlined the goals to guide the transition of CAP's operational efforts and resource requirements towards accomplishing its mission and meeting its objective to interview foreign-born nationals incarcerated in Federal, state, and local detention facilities. The transition of the CAP program to DRO is a strategy that is being used to achieve our goals. DRO and OI have initiated a phased approach for transition, which aggressively transfers the responsibility of the entire CAP program from OI to DRO. The transition will be prioritized in the following order: Federal and state sites, followed by county and local facilities, and implemented utilizing a three-phased approach.

In Phase I, FODs and SACs are working together on the reassignment of IEAs at many CAP locations, focusing primarily on Federal sites. The expected completion date of this phase is October 1, 2006. This timeline is contingent upon the complete reprogramming of positions and funding from OI to DRO by the Chief Financial Officer.

Phase II will begin when additional resources are obtained to replace the Special Agents (SAs) currently assigned to state correctional facilities. The expected completion date of this phase is October 1, 2007. This timeline is contingent on the funding enhancements necessary to attain the required staffing levels to address the increased workload and the ability to enhance technology capabilities to supplement human resources.

Phase III will follow the same process at county and local correctional facilities. The expected completion date of this phase is beyond October 1, 2008. This timeline is contingent upon the continued enhancement of resources and successful implementation of 287(g) Delegation of Authority Program.

During Phases II and III, those locations not equipped with sufficient IEA and support resources will continue to have SAs, 287(g) offices and taskforce staff perform CAP duties until CAP has the resources¹⁴ to assume full responsibility. In addition to replacing the OI SAs currently performing CAP duties, DRO will require a significant increase in resources or technological substitutions such as video teleconferencing (VTC) to meet the goal of a 90 percent interview rate.

2.2 Phase I

DRO initiated the transition of CAP in December 2004 with Rikers Island, NY, followed by Batavia, NY in April 2005, and Huntsville, TX in October 2005. OI and DRO have worked together to identify the OI positions dedicated to the program, as well as their supporting resources. Since that time, 13 field offices have been involved in the transition of Federal CAP hearing sites. The current status of each of these sites is referenced in Appendix A.

¹⁴ Resources: Personnel defined as staff, which have completed required training and is able to assume the SA's workload.

At the conclusion of Phase I, DRO's CAP staffing levels will have increased to (b)(7)e personnel. To attain the staffing levels¹⁵ necessary to effectively manage the expanding program, ICE will need to accelerate the hiring of additional personnel.

Current Base Personnel for DRO and OI as well as designated FY 2005 and 2006 Enhancement positions:

- (b)(7)e DRO base personnel
- (b)(7)e OI base personnel
- (b)(7)e vacant OI positions
- (b)(7)e FY 2005 Enhancements
- (b)(7)e FY 2006 Enhancements Immigration Enforcement Agents (IEAs)

2.3 Phase II

Phase II of the transition will begin with the allocation of DRO resources to state and local correctional facilities intended to replace the SA's currently covering them. OI currently has (b)(7)e SAs performing CAP duties nationwide, some of who perform these full-time and some of who perform them as only part of their duties. OI has determined that this combination of SAs working full and part-time CAP duties is the equivalent of (b)(7)e SAs working full-time. While these (b)(7)e positions address the comparable replacement positions needed, it does not take into account that (b)(7)e IEAs cannot cover the same number of facilities the original (b)(7)e SAs could due to distances between those facilities and time constraints.

CAP Personnel Required

Based on DROs estimation, in 2007 there will be 315,000 criminal alien admissions in Federal, state and local facilities that are amenable to removal proceedings. It is essential that CAP receive the following additional personnel resources to exchange with Special Agents and to effectively and efficiently interview and process the estimated number criminal aliens for removal and to ensure that they are not released into the community.

FY 2006

(b)(7) SDDOs; (b)(7) DOs; (b)(7)e IEAs; (b)(7) DAs to process at the minimum 60,000 additional cases per year

FY 2007

(b)(7) SDDOs; (b)(7) DOs; (b)(7)e IEAs; (b)(7) DAs to process at the minimum 60,000 additional cases per year

FY 2008

¹⁵ Staffing Module: (b)(7)e

(b)(7) SDDOs; (b)(7) DOs; (b)(7) IEAs; (b)(7) DAs to process at the minimum 60,000 additional cases per year

Other Personnel Required

As CAP-team efforts incrementally increase the number of criminal aliens introduced into the system for removal from the United States, Detention teams need to increase as well.

FY 2006

(b)(7) SDDOs; (b)(7) DOs; (b)(7) IEAs; (b)(7) DAs

FY 2007

(b)(7) SDDOs; (b)(7) DOs; (b)(7) IEAs; (b)(7) DAs

FY 2008

(b)(7) SDDOs; (b)(7) DOs; (b)(7) IEAs; (b)(7) DAs

Transportation

As additional resources are added to the CAP program DRO will see a rise in cases processed for removal each year. This rise in processed cases will translate directly into a need for additional personnel for detention, transportation and removal of these processed criminal aliens. DRO is estimating a 73 percent increase in processed cases by the end FY2008. Without an increase in personnel at ICE detention facilities current resources would be stretched beyond capacity and gains achieved by increased processing would be negated by longer detention times. In addition, processed cases funneled into the detention system with the implementation of video conferencing and new 287(g) authorized sites will strain detention and transportation resources without proper planning and resource considerations. These additional programs will make it imperative that fully staffed and functioning detention facilities continue to efficiently move cases through the removal process, thereby reducing detention time and costs. These transportation costs include the use of IGSA contracts for ground transportation, Joint Prisoner and Alien Transportation System (JPATS) flights, commercial airline tickets and the cost of escort personnel for criminal aliens flown commercially.

2.4 Phase III

Video Conferencing

The primary objective of this phase is the replacement of any remaining Special Agents and the screening aliens in smaller county and local facilities that historically have not been covered by ICE. ICE is currently considering the viability of two different approaches to the use of video teleconferencing for processing and removal of criminal aliens. The first approach is the designation of a central site to screen, identify and begin the removal process of criminal aliens through the use of video teleconferencing. The second utilizes much of the same approach but rather than using one centralized site it is split into several smaller more geographically located regional sites. Both approaches mirror the Central States Command Center (CSCC), established under the Immigration and Naturalization Service (INS) umbrella, which conducted alien processing for over fifty (50) jail facilities. Directly connected to twelve (12) jail facilities, the CSCC proved to be a focused force multiplier. According to an analysis conducted in 2002¹⁶, one agent assigned to the CSCC, processed the equivalent of five to eight agents deployed in the field. In light of this success, ICE is now preparing a pilot program by creating a RESPOND unit (Removals Enforcement Site for Processing Offenders and Deporting them). This unit will act as force multiplier for the Chicago Office to reach out to more area jails that they would otherwise not have the resources to reach as part of their alien interdiction program. RESPOND will enable them to better manage their resources by:

- Creating an intake center to accurately identify, document, and properly detain all individuals coming into custody.
- Ensure that individuals coming into custody have been processed prior to acceptance for detention in accordance with agency policy.
- Ensure that individuals in custody are placed into the most appropriate detention facility within our AOR based on criminal history, medical concerns, and case status.
- Reduce the amount of time each detained individual spends in custody by better tracking cases.

287 (g) Delegation of Authority Program

The Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRAIRA), Public Law 104-208, enacted on September 30, 1996, amended the Immigration and Nationality Act by adding § 287(g), 8 U.S.C. § 1357(g), to that Act. Section 287(g)(1), pursuant to changes inherent in the Homeland Security Act, Public Law 107-296, permits the Secretary of Homeland Security to enter into written agreements with a state or any political subdivision of a state so that qualified officers can perform certain functions of immigration officers.

Pursuant to § 287(g), there has been interest by several state entities to enter into agreements with the Department of Homeland Security (DHS) in which certain functions and authorities of immigration officers would be granted to qualified officers or agents upon completion of ICE specified training. As this trend continues to gain congressional support, it is expected that many other states will seek to enter into similar agreements with DHS.

¹⁶ Executive Summary, "Central States Command Center", not dated, prepared Summer 2003, Deborah Achim, FOD, Chicago Field Office.

Expanded coverage as a result of these agreements and emergence of this program has the potential to dramatically impact CAP operations with regard to the detention and removal process. The long-term expansion of the 287(g) Delegation of Authority Program into smaller county and local correctional facilities will act as a force multiplier. As local law enforcement agencies begin to participate in the 287(g) program, a more robust coverage will be attained throughout the United States. As the number of qualified officers can perform immigration functions, CAP personnel can be re-deployed to locations where a greater need is identified. This will significantly increase resources needed to support the CAP initiative in more remote geographical locations.

In January 2006, National Program Managers overseeing the 287(g) initiative participated in a working group, convened by Assistant Secretary Julie Myers, on the expansion of this initiative. Consisting of representatives from OI, DRO, the Office of Training and Development, and the ICE DRO Academy, the group is focused on the implementation of a 287(g) outreach program while addressing the lack of ICE, and specifically of DRO, resources necessary to support the current initiatives. The working group is in the process of identifying locations where there is a significant criminal alien prison population and sufficient DRO staff to properly support the 287(g) enforcement efforts.

The following state correctional facilities have been identified as potential sites for implementation of the 287(g) Delegation of Authority Program:

1. Texas Department of Criminal Justice, Huntsville, Texas
2. California Department of Corrections and Rehabilitation, Donovan Correctional Facility, San Diego, California
3. New York Department of Correctional Services, Downstate Correctional Institution, Castle Point, New York
4. Illinois Department of Corrections, Statesville Correctional Center, Joliet, Illinois
5. Florida Department of Corrections, Central Florida Reception Center, Orlando, Florida

To date, the following agencies have received the 287(g) cross designation training:

Year	State	Agency	Officers
2002	Florida	Florida Department of Law Enforcement (FDLE)	(b)(7)e
2003	Alabama	Alabama Department of Public Safety (ALDPS)	
2005	Arizona	Arizona Department of Corrections (ADC)	
2005	California	Los Angeles County Sheriff (LASD)	
2005	California	San Bernardino County Sheriff (SBSO)	
2006	North Carolina	Mecklenburg County Sheriff (MCSO)	

2.5 Transitional Procedures

Transitional Procedures are outlined in Appendix G.

3. Conclusion

3.1 Summary Conclusion

DRO is committed to the safety of our citizens and to the national security of the United States and is confident that with the proper resources and proposed approach, it can successfully identify and remove the criminal alien population incarcerated in Federal, state and local detention facilities in the United States.

The transition is simply a strategy the DRO is using to improve upon the removal of criminal aliens. The three-phased approach will allow DRO to respond to the task of identifying and removing dangerous, often recidivist, criminal aliens engaged in a host of criminal activity effectively by integrating current resources and providing an executable plan for future expansion.

- October 1, 2006 - Phase I completion date. Reassignment of IEAs at many CAP locations, focusing primarily on Federal sites.
- October 1, 2007 - Phase II completion date. Additional resources obtained to replace the Special Agents (SAs) currently assigned to state correctional facilities.
- October 1, 2008 - Phase III completion date. Additional resources obtained to expand to county and local correctional facilities. Expansion of force-multiplier programs such as 287(g), video conferencing, and increased use of administrative.

This approach will allow CAP to focus its strengthened resources where they can be immediately effective while moving forward to recruit, hire and train needed personnel, and incorporate focused force-multiplier programs that will allow DRO to reach its objective of interviewing 90 Percent of all incarcerated foreign-born nationals incarcerated and thereby achieve its goal of identifying and removing the criminal alien population in Federal, state and local detention facilities in the United States.

Current Status of Transitioning Field Offices (Appendix A)

Fully Transitioned Field Offices

Buffalo (Batavia Pilot Program)

- Fully transitioned state and local, pending reprogramming

San Diego

- Fully transitioned Federal, state and local, pending reprogramming

Partially Transitioned Field Offices

Dallas

- Big Spring & Eden Federal CAP sites transition complete, pending reprogramming

El Paso

- Cibola, La Tuna & Pecos Federal CAP sites transition complete, pending reprogramming

Houston

- Huntsville State CAP site transition complete, pending reprogramming

Los Angeles

- Lompoc Federal CAP site transition complete pending reprogramming

New York

- Fishkill Federal CAP site and Rikers Island state CAP site transition complete, pending reprogramming

New Orleans

- Oakdale Federal CAP site transition complete, pending reprogramming

Philadelphia

- Allenwood Federal CAP site transition complete, pending reprogramming

Field Offices ongoing in the Transition Process

Boston

- Federal, state and local
- Transition commences 4/1/2006
- Employees Transferring: (Boston, Hartford, Manchester, NH) (b)(7) employees: (b)(7) SIEA, (b)(7) IEA, (b)(7) IA + (b)(7) SIEA Vacant

Miami

- SACs in Miami and Tampa are working with the Miami FOD to come to a transitional agreement

Appendix A (Continued)
Current Status of Transitioning Field Offices

Newark

- Federal CAP pending
- Transition commencing 3/1/2006, FCI Fort Dix
- No employees involved in transition of Federal site

Phoenix

- Federal CAP, state, local
- Transition Date Pending EOD of (b)(7) SDDO enhancement position: upon EOD, will assume responsibility
- Employees Transferring: Allenwood: (b)(7) employees: (b)(7) SIEA, (b)(7) IA, (b)(7) Investigations Clerk

Man-days for the Average Criminal (Appendix B)

	Fiscal Year 2005		
	Criminals Removed	¹⁷ Man-days	Average Man-days For Criminal Aliens
ICE Field Office			
UNITED STATES TOTAL	80,191	4,471,283	56
Atlanta, GA	2,371	234,532	99
Baltimore, MD	394	66,494	169
Boston, MA	1,024	184,065	180
Buffalo, NY	1,039	82,685	80
Chicago, IL	2,652	167,485	63
Dallas, TX	5,498	81,693	15
Denver, CO	1,746	67,618	39
Detroit, MI	768	67,088	87
El Paso, TX	5,105	84,259	17
Houston, TX	4,306	275,872	64
Los Angeles, CA	7,798	483,724	62
Miami, FL	2,693	308,511	115
New Orleans, LA	2,551	348,906	137
New York, NY	860	135,734	158
Newark, NJ	1,389	157,625	113
Philadelphia, PA	2,264	265,722	117
Phoenix, AZ	13,052	449,150	34
San Antonio, TX	6,304	199,379	32
San Diego, CA	9,372	319,393	34
San Francisco, CA	4,681	160,047	34
Seattle, WA	2,084	124,551	60
St. Paul, MN	1,361	81,264	60
Washington, DC	879	125,486	143

¹⁷ Definition: One days work, the work done by one person in a day

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Personnel Costs (Appendix C)
Dollars in Thousands (\$000)

#	Series/Grade	Title	<u>2006</u>	<u>2007</u>	<u>2008</u>
(b)(7)e	1801-5/7/9	Immigration Enforcement Agents	30,400	41,000	42,400
	1801-13	Supervisory Detention and Deportation Officers	5,775		
	1801-9/11/12	Deportation Officers	5,775	6,897	7,161
	1802-5/6/7	Deportation Assistants	5,940	8,712	9,108
		Total Personnel Cost	47,890	56,609	58,669
(b)(7)e	1801-5/7/9	Immigration Enforcement Agents		13,200	27,600
	1801-13	Supervisory Detention and Deportation Officers			
	1801-9/11/12	Deportation Officers		3,553	7,128
	1802-5/6/7	Deportation Assistants		4,323	9,108
		Total Personnel Cost		21,076	43,836
(b)(7)e	1801-5/7/9	Immigration Enforcement Agents			13,800
	1801-13	Supervisory Detention and Deportation Officers			
	1801-9/11/12	Deportation Officers			3,432
	1802-5/6/7	Deportation Assistants			4,554
		Total Personnel Cost			21,786
(b)(7)e		Grand Total	47,890	77,685	124,291

Personnel Cost, Dollars in Thousands \$000

Immigration Enforcement Agents	\$ 156	\$ 205	\$ 212
Supervisory Detention and Deportation Officers	\$ 175	\$ 209	\$ 216
Deportation Officers	\$ 175	\$ 209	\$ 216
Deportation Assistants	\$ 131	\$ 138	\$ 144

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Detention Teams (Appendix D)

Dollars in Thousands (\$000)

		2006	2007	2008
Number of teams needed		(b)(7)e		
#	Series-Grade Title			
	1801-5/7/9 Immigration Enforcement Agents	\$3,648	\$9,840	\$10,176
	1801-13 Supervisory Detention and Deportation Officers	\$1,254	\$2,508	\$2,592
(b)(7)e	1801-9/11/12 Deportation Officers	\$2,508	\$5,016	\$5,208
	1802-5/6/7 Deportation Assistants	\$1,572	\$3,168	\$3,312
		\$0	\$0	\$0
	Total Personnel Cost	\$8,982	\$20,532	\$21,288
			\$44,616	\$93,288
	1801-5/7/9 Immigration Enforcement Agents		\$17,660	\$36,504
	1801-13 Supervisory Detention and Deportation Officers		\$35,321	\$36,504
(b)(7)e	1801-9/11/12 Deportation Officers		\$22,139	\$46,644
	1802-5/6/7 Deportation Assistants			
	Total Personnel Cost		\$119,736	\$212,940
				\$89,025
	1801-5/7/9 Immigration Enforcement Agents			\$69,672
	1801-13 Supervisory Detention and Deportation Officers			\$67,091
(b)(7)e	1801-9/11/12 Deportation Officers			\$89,025
	1802-5/6/7 Deportation Assistants			
	Total Personnel Cost			\$314,814
	Grand Total	\$8,982	\$140,268	\$549,042
Immigration Enforcement Agents		\$ 156	\$ 205	\$ 212
Supervisory Detention and Deportation Officers		\$ 175	\$ 209	\$ 216
Deportation Officers		\$ 175	\$ 209	\$ 216
Deportation Assistants		\$ 131	\$ 138	\$ 144

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IEAs Needed by State (Appendix E)

Field Office	State	BOP Intake	State Population est. intakes	Tier 1 Population over 1 Million	Tier 2 Population 800,000 to 1 Million	Tier 3	Tier 4	VTEL/SCAPP	TOTAL	Actual Total=T/2	ESTIMATE CASES PER YEAR, # of IEAs needed
		23504							23504	11752	
HQ DRO	Washington, DC										
	Georgia		535		1606	13266			15407	7703.5	
Atlanta Field Office	North Carolina		528						528	264	
	South Carolina		287						287	143.5	
Baltimore Field Office	Maryland		223		2312	2116			4651	2325.5	
	Massachusetts		221	572		3162	864		4819	2409.5	
	Connecticut		262						262	131	
	Maine		7						7	3.5	
	New Hampshire		35						35	17.5	
Boston Field Office	Rhode Island		737						737	368.5	
	Vermont		22						22	11	
New York Field Office	New York		2463						2463	1231.5	
	Buffalo, NY				712	604			1316	658	
	New York, NY			14568	1582			9825	25975	12987.5	
	Illinois		904	11206	2099	3635			17844	8922	
	Indiana		135		644				779	389.5	
	Kansas		131						131	65.5	
	Kentucky		233						233	116.5	
Chicago Field Office	Missouri		294						294	147	
	Wisconsin		255		1362				1617	808.5	
	Texas		5225						5225	2612.5	
Dallas Field Office	Dallas, TX			20436		882			21318	10659	
	Oklahoma		272						272	136	
El Paso Field Office	El Paso, TX					10507			10507	5253.5	
	New Mexico		42						42	21	
Houston Field Office	Houston, TX			16924	11817				28741	14370.5	

(b)(7)e

IEAs Needed by State (Appendix E) Continued

Field Office	State	BOP Intake	State Population est. Intakes	Tier 1 Population over 1 Million	Tier 2 Population 800,000 to 1 Million	Tier 3	Tier 4	VTEL/SCAPP	TOTAL	Actual Total=T/2	ESTIMATE CASES PER YEAR, # of IEAs needed
San Antonio Field Office	San Antonio, TX			7275		7544		10718	25537	12768.5	
	Colorado		583				3850		4433	2216.5	
	Idaho		289						289	144.5	
Denver Field Office	Montana		9						9	4.5	
	Wyoming		29						29	14.5	
Detroit Field Office	Michigan		150	1154	630				1934	967	
	Ohio		208		600				808	404	
	California State		13557						13557	6778.5	
Los Angeles Field Office	Los Angeles, CA			149857		2488		13304	165649	82824.5	
San Diego Field Office	San Diego, CA			15735					15735	7867.5	
	San Francisco, CA			32555	6753	24509	6477		70294	35147	
	Hawaii		1291		2128				3419	1709.5	
San Francisco Field Office	Nevada		590						590	295	
	Utah		114		2977				3091	1545.5	
Miami Field Office	Florida		1784	48866	6475				57125	28562.5	
Newark Field Office	New Jersey		911		2235	10099	3770		17015	8507.5	
	Louisiana		40			815	3475	10550	14880	7440	
	Alabama		57						57	28.5	
	Arkansas		79						79	39.5	
New Orleans Field Office	Mississippi		56						56	28	
	Tennessee		148		1282				1430	715	

(b)(7)e

IEAs Needed by State (Appendix E) Continued

Field Office	State	BOP Intake	State Population est. Intakes	Tier 1 Population over 1 Million	Tier 2 Population 800,000 to 1 Million	Tier 3	Tier 4	VTEL/SCAPP	TOTAL	Actual Total=T/2	ESTIMATE CASES PER YEAR, # of IEAs needed
Philadelphia Field Office	Pennsylvania		309	850		579			1738	869	(b)(7)e
	Delaware		605						605	302.5	
Philadelphia Field Office	West Virginia		38						38	19	
Phoenix Field Office	Arizona		3138	20755	2252		904		27049	13524.5	
	Washington		395	7954		4527	2290		15166	7583	
Seattle Field Office	Alaska		1720						1720	860	
	Oregon		464						464	232	
	Minnesota		414	4221				12784	17419	8709.5	
	Iowa		164						164	82	
St. Paul Field Office	Nebraska		119						119	59.5	
	North Dakota		12						12	6	
Washington Field Office	South Dakota		24						24	12	
	Washington, DC								0	0	
Washington Field Office	Virginia		487	2295					2782	1391	
		23504	40595	355223	47466	84733	21630	57181	630332	315166	

Actual Total T/2		315,166
FY05 Criminal Alien Removals		-83,833
		231,333
		1050.55
83,333/300		-280
Actual # of IEAs needed		(b)(7)

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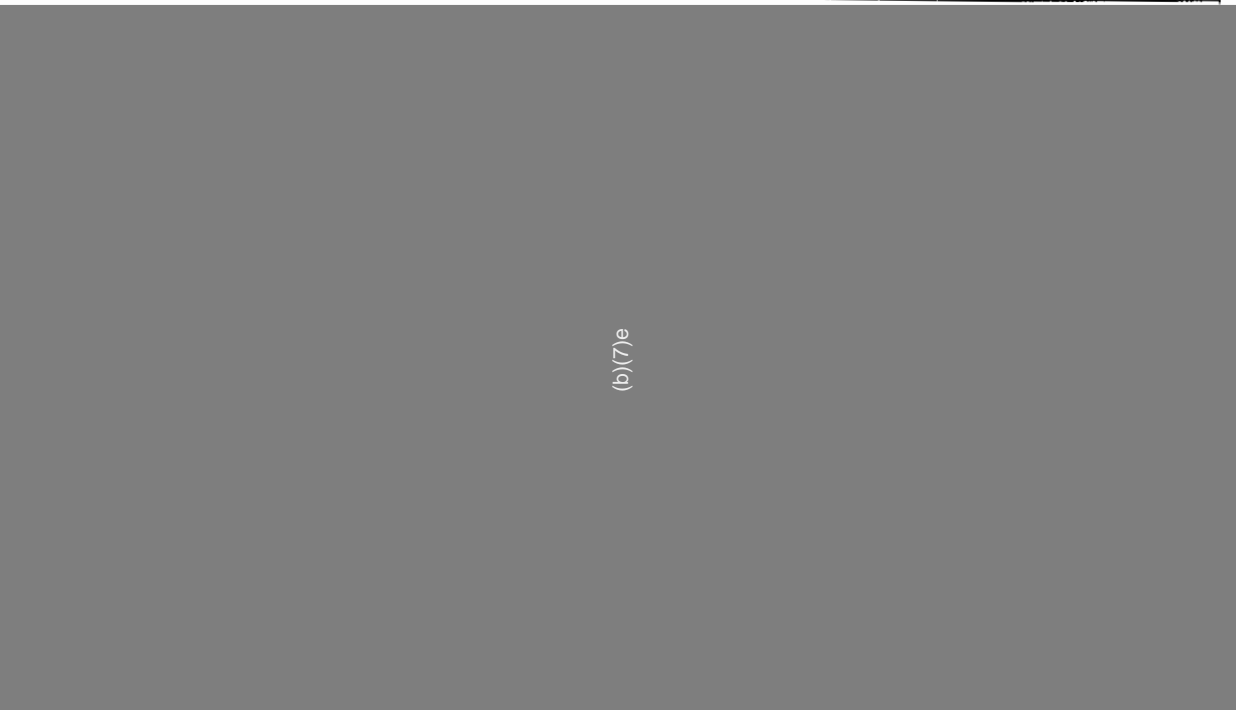
Total IEAs and SAs working CAP (Appendix F)

Field Office	State	DRO Base, FY05, FY06, and OI IEA & Support/Enhancements														OI Staff								
		SDDO			DO			SIEA			IEA			SUPPORT				Total	Current S/As working CAP					
		Base	FY05	FY06	OI	Base	FY05	FY06	OI	Base	FY05	FY06	OI	Base	FY05	FY06	OI	Base	FY05	05 Att	05 PA	FY06	OI	# of positions DRO requires
HQ DRO	Washington, DC	(b)(7)e																						
	Georgia																							
	North Carolina																							
Atlanta Field Office	South Carolina																							
Baltimore Field Office	Maryland																							
	Massachusetts																							
	Connecticut																							
	Maine																							
	New Hampshire																							
	Rhode Island																							
Boston Field Office	Vermont																							
	New York																							
	Buffalo, NY																							
New York Field Office	New York, N'																							
	Illinois																							
	Indiana																							
Chicago Field Office	Kansas																							
	Kentucky																							
	Missouri																							

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Total IEAs and SAs working CAP (Appendix F) Continued

Field Office	State	DRO Base, FY05, FY06, and OI IEA & Support/Enhancements														OI Staff						
		SDDO			DO			SIEA			IEA			SUPPORT				Total	Current S/As working CAP			
		Base	FY05	FY06	OI	Base	FY05	FY06	OI	Base	FY05	FY06	OI	Base	FY05	FY06	OI		05 Att	05 PA	FY06	OI
	Wisconsin																					
	Texas																					
Dallas Field Office	Dallas, TX																					
	Oklahoma																					
El Paso Field Office	El Paso, TX																					
	New Mexico																					
Houston Field Office	Houston, TX																					
San Antonio Field Office	San Antonio, TX																					
Denver Field Office	Colorado																					
	Idaho																					
	Montana																					
	Wyoming																					
Los Angeles Field Office	Los Angeles, CA																					



(b)(7)e

Total IEAs and SAs working CAP (Appendix F) Continued

Field Office	State	DRO Base, FY05, FY06, and OI IEA & Support/Enhancements											OI Staff								
		SDDO			DO			SIEA			IEA		SUPPORT			Total	Current S/As working CAP				
		Base	FY05	FY06	Base	FY05	FY06	Base	FY05	FY06	Base	FY05	FY06	Base	FY05	FY06	Att	PA	FY06	OI	# of positions DRO requires
Los Angeles Field Office	Los Angeles, CA	(b)(7)e																			
San Diego Field Office	San Diego, CA																				
San Francisco Field Office	San Francisco, CA																				
	Hawaii																				
	Nevada																				
	Utah																				
Miami Field Office	Florida																				
Newark Field Office	New Jersey																				
	Louisiana																				
	Alabama																				
	Arkansas																				
New Orleans Field Office	Mississippi																				
	Tennessee																				
	Pennsylvania																				
Philadelphia Field Office	Delaware																				

Total IEAs and SAs working CAP (Appendix F) Continued

Field Office	State	DRO Base, FY05, FY06, and OI IEA & Support/Enhancements														OI Staff									
		SDDO				DO				SIEA				IEA				SUPPORT				Total	Current S/As working CAP		
		Base	FY05	FY06	OI	Base	FY05	FY06	OI	Base	FY05	FY06	OI	Base	FY05	FY06	OI	Base	FY05	Alt	05 PA		FY06	OI	# of positions DRO requires
	West Virginia																								
Phoenix Field Office	Arizona	(b)(7)e																							
	Washington																								
	Alaska																								
Seattle Field Office	Oregon																								
	Minnesota																								
	Iowa																								
	Nebraska																								
	North Dakota																								
St. Paul Filed Office	South Dakota																								
Washington Field Office	Washington, DC																								
	Virginia																								
Totals																									

Deliverables Effective March 1, 2006 (Appendix G)

Deliverable	Timeline	Forum	Lead	Supporting	Comments
Goal 1:					
Identify and remove the criminal alien population incarcerated in Federal, state and local detention facilities in the United States.					
Objective.1:					
Interview 90 percent of all foreign-born nationals incarcerated in Federal, state and local facilities.					
1. OI to reprogram all IEA and support positions to DRO	6 months	OI	DRO ICE OMB	DRO OI	
2. DRO to convert identified vacant IEA Positions into SDDOs, if applicable	6 months	DRO	DRO	DRO Laguna	
3. DRO to modify existing IRP Report, if applicable	3 months	DRO	DRO	DRO	
4. DRO to develop web based reporting system	6 months	DRO	DRO Contractor	DRO Contractor	
5. DRO to implement new automated reporting procedures upon completion of web based system	12 months	DRO	DRO ADP	DRO ADP	
6. DRO to determine operational data needs, develop a database and construct new DRO staffing model and develop.	12 - 18 months	DRO	DRO ADP	DRO ADP	

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Deliverable	Timeline	Forum	Lead	Supporting	Comments
7. DRO to develop baseline database from FY 2006	24 months	DRO	DRO Contractor	DRO	
8. DRO to collect FY 2007 data	Ongoing	DRO	DRO	DRO	
9. DRO to perform FY 2006 & 2007 comparison	18 months	DRO	DRO	DRO	
10. DRO to identify problem areas and cases	12 - 18 months	DRO	DRO	DRO	
11. DRO to identify priorities for resource requests	24 months	DRO	DRO	DRO	
12. DRO w/field input to conduct site visits, interviews, focus groups, and work measurement studies	Ongoing	DRO	DRO	DRO	
13. Examine the use and impact of LESC and SDCATC to determine their place as a resource multiplier	18 months	DRO	DRO	DRO	
14. DRO to build staffing model.	45 days	DRO	DRO	DRO	
15. DRO to utilize model staffing results and maintain over time	12 - 18 months	DRO	DRO	DRO	
16. Field Offices to update district assessments of facilities, personnel, and resources	24 months	DRO	DRO	DRO	
17. Headquarters review of field office assessment	Ongoing	DRO	DRO	DRO	
18. DRO to request additional CAP	18 months	DRO	DRO	DRO	

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Deliverable	Timeline	Forum	Lead	Supporting	Comments
positions.					
19. DRO w/input from field offices to define prioritization criteria	45 days	DRO	DRO	DRO	
20. Field Offices to identify and rank all facilities for transition.	12 - 18 months	DRO	DRO	DRO	
21. DRO to provide approval for prioritization of facilities	24 months	DRO	DRO	DRO	
22. 25 DRO to have IEA position descriptions reclassified to include duty of prosecutions	12 - 18 months	DRO	DRO	DRO	
23. Laguna to announce vacant IEA positions	24 months	DRO	ICE DRO	DRO	
24. DRO to realign field office CAP resources to make facilities whole	Ongoing	DRO	DRO	DRO	
25. DRO to move resources, provide necessary training, and fill IEA and support position vacancies	18 months	DRO	DRO	DRO	
26. DRO to evaluate, process, and report transitional progress	45 days	DRO	DRO	DRO	
27. DRO to identify "Best Practices" and potential problem areas	12 - 18 months	DRO	DRO	DRO	
28. DRO to conduct field survey to verify "Best Practices	24 months	DRO	DRO	DRO	

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Transportation and Removal Costs (Appendix H)

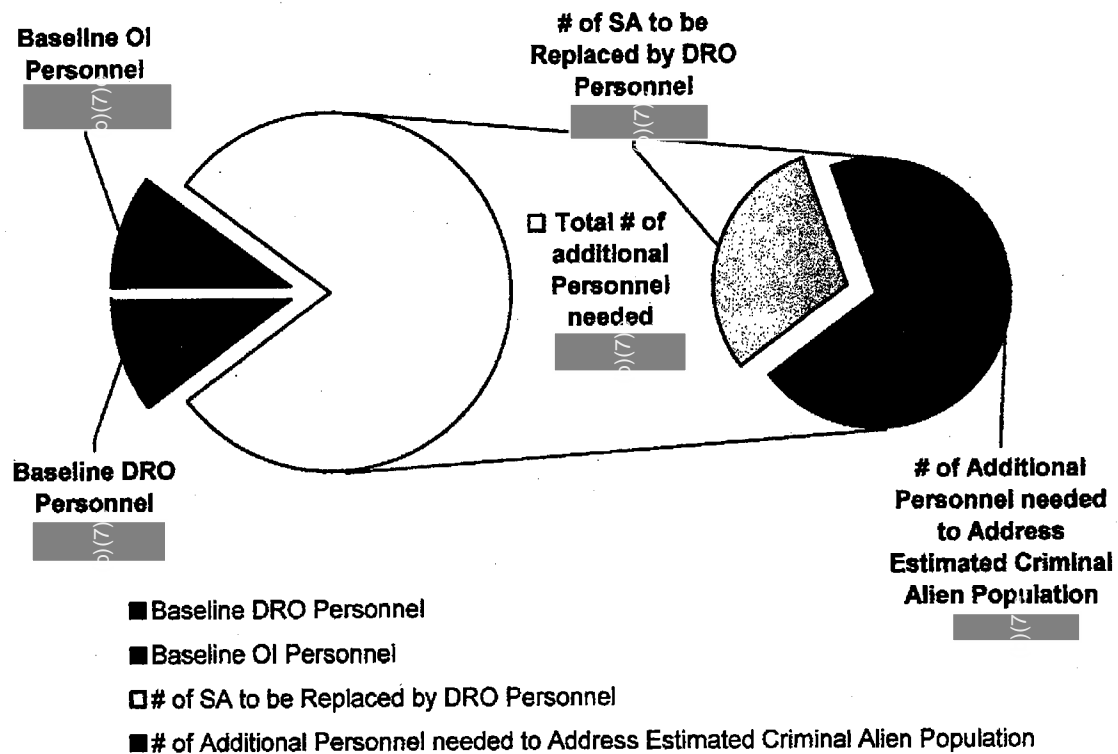
1st FY06	2nd FY06	3rd FY06	4th FY06	1st FY07	2nd FY07	3rd FY07	4th FY07	1st FY08	2nd FY08	3rd FY08	4th FY08	Totals	
Case Production by Quarter													
1st FY06	2nd FY06	3rd FY06	4th FY06	1st FY07	2nd FY07	3rd FY07	4th FY07	1st FY08	2nd FY08	3rd FY08	4th FY08		
21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	
0		1,208	3,623	9,860	12,075	12,075	12,075	12,075	12,075	12,075	12,075	12,075	
0	0	1,500	4,500	12,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
0				2,250	6,750	18,000	22,500	15,000	15,000	15,000	15,000	15,000	
0								1,500	7,500	12,000	15,000	15,000	
21,500	21,500	24,208	29,623	45,410	55,325	66,575	71,075	65,075	71,075	75,575	78,575	78,575	290,300
1st FY06	2nd FY06	3rd FY06	4th FY06	1st FY07	2nd FY07	3rd FY07	4th FY07	1st FY08	2nd FY08	3rd FY08	4th FY08		
Transportation and Removal Costs													
\$21,500,000	\$21,500,000	\$21,500,000	\$21,500,000	\$21,500,000	\$21,500,000	\$21,500,000	\$21,500,000	\$21,500,000	\$21,500,000	\$21,500,000	\$21,500,000	\$21,500,000	
		\$2,707,500	\$8,122,500	\$23,910,000	\$33,825,000	\$45,075,000	\$49,575,000	\$43,575,000	\$49,575,000	\$54,075,000	\$57,075,000		
\$21,500,000	\$21,500,000	\$24,207,500	\$29,622,500	\$45,410,000	\$55,325,000	\$66,575,000	\$71,075,000	\$65,075,000	\$71,075,000	\$75,575,000	\$78,575,000	\$78,575,000	290,300,000
1st FY06	2nd FY06	3rd FY06	4th FY06	1st FY07	2nd FY07	3rd FY07	4th FY07	1st FY08	2nd FY08	3rd FY08	4th FY08		
Detention Beds Required in support of CAP													
7,167	7,167	7,167	7,167	7,167	7,167	7,167	7,167	7,167	7,167	7,167	7,167	7,167	
0	0	226	903	2,895	5,714	9,244	12,699	7,169	15,650	16,400	17,025	17,025	
7,167	7,167	7,392	8,069	10,062	12,880	16,411	19,865	14,335	22,817	23,567	24,192	24,192	24,192
1st FY06	2nd FY06	3rd FY06	4th FY06	1st FY07	2nd FY07	3rd FY07	4th FY07	1st FY08	2nd FY08	3rd FY08	4th FY08		
													323

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1st FY05	2nd FY05	3rd FY05	4th FY05	1st FY06	2nd FY06	3rd FY06	4th FY06	1st FY07	2nd FY07	3rd FY07	4th FY07
[REDACTED]											
[REDACTED]											
[REDACTED]											
[REDACTED]											

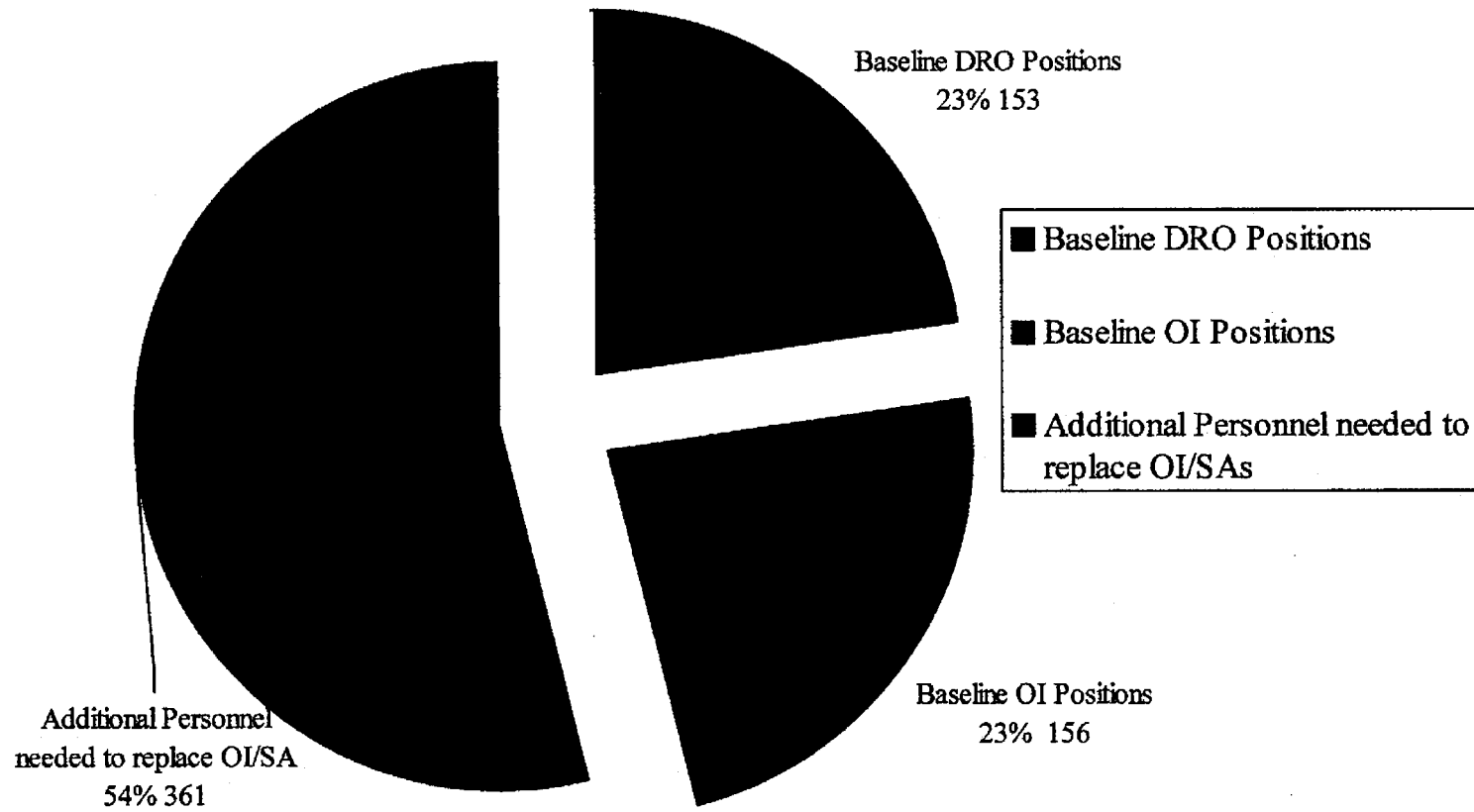
- Baseline includes all CAP employees including IEAs for OI and DRO as well as Special Agents
1. For FY05 hires, there is only 10%, 30%, 80% and 100% production in the 1st, 2nd, 3rd and 4th quarters of FY05
 2. For FY06 hires, there is only 10%, 30%, 80% and 100% production in the 1st, 2nd, 3rd and 4th quarters of FY06
 3. FY 06 Assumes that 9 Million for [REDACTED] IEAs will be reprogrammed from the Office of Investigation
 4. Average Length of stay for a Criminal Alien is currently calculated at 56 days. (Factor is 6.5)

Charts (Appendix I)



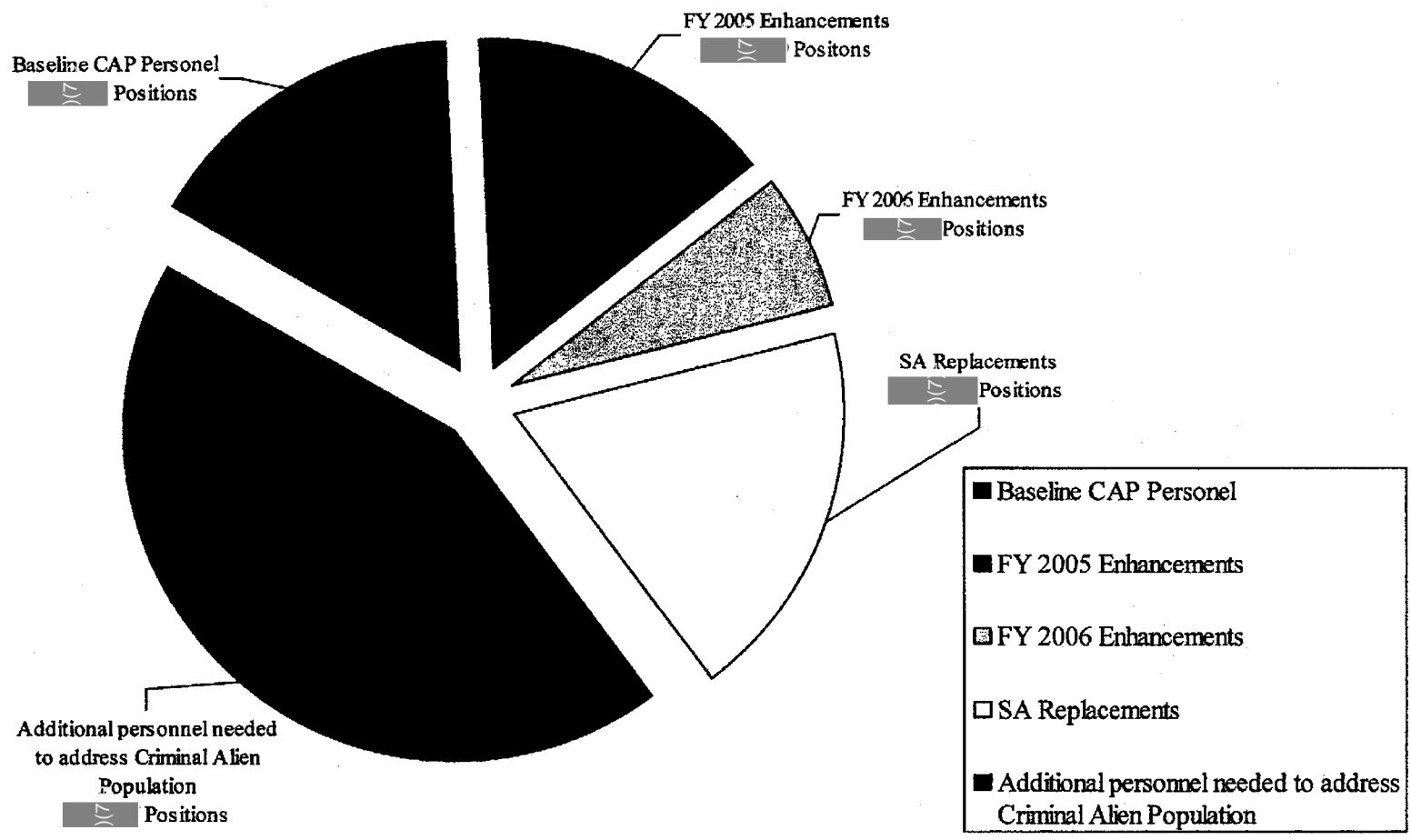
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Charts (Appendix I)



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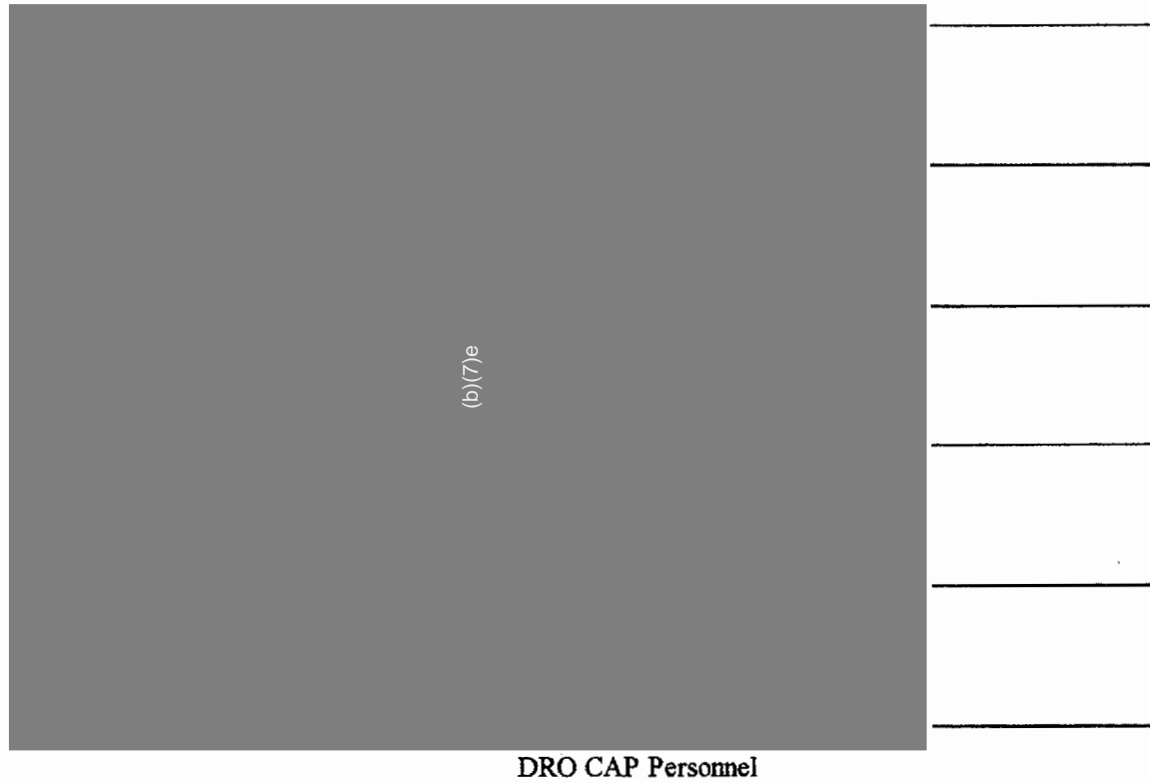
Charts (Appendix D)



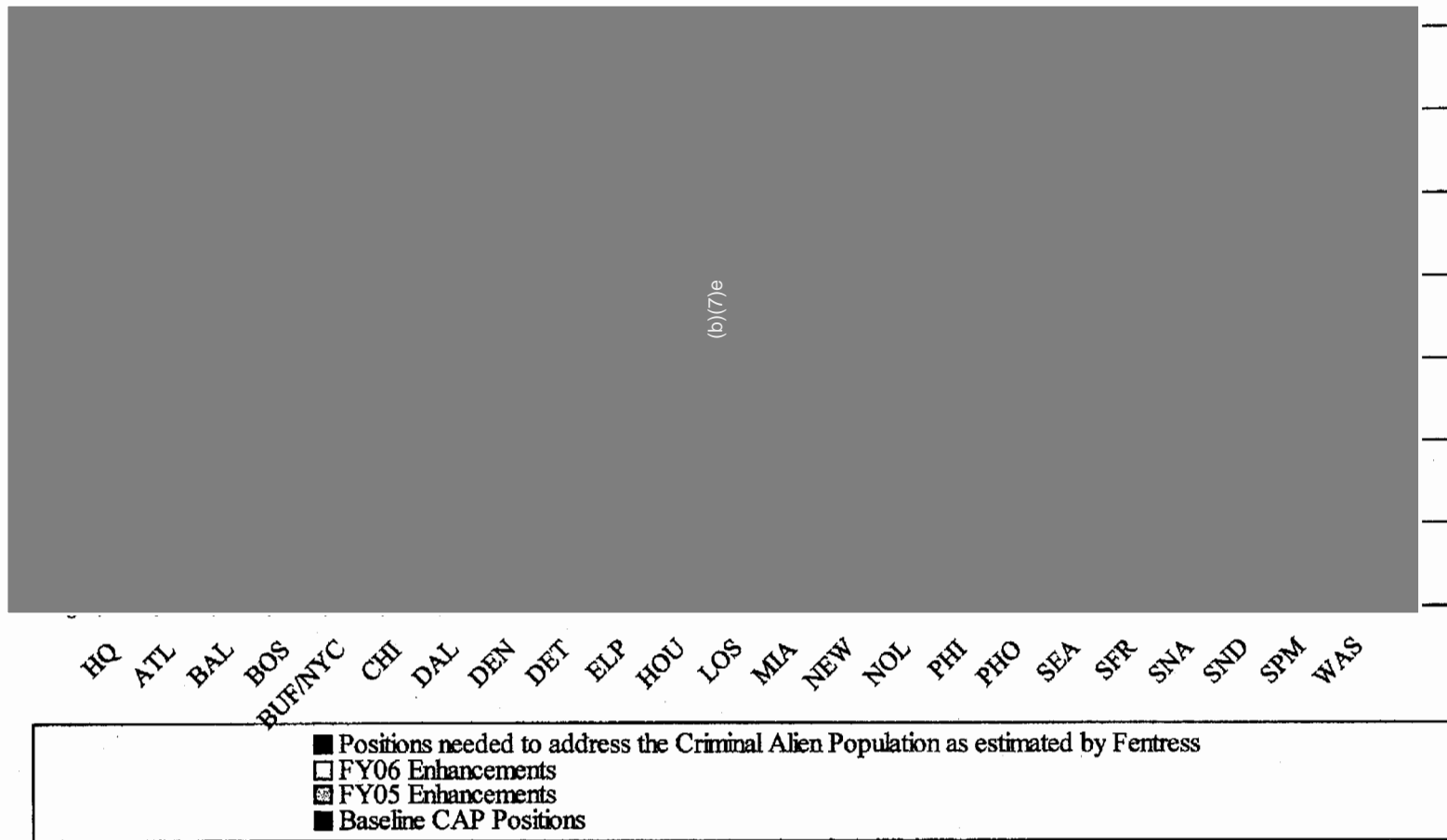
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Charts (Appendix I)

- New Positions needed to maintain current level of coverage
- FY06 Enhancements
- FY05 Enhancements
- Baseline CAP Personnel



Charts (Appendix I)



~~FOR OFFICIAL USE ONLY~~

DRO Fact Sheet DEC 05 (Appendix J)

Detention

	<u>FY 03</u>	<u>FY 04</u>	<u>FY 05¹</u>	<u>FY 06¹</u>
Funded Bed Space	19,444	19,444	18,500	20,800
Actual Average Daily Pop ³	21,178	21,928	19,718	20,301
Current or EOY Population	22,157	20,029	20,791	20,109
Initial Admissions	210,880	213,387	217,815	54,228
Total Detained	231,430	235,260	260,806	78,478
Total Detention Days	7,729,830	8,025,622	7,198,284	1,876,605
Average Length of Stay ² (days)	37.1	40.4	38.5	35
Median Length of Stay(days)	12	12	14	15

¹As of December 31, 2005

²length of stay for aliens released from detention

³All detention statistics except funded bed space include BOP and ORR beds

Staffing (Permanents as of Aug 13 2005)

Detention & Deportation Officer -DDO	(b)(7)e
Deportation Officer -DO	
Immigration Enforcement Agent -IEA (incl DEO)	
Detention & Removal Asst- DRA	
Other D&R	
TOTAL	
Authorized FTP (Full Time Positions)	
Full Time Vacancies	
Percent Filled	

Removals

	<u>FY 04</u>	<u>FY 05</u>	<u>FY 06</u>
Removals (Total)	204,039	166,838	38,6
Removals (Criminal vs NonCriminal)	204,039	166,838	38,6
Criminal		83,833	18,8
NonCriminal		83,005	19,8
Removals (Total)	204,039	166,838	38,6
Expedited (detained cases only)		31,731	10,8
Non-hearing (except expedited)		46,088	8,8
Hearings		89,019	18,8
Removals (Criminal vs NonCriminal)	204,039	166,838	38,6
Criminal Expedited (detained cases only)		3,642	1,8
Criminal Non-hearing (except expedited)		33,059	6,8
Criminal Hearings		47,132	10,8
NonCriminal (detained cases only)		28,089	8,8
NonCriminal Non-hearing (except expedited)		13,029	2,8
NonCriminal Hearings		41,887	8,8
Non-Detained Docket ²		1,164,759	1,201,8
Policy Closures as of Dec 31, 05			382,8
Voluntary Departures	9,916	8,160	1,3
Orders executable	217,404	235,039	48,9
Removals from FY cohort	151,375	113,903	20,1
Removal Rate	69.6%	48.5%	41.8

¹ Removals through December 2005

² Does not include policy closures.

Acronyms (Appendix K)

ACAP -Alien Criminal Apprehension Program
CAP -Criminal Alien Program
CSCC -Central States Command Center
DA -Deportation Assistant
DO -Deportation Officer
DRO -Detention and Removal Operations
FOD -Field Office Director
ICE -Immigration and Customs Enforcement
IA -Investigative Assistant
IEA -Immigration Enforcement Agent
IGSA -Inter Governmental Service Agreement
IRP -Institutional Removal Program
JPAT - Justice Prisoner and Alien Transportation Service
LESC -Law Enforcement Support Center
OI -Office of Investigations
SA -Special Agent
SAC -Special Agent in Charge
SDDO -Supervisory Detention and Deportation Officer
SIEA -Supervisory Immigration Enforcement Agent
VTC -Video Conferencing

Definitions (Appendix L)

Alien Any person not a citizen or national of the United States.

CAP RESOURCES Include, but are not limited to; IEAs, SIEAs, and support personnel, funding, office equipment, furniture, computer equipment, copiers, fax machines, telephones, vehicles, mobile radios, cell phones, pagers, office space, lethal and non-lethal weapons, credentials, ballistic armor, hand held radios, flashlights, raid gear and range safety equipment.

Criminal Alien Program (CAP) A program created with the express purpose of addressing the identification, processing, and removal of incarcerated aliens.

Criminal Alien An illegal alien who is removable from the United States based on a criminal conviction in accordance with the Immigration and Nationality Act (INA).

Foreign-Born National A person born in a country other than the United States. The term foreign-born national could also apply to a United States citizen or a lawfully admitted permanent resident. (E.g., United States Citizen born abroad, Naturalized United States Citizens and certain lawfully admitted aliens).

Intergovernmental Service Agreements (IGSA): Agreements between governmental agencies to support or provide requested services.

Phase I The transfer to DRO of IEAs and other support personnel within targeted field office jurisdictions that are currently funded by ICE/OI and assigned to CAP sites and/or duties.

Phase II The replacement of SAs performing CAP duties at state correctional facilities throughout the United States with DRO resources.

Phase III The implementation of a CAP organizational structure to address the criminal alien population at county, local and city correctional facilities not historically screened by ICE.

3. ICE's conceptual methodology developed within the agency's plan to identify and remove deportable aliens (Reason Requesting: HR 110-862's reference to the 2008 Appropriation's Act that provided ICE with \$200 million)

4. Program documentation that contains the goals and objectives of the CAP program and all other programs within ICE that support activities to identify and remove deportable criminal aliens



U.S. Immigration
and Customs
Enforcement

Fact Sheet

Criminal Alien Program

January 15, 2008

Contact: ICE Public Affairs
202-514-2648

Mission

The Criminal Alien Program (CAP) is responsible for the identification, processing, and removal of criminal aliens incarcerated in federal, state and local prisons and jails throughout the United States, preventing their release into the general public by securing a final order of removal prior to the termination of their sentences.

Background

The Administrative Criminal Alien Program (ACAP) formerly consisted of US Immigration and Customs Enforcement (ICE) Office of Investigation (OI) Agents screening criminal aliens in prisons and jails throughout the US, and the former Institutional Hearing Program (IHP) at many state prisons. The function of the IHP and the current Institutional Removal Program (IRP) is to present criminal aliens to the Executive Office for Immigration Review for hearings to resolve their immigration status before the end of the criminal sentence. ICE merged the ACAP with the IRP to finalize the transition of CAP to the Office of Detention and Removal Operation (DRO) on June 1, 2007.

Components

CAP Enforcement Activity

DRO Officers and Agents assigned to CAP in federal, state and local prisons and jails throughout the country screen inmates, and place detainers on criminal aliens to process them for removal before they release to the general public. After the screening process and interviews, ICE issues charging documents to formally begin proceedings to remove the criminal alien from the United States.

Detention Enforcement and Processing Offenders by Remote Technology (DEPORT)

Approximately 27 percent of inmates in US Bureau of Prisons (BOP) custody are non-U.S. citizens¹. DRO created the DEPORT Center in Chicago to process this population through CAP. ICE Officers and Agents assigned to the DEPORT Center conduct interviews of Bureau of Prisons inmates nationwide using video teleconference equipment. Through the combined effort of the DEPORT Center and local ICE resources, criminal aliens from all 114 federal detention facilities are taken into ICE custody upon completion of their sentences.

¹ Statement of Harley G. Lappin, Director Federal Bureau of Prisons Before the Committee on the Judiciary United States Senate "The Cost of Crime: Understanding the Financial and Human Impact of Criminal Activity," September 19, 2006

The Effectiveness of CAP

ICE tracks CAP Charging Documents Issued to criminal aliens. Although ICE begins removal proceedings against an individual through CAP, they may remain in prison or jail to complete criminal hearings or sentences.

CAP Results

- CAP Charging Documents issued to criminal aliens during FY07: 164,296
- DEPORT Charging Documents Issued to Bureau Of Prisons (BOP) inmates during FY07: 11,292

ICE ACCESS Components

CAP is only one element of ICE's comprehensive strategy to build cooperative relationships with local law enforcement agencies. There is no "one size fits all" solution that will apply to every community in the country, so area Special Agents in Charge (SACs) and Field Office Directors (FODs) work closely with their local counterparts to find solutions that will meet their needs. The complete list of ICE ACCESS components is available for download at <http://www.ice.gov/partners/dro/iceaccess.htm>.

ICE

U.S. Immigration and Customs Enforcement (ICE) was established in March 2003 as the largest investigative arm of the Department of Homeland Security. ICE is comprised of five integrated divisions that form a 21st century law enforcement agency with broad responsibilities for a number of key homeland security priorities.

5. CAP Program strategic plans (FY 07, 08, and 09)



**U.S. Immigration and Customs Enforcement
Comprehensive Identification and Removal of Criminal Aliens
(CIRCA)
Strategic Plan**

**January 29 2008
V15**

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STRATEGIC GOAL 2: Prioritize and process all removable aliens prior to release from federal, state and local custody..... 11

STRATEGIC GOAL 3: 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..... 13

STRATEGIC GOAL 4: Implement removal initiatives that shorten the time criminal aliens remain in ICE custody, thereby maximizing the use of detention space and reducing cost 16

*STRATEGIC GOAL 5: Maximize cost effectiveness and long term success through deterrence and reduced recidivism*20

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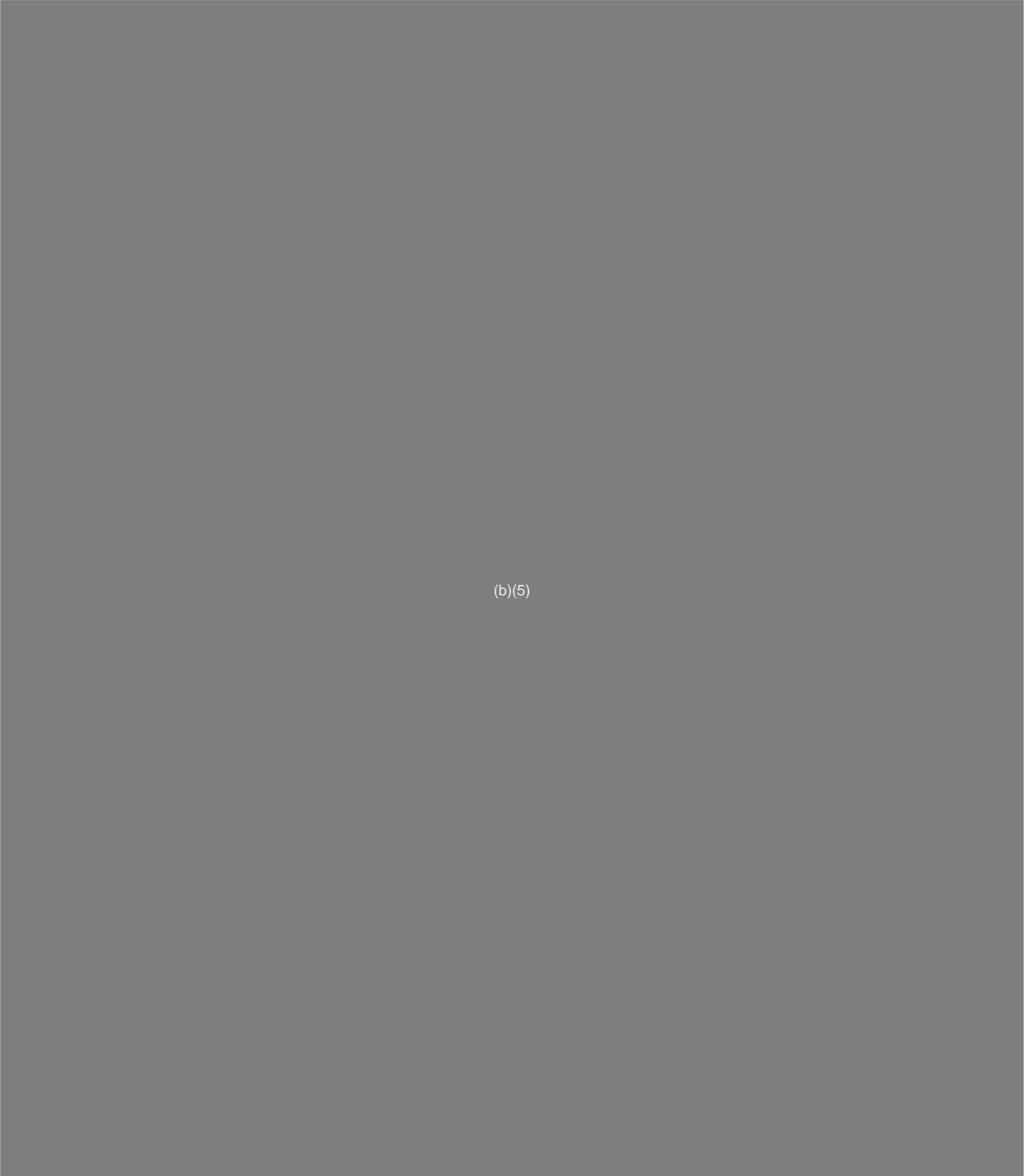
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CAP HISTORY AND CURRENT STATE

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COMPREHENSIVE IDENTIFICATION AND REMOVAL OF CRIMINAL ALIENS STRATEGIC PLAN

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CIRCA PLAN STRATEGIC GOALS

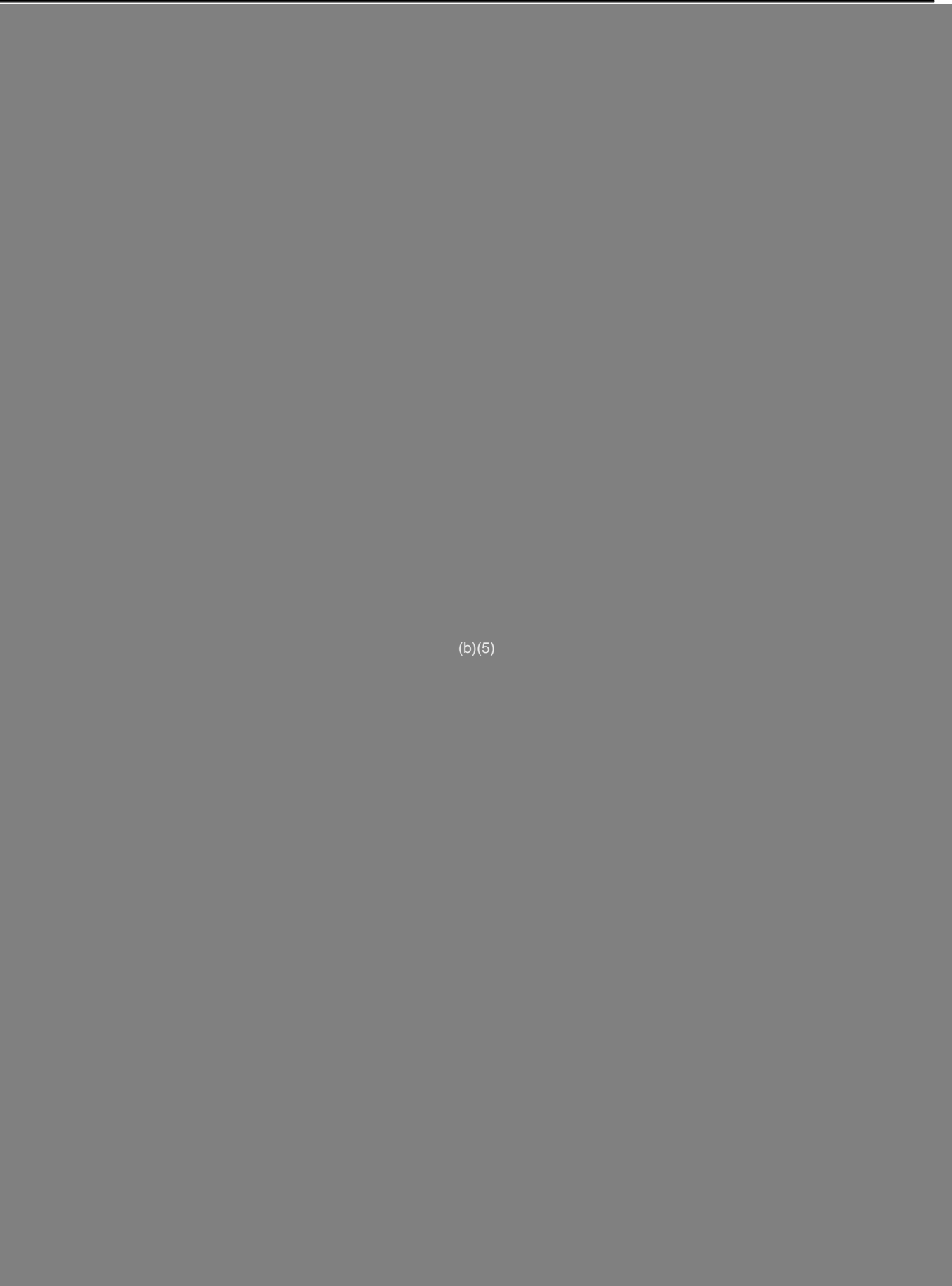
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RESOURCES AND HIGH-LEVEL COST ESTIMATES (TO BE DEVELOPED)

COST BENEFIT ANALYSIS (TO BE DEVELOPED)

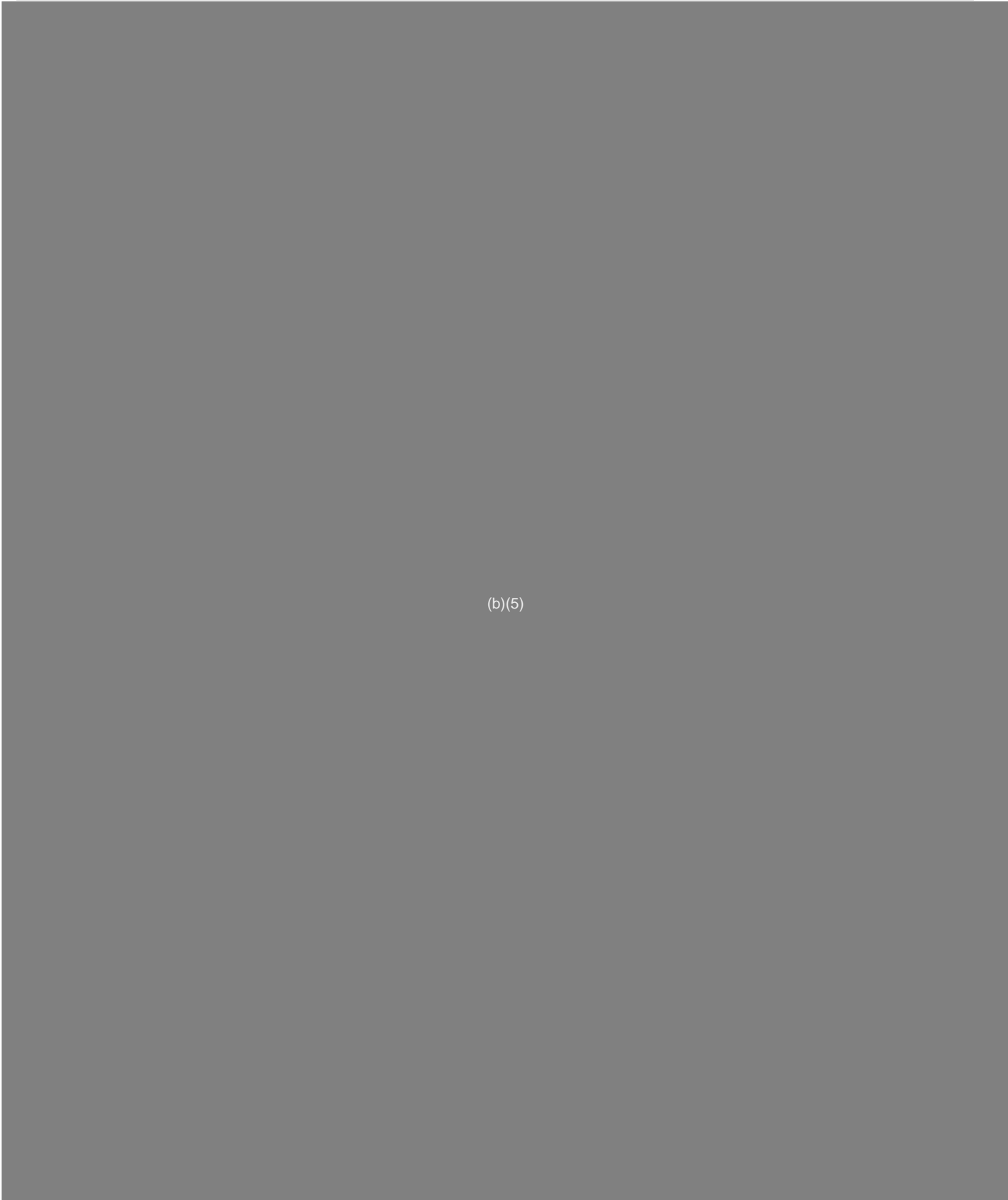
IMMEDIATE NEXT STEPS (TO BE DEVELOPED)

**PROVIDE HIGH-LEVEL OUTCOMES TO MEASURE SUCCESS FOR
IMPLEMENTATION PROGRESS (TO BE DEVELOPED)**

Glossary, Acronyms, and References

Glossary

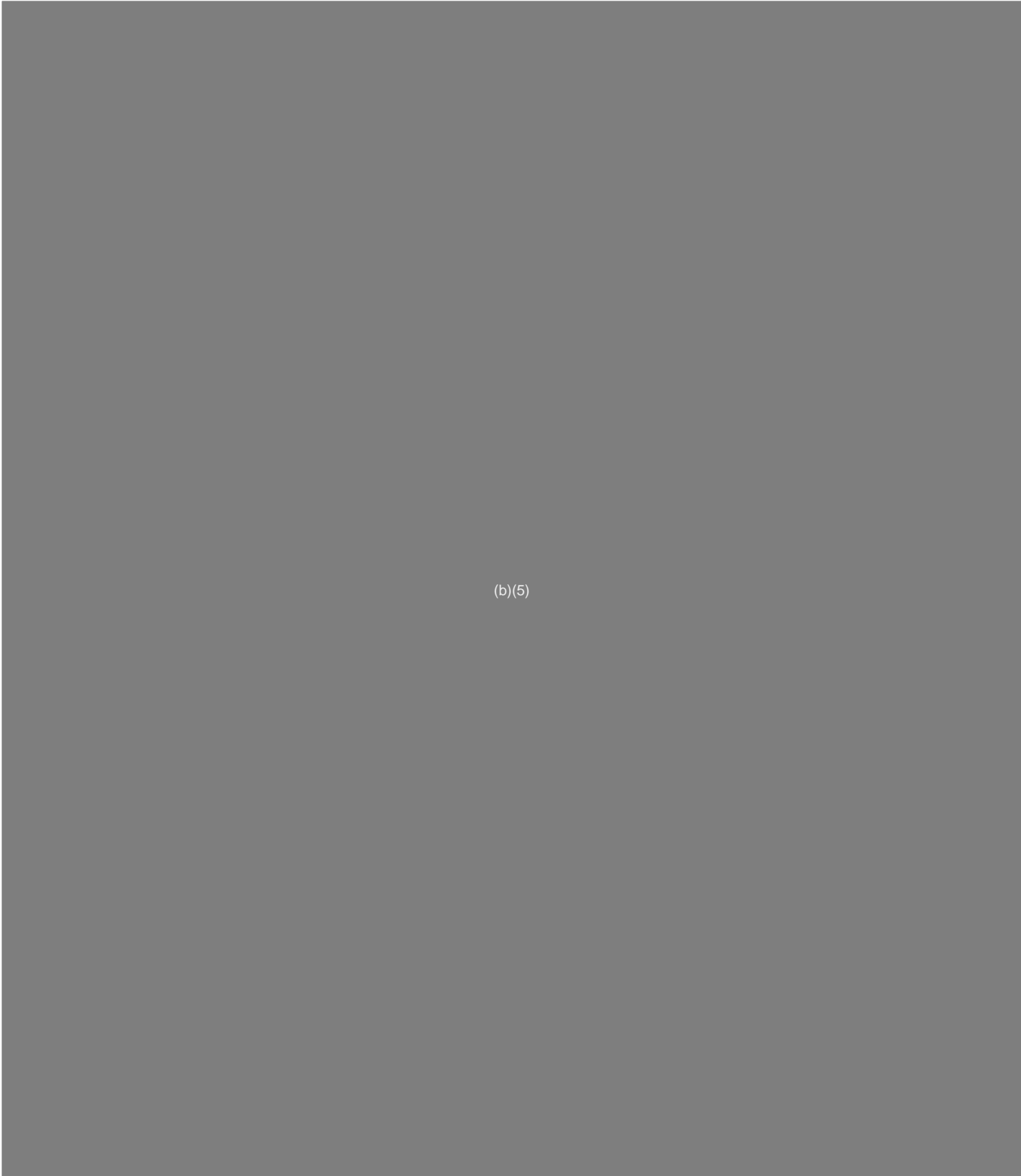
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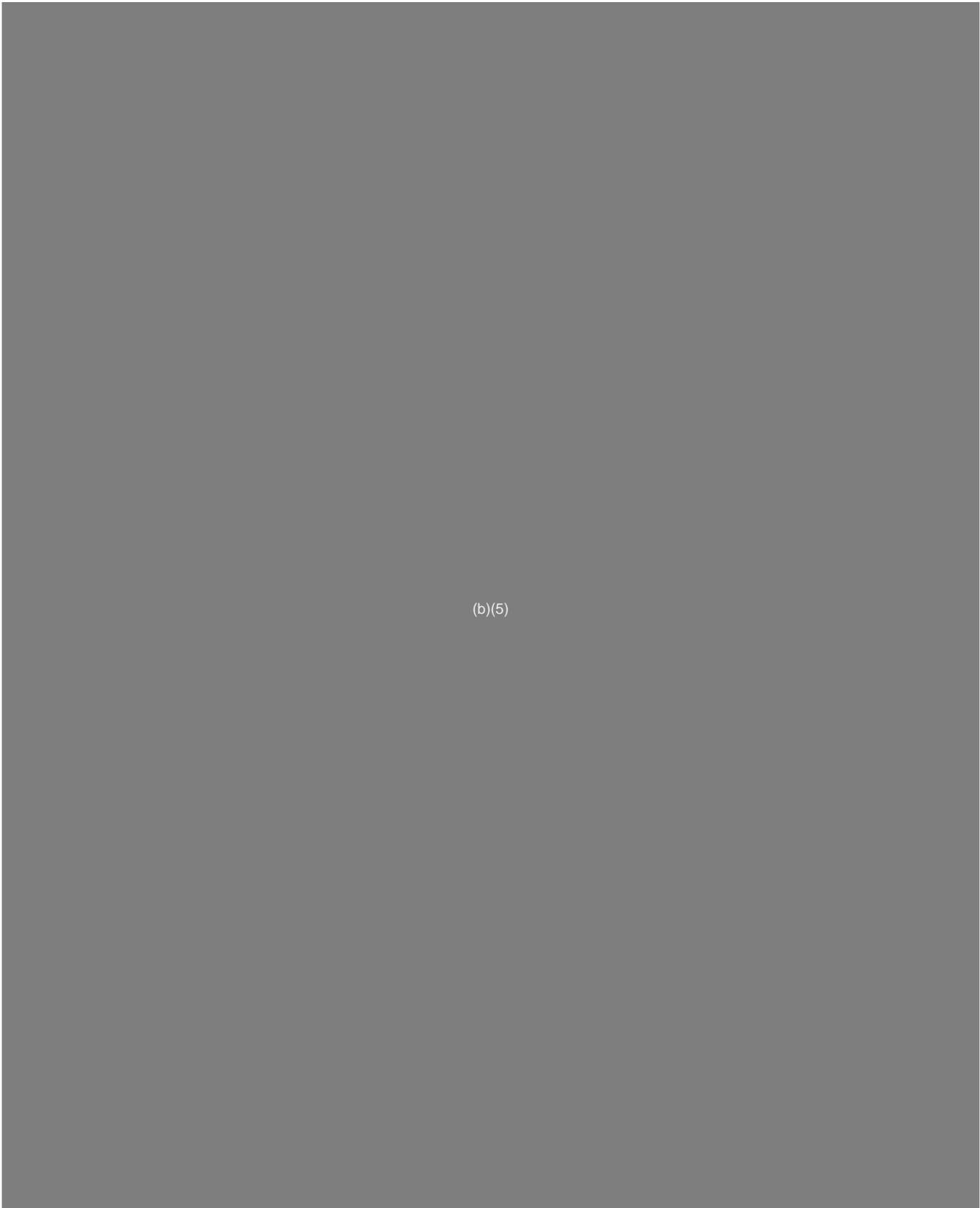
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Acronyms



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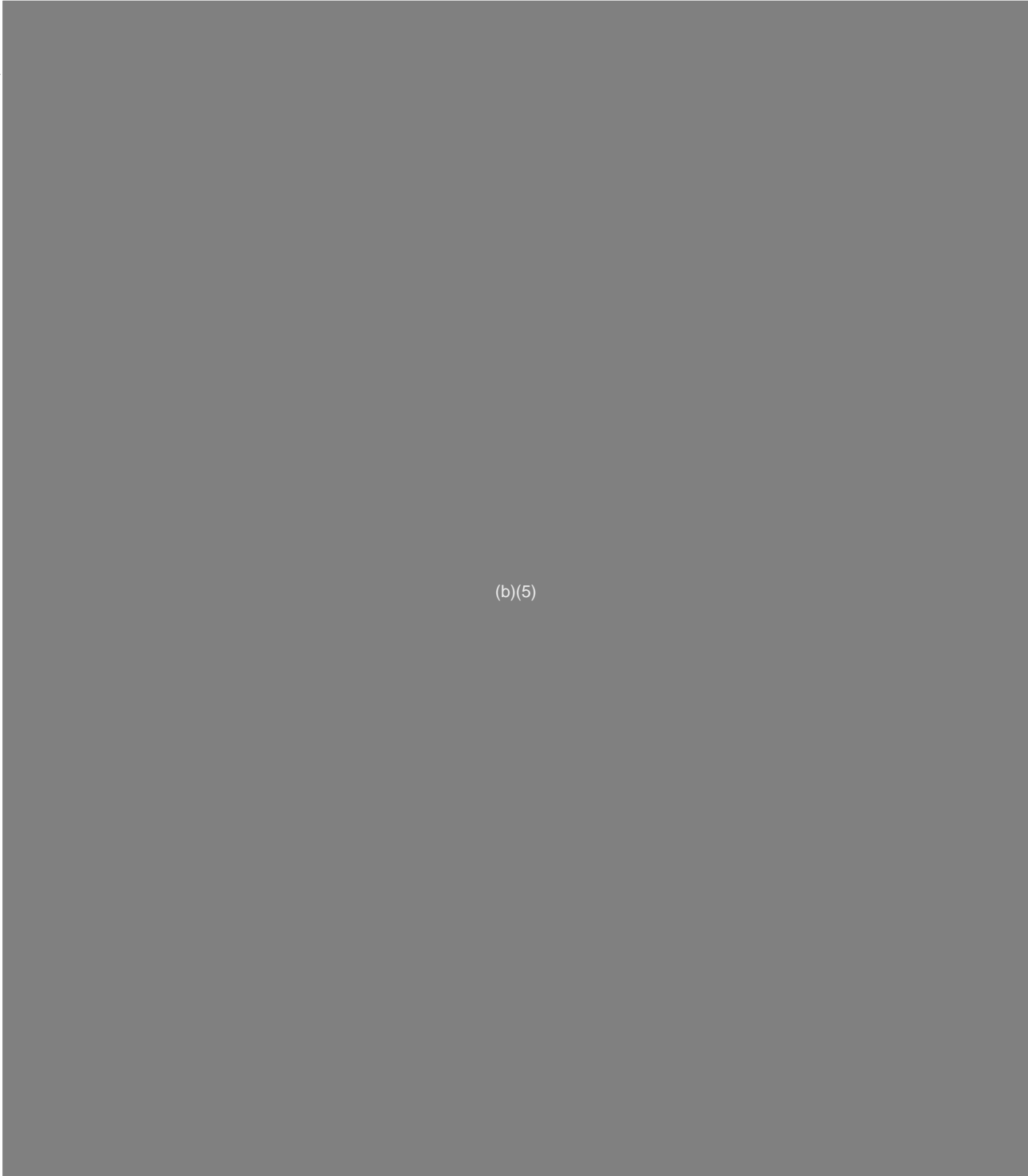
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References

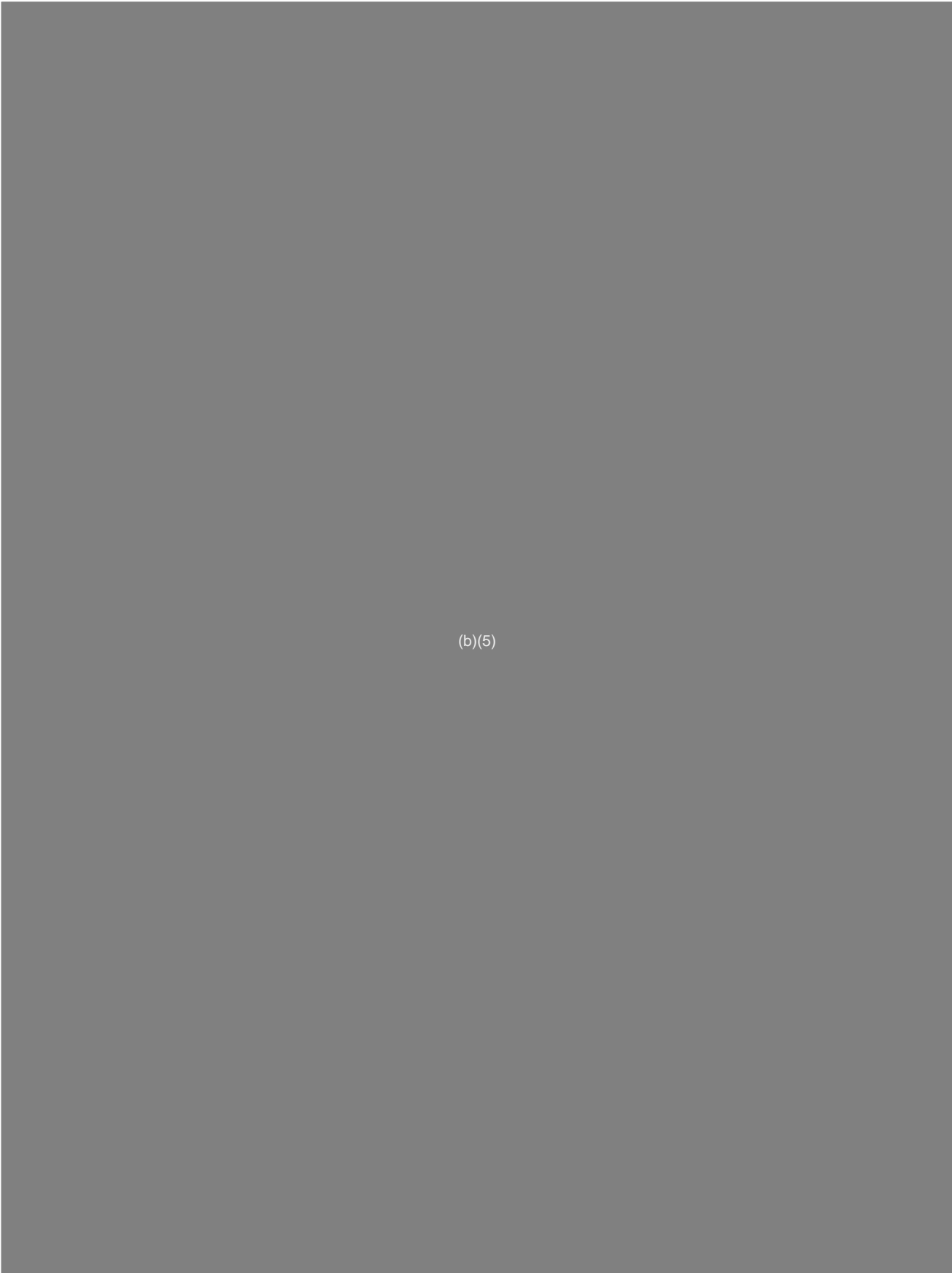
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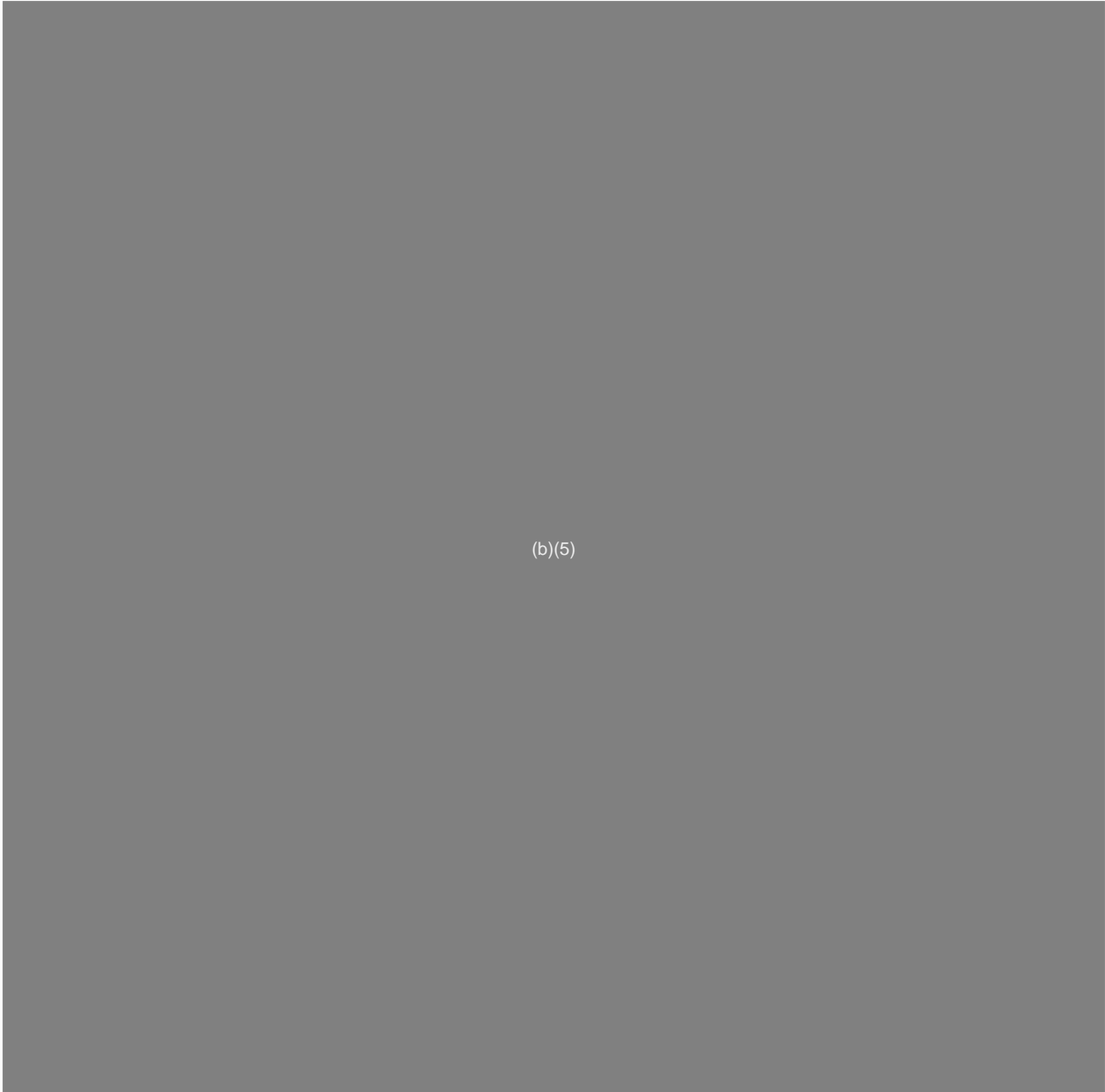
Criminal Alien Program Strategic Plan
January 7, 2008



(b)(5)



(b)(5)



(b)(5)

**6. Performance metrics specific to deportable criminal alien
identification and removal**

From Subprogram: BICE0001.2 - Criminal Alien Program (CAP)

Performance Measure	2008	2009	2010	2011	2012	2013	2014
Output: Number of charging documents issued.	Target	200,000	227,000	254,000	279,200	307,120	337,832
	Actual						

Description of Measure

The Criminal Alien Program measures its performance by the number of charging documents issued. A charging document is the written instrument prepared to initiate removal proceedings on an alien.

Verification and Validation:

Scope (Range) of Data

The number of criminal aliens processed per fiscal year by the number of fully operational CAP teams at the beginning of the fiscal year.

Data Source

ENFORCE, an event-based case management system that integrates and supports functions including subject processing, biometric identification, allegations and charges, preparation and printing of appropriate forms, data repository, and interface with the national database of enforcement events. ENFORCE supports alien apprehension processing for both Voluntary Return and Notice to Appear actions.

From Subprogram: BICE0001.2 - Criminal Alien Program (CAP)

Performance Measure		2008	2009	2010	2011	2012	2013	2014
Outcome: Number of foreign born nationals removed from the United States based on identification by the Criminal Alien Program.	Target	98,913	108,804	119,684	131,652	144,817	159,299	159,299
	Actual							


Description of Measure This measure quantifies the number of foreign born nationals identified by the Criminal Alien Program that are removed from the United States.

Verification and Validation:

Scope (Range) of Data This measure includes all aliens identified by the Criminal Alien Program.

Data Source ENFORCE, an event-based case management system that integrates and supports functions including subject processing, biometric identification, allegations and charges, preparation and printing of appropriate forms, data repository, and interface with the national database of enforcement events. ENFORCE supports alien apprehension processing for both Voluntary Return and Notice to Appear actions as well as removal records. Deportable Alien Control System (DACS) is the current system of record being replaced by ENFORCE.

Name of Program	<i>List the name of the Future Year Homeland Security Program (FYHSP) System Program and/or Subprogram (if applicable) to which this measure belongs.</i>							
Program Long term Performance Goal	<i>Clearly state the long term performance goal for the program with which this measure is associated, starting the statement with an action verb and focusing on outcomes that will be achieved.</i>							
Performance Measure	FY08	FY09	FY10	FY11	FY12	FY13	FY14	
Outcome: <i>Percentage of aliens removed from the United States based on the number of aliens processed for immigration law violations during the same period.</i>	Target	<i>List target level of performance</i>	<i>List target level of performance</i>	<i>List target level of performance</i>	<i>List target level of performance</i>	<i>List target level of performance</i>	<i>List target level of performance</i>	<i>List target level of performance</i>
	Actual	<i>List actual performance if possible</i>						
Description	<i>This measure reflects the percentage of aliens removed from the United States during a fiscal year compared to the number of aliens processed for immigration law violations during the same period. The phrase "removed from the United States" included immigration law violators who are returned to their country of origin prior to or after having waived a hearing before an immigration judge.</i>							
Objective's Supported	<i>List by number the DHS objective this measure supports (from the Secretary's Goals and Objectives. Note that his Priorities are being referred to as objectives).</i>							
Type	Outcome							
Status	Baseline							
Is this measure being used for PART?	<i>PART Longterm</i>							
Is this an efficiency measure?	<i>No</i>							
Is this a customer satisfaction measure?	<i>No</i>							
Add this measure to the CJ Performance Budget Highlights report?	<i>No</i>							

Include in Plan?	<i>Should this measure be included in the upcoming Performance Plan? If so, the setting should be "Yes." Otherwise, it should be set to "No." Only staff of the DHS Program Analysis and Evaluation (PA&E) office can change this setting.</i>
Include in Report?	<i>Should this measure be included in the Annual Performance Report? If so, the setting should be "Yes." Otherwise, it should be set to "No." Only staff of the DHS Program Analysis and Evaluation (PA&E) office can change this setting.</i>
Verification and Validation:	Note: Program Managers are responsible for the reliability of data and its classification in the reliability index.
Scope (Range) of Data	<i>This measure quantifies the number of aliens both returned and removed from the United States during the fiscal year, as a percentage of the total number of aliens identified as immigration law violators for the same period. The term "removal" includes removal under all types of orders, including orders by immigration judges, expedited and voluntary removals, and stipulated removals, as well as returns of immigration violators to their country of origin prior to or as a result of the waiving of a hearing before an immigration judge.</i>
Data Source	<i>The data is input by the users in the DRO Field Offices into the ENFORCE database and consolidated through the EID database, and then extracted through a web-based reporting tool called ICE Integrated Decision Support (IIDS).</i>
Data Collection Methodology	<i>The data is collected through a web-based reporting tool called ICE Integrated Decision Support (IIDS) which is refreshed daily. This information is pulled using a Query developed conjointly with IIDS. The data pulls all Removals and Returns and the Total number of "Removable" Aliens (Total number of Arrested minus Total number of Aliens Granted a Benefit) for a given Fiscal Year.</i>
Reliability Index	<i>T.B.D.</i>
Explanation of Data Reliability Check	<i>Reliable data will be available at the end of the 2nd quarter</i>
Last modified by:	 Chief of Policy and Communication, DRO, ICE, 12/29/08
Comments:	<i>This measure is being proposed to replace an existing measure, since it more accurately reflects a measurable outcome of DRO performance than did the previous measure.</i>

CRIMINAL ALIEN DIVISION

Item #	PROJECT	DUE DATE	OVERALL PROJECT HEALTH	STATUS OF LAST UPDATE	UPDATE POC	MEASUREMENTS / METRICS	ACTION UNIT	Action Officer	COMMENTS/UPDATES
1	Increase of 15% to 180,000 in the number of removable criminal aliens identified and processed in the federal, state, and local detention facilities	9/30/2008	Green	2/18/2008	Marc Rapp	An increase of 15% to 188,000 in the number of removable criminal aliens identified and processed in the federal, state and local detention facilities in FY08.	CAP	Marc Rapp	Q1FY08 CDI = 55,546. In FY 2007 164,296 charging documents were issued and CAP is on target to reach the goal.
2	Expand Video Conferencing (VTC) to conduct interviews and immigration hearings at the federal, state, and local level	9/30/2008	Green	2/18/2008	(b)(6), (b)(7)(C)	Expand VTC in BOP Complexes to conduct interviews and hearings	CAP	(b)(6), (b)(7)(C)	The MOU for VTC deployment to 3 BOP complexes, Victorville, Beaumont, and Coleman, is with the BOP for signature. VTC systems have been installed in Victorville.
3	Identify and track deployment of CAP teams in FY2008	9/30/2008	Green	2/18/2008	(b)(6), (b)(7)(C)	Track the number of CAP teams deployed in FY2008	CAP	(b)(6), (b)(7)(C)	The FY 2008 Deployment of CAP teams has been approved.
4	Track team deployment goals	9/30/2008	Green	2/18/2008	Marc Rapp	Track, monitor and report CAP statistics based on team deployment and set goals of CAP cases processed per team	CAP	Marc Rapp	CAP Charging Documents Issued (CDI) goals are currently tracked through the EID. Goals continue to be issuing CAP charging documents per year per IEA. CAP per CAP Team. In p/p 2 there were CAP IEAs on board.
5	Budget Utilization	9/30/2008	Green	2/18/2008	(b)(6), (b)(7)(C)	Ensure that effective utilization of Division's budget resources by appropriately obligating and spending allotted funds	Criminal Alien Division	(b)(6), (b)(7)(C)	The FY08 CAP funding has been received. Additional allotments have been allocated to the field based on need and approval. Status of funds are provided on a weekly basis by the Office of Financial Management.
6	Market, Expand and Implement Rapid-Repeat Program (Top 10 for AS)	9/30/2008	Green	2/18/2008	Conrad Agagan	Market and Implement Rapid-Repeat Program	CAP	(b)(6), (b)(7)(C)	CAP modified the TOP 10 states list due to Kansas declining, so Massachusetts was added. The generic MOU written by OPLA has been forwarded to the local OPLA office in the New Orleans, Detroit and Boston Field Offices. An informational packet is being generated to include a power point presentation for the local field offices.
7	Expand level of coverage consistent with the 2008 CAP Risk Assessment	9/30/2008	Green	2/18/2008	(b)(6), (b)(7)(C)	Increase coverage of Federal, State, and County/Local facilities as resources become available consistent with the risk assessment.	CAP	Conrad Agagan	The second generation risk assessment, deployment plan, and analysis have been completed and approved. The deployment CAP teams will complete coverage of tier II, and provide coverage to an additional 200 facilities in tier III. An analysis of tier III is pending.
8	Intelligence Unit - Develop and Implement Plan for (b)(7)(C)	9/30/2008	Yellow	2/4/2008	(b)(6), (b)(7)(C)	In FY08 DRO Intelligence Operations will (b)(7)(C)	Intel	(b)(6), (b)(7)(C)	Intelligence Operations is planning to expand to three new FOD offices within the FY 2008. (b)(7)(C) is pending revisions and will be resubmitted February 27th.
9	Intelligence Unit - Develop and Implement Methodology to (b)(7)(C)	9/30/2008	Yellow	2/4/2008	(b)(6), (b)(7)(C)	In FY08, DRO Intelligence Operations will (b)(7)(C)	Intel	(b)(6), (b)(7)(C)	Intelligence Operations has submitted the Data Request form (b)(7)(e)
10	Division Morale	9/30/2008	Green	1/11/2008	(b)(6), (b)(7)(C)	Ensure that CAD officers and staff are afforded training and seminar opportunities to enhance personal growth and that individual and collective accomplishments are properly recognized by the division.	Criminal Alien Division	(b)(6), (b)(7)(C)	CAP Risk Assessment training was conducted on 01/08-01/10/2008.
11	\$200 Million SCI Plan	3/26/2008	Yellow	2/18/2009	Marc Rapp	Congress set aside \$200 million in emergency appropriation funding to modernize and improve the apprehension and removal of criminal	Criminal Alien Division	Rapp	The latest version of the SCI strategic plan has been provided to A/S Meyer's and is under review. A SCI PowerPoint presentation has also been provided to A/S Meyer's.
12	1. Short Term Congressional CAP Brief	1/15/2008	GREEN		AGAGAN		CAP	Conrad Agagan	Briefing document currently being worked on by FOD Rozos and the detailed working group. Briefing to be scheduled the week of January 21st.
13	3. Market and Implement Rapid-Repeat Program (Top 10 for AS)	1/22/2008	GREEN		AGAGAN		CAP	Conrad Agagan	CAP identified 15 states that should be the primary target for the REPAT rollout. OPLA will provide analysis on feasibility based on parole legislation in each state and based on their analysis, the final list of the top 10 states will be generated. CAD proposes the final product due date to be on 1/22/08.
14	4. Increase CAP Coverage to All Tier 2 Locations	4/1/2008	GREEN		AGAGAN		CAP	Conrad Agagan	After vetting of the Generation II Risk Assessment is completed, the Field will be asked to provide their local strategic plan on how they plan to increase coverage at all Tier 2 facilities within their jurisdiction to full screening.

ELEMENT 2. SPECIFIC PERFORMANCE OBJECTIVES (60% OF OVERALL RATING)

Employee-Specific Performance Objectives. *Each executive must have a Performance Plan with at least five employee-specific performance objectives that represent the key, measurable expectations to be met by the executive during the rating period. In completing the Annual Performance Review, the achievements of the executive must be evaluated and rated for each of the established performance objectives. Attach narrative evaluation at Part II, below.*

Rating Score x Weight Factor = Weighted Score

Rating Score	Weight Factor	Weighted Score (100-point maximum)
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2.1 Performance Objective: DRO will improve utilization of bed space resources through effective coordination with other appropriate law enforcement agencies. The Criminal Alien Division (CAD)/Criminal Alien Program Operations Unit will develop strategies to identify criminal aliens in federal, state, and local custody and begin the removal process as early as possible.

- a. Identify and track deployment of Criminal Alien Program (CAP) teams in FY09 and raise the number of operational CAP teams from 115 to 122.
- b. In FY09, track, monitor, and report CAP statistics based on team deployment and set goals of 1,800 cases processed per team.
- c. Increase number of Charging Documents Issued by CAP from 221,085 in FY08 to 243,193 in FY09 (5% increase).

Link to: FYHSP 2007-2009, Appendix B; page 112, paragraph 1: Percent increase in ICE investigative and enforcement systems incorporated into ICE Decision Support System consolidated data marts, FYHSP 2007-2009, Appendix B; page 112, paragraph 2: Removals as a percentage of final orders issued; and DHS Strategic Goal 1.2: Protect our Interior and Enforce Immigration Laws.

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2.2 Performance Objective: DRO will improve utilization of bed space resources through effective coordination with other appropriate law enforcement agencies. CAD/Criminal Alien Program Special Projects Unit will develop strategies to identify criminal aliens in federal, state, and local custody and begin the removal process as early as possible.

- a. Formally propose the ICE Rapid Removal of Eligible Parolees Accepted for Transfer (Rapid REPAT) program to two additional states by end of FY09.
- b. In FY09, expand 287(g) by five (5) state/local-approved Memorandums of Agreements (MOAs).

Link to: FYHSP 2007-2009, Appendix B; page 112, paragraph 1: Percent increase in ICE investigative and enforcement systems incorporated into ICE Decision Support System consolidated data marts, FYHSP 2007-2009, Appendix B; page 112, paragraph 2: Removals as a percentage of final orders issued; and DHS Strategic Goal 1.2: Protect our Interior and Enforce Immigration Laws.

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2.3 Performance Objective: DRO will improve utilization of bed space resources through effective coordination with other appropriate law enforcement agencies. CAD/Intelligence Operations Unit will develop strategies to identify criminal aliens in federal, state, and local custody and begin the removal process as early as possible.

- a. In FY09, DRO Intelligence Operations will launch Operation Last Call at two new field offices.

Link to: FYHSP 2007-2009, Appendix B; page 112, paragraph 1: Percent increase in ICE investigative and enforcement systems incorporated into ICE Decision Support System consolidated data marts, FYHSP 2007-2009, Appendix B; page 112, paragraph 2: Removals as a percentage of final orders issued; and DHS Strategic Goal 1.2: Protect our Interior and Enforce Immigration Laws.

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2.4 Performance Objective: DRO will improve utilization of bed space resources through effective coordination with other appropriate law enforcement agencies. CAD/Criminal Alien Program Operations Unit will develop strategies to identify criminal aliens in federal, state, and local custody and begin the removal process as early as possible.

- a. During FY09, expand VTC to conduct interviews and immigration hearings at: one (1) federal, three (3) state, and five (5) local facilities.

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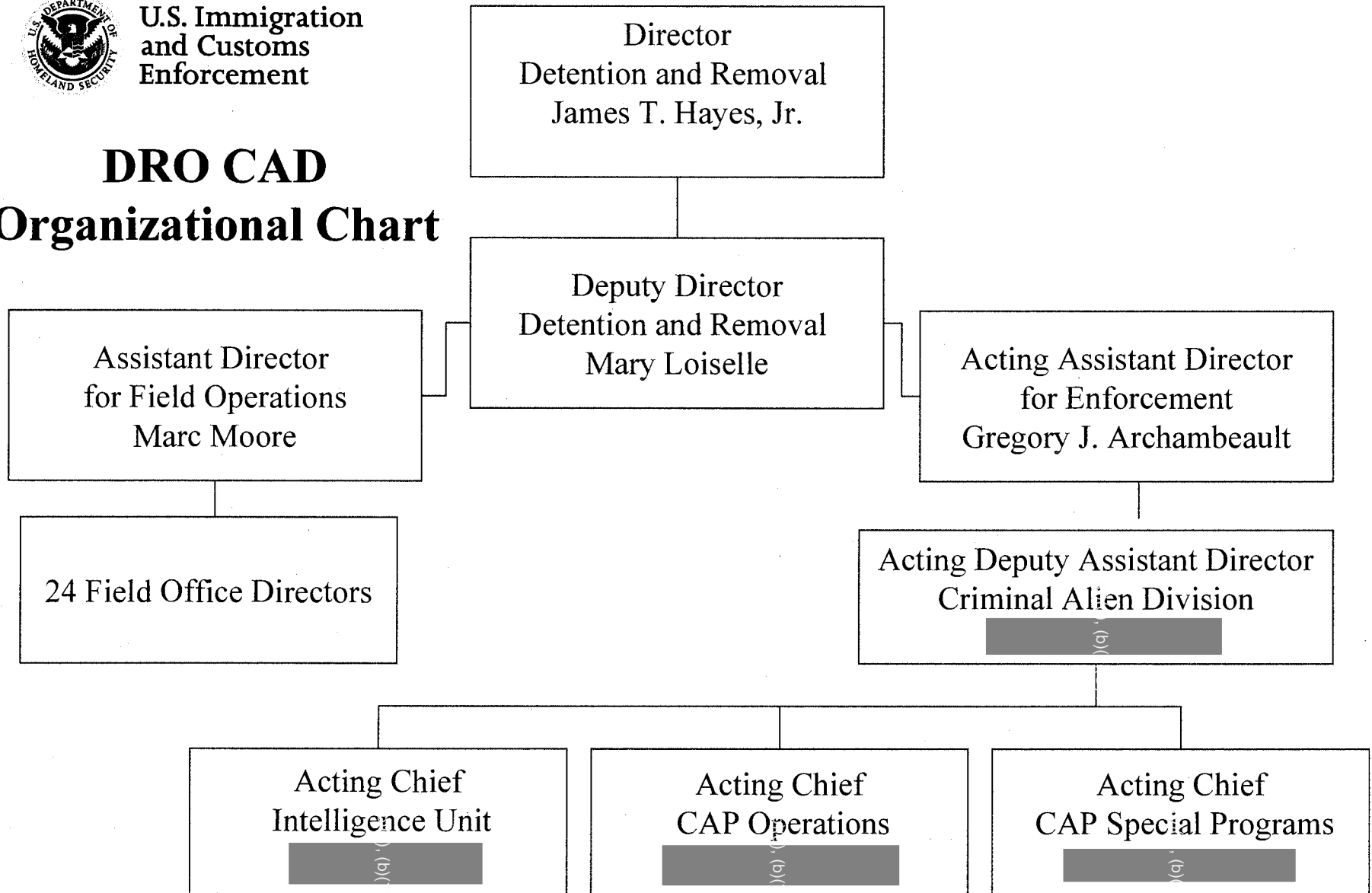
<p>b. In FY09, increase number of indictments/information from VCAS from 4,248 in FY08 to 4,673 in FY09 (10% increase).</p> <p>Link to: FYHSP 2007-2009, Appendix B; page 112, paragraph 1: Percent increase in ICE investigative and enforcement systems incorporated into ICE Decision Support System consolidated data marts, FYHSP 2007-2009, Appendix B; page 112, paragraph 2: Removals as a percentage of final orders issued; and DHS Strategic Goal 1.2: Protect our Interior and Enforce Immigration Laws.</p>			
<p>2.5 Performance Objective: DRO will improve utilization of bed space resources through effective coordination with other appropriate law enforcement agencies. CAD will develop strategies to identify criminal aliens in federal, state, and local custody and begin the removal process as early as possible.</p> <p>a. Improve the accuracy/integrity of fugitives/absconders identified in the ENFORCE Alien Removal Module (EARM). The Field Operations Support Center (FOSC) to identify and resolve 26,000 fugitive alien cases in EARM.</p> <p>Link to: FYHSP 2007-2009, Appendix B; page 112, paragraph 1: Percent increase in ICE investigative and enforcement systems incorporated into ICE Decision Support System consolidated data marts, FYHSP 2007-2009, Appendix B; page 112, paragraph 2: Removals as a percentage of final orders issued; and DHS Strategic Goal 1.2: Protect our Interior and Enforce Immigration Laws.</p>			
<p>2.6 Performance Objective: Commitment to strong management practices that support financial integrity; EEO principles; acquisition and program management. Accomplishment of the following measures will achieve expectations.</p> <p>(a) By the end of FY09, ensure that Level I acquisition programs within ICE are led by a DHS Certified Program Manager (PM). Acceptable performance is demonstrated by ensuring that a plan to accomplish this is developed and initiated. Plans need to identify steps to hire, train and gain certification for each of the programs listed below:</p> <ul style="list-style-type: none"> • DROM—DRO and CIO • Detention Program (Beds) – DRO • CAP Program – DRO <p>Link to: FYHSP 2007-2009, Appendix B; page 112, paragraph 2: Removals as a percentage of final orders issued and DHS Strategic Goal 5.1: Improve Department Governance and Performance.</p>		.111	

**7. ICE organization chart as it relates to deportable
criminal alien identification and removal activities**



U.S. Immigration
and Customs
Enforcement

DRO CAD Organizational Chart



8. List of all ICE offices and points-of-contact within those offices that conduct deportable criminal alien identification and removal operations

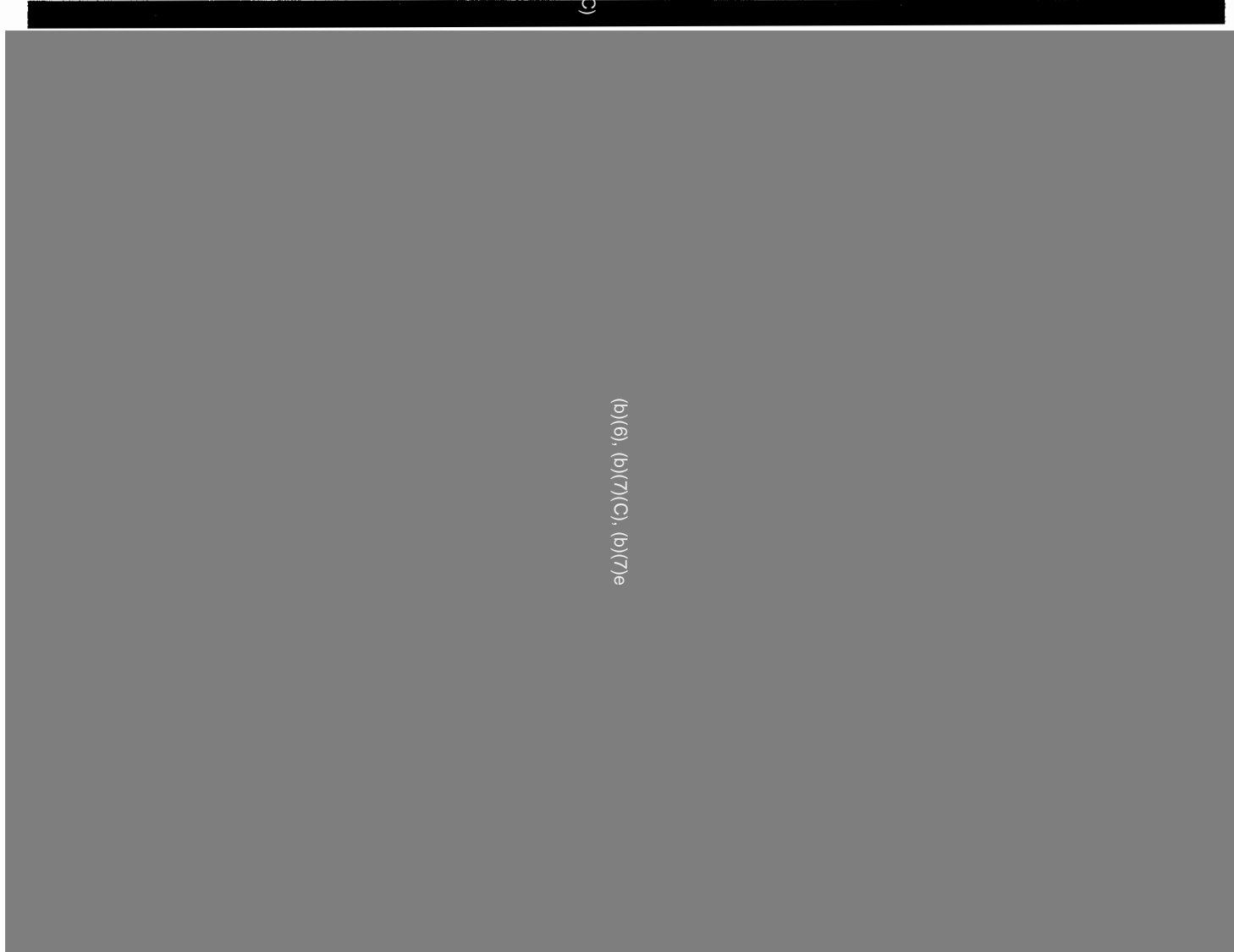
Information retrieved from HQ CAD

Shared Drive- SDDO [REDACTED] - 2/9/09

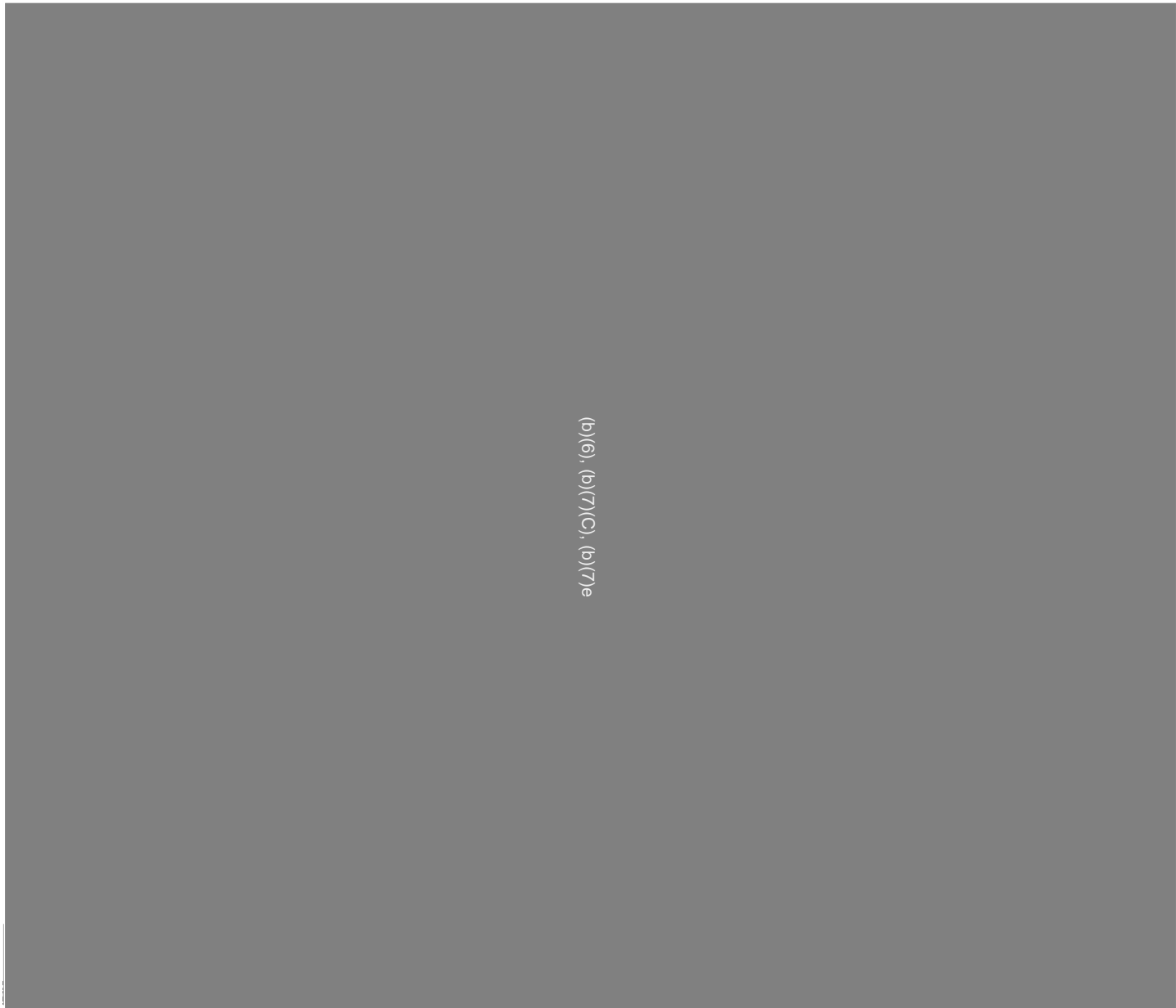
TELEPHONE
NUMBER

AOR

Criminal Alien Program - POC



(b)(6), (b)(7)(C), (b)(7)(e)



(b)(6), (b)(7)(C), (b)(7)(e)

(b)(6), (b)(7)(C), (b)(7)e

9. Copies of MOUs that establish deportable criminal alien identification reporting agreements between ICE and state and local facilities

**10. List of DRO field offices and other ICE offices that
conduct deportable criminal alien identification and
removal activities**

Submitted by:

(b) SDDO (Dallas) 214-437- (b)(6)

SOURCE: HQ Power Point ICE/DRO CAP Teams by Field Office 2/9/2009

SOURCE: (b)(7) [Redacted]

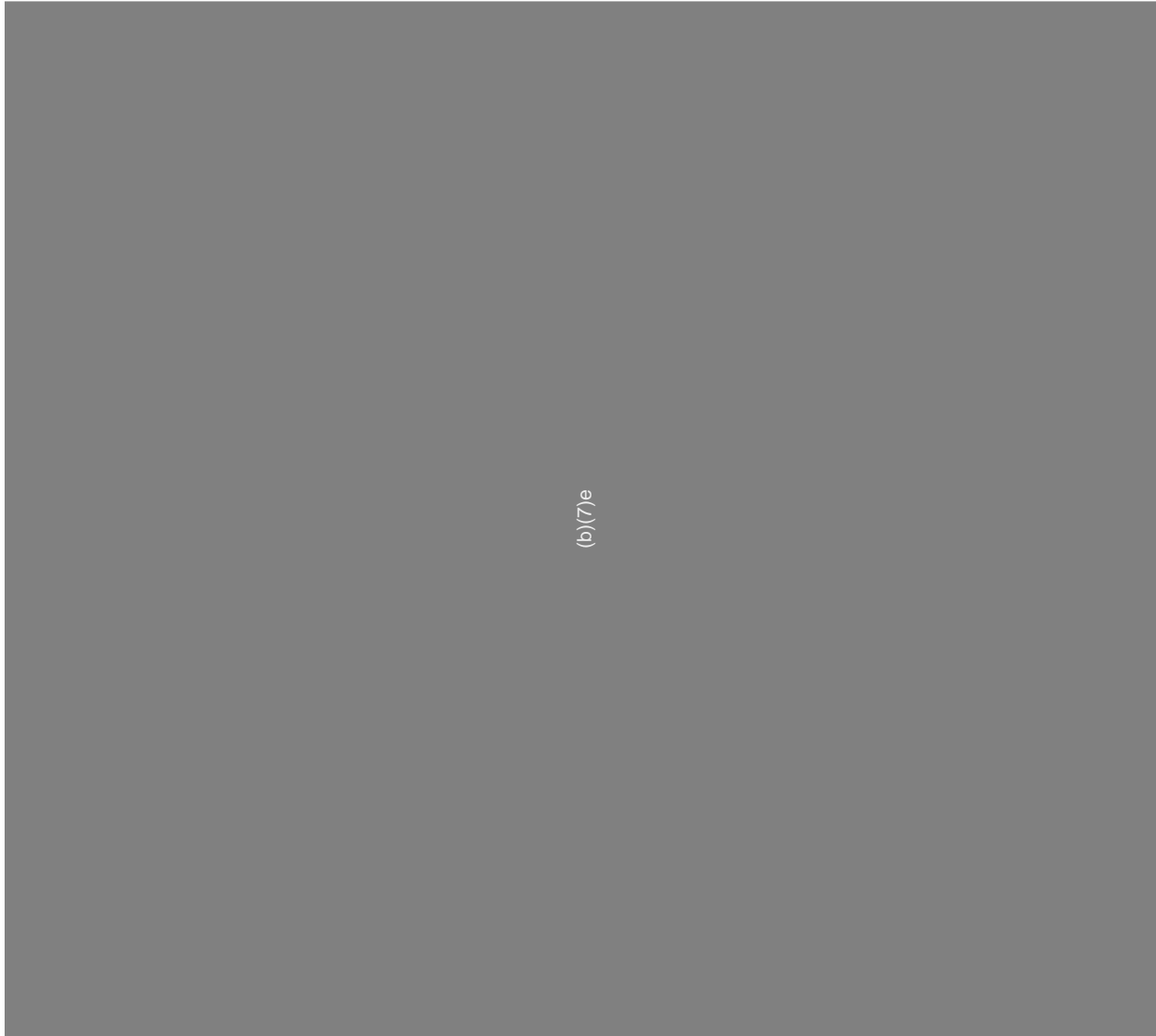
Suboffices

DRO Field Offices

- 1 ATLANTA
- 2 BALTIMORE
- 3 BOSTON
- 4 BUFFALO
- 5 CHICAGO
- 6 DALLAS
- 7 DENVER
- 8 DETROIT
- 9 EL PASO
- 10 HOUSTON
- 11 LOS ANGELES
- 12 MIAMI
- 13 NEW ORLEANS
- 14 NEWARK
- 15 NEW YORK
- 16 PHILADELPHIA
- 17 PHOENIX
- 18 SALT LAKE CITY
- 19 SAN ANTONIO
- 20 SAN DIEGO
- 21 SAN FRANCISCO
- 22 SEATTLE
- 23 ST. PAUL
- 24 WASHINGTON (DC)

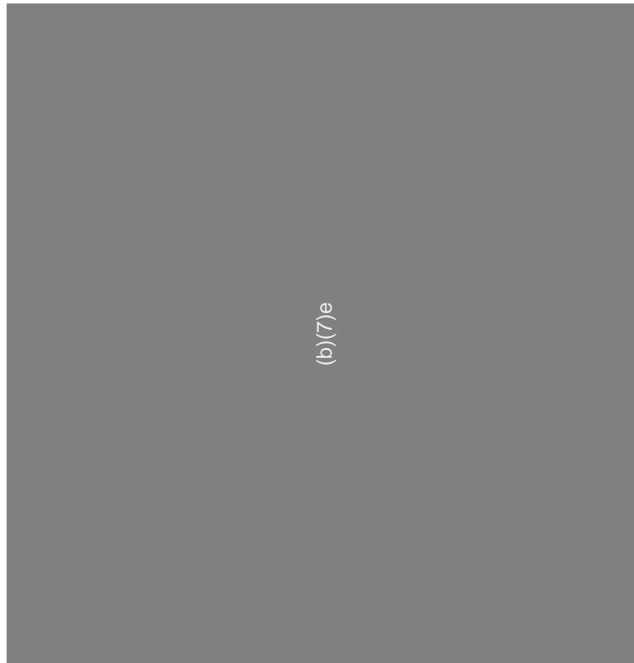
OI SAC Offices

- 1 SAC Atlanta
- 2 SAC Baltimore
- 3 SAC Boston
- 4 SAC Buffalo
- 5 SAC Chicago
- 6 SAC Dallas
- 7 SAC Washington DC
- 8 SAC Denver



(b)(7)e

- 9 SAC Detroit
- 10 SAC El Paso
- 11 SAC Honolulu
- 12 SAC Houston
- 13 SAC Los Angeles
- 14 SAC Miami
- 15 SAC New Orleans
- 16 SAC New York
- 17 SAC Newark
- 18 SAC Philadelphia
- 19 SAC Phoenix
- 20 SAC San Antonio
- 21 SAC San Diego
- 22 SAC San Francisco
- 23 SAC San Juan
- 24 SAC Seattle
- 25 SAC Minneapolis/St. Paul
- 26 SAC Tampa



(b)(7)e

**11. List of state and local deportable criminal alien
identification and deportation external stakeholders**

EXTERNAL STAKEHOLDERS

EXTERNAL STAKEHOLDERS		
Agencies with 287(g) Delegation of Authority		
State	State and Local Agencies	MOA Type
AL	AL State Police	Task Force
AL	Etowah County Sheriff's Office	Detention
AR	Benton County Sheriff's Office	Detention/Task Force
AR	City of Springdale Police Department	Task Force
AR	Rogers Police Department	Task Force
AR	Washington County Sheriff's Office AR	Detention/Task Force
AZ	AZ Department of Corrections	Detention
AZ	AZ Department of Public Safety	Task Force
AZ	City of Phoenix Police Department	Task Force
AZ	Maricopa County Sheriff's Office	Detention/Task Force
AZ	Pima County Sheriff's Office	Detention/Task Force
AZ	Pinal County Sheriff's Office	Detention/Task Force
AZ	Yavapai County Sheriff's Office	Detention/Task Force
CA	Los Angeles County Sheriff's Office	Detention
CA	Orange County Sheriff's Office	Detention
CA	Riverside County Sheriff's Office	Detention
CA	San Bernardino County Sheriff's Office	Detention
CO	CO Department of Public Safety	Task Force
CO	El Paso County Sheriff's Office	Detention
FL	Bay County Sheriff's Office	Task Force
FL	Brevard County Sheriff's Office	Detention
FL	Collier County Sheriff's Office	Detention/Task Force
FL	FL Department of Law Enforcement	Task Force
FL	Jacksonville Sheriff's Office	Detention
FL	Manatee County Sheriff's Office	Detention
GA	Cobb County Sheriff's Office	Detention
GA	GA Department of Public Safety	Task Force
GA	Hall County Sheriff's Office	Detention/Task Force
GA	Whitfield County Sheriff's Office	Detention
MA	Barnstable County Sheriff's Office	Detention
MA	Framingham Police Department	Task Force

MA	MA Department of Corrections	Detention
MD	Frederick County Sheriff's Office	Detention/Task Force
MN	MN Department of Public Safety	Task Force
MO	MO State Highway Patrol	Task Force
NC	Alamance County Sheriff's Office	Detention
NC	Cabarrus County Sheriff's Office	Detention
NC	Cumberland County Sheriff's Office	Detention
NC	Durham Police Department	Task Force
NC	Gaston County Sheriff's Office	Detention
NC	Henderson County Sheriff's Office	Detention
NC	Mecklenburg County Sheriff's Office	Detention
NC	Wake County Sheriff's Office	Detention
NH	Hudson City Police Department	Task Force
NJ	Hudson County Department of Correction	Detention
NM	NM Department of Corrections	Detention
NV	Las Vegas Metropolitan Police Dept	Detention
OH	Butler County Sheriff's Office	Detention/Task Force
OK	Tulsa County Sheriff's Office	Detention/Task Force
SC	Beaufort County Sheriff's Office	Task Force
SC	York County Sheriff's Office	Detention
TN	Davidson County Sheriff's Office	Detention
TN	TN Department of Safety	Task Force
TX	Carrollton Police Department	Detention
TX	Farmers Branch Police Dept.	Task Force
TX	Harris County Sheriff's Office	Detention
UT	Washington County Sheriff's Office UT	Detention
UT	Weber County Sheriff's Office	Detention

VA	City of Manassas Police Department	Task Force
VA	Herndon Police Department	Task Force
VA	Loudoun County Sheriff's Office	Task Force
VA	Manassas Park Police Department	Task Force
VA	Prince William County Police Department	Task Force
VA	Prince William County Sheriff's Office	Task Force
VA	Prince William-Manassas Adult Detention	Detention
VA	Rockingham County Sheriff's Office	Detention/Task Force
VA	Shenandoah County Sheriff's Office	Detention/Task Force

FACILITIES WITH VIDEO TELECONFERENCING DEPLOYMENT FY09

STATE	FACILITY	DRO FIELD OFFICE
TX	Harris	HOU
MA	Suffolk	BOS
NC	Wake	ATL
TX	Dallas-Dallas County Jail	DAL
NC	Buncombe	ATL
NC	Gaston	ATL
NC	Henderson	ATL
TX	Maverick	SNA
TX	Val Verde	SNA
PA	Montgomery	PHI
PA	Bucks	PHI
TX	Kinney	SNA
TX	Real	SNA
AZ	Pinal	PHO
NC	Duplin	ATL
NC	New Hanover	ATL
NC	Orange	ATL
TX	Dallas and Kaufman- Mesquite PD	DAL
AZ	Yuma	PHO
AZ	Yavapai	PHO
AZ	Maricopa	PHO
TX	Uvalde	SNA
NC	Harnett	ATL
TX	Collin- County Jail	DAL
TX	Dallas and Collin- Richardson PD	DAL
FL	Duval	MIA
TX	Zavala	SNA
FL	Marion	MIA

NC	Cabarrus	ATL
NC	Catawba	ATL
TX	Denton- County Jail	DAL
FL	Miami Dade	MIA
NC	Cumberland	ATL
TX	Grayson	DAL
TX	Hunt	DAL
CA	Ventura	LOS
CA	Los Angeles	LOS
FL	Clay	MIA
FL	St. Johns	MIA
NC	Durham	ATL
TX	Dallas, Collin, Denton- Carrollton PD	DAL
TX	Johnson	DAL
FACILITIES WITH VIDEO TELECONFERENCING DEPLOYMENT FY08		
ME	Cumberland County Jail	BOS
CT	ICE DRO Office - CT.	BOS
RI	ICE DRO Office - RI.	BOS
ME	Portland DRO Office - ME	BOS
MA	Norfolk House of Detention	BOS
MA	Barnstable County HOC	BOS
RI	ACI - Cranston	BOS
MA	Suffolk County - HOC	BOS
NH	New Hampshire DRO Office	BOS
VT	ICE DRO Office - VT.	BOS
MA	Worcester County Jail	BOS
VT	Chittenden Regional Jail	BOS
NY	Madison County Jail	BUF
NY	Onondaga County Justice Center	BUF
NY	Ontario County Jail	BUF
NY	Chautauqua County Jail	BUF
IL	Du Page County Jail	CHI
MO	Mississippi County Jail	CHI
WI	Dodge County Jail	CHI
	Morgan County Jail	CHI
IL	Lake County Jail	CHI
WI	Milwaukee DRO Sub - Office	CHI
IN	Indianapolis DRO Sub - Office	CHI
KS	Shawnee County Jail	CHI
IN	Montgomery County Jail	CHI
TX	Irving Police Department	DAL

TX	Giles Dalby Correctional	DAL
TX	Tom Green County Jail	DAL
TX	Denton County Jail	DAL
TX	Rolling Plains Detention Center	DAL
TX	Moss Criminal Justice Center	DAL
TX	Huntsville IRP	DAL
TX	Collin County Detention Facility	DAL
TX	Dallas EOIR	DAL
CO	Denver Field Office	DEN
CO	Denver Contract Detention Facility	DEN
TX	Central New Mexico Correctional	ELP
TX	West Texas Detention Center	ELP
TX	Beaumont Correctional (BOP)	HOU
CA	CMC - East	LOS
CA	CMC - West	LOS
CA	FCC Victorville	LOS
CA	Chino Institution for Men	LOS
CA	North County Correctional Facility	LOS
CA	San Luis Obispo County Jail	LOS
CA	Ventura Staging Facility	LOS
CA	Huntington Beach City Jail	LOS
CA	Santa Ana DRO Office	LOS
CA	Fullerton City Jail	LOS
CA	San Bernardino DRO Office	LOS
CA	Los Angeles DRO Office	LOS
FL	FCC Coleman Low	MIA
FL	FCC Coleman Medium	MIA
FL	FCC Coleman USP 1 & 2	MIA
FL	Lowell County Jail	MIA
FL	South Florida Reception Center	MIA
FL	Washington County Corr. Facility	MIA
NJ	Elizabeth Detention Facility	NEW
NJ	Hudson County Jail	NEW
NJ	DRO - Marlton Sub - Office	NEW
	Fort Smith DRO	NOL
AL	Etowah DRO	NOL
PA	Philadelphia Field Office	PHI
PA	Berks County Prison	PHI
PA	Clinton County Correctional	PHI
PA	Cambria County Prison	PHI
AZ	Coconino County Jail	PHO
AZ	Yavapai Detention Center	PHO

AZ	Yavapai County Jail	PHO
AZ	Pima County Jail	PHO
CA	Humboldt County Jail	SNF
CA	Mendocino County Jail	SNF
CA	Lake County Jail	SNF
CA	Oahu Correctional Center	SNF
CA	Federal Detention Center	SNF
HI	Hawaii Community Corr. Center	SNF
HI	Halawa Correctional Facility	SNF
CA	Inyo County Jail	SNF
CA	Mono County Jail	SNF
HI	Maui Community Corr. Center	SNF
	North Platte DRO Office	SPM
NE	Omaha DRO Office	SPM
	Grand Island DRO Office	SPM
NE	Phelps County Jail	SPM
	Bismarck State Penetentiary	SPM
ND	Grand Forks DRO Office	SPM
	Norfolk House of Correction	SPM
ND	Dakota Women's Rehabilitation Ctr.	SPM
NE	Cass County Jail	SPM

12. List of state and local detention facilities that have deportable criminal alien identification and deportation agreements with ICE

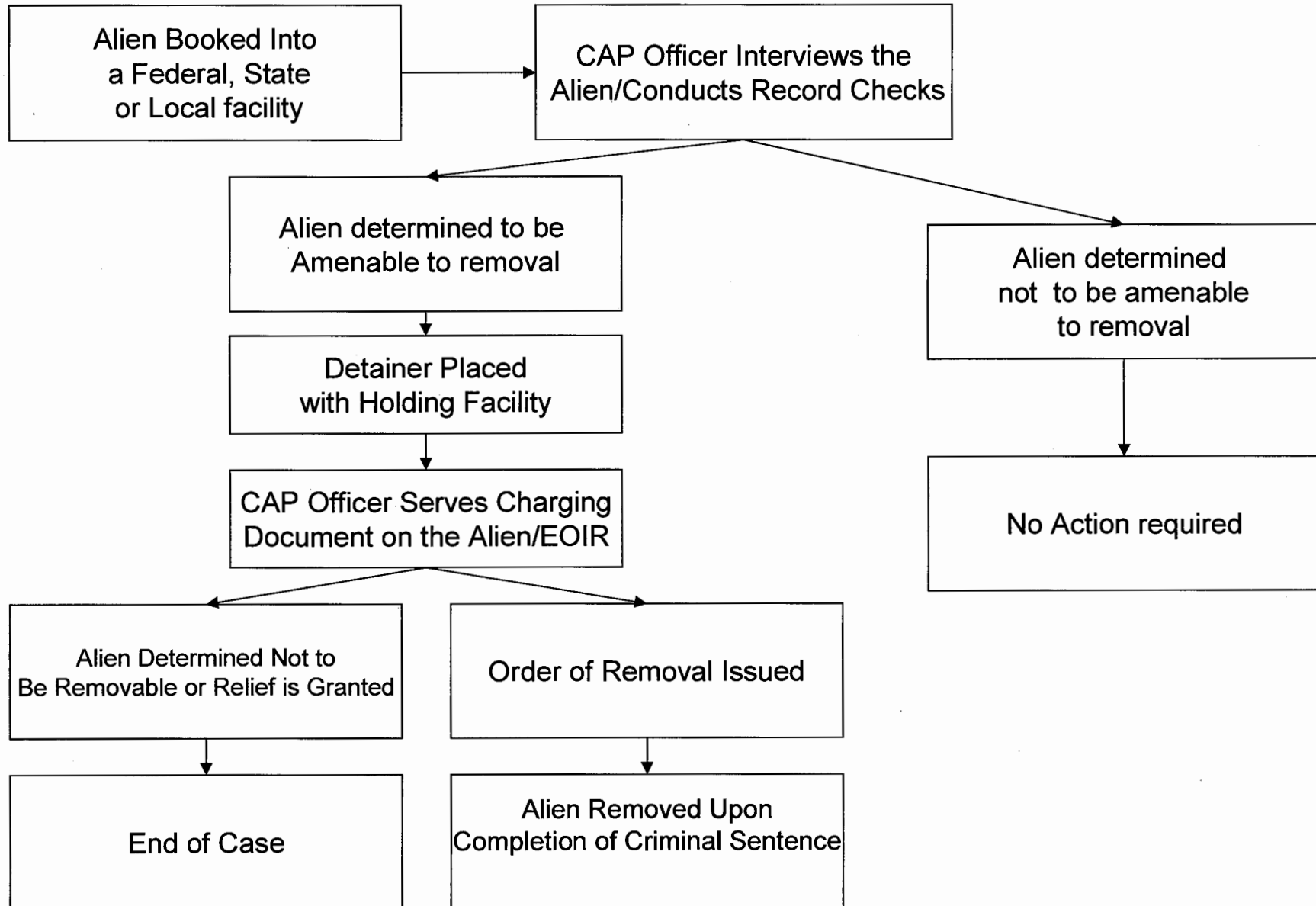
LIST OF STATE AND LOCAL AGENCIES WITH 287(g) AGENCIES WITH ICE

State	MOA_Name	MOA_Type	Signed_Date
AL	AL State Police	Task Force	9/10/2003
AL	Etowah County Sheriff's Office	Detention	7/8/2008
AR	Benton County Sheriff's Office	Detention/Task Force	9/26/2007
AR	City of Springdale Police Department	Task Force	9/26/2007
AR	Rogers Police Department	Task Force	9/25/2007
AR	Washington County Sheriff's Office AR	Detention/Task Force	9/26/2007
AZ	AZ Department of Corrections	Detention	9/16/2005
AZ	AZ Department of Public Safety	Task Force	4/15/2007
AZ	City of Phoenix Police Department	Task Force	3/10/2008
AZ	Maricopa County Sheriff's Office	Detention/Task Force	2/7/2007
AZ	Pima County Sheriff's Office	Detention/Task Force	3/10/2008
AZ	Pinal County Sheriff's Office	Detention/Task Force	3/10/2008
AZ	Yavapai County Sheriff's Office	Detention/Task Force	3/10/2008
CA	Los Angeles County Sheriff's Office	Detention	2/1/2005
CA	Orange County Sheriff's Office	Detention	11/2/2006
CA	Riverside County Sheriff's Office	Detention	4/28/2006
CA	San Bernardino County Sheriff's Office	Detention	10/19/2005
CO	CO Department of Public Safety	Task Force	3/29/2007
CO	El Paso County Sheriff's Office	Detention	5/17/2007
FL	Bay County Sheriff's Office	Task Force	6/15/2008
FL	Brevard County Sheriff's Office	Detention	8/13/2008
FL	Collier County Sheriff's Office	Detention/Task Force	8/6/2007
FL	FL Department of Law Enforcement	Task Force	7/2/2002
FL	Jacksonville Sheriff's Office	Detention	7/8/2008
FL	Manatee County Sheriff's Office	Detention	7/8/2008
GA	Cobb County Sheriff's Office	Detention	2/13/2007
GA	GA Department of Public Safety	Task Force	7/27/2007
GA	Hall County Sheriff's Office	Detention/Task Force	2/29/2008
GA	Whitfield County Sheriff's Office	Detention	2/4/2008
MA	Barnstable County Sheriff's Office	Detention	8/25/2007
MA	Framingham Police Department	Task Force	8/14/2007
MA	MA Department of Corrections	Detention	3/26/2007
MD	Frederick County Sheriff's Office	Detention/Task Force	2/6/2008
MN	MN Department of Public Safety	Task Force	9/22/2008
MO	MO State Highway Patrol	Task Force	6/25/2008
NC	Alamance County Sheriff's Office	Detention	1/10/2007
NC	Cabarrus County Sheriff's Office	Detention	8/2/2007
NC	Cumberland County Sheriff's Office	Detention	6/25/2008
NC	Durham Police Department	Task Force	2/1/2008

NC	Gaston County Sheriff's Office	Detention	2/22/2007
NC	Henderson County Sheriff's Office	Detention	6/25/2008
NC	Mecklenburg County Sheriff's Office	Detention	2/27/2006
NC	Wake County Sheriff's Office	Detention	6/25/2008
NH	Hudson City Police Department	Task Force	5/5/2007
NJ	Hudson County Department of Corrections	Detention	8/11/2008
NM	NM Department of Corrections	Detention	9/17/2007
NV	Las Vegas Metropolitan Police Dept	Detention	9/8/2008
OH	Butler County Sheriff's Office	Detention/Task Force	2/5/2008
OK	Tulsa County Sheriff's Office	Detention/Task Force	8/6/2007
SC	Beaufort County Sheriff's Office	Task Force	6/25/2008
SC	York County Sheriff's Office	Detention	10/16/2007
TN	Davidson County Sheriff's Office	Detention	2/21/2007
TN	TN Department of Safety	Task Force	6/25/2008
TX	Carrollton Police Department	Detention	8/12/2008
TX	Farmers Branch Police Dept.	Task Force	7/8/2008
TX	Harris County Sheriff's Office	Detention	7/20/2008
UT	Washington County Sheriff's Office UT	Detention	9/22/2008
UT	Weber County Sheriff's Office	Detention	9/22/2008
VA	City of Manassas Police Department	Task Force	3/5/2008
VA	Herndon Police Department	Task Force	3/21/2007
VA	Loudoun County Sheriff's Office	Task Force	6/25/2008
VA	Manassas Park Police Department	Task Force	3/10/2008
VA	Prince William County Police Department	Task Force	2/26/2008
VA	Prince William County Sheriff's Office	Task Force	2/26/2008
VA	Prince William-Manassas Adult Detention Center	Detention	7/9/2007
VA	Rockingham County Sheriff's Office	Detention/Task Force	4/25/2007
VA	Shenandoah County Sheriff's Office	Detention/Task Force	5/10/2007

13. Criminal Alien Identification through deportation process map

CAP REMOVAL PROCESS



Note: CAP officers may serve some aliens with a charging document that notifies them that they are to be removed under an administrative or reinstatement of a prior removal order. These types of removal do not require a hearing and are not filed with EOIR

**14. Reports of CAP Team Surge Operations (Jun. 07 -
Dec. 08)**

SURGE Field Office Activity Report FY 2009

FIELD OFFICE	FACILITY	Surge Start Date	Surge End Date	Number of Interviews	Amenable to Removal	B&B	Detainers Lodged
ATLANTA							
	Gwinnett County Jail	1/12/2009	2/6/2009	1985	861	11	826
DALLAS							
	Tarrant County Detention Facility	Apr-09	Apr-09				
DENVER							
	Denver County	12/5/2008	12/19/2008	2141	992	21	955
MIAMI							
	Lee County	12/7/2008	12/20/2008	759	135	5	135
NEWARK							
	Atlanta County Adult Correctional Center	12/1/2008	12/15/2008	943	40	2	40
NEW ORLEANS							
	Marshall County	1/23/2009	1/28/2009	369	14	0	14
NEW YORK							
	Metropolitan Detention Center	11/9/2008	11/22/2008	486	170	14	170
SAN ANTONIO							
	Travis County Jail	1/18/2009	1/31/2009	906	50	146	146
SAN FRANCISCO							
	Fresno County Jail	Mar-09	Mar-09				
WASHINGTON							
	Fairfax County ADC	02/16/09	02/27/09				
TOTALS				6683	2212	53	2140

Pending Start
 On Going
 Ended

SURGE Field Office Activity Report FY 2008

FIELD OFFICE	FACILITY	Surge Start Date	Surge End Date	Number of Interviews	Amenable to Removal	B&B	Detainers Lodged
ATLANTA							
	Beaufort County Jail	6/30/2008	9/28/2008	2119	287	8	287
	Charleston County Jail	6/30/2008	7/18/2008	2276	181	9	181
	Spartansburg County Jail	7/20/2008	8/8/2008	1403	118	2	88
	Greenville County Jail	7/20/2008	8/8/2008	2118	148	2	142
	Richland County (Alvin S. Glenn Det. Ctr.)	8/10/2008	8/29/2008	1639	60	0	44
	Lexington County Jail	8/11/2008	8/29/2008	1379	128	0	128
BUFFALO							
	Monroe County Jail	8/24/2008	8/30/2008	714	0	0	0
	Onondaga County Jail	7/20/2008	7/29/2008	998	4	0	4
HOUSTON							
	Harris County Jail	6/15/2008	6/21/2008	2384	656	0	656
LOS ANGELES							
	Los Angeles County Jail	8/1/2008	8/29/2008	5320	1575	55	1575
FLS, FSD, ESF							
	Tallahatchie County, MS/ W. Tennessee Dtn.	6/10/2008	6/18/2008		730	0	730
	Florence Correctional Center/Red Rock, AZ	mid Aug					
	North Fork Correctional Facility, OK	7/29/2008	8/8/2008	329	329	18	5
MIAMI							
	Hillsborough County Jail	6/14/2008	6/22/2008	1147	160	0	160
	Broward County Jail	7/7/2008	7/18/2008	1864	139	16	139
	Orange County Jail	8/23/2008	8/30/2008	1633	150	11	150
NEWARK							
	Essex County, Ocean County	6/17/2008	6/30/2008	3437	102	1	102
NEW ORLEANS							
	Marshall County	1/23/2009	1/28/2009	369	14	0	14
NEW YORK							
	Metropolitan Detention Center	11/9/2008	11/22/2008	486	170	14	170
TOTALS							
				29615	4951	136	4575

Pending Start
On Going

- 15. Quarterly progress reports to the Congress on its efforts to identify and remove deportable criminal aliens
(Reason for request: HR 110-862's reference to quarterly progress reports)**

16. List of CAP teams and their locations

CAP Teams by Field Office

Field Office	FY07	FY08		FY09		
	Total Funded	Enhancement Teams	Total Funded	Enhancement Teams	Total Funded	Operational CAP Teams as of 1/22/09
ATL	(b)(7)e					
BAL						
BOS						
BUF						
CHI						
DAL						
DEN						
DET						
ELP						
HOU						
LOS						
MIA						
NEW						
NOL						
NYC						
PHI						
PHO						
SEA						
SFR						
SLC						
SNA						
SND						
SPM						
WAS						
TBD						
Totals						

PP26

**ICE DRO CAP Teams by Field Office,
with Operational Locations**

(b)(7)e

(b)(7)e



**U.S. Immigration
and Customs
Enforcement**

(b)(7)e

(b)(7)e

17. List of IT systems that support ICE's deportable criminal alien identification and removal efforts

IT systems that support ICE's deportable criminal alien identification and removal efforts

ENFORCE Apprehension Booking Module (EABM)

An event-based information management application that integrates and supports law enforcement arrest and booking functions including apprehension processing, biometric identification, recording of allegations and charges, preparation and printing of appropriate forms, and interfaces with other systems.

ENFORCE Alien Detention Module (EADM)

EADM is used to track the detention of persons found to be in violation of U.S. immigration laws.

ENFORCE Alien Removal Module (EARM)

EARM is used as a case management tool to track the status of alien removal proceedings from initial arrest through completion. It provides person, case, encounter, and docket management functionality.

Enforcement Automated Biometric Identification System (WebIDENT)

WebIDENT is used to capture biometric data during the arrest and booking of individuals. The arrestee's biometric data is submitted through the IDENT biometric database maintained by the DHS U.S. Visitor and Immigrant Status Indicator Technology (US-VISIT) program and the FBI Integrated Automated Fingerprint Identification System (IAFIS) biometric database.

Electronic Travel Document (eTD)

eTD automates the manual process of obtaining travel documents from participating governments. It is also used to process and track the status of all travel document requests, regardless of country of origin.

(b)(7)e

Student and Exchange Visitor Information System (SEVIS)

SEVIS is used by the Student and Exchange Visitor Program (SEVP) to record and monitor information on nonimmigrant students and exchange visitors, as well as information on schools approved for attendance by nonimmigrant students.

(b)(7)e

National Crime Information Center (NCIC)

The NCIC is a nationwide computerized information system established as a service to all local, state, and federal criminal justice agencies. The goal of NCIC is to assist the criminal justice community in the performance of its duties by providing and maintaining a computerized filing system of accurate and timely documented criminal justice information.

(b)(7)e

(b)(7)e

18. CAP Appropriations for FY 2007, 2008, and 2009

FY 07 137,494,000

FY 08 178,829,000

FY 09 189,069,000

FY 2009 Appropriations Act:

[http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=110 cong bills&docid=f:h2638enr.txt.pdf](http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=110_cong_bills&docid=f:h2638enr.txt.pdf)

FY 2008 Appropriations Act:

[http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=110 cong bills&docid=f:h2764enr.txt.pdf](http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=110_cong_bills&docid=f:h2764enr.txt.pdf)

FY 2007 Appropriations Act:

[http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109 cong bills&docid=f:h5441enr.txt.pdf](http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109_cong_bills&docid=f:h5441enr.txt.pdf)

From: (b)(6), (b)(7)(C)
Sent: Friday, February 06, 2009 4:57 PM
To: DRO Taskings
Cc: (b)(6), (b)(7)(C)
Subject: FW: OIG Review - CAP Document Request

MSD response to tasking:

The CAP Appropriations for FY 07, 08, and 09 are:

FY 07 \$137,494,000
FY 08 \$178,829,000
FY 09 \$189,069,000

- Name of person who extrapolated/pulled the data; (b)(6), (b)(7)(C) Acting Chief
- Office they are assigned to and direct office telephone number; Budget Formulation & Execution Unit (202)732 (b)(6)
- The full name of the system from which it was pulled (no acronyms or abbreviations); Library of Congress (Thomas.loc.gov)
- The date on which is was pulled; February 6, 2009
- Any model that was applied to determine an average or projected figure. N/A

19. Monthly CAP reports (Jun. 07 - Dec. 08)

CAP Manual Report
 Data Source: CAP Manual Report
 Time period: 12/27/08-01/02/09

DRO identified nine core reporting metrics that reflect the CAP's operational effectiveness. The metrics are captured in a report that field offices provide weekly to CAP Headquarters for analysis and dissemination. The report highlights the number of inmates screened, detainees lodged, and charging docur issued.

Field Office	Week (9/27/08- 10/3/08)	Week 10/04/08- 10/10/08)	Week 10/11/08- 10/17/08)	Week 10/18/08- 10/24/08)	Week 10/25/08- 10/31/08)	Week 11/01/08- 11/07/08)	Week 11/08/08- 11/14/08)
Atlanta	10	57	23	38	31	23	6
Baltimore	0	0	0	0	0	0	0
Boston	12	17	13	24	30	20	13
Buffalo	0	0	0	0	0	0	0
Chicago	217	173	154	203	0	193	114
Dallas	82	75	89	102	102	92	59
Denver	6	0	4	6	3	3	316
Deport Center	217	172	153	203	261	188	114
Detroit	11	23	17	20	12	12	4
El Paso	233	191	166	154	236	110	102
Houston	1	0	6	8	3	3	3
Los Angeles	18	28	32	44	0	6	30
Miami	63	7	64	12	2	4	0
Newark	11	0	1	0	4	80	2
New Orleans	31	27	44	64	80	38	57
New York	15	27	25	47	6	7	372
Philadelphia	51	191	54	128	65	113	73
Phoenix	0	0	0	0	0	0	0
Salt Lake City	0	0	0	0	0	0	0
San Antonio	34	43	36	98	99	143	181
San Diego	160	116	125	188	101	130	86
San Francisco	21	28	17	15	25	30	26
Seattle	16	22	27	18	14	13	6
Saint Paul	18	0	0	0	1	0	0
Washington	0	0	0	0	1	0	0
Total	1227	1197	1050	1372	1076	1208	1564

ments

Screenings								
Federal						Federal		
Week 11/15/08- 11/21/08)	Week 11/22/08- 11/28/08)	Week 11/29/08- 12/05/08)	Week 12/06/08- 12/12/08)	Week 12/13/08- 12/19/08)	Week 12/20/08- 12/26/08)	Week 12/27/08- 1/02/09)	Total CYTD (Hidden)	Total CYTD
43	27	25	25	0	0	39	1179	1218
0	0	0	0				20	20
22	13	8	9	15	5	5	1153	1158
0	0	0	0	0	0	0	0	0
182	148	194	123	78	47	61	12846	12907
96	101	131	101	0	102	94	3732	3826
21	11	13	3	11	3	3	872	875
182	571	194	123	78	47	503	13770	14273
12	14	19	21	23	6	32	599	631
154	137	127	134	185	141	137	6710	6847
4	1	3	2	2	1	0	275	275
2	13	20	12	20	26	12	932	944
55	3	0	8	11	5	3	924	927
1	3	1	9	0	0	0	298	298
45	67	57	25	24	13	23	3166	3189
224	1	4	28	18	7	5	1509	1514
130	85	122	131	124	58	46	7198	7244
2	0	0	0	0	0	0	141	141
0	0	0	0	0	0	0	106	106
151	8	140	147	133	83	79	2117	2196
95	68	127	119	141	70	69	6756	6825
824	8	45	27	28	11	5	2257	2262
15	14	7	15	13	10	4	828	832
0	0	0	0	1	0	0	111	111
0	0	1	0	0	0	2	123	125
2260	1293	1238	1062	905	635	1122	67622	68744

Week (9/27/08- 10/3/08)	Week (10/04/08- 10/10/08)	Week (10/11/08- 10/17/08)	Week (10/18/08- 10/24/08)	Week (10/25/08- 10/31/08)	Week (11/01/08- 11/07/08)	Week (11/08/08- 11/14/08)	Week (11/15/08- 11/21/08)
50	41	37	65	34	82	34	35
0	0	0	5	9	1	5	0
72	67	48	51	48	116	43	89
0	0	0	0	0	0	0	0
695	484	55	1224	1068	342	312	290
14	11	14	17	14	19	15	16
21	30	41	24	39	22	22	23
0	0	0	0	0	0	0	0
22	8	18	87	5	16	44	28
26	10	1	1	7	0	0	14
48	134	110	43	48	97	130	154
133	139	112	141	0	115	107	121
399	441	204	428	410	258	136	285
43	68	64	24	80	95	35	29
9	6	18	0	2	0	0	4
30	29	24	42	30	24	32	26
114	182	55	70	82	317	151	296
1	7	0	18	0	0	0	4
0	0	0	0	1	0	0	0
2	0	1	0	0	0	0	0
23	24	27	47	28	41	40	28
226	159	173	327	422	302	113	26
78	48	53	53	37	66	49	67
17	22	10	2	15	3	12	8
2	8	8	5	13	8	3	14
2025	1918	1073	2674	2392	1924	1283	1557

**Screenings
State**

Week (11/22/08- 11/28/08)	Week (11/29/08- 12/05/08)	Week (12/06/08- 12/12/08)	Week (12/13/08- 12/19/08)	Week (12/20/08- 12/26/08)	Week (12/27/08- 01/02/09)	Total CYTD (Hidden)	Total CYTD
114	65	61	10	10	26	2500	2526
2	3	3	0	3	5	164	169
61	47	67	73	24	46	4271	4317
0	0	0	0	0	0	0	0
89	418	0	0	132	267	12941	13208
17	20	23	0	7	14	363	377
10	8	36	26	1	47	1246	1293
0	0	0	0	0	0	18	18
9	27	18	27	12	188	869	1057
37	3	1	14	1	2	962	964
55	69	101	186	71	20	4311	4331
106	61	59	64	105	42	5110	5152
322	173	398	500	246	84	13544	13628
48	48	55	81	10	40	3081	3121
0	25	5	3	2	0	527	527
16	37	42	26	22	37	1620	1657
165	273	728	316	257	739	8753	9492
0	0	8	10	0	0	1024	1024
0	0	8	0	0	0	1203	1203
0	0	0	0	0	0	179	179
29	40	39	49	15	15	2423	2438
232	258	298	354	36	92	10273	10365
66	64	64	83	23	19	2893	2912
6	6	11	7	5	3	1018	1021
5	1	23	4	5	5	325	330
1389	1646	2048	1833	987	1691	79618	81309

Week (9/27/08- 10/3/08)	Week (10/04/08- 10/10/08)	Week (10/11/08- 10/17/08)	Week (10/18/08- 10/24/08)	Week (10/25/08- 10/31/08)	Week (11/01/08- 11/07/08)	Week (11/08/08- 11/14/08)	Week (11/15/08- 11/21/08)
76	34	148	81	51	110	77	60
34	49	38	34	68	38	80	62
153	130	98	96	93	126	122	183
1785	1434	2031	1433	1722	2188	2269	1718
730	687	528	509	597	544	302	639
581	521	636	483	591	484	458	561
252	307	230	245	300	238	31	294
0	0	0	0	0	0	0	0
619	1151	815	1842	1386	1255	1107	1306
1796	1884	1554	1698	1515	1171	1644	1466
103	75	46	93	89	71	59	74
518	531	452	568	110	538	464	354
711	707	610	223	371	414	0	405
183	140	77	136	213	236	180	212
141	231	164	197	191	148	199	156
261	243	258	316	279	245	285	267
818	900	1108	1341	1253	1384	1267	1660
158	55	97	199	136	95	103	110
315	253	253	147	210	291	178	282
1269	1334	840	959	1182	869	774	787
1548	1702	1959	1916	1836	1831	1785	938
613	969	671	925	1110	983	685	113
431	437	395	422	395	359	334	423
149	138	141	178	141	177	107	119
20	58	36	58	59	71	62	60
13264	13970	13185	14099	13898	13866	12572	12249

Local

Week (11/22/08- 11/28/08)	Week (11/29/08- 12/05/08)	Week (12/06/08- 12/12/08)	Week (12/013/08- 12/19/08)	Week (12/27/08- 01/02/09)	Week (12/20/08- 12/26/08)	Total CYTD (Hidden)	Total CYTD
56	93	47	539	36	74	7649	7723
55	108	61	46	18	72	2465	2537
101	33	84	153	29	48	7252	7300
1517	2003	2088	2063	578	1987	87999	89986
360	612	0	0	439	386	31790	32176
531	571	562	0	483	620	24582	25202
251	1298	2168	1532	718	217	16148	16365
0	0	0	0	0	0	0	0
501	1713	1027	1103	614	1201	27971	29172
1255	1136	923	1203	773	840	66616	67456
381	74	813	424	387	297	17746	18043
279	470	479	408	456	268	25452	25720
296	0	709	526	256	34	20585	20619
102	199	150	111	79	70	7250	7320
140	131	133	156	118	137	8318	8455
259	272	297	295	179	175	14370	14545
1021	1367	1256	1184	804	701	56821	57522
69	101	155	110	52	77	6727	6804
242	279	222	191	179	181	11983	12164
538	671	832	497	289	292	57850	58142
1898	1911	1217	2631	29	3741	100189	103930
581	880	720	1120	373	625	39487	40112
364	437	410	385	173	288	20579	20867
150	95	150	162	107	101	8787	8888
47	38	49	52	27	36	3939	3975
10994	14492	14552	14891	7196	12468	672555	685023

Week (9/27/08- 10/03/08)	Week (10/04/08- 10/10/08)	Week (10/11/08- 10/17/08)	Week (10/18/08- 10/24/08)	Week (10/25/08- 10/31/08)	Week (11/01/08- 11/07/08)	Week (11/08/08- 11/14/08)	Week (11/15/08- 11/21/08)
45	45	6	15	13	4	3	11
0	0	0	0	0	0	0	0
5	5	0	6	12	12	3	11
0	0	0	0	0	0	0	0
164	164	133	192	0	113	76	159
41	41	44	77	65	68	53	41
0	0	0	3	0	3	151	0
164	164	132	192	185	113	76	159
0	0	0	0	0	1	0	0
92	92	74	68	112	64	43	62
0	0	6	8	1	3	3	4
19	19	19	37	0	0	26	0
6	6	4	11	1	4	0	6
1	1	0	2	2	7	2	1
0	0	22	15	23	14	31	9
22	22	14	34	7	8	99	66
5	5	4	34	55	100	47	2
1	1	1	3	4	1	0	2
0	0	0	0	0	0	0	0
43	43	36	50	36	85	106	101
4	4	11	9	7	4	1	4
14	14	17	18	22	35	26	345
8	8	7	10	4	6	3	0
0	0	0	0	1	0	0	0
0	0	0	0	0	0	0	0
634	634	530	784	550	645	749	983

					Federal		
Week (11/22/08- 11/28/08)	Week (11/29/08- 12/05/08)	Week (12/06/08- 12/12/08)	Week (12/13/08- 12/19/08)	Week (12/20/08- 12/26/08)	Week (12/27/08- 01/02/09)	Total CYTD (Hidden)	Total CYTD
9	12	8	0	0	15	329	344
0	0	0	0	0	0	12	12
13	5	5	9	0	2	381	383
0	0	0	0	0	0	0	0
147	170	75	39	24	15	7018	7033
40	91	64	0	25	33	3241	3274
11	11	3	6	0	3	423	426
495	170	75	39	24	323	7699	8022
0	0	1	0	0	0	25	25
57	41	74	46	46	55	2597	2652
1	0	2	2	1	0	246	246
9	13	0	13	17	9	733	742
4	0	9	8	1	2	138	140
1	0	4	0	0	0	100	100
30	23	3	0	0	12	1205	1217
1	3	25	13	4	5	832	837
33	43	66	15	13	10	2052	2062
1	3	0	0	0	1	193	194
0	0	0	0	0	0	41	41
59	82	74	71	21	0	1169	1169
6	4	5	6	6	1	188	189
5	36	29	27	7	4	1453	1457
3	2	6	2	2	4	278	282
0	6	2	0	1	0	111	111
0	0	0	1	0	1	58	59
925	715	530	297	192	495	30522	31017

Week (9/27/08- 10/3/08)	Week (10/04/08- 10/10/08)	Week (10/11/08- 10/17/08)	Week (10/18/08- 10/24/08)	Week (10/25/08- 10/31/08)	Week (11/01/08- 11/07/08)	Week (11/08/08- 11/14/08)	Week (11/15/08- 11/21/08)
37	27	34	23	21	33	14	27
0	0	1	1	1	1	1	0
28	19	10	20	16	25	14	19
0	0	0	0	0	0	0	0
122	96	55	144	297	113	50	98
18	4	15	20	20	12	10	14
16	17	21	24	34	13	5	15
0	0	0	0	0	0	0	0
1	7	4	4	11	15	7	11
0	5	0	0	0	0	0	0
15	35	25	77	55	66	81	53
96	97	84	97	0	96	86	91
33	24	40	27	24	34	1	30
10	10	4	10	10	8	9	7
4	10	21	10	2	0	0	4
35	20	23	27	20	16	19	29
25	8	16	15	16	16	15	12
1	3	0	16	1	0	0	3
0	0	17	0	0	0	0	0
2	0	1	0	0	0	0	0
2	2	1	4	3	2	5	9
95	96	115	77	82	90	72	26
13	4	8	7	8	19	10	10
9	9	5	0	3	2	12	9
0	0	3	0	9	3	5	4
562	493	503	603	633	564	416	471

Detainers Lodged

Week (11/22/08- 11/28/08)	Week (11/29/08- 12/05/08)	Week (12/06/08- 12/12/08)	Week (12/13/08- 12/19/08)	Week (12/20/08- 12/26/08)	Week (12/27/08- 01/02/09)	Total CYTD (Hidden)	Total CYTD	Week (9/27/08- 10/3/08)
26	12	26	22	8	12	1236	1248	56
0	2	1	0	0	4	62	66	22
19	16	21	27	9	29	1408	1437	48
0	0	0	0	0	0	0	0	7
78	99	0	0	45	64	2698	2762	258
11	5	6	0	2	14	219	233	249
6	6	28	21	0	29	550	579	150
0	0	0	0	0	0	0	0	0
0	4	3	9	5	16	329	345	90
31	1	0	0	0	1	172	173	119
21	27	32	64	13	18	2668	2686	86
85	108	17	72	93	21	3714	3735	366
21	8	28	30	9	6	1482	1488	183
4	12	8	10	1	4	468	472	88
2	12	5	3	2	6	497	503	64
13	17	9	31	14	18	1283	1301	114
16	14	12	20	17	16	1296	1312	58
0	1	8	4	0	1	653	654	50
0	0	0	0	0	0	548	548	135
0	0	0	0	0	0	53	53	145
6	5	7	3	1	0	269	269	118
122	81	132	114	21	68	4416	4484	182
8	16	7	11	0	2	527	529	152
6	8	6	6	4	1	545	546	75
6	1	3	2	3	2	137	139	10
481	455	359	449	247	332	25230	25562	2825

Week (10/04/08- 10/10/08)	Week (10/11/08- 10/17/08)	Week (10/18/08- 10/24/08)	Week (10/25/08- 10/31/08)	Week (11/01/08- 11/07/08)	Week (11/08/08- 11/14/08)	Week (11/15/08- 11/21/08)	Week (11/22/08- 11/28/08)
23	89	55	34	78	36	38	45
22	14	19	30	19	48	30	41
47	33	39	23	41	41	38	39
5	11	11	2	8	4	8	3
282	238	269	244	259	177	261	145
236	340	291	321	272	309	375	349
159	124	162	204	172	3	179	128
0	0	0	0	0	0	0	0
77	73	77	86	58	69	119	69
60	97	96	106	50	99	94	91
69	44	81	77	51	52	70	277
376	359	341	70	375	302	220	166
165	138	93	141	96	0	117	96
74	59	63	95	87	72	70	48
110	87	9	103	86	117	83	63
110	106	134	111	106	127	100	106
39	32	45	48	67	60	67	53
38	118	80	68	63	38	68	48
125	137	104	126	171	132	70	138
109	115	112	190	127	156	193	179
107	129	115	112	111	108	294	109
273	189	305	314	296	247	72	202
156	144	184	150	172	154	199	180
82	78	85	76	87	61	85	82
19	14	26	29	34	28	24	9
2763	2768	2796	2760	2886	2440	2874	2666

Local							
Week (11/29/08- 12/05/08)	Week (12/06/08- 12/12/08)	Week (12/13/08- 12/19/08)	Week (12/20/08- 12/26/08)	Week (12/27/08- 01/02/09)	Total CYTD (Hidden)	Total CYTD	Week (9/27/08- 10/3/08)
41	32	35	22	38	4356	4394	18
40	34	14	7	11	1341	1352	0
18	28	32	13	13	1865	1878	0
8	12	10	1	1	406	407	0
241	0	0	128	184	8226	8410	61
275	284	0	328	296	13270	13566	11
201	338	269	0	145	6120	6265	11
0	0	0	0	0	0	0	61
100	56	84	52	67	3237	3304	11
87	74	93	65	80	4205	4285	107
75	230	266	337	253	9038	9291	3
295	263	264	296	158	14433	14591	50
0	208	238	87	3	6657	6660	2
77	55	45	29	24	3534	3558	5
79	79	90	73	101	3893	3994	16
100	106	113	74	58	6013	6071	12
59	53	43	39	51	2219	2270	28
57	66	89	45	46	3606	3652	12
142	107	88	66	51	6276	6327	0
294	201	169	100	83	7295	7378	100
117	90	89	2	95	5733	5828	14
217	214	330	141	141	12465	12606	34
210	212	178	65	106	8152	8258	7
92	97	93	45	73	3934	4007	0
17	10	32	10	20	2159	2179	0
2842	2849	2664	2025	2098	138433	140531	563

Week (10/04/08- 10/10/08)	Week (10/11/08- 10/17/08)	Week (10/18/08- 10/24/08)	Week (10/25/08- 10/31/08)	Week (11/01/08- 11/07/08)	Week (11/08/08- 11/14/08)	Week (11/15/08- 11/21/08)	Week (11/22/08- 11/28/08)
85	18	42	21	16	0	23	25
1	0	0	1	0	2	1	0
0	3	7	8	9	2	8	10
0	0	0	0	0	0	0	0
80	90	119	0	147	82	105	81
48	54	73	66	76	58	38	40
5	5	6	5	6	82	10	15
80	90	119	187	82	82	105	349
22	17	15	12	12	4	12	14
111	83	86	121	74	64	75	43
16	24	9	28	13	17	28	30
29	31	36	0	3	18	1	16
12	7	9	1	5	0	6	1
1	1	2	2	3	1	1	1
32	7	42	28	20	22	28	29
14	9	21	10	9	70	61	4
5	54	58	71	58	50	47	49
15	2	46	34	30	9	16	23
0	0	0	0	0	0	0	0
113	110	105	97	147	181	147	120
6	16	12	15	15	11	15	12
35	24	59	45	62	17	313	15
11	3	10	3	5	2	0	3
0	0	0	1	2	1	1	0
0	0	0	1	1	0	0	0
721	648	876	757	795	775	1041	880

Week (11/29/08- 12/05/08)	Week (12/06/08- 12/12/08)	Week (12/13/08- 12/19/08)	Week (12/20/08- 12/26/08)	Week (12/27/08- 01/02/09)	Total CYTD (Hidden)	Total CYTD	Week (10/18/08- 10/24/08)
28	20	0	0	32	1132	1164	25
0	0	0	1	0	15	15	3
0	0	14	1	0	285	285	12
0	0	0	0	0	0	0	0
103	100	74	47	58	5778	5836	79
79	70	0	30	31	3262	3293	0
17	14	14	14	3	448	451	10
103	100	74	47	382	6296	6678	0
18	19	19	6	13	582	595	9
51	80	77	57	70	3132	3202	1
9	10	13	16	8	887	895	74
12	4	14	20	16	799	815	92
1	4	5	5	3	249	252	33
0	5	0	0	1	75	76	10
15	1	28	21	0	1501	1501	9
6	24	13	8	5	660	665	24
57	44	30	7	43	2120	2163	28
17	13	19	10	20	463	483	28
0	0	0	0	0	35	35	3
141	146	126	79	78	3007	3085	0
12	18	22	16	12	626	638	62
39	34	22	3	12	2462	2474	106
1	7	1	2	4	222	226	6
0	1	1	1	0	57	57	7
3	0	1	0	2	56	58	1
712	714	567	391	793	34149	34942	622

Week (10/25/08- 10/31/08)	Week (11/01/08- 11/07/08)	Week (11/08/08- 11/14/08)	Week (11/15/08- 11/21/08)	Week (11/22/08- 11/28/08)	Week (11/29/08- 12/05/08)	Week (12/06/08- 12/12/08)	Week (12/13/08- 12/19/08)
23	24	15	26	28	16	21	2
1	2	1	0	1	1	3	0
11	9	7	16	13	20	18	6
0	0	0	0	0	0	0	0
257	75	56	63	45	94	0	0
0	0	0	0	0	0	0	0
10	12	8	14	10	7	8	6
0	0	0	0	0	0	0	0
6	23	6	10	4	9	4	21
0	0	0	2	2	2	0	0
48	47	86	40	42	36	60	52
0	96	83	91	89	109	83	74
29	27	3	30	21	2	22	34
6	8	8	4	3	6	8	10
3	1	2	2	14	0	2	0
20	16	19	28	11	16	9	26
30	32	13	42	13	19	21	22
21	16	21	22	18	19	39	26
1	0	0	0	0	0	20	0
0	0	0	0	1	0	0	0
65	73	58	76	36	60	78	51
82	94	80	17	53	75	69	71
4	16	5	11	6	2	6	0
5	4	1	9	4	5	9	4
10	2	2	2	3	1	2	4
632	577	474	505	417	499	482	409

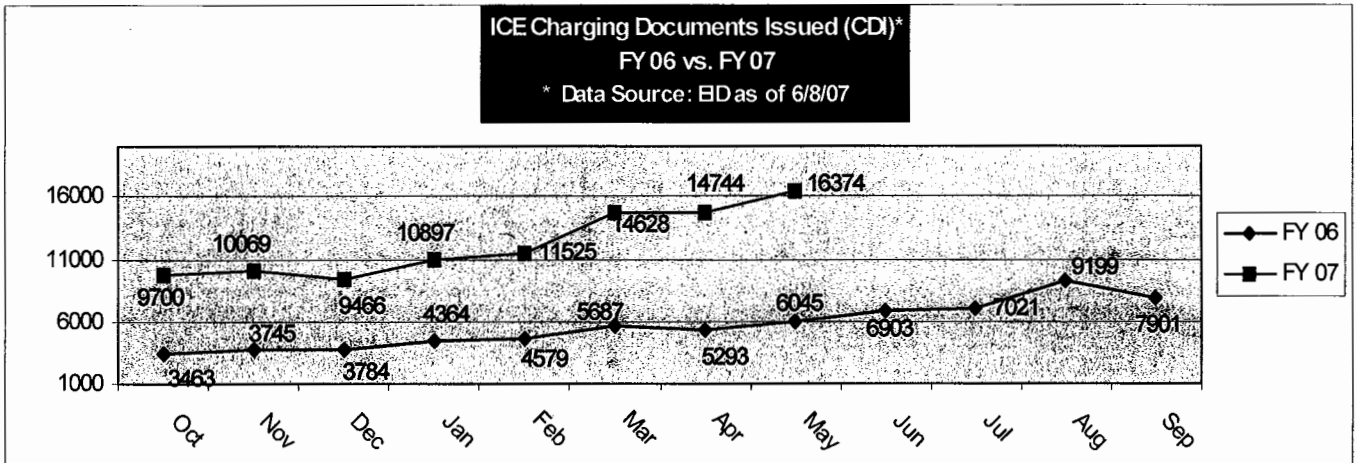
Charging Documents Issued

Week (12/20/08- 12/26/08)	Week (12/27/08- 01/02/09)	Total CYTD (Hidden)	Total CYTD	Week (9/27/08- 10/3/08)	Week (10/4/08- 10/10/08)	Week (10/11/08- 10/17/08)	Week (10/18/08- 10/24/08)	Week (10/25/08- 10/31/08)
6	7	1488	1495	61	43	91	54	44
3	1	110	111	14	13	22	16	23
8	5	875	880	25	50	33	27	29
0	0	0	0	5	8	2	8	8
34	54	2538	2592	181	191	133	143	174
0	0	17	17	112	166	155	149	167
11	7	387	394	103	104	125	109	144
0	0	0	0	0	0	0	0	0
1	8	340	348	61	120	79	118	92
1	0	166	166	106	119	132	117	107
27	25	3099	3124	242	246	269	275	266
105	22	3682	3704	444	392	393	373	177
9	7	1258	1265	168	136	107	79	111
0	3	426	429	96	82	64	75	112
0	3	400	403	98	92	120	74	99
11	16	1179	1195	104	103	79	81	123
23	20	929	949	51	47	35	49	45
13	21	1419	1440	48	45	45	88	57
0	0	264	264	118	142	89	144	124
0	0	77	77	127	170	176	170	230
56	21	3213	3234	143	60	85	118	124
16	59	4929	4988	206	278	193	268	347
0	0	340	340	129	129	124	155	141
3	3	273	276	74	68	81	48	71
1	2	147	149	12	14	23	30	18
328	284	27573	27857	2728	2818	2655	2768	2833

Week (11/01/08- 11/07/08)	Week (11/08/08- 11/14/08)	Week (11/15/08- 11/21/08)	Week (11/22/08- 11/28/08)	Week (11/29/08- 12/05/08)	Week (11/06/08- 12/12/08)	Week (11/13/08- 12/19/08)	Week (11/20/08- 12/26/08)
74	36	37	51	106	25	42	20
23	30	23	15	15	21	20	3
48	22	32	32	33	28	36	16
6	3	8	6	6	8	9	6
139	136	167	122	165	0	0	82
179	105	134	153	141	139	0	75
126	1	107	124	112	105	104	77
0	0	0	0	0	0	0	0
90	86	66	72	111	77	84	73
70	89	104	80	99	74	100	73
212	234	287	233	175	220	212	212
398	400	320	249	447	369	325	362
81	0	104	62	0	108	208	82
81	73	74	46	122	92	71	38
84	92	68	67	97	71	95	55
85	108	89	71	120	72	101	50
49	44	56	48	51	54	41	34
42	59	66	59	73	55	59	42
144	111	108	80	154	173	169	57
248	223	229	225	220	302	277	144
113	84	376	85	25	66	72	44
332	216	80	179	227	236	315	144
163	157	181	139	173	198	177	61
72	55	74	56	77	65	78	57
24	34	32	17	20	29	34	13
2883	2398	2822	2271	2769	2587	2629	1820

Week (11/27/08- 01/02/09)	Total CYTD (Hidden)	Total CYTD
29	4243	4272
31	778	809
16	1977	1993
8	298	306
112	6604	6716
75	8075	8150
94	4533	4627
0	0	0
52	3513	3565
77	4662	4739
187	9252	9439
166	17409	17575
3	5469	5472
26	3795	3821
73	4061	4134
50	4740	4790
27	2034	2061
33	3547	3580
88	5148	5236
215	9929	10144
107	5411	5518
154	12959	13113
111	6636	6747
79	3174	3253
16	1782	1798
1829	130029	131858

June 2007



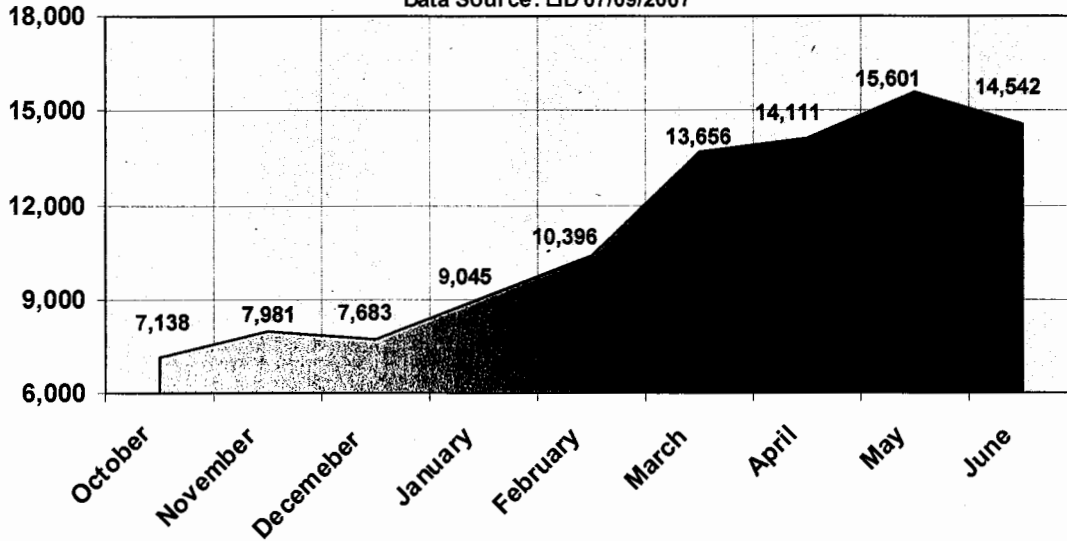
Received on 06/12/07

July 2007

FY 07 DRO Charging Documents Issued (CDI)

Total = 100,153

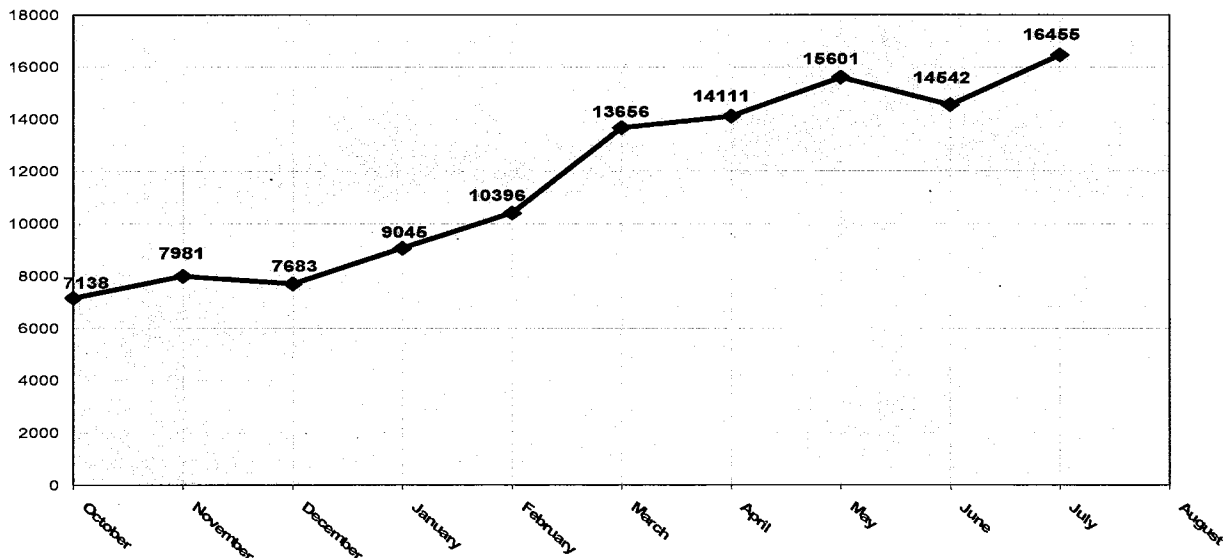
Data Source: EID 07/09/2007



Received on 07/10/07

August 2007

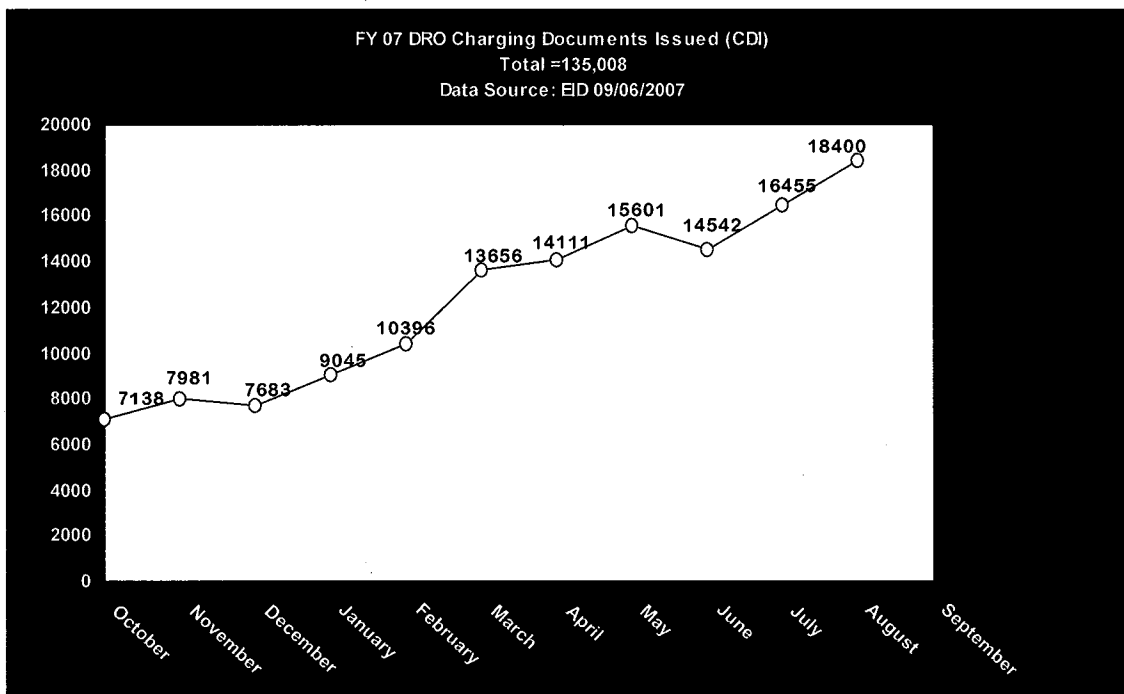
FY 07 DRO Charging Documents Issued (CDI)
Total = 116,608
Data Source: EID 08/02/2007



Received on 08/14/07

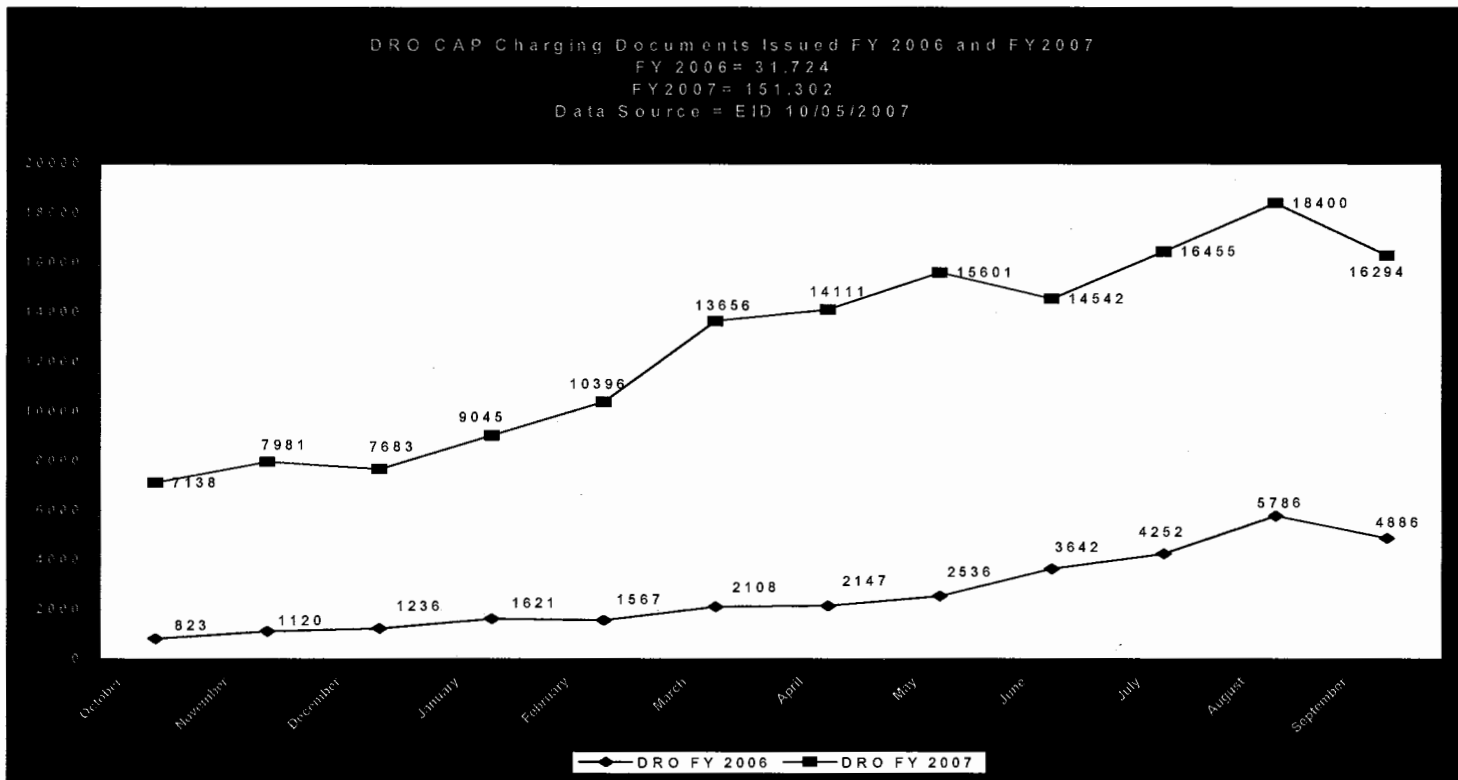
September 2007

FY 07 DRO Charging Documents Issued (CDI)
Total = 135,008
Data Source: EID 09/06/2007



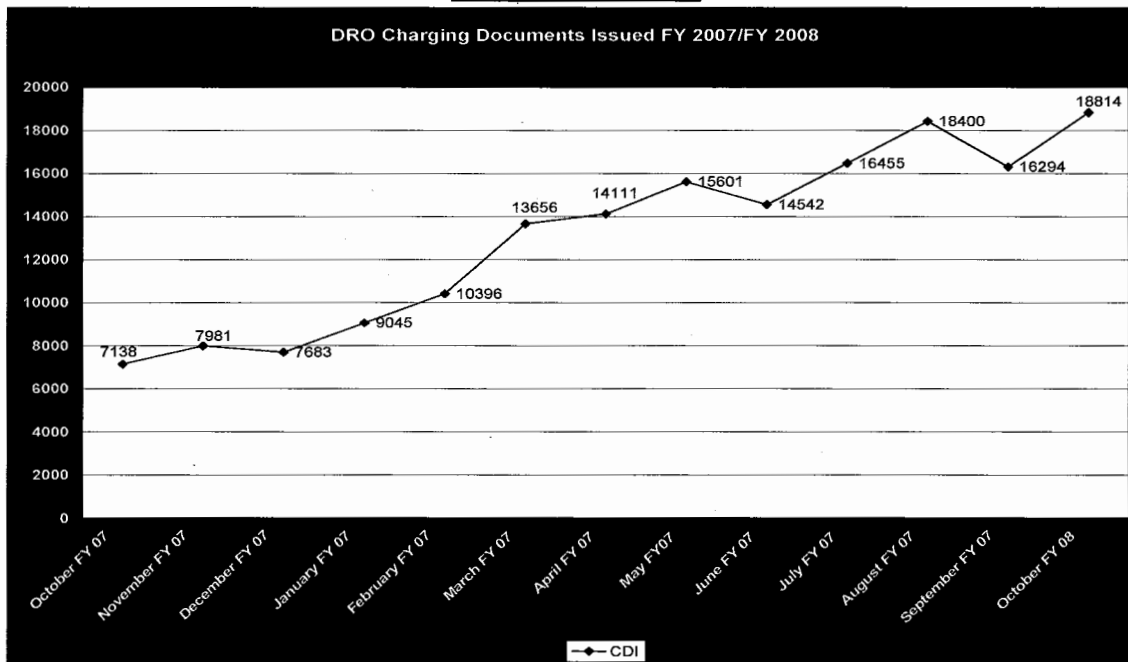
Received on 09/11/07

October 2007



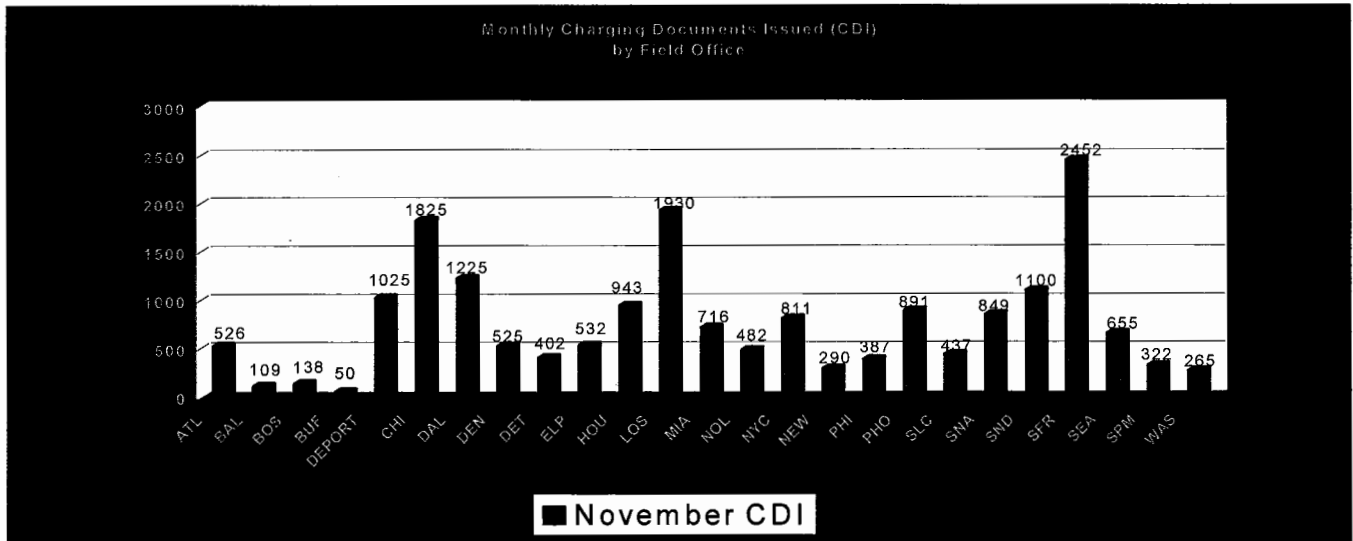
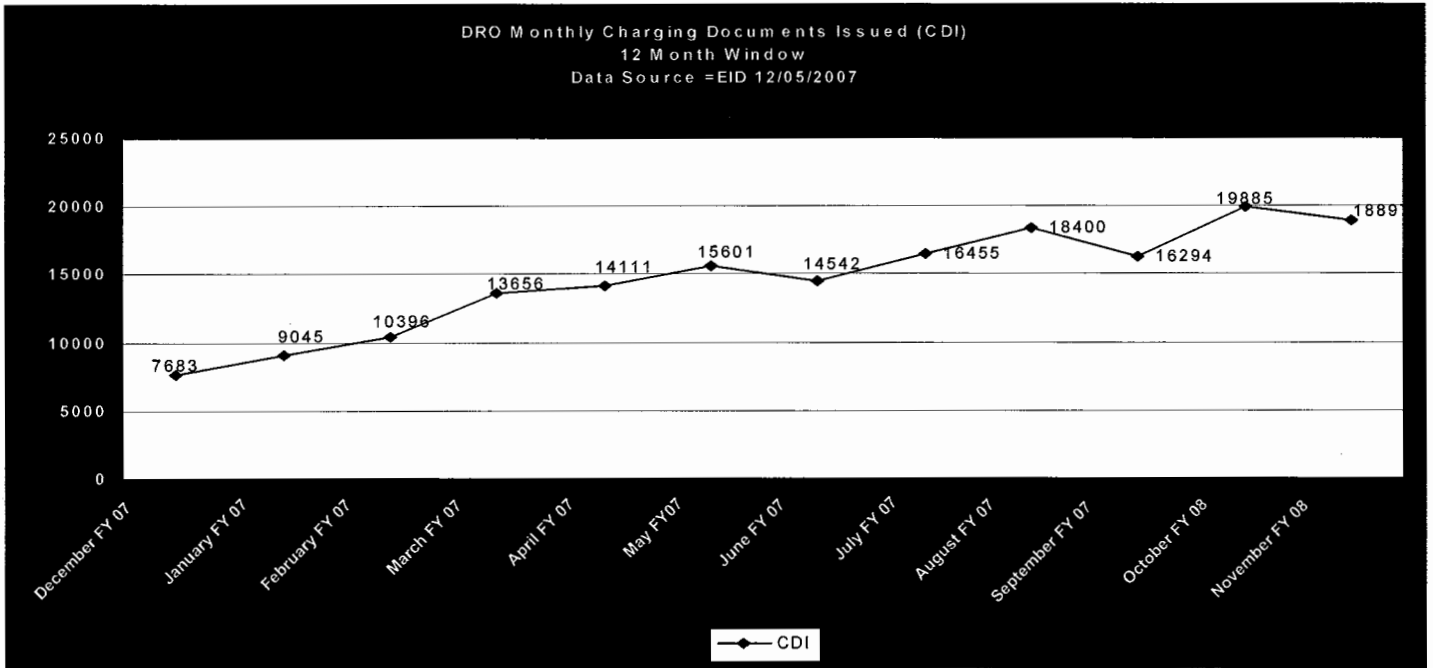
Received on 10/09/07

November 2007



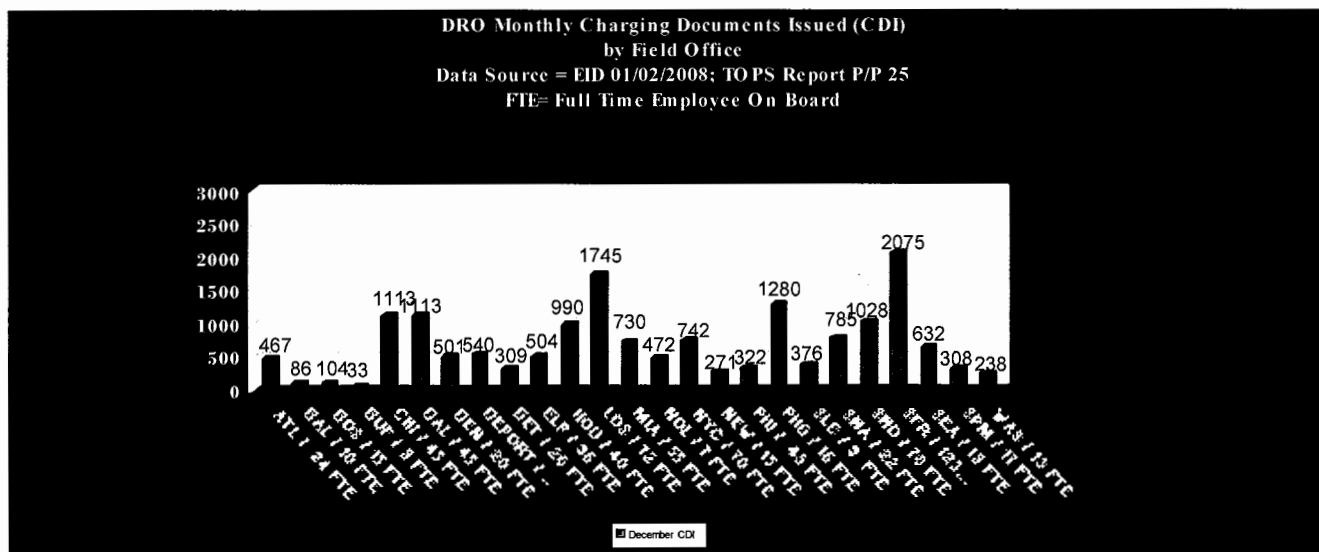
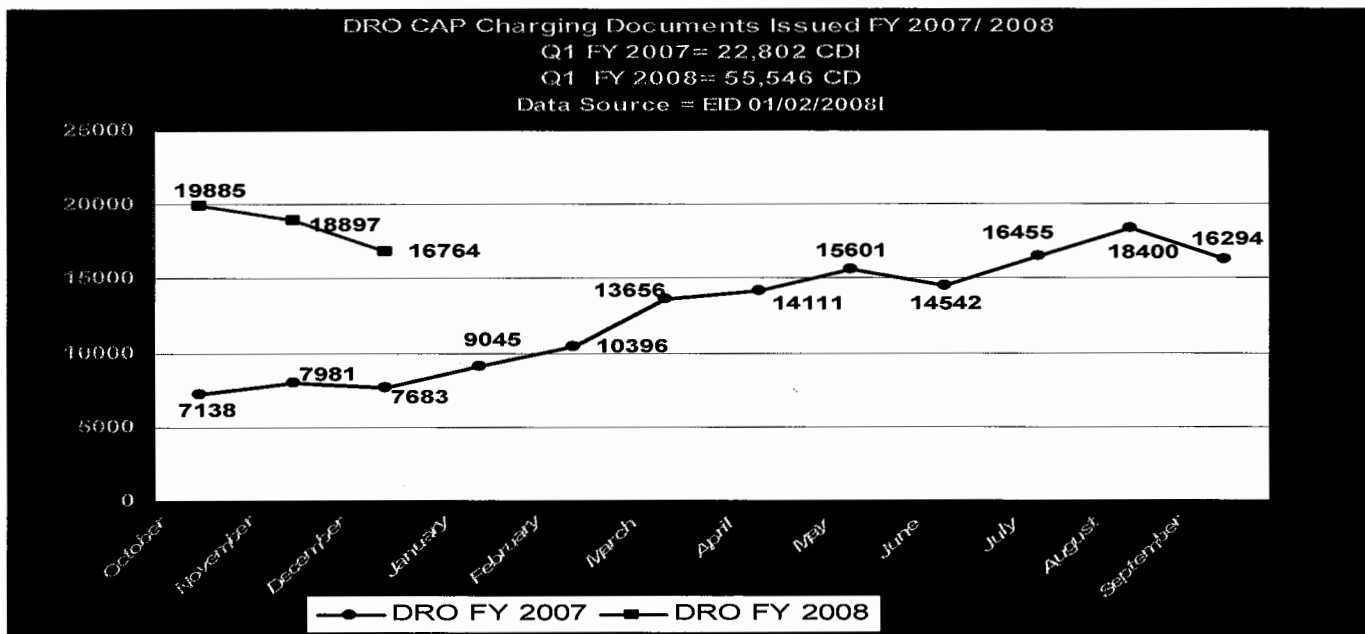
Received on 11/14/07

December 2007



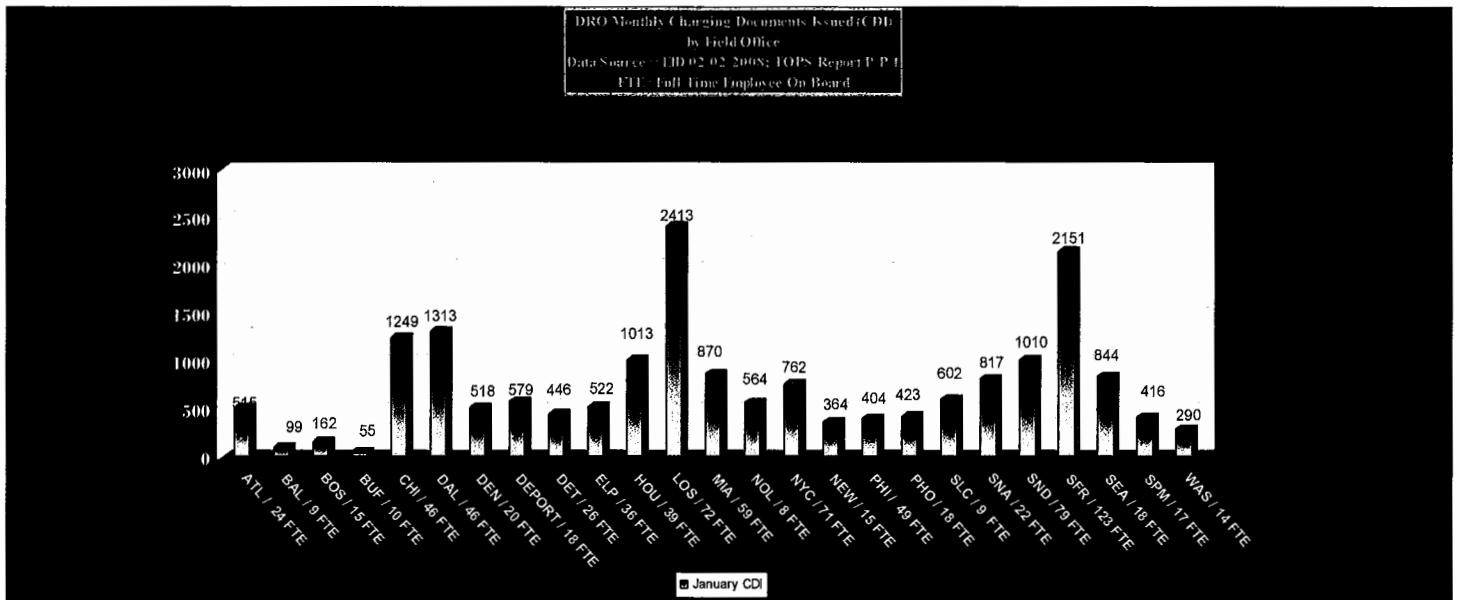
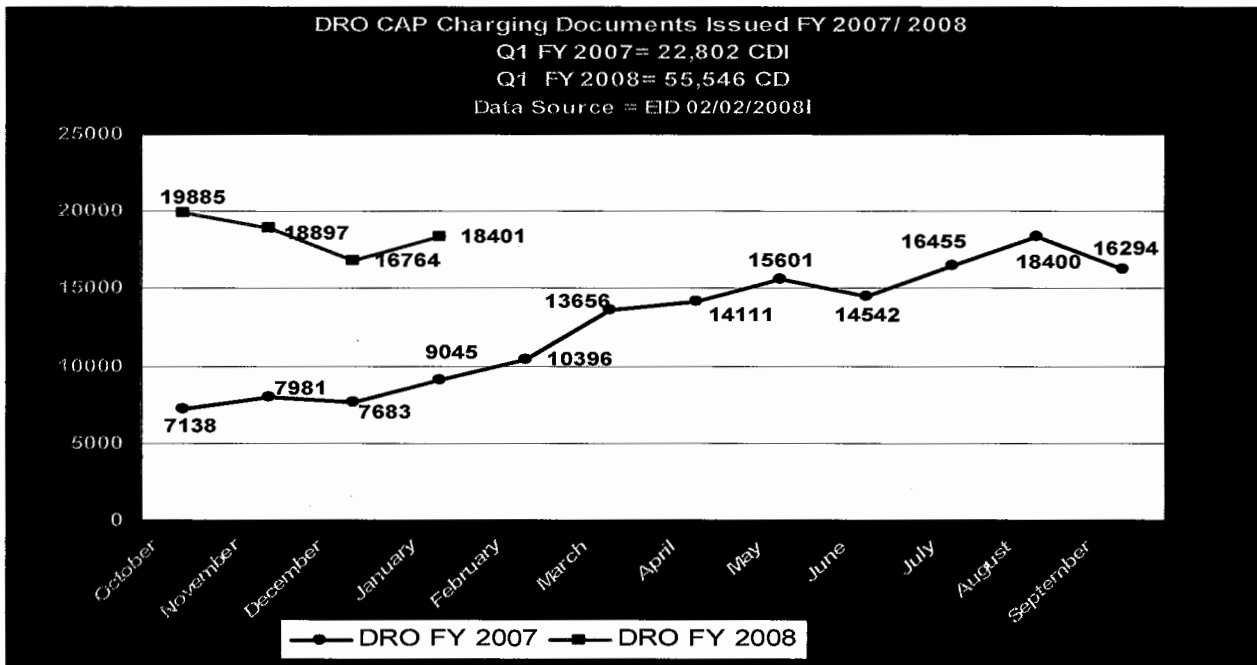
Received on 12/11/07

January 2008



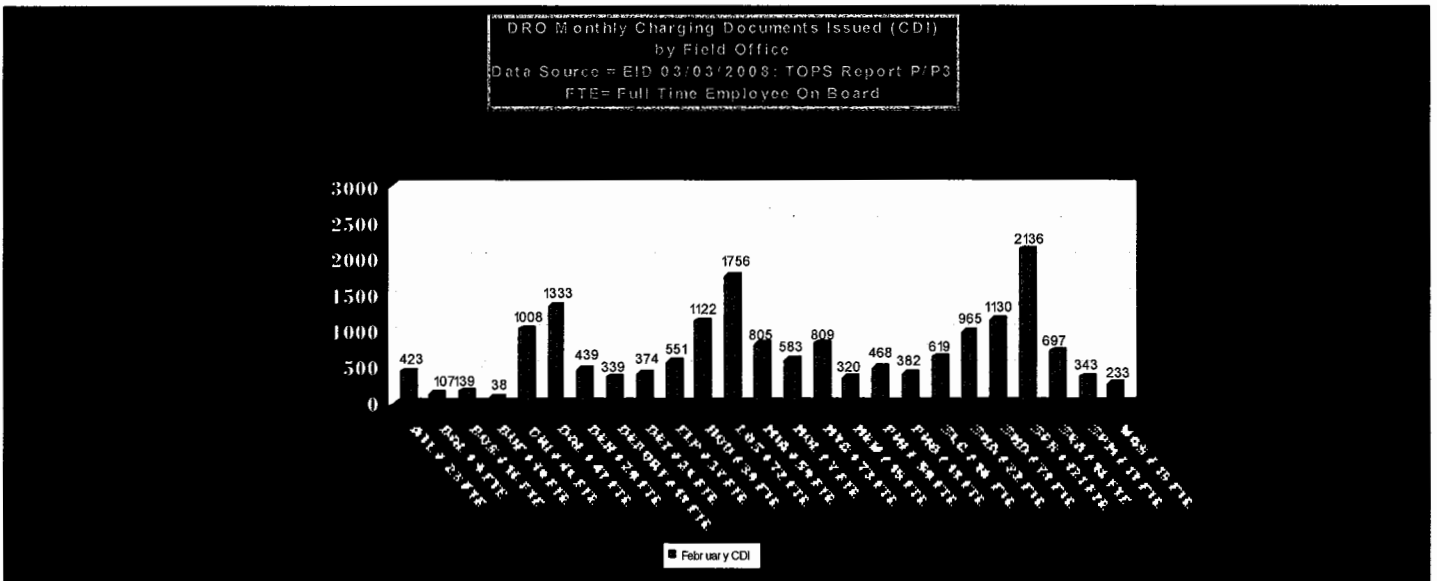
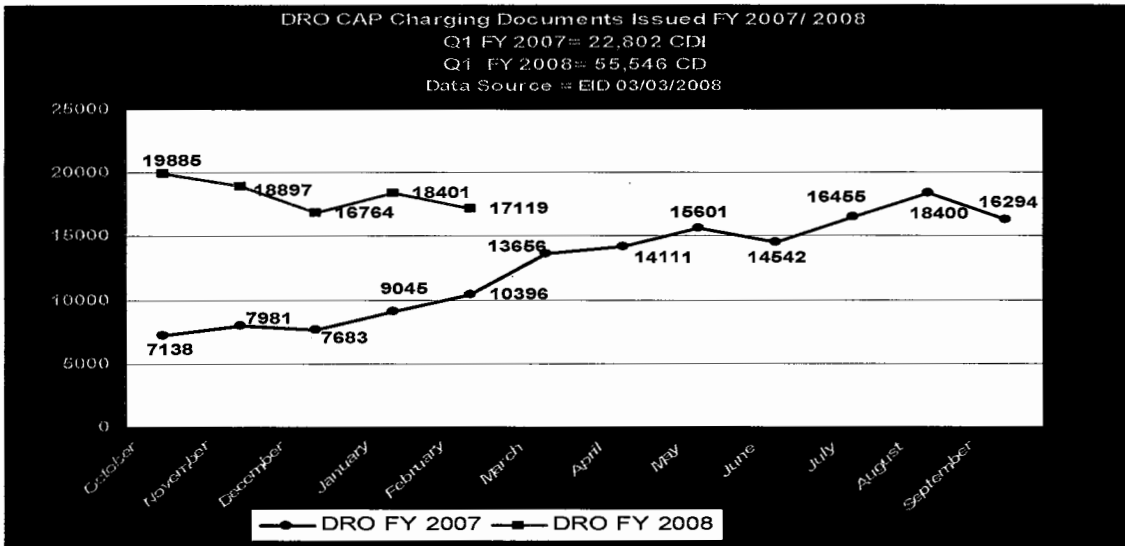
Received on 01/08/08

February 2008



Received on 02/12/08

March 2008



Received on 03/10/08

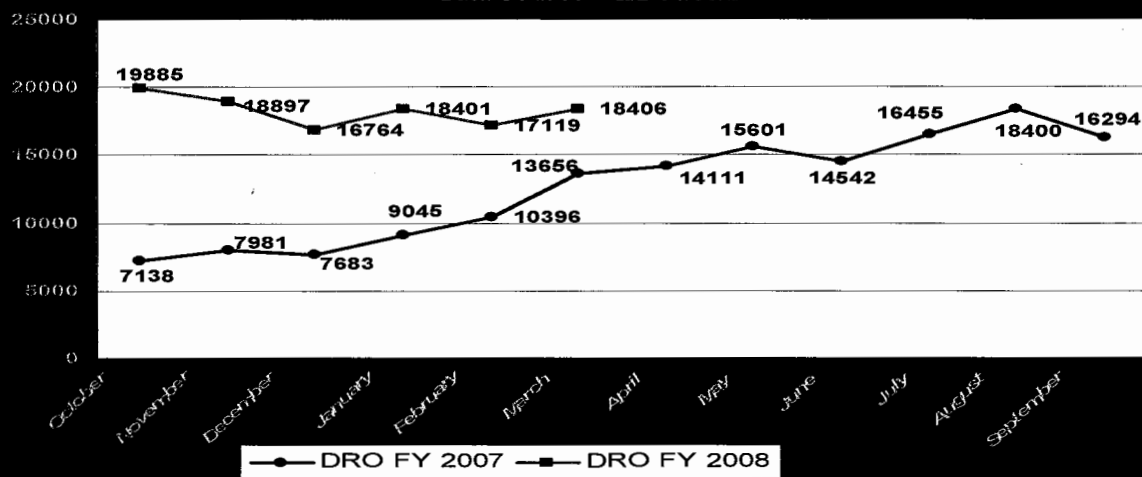
April 2008

DRO CAP Charging Documents Issued FY 2007/ 2008

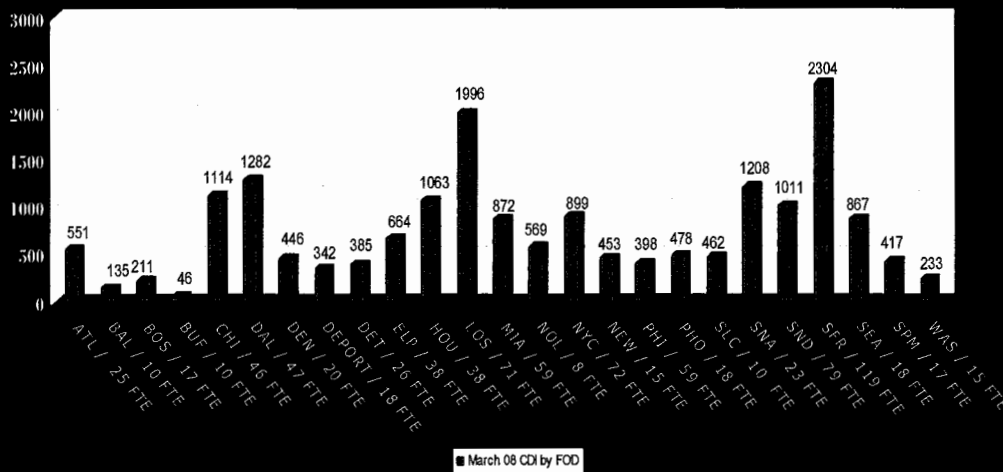
1st half FY 2007= 55,899 CDI

1st half FY 2008= 109,472 CDI

Data Source = EID 04/03/2008

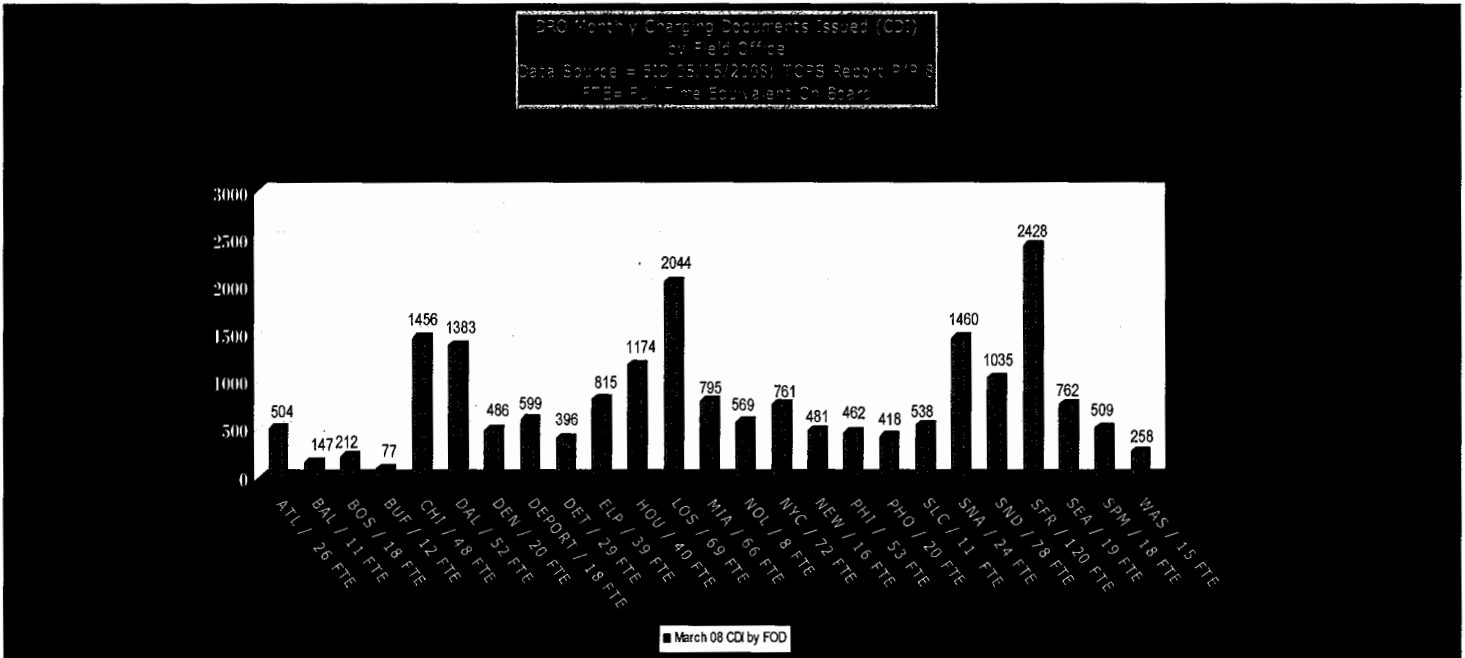
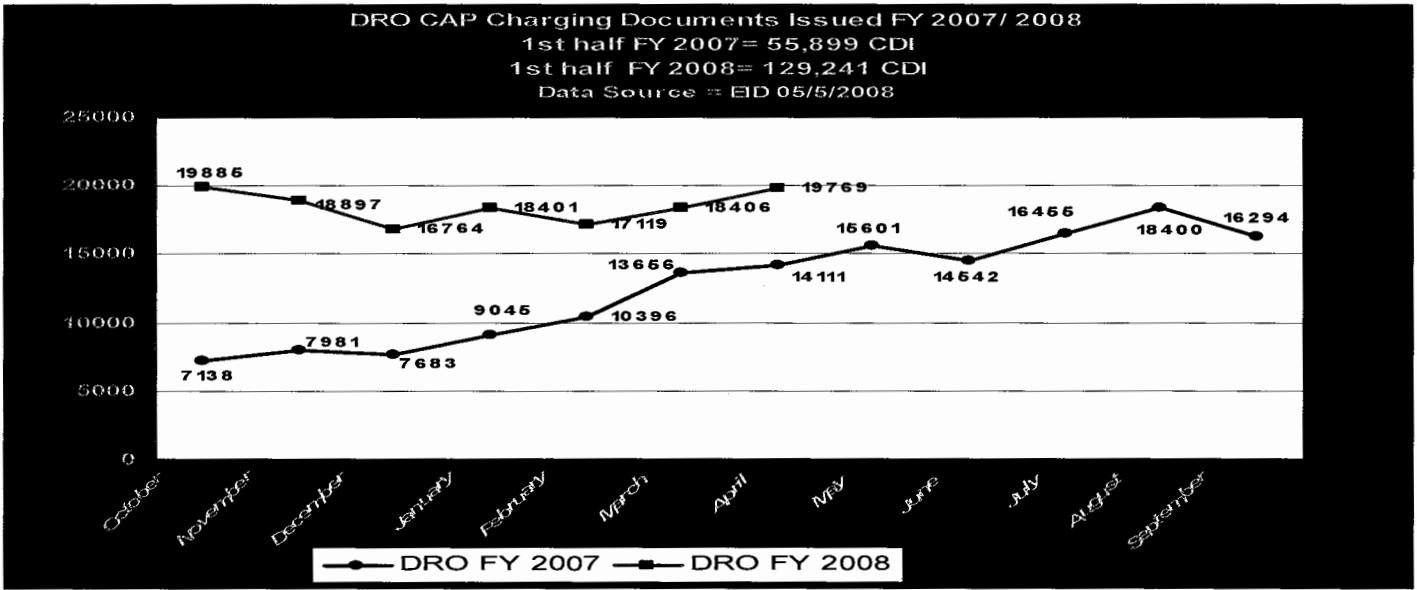


DRO Monthly Charging Documents Issued (CDI)
by Field Office
Data Source = EID 04/03/2008; TOPS Report P19 S
FTE = Full Time Employees On Board



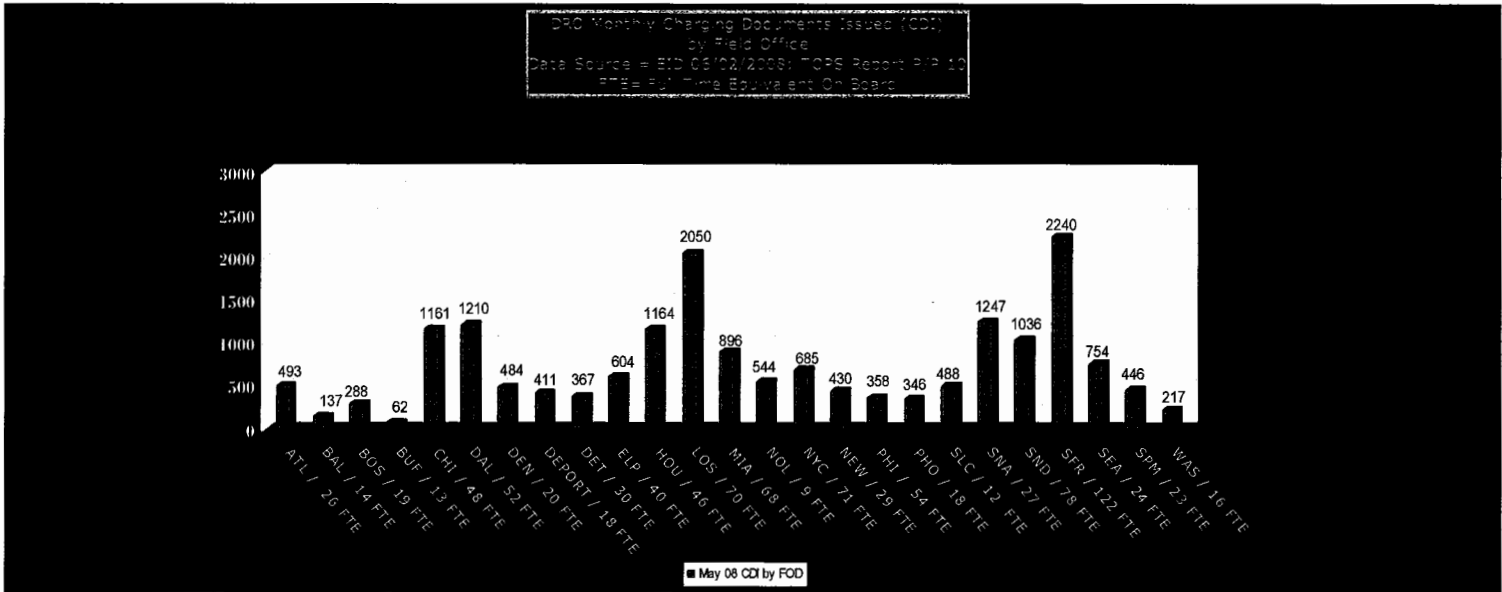
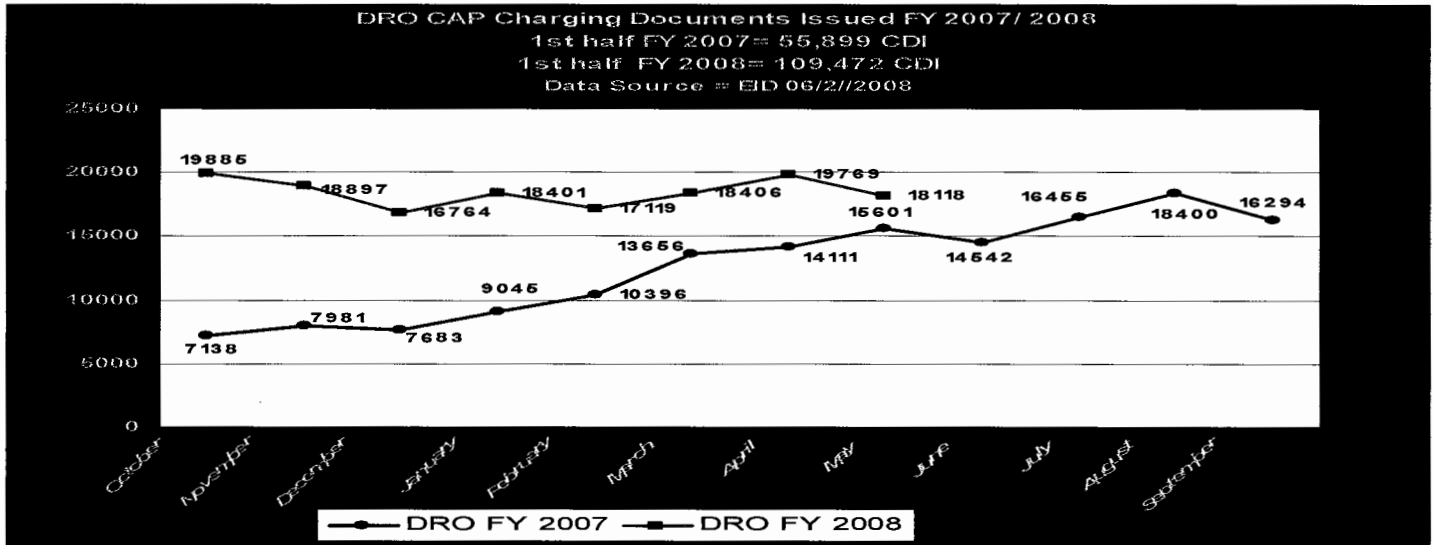
Received on 04/08/08

May 2008



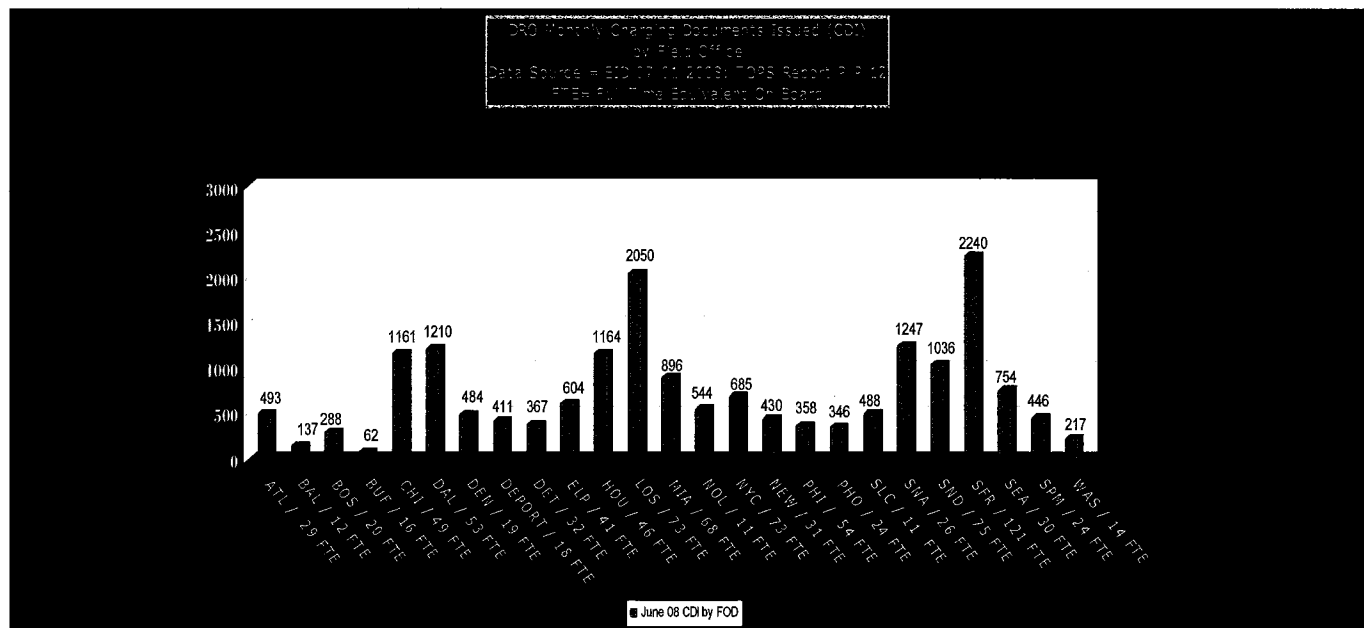
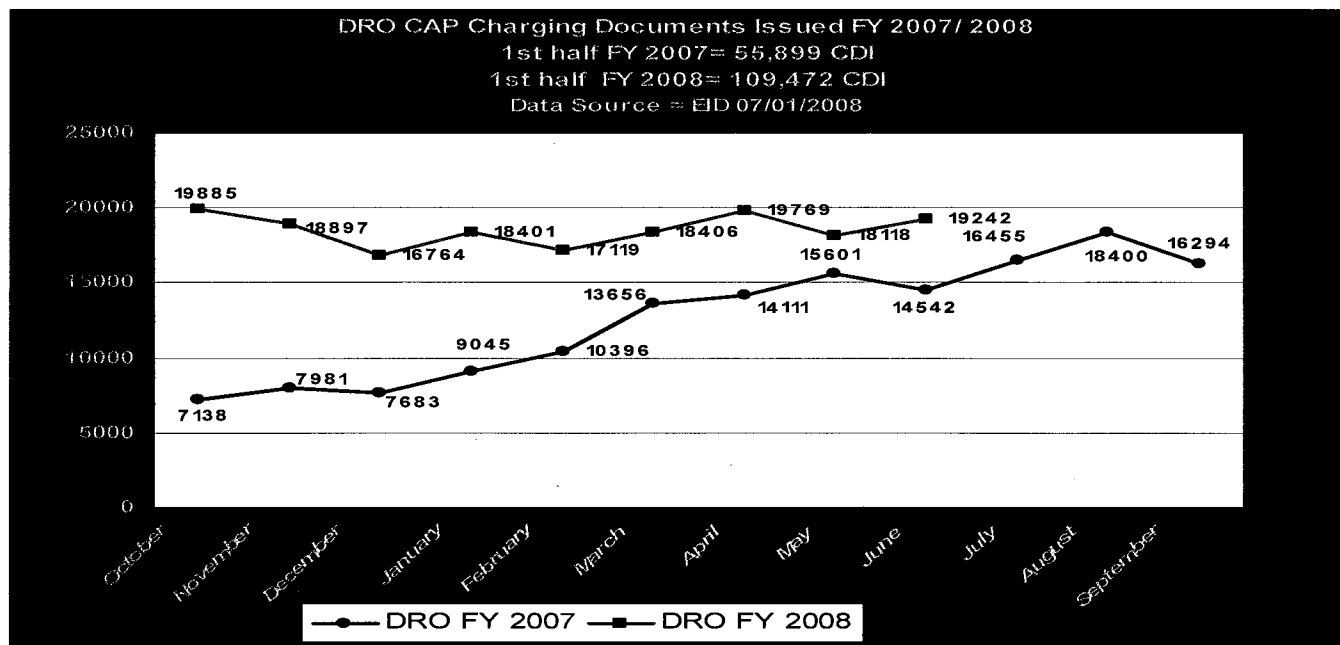
Received on 05/13/2008

June 2008



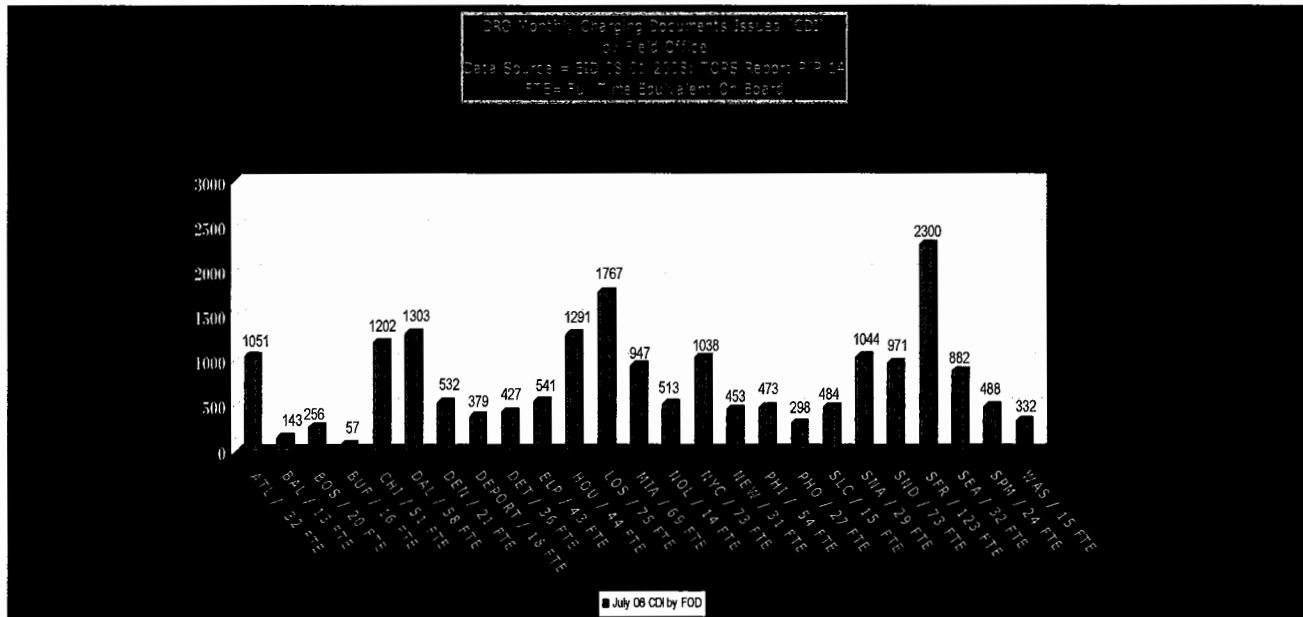
Received 6/10/08

July 2008



Received 7/07/08

August 2008



*The above ICE enforcement data reflects a “snap shot” of the data in the respective ICE database at the specific time the report was compiled. ICE enforcement data, may be modified at any given time by authorized personnel resulting in a change to data previously reported.

**Buffalo: CDI statistics are lost when a foreign born person is arrested by local police who then call the Border Patrol for translation. Due to increase in the number of Border Patrol in the Buffalo AOR, they are responding to many police departments. This has resulted in reduced CAP productivity. The Buffalo Field Office CAP program screens approximately 47 county jails on a daily basis through the Justice Exchange database. This database enables CAP to pull up the population report for any given jail on a daily basis. CAP screens all subjects booked into these facilities regardless of place of birth. Approximately 95% of the subjects screened are not foreign born.

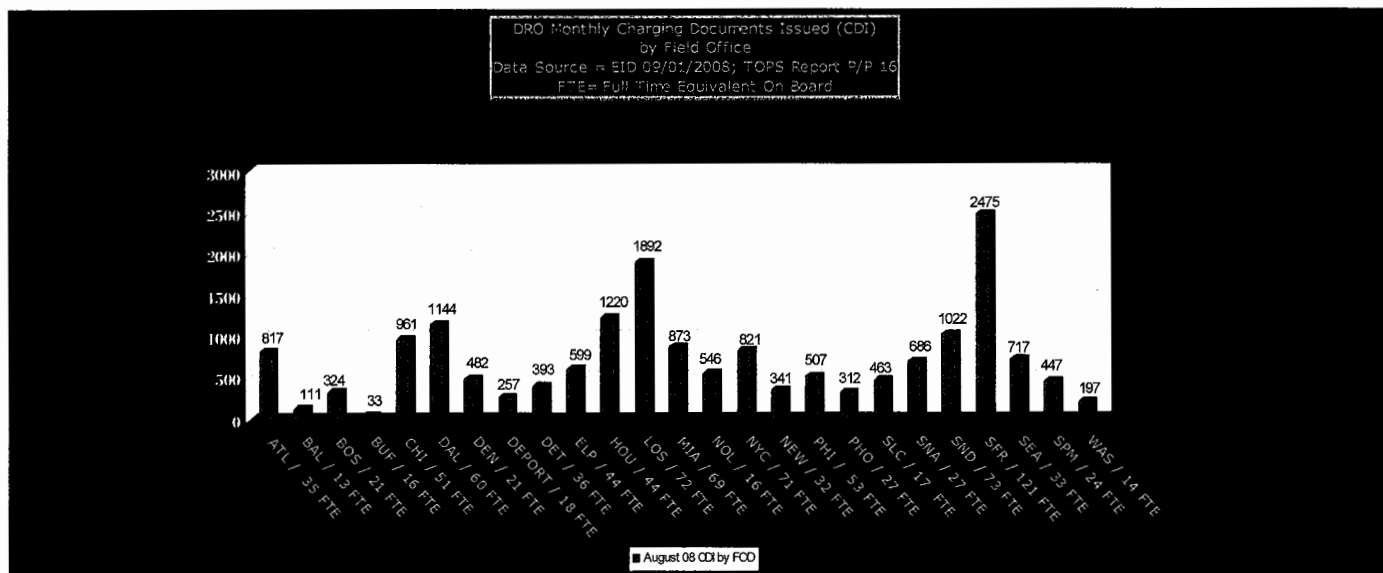
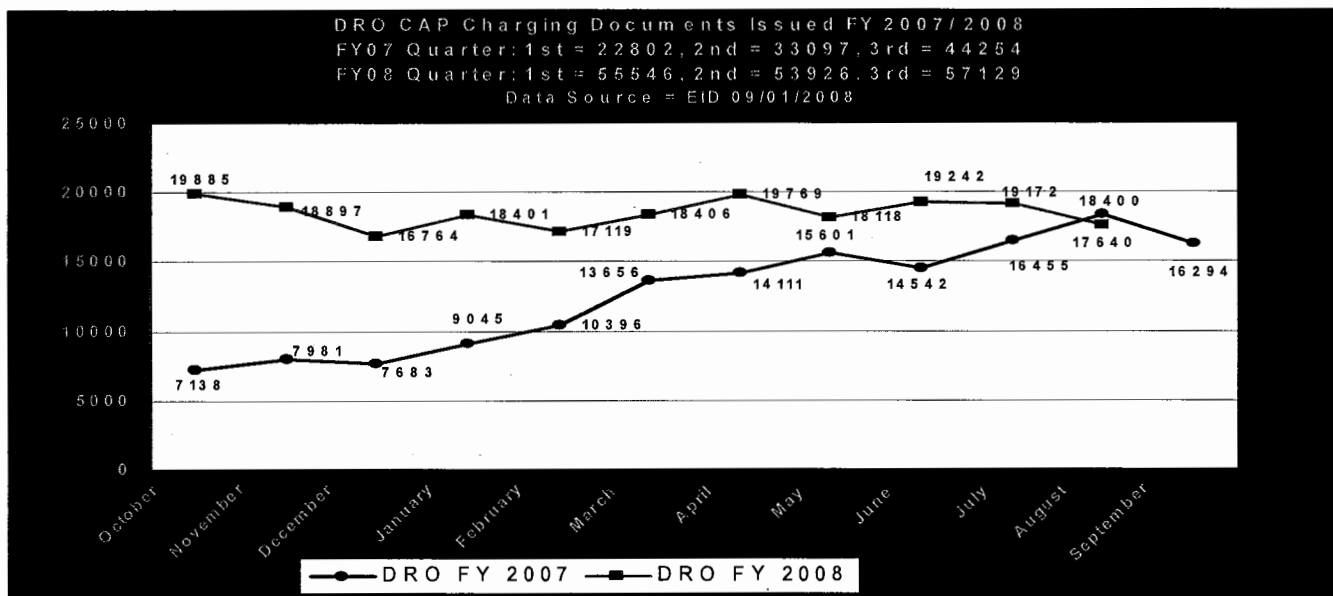
This was recently illustrated when a surge operation at Onondaga County Jail from July 21- July 29, 2008. Of the 998 inmates screened, only four were amenable to removal. One area that has had a negative impact on the number of charging documents issued is the shared responsibility to screen the NYDOCS State facilities. NYC screens the reception centers at Ulster, Downstate, and Bedford Hills. The only NYDOCS reception Center in the Buffalo AOR is located at the Elmira reception Center. While the majority of NYDOCS facilities are located in the Buffalo AOR, the NYC Field Office requested to be responsible for all foreign born cases that were originally booked into Ulster (R Din number) Down State (A Din number) and Bedford Hills (G Din number). CAP also screens a list from the Division of Criminal Justice Services (DCJS) which results in the issuance some charging documents. During the month of June and July the DCJS failed to send a disk containing the names to be screened. The DCJS will be sending the June and July list with the August list which will likely result in more CDIs once they are screened.

*** Phoenix: The Phoenix Field Office attributed the majority of low numbers to the increased CDIs via the 287 (g). In June, MCSO processed 1,000 administrative cases and ADC processed 175 cases. MCSO and ADC 287g officers are issuing a significant number of charging documents resulting in lower numbers for Phoenix (PHO) CAP. The PHO CAP office processed 95 charging documents and 64 VRs. Remainder of the 316 would be from Tucson and Yuma. A minimum of five IEAs are charged with 287(g) oversight when they process at MCSO, ADC, and Yavapai County.

In June, MCSO made fewer than 1,000 admin arrests, down 100-150 cases than the previous few months. ADC had 175 administrative arrests, also down 10-15 from previous months. So not only are MCSO and ADC 287g officers picking up many of the charging documents, resulting in few numbers for PHO CAP, but their numbers were also down.

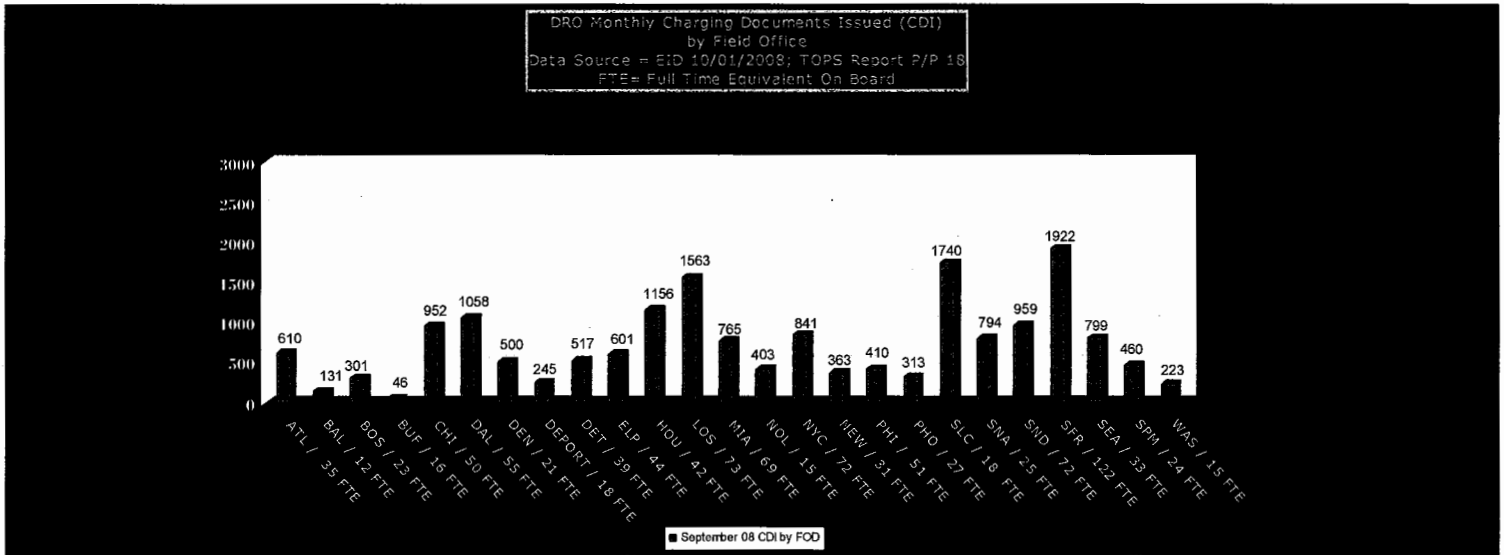
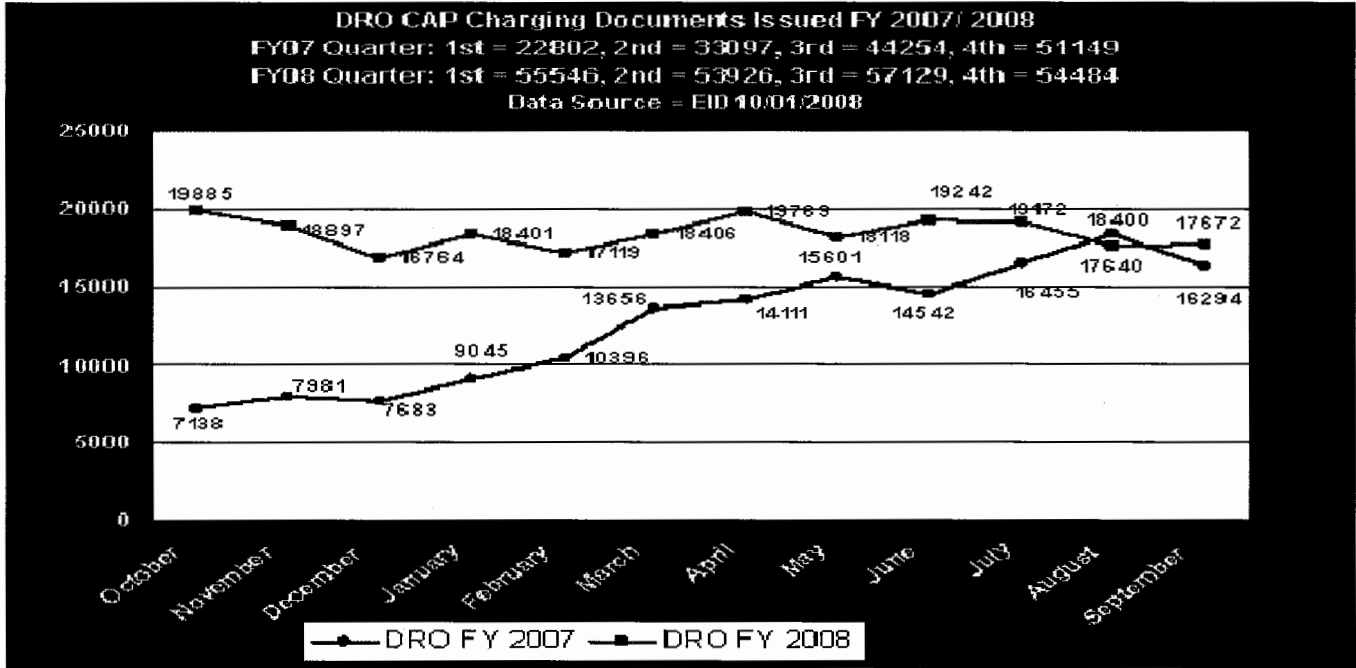
Received 08/11/08

September 2008



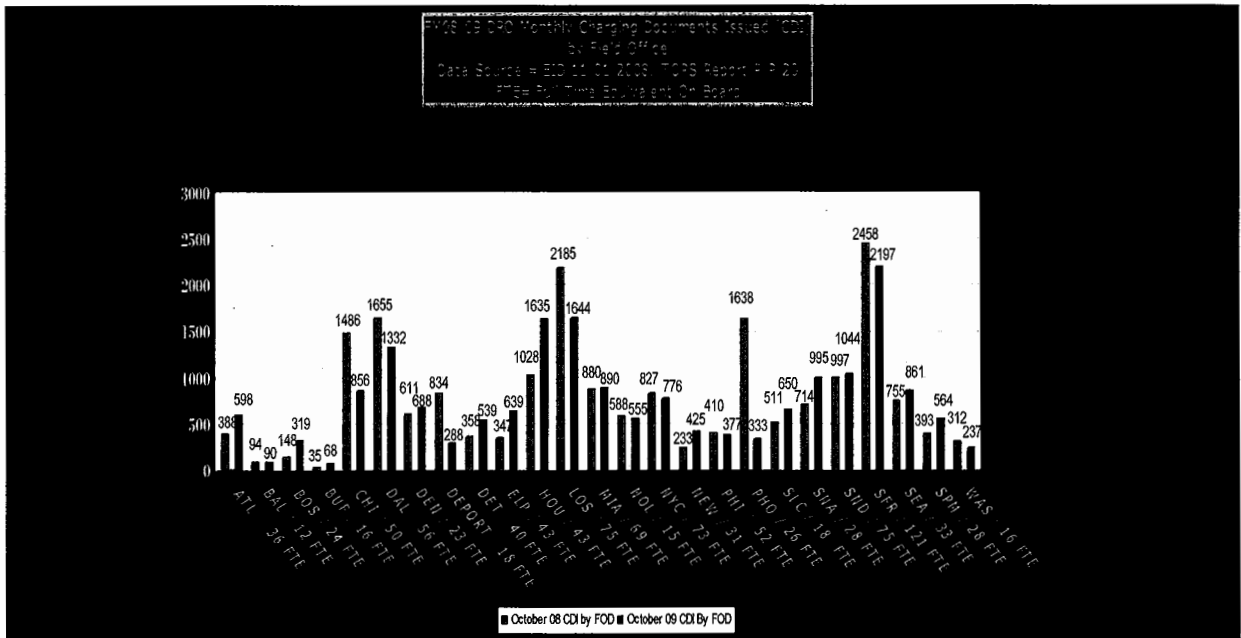
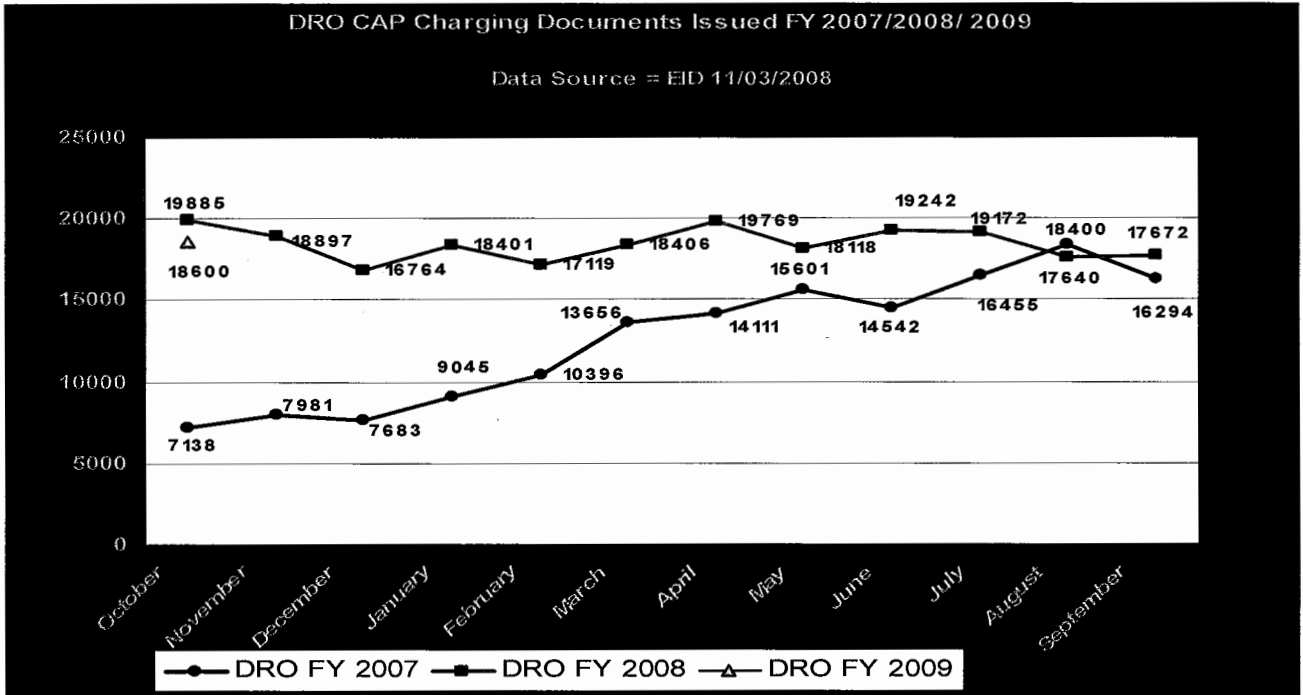
Received 09/09/08

October 2008



Received 10/06/08

November 2008

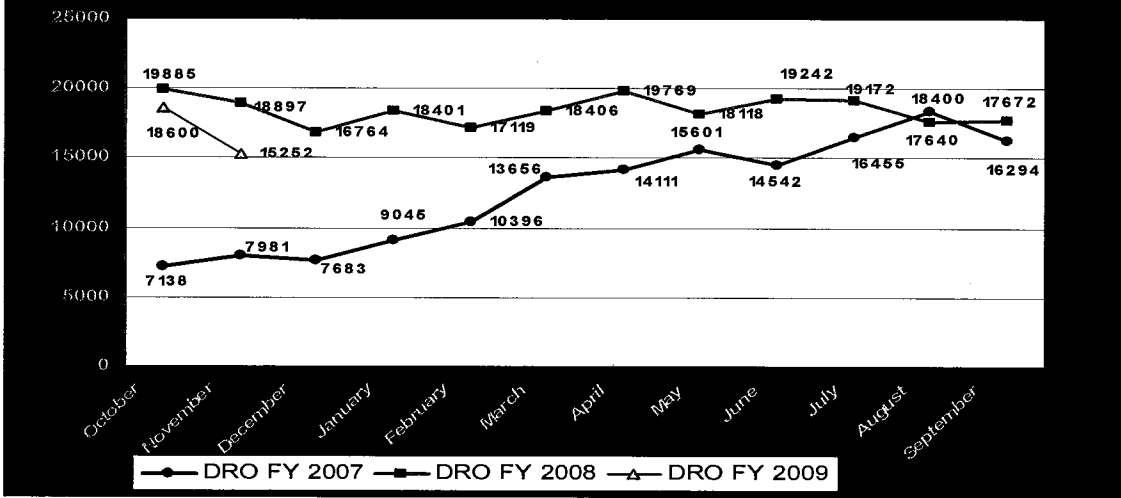


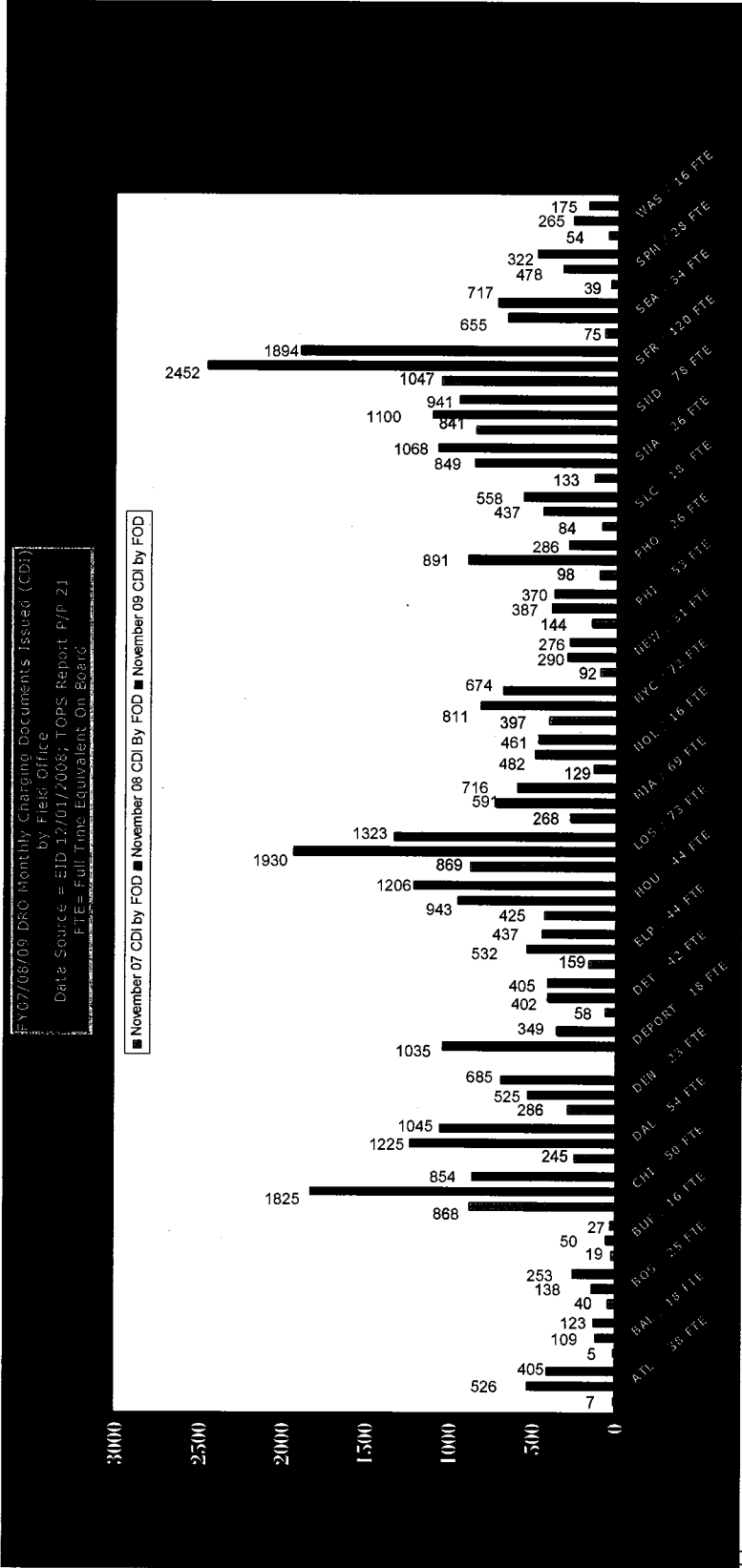
Revised 11/10/08

December 2008

DRO CAP Charging Documents Issued FY 2007/2008/ 2009

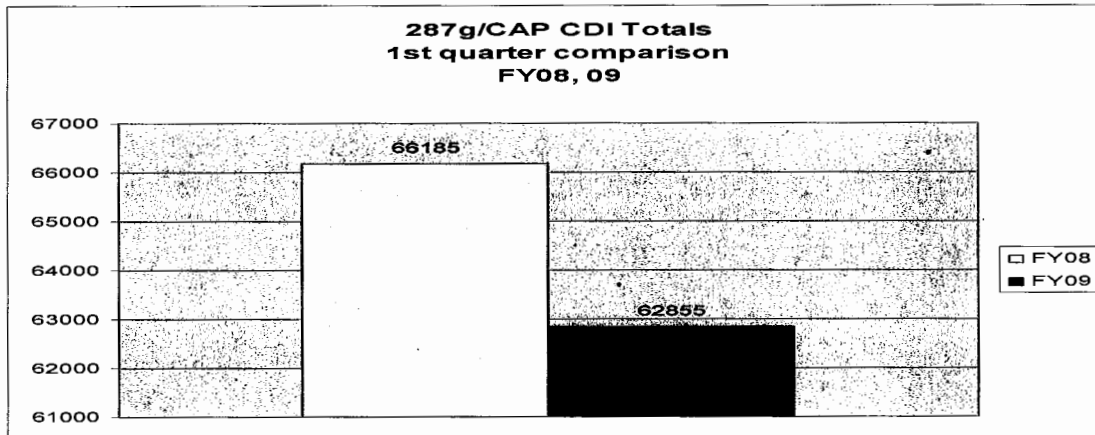
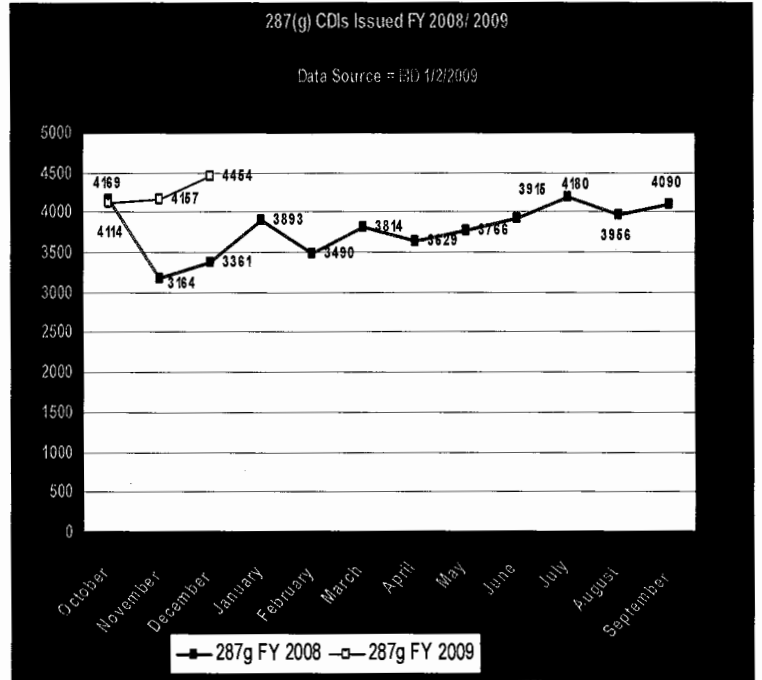
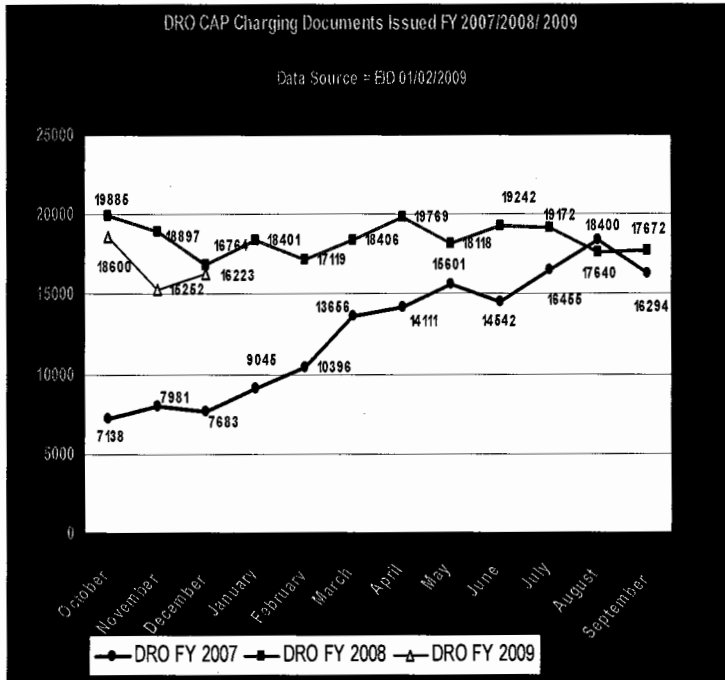
Data Source = EID 12/01/2008

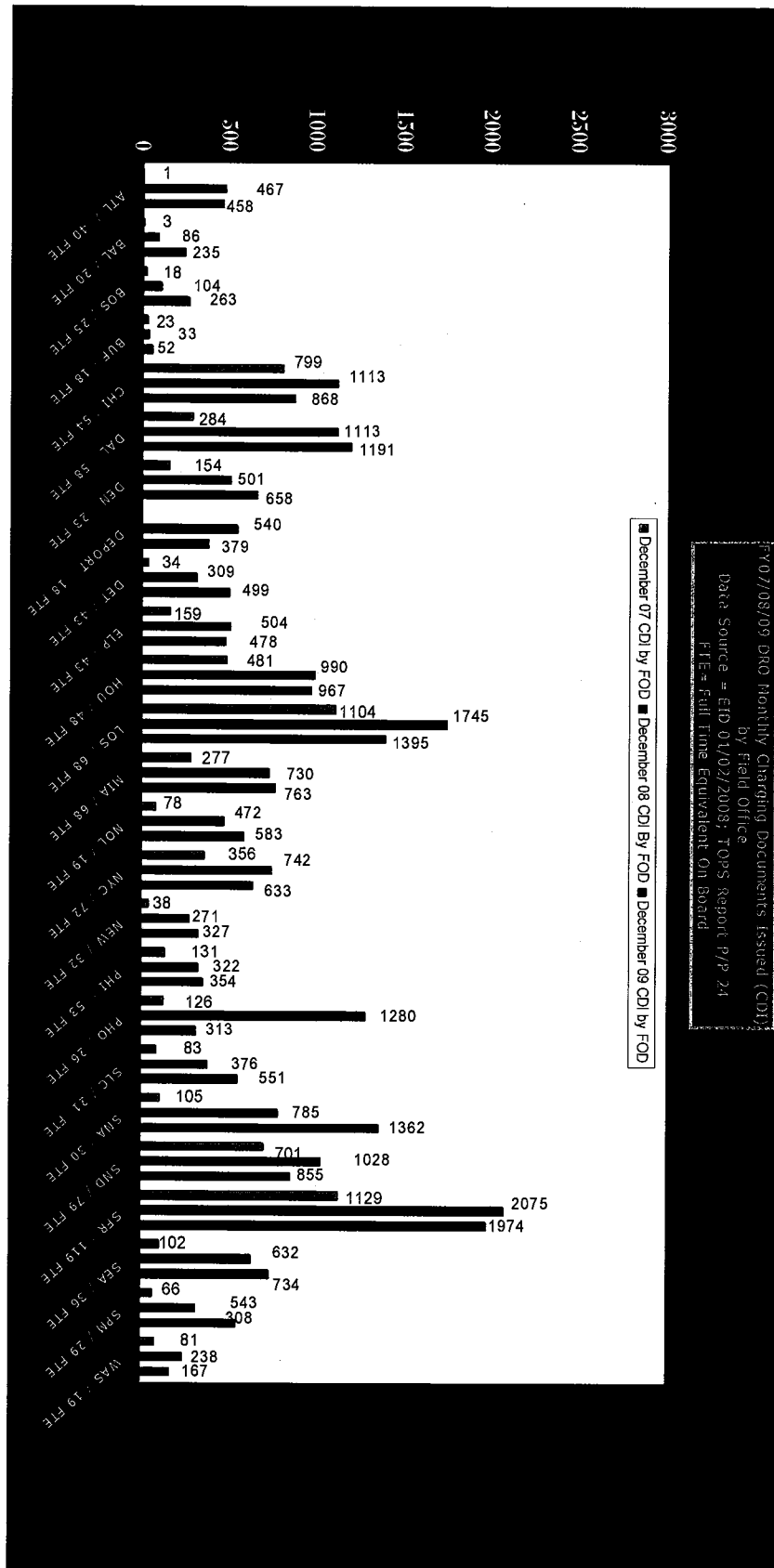




FY07/08/09 DRO Monthly Charging Documents Issued (CDI) by Field Office
 Data Source = EID 12/01/2008; TOPS Report P/P 21
 FTE = Full Time Equivalent On Board

January 2009





CDI Charts June 2007 through December 2009

(b)(6), (b)(7)(C) DRO-CAD-STU/ 202-732- (b)(6)

Charts pulled from Monthly Executive Reports

February 9, 2009

**20. Documentation of manual and electronic CAP
statistical reporting requirements**



**U.S. Immigration
and Customs
Enforcement**

MEMORANDUM FOR: Assistant Directors
Deputy Assistant Directors
Field Office Directors
Deputy Field Office Directors
DEC 21 2007

FROM: John P. Torres
Director

SUBJECT: Reporting Guidance for the Criminal Alien Program
(Follow-up to Director's July 11, 2006 Memorandum)

Purpose

This memorandum serves as continued guidance for all personnel assigned to the Criminal Alien Program (CAP) to ensure proper compliance with manual and electronic CAP statistical reporting requirements. A CAP case is defined as any removable alien identified in a Federal, state and local jail or prison, *regardless* of the status of conviction.

ICE Detention and Removal Operations assumed responsibility for the CAP on June 1st, 2007. In order to effectively track CAP cases, the following reporting procedures have been established and are to be implemented immediately.

The nine-core tracking and reporting metrics of the CAP are:

1. Identification/notification of foreign-born inmates
2. Inmate Screenings
3. Detainer lodged
4. Charging Document Issued (CDIs)
5. Transferred to ICE custody
6. Case status (EOIR/IJ hearing status)
7. CAP case outcome (Final Orders, STIPS, Appeal, POCR/OSUP-BOND), Relief/Benefit Granted, Prosecution, Removal/VR, etc.)
8. Removed from the United States
9. Criminal Prosecution presented/accepted

Procedures

Manual CAP Reporting Requirements

All Field Offices will submit the Manual CAP Report in Excel format by 12:00 PM EST every Monday following the previous reporting week (a reporting week is Saturday to Friday) via the HQ CAP mailbox. All line items must be populated with the appropriate data. The report will include 4 individual prison/jail category tabs as follows:

~~LAW ENFORCEMENT SENSITIVE - FOR OFFICIAL USE ONLY~~

1. Federal totals
2. State totals
3. Local totals
4. Consolidated totals

Electronic Reporting Requirements

In order for HQ to capture, maintain and retrieve statistical data electronically, all field offices will:

- Once a detainee is lodged, create and update all appropriate DACS (EARM/EADM) screens and fields;
- Continue to create and process all CAP Charging Documents in ENFORCE and ensure the appropriate G-23 and Method of Apprehension case codes are input;
- Continue to monitor and update case status in DACS (EARM/EADM);
- Continue to record and update all CAP Criminal Prosecutions cases in the Treasury Enforcement Communications System (TECS).

CAP data captured from all 24 Field Offices will be consolidated and routinely analyzed. HQ CAP will work with Field Offices to ensure that this information is inputted correctly.

Until such time an automated report becomes available, field offices will continue to provide the Manual CAP Report.

If you have any questions regarding these procedures, please contact Conrad Agagan, Unit Chief, Criminal Alien Program at 202-732- (b)(6)

Attachment

Criminal Alien Program Report

Week		RATING PERIOD SATURDAY - FRIDAY
Office		
POC and Title		
Phone		

AOR		Local	State	Federal	AOR Total

LINE	ACTION	Weekly Total	Weekly Total	Weekly Total	AOR Weekly Total
Part I: Facility Information					
1	Total Number of Incarcerated Foreign-Born Inmates at the first of Week				0
2	Total Number of New-Incoming Foreign-Born Inmates for the Week				0
Part II: Inmate Vetting					
3	Total Alien Inmates Screened for Amenability to Removal during the Week	0	0	0	0
	A. Screened by Record Checks Only (No Interview)	0	0	0	0
	(1) Lawful Permanent Resident / Conditional Resident Status				0
	(2) Non-Immigrants and Illegal Aliens (i.e. EWI, Overstay, Students, etc.)				0
	(3) United States Citizens (Naturalized / Derivative)				0
	(4) Other Status (i.e. Parolees, Refugees, Amnesty, etc.)				0
	B. Screened by Interview	0	0	0	0
	(1) Lawful Permanent Resident / Conditional Resident Status				0
	(2) Non-Immigrants and Illegal Aliens (i.e. EWI, Overstay, Students, etc.)				0
	(3) United States Citizens (Naturalized / Derivative)				0
	(4) Other Status (i.e. Parolees, Refugees, Amnesty, etc.)				0
Part III: Enforcement Action					
4	Released from Institution Prior to Processing				0
5	Not Subject to Removal				0
6	No Action/Prosecutorial Discretion Exercised				0
7	ICE Detainers (I-247) Lodged - ENFORCE generated				0
8	ICE Detainers (I-247) Removed				0
Part IV: Charging Documents					
9	NOTICE OF INTENT (I-851) - Admin Removal under INA 238(b)				0
10	NOTICE TO APPEAR issued (I-862) - Removal Proceedings under INA 240				0
Part V: Administrative/Alternative Removal					
11	ADMIN REMOVAL FINAL ORDER (I-851A) ISSUED - INA 238(b)				0
12	OUTSTANDING FINAL REMOVAL ORDER (Fugitive Located)				0
13	REINSTATED Removal Order (I-871) ISSUED - INA 241(a)(5)				0
14	VISA WAIVER - INA 217				0
15	JUDICIAL Removal Order - INA 238				0
16	OTHER Removal Order (ER, etc.)				0
Part VI: Removal Proceedings					
17	CREDIBLE/REASONABLE FEAR REFERRALS				0
18	NOTICE TO APPEAR (I-862) FILED with the EOIR - INA 240				0
19	Institutional Hearings for the Week				0
20	Full EOIR /J Hearing Orders of Removal Received for the Week				0
21	Stipulated Final Orders Received for the Week				0
Part VII: Detention and Removal					
22	Total Alien Inmates Released to ICE from Correctional Institution:	0	0	0	0
	A. Inmates Released WITH a Final Removal Order				0
	B. Inmates Released WITHOUT a Final Removal Order				0
23	Total Number of Aliens Received from Institution Physically Removed from U.S., based on Order of Removal Received WHILE IN CUSTODY at Institution or WITHIN 24 HOURS of Release from Institution				0
24	Total Number of Aliens Received From an Institution where a Verified Removal under a Voluntary Departure (INA 240B) decision was received WITHIN 24 HOURS of Release from the Institution				0
25	Total Number of Aliens Received from an Institution that were Released from Custody due to Recognizance, Bond, Supervision, (etc.) during the Week				0

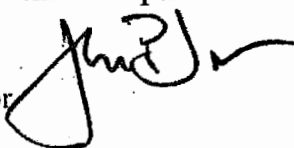
Form Revised 1/3/2008.



**U.S. Immigration
and Customs
Enforcement**

JUL 11 2006

MEMORANDUM FOR: All Employees
Detention and Removal Operations

FROM: John P. Torres 
Acting Director

SUBJECT: Criminal Alien Program (CAP) Case Identification in
ENFORCE

Purpose

This memorandum serves as guidance for all personnel in order to identify CAP cases processed by Detention and Removal Operations (DRO) in the Enforcement Case Tracking System (ENFORCE).

A CAP case is defined as any removable alien identified in a Federal, state and local jail or prison, *regardless* of the status of conviction. In order to effectively track cases arrested and processed by DRO for the purposes of performance measurements, resource allocation, statistical tracking and assigning future human resources, the following procedures have been established and are to be implemented immediately.

Procedures

All detainees lodged with an institution, will be processed utilizing ENFORCE. In addition, the CRIM screen in Deportable Alien Control System (DACS) and ENFORCE must be updated to reflect the appropriate Crime Code, Status Code, and Status Date. These updates will allow for more accurate case tracking of CAP cases.

The following three blocks from ENFORCE will allow the Criminal Alien Program staff to track and report statistical information on cases processed at each level of incarceration. The codes noted below will be used in the appropriate blocks of ENFORCE on all cases processed by DRO personnel.

Subject: Criminal Alien Program (CAP) Case Identification in ENFORCE
Page 2

ENFORCE: Page 1

<u>Block</u>	<u>Code</u>	<u>Description</u>
Event Type: G-23 Line Nbr: (Select one)	(b)(7)e	Administrative Criminal Alien Detention and Removal Operations Detention Enforcement and Processing Offenders by Remote Technology Center (DEPORT)

ENFORCE: Page 2

<u>Block</u>	<u>Code</u>	<u>Description</u>
Method of Apprehension: (Select one)	(b)(7)e	CAP Federal incarceration CAP state incarceration CAP local incarceration

It is imperative that these procedures are followed for all CAP cases. This will ensure that DRO has reliable data integrity in the management of CAP cases. This will also ensure that DRO receives credit for all CAP cases identified, processed and removed.

As soon we can provide accurate statistics through DACS and ENFORCE, field offices may discontinue submitting the Manual CAP report with the approval of Assistant Director for Operations. If you have any questions regarding this process please contact (b)(6), (b)(7)(C) Deputy Assistant Director, Criminal Alien Division at 202-616-(b)(6) or email at

(b)(6), (b)(7)(C)

Attachments: (2)

Event Type is

Type: ACA Subject: [Redacted] Query Event
Title: Primary Subject: [Redacted] FIN: [Redacted] MEXIC
A#: [Redacted]

Event Type: [Redacted] Event Number: [Redacted] Event Occurred On: 08/29/2005 1334 G-23 Line Nbr: [Redacted] New NTA

Alien CONTROL Name: [Redacted] Alien First Name: [Redacted] Alien Middle Name: [Redacted] Role: [Redacted] Role Comment: [Redacted] Add Subject

Armed? Assault? Date of Birth: [Redacted] Age: 18 BO: [Redacted] Sex: M Hair: [Redacted] Eyes: [Redacted] Cmolxn: [Redacted] Citiz: [Redacted] Weight: 121 Occupation: HAIR STYLIST I-926/770

U.S. Address:
Street - Line 1: [Redacted] Street - Line 2: [Redacted]
City: BIG SPRING State: TX Description: TEXAS Zip Code: 79720 County: HOWARD
Phone No.: [Redacted] From Date: / / To Date: / / (area) 999-9999 Ext.: [Redacted] Comments: [Redacted]

Scars, Marks, & Tattoos	Description	Entry Date	Time	PQE	Landmark	Miles from PQE
NONE IND	NONE INDICATED	08/29/2005	1334	PDN		

Dir from PQE	Claimed/Verified	Method	Cost	Entry At/Near (City, State)	Entry Manner
Smuggled				EI Paso, Texas	NON-IMMIGRANT



Board of Immigration and Naturalization
 (b)(7)e

FBI Number _____ Marital Status S

Street - Line 1 _____
 Street - Line 2 _____

State JUAREZ Description CHIHUAHUA Zip Code _____ County _____

Method Of Apprehension CAP Arrest At/Near (city, state) PDN Site PDN Landmark _____ Non INS Laws Offense _____ Degree _____

Date and Time of Apprehension 08/29/2005 1334 Apprehending Agent(s) _____ Arrest Agent? Armed? Assault?

Visa Number _____ Visa Comment _____ SSN Last Name _____ SSN First Name _____ SSN Middle Name _____ INS Status IA

Entry Status PAR False Claims to USC or LPR Status When Found SSN _____ Time Illegal in US AE Prior Records N Imm? N Dep? N VR? N

Spouse's Name, Nationality, and Address

Last Name	First Name	Middle	Citizen Of	From	To	Country	State	Description
_____	_____	_____	_____	____/____/____	____/____/____	_____	_____	_____

Street - Line 1 _____
 Street - Line 2 _____

Country _____ City _____ State _____ Description _____ Zip Code _____ County _____

Shortcut Bar

Office

Passenger boarded at location.
 Record: 1/1 <OSC>DBG>

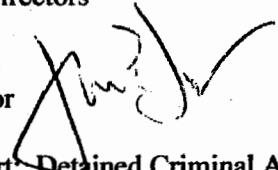
U.S. Department of Homeland Security
425 I Street, N.W.
Washington, DC 20535



U.S. Immigration
and Customs
Enforcement

NOV 1 2005

MEMORANDUM FOR: Field Office Directors

FROM: John P. Torres
Acting Director 

SUBJECT: Activity Report: Detained Criminal Alien Processing

Purpose

This memorandum establishes monthly manual reporting requirements, to track Detained Criminal Alien Processing, for the Office of Detention and Removal Operations (DRO). This reporting requirement was mandated by congressional language.

Background

On August 15, 1995, the Commissioner of the Immigration and Naturalization Service (INS) issued a memorandum entitled "*Manual Institutional Hearing Program Monthly Report*", which established manual reporting requirements for the Institutional Hearing Program (IHP) now referred to as the Institutional Removal Program (IRP). An attachment to that memorandum, "*IHP and Criminal Alien Report*" was developed to capture the detained criminal alien activity of the IHP (IRP) and Alien Criminal Apprehension Program (ACAP) for all legacy INS components.

On June 29, 1998, Michael A. Pearson, Executive Associate Commissioner for Field Operations of the INS, issued a memorandum entitled "*Institutional Removal Program (IRP) Guidance*". This memorandum re-designated the IHP as the IRP and designated the Deportable Alien Control System (DACS) as the vehicle to capture IRP and ACAP removal data.

From the beginning, however, the capture of IRP/ACAP data from DACS has been plagued with data-entry issues, so offices continued to produce and submit a manual IRP report for reference and internal management purposes.

Subject: Activity Report: Detained Criminal Alien Processing
Page 2

With the creation of the Immigration and Customs Enforcement (ICE) within the Department of Homeland Security (DHS), the INS historical reporting chain for the IRP/ACAP report ceased to exist. Many offices continue to manually prepare the IRP report, but there is no mechanism for forwarding the report nor is there a central repository to collate the data.

Discussion

This memorandum reinstates a (revised) manual report in a uniform format for all ICE field offices. Recent contact with the field reveals that DACS information does not accurately reflect detained criminal alien activity levels. Efforts to obtain institution-specific processing information from the Enforcement Integrated Database (EID) have been unsuccessful. Furthermore, facility-reported information in the report is not contained in DHS or ICE databases. This situation recently came to the forefront when ICE attempted to respond to a Government Accounting Office audit.

Until DACS and the EID problems are resolved, the information reflected in the Detained Criminal Alien Report must continue to be reported, and the revised manual report will be used to track the activity by location. The manual report will not relieve offices of the responsibility for compliance with outstanding DACS and Enforcement Case Tracking System reporting requirements.

Attached are the instructions and revised format for the Detained Criminal Alien Report. The report contains significant changes from previous versions. The report is to be completed for each Bureau of Prison and state corrections facility, and county and local jail where DRO processes or receives aliens. ICE has a responsibility to obtain and maintain accurate statistics for all detained criminal alien activity. Please make appropriate arrangements now to track cases originating in all institutional setting within your area of responsibility.

Submissions are to be submitted electronically by the 14th of each month to mail box, "CAPREPORT", established for this purpose. The first reporting month is October 2005, with the first submission due on November 14, 2005. Questions regarding this report should be directed to (b)(6), (b)(7)(C) of the Criminal Alien Program at (202) 514- (b)(6)

- Attachments:
1. Criminal Alien Program Report
 2. Criminal Alien Program Report Instructions
 3. June 29, 1998 Michael A Pearson Memorandum "Institutional Removal Program (IRP) Guidance"
 4. Institutional Removal Program Guidelines for DACS Data Capture

21. Policies and procedures for deportable criminal alien identification and removal operations

(b)(6), (b)(7)(C)

From: Lucero, Enrique M
Sent: Thursday, November 13, 2008 11:25 AM
To: (b)(6), (b)(7)(C)
Subject: FW: TECS/SEACATS
Importance: High
Follow Up Flag: Follow up
Flag Status: Purple
Attachments: DRO USER SEACATS FINAL.doc; SEACATS SUPERVISORY FINAL.DOC; Prosecution Case File Folders Tasking.doc

Finally, it is official.

From: DRO Taskings
Sent: Thursday, November 13, 2008 11:20 AM
To: DRO Taskings; Skinner, Felicia S (b)(6), (b)(7)(C); Chadbourne, Bruce E (b)(6), (b)(7)(C); Phillips, Michael T; (b)(6), (b)(7)(C); Prendes, Nuria T; (b)(6), (b)(7)(C); Longshore, John P; (b)(6), (b)(7)(C); Wong, Ricardo (b)(6), (b)(7)(C); Landgrebe, Kenneth L; (b)(6), (b)(7)(C); (b)(6), (b)(7)(C); (b)(6), (b)(7)(C); Miller, Philip T; Shanahan, Christopher; (b)(6), (b)(7)(C); Kane, Katrina S; Branch, Steven M; Moore, Marc J; (b)(6), (b)(7)(C); Baker, Robin F; Alcantar, Nancy; Aitken, Timothy S (b)(6), (b)(7)(C); Archibeque, Vincent E; (b)(6), (b)(7)(C); (b)(6), (b)(7)(C); Phillips, Michael T; (b)(6), (b)(7)(C); (b)(6), (b)(7)(C);
 Aqagan, Conrad C; (b)(6), (b)(7)(C); (b)(6), (b)(7)(C); Adducci, Rebecca J; (b)(6), (b)(7)(C); (b)(6), (b)(7)(C); Archibeque, Vincent E; (b)(6), (b)(7)(C); (b)(6), (b)(7)(C);
Cc: Hayes, James ICE; Moore, Marc J; Wittenberg, Char F; (b)(6), (b)(7)(C); (b)(6), (b)(7)(C); (b)(6), (b)(7)(C); Johnson, Tae D; Archibeque, Vincent E; (b)(6), (b)(7)(C); Lucero, Enrique M; (b)(6), (b)(7)(C) (CTR); (b)(6), (b)(7)(C)
Subject: TECS/SEACATS
Importance: High

The following message is being forwarded on behalf of Christopher Shanahan, Acting Assistant Director, Enforcement; and approved by Marc J. Moore, Assistant Director, Field Operations:
 Field Office Directors and Deputy Field Office Directors:

In an effort to standardize input and ensure data integrity of the Treasury Enforcement Communication System (TECS), DRO is now required to use Seized Asset and Case Tracking System (SEACATS) to record the statistic of a criminal arrest in all criminal prosecution cases. The SEACATS Incident Report should be completed within 24 hours of the criminal arrest. The criminal arrest takes place when the alien is remanded to the custody of the U.S. Marshals to alleviate any confusion as to when a subject has been criminally arrested.

12/4/2008

Immediate compliance with directive is required; and must be effected retroactively to all Fiscal Year (FY) 2009 prosecution cases. In addition to following this new SEACATS requirement, Violent Criminal Alien Section (VCAS) supervisors are to ensure that all cases initiated in TECS are completed in compliance with the previous guidance memorandum titled, Prosecution Reporting, which was signed by Director James T. Hayes, Jr. on September 8, 2008. Creation and maintenance of a prosecution file is also required; and VCAS must create and maintain a prosecution file for every person that has been criminally arrested by DRO Officers. These files are to be considered sensitive; and the attached procedures must be followed to ensure utmost security and maintenance.

To reiterate, Field Offices must have all current and previous FY 09 prosecutions cases updated with SEACATS entries, and also must have created all prosecution case file folders by Close of Business (COB) on December 5, 2008. Accordingly, an email indicating compliance has been achieved with these directives must be submitted to the CAP HQ mailbox by COB December 5, 2008.

Should you have any questions in this matter, please feel free to contact CAP Unit Chief Enrique "Henry" Lucero, either via email, or telephonically at (202) 732- (b)(6)

Thank You,
John Schultz
DRO Taskings
Detention and Removal Operations
Immigration and Customs Enforcement
500 12th St SW | Washington, DC 20536 | 202-732- (b)(6)

~~Warning: This document is UNCLASSIFIED//FOR OFFICIAL USE ONLY (U//FOUO). It contains information that may be exempt from public release under the Freedom of Information Act (5 U.S.C. 552). It is to be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with DHS policy relating to FOUO information and is not to be released to the public or other personnel who do not have a valid "need-to-know" without prior approval of an authorized DHS official. No portion of this report should be furnished to the media, either in written or verbal form.~~

12/4/2008

SEACATS SUPERVISORY REVIEW

Supervisory Detention and Deportation Officers (SDDO) must approve all Seized Asset and Case Tracking System (SEACATS) entries prior to the completion of a prosecution case. It is incumbent upon the SDDO to ensure that all the information is accurate. This will ensure that the data quality and the integrity of the TECS system are maintained.

Step 1:

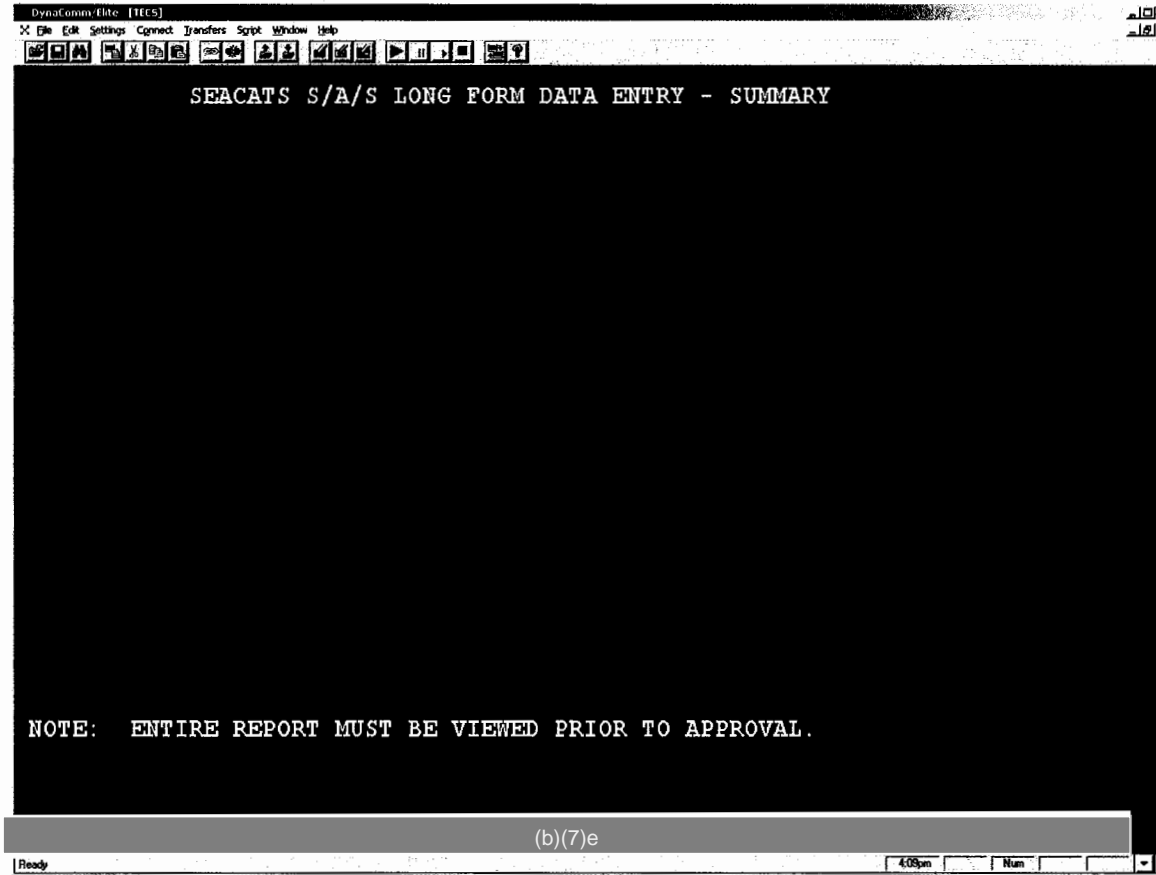
Step 2:

(b)(7)e

Step 3:



Step 4: Every screen must be viewed in order for the case to be completely reviewed and ready for approval.



Step 5: (b)(7)e



Step 6:

(b)(7)e



Step 7: (b)(7)e



Step 8: (b)(7)e



Step 9:

(b)(7)e

ICECS

NAME- (b)(7)e 110508 110508
PHYSICAL IDENTIFIERS

PERSONAL-

ADDRESS-

CONTACT- ICE OI - ENF TRAINING STAFF (912) 554 (b)(6)
GROUP/13 STUDENT/02

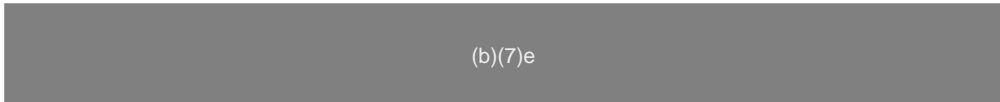
PRIMARY REFER TO CUSTOMS
STATUS SUSPECT, ALIEN
REMARKS- 110508

(b)(7)e

Step 10: (b)(7)e



Step 11:





Step 12: If done correctly a V will appear in the final screen and you may now enter a decision code.

If the "V" does not appear the case has not been completely reviewed*

Enter TECS in the usual fashion

Step 1:

(b)(7)e

The following screen will be initiated:



(ENFORCE NBR: Not mandatory but recommended)

Step 2:

(b)(7)e

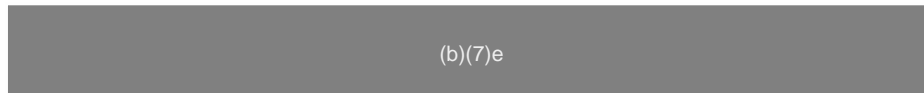
Step 3:

(b)(7)e

The screen will look like this:



Step 4:





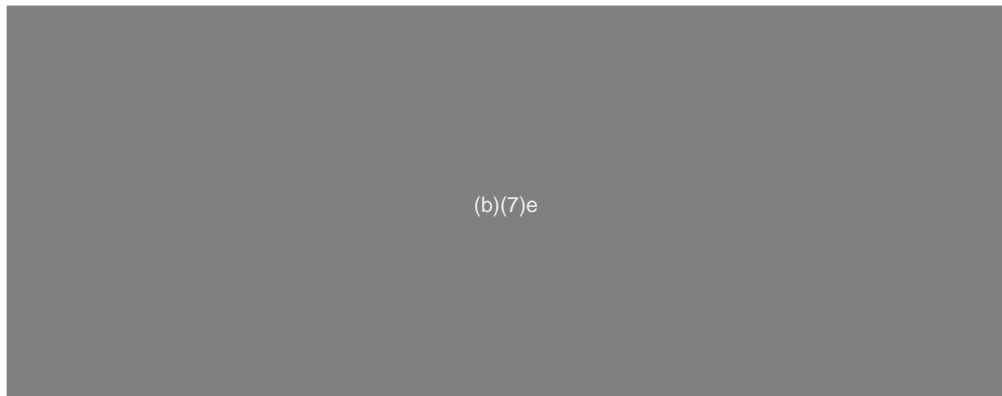
As with any TECS screens all "*" fields must be entered

- Step 5:
- Step 6:
- Step 7:
- Step 8:
- Step 9:
- Step 10:



The address should reference the facility that the subject is located at the time of arrest

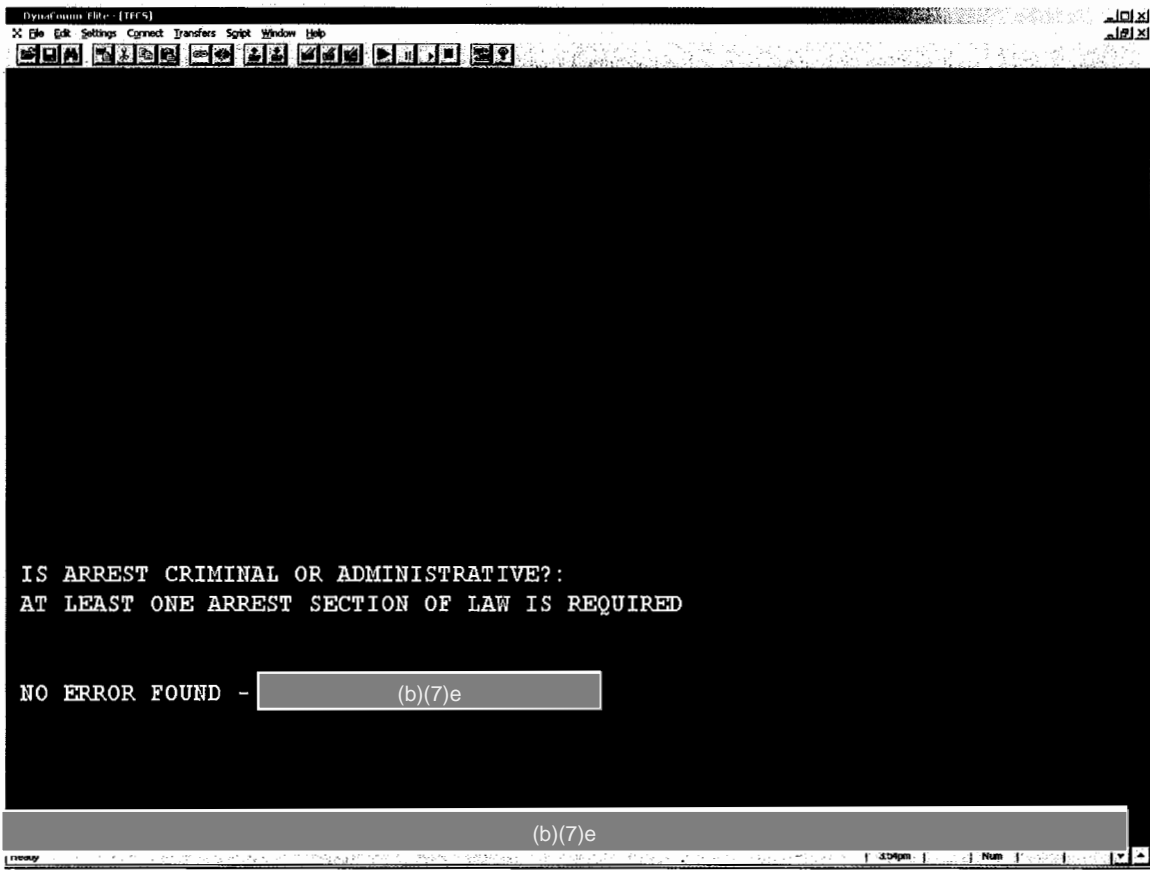
- Step 11:
- Step 12:
- Step 13:
- Step 14:
- Step 15:
- Step 16:
- Step 17:
- Step 18:
- Step 19:
- Step 20:





Step 21:

(b)(7)e



Step 22:

Step 23:

Step 24:





Step 25:

Step 26:

Step 27:

Step 28:

Step 29:





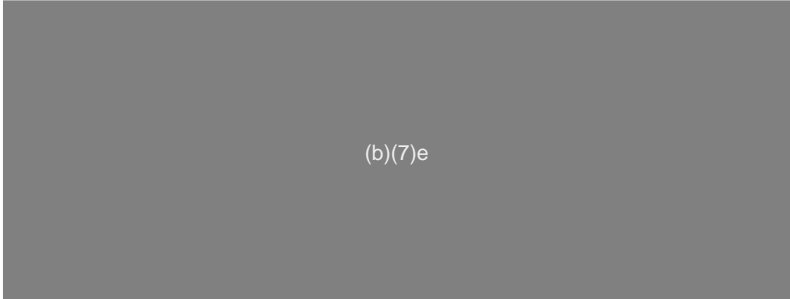
Step 30:

Step 31:

Step 32:

Step 33:

Step 34:





Step 35: [REDACTED] (b)(7)e

[REDACTED] (b)(7)e

Step 36: PERSON SUBJECT ENTRY QUERY: Input as much information as you have available. You must enter LAST NAME, FIRST NAME, DOB, and AFN.



Step 37:

(b)(7)e

On the next screen you will either have find subject records that match your query; or you will need to create a new one.

If you need to create one, fill in the information as required, using (b)(7)e. A small description should be added into the remarks. This will be the alert for the subject.

If there is a match for your subject, create a sub-record using (b)(7)e

TECS

NAME - (b)(7)e 110508 110508
 PHYSICAL IDENTIFIERS

PERSONAL -

ADDRESS -

CONTACT - ICE OI - ENF TRAINING STAFF (912) 554 (b)(6)
 GROUP/13 STUDENT/02

PRIMARY REFER TO CUSTOMS
 STATUS

REMARKS - 110508

NO MATCHES FOUND - (b)(7)e

(b)(7)e

(Linkage start and stop date can be on a case by case basis)

Step 38:

(b)(7)e

Step 39:

(b)(7)e

Step 40: In most cases, you are finished with the link. However, in certain cases you will need to change the (b)(7)e and

(b)(7)e



Step 41:

(b)(7)e

Step 36: Write a complete narrative



Step 37:





Step 38: PLEASE ENTER SELECTION (b)(7)e



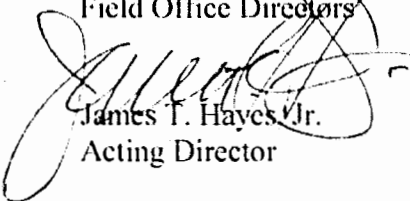
Notify your supervisor of your SEACATS completion



U.S. Immigration
and Customs
Enforcement

SEP 08 2008

MEMORANDUM FOR: Assistant Directors
Deputy Assistant Directors
Field Office Directors

FROM: 
James T. Hayes, Jr.
Acting Director

SUBJECT: Prosecution Reporting

Purpose

The purpose of this memorandum is to set forth the Office of Detention and Removal Operations (DRO) requirements for field office recordkeeping under the Treasury Enforcement Communication System (TECS). All reporting requirements will be retroactive to the beginning of FY 2008, and prosecution cases should be updated accordingly.

Discussion

In order to accurately track the prosecutorial efforts of DRO field offices, all cases formally presented to the United States Attorney's Office (USAO), within each field office's Area of Responsibility (AOR), will be recorded in ENFORCE, TECS, IDENT, and the alien's A-file. No "blanket" declinations will be recorded in TECS or sought by DRO offices.

Through prosecutions, DRO seeks to continue its present focus on increasing border security. Increased border security will increase deterrence and reduce recidivism. DRO in general, and DRO's Violent Criminal Alien Section (VCAS) specifically, will seek to target federal violations within its statutory and regulatory authority, primarily focusing on, but not limited to, violations of 8 USC § 1326, Re-entry after Deportation committed by those aliens encountered through the Criminal Alien Program (CAP), National Fugitive Operations Program (NFOP), and Law Enforcement Agency Response (LEAR) Units.

Field offices are encouraged to partner locally with the USAO, ICE OI, the U.S. Customs and Border Protection's Offices of Field Operations and Border Patrol, as well as the U.S. Marshals Service and the U.S. Bureau of Prisons to establish and implement programs within their respective AORs. Each field office program must include the following:

- The screening of all individuals encountered through the CAP, NFOP, and LEAR for possible prosecution under violation 8 USC 1326 or any other federal violation.
- Dedicated liaisons to the USAO.

Use of TECS to Accurately Track Prosecution Cases

TECS is a critical tool in the statistical reporting of DRO's prosecutorial efforts. In order to maintain data integrity, it is imperative that the input regarding these cases fully encompasses all information—from the cases' initial presentation to its conclusion. In order to access information quickly and accurately, field offices will be accountable for training their personnel in the proper use of TECS case management.

TECS case input will require submissions in Case Management (b)(7)e Record of Investigation (b)(7)e and, when appropriate, a manual account of indictment or information and sentencing (b)(7)e. Cases will also require individual subject links to complete the case input. All cases will be maintained through the Record of Investigation (b)(7)e. Cases will be updated as they progress, and they must be closed upon completion.

Initial case openings in Case Management (b)(7)e will be made within twenty-four hours of the case being presented to the local USAO. A Record of Investigation (b)(7)e will be finalized in TECS within ten days of the case opening. Cases that are formally presented to the USAO will be recorded in TECS as either accepted or declined prosecution. Upon indictment or information and conviction, case statistics (b)(7)e will be entered into TECS within seven days; and after entering the Record of Investigation with the disposition of the matter, the case will be closed. The above does not obviate the requirement to properly document the A-file, and update EARM, but is in addition to those requirements.

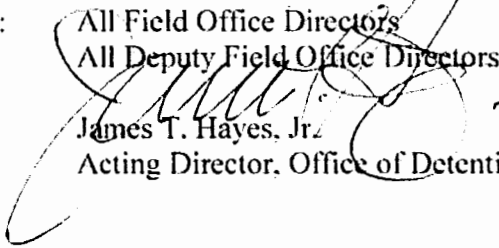
Following these procedures will enable HQ to continually produce accurate statistical reports. Any required modifications to cases after supervisory approval in TECS must be sent to either HQ CAP Unit Chief Enrique "Henry" Lucero, or HQ CAP Unit Chief (acting) (b)(6), (b)(7)(C) (b)(6), (b)(7)(C) through channels for action.

AUG 29 2008



U.S. Immigration and Customs Enforcement

MEMORANDUM FOR: All Field Office Directors
All Deputy Field Office Directors

FROM: 
James T. Hayes, Jr.
Acting Director, Office of Detention and Removal Operations

SUBJECT: Criminal Alien Statistics

Purpose

This policy memorandum supersedes, in part, the policy memorandum entitled, "Pre-Removal/Release Record Checks and Related Procedures," by acting Director John P. Torres on July 18, 2006, and includes a requirement to obtain written concurrence for the removal of individuals who have an active ICE Office of Investigations (OI) record in the Treasury Enforcement Communications System (TECS) from an Assistant Special Agent in Charge (ASAC) or higher. Additionally, this memorandum serves to reinforce the importance of accurately capturing and updating information in the ENFORCE Alien Removal Module (EARM).

National Crime Information Center (NCIC) record checks must be conducted for all aliens; positive results must be properly documented in EARM.

Compliance with this policy directive will be monitored by the HQDRO Executive Information Unit (EIU). EIU will perform audits, consisting of a sampling of EARM case closures, from each Field Office on a daily basis.

Procedures

TECS queries will be conducted on all aliens encountered by DRO officers including:

- "Wants and Warrants" checks using access code (b)(7)e
- "Lookouts or Alerts" checks using access code (b)(7)e and,
- Criminal History checks using access code (b)(7)e

Subject: Capturing Criminal Statistics

Page 2

If the criminal history check (b)(7)e results in a positive response, the EARM Person Tab (Crimes Section) will be updated with the appropriate criminal convictions as defined by the Secure Communities Plan (SC).

The following definitions of each category level of offenses, as described in the SC, are identified below:

Level I – Category convictions are defined as criminal aliens who have been convicted of major drug offenses and violent offenses such as murder, manslaughter, rape, robbery and kidnapping.

Level II - Category convictions are defined as criminal aliens who have been convicted of minor drug offenses or various property offenses; including burglary, larceny, fraud, and money laundering.

Level III - Category convictions are defined as criminal aliens who have been convicted of other, more minor offenses.

As previously stated in a policy memorandum entitled, "Criminal Alien Program (CAP) Case Identification in ENFORCE," dated July 11, 2006, FODs must ensure that criminal histories in EARM are updated appropriately. These updates will allow for CAP cases to be tracked more accurately.

If a TECS hit occurs, the alien will not be removed until written assurance is provided by the agency owning the record that there is no interest in detaining the alien for further criminal or administrative prosecution. In cases where the owner of the record is ICE OI, an ASAC or higher must concur with removal.

Conclusion

Capturing criminal alien statistics within EARM in a timely matter will ensure that DRO maintains data integrity in the management of all cases. It will also provide for a reliable method of tracking the data, which in turn will account for the number of criminal aliens removed from the United States.

Any questions regarding this policy directive should be addressed to Enrique Lucero, Unit Chief, CAP Special Programs, via e-mail or telephonically at (202) 616- (b)(6)

Office of Detention and Removal Operations

U.S. Department of Homeland Security
425 I Street, NW
Washington, DC 20536



U.S. Immigration
and Customs
Enforcement

July 18, 2008

MEMORANDUM FOR:

Field Office Directors

FROM:


James T. Hayes, Jr.
Acting Director

SUBJECT:

Superseding Guidance on Reporting and Investigation of Claims to
United States Citizenship

This Memorandum supersedes the guidance issued on May 23, 2008, titled "Reporting and Investigation of Claims to United States Citizenship."

The office of Detention and Removal Operations (DRO) is responsible for the enforcement of U.S. immigration laws. In the course of exercising their authority under Section 287 of the Immigration and Nationality Act, Title 8 United States Code, Section 1101, DRO officers are likely to encounter individuals who either assert claims to U.S. citizenship or are unsure of their citizenship. It is imperative that DRO officers establish probable cause to believe that an individual is an alien before making an arrest for a charge of removability.¹ Further, DRO officers must fully investigate all claims to U.S. citizenship before an individual is taken into custody or, if already in ICE custody, immediately upon learning of the assertion of citizenship.

All officers who encounter an individual who claims U.S. citizenship shall immediately notify the Field Office Director (FOD) through their chain of command. The FOD shall make the appropriate notification to DRO headquarters. Each FOD shall ensure that all claims to U.S. citizenship made by any individual encountered within their area of responsibility either by ICE DRO staff or 287(g) cross-trained staff are appropriately reported and investigated.

¹ Although 8 U.S.C. § 1357 allows an immigration officer to arrest an alien when the officer has "reason to believe" the alien is illegally present in the U.S., courts have consistently held that in this circumstance this phrase is equivalent to probable cause. See *U.S. v. Cann*, 1975, 519 F.2d 494 (7th Cir. 1975), cert. denied, 423 U.S. 1035 (1975); see also *Babula v. INS*, 665 F.3d 293 (3d Cir. 1981); *Au Yi Lau v. INS*, 445 F.2d 217 (D.C. Cir. 1971), cert. denied 404 U.S. 864 (1971).

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**Subject: Superseding Guidance on Reporting and Investigation of Claims to United States
Citizenship**

Interviews with detainees making claims to U.S. citizenship shall be conducted by a senior Immigration Enforcement Agent (IEA) at a minimum. Interviews will be recorded as sworn statements and include all questions on the Form I-213. The statement must also include probative questions that will elicit as much information as possible to assist ICE in conducting a thorough investigation of the individual's claim. This investigation may include vital records searches, family interviews, and other appropriate investigative measures.

If an affirmative claim to U.S. citizenship is made by an individual prior to the commencement of removal proceedings, the FOD, after notification to DRO headquarters and in consultation with the Office of the Principal Legal Advisor (OPLA), will determine whether sufficient evidence exists to place that individual into removal proceedings. If an affirmative claim to U.S. citizenship is made by an individual already in removal proceedings and in custody, each FOD, after notification to DRO headquarters and in consultation with OPLA, will immediately review and make a decision as to whether custody should continue pending completion of the investigation of the citizenship claim.

All FODs shall ensure that all DRO employees, including cross-trained 287(g) staff, in their area of responsibility, understand and adhere to this policy. Questions regarding this policy should be directed to Christopher Shanahan, Acting Assistant Director, Enforcement.

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**U.S. Immigration
and Customs
Enforcement**

MEMORANDUM FOR: Assistant Directors
Deputy Assistant Directors
Field Office Directors
Deputy Field Office Directors

FROM: John P. Torres
Director

SUBJECT: Reporting Guidance for the Criminal Alien Program
(Follow-up to Director's July 11, 2006 Memorandum)

DEC 21 2007

Purpose

This memorandum serves as continued guidance for all personnel assigned to the Criminal Alien Program (CAP) to ensure proper compliance with manual and electronic CAP statistical reporting requirements. A CAP case is defined as any removable alien identified in a Federal, state and local jail or prison, *regardless* of the status of conviction.

ICE Detention and Removal Operations assumed responsibility for the CAP on June 1st, 2007. In order to effectively track CAP cases, the following reporting procedures have been established and are to be implemented immediately.

The nine-core tracking and reporting metrics of the CAP are:

1. Identification/notification of foreign-born inmates
2. Inmate Screenings
3. Detainer lodged
4. Charging Document Issued (CDIs)
5. Transferred to ICE custody
6. Case status (EOIR/IJ hearing status)
7. CAP case outcome (Final Orders, STIPS, Appeal, POCR/OSUP-BOND, Relief/Benefit Granted, Prosecution, Removal/VR, etc.)
8. Removed from the United States
9. Criminal Prosecution presented/accepted

Procedures

Manual CAP Reporting Requirements

All Field Offices will submit the Manual CAP Report in Excel format by 12:00 PM EST every Monday following the previous reporting week (a reporting week is Saturday to Friday) via the HQ CAP mailbox. All line items must be populated with the appropriate data. The report will include 4 individual prison/jail category tabs as follows:

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1. Federal totals
2. State totals
3. Local totals
4. Consolidated totals

Electronic Reporting Requirements

In order for HQ to capture, maintain and retrieve statistical data electronically, all field offices will:

- Once a detainee is lodged, create and update all appropriate DACS (EARM/EADM) screens and fields;
- Continue to create and process all CAP Charging Documents in ENFORCE and ensure the appropriate G-23 and Method of Apprehension case codes are input;
- Continue to monitor and update case status in DACS (EARM/EADM);
- Continue to record and update all CAP Criminal Prosecutions cases in the Treasury Enforcement Communications System (TECS).

CAP data captured from all 24 Field Offices will be consolidated and routinely analyzed. HQ CAP will work with Field Offices to ensure that this information is inputted correctly.

Until such time an automated report becomes available, field offices will continue to provide the Manual CAP Report.

If you have any questions regarding these procedures, please contact Conrad Agagan, Unit Chief, Criminal Alien Program at 202-732-(b)(6)

Attachment

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Criminal Alien Program Report

Week		RATING PERIOD SATURDAY - FRIDAY
Office		
POC and Title		
Phone		

AOR		Local	State	Federal	AOR Total

LINE	ACTION	Weekly Total	Weekly Total	Weekly Total	AOR Weekly Total
Part I: Facility Information					
1	Total Number of Incarcerated Foreign-Born Inmates at the first of Week				0
2	Total Number of New-Incoming Foreign-Born Inmates for the Week				0
Part II: Inmate Vetting					
3	Total Alien Inmates Screened for Amenity to Removal during the Week	0	0	0	0
	A. Screened by Record Checks Only (No Interview)	0	0	0	0
	(1) Lawful Permanent Resident / Conditional Resident Status				0
	(2) Non-Immigrants and Illegal Aliens (i.e. EWI, Overstay, Students, etc.)				0
	(3) United States Citizens (Naturalized / Derivative)				0
	(4) Other Status (i.e. Parolees, Refugees, Amnesty, etc.)				0
	B. Screened by Interview	0	0	0	0
	(1) Lawful Permanent Resident / Conditional Resident Status				0
	(2) Non-Immigrants and Illegal Aliens (i.e. EWI, Overstay, Students, etc.)				0
	(3) United States Citizens (Naturalized / Derivative)				0
	(4) Other Status (i.e. Parolees, Refugees, Amnesty, etc.)				0
Part III: Enforcement Action					
4	Released from Institution Prior to Processing				0
5	Not Subject to Removal				0
6	No Action/Prosecutorial Discretion Exercised				0
7	ICE Detainers (I-247) Lodged - ENFORCE generated				0
8	ICE Detainers (I-247) Removed				0
Part IV: Charging Documents					
9	NOTICE OF INTENT (I-851) - Admin Removal under INA 238(b)				0
10	NOTICE TO APPEAR issued (I-862) - Removal Proceedings under INA 240				0
Part V: Administrative/Alternative Removal					
11	ADMIN REMOVAL FINAL ORDER (I-851A) ISSUED - INA 238(b)				0
12	OUTSTANDING FINAL REMOVAL ORDER (Fugitive Located)				0
13	REINSTATED Removal Order (I-871) ISSUED - INA 241(a)(5)				0
14	VISA WAIVER - INA 217				0
15	JUDICIAL Removal Order - INA 238				0
16	OTHER Removal Order (ER, etc.)				0
Part VI: Removal Proceedings					
17	CREDIBLE/REASONABLE FEAR REFERRALS				0
18	NOTICE TO APPEAR (I-862) FILED with the EOIR - INA 240				0
19	Institutional Hearings for the Week				0
20	Full EOIR /IJ Hearing Orders of Removal Received for the Week				0
21	Stipulated Final Orders Received for the Week				0
Part VII: Detention and Removal					
22	Total Alien Inmates Released to ICE from Correctional Institution:	0	0	0	0
	A. Inmates Released WITH a Final Removal Order				0
	B. Inmates Released WITHOUT a Final Removal Order				0
23	Total Number of Aliens Received from Institution Physically Removed from U.S., based on Order of Removal Received WHILE IN CUSTODY at Institution or WITHIN 24 HOURS of Release from Institution				0
24	Total Number of Aliens Received From an Institution where a Verified Removal under a Voluntary Departure (INA 240B) decision was received WITHIN 24 HOURS of Release from the Institution				0
25	Total Number of Aliens Received from an Institution that were Released from Custody due to Recognizance, Bond, Supervision, (etc.) during the Week				0

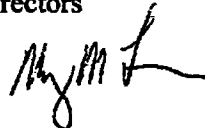
Form Revised 1/3/2008

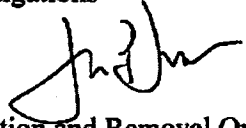


**U.S. Immigration
and Customs
Enforcement**

NOV 9 2007

MEMORANDUM FOR: All Special Agents in Charge
All Field Office Directors

FROM: Marcy M. Forman 
Director
Office of Investigations

John P. Torres 
Director
Office of Detention and Removal Operations

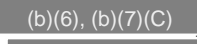
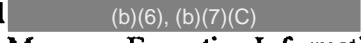

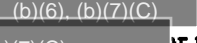


SUBJECT: Significant Event Notification, Law Enforcement Agency Request
for Assistance (LEARA) System Enhancements

Effective October 31, 2007, Immigration and Customs Enforcement (ICE) has implemented new procedures to document and track requests from State and Local (STL) Law Enforcement Agencies regarding requests for assistance involving immigration related enforcement actions. The Office of Investigations (OI) and Detention and Removal Operations (DRO) will be required to capture such requests as specified in the attached procedures.

The new procedures involve the enhancements made to the Significant Event Notification (SEN) module known as The Law Enforcement Agency Request for Assistance (LEARA). Access to the application can be accomplished using one of the following links:

- The SEN Log-on page at 
- The (b)(7)e Log-on page at  (b)(7)e

ICE personnel are required to complete a request for each call for assistance from a State, County or Municipal office or officer. Documented information will be used to track and report on immigration related requests for assistance by STL agencies.

For questions or technical user support please contact  Law Enforcement Systems Section Chief, Executive Information Unit, via E-Mail  or phone ((703) 921-) or  SEN Program Manager, Executive Information Unit, via E-Mail  or phone ((703) 293-)

**SUBJECT: Significant Event Notification, Law Enforcement Agency Request for Assistance
(LEARA) System Enhancements**

Page 2

Alternatively, inquiries may be directed to the ICE National SCO Office via E-Mail at (b)(7)e
(b)(7)e or phone at (703) 921- (b)(7)e

Attachments



**U.S. Immigration
and Customs
Enforcement**

APR 06 2007

MEMORANDUM FOR: All Field Office Directors *[Signature]*
FROM: Gary E. Mead *[Signature]*
Acting Director
SUBJECT: Risk Assessment for State and Local Facilities

The purpose of the Criminal Alien Program (CAP) is to prevent the release of removable criminal aliens into the community. Since we cannot immediately provide full coverage at all state and local facilities, it is necessary to conduct a risk based assessment to determine which facilities will be covered first. The objective is to minimize the risk that a potentially violent criminal is released into the community.

All state and local correctional or detention facilities that are not fully covered by ICE DRO at this time must be a subject to this risk assessment. Following the assessment, all non-covered state and local facilities will be prioritized in numeric order with the first facility on the list being the highest priority to be fully covered next by ICE DRO, as determined by the Field Office Director (FOD). Fully covered means that all foreign born detainees or inmates are interviewed to determine if they are amenable to immigration removal proceedings and that those removable aliens are released into ICE DRO custody. Interviews may be conducted by a DRO officer or agent on site, or remotely by telephone or VTC.

When prioritizing state and local facilities, each field office will generate only one numbered list. This list will include all of those correctional or detention facilities in the FOD's area of operations that are not covered or are not fully covered by a Criminal Alien Program (CAP) as defined above. There are various risk factors to take into consideration. These include but not limited to the following:

- Number of foreign-born population
- Security level of the facility
- Are facilities intake/release sites
- Average number of releases per month/year
- Location of facilities
- Overall inmate/detainee population

Please send your risk assessment priority list on a spreadsheet to DRO Taskings, Deputy Assistant Director (b)(6), (b)(7)(C) and Unit Chief (b)(6), (b)(7)(C) by April 20, 2007. If you have any questions please contact Mr. (b)(6), (b)(7) at (202) 616 (b)(6)

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**U.S. Immigration
and Customs
Enforcement**

FEB 22 2007

MEMORANDUM FOR: Field Office Directors
Deputy Field Office Directors

FROM: John P. Torres
Director

SUBJECT: Recommendations to Improve Removal Processes

The Immigration and Customs Enforcement (ICE) Office of Detention and Removal Operations (DRO) Process Improvement Working Group (Working Group) was created to look at best-practices for the removal of aliens from the United States; identify discrepancies and commonalities in the removal process within various field offices; and develop recommendations, streamline processes and maximize efficiencies that can be adopted nationally. The goal is to improve removal operational efficiency by at least 10% from the prior fiscal year, which would result in approximately 207,000 removals during the 2007 fiscal year.

The Working Group met for two days in Washington, DC during the week of November 28, 2006. Representatives of Headquarters (HQ) DRO as well as the Atlanta, Chicago, Los Angeles, Miami, Newark, Phoenix, San Antonio, San Diego, San Francisco, and Seattle field offices presented briefings. The focus was to identify actionable process improvements that could be reasonably implemented as early as practicable.

Attached to this memorandum are recommendations the Working Group identified. Many of these recommendations involve the reorganization of internal mechanizations of field offices in order to streamline individual removal processes. The italicized text following some recommendations clarifies whether HQ DRO initiatives or policies will impact the Working Group's proposal or if the proposal is deemed feasible. Where able, Field Office Directors should give consideration to each proposal for immediate implementation on a local level.

~~Law Enforcement Sensitive~~

Issue Paper
Recommendations to Improve Removal Processes

On November 28, 2006, representatives from Immigration and Customs Enforcement (ICE) Office of Detention and Removal Operations (DRO) met with representatives from several field offices. Discussions at that meeting were focused on best practices for the removal of aliens from the United States for the purpose of identifying recommendations to streamline processes and maximize efficiencies that can be adopted nationally.

Listed below are recommendations the Working Group identified. The italicized text following some recommendations clarifies whether HQ DRO initiatives or policies will impact the Working Group's proposal or if the proposal is deemed feasible. It is suggested, where able, Field Office Directors give consideration to each proposal for immediate implementation on a local level.

1. Dedicated Intake Unit in Every Field Office (1000+ Potential Increase)

The Working Group suggested where possible, each field office should consider creating a dedicated Intake Unit. The Intake Unit should be comprised of Deportation Officers (DO), Immigration Enforcement Agents (IEA) and Detention and Removal Assistants (DRA), the structure thereof to be determined by each local office. The Unit's primary focus is to separate cases that could be expeditiously removed from cases requiring significantly more effort. Cases are to be triaged and checked for documentary completeness and case typed prior to forwarding to either the Removal Unit (discussed below) or a Deportation Officer.

To reduce detention time the Intake Unit must identify cases that are likely to become Post Order Custody Review (POCR) cases, thus expediting an individual's release on day 90 if there is no likelihood that a travel document will be issued. In cases where there has been a previous POCR determination, and for which there is absolutely no likelihood of removal (i.e. Laos, Vietnam and Cuba), the Intake Unit will release the subject on an Order of Supervision on the same day providing it has been determined that the individual would not pose a threat to the community.

The Intake Unit will also maintain consistent communication with Department of Homeland Security (DHS) partners and stakeholders (i.e. supporting the Criminal Alien Program (CAP), the Office of the Border Patrol, 287(g), the Office of Investigations and the Office of Field Operations entity) and will consistently message that the DRO mission is focused on removals.

** This recommendation can be immediately implemented as in many offices it imposes little or no additional resource or impact and requires only Field Office Director concurrence.*

2. Dedicated Removal Unit in Every Field Office (3000+ Potential Increase)

The Working Group recommended creating a dedicated Removal Unit in every field office. The unit's primary focus will be to process "Final Order" cases. The Removal

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Unit will have responsibility of coordinating JPATS flights and commercial removal travel, procuring travel documents, providing quality control for documentation and closing cases.¹

A recommended staffing complement is comprised of a Supervisory Detention and Removal Assistant (SDRA) and DRAs. In those offices that are sufficiently staffed, these positions will be identified from the existing pool of DRO support positions. It is recommended that a Deportation Officer be responsible for the final decision in cases requiring elevated consideration.

In a situation where there is no available SDRA and DRA personnel, IEAs and DOs should fill the positions on a rotational basis.

** This recommendation is feasible and closely related to recommendation 1. Implementation should occur immediately, depending on local staffing levels.*

3. Improving JPATS Efficiency (6000+ Potential Increase)

The Working Group recommended adhering to regular schedules for JPATS flights, so corresponding ground transportation at individual field offices could be appropriately scheduled. This recommendation has recently been implemented through the recent procurement of two additional JPATS aircraft. These aircraft now provide for normalized flight routes on both the East and West coast loops.

The Working Group additionally recommended using a standard documentation checklist to be verified on the tarmac prior to granting permission for detainees to board JPATS aircraft. The recommendation was to hold sending offices accountable for the quality of all paperwork sent to the receiving office in transfer cases. It was expected that adoption of this recommendation would result in the improved quality of alien documentation by eliminating problems at the time of boarding which would otherwise result in the denial to board. This recommendation was adopted on December 6, 2006 when HQDRO distributed to the field a policy memorandum relating to JPATS boarding requirements. Since that time, the DRO Air Transportation Unit has strictly monitored boarding problems as they have occurred and have advised HQ management that problems have decreased since the field was notified of those requirements.

The group also recommended where feasible, that case processing of Caribbean and European nationalities be kept on the east coast and case processing for Central American and Chinese cases would be kept in the southern and western field offices. This would prevent the needless transport of detainees from east to west and vice versa.

¹ On 11/29/2006, DRO Taskings directed Field Office Directors to immediately institute a Quality Assurance Team to ensure compliance with all documentary requirements necessary for ground and air transportation to a JPATS staging area. The directive further required that supervisory officers review all documentation prior to the arrival of JPATS flights to insure compliance with JPATS boarding requirements.

In January 2007 the ICE Removal Management Division advised seven field offices of a pilot project to transfer final order Chinese nationals to west coast field office jurisdictions for the purpose of procuring travel documents. It is too soon to evaluate whether this project has met with success. HQDRO is also seeking to improve its removal processes to the Caribbean and Central America through the recent opening of detention space in Stewart County, Georgia. We are working closely with several consulates to obtain commitments to provide sufficient consular support to expedite the travel document processes at that facility. Should we succeed in this, we anticipate the ability of conducting removal flights to Central America from this location.

4. Leveraging the Criminal Alien Program (10,000+ Potential Increase)

There is a large criminal alien population using existing bed space at Federal, State, and Mega-County (e.g., Los Angeles, Miami-Dade) institutions. Since beds incur no cost to DRO, a recommendation was made to process removal cases while aliens are serving sentences with the goal of obtaining a "final order" prior to their release.

The majority of cases coming out of CAP are excellent candidates for stipulated removals. Most aliens would prefer to be removed from the U.S. when released rather than spend additional time in a DRO detention facility. Given the significant at-large population, consideration must be given to creating dedicated CAP removal teams. A recommendation was made to focus on the largest population centers of Mexicans and Central American nationalities in Los Angeles and Miami-Dade for the first phase.

In cases where the criminal alien is a Mexican National, "same-day" processing was recommended so they will never occupy a DRO bed. Regular bus schedules must be developed for California, Arizona, and Texas to assure that aliens are transported directly from the facility to the Mexican border on the day of release. East coast Mexican nationals will be sent to the JPATS hub in Stewart, GA where they will be flown to the Mexican border.

Additional recommendations made outside the working group included the need for local field offices to improve liaison with correctional institutions and the local office of the Executive Office for Immigration Review, increasing the use of stipulated orders and work with state parole boards to implement conditional parole for deportation only.

** This recommendation requires further coordination with CAP to ensure Stipulated Orders of Removal are prepared in a timely manner and that CAP Removal Teams are set up.*

5. Lowering the Percentage of Appearances Before a Judge (2000+ Potential Increase)

Cases placed in proceedings before an immigration judge through the service of a Notice to Appear (NTA) create the largest bottleneck during the removals process. A recommendation was made to offer stipulated removal orders to aliens not wanting to plead their cases in order to expedite proceedings before an immigration judge and

~~Law Enforcement Sensitive~~

avoid lengthy Section 240 proceedings. Specifically, increasing the use of stipulated removals will be particularly effective for criminal aliens completing their sentences.

It was recommended that stipulated removals become a standard offering by the Intake Unit when strong candidates are identified. To prevent stipulations from being thrown out by a judge, a standard "Executive Office for Immigration Review – Non-Governmental Organization (EOIR-NGO) endorsed" video may need to be created in the alien's foreign language. The HQ Case Management Unit will be exploring this option with the assistance of the Office of the Principle Legal Advisor.

6. Improving Consular Relationships (1000+ Potential Increase)

The expeditious procurement of travel documents requires building strong relationships with the Consulates. This requires DRO personnel to be customer focused and to continuously foster relationships with consular officials by possessing an understanding of the culture of the country. Preparation work associated with alien documentation needs to be completed beforehand, and interview rooms need to be setup in advance. Consular officers should be provided with accommodating office facilities (desk, phone, fax, computer, etc.) for on-site visits, if feasible. When possible, local field offices should hold 'open houses' to promote liaison. Consideration must be given to facility tours and ICE presentations and training sessions.

Where able, Field Office Directors should begin immediate implementation of those recommendations deemed feasible and determined to be of merit on a local level. For those proposals determined to be not immediately feasible, HQ DRO will further review those proposals and develop an appropriate plan of action.

~~Law Enforcement Sensitive~~

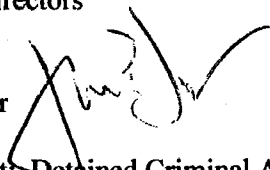
U.S. Department of Homeland Security
425 I Street, NW
Washington, DC 20536



**U.S. Immigration
and Customs
Enforcement**

NOV 1 2005

MEMORANDUM FOR: Field Office Directors

FROM: John P. Torres
Acting Director 

SUBJECT: Activity Report: ~~Detained Criminal Alien Processing~~

Purpose

This memorandum establishes monthly manual reporting requirements, to track Detained Criminal Alien Processing, for the Office of Detention and Removal Operations (DRO). This reporting requirement was mandated by congressional language.

Background

On August 15, 1995, the Commissioner of the Immigration and Naturalization Service (INS) issued a memorandum entitled "*Manual Institutional Hearing Program Monthly Report*", which established manual reporting requirements for the Institutional Hearing Program (IHP) now referred to as the Institutional Removal Program (IRP). An attachment to that memorandum, "*IHP and Criminal Alien Report*" was developed to capture the detained criminal alien activity of the IHP (IRP) and Alien Criminal Apprehension Program (ACAP) for all legacy INS components.

On June 29, 1998, Michael A. Pearson, Executive Associate Commissioner for Field Operations of the INS, issued a memorandum entitled "*Institutional Removal Program (IRP) Guidance*". This memorandum re-designated the IHP as the IRP and designated the Deportable Alien Control System (DACS) as the vehicle to capture IRP and ACAP removal data.

From the beginning, however, the capture of IRP/ACAP data from DACS has been plagued with data-entry issues, so offices continued to produce and submit a manual IRP report for reference and internal management purposes.

With the creation of the Immigration and Customs Enforcement (ICE) within the Department of Homeland Security (DHS), the INS historical reporting chain for the IRP/ACAP report ceased to exist. Many offices continue to manually prepare the IRP report, but there is no mechanism for forwarding the report nor is there a central repository to collate the data.

Discussion

This memorandum reinstates a (revised) manual report in a uniform format for all ICE field offices. Recent contact with the field reveals that DACS information does not accurately reflect detained criminal alien activity levels. Efforts to obtain institution-specific processing information from the Enforcement Integrated Database (EID) have been unsuccessful. Furthermore, facility-reported information in the report is not contained in DHS or ICE databases. This situation recently came to the forefront when ICE attempted to respond to a Government Accounting Office audit.

Until DACS and the EID problems are resolved, the information reflected in the Detained Criminal Alien Report must continue to be reported, and the revised manual report will be used to track the activity by location. The manual report will not relieve offices of the responsibility for compliance with outstanding DACS and Enforcement Case Tracking System reporting requirements.

Attached are the instructions and revised format for the Detained Criminal Alien Report. The report contains significant changes from previous versions. The report is to be completed for each Bureau of Prison and state corrections facility, and county and local jail where DRO processes or receives aliens. ICE has a responsibility to obtain and maintain accurate statistics for all detained criminal alien activity. Please make appropriate arrangements now to track cases originating in all institutional setting within your area of responsibility.

Submissions are to be submitted electronically by the 14th of each month to mail box, (b)(7)e, established for this purpose. The first reporting month is October 2005, with the first submission due on November 14, 2005. Questions regarding this report should be directed to (b)(6), (b)(7)(C) of the Criminal Alien Program at (202) 514 (b)(6).

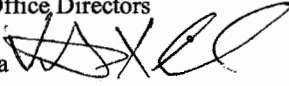
- Attachments:
1. Criminal Alien Program Report
 2. Criminal Alien Program Report Instructions
 3. June 29, 1998 Michael A Pearson Memorandum "Institutional Removal Program (IRP) Guidance"
 4. Institutional Removal Program Guidelines for DACS Data Capture



U.S. Immigration
and Customs
Enforcement

SEP 27 2004

MEMORANDUM FOR: Field Office Directors
Deputy Field Office Directors

FROM: Victor X. Cerda 
Acting Director

SUBJECT: Mandatory Use of the Enforcement Case Tracking System

Purpose

All Detention and Removal Operations (DRO) staff will process apprehended aliens with the Enforcement Case Tracking System (ENFORCE).

Background

The DRO goal of removing all removable aliens is integral to the ICE mission of making the United States more secure. DRO is continually developing innovative methods to identify and remove immigration violators more efficiently and effectively. In an effort to unify the processing systems within DRO and the Department of Homeland Security (DHS) as a whole, all alien processing will be performed using ENFORCE.

The use of ENFORCE ensures that alien processing information is captured in the Enforcement Integrated Database (EID). This information is available to ENFORCE users nationwide. Furthermore, information within the EID will migrate to the Enforce Removal Module (EREM), the planned replacement for the Deportable Alien Control System (DACs).

Discussion

At this time, many field offices have developed or purchased custom applications for alien processing. However, the processing information in these systems is not available to other offices and cannot be captured nationally. Frequently, this information is unavailable even to other officers at the same location.

Subject: Mandatory Use of the Enforcement Case Tracking System

Page 2

In an effort to allow full access to information nationwide and in preparation for a DACS replacement, ENFORCE is designated the only authorized alien processing system within DRO. All DRO sites will process apprehended aliens with ENFORCE. The mandatory use of ENFORCE aligns DRO with existing practices in other DHS enforcement components.

Field Offices without access to ENFORCE should contact their local ADP staff or the DHS Helpdesk at 1-888-347- [REDACTED] (b)(7) Issues regarding ENFORCE training should be directed to [REDACTED] (b)(7) Human Capital and Training Unit, at (202) 616- [REDACTED] (b)(7) [REDACTED] (b)(7)

U.S. Department of Homeland Security
Bureau of Immigration and Customs Enforcement

HQCOM 50/7.1.1

SIRS

Office of the Assistant Secretary

425 I Street NW
Washington, DC 20536

March 11, 2003

MEMORANDUM FOR ALL IMMIGRATION
AND CUSTOMS ENFORCEMENT EMPLOYEES

FROM: Michael J. Garcia *//signed//*
Acting Assistant Secretary

SUBJECT: Reporting Requirements for Significant Events

This memorandum sets forth Bureau of Immigration and Customs Enforcement (ICE) policy for reporting high-interest incidents, significant events, and other emerging or sensitive matters occurring in the field. The importance of timely reporting of significant incidents and events cannot be overemphasized. Field managers and supervisors are responsible for ensuring that all ICE employees receive a copy of this policy and understand the importance of this policy directive. Reporting is critical to ensure that ICE senior officials are notified in a timely manner of these incidents and events and are in position to immediately take appropriate actions.

This policy requires that incidents, significant events, and other emerging or sensitive matters occurring in the field and affecting ICE be reported telephonically by field personnel to the ICE Headquarters Reporting Center (HRC) within 2 hours after their occurrence or as soon as possible and practical. Written reports of the reportable incident, event or matter must be submitted as soon as possible and practical but, under no circumstances, later than 24 hours after occurrence of the reported incident, event, or matter.

The HRC will be the primary entity within ICE for the receipt of telephonic and written reports and will be responsible for communicating the information to the designated senior management official. The designated senior management official is responsible for determining if the significant incident should be reported to the Chief-of-Staff or the Assistant Secretary. In more serious events that occur over an extended period of time, regular updates are required, as more fully described below. All telephonic and written reports described in this policy must be initially directed to the HRC within the stated timeframes. First-line supervisors are responsible for telephonic notification to the HRC and the appropriate senior field managers in the usual chain-of-command of any reportable incident, event, or other matter. If a first-line supervisor is not available, a second-line supervisor is responsible for making the telephonic notification. An ICE "Significant Incident Report" (SIR) template has been developed and will be transmitted once

Headquarters (HQ) has determined that it can be easily used by all field offices for reporting purposes. However, until that determination is made, field offices may continue to submit their reports via fax or e-mail using existing forms and/or formats to the fax number and e-mail address listed at the end of this memorandum. First-line supervisors are responsible for ensuring that the SIR is completed and submitted via fax or e-mail to the HRC.

Once the SIR is received at the HRC, it will be reviewed and routed as appropriate at ICE HQ. The HRC will assign an individual tracking number for each SIR and must return a copy of the SIR with the individually assigned number to the originator for tracking purposes. All "follow-up" reports advising the HRC of further actions related to previously submitted SIRs must contain the original SIR tracking number

There are occasions when significant events will involve confidential or classified information. If a supervisor believes that it would be inappropriate to disclose such information in a normal (routine) SIR, then the ICE-designated senior management official must still be contacted and advised of the incident. A SIR must also be submitted, but with the notation that the incident involves a sensitive or confidential matter and it must also indicate the senior official to whom the confidential report was made. The actual report will then be transmitted through approved methods.

The following descriptions are examples of incidents and events that must be reported, but they are not meant to serve as an all-inclusive list:

National Security and Terrorism-Related Issues



(b)(7)e

(b)(7)e

Employee-Related Issues

- Any death of or serious injury to an ICE employee, on or off duty.
- Any assault of an ICE employee occurring in relation to his or her employment or official duties. This includes investigative or prosecution updates.
- Any shooting incident involving ICE employees, including accidental discharges.
- Any instance involving more than a minimum amount of use of force to arrest or subdue an individual. This includes the use of an asp, deployment of capsicum spray, or an unusual amount of physical force by officers.
- The death or serious injury of an individual that was caused by the actions of ICE personnel (either on or off duty) or which occurred while the individual was detained in ICE custody.
- Any vehicle incident, including a pursuit or an unexpected stop that results in injury or death.
- The arrest or incarceration of an ICE employee.

Facilities and Infrastructure Issues

- Any unscheduled office closing for reasons that include, but are not limited to, bomb threats, public demonstrations, systems failures, weather, and environmental hazards.
- Major disruptions of automated database systems on a national or regional basis.
- Any declared airborne or marine emergency or incident resulting in property damage.

For ICE employees, as part of the Federal Protective Service, the policy set forth under the General Services Administration (GSA) Order, PBS P 5930.17C, Chapter 3, Part 3, dated February 2000, is restated to include the following as reportable incidents and events under ICE:

- Bombings, homicides, suicides, armed robberies, rapes, kidnappings, hostage situations, and thefts of Government property (except motor vehicles).
- Any theft with a value exceeding \$15,000 or an arrest likely to generate executive or legislative branch interest and/or coverage by the national news media.
Discharge of a weapon by Federal Protective Service law-enforcement personnel or contract guards.
- Serious injuries or fatalities involving Federal Protective Service personnel.
- Civil disturbances that result in large-scale arrests and major disruption to a GSA facility.

Matters Involving Aliens Arrested or Detained

Any riot or significant disturbance at a facility where ICE detainees are incarcerated.

- Any alien in ICE custody who has been on a hunger strike for 3 days and more.
Serious health issues or concerns at facilities where ICE detainees are lodged.
- The detention of persons claiming foreign diplomatic immunity, foreign-government officials, prominent foreign nationals, and those persons claiming to be relatives of such officials.
- The escape of any alien from ICE custody.

Contraband, Narcotic, and other Seizures

- The seizure of a foreign or domestic commercial vessel or aircraft.
Seizures of more than:
 - 500 kilograms of marijuana
 - 50 kilograms of cocaine
 - 50 kilograms of methamphetamine/amphetamine
 - 200 kilograms of hashish
 - 500 kilograms of khat
 - 2 kilograms of heroin
 - 2 kilograms of opium
 - 2 kilogram of MDMA (ecstasy)
 - 1 million dosages of units of other dangerous drugs
 - \$250,000 dollars in currency or negotiable instruments
 - \$500,000 dollars in real property or a business
 - \$1 million penalty
 - Stolen cars outbound (value in excess of \$250,000)

High-Profile Media and Political Issues

Any event or incident that involves or may result in national media attention.

- Any event that may be politically sensitive to the United States or a foreign government(s), including searches and detentions of persons claiming diplomatic immunity or special status, requests for asylum made to ICE officials, and actions involving foreign or U.S. government officials, government representatives, prominent foreign nationals, or those persons claiming to be relatives of such officials.

Miscellaneous

Cyber-crime, including incidents of child pornography and/or the Internet-related sale of pharmaceuticals, worthy of national media attention.

- Any other event that may warrant review by senior management to include heroic or lifesaving acts and/or public recognition, as well as significant results of search warrants.

The contact information for the HRC is:

Main number: 202-616-(b)(7)e

Fax number: 202-305-4823

Secure Voice/Fax number: 202-514-(b)(7)e

E-mail: (b)(7)e

These instructions outline the proper procedures to be followed for reporting high-interest incidents, significant events, and other emerging or sensitive matters. However, high-profile, more volatile situations should be immediately reported telephonically to both the HRC and to the HQ component director. Furthermore, these instructions for special reporting do not relieve field offices of the requirement for regular reporting of routine matters through the chain-of-command.

All ICE components are required to fully comply with these instructions. Questions regarding reporting requirements and formats should be directed through the chain-of-command to senior component managers for resolution.

Memorandum for All ICE Employees
Subject: Reporting Requirements for Significant Events

Page 6

Sincerely,

Michael J. Garcia
Acting Assistant Secretary



U.S. Department of Justice
Immigration and Naturalization Service

HQOPS 50/14

Office of the Executive Associate Commissioner

425 I Street NW
Washington, DC 20536

OCT 16 2002

MEMORANDUM FOR DISTRIBUTION

FROM: Johnny N. Williams
Executive Associate Commissioner
Office of Field Operations

SUBJECT: Field Office and Law Enforcement Support Center Responsibilities in Responding to Queries from Law Enforcement Agencies

This memorandum establishes policy regarding the Immigration and Naturalization Service's (INS) response to other law enforcement agency (LEA) inquiries or "hits" on INS warrant or deported-felon records in the National Crime Information Center (NCIC). It further defines responsibilities for identification of persons wanted by the INS, placement of detainees against them and response by the field to those detainees. This memorandum supersedes the memorandum dated June 13, 2001, and any other memoranda on the subject that are in conflict with the directives set here.

The Law Enforcement Support Center (LESC) is the point of contact for all queries from LEAs regarding INS NCIC entries. To facilitate the warrant confirmation and subject identification required by NCIC policy, all INS files relating to persons active in NCIC will be kept at the LESL. NCIC policy requires prompt response to hits by the agency responsible for the record. The policy also requires prompt removal of a record when a hit has been confirmed and the subject of the warrant is in law enforcement custody.

Failure to comply with NCIC policies can result in revocation of an agency's authority to participate in NCIC. Thus, it is imperative that INS warrants be removed from NCIC without delay when the subject is arrested, whether by INS or another agency. Current LESL internal operations ensure this takes place upon hit confirmation and prior to shipment of the A-file to the field office taking custody of the subject.

**Subject: Field Office and Law Enforcement Support Center Responsibilities in
Responding to Queries from Law Enforcement Agencies**

When an LEA requests confirmation of an NCIC hit in the Wanted Person File (WPF) or Deported Felon File (DFF), the LESC will positively confirm the existence of the warrant and will provide the LEA all identifying data from the subject's file. If the LEA confirms that the individual in their custody is in fact the subject of the warrant, and the duty Special Agent at the LESC is satisfied with the confirmation, he or she will lodge a detainer with that LEA. A copy of the warrant of arrest or warrant of removal will accompany that detainer.

Each District Director will make certain that a procedure exists to ensure that the field office having responsibility for the custody location of the alien immediately responds to all detainees lodged by the LESC. All Directors for Detention and Removal Field Operations and Chief Patrol Agents will coordinate operational support of this initiative with the District Director to ensure a coordinated and prompt response to all NCIC hits.

The Enhanced Response Protocol contact sheet currently in use provides, in certain cases, multiple contacts within a district, and in some cases up to fifteen or more numbers. Given the enhanced activity for the LESC being generated by entering over 300,000 new absconder cases into NCIC, this current process is overly complex and cumbersome. It often requires that the LESC consult a map to determine the location of the LEA and the corresponding responsible district contact. Then the LESC must make multiple calls while attempting to locate a responsible officer. This process is no longer efficient or effective.

Therefore, District Directors will set up a single telephone number that will be the sole point of contact for the LESC to call in that district. The telephone number will replace the Enhanced Response Protocol procedure now in use. It will be answered 24 hours a day, seven days a week by an INS officer authorized to make custody determinations for the geographical area which the officer is covering, or to coordinate custody actions with subordinate offices in that district. Each District must develop a coordinated local response system. The duty officer through another branch at the district, or through another office may orchestrate actual response to the LEA, or he may respond himself. The only performance criterion is that no request for response from another agency goes unanswered.

Each District Director will forward a memorandum to (b)(6), (b)(7)(C) Deputy Director, LESC, via fax at (802) 288-1222 by close of business, October 24, 2002. The memorandum will include the duty telephone number as well as after hours numbers for the Assistant District Director for Investigations, Assistant District Director for Detention and Removal Operations or Director for Detention and Removal Field Operations, and the Deputy District Director. Those numbers may be a pager or a phone. If any of these numbers change, a memorandum indicating the change is to be immediately forwarded as prescribed above. If it becomes clear to the LESC, after calling the district duty officer's number, that no timely response is under way to a call from an LEA, the LESC will call District management staff to arrange a response.

Subject: Field Office and Law Enforcement Support Center Responsibilities in Responding to Queries from Law Enforcement Agencies

With regard to cases involving INS warrant hits, the LESC will contact the duty officer in the district office having jurisdiction over the location of the LEA and advise the officer that a detainer has been placed. They also will inform the duty officer of the specific factors predicating the detention, particularly when the alien is only being held on an INS warrant. The district's duty officer will contact the LEA to confirm the LESC's detainer. Consistent with statute, regulation and policy, the field duty officer will make arrangements to assume custody of the alien without unnecessary delay. This could be a timely response to the scene by an officer, or, for example, a mutual agreement between the LEA and the INS to hold the individual until INS can respond at a later time. In cases where the LEA is holding the alien pursuant to a detainer, the duty agent or officer will ensure that the INS assumes custody within the time required by applicable law, regulation or policy. The field duty officer will make any further necessary notifications within the officer's chain-of-command.

There will be times when an LEA contacts the LESC regarding an alien who has *not* been entered into NCIC by the INS, but is otherwise of interest to the INS. If the alien appears to be an aggravated felon, prior deport, fugitive, or another case the LESC deems of particular interest or sensitivity, the LESC will contact the duty agent or officer for the responsible district. The LESC will inform the officer about the alien's criminal history, immigration status and any special circumstances, then provide the duty agent or officer with a point of contact at the LEA. The field duty officer will contact the LEA to look further into the matter, then make a decision as to detention for INS. After normal business hours the LESC will lodge a detainer on behalf of the field duty officer if requested. The detainer will be placed under the field officer's name and authority. Under those circumstances the responsibility for the case remains with the district.

This program is a very high priority within the INS and is closely monitored by the Department of Justice as a part of the war on terrorism. While the response procedures developed within districts may be flexible, the requirement to respond to other agency hits on INS warrants is **absolute**. In every case that identity is confirmed by the LESC, INS will respond to the arresting LEA.

A copy of this memorandum should be inserted in Appendix N, Procedures and Field Responsibilities for Enhanced Response in the NCIC Deported Felon and Wanted Person Files manual provided to you last year.

Memorandum for Regional Directors, et al.

Page 4

Subject: Field Office and Law Enforcement Support Center Responsibilities in
Responding to Queries from Law Enforcement Agencies

DISTRIBUTION:

REGIONAL DIRECTORS

DEPUTY EXECUTIVE ASSOCIATE COMMISSIONER, ENFORCEMENT

**DEPUTY EXECUTIVE ASSOCIATE COMMISSIONER, OFFICE OF DETENTION AND
REMOVAL**

CHIEF, U.S. BORDER PATROL

cc: Director, Law Enforcement Support Center
Office of General Counsel



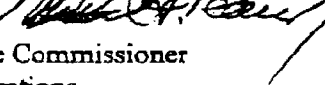
U.S. Department of Justice
Immigration and Naturalization Service

Office of the Executive Associate Commissioner

425 I Street NW
Washington, DC 20536

JUN 29 1998

MEMORANDUM FOR THE REGIONAL DIRECTORS

FROM: Michael A. Pearson 
Executive Associate Commissioner
Office of Field Operations

SUBJECT: Institutional Removal Program (IRP) Guidance

PURPOSE: To provide guidance on correct procedures for data entry in the Deportable Alien Control System (DACS) to ensure data capture for all removals which originate in an institutional setting.

TIMETABLE: The transition from the Institutional Hearing Program (IHP) to the IRP is effective immediately. These instructions are being disseminated concurrently to all field offices for immediate implementation.

SYNOPSIS: In the past, the Immigration and Naturalization Service (INS) has used IHP removals as the primary measure of the work we do in institutional settings. This measure alone, however, is insufficient to take credit for the full range of work which is performed by INS in prisons and jails. For example, a hearing is no longer necessary in every institutional case; many cases are now handled through administrative removal or reinstatement of prior orders. Through the IRP, we also wanted to establish a mechanism to capture data for those institution cases on which INS successfully obtains an order of removal within one day of release.

ISSUE: Accurate assessment of INS' effort to expeditiously remove criminal and other illegal aliens.

BACKGROUND:

Over the last decade, Congress has passed several important pieces of legislation which have had a significant impact on INS' ability to remove criminal aliens from the United States. These provisions clearly reflect the public and Congressional expectation that criminal aliens, particularly aggravated felons, should be removed from the U.S. by the most expeditious means. We have made significant strides in implementing the new legislation, but our current mechanisms for data capture do not provide us with the capability to accurately track all the work we are doing. We will continue to capture and report statistics on the IHP, but IHP will be only one element under the IRP umbrella.

The IRP will consist of two primary elements: (1) cases where decisions on immigration proceedings are reached prior to sentence expiration, including traditional IHP cases; and (2) fast track cases where immigration proceedings are completed on the day of, or the day after release. See the diagram in Attachment 1, Institutional Removal Program.

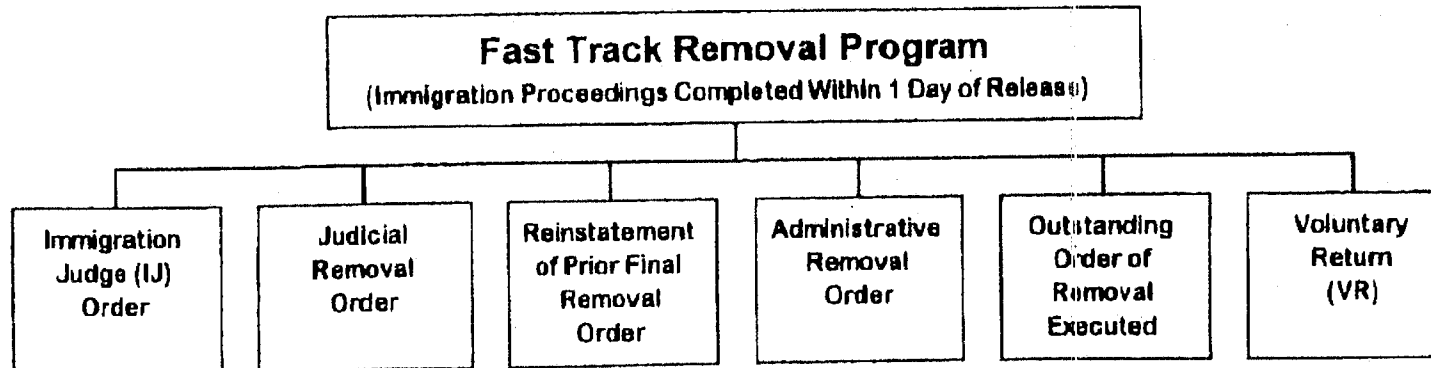
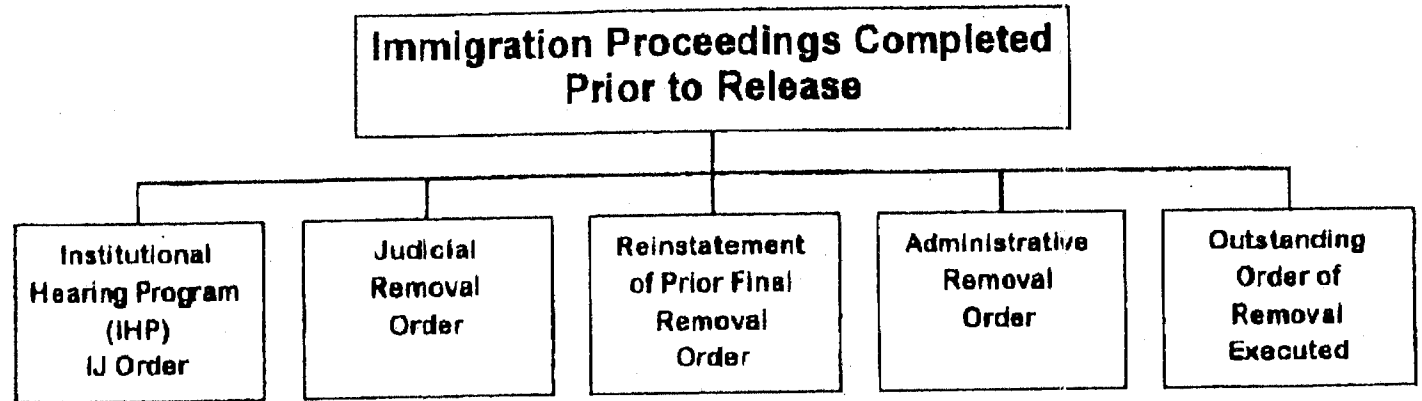
DISCUSSION:

The attached guidelines (Attachment 2) provide detailed information on the correct means of data capture in DACS. Please ensure that each office within your jurisdiction is aware of these guidelines, and is taking measures to ensure that IRP data is entered into DACS completely, accurately and timely. Attachment 3 is the format which will be used to report Servicewide and regional IRP removals in the Monthly Removals Report prepared by the Headquarters Statistics Branch.

ATTACHMENTS (3):

Institutional Removal Program Diagram
Institutional Removal Program Guidelines for DACS Data Capture
Institutional Removal Program Monthly Report Format

Institutional Removal Program





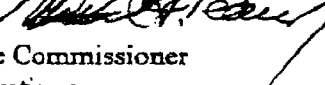
U.S. Department of Justice
Immigration and Naturalization Service

Office of the Executive Associate Commissioner

425 I Street NW
Washington, DC 20536

JUN 29 1998

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Executive Associate Commissioner
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ATTACHMENTS (3):

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Institutional Removal Program Monthly Report Format

SAMPLE
SOP

BALTIMORE FIELD OFFICE LOCAL PROCEDURE CRIMINAL ALIEN PROGRAM (CAP)

Upon implementation, this standard operational plan will prevent mission overlap and enhance the efficiency and productivity of ICE by clearly defining the roles and responsibilities of the Detention and Removal Operation's Criminal Alien Program and other departments. In 2007, DRO assumed complete responsibility of the CAP and became the primary ICE component responsible for the identification, detention, and removal of incarcerated criminal aliens in and from the United States and its territories.

1. APPLICABILITY

The local standards provided in this policy will apply to the following:

- All Deportation Officers, Immigration Enforcement Agents, Detention and Removal Assistants and other responsible personnel within the Baltimore Field Office who are actively involved in the Criminal Alien Program.

2. STANDARDS AND PROCEDURES

CAP Notification Procedures:

Individual CAP facilities will be responsible for notifying CAP via telephone (410) 637-(b)(7)e or Agents/Officers direct line / fax (410) 637-4012 regarding possible aliens subject to removal under the INA. Individual agents will ensure facilities are notified of CAP fax/contact phone numbers in their respective areas of responsibility. Upon issuance of a detainer, facilities will be responsible for faxing detainers and arrangement of notification of pickups to DRO's detention unit: fax (410) 637-4004.

CAP area of responsibility:

CAP will be responsible for processing cases that are arraigned (charged and committed) in Federal, state, or local facilities. All other cases will be referred to the appropriate departments/units: Office of Investigations, Fugitive Operations, NCIC Duty Officer, Non-detained Officer etc. Although, CAP's primary responsibility is to releases from Federal, state and local jails, CAP's Deportation Officers/Agents will handle other law enforcement functions on a case by case basis when manpower permits. CAP Agents/Officers will vet all CAP designated cases to ensure they are forwarded to the appropriate unit. (example: litigation, detention, nondetained, fugitive, investigations etc.)

CAP Processing:

At the beginning of each work day, it is the responsibility of the Immigration Enforcement Agent/Deportation Officer to ensure his/her cases entering the blue floor are identified. Processing aliens should take precedence over all other functions, unless

directed otherwise. It is paramount that detainees are identified, IAFIS, processed, and transferred to the detention unit to ensure custody evaluations and facility notifications are completed. Furthermore, Agents/Officers are responsible for ensuring that newly created A-files/Cases are in the Central Index System (CIS) and CIS officials are notified. The primary Agent/Officer responsible for the case will oversee/conduct all required processing procedures necessary to transfer custody (NFTS) to the detention unit for transportation to a designated facility. This includes identifying and presenting violators of federal criminal statutes to the U.S. Attorney's Office for prosecution and other assignments as designated by CAP supervisors, and/or higher authorities.

Note: IDENT/IAFIS checks and enrollment should always be done prior to processing to ensure aliens have never been encountered by DHS officials.

Note: The appropriate route must be utilized in ENFORCE when processing aliens through the system. Example: I-213's must be processed checking NTA in all appropriate boxes not administrative removal or reinstatement order blocks. Furthermore, please follow the same guidelines on the I-213's for administrative removal and reinstatement orders, and not placing NTA in blocks for these charges. Failures to do so will cause ENFORCE to populate the wrong codes/blocks in EARM (DACs).

Notice to Appear Case Processing Requirements:

- Notice of Custody Determination (I-286) (Including probable charges of removability, date and time determination made and date and time served)
- Notice to Appear (I-862)
- Warrant of Arrest (I-200)
- Order to Detain/Release Alien (I-203) (special handling instructions, medical alerts, violent/aggressive behavior, prior escapes, high profile cases, media interests, or any usual circumstances should be included.)
- Notice to Appear, Bond, Custody Processing Sheet (I-265) (known medical information must be included)
- Record of Deportable/Inadmissible Alien (I-213)
- Information for Travel Document or Passport (Form I-217)
- Sworn Statement (If taken)
- Certified Judgment and Conviction Records (if necessary)
- El Salvador Orantes Decision Notification of Rights (if applicable)
- Copies of record checks: CIS, CLAIMS, SQ11, SQ94, NCIC, IDENT, IAFIS, and FINS
- Any evidence the government relied upon to support the charges
- 2 Fingerprint cards (FD-249)
- Documentation of Consular Notification (if applicable)
- Documentation of Provision of Free Legal Services List
- Upon completion: NFTS A-file to CP or designated location

Administrative Removals Processing Requirements:

- Certification: (Valid for both Administrative Removals and Reinstatements)

- Notice of Intent to Issue a Final Administrative Removal Order (Form I-851)
- Evidence of immigration status (CIS, RAPS, NIIS, etc.)
- Record of Deportable/Inadmissible Alien (I-213)
- Warrant of Removal/Deportation (Form I-205)
- Record of Sworn Statement or the alien's declination to provide such statement (Form I-877).
- Information for Travel Document or Passport (Form I-217)
- Certified Conviction documents for commission of an aggravated felony.
- Copies of record checks: CIS, CLAIMS, SQ11, SQ94, NCIC, IDENT, IAFIS, and FINS
- Any response the alien offers.
- Any evidence the government relied upon to support the charge.
- All admissible evidence (briefs and other documents) submitted by either party respecting deportability.
- Order to Detain/Release Alien (I-203) (special handling instructions, medical alerts, violent/aggressive behavior, prior escapes, high profile cases, media interests, or any usual circumstances should be included.)
- 2 Fingerprint cards (FD-249)
- Documentation of Consular Notification (if applicable)
- Documentation of Provision of Free Legal Services List
- Upon completion: NFTS A-file to CP or designated location

Note: Warrant of Removal/Deportation (Form I-205) should notate section 238(b) under removal section.

Reinstatements Processing Requirements:

- Certification: (Valid for both Administrative Removals and Reinstatements)
- Notice of Intent/Decision to Reinstate Prior Order (Form I-871)
- The prior administrative removal order.
- Evidence of immigration status (CIS, RAPS, NIIS, etc.)
- Notice to Alien Ordered Removed/ Departure Verification (Form I-296).
- The record check or fingerprint match.
- Any documentary evidence submitted by the alien.
- Record of Deportable/Inadmissible Alien (I-213)
- Record of Sworn Statement or the alien's declination to provide such statement (Form I-877).
- Record of Deportable/Inadmissible Alien (Form I-213)
- Warrant of Removal/Deportation (Form I-205)
- Warning to Alien Ordered Removed or Deported (Form I-294)
- Information for Travel Document or Passport (Form I-217)
- Any other evidence the government relied upon to support the charge.
- Any documents that rebut the alien's assertion that reinstatement is improper.
- Copies of record checks: CIS, CLAIMS, SQ11, SQ94, NCIC, IDENT, IAFIS, and FINS

- Order to Detain/Release Alien (I-203) (special handling instructions, medical alerts, violent/aggressive behavior, prior escapes, high profile cases, media interests, or any usual circumstances should be included.)
- 2 Fingerprint cards (FD-249)
- Documentation of Consular Notification (if applicable)
- Documentation of Provision of Free Legal Services List
- Upon completion: NFTS A-file to CP or designated location

Note: Warrant of Removal/Deportation (Form I-205) should notate section 241(a)(5) under removal section.

Interior Voluntary Return (VR) Processing Requirements:

- Notice of Rights and Request for Disposition (Form I-826)
- Record of Deportable/Inadmissible Alien (I-213)
- Departure Record (Form I-94)
- Copies of record checks: CIS, CLAIMS, SQ11, SQ94, NCIC, IDENT, IAFIS, and FINS
- Order to Detain/Release Alien (I-203) (special handling instructions, medical alerts, violent/aggressive behavior, prior escapes, high profile cases, media interests, or any usual circumstances should be included.)
- 2 Fingerprint cards (FD-249)
- Any documentary evidence submitted by the alien (supporting documentation).
- Documentation of Consular Notification (if applicable)
- Documentation of Provision of Free Legal Services List
- Upon completion: NFTS A-file to CP or designated location

Note: Only Mexican non aggravated felon, non security and non prior V/R cases can utilize this program.

CAP Docket Control

- Vetting all cases received from CAP Agents, ensuring cases are in the Enforce Alien Removal Module (EARM)
- Monitoring cases in removal/court proceedings
- Updating/adding case actions and decisions
- Adding and viewing case call-ups
- Reviewing custody actions and decisions (bond management etc.)
- Maintaining Docket control (example: (b)(7)e docket)
- Talking with defense attorneys about their client's case
- Making sure appropriate documentation is filed (G-28, I-166, etc.)
- Adjudicating requests when needed/warranted
- Obtaining travel documents
- Working with embassy officials and Headquarters travel document unit

- Conducting interviews, investigations into allegations of illegal activity (example: illegal re-entry, false claims, illegal entry etc.)
- Prosecutions: preparing cases for presentation before the U.S. Attorney's Office for prosecution (example: preparing affidavits, sworn statements etc.)
- Testifying before the grand jury and federal judge at sentencing hearings
- Working and assisting other law enforcement agencies (example: Probation and Parole, Federal Bureau of Investigations, Bureau of Prisons etc.)
- Making arrests and processing aliens for removal
- Other assignments as designated by a CAP supervisor and/or higher authority

Detention Removal Assistant CAP Functions:

CAP DRA Docket Control

- Ordering A-files for CAP processing
- Ordering Records of Convictions (ROC's) through Federal, state, and local jails/prisons/judicial agencies
- Picking up ROC's when warranted/necessary
- Vetting CAP mail when warranted
- Making copies of file documents when warranted
- Calling/emailing field offices, docket control offices, and ensuring correspondence (faxes, records, copies etc.) are received by this office for processing/reviewing
- Preparing CAP reports (statistical data etc.) for submission
- EARM Reports
- Adding and viewing case call-ups
- Putting initial case in EARM/DACS
- Maintaining Docket control (example: (b)(7)e docket)
- Other assignments as designated by a CAP supervisor and/or higher authority

Supervisory Review:

Program supervisors shall be responsible for oversight and guidance of CAP functions and activities. Supervisors will conduct periodic reviews of CAP cases to ensure that steps are taken to identify, screen and process cases in CAP identified facilities. Supervisors will ensure that DO's are managing their assigned dockets in accordance with ICE/Baltimore Field Office guidelines and procedures. At a minimum, supervisors will monitor the blue floor (daily) and review the CAP Docket (weekly) to ensure that cases are being worked, and processed.

Other CAP responsibilities:

Nothing in this document prevents the implementation of previous, newly acquired or future CAP procedural guidelines. This document serves as a guideline and reference point for standard CAP procedures and functions. Officers/Agents will utilize this procedural reference guide when warranted and/or direct guidance is needed.

Policy Change:

This policy is subject to periodic review and updates and will be distributed to all staff when modifications are made.

APPROVED BY

(b)(6), (b)(7)(C)

Assistant Field Office Director

DATE: 7/18/08

ENFORCEMENT PROTOCOLS FOR ICE OFFICES OF INVESTIGATIONS AND DETENTION AND REMOVAL

Faced with an enormous challenge, it is essential that the ICE Office of Detention and Removal (DRO) and the ICE Office of Investigations (OI) communicate, collaborate and cooperate in their respective and complimentary immigration enforcement missions. To ensure this occurs, the following enforcement protocols are being established to eliminate any confusion on the part of either program. These protocols will provide definitive national guidance for the interaction of both programs but can be superseded by local protocols mutually developed by DRO FODs and OI SACs within their respective areas of responsibility, with the concurrence of the DRO and OI HQ Directors.

MISSIONS

Office of Investigations – OI is the largest investigative component within the Department of Homeland Security (DHS). OI, within ICE, is responsible for conducting criminal investigations for violations of immigration and customs statutes.

Office of Detention and Removal – DRO is a rapidly expanding program with the responsibility for ensuring that all removable aliens are detained in a safe environment and expeditiously removed from the United States. DRO has the responsibility for detaining and removing illegal aliens apprehended by ICE, CBP and, as resources allow, other law enforcement entities.

It is the vision of ICE for DRO to assume primary responsibility for non-investigative administrative arrests, for example, state and local law enforcement response to interdiction of immigration violators or probation and parole referrals. SACs and FODs are encouraged to initiate discussions to implement transfer of these responsibilities in areas where the FOD has the resources and can meet current goals and priorities. Absent sufficient local resources, headquarters staff from OI and DRO will meet quarterly to assess the resource requirements needed to transfer this responsibility.

Key Points – Facing a common formidable immigration responsibility, as key programs within a single agency, OI and DRO will seek to support each other wherever, whenever and however possible. In addressing their complimentary immigration enforcement missions, OI may conduct administrative immigration enforcement, such as worksite or gang enforcement related to its criminal work and DRO may conduct criminal immigration enforcement related to its administrative work. Neither area is exclusive to either program. However, both programs will take all measures to ensure that the other is fully cognizant of their related enforcement efforts in order to eliminate redundancy and enhance officer safety. Further, DRO will gain the concurrence of OI before undertaking any criminal immigration enforcement efforts except for those Title 8 USC 1326 criminal cases evolving from DRO's CAP and Fugitive Operation efforts, Title 8 USC 1252 (Violating Conditions of Release Pending Deportation & Preventing Deportation) and

Title 8 USC 1253 (Penalties Related to Removal).¹ An OI response to any such DRO inquiry should be forthcoming within 24 hours of receipt. It is expected, following the full vetting of DRO criminal targets, that in most instances, DRO will proceed with its planned criminal enforcement efforts.²

PROTOCOLS

Coordination – In order to coordinate their respective law enforcement operations and to more effectively coordinate their respective interaction with other law enforcement and intelligence gathering agencies, OI and DRO will adhere to the following guidelines:

- **FODs and SACs will, at a minimum, meet on a monthly basis to discuss items of mutual concern and to coordinate efforts between the two offices at the field level. Within HQ, the OI and DRO Assistant Directors for Operations will meet monthly to discuss national operational issues.**
- **SACs and FODs will designate, within their respective offices, a senior manager at no less than the ASAC or AFOD level to act as the principal liaison to their counterpart component. These liaisons will act as the primary points of contact for OI and DRO within each AOR.**
- **FODs and SACs will collaborate regarding staffing levels to ensure that their respective offices are responsive to inquiries/referrals from their counterparts and will make contact numbers for duty agents/officers available. The liaison ASACs and AFODs or their designated representatives will be available 24/7 for call-out support to coordinate after hours response.**
- **Media and Congressional interactions will be coordinated to ensure both entities are fully aware of any media releases and significant congressional inquiries regarding operations.**
- **OI and DRO will collaborate in operational planning at the earliest opportunity when it is anticipated that resources will be requested or impacted by an enforcement action.**
- **At all levels, prior to implementation, DRO and OI will coordinate the development of any internal policy or procedure change that is likely to impact the other.**

¹ In instances when the violator has a history of core violations that fall under the purview of OI notification to the OI duty agent is required.

² DRO may present cases for prosecution for criminal violations in accordance with the points outlined within this document.

- SACs and FODs will facilitate training of their counterpart employees. Local OI offices will develop briefings to familiarize DRO personnel with their investigative priorities and the various types of criminal investigations conducted by OI to assist DRO personnel in making informed decisions on how to proceed upon the initial encounter of criminal evidence, information or assets for seizure. Particular regard will be paid to Human Smuggling and Trafficking, Bulk Cash Smuggling, narcotics and weapons smuggling, and National Security matters.
- FOD offices will develop briefings to familiarize SAC personnel with local priorities and procedures related to CAP, the National Fugitive Operations program, Detention Management, removal processing, and the appropriate processing of juvenile detainees.
- FODs and SACs will also be encouraged to establish additional developmental training assignments for newly hired DRO and OI personnel.
- When OI becomes cognizant that an immigration fugitive is also the subject of an OI criminal investigation, OI will notify and coordinate with DRO. Similarly, when DRO becomes cognizant that a Fugitive Operation's target is also the subject of an OI criminal investigation, DRO will notify and coordinate with OI. De-confliction at the earliest possible time is in the best interest of both programs.
- OI will notify DRO of confidential informants or cooperating defendants who are known to be, or suspected of being, foreign fugitives or immigration fugitives.³ DRO will work with OI to ensure that those individuals are not taken into custody by Fugitive Operations Teams until coordinated with OI.
- SACs and FODs will maintain metrics for responses to all local calls for assistance.

Investigative Referrals -

- DRO will refer all matters of suspected national security interest or criminal activity involvement, not defined within this document, to OI immediately upon discovery. This includes whether the information is self-generated or derived from a third agency.
- Any information obtained by DRO from detainees or fugitives related to any criminal activities normally investigated by OI or by another federal agency will be referred to OI for dissemination to the appropriate third agency, i.e., FBI, DEA, ATF, etc.

³ Foreign fugitive is defined as a subject amenable to an ICE administrative arrest and wanted by a foreign law enforcement entity for violations of local law.

- Administrative arrests of gang members by ICE will be entered into ENFORCE and TECS. SAC offices will enter DRO arrests into TECS pending OI training of DRO personnel to assume this responsibility.

Transportation/Processing/Detention Support –

- As partner programs within the same agency, DRO and OI will coordinate transportation, processing and detention support as delineated below.
- OI will retain responsibility for the administrative processing of aliens arrested incidental to their criminal and administrative investigations. However, in all joint operations, DRO and OI will coordinate and share all administrative processing and transportation responsibilities.
- It is the vision of ICE, in areas where feasible, that DRO and OI will collaborate to develop transportation and processing contracts.
- DRO is responsible for detention and transportation budgets and accountability. FODs and SACs will work together to identify and remedy detention and transportation deficiencies within their AOR and will jointly identify solutions including the use of inter-governmental service agreements (IGSAs).

Conflict Resolution –

- FODs and SACS are strongly encouraged to resolve conflicts at the lowest level.
- Matters of disagreement or dispute regarding daily operations shall be timely addressed and resolved. Issues that cannot be satisfactorily resolved between the AFODs and ASACs will be brought to the attention of the FOD and SAC for immediate resolution.
- In the unlikely event that an issue cannot be resolved at the FOD/SAC level, both the FOD and SAC shall prepare a written summary of the issue, which will be reviewed jointly by the DRO and OI Assistant Directors for Operations.



John P. Torres
Director

Office of Detention and Removal Operations



Marcy M. Forman
Director

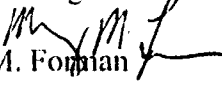
Office of Investigations

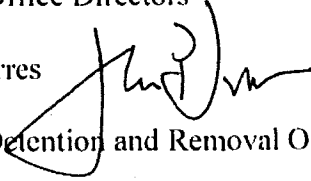


U.S. Immigration
and Customs
Enforcement

AUG 20 2007

TO: All Special Agents in Charge and Field Office Directors

FROM: Marcy M. Fontana  Director,
Office of Investigations

John P. Torres  Director,
Office of Detention and Removal Operations

SUBJECT: DRO/OI Protocols

The Offices of Investigations (OI) and Detention and Removal Operations (DRO) announce the issuance of the attached DRO/OI Protocols. They are the result of joint alliance between the OI and DRO, written in the spirit of establishing one ICE culture, regardless of assignment or program, with all components working together in a joint effort to ensure the continued success of ICE.

The enforcement protocols provide a road map for the critical roles played by each program; identify the goals, objectives and mission of each program; and provide building blocks for enhanced ICE partnership. Most importantly, the document ensures that the complimentary roles of both programs continue to develop as the external demands increase. As we continue to work and grow together in a collaborative effort, we will further build upon the foundation set forth within this document.

Please disseminate the attached to all personnel within your areas of responsibility. As we move forward, we will continue to assess the parameters defined herein to assure they remain effective and relevant as the agency mission continues to evolve.

At the end of the day, we as an agency must continue to work together to secure the Homeland, and continually work to achieve the goals outlined in the attached protocols. While we must accept that both programs face limited capacities, we are committed to work together at all levels to ensure the success of both programs as we move forward.

22. CAP Concept of Operations (CONOPS)

FOR OFFICIAL USE ONLY



U.S. Immigration
and Customs
Enforcement

OIG REVIEW – CAP Document Request

1. Documentation that establishes the date DRO combined IRP and ACAP and assumed responsibility for CAP
 - A. See attachments
 - (b)(6), (b)(7)(C)
 - HQ CAP PH: 202-732 (b)(6)
 - HQ CAP Share Drive – CAP Folder, CAP Operations Folder
 - February 9, 2009
 - N/A
2. ICE Criminal Alien Program Charter
 - A. The mission of the Criminal Alien Program is to identify and process criminal aliens incarcerated in Federal, State and local correctional institutions and jails who have no legal right to remain in the United States after completion of their sentence.
 - (b)(6), (b)(7)(C)
 - El Paso Field Office/Detailed to CAP HQ PH: 202-732 (b)(6)
 - HQ CAP Share Drive – PowerPoint Presentation
 - February 9, 2009
 - N/A
3. ICE's conceptual methodology developed within the agency's plan to identify and remove deportable aliens (Reason Requesting: HR 110-862's reference to the 2008 Appropriation's Act that provided ICE with \$200 million) **SECURE COMMUNITIES**
 - A. See attachments
 - Name of person who extrapolated/pulled the data;
 - Office they are assigned to and direct office telephone number;
 - The full name of the system from which it was pulled (no acronyms or abbreviations);
 - The date on which it was pulled;
 - Any model that was applied to determine an average or projected figure.
4. Program documentation that contains the goals and objectives of the CAP program and all other programs within ICE that support activities to identify and remove deportable criminal aliens
 - A. See attachments
 - (b)(6), (b)(7)(C)
 - HQ CAP PH: 202-732 (b)(6)

- Marc Rapp (Deputy Director, Secure Communities) 202-732- (b)(6)
 - February 9, 2009
 - N/A
5. CAP Program strategic plans (FY 07, 08, and 09)**MSD, OSLC (287g)**
- A. See attachments
- (b)(6), (b)(7)(C)
 - HQ CAP PH: 202-732- (b)(6), (b)(7)(C)
 - HQ CAP Share Drive
 - February 9, 2009
 - N/A
6. Performance metrics specific to deportable criminal alien identification and removal
MSD
- A. See attachments
- (b)(6), (b)(7)(C)
 - HQ CAP PH: 202-732- (b)(6)
 - HQ CAP Share Drive
 - February 9, 2009
 - N/A
7. ICE organization chart as it relates to deportable criminal alien identification and removal activities
- A. See attachments
- (b)(6), (b)(7)(C)
 - HQ CAP PH: 202-732- (b)(6)
 - Criminal Alien Division PowerPoint Presentation
 - February 9, 2009
 - N/A
8. List of all ICE offices and points-of-contact within those offices that conduct deportable criminal alien identification and removal operations
- A. See attachments
- (b)(6), (b)(7)(C)
 - Atlanta Field Office/Detailed to HQ CAP PH: 202-732- (b)(6)
 - HQ CAP Share Drive – CAP Folder, CAP Operations Folder
 - February 9, 2009
 - N/A
9. Copies of MOUs that establish deportable criminal alien identification reporting agreements between ICE and state and local facilities **OSLC(287g)**
- A. See attachments

- Name of person who extrapolated/pulled the data;
 - Office they are assigned to and direct office telephone number;
 - The full name of the system from which it was pulled (no acronyms or abbreviations);
 - The date on which it was pulled;
 - Any model that was applied to determine an average or projected figure.
10. List of DRO field offices and other ICE offices that conduct deportable criminal alien identification and removal activities
- A. See attachments
- (b)(6), (b)(7)(C)
 - Dallas Field Office/Detailed to HQ CAP PH: 214-437- (b)(6)
 - HQ CAP Share Drive – CAP Folder, CAP Operations Folder, CAP Surge, Reports
 - February 9, 2009
 - N/A
11. List of state and local deportable criminal alien identification and deportation external stakeholders
- A. See attachments
- (b)(6), (b)(7)(C)
 - El Paso Field Office/Detailed to CAP HQ PH: 202-732- (b)(6)
 - The Office of State and Local Coordination provided the data
 - February 9, 2009
 - N/A
12. List of state and local detention facilities that have deportable criminal alien identification and deportation agreements with ICE
- A. See attachments
- (b)(6), (b)(7)(C)
 - El Paso Field Office/Detailed to CAP HQ PH: 202-732- (b)(6)
 - The Office of State and Local Coordination provided the data
 - February 9, 2009
 - N/A
13. Criminal alien identification through deportation process map
- A. See attachments
- (b)(6), (b)(7)(C)
 - HQ CAP PH: 202-732- (b)(6)
 - HQ CAP Share Drive
 - February 9, 2009
 - N/A
14. Reports of CAP Team Surge Operations (Jun. 07 - Dec. 08)

A. See attachments

- (b)(6), (b)(7)(C)
- HQ CAP PH: 202-732- (b)(6)
- HQ CAP Share Drive
- February 9, 2009
- N/A

15. Quarterly progress reports to the Congress on its efforts to identify and remove deportable criminal aliens (Reason for request: HR 110-862's reference to quarterly progress reports) **SECURE COMMUNITIES**

A. See attachments

- Name of person who extrapolated/pulled the data;
- Office they are assigned to and direct office telephone number;
- The full name of the system from which it was pulled (no acronyms or abbreviations);
- The date on which it was pulled;
- Any model that was applied to determine an average or projected figure.

16. List of CAP teams and their locations

A. See attachments

- (b)(6), (b)(7)(C)
- HQ CAP PH: 202-732- (b)(6)
- HQ CAP Share Drive – CAP Folder, CAP Operations Folder, Deployment, Staff
- February 9, 2009
- N/A

17. List of IT systems that support ICE's deportable criminal alien identification and removal efforts

A. See attachments

- (b)(6), (b)(7)(C)
- HQ Executive Information Unit DRO Modernization and IT Unit PH: 202-732- (b)(6)
- Draft CAP Manual
- February 9, 2009
- Utilized the draft CAP Manual along with internal discussions and research to create the attached document

18. CAP Appropriations for FY 2007, 2008, and 2009

A. FY 07	137,494,000
FY 08	178,829,000
FY 09	189,069,000

FY 2009 Appropriations Act: http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=110_cong_bills&docid=f:h2638enr.txt.pdf

FY 2008 Appropriations Act: [http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=110 cong bills&docid=f:h2764enr.txt.pdf](http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=110_cong_bills&docid=f:h2764enr.txt.pdf)

FY 2008 Appropriations Act: [http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109 cong bills&docid=f:h5441enr.txt.pdf](http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109_cong_bills&docid=f:h5441enr.txt.pdf)

- (b)(6), (b)(7)(C)
- Mission Support HQ PH: 202-732- (b)(6)
- Library of Congress (thomas.loc.gov) and the Appropriations of FY 07, 08, and 09
- February 6, 2009
- N/A

19. Monthly CAP reports (Jun. 07 - Dec. 08)

B. See attachments. Unable to locate prior to March 2008 when EIU took over reporting

- (b)(6), (b)(7)(C)
- ICE HQ Executive Information Unit PH: 202-732- (b)(6)
- Data is submitted weekly from the 24 Field Offices and compiled into one monthly report
- February 9, 2009
- N/A

20. Documentation of manual and electronic CAP statistical reporting requirements

A. See attachments

- (b)(6), (b)(7)(C)
- El Paso Field Office/Detailed to CAP HQ PH: 202-732- (b)(6)
- HQ CAP Share Drive – CAP Folder, CAP Operations Folder, Memos
- February 9, 2009
- N/A

21. Policies and procedures for deportable criminal alien identification and removal operations

A. See attachments

- (b)(6), (b)(7)(C)
- HQ CAP PH: 202-732- (b)(6)
- HQ CAP Share Drive – CAP Folder, CAP Operations Folder, Memos
- February 9, 2009
- N/A

22. CAP Concept of Operations (CONOPS) POLICY, CAP

A. See attachments

- Name of person who extrapolated/pulled the data;
- Office they are assigned to and direct office telephone number;
- The full name of the system from which it was pulled (no acronyms or abbreviations);
- The date on which it was pulled;
- Any model that was applied to determine an average or projected figure.

Information approved by: Gregory J. Archambeault
Acting Assistant Director, Enforcement

Information provided by: (b)(6), (b)(7)(C)
Acting Unit Chief, CAD
202-732-(b)(6)

Information Reviewed by: Enrique Lucero
Acting Deputy Assistant Director, CAD
202-732-(b)(6)

Date: February 13, 2009

Criminal Alien Program (CAP)

Transition Plan



United States Immigration & Customs Enforcement
Office of Detention & Removal Operations
Office of Investigations

Washington, DC
May 2007

Plan for the Transition of the Criminal Alien Program from the Office of Investigations to the Office of Detention and Removal Operations

Document Name: **Criminal Alien Program Transition Plan**

Publication Date: **May 2007**

Approval: _____ (date)

John P. Torres
Director
Office of Detention and Removal Operations

Concurrence: _____ (date)

Marcy M. Forman
Director
Office of Investigations

Concurrence: _____ (date)

John P. Clark
Deputy Assistant Secretary

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Document Owners: The primary contacts for questions regarding this document are:

(b)(6), (b)(7)(C)
Deputy Assistant Director
Criminal Alien Division
Phone: (202) 616 (b)(6)
E-mail: (b)(6), (b)(7)(C)

(b)(6), (b)(7)(C)
Unit Chief
Criminal Alien Program
Phone: (202) 616 (b)(6)
E-mail: (b)(6), (b)(7)(C)

(b)(6), (b)(7)(C)
Unit Chief
Criminal Alien Program
Phone: (202) 616 (b)(6)
E-mail (b)(6), (b)(7)(C)

(b)(6), (b)(7)(C)
Office of Investigations
Office of Investigations Law Enforcement Liaison
Phone: (202) 307 (b)(6)
(b)(6), (b)(7)(C)

OLD DRAFT

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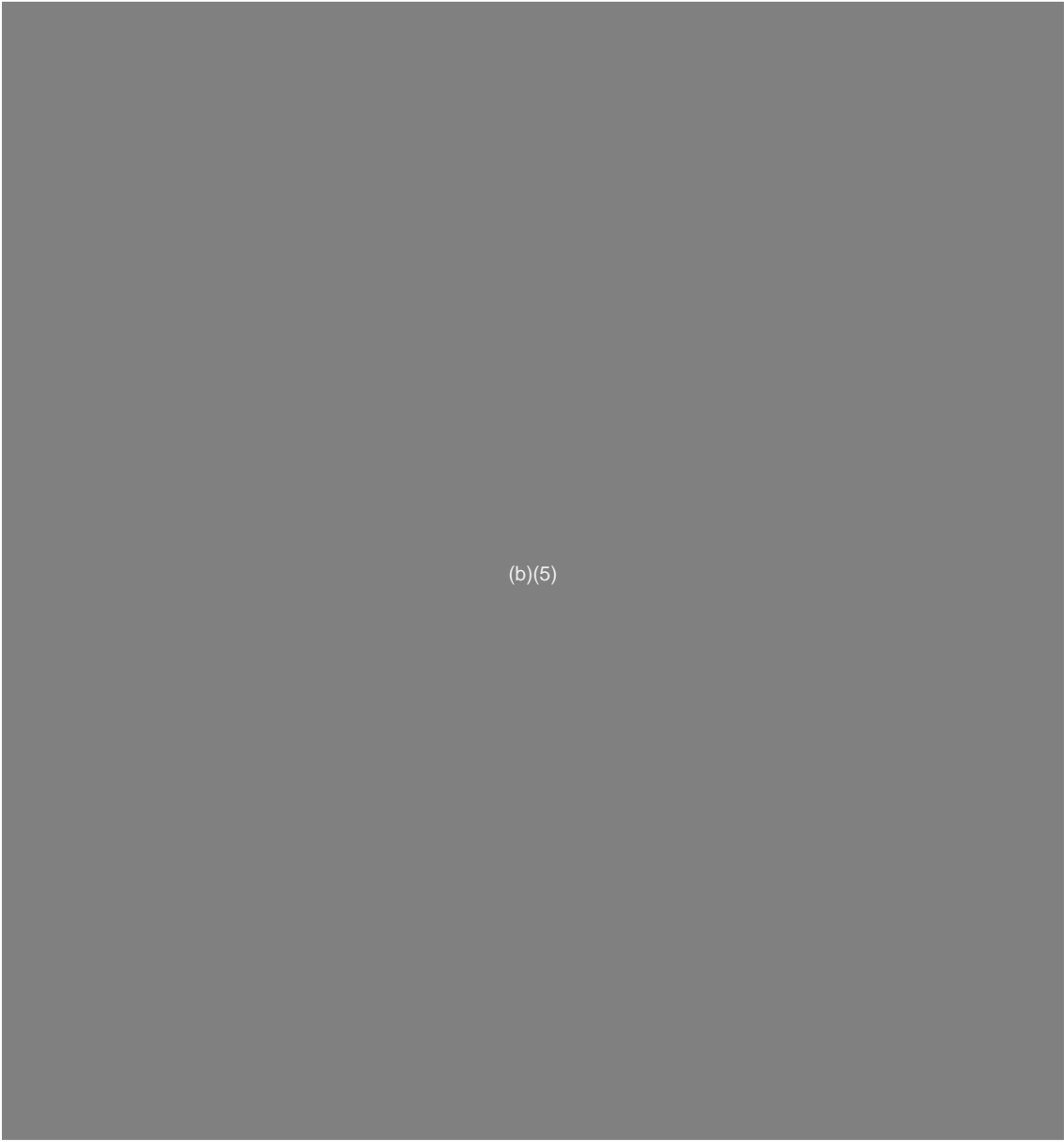
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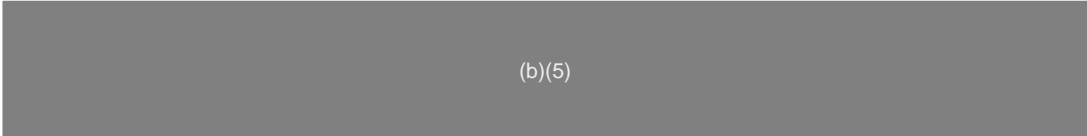
Executive Summary

(b)(5)



(b)(5)

I. Definitions



(b)(5)

(b)(5)

|

(b)(5)

IV. Responsibilities

(b)(5)

(b)(5)

v. CAP Goals and Strategies

(b)(5)

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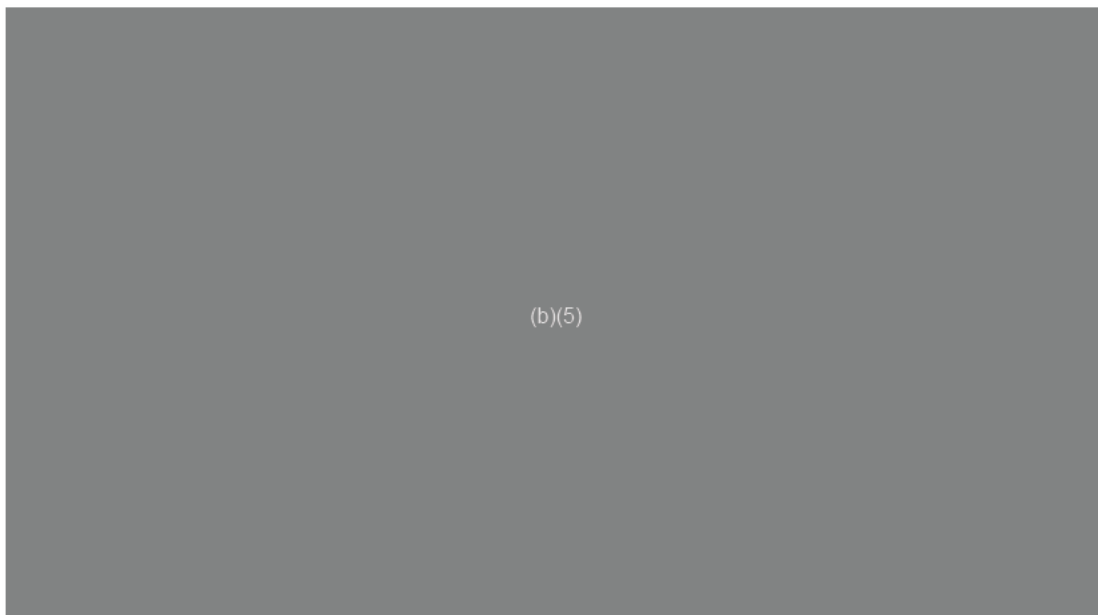
VI. Action Items

(b)(5)

AFT

Transition Execution Plan

A. Overview



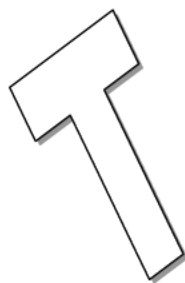
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B. Deployment Schedule

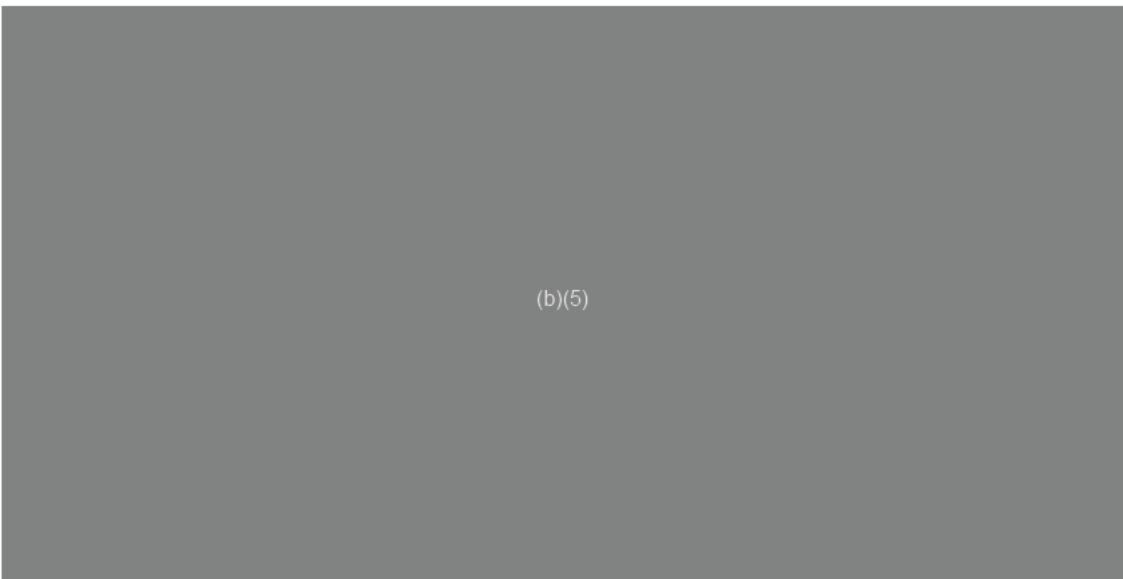
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D. Funding of (b)(7) CAP positions (b)(7) CAP Teams)

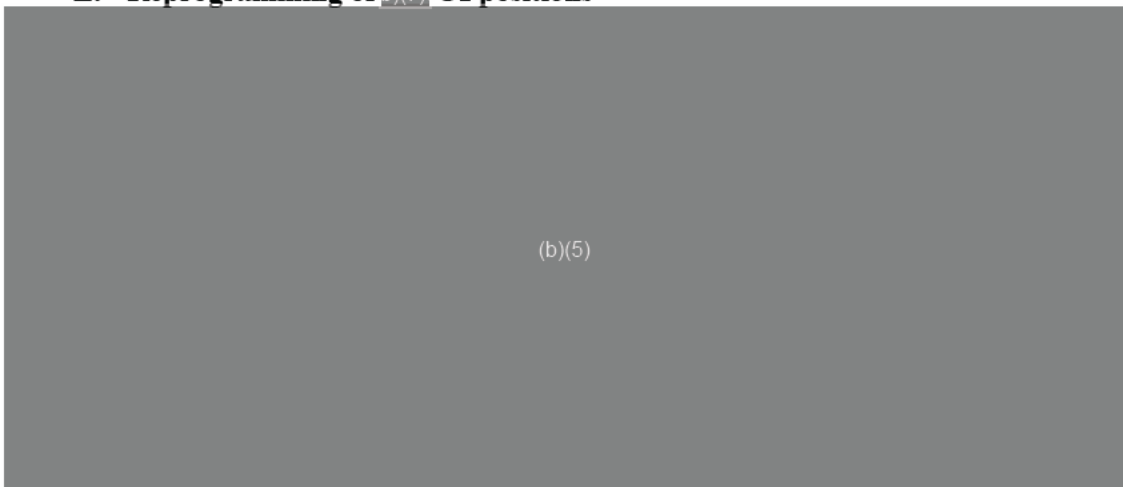
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(b)(5)

includes two SAC Offices (Tampa and Miami)

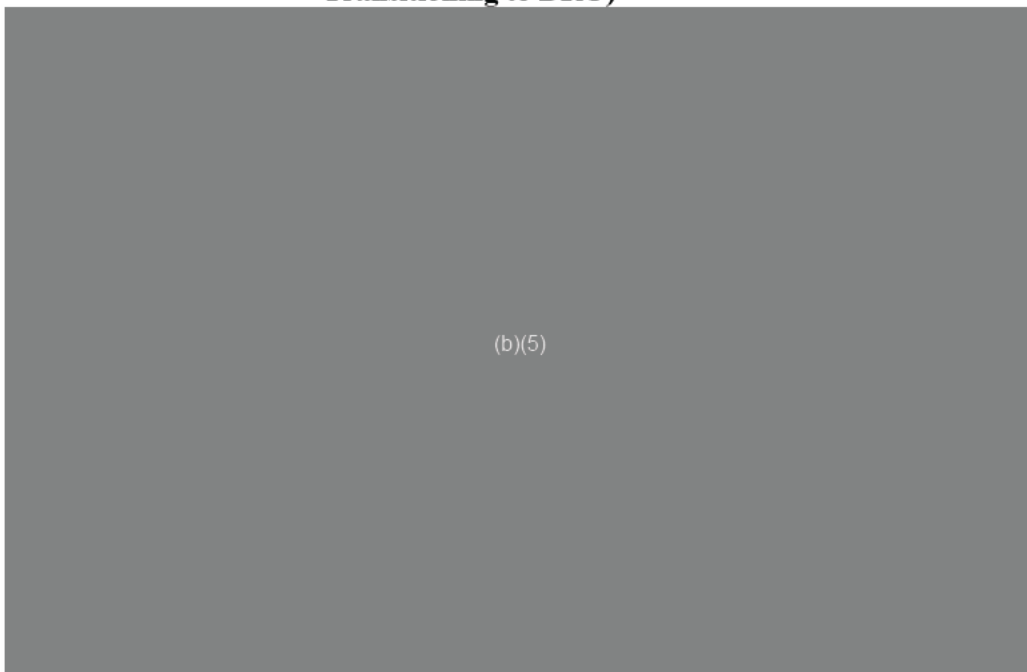
E. Reprogramming of (b)(7) OI positions



(b)(5)

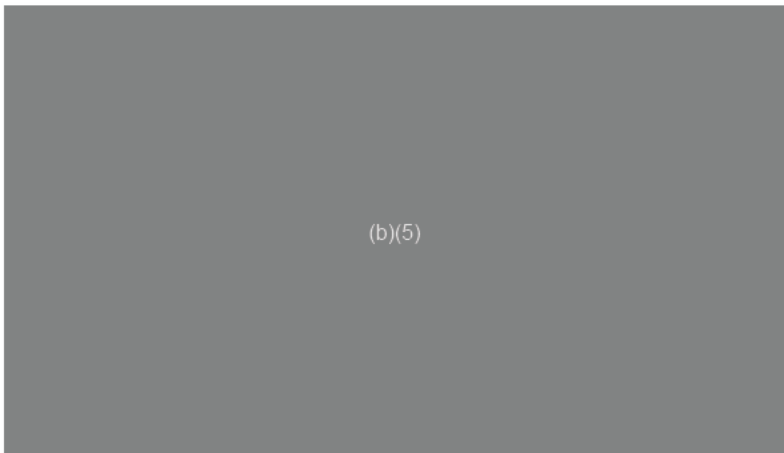
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**End State Deployment (Totals of Charts I, II & III & OI Personnel
Transitioning to DRO)**



(b)(5)

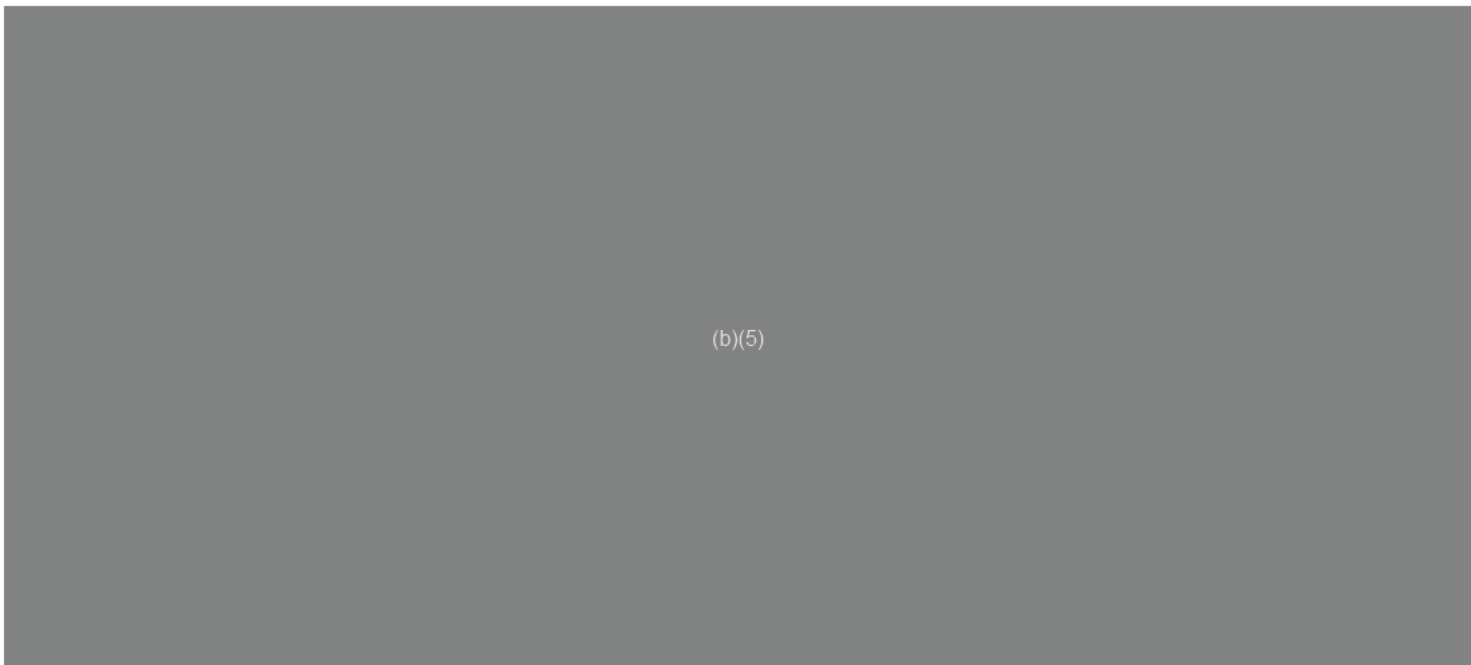
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(b)(5)



**VIII. SUBJECTS OR VIOLATORS OF INVESTIGATIVE INTEREST
ENCOUNTERED BY DRO**



(b)(5)

IX. CONCLUSION

(b)(5)

APPENDIX A - IEAs Needed by Field Office/State as Stated by DRO

(b)(5)

APPENDIX A - IEAs by Field Office/State as Stated by DRO

(b)(5)

APPENDIX A - IEAs by Field Office/State as Stated by DRO

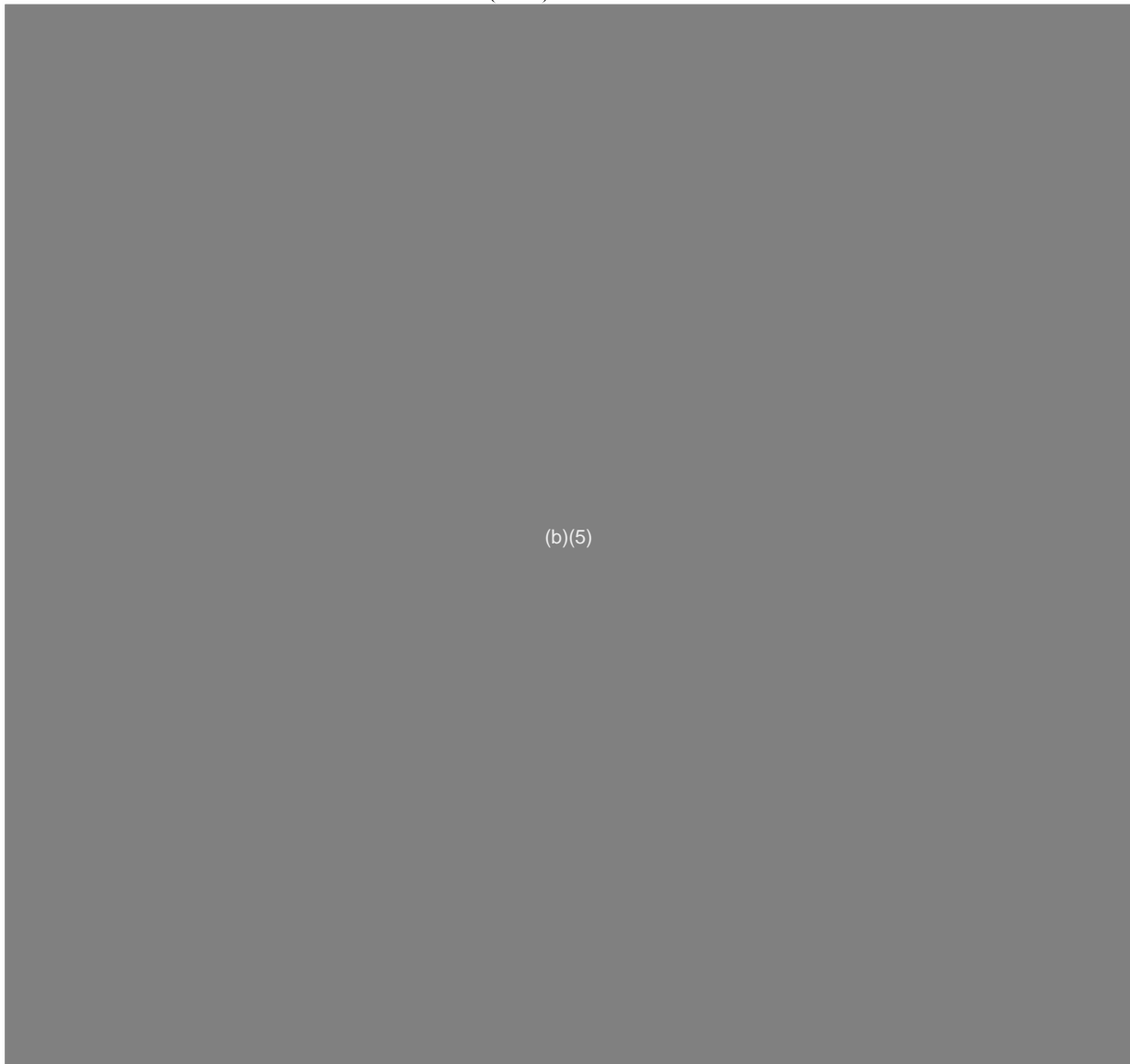
(b)(5)

APPENDIX B – Current and Projected Personnel Costs as Stated by DRO
Dollars in Thousands (\$000)

(b)(5)

APPENDIX C – Current and Projected Detention Teams as Stated by DRO

Dollars in Thousands (\$000) **2006** **2007** **2008**



(b)(5)

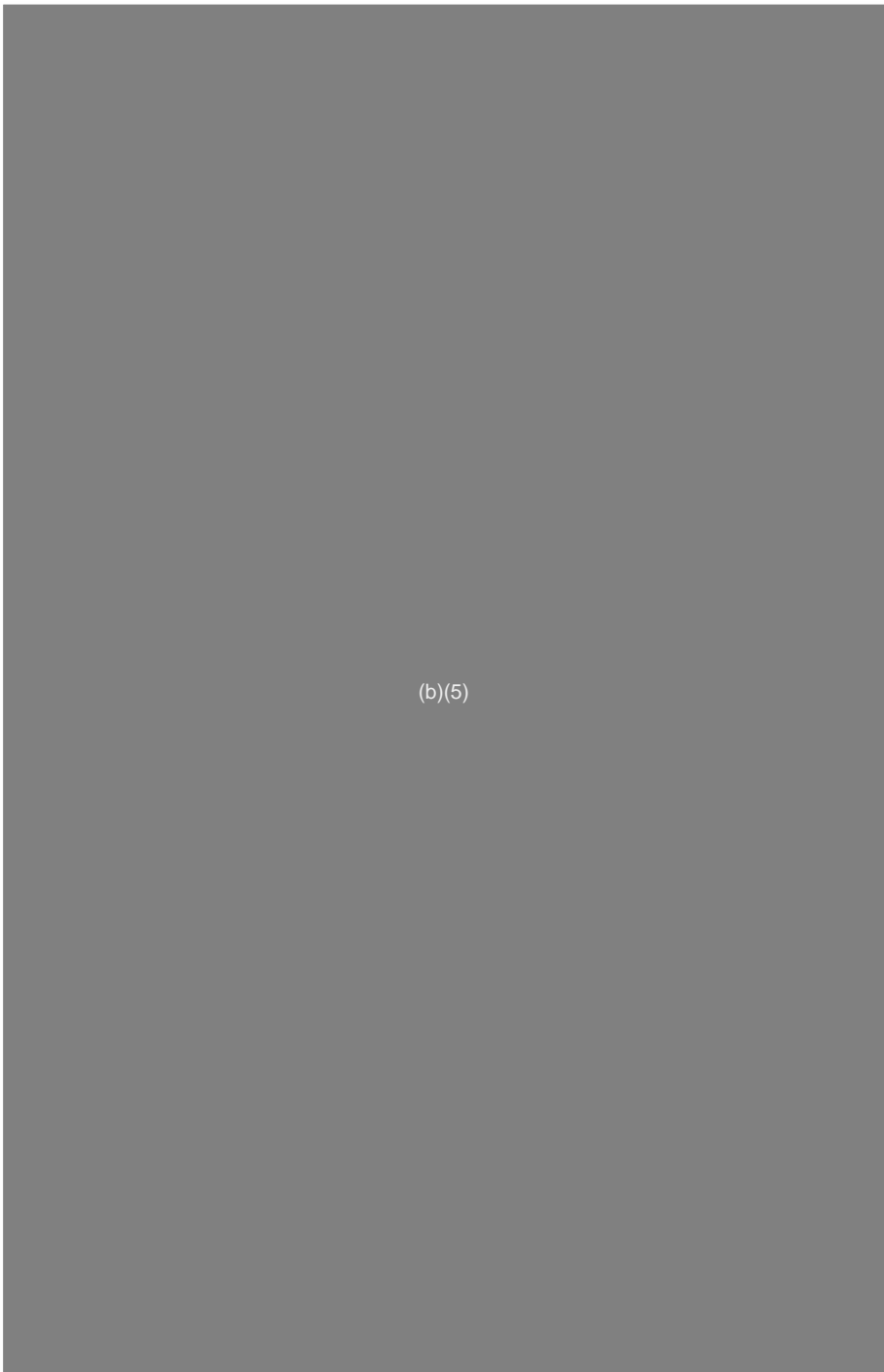
APPENDIX D – DRO Deployment to Replace S/As as Stated by DRO

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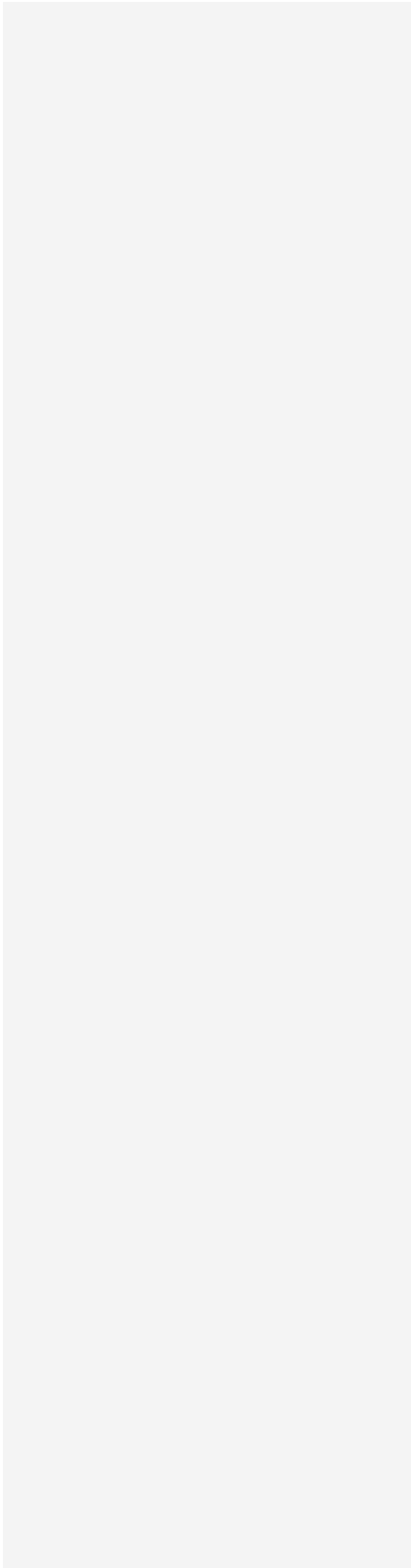
APPENDIX D – DRO Deployment to Replace S/As (cont.) as Stated by DRO

(b)(5)

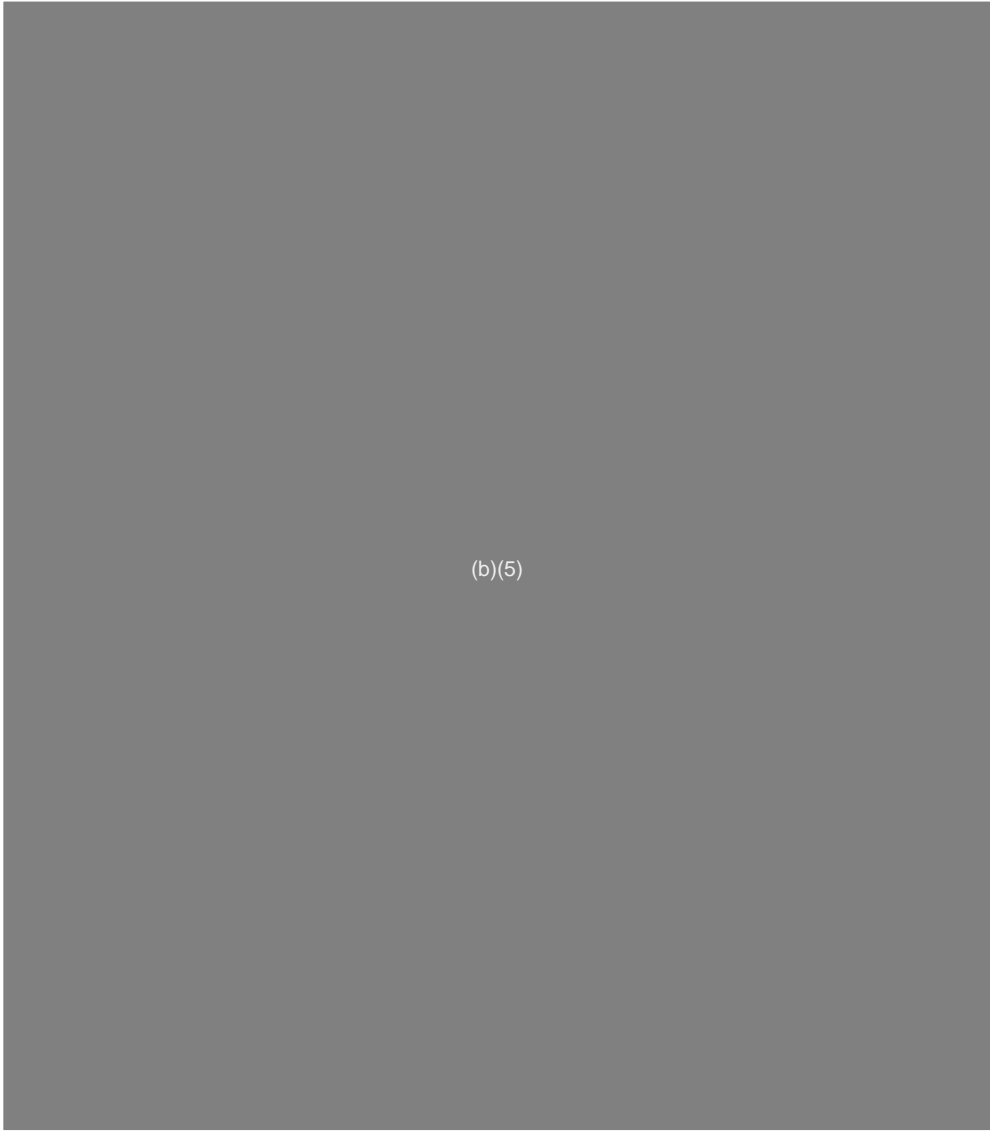
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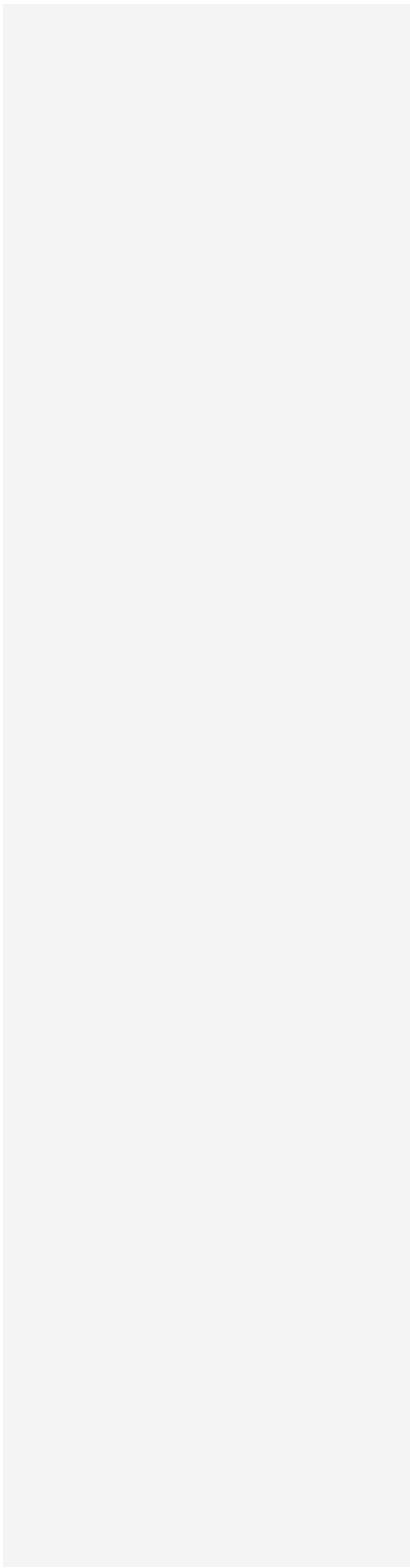
(b)(5)



**APPENDIX F-OI PROVIDED SPECIAL AGENT COVERAGE AS OF
APRIL 26, 2007**



(b)(5)



Chapter 25: Criminal Aliens

- 25.1 General
- 25.2 Sources of Information
- 25.3 Interagency Liaison
- 25.4 Applicable Law
- 25.5 Organized Crime Operations
- 25.6 Criminal Alien Program Definitions

References:

INA: 212, 237, 287

Other: Crimes Involving Moral Turpitude (INSERTS Infobase)

25.1 General.

Investigations targeting criminal aliens have accounted for a large and important segment of the investigative workload of the Service. Congress has urged the Service to become more active in investigating criminal activity within the alien population. Special agents of the Service assigned to various task forces work closely with other law enforcement agencies to combat drug-related and other serious criminal activities. Agents not assigned to one of the task forces may nonetheless spend a considerable amount of time involved with criminal matters.

The balance of this chapter will discuss investigative procedures relating to investigations targeting criminal aliens.

25.2 Sources of Information.

Not Responsive

Not Responsive

25.3 Interagency Liaison.

Not Responsive

Not Responsive

25.4 Applicable Law.

Not Responsive

Not Responsive

Not Responsive

Not Responsive

Not Responsive

25.5 Organized Crime Operations.

Not Responsive

25.6 Criminal Alien Program Definitions.

In order to provide accurate statistical information for reports to Congress and others relating to the achievements of the Service's criminal alien program, the following definitions have been adopted for use by field offices collecting and compiling such data:

A criminal alien (CA) is an alien convicted of a charge that would render him/her inadmissible or deportable under the criminal or narcotic provisions of the Act. These provisions include sections 212(a)(2)(A), 212(a)(2)(B), 212(a)(2)(C), 212(a)(6)(E), 237(a)(1)(A) if the underlying ground of inadmissibility is included in this paragraph, 237(a)(1)(E), 237(a)(2), or 237(a)(3). There must be a conviction and the alien must be inadmissible or deportable as a direct result of the conviction.

An alien convicted of another offense (CO) is one who has been convicted of charges that do not render him/her inadmissible or deportable under the criminal or narcotic provisions cited in the previous paragraph. Included in this category are alien status violators or EWIs with a conviction that does not meet the conditions of any of the grounds of inadmissibility or deportability cited above. This definition also includes aliens convicted of other violations of 8 U.S.C. or section 237(a)(1)(C).

A criminal suspect/law enforcement referral (SR) is an alien status violator turned over to the Service in lieu of prosecution, or apprehended by the Service on non-INS charges against whom prosecution is denied. This category relates to aliens who are deportable but who have not sustained a criminal conviction. Included are alien status violators and EWIs arrested by other law enforcement agencies and turned over to the Service without being prosecuted. In the case of an arrest by the Service, a completed declination sheet, Form G-197, must be included in the alien's file prior to initiation of removal proceedings.

Criminal Alien Program

The Criminal Alien Program (CAP) is a unit within the Criminal Alien Division (CAD) which focuses on identifying criminal aliens who are incarcerated within federal, state, and local facilities thereby ensuring that they are not released into the community by securing a final order of removal prior to the termination of their sentence. The identification and processing of incarcerated criminal aliens prior to release reduces the overall cost and burden to the federal government as the number of aliens detained by ICE, upon expiration of sentence will be minimized. It is also the intention of CAP to process to remove criminal aliens upon completion of their sentence.

CAP ensures that these aliens are not released back into the community before they are removed from the United States. Historical evidence of the program shows that CAP is an effective approach for the prevention of criminal recidivism, which ensures that removable aliens are removed after a removal order attained. The workload for each ICE officer is about 300 charging documents served per year. This figure encompasses the number of interviews and record checks of individuals that are not amenable to removal but are of foreign birth.

The Office of Investigations (OI) is working with the Office of Detention and Removal (DRO) to assume responsibility of the Institutional Removal Program and the Alien Criminal Apprehension Programs (now CAP). By transferring these programs to DRO, ICE will use less costly Immigration Enforcement Agents (IEA) to replace ICE Special Agents currently performing criminal alien duties allowing Special Agents to do more complex investigative work.

The transition of the Institutional Removal Program and Alien Criminal Apprehension Program from OI to DRO has already occurred in several locations to date. DRO has consolidated these two related programs into one, titled the Criminal Alien Program (CAP). As of October 2005, 13 field offices are transitioning OI employees (Immigration Enforcement Agents, Supervisory Immigration Enforcement Agents, and Investigative Assistants) over to DRO. The first phase of the transition effort is limited to primarily federal detention facilities of the IRP program. When CAP is fully transitioned over to DRO, all incarcerated criminal aliens would be the primary responsibility of DRO, upon completion of a full transition which would include Federal, State and Local jails where there currently is an OI presence.

Section 287 (g) of the Immigration and Nationality Act (INA) authorizes the Secretary of the U. S. Department of Homeland Security to enter into agreement with state and local enforcement agencies. This agreement allows designated officers to perform immigration law enforcement functions pursuant to a Memorandum of understanding (MOU), provided that the local law enforcement officers receive appropriate training and function under the supervision of sworn immigration officers. Currently DRO and OI are working together towards the expansion of the 287 (g) Delegation of Authority program into state/county facilities, as this would be of great benefit to the CAP program.

Deliverables in the Transition of CAP from OI

Deliverable	Timeline	Forum	Lead	Supporting	Comments
Goal 1: Identify and remove the criminal alien population incarcerated in Federal, State and Local detention facilities in the United States.					
Objective.1: Interview 90 percent of all foreign-born nationals incarcerated in Federal, State and Local facilities.					
1. OI to reprogram vacant IRP IEA positions to DRO	6 months	OI	DRO ICE OMB	DRO OI	
2. DRO to convert identified vacant IEA Positions into SDDOs, if applicable	6 months	DRO	DRO	DRO Laguna	
3. DRO to modify existing IRP Report, if applicable	3 months	DRO	DRO	DRO	

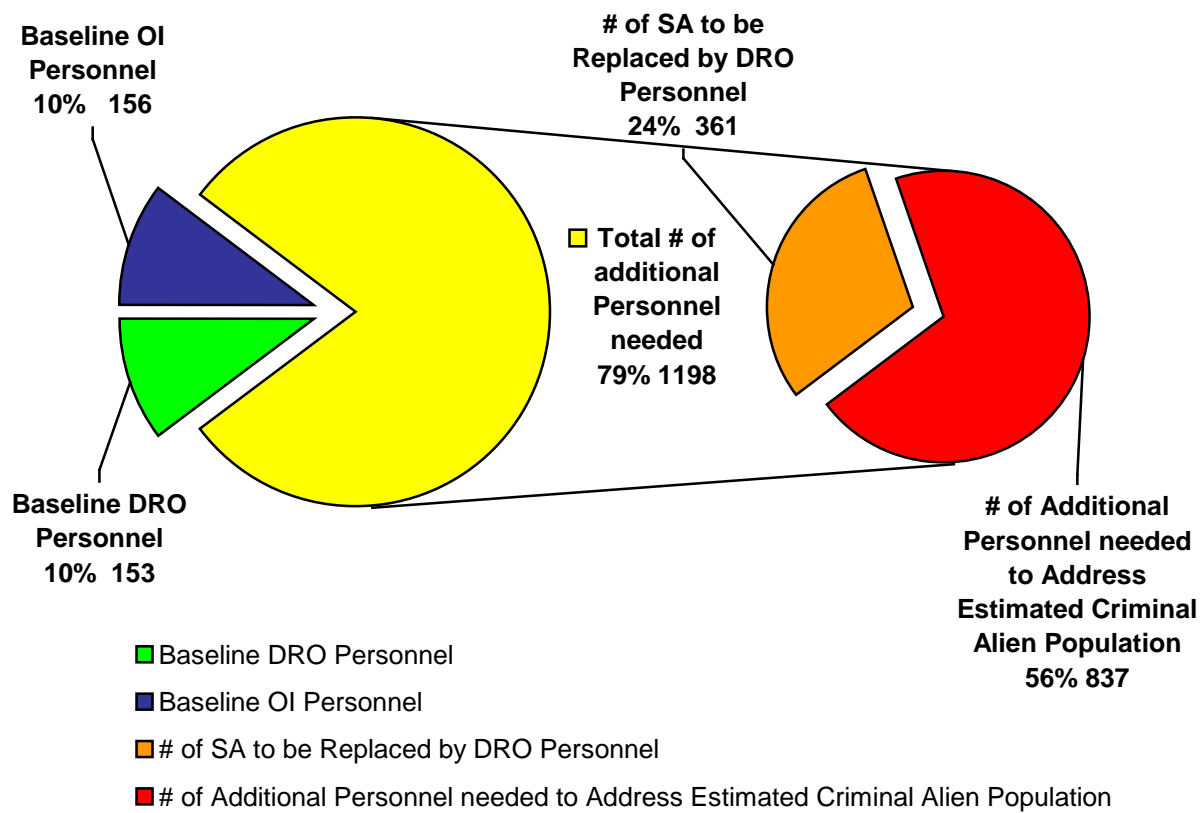
Deliverable	Timeline	Forum	Lead	Supporting	Comments
4. DRO to develop web based reporting system	6 months	DRO	DRO Contractor	DRO Contractor	
5. DRO to implement new automated reporting procedures upon completion of web based system	12 months	DRO	DRO ADP	DRO ADP	
6. DRO to determine operational data needs, develop a database and construct new DRO staffing model and develop.	12 - 18 months	DRO	DRO ADP	DRO ADP	
7. DRO to develop baseline database from FY 2006	24 months	DRO	DRO Contractor	DRO	
8. DRO to collect FY 2007 data	Ongoing	DRO	DRO	DRO	
9. DRO to perform FY 2006 & 2007 comparison	18 months	DRO	DRO	DRO	
10. DRO to identify problem areas and cases	12 - 18 months	DRO	DRO	DRO	
11. DRO to identify priorities for resource requests	24 months	DRO	DRO	DRO	

Deliverable	Timeline	Forum	Lead	Supporting	Comments
12. DRO w/field input to conduct site visits, interviews, focus groups, and work measurement studies	Ongoing	DRO	DRO	DRO	
13. Examine the use and impact of LESC and SDCATC to determine their place as a resource multiplier	18 months	DRO	DRO	DRO	
14. DRO to build staffing model.	45 days	DRO	DRO	DRO	
15. DRO to utilize model staffing results and maintain over time	12 - 18 months	DRO	DRO	DRO	
16. Field Offices to update district assessments of facilities, personnel, and resources	24 months	DRO	DRO	DRO	
17. Headquarters review of field office assessment	Ongoing	DRO	DRO	DRO	
18. DRO to request additional CAP positions.	18 months	DRO	DRO	DRO	
19. DRO w/input from field offices to define prioritization criteria	45 days	DRO	DRO	DRO	

Deliverable	Timeline	Forum	Lead	Supporting	Comments
20. Field Offices to identify and rank all facilities for transition.	12 - 18 months	DRO	DRO	DRO	
21. DRO to provide approval for prioritization of facilities	24 months	DRO	DRO	DRO	
22. OI to reprogram all IEA and support positions to DRO	Ongoing	OI DRO	OI DRO	DRO	
23. 25 DRO to have IEA position descriptions reclassified to include duty of prosecutions	12 - 18 months	DRO	DRO	DRO	
24. Laguna to announce vacant IEA positions	24 months	DRO	ICE DRO	DRO	
25. DRO to realign field office CAP resources to make facilities whole	Ongoing	DRO	DRO	DRO	
26. DRO to move resources, provide necessary training, and fill IEA and support position vacancies	18 months	DRO	DRO	DRO	
27. DRO to evaluate, process, and report transitional progress	45 days	DRO	DRO	DRO	
28. DRO to identify "Best Practices" and potential problem areas	12 - 18 months	DRO	DRO	DRO	

Deliverable	Timeline	Forum	Lead	Supporting	Comments
29. DRO to conduct field survey to verify "Best Practices	24 months	DRO	DRO	DRO	

Transitional Summary of OI, DRO and enhancement positions



U.S. Immigration and Customs Enforcement

U.S. Department of Homeland Security



Institutional Removal Program National Workload Study

September 2004

Prepared by Fentress Incorporated

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EXECUTIVE SUMMARY

This analysis of current and projected workload for the Institutional Removal Program (IRP) was conducted at the request of the Department of Homeland Security (DHS), U.S. Immigration and Customs Enforcement (ICE). The study was developed in response to a 2002 program audit conducted by the Department of Justice (DOJ) Office of the Inspector General (OIG). The results will help to facilitate the pending transfer of the IRP program from the ICE Office of Investigations to the Office of Detention and Removal Operations (DRO).

The IRP was established in 1988 under the name “Institutional Hearing Program” by the legacy Immigration and Naturalization Service (INS). The program objective has remained constant – to identify criminal aliens in custody in federal, state, and local jails and prisons; to target those aliens who are eligible for removal; and to complete the judicial and administrative review proceedings necessary to obtain a final order of removal before the aliens are released. When properly executed, the IRP process saves resources by eliminating the need for ICE to detain the aliens prior to removal.

However, successful IRP program operations require a sufficient number of agents to identify and process criminal aliens, as well as cooperation and accurate information from jails and prisons. This presents ICE with unique challenges, particularly at the state and local levels in locations with extremely high admissions volume.

This study was designed to identify the largest proportion of IRP workload possible while remaining manageable in scope and duration. As such, ICE requested record-level data on non-U.S. citizen admissions from all 50 state Departments of Corrections (DOCs) and from 63 local jails, which were targeted based on the expected volume of foreign-born admissions. By quantifying the workload for these locations and subsequently obtaining the resources needed to process the workload, ICE intends to direct its attention to those areas where the IRP program can have the greatest impact.

- Of the 50 DOCs and 63 jails, 36 DOCs and 45 jails provided usable data for the study, including seven of the ten largest public jails in the nation.
- A total of 8,134,087 inmate admission records were received, of which 1,766,341 were reported as being foreign-born at booking and 1,032,166 contained either missing or indeterminate values for place of birth.¹
- For purposes of the study, “IRP workload” was defined as inmates reported to be foreign-born at the time of admission. Admission records containing missing or indeterminate values for place of birth were not counted.

Although the participation rate was fairly high, the process of requesting data illustrated some of the challenges to successful IRP program operations. For example, several locations engaged in minimal correspondence with ICE in response to inquiries and ultimately did not provide data. Others indicated they could not participate due to staff time constraints or difficulty obtaining approval from decision-makers. Also, the collected data lacked uniformity and required considerable manipulation before they were suitable for analysis. For example, manual effort was required on thousands of records to convert free-text entry fields into uniform coded values. Because of the study’s focused scope, issues of non-participation and data quality could not be addressed; however, they present considerable obstacles to a comprehensive national workload assessment.

The collected data were used to estimate the current IRP workload, analyze the current foreign-born inmate composition (by nationality, offense severity, age, and gender), and forecast future workload for fiscal year (FY) 2004 through FY 2007.

¹ The collected data received could not be fully validated for accuracy. Data fields indicating place of birth are generally populated using information available from prior records and information self-reported by inmates at the time of booking. Thus, errors in the reported place of birth data are possible both from data entry and from inaccurate self-reporting. For example, aliens who falsely reported U.S. citizenship at the time of booking could not be identified based on the data received.

The analysis produced the following key findings **for the locations that provided data** for the study:²

- A total of 382,466 foreign-born inmates were admitted in FY 2003, 346,152 to jails and 36,314 to DOCs.³
- By FY 2007, a total of 379,445 foreign-born admissions are projected for the same jails (a 9.6% increase) and 40,554 for the DOCs (an 11.7% increase).
- The largest concentration of foreign-born jail admissions is found in California, Texas, Florida, Arizona, New York, Illinois, and Georgia. The jails located in these seven states accounted for 90% of the FY 2003 workload and are projected to account for 89% of the FY 2007 workload.
- Mexican-born inmates represent the largest concentration of foreign-born jail and DOC inmates (59.6%). Inmates from El Salvador, Guatemala, and Jamaica represent the next three largest cohorts.
- 58.3% of foreign-born jail inmates remain in custody for three days or less; 83% remain in custody for 30 days or less.
- 32.5% of foreign-born DOC inmates remain in custody for six months or less; 51.8% serve sentences of one or more years.⁴
- 6.2% of foreign-born inmates are charged with Index crimes, 14.1% are charged with drug crimes, and 79.7% are charged with other violations.⁵

Full results are summarized in Chapter 5. Appendix C presents the forecast and workload composition results in detail for each DOC and local jail. The process used to select the statistical methodology is described in detail in Appendix B.

² A full listing of locations that provided data is presented in Chapter 3.

³ These figures include jail inmates from six DOCs that have integrated prison/jail systems: Alaska, Connecticut, Delaware, Hawaii, Rhode Island, and Vermont. The DOC records therefore include the total jail and prison populations.

⁴ The proportion of DOC inmates in custody six months or less is likely inflated by the data from the six DOCs with integrated prison/jail systems, because the DOC records include jail inmates with relatively short lengths of stay.

⁵ Index crimes refer to serious crimes as defined by the Federal Bureau of Investigation (FBI) Crime Index and include murder, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft, and arson.

CHAPTER 1. BACKGROUND

Introduction

This study was conducted at the request of U.S. Immigration and Customs Enforcement (ICE), Department of Homeland Security (DHS), to quantify the workload for the Institutional Removal Program in state and local detention facilities throughout the United States. This section of the report describes the IRP and its goals in 2004, and the history leading up to the study, including the 2002 program audit by the Department of Justice (DOJ) Office of the Inspector General (OIG).

Program Description

The Institutional Removal Program (IRP) was first established in 1988 under the name “Institutional Hearing Program” under the legacy Immigration and Naturalization Service (INS). Despite the name change, the mission has remained the same for 16 years – to identify foreign-born inmates upon their admission to federal, state, or county detention and incarceration systems; to further identify the subset of foreign-born inmates that are eligible for removal (deportation); and to complete the judicial and administrative review proceedings necessary for removal prior to the completion of the aliens’ sentences. The system is dependent upon collaboration between personnel at the detention facilities and ICE agents working on the IRP program.⁶ Local personnel identify foreign-born inmates and notify the agents, who arrange for review at the proper time so that inmates can be processed before they are released from local custody.

Since the program’s inception it has been managed by the Office of Investigations. Plans are currently under review to transfer program management and resources to the Office of Detention and Removal Operations (DRO). The results of this study will assist the program transition.

Program Audit

In September 2002, the DOJ OIG conducted an audit of the IRP to determine whether the program was

- 1) Effectively managed (and responding appropriately to the 1996 changes in immigration laws)
- 2) Successfully identifying all potential candidates for the IRP

and to determine if

- 3) Failures to identify and remove inmates under the IRP ultimately resulted in recidivism and future incarceration costs.

The audit focused on the effectiveness of the program at the state and local levels, recognizing that inmate identification is more difficult in local facilities. Difficulties are caused by high numbers of admissions, shorter lengths of stay, and no mandatory reporting policy to ICE.⁷

The OIG audit examined records associated with 545 inmates identified by facility officials as being foreign-born at six locations - California Department of Corrections, Florida Department of Corrections, Fresno County Jail (CA), Kern County Jail (CA), Broward County Jail (FL), and Dade County Jail (FL). The study showed that IRP coverage, measured by the number of foreign-born inmates interviewed at the local facilities in question, was minimal. At the state level, the IRP had kept pace with the intakes in FY 1999 and FY 2000, but in FY 2001 the INS failed to identify, interview, and process 19% of foreign-born inmates at state facilities in California. The conclusion from this portion of the audit was that INS was not properly managing the IRP and had not successfully identified all potential candidates for the IRP. Furthermore, INS could not quantify the magnitude of the potential national workload; consequently, there was no basis for requesting increased staff or improving program operations.

⁶ The agents working on the program presently include Immigration Enforcement Agents (IEAs) and Criminal Investigators.

⁷ Specific details on this audit were taken from the audit itself, Report No. 02-41, Office of the Inspector General.

The audit also found that once inmates were targeted, IRP cases were not always processed in a timely manner (prior to inmate release from state or local custody). A review of 151 IRP inmates in INS custody found that unnecessary detention in ICE facilities (i.e., due to causes that could have been avoided⁸) while cases were concluded cost approximately \$1.1 million, almost doubling the \$1.2 million in legitimate detention costs (costs associated with unavoidable delays deemed outside of ICE control⁹), bringing the total IRP detention costs for those 151 individuals to \$2.3 million. The audit estimated that the nationwide cost of IRP-related detention might be as high as \$200 million annually. Any reduction in the need for detention by more efficient and timely processing of inmates through the IRP process could save millions in associated detention costs.

The result of this audit was a recommendation to the legacy INS Commissioner to:

- 1) Determine the total foreign-born inmate population at the county, state, and federal levels.
- 2) Determine the staffing needed to fully cover the foreign-born inmate population.
- 3) Ascertain the risks associated with not providing full coverage.
- 4) Strengthen program management by specifically accounting for program expenses and dedicating resources to the program.
- 5) Request that the Office of Justice Programs change current State Criminal Alien Assistance Program (SCAAP) grant provisions to require, as a condition of funding, the full cooperation of all state and local facilities in the IRP effort (much of the data collected for SCAAP grant funds is data that could help identify candidates for the IRP).¹⁰

Beyond the OIG audit, DHS is continually examining national security threats, including the illegal entry of criminal aliens and the pursuit of absconders who do not report for deportation hearings. The events of September 11, 2001 raised the awareness of these and other immigration-related initiatives and highlighted the risks against which the initiatives are intended to guard. In the subsequent era of increased enforcement, the IRP has emerged as one mechanism already in place that can be used to counter national security threats by identifying criminal aliens already in custody. With an accurate assessment of the program workload, ICE can begin to take steps to further improve the effectiveness of the IRP as part of a comprehensive national security strategy.

Summary

The request for this analysis of national IRP workload was a direct result of the 2002 program audit and its findings that the IRP was not successfully identifying all appropriate candidates for removal. This analysis represents considerable progress in identifying the magnitude of the IRP workload, and it provides the foundation for subsequent estimates of personnel resources, proposals for timely processing of cases, and overall program improvement.

⁸ “Failures in the IRP process within INS’s control included (1) incomplete or inadequate casework; (2) untimely requests for travel documents; (3) failure to accommodate for delays in the hearing process; (4) failure to timely initiate and complete IRP casework; and (5) the use of inappropriate removal procedures. Factors beyond the INS’s direct control included countries that, through design or incompetence, delay the issuance of travel documents and countries that refuse to take back their citizens.” This quote and other relevant material from the OIG Report No. 02-41, Findings and Recommendations, 2. *The INS Incurs Millions Annually to Detain Criminal Aliens Due to Failures in the IRP Process.*

⁹ Factors outside of ICE control included delays caused by the country of origin and countries that refused to repatriate citizens, OIG Report No. 02-41, Findings and Recommendations, 2. *The INS Incurs Millions Annually to Detain Criminal Aliens Due to Failures in the IRP Process.*

¹⁰ SCAAP provides federal payments to states and localities that incur costs for holding undocumented criminal aliens, under specific time limits and conditions. Each incarceration period must exceed 72 hours or consist of at least four consecutive days.

CHAPTER 2. SCOPE OF SERVICES

Introduction

Chapter 1 described the IRP program, its goals, and the need for an estimate of the overall program workload to permit ICE to develop accurate and defensible funding and staffing estimates. This chapter will explore the scope of the workload analysis task described in this report.

Scope of Services

The scope of this project consisted of the four primary tasks listed below:

1. *Collect original, record level data on foreign-born inmates from detention facilities, including such items as age, gender, type of offense, and average length of stay.*
2. *Compile foreign-born inmate data into a comprehensive project database.*
3. *Apply historical foreign-born inmate data to forecast future IRP workload.*
4. *Produce report of project findings.*

These tasks provided the basic structure and direction for the project. Additional supporting tasks were identified as part of the original scope based on the needs presented by ICE. The following sections summarize the project tasks completed as part of the study.

Project Administration, Working Group, and Reporting

Administrative oversight for the project was provided by a working group, including at least eight ICE personnel who participated to varying degrees throughout the project. The ICE personnel included the Contracting Officer's Technical Representative, a statistician with expert knowledge of detention data, two agents who have worked directly on the IRP program, and other key program and management personnel. The working group also included personnel from Fentress Incorporated, the justice consulting firm hired to perform the study. Appriss Incorporated, which maintains a network of detention-related data and contractual ties with many of the facilities targeted for data collection, served as a subcontractor for the study.

Throughout the project, the working group held monthly meetings to update ICE on new findings, discuss procedural issues requiring resolution, and make general decisions regarding methodology. Additional methodology meetings were held as needed to bring key personnel into detailed discussions concerning project data, forecasting methods, and other quantitative issues. Fentress provided ICE with weekly progress reports during the data collection phase, bi-monthly status reports of all project activities, and two cost analyses at appropriate intervals during the project.

Define IRP Workload

One of the challenges of this study was to define "workload" as it would be quantified for both data collection and future projections. At its most restrictive, IRP workload consists only of those offenders taken into the program who are verified as being removable. At its least restrictive, IRP workload includes all foreign-born inmates and those of unknown national origin admitted to state or local facilities, who must be researched and/or interviewed to determine whether they are removable. For purposes of this analysis, to most closely reflect the subset of inmates on which the IRP program is intended to focus, the working group defined IRP workload as all foreign-born facility admissions. This issue will be discussed in more detail as it relates to the strategic approach and statistical analyses in Chapter 4.

Identify Foreign-Born Admissions

For this study, foreign-born inmates were identified based on information given at booking. Some of this information may not be accurate because inmates are not always truthful in answering booking questions. However, because booking data provide the basis for identifying potential IRP interviews, those data were considered to be an appropriate source of estimated IRP workload. Additional details of the Data Collection phase of the study are included in Chapter 3.

Refine the Scope of Data Collection

The original project scope targeted the 50 state DOCs and 50 largest county jails (in terms of average daily population, or ADP). Early in the project, the working group determined that at least some of the 50 largest county jails are not in regions that typically exhibit a high concentration of removable aliens for IRP. After analyzing jail population data and also considering SCAAP grant levels, the working group substituted several county jails in the top 50 with jails whose ADP ranked between 50 and 100 but were likely to have higher concentrations of foreign-born inmates. The final data collection list included 50 of the 100 largest county jails, 13 additional jails (included as backup sites if some of the targeted 50 did not participate) and all 50 State Departments of Corrections. A detailed description of the decision-making process and the ensuing data collection efforts are included in Chapter 3.

Develop Workload Breakdowns

IRP program experts indicated that, particularly in facilities with a high volume of foreign-born detainees, regular program operations necessarily focus on specific segments of the inmate population. The working group identified several breakdowns (by length of stay in custody [LOS], by age cohorts, by offense type, by country of birth) to describe and differentiate key segments of the IRP workload. As ICE requests future staffing levels and allocates staff across its Field Offices, these breakdowns can be used in a variety of ways, such as to identify essential language skills for personnel assignments, note trends in offenders' age and gender for specialized personnel or housing needs, focus on violent or drug offenders, or develop a "fast track" process to target those with shorter lengths of stay than the typical IRP process (see below for details on the reasoning behind this concept). The methodology for generating these breakdowns is described in greater detail in Chapter 4; the resulting summary information can be found in Chapter 5. Facility-specific details can be found in Appendix C of this report.

Develop Breakdowns by Length of Stay (LOS)

In both Federal Prisons and State Departments of Corrections the inmates in question are sentenced, and the window of time for ICE to interview and identify IRP candidates is sufficient for accurate processing to take place. However, this is not the case in local jails. Based on the data collected for this study, approximately 55% of all local jail detainees are released within 72 hours of booking. This short period provides little time for the IRP targeting and interview process to take place. Rapid targeting of foreign-born inmates provides the opportunity for the IRP process to work, so that inmates' immigration status can be assessed and, if necessary, removal proceedings can commence, even if the individual in question is released from jail pending disposition of their criminal case. There is no mandate requiring local jails to report foreign-born intakes to ICE, so ICE agents must either proactively check the booking records to determine if any new bookings include potentially removable aliens, or they must rely on local personnel to alert them voluntarily when potential IRP candidates arrive at the jail.

To help ICE personnel assess the time in custody for potential IRP candidates, the collected admissions data were aggregated according to meaningful LOS values, so that ICE personnel will be able to assess options for targeting the large number of inmates who are released from custody within a few days. Details of the increments and the methodology used for these breakdowns are included in Chapter 4 of this report. The summary results are in Chapter 5, and the facility-specific information can be found in Appendix C.

Links between Workload and the Timing of the IRP Process

Several factors can affect the total IRP workload and the program's ultimate effectiveness. First, the level of participation and collaboration of personnel working at local detention facilities can affect the promptness and thoroughness of notification of ICE personnel when foreign-born inmates are booked in. Second, a low number of personnel available to screen intakes and identify potentially removable aliens can reduce the number of properly identified and processed inmates, even when notification is prompt. Finally, the duration of time required for the complete IRP process to occur, including interviews, hearings, and administrative review, can stretch out longer than the remaining sentence, so that the inmate may be released from custody before the process is completed. Each of these points in the process serves as a valve, either widening to increase the thoroughness of the program, or narrowing to limit the eventual outcome. The timing of targeting inmates may play a significant role in the inability to capture potential workload, particularly in jails where the length of stay is less than 72 hours for a majority of inmates.

Having the correct ratio of personnel to workload is essential in not only targeting inmates, but also ensuring they are processed in a timely fashion. The audit conducted by the OIG found that there was a significant cost associated with slow, or untimely, processing of IRP cases. That same study found that in California, the correct personnel to workload ratio existed in 2000; by 2002, however, the ratio had shifted such that the staffing was insufficient to support the workload. As a result, many cases were not identified by IRP personnel or were not processed in a timely fashion once they were identified. This situation is an example of what happens when workload outstrips staffing levels. If adequate personnel are not provided to work the number of cases in a jurisdiction, either fewer cases will be processed completely, or the length of time for each case to be processed will stretch out over time, and a backlog will begin to accumulate.

This study is a starting point in the application of actual booking data to support program needs, budget requests, and management decisions. As such, no time weightings were assigned to the inmate data and no estimates were made of what proportion of those initially interviewed would be processed and removed via the IRP. The study's goal is to quantify total workload levels in the targeted locations. Further study would be required to analyze the workload in terms of urgency and minimum processing time, as well as to estimate the proper number of agents and administrative personnel needed to maintain the program in each location.

Summary

The scope of this study was to collect record-level data from the 50 state DOCs and from 63 county jails that were targeted on the basis of having the largest potential IRP workload. The collected historical data were analyzed and used to develop forecasts of future IRP workload. A working group consisting of ICE and Fentress personnel was formed to make decisions, track progress of various project tasks, and direct development of the final deliverable. "Workload" for this study was defined as admission to a detention facility of any person of foreign birth as reported at the time of intake.

The working group identified key breakdowns of workload by age, gender, length of stay, and severity of offense to provide additional information that will be helpful in defining the nature of the workload, in addition to its magnitude. The current and forecasted total workload can be used to estimate staffing needs, develop budget requests, and allocate staff. The information provided by the workload breakdowns can be used to refine and improve the program, using methods such as:

- Targeting drug or violent offenders over misdemeanor cases,
- Providing personnel with appropriate language skills,
- Creating an expedited screening process for pre-trial inmates likely to bail or bond out within 24 hours,
- Targeting certain regions of the country for volume, type of offense, or security reasons,
- Determining where detention facilities are needed, and if those facilities should have extra capacity for females or juveniles.

The current and projected IRP workload estimates generated by this study were tailored to assist ICE in establishing defensible resource needs for the IRP program.

CHAPTER 3. DATA COLLECTION

Introduction

This chapter summarizes the process for selecting the facilities included in this study, as well as the process involved in requesting and collecting data. All documents that facilitated data collection mentioned in this section are displayed in Appendix A.

Data Collection Approach

Facility Selection

The project scope was designed with the realization that detailed data could not be collected from all of the nation's state prisons and local jails. Even designing and implementing a representative sample to produce a national estimate would require an effort larger than the current study. Also, ICE determined early in the process that record-level admissions data were needed for the analysis (as opposed to summary data). Consequently, the working group developed an approach to collect record-level data from a subset of facilities. The subset was designed to target as large a proportion of IRP workload as possible from a manageable number of facilities.

In reaching this decision, the working group considered several alternatives. Options included collecting data from the largest jails in terms of ADP, the most populous regions, or the facilities receiving the largest amount of SCAAP grant funds. Following discussions of these criteria, the working group selected the final approach, which employed as selection criteria a combination of ADP (from the Bureau of Justice Statistics), the county-level percentage of foreign-born residents (from the U.S. Census), and the amount of SCAAP funds disbursed.

ADP remained the primary criterion for inclusion in the study. The top 50 county jails in terms of ADP were identified first. Then, the Census and SCAAP data were used to identify locations ranked within the top 50 that were likely to have low percentages of foreign-born inmates, and also locations outside the top 50 that were likely to have high percentages of foreign-born inmates. Based on this assessment, seven locations in the top 50 were replaced by locations from outside the top 50.¹¹ In addition, 13 additional "backup" locations were added to the list, given the likelihood that not all locations would provide data. Thus, a total of 63 county jails were targeted for data collection.

At this point, a final list of target facilities was created, which included all fifty state-operated Departments of Corrections (DOCs) and the 63 county jails. Several privately owned facilities (e.g., The GEO Group, Corrections Corporation of America) serving the jurisdictions on the list were also added. Finally, as the project progressed and additional contacts were made, a few additional locations with readily available data (e.g., Jefferson County, KY) were added. The final list of targeted facilities included 122 locations -- 51 DOCs (including two in California) and 71 local jails. The local jails are listed in Table 3-1.

¹¹ The following seven locations were removed from the list: Allegheny County, PA; Baltimore City, MD; Fulton County, GA; Hamilton County, OH; Orleans Parish, LA; Shelby County, TN; and York County, PA.

Table 3-1. List of Local Jails and Organizations

FACILITY / ORGANIZATION		State	FACILITY / ORGANIZATION		State
1	Alameda County Sheriff's Office	CA	37	Monterey County Jail	CA
2	Bernalillo County Jail	NM	38	Montgomery County Jail	MD
3	Bexar County Sheriff's Office	TX	39	Multnomah County Sheriff's Office	OR
4	Broward County Sheriff's Department	FL	40	Nashville-Davidson Metro Detention Facility - C.C.A.	TN
5	Broward County Work Release Center - Wackenhut	FL	41	New York City Department of Corrections	NY
6	City of Philadelphia Prison System	PA	42	Oklahoma County Sheriff's Office	OK
7	Clark County Detention Center	NV	43	Orange County Corrections Department	FL
8	Cobb County Sheriff's Office	GA	44	Orange County Sheriff's Department	CA
9	Contra Costa County Sheriff's Office	CA	45	Palm Beach County Sheriff's Office	FL
10	Cook County Sheriff's Department	IL	46	Passaic County Jail	NJ
11	Cuyahoga County Sheriff's Office	OH	47	Pierce County Sheriff's Department	WA
12	Dallas County Sheriff's Office	TX	48	Pima County Jail	AZ
13	Davidson County Sheriff's Department - Admin.	TN	49	Pinellas County Sheriff's Office	FL
14	De Kalb County Sheriff's Department	GA	50	Plymouth County Sheriff's Department	MA
15	Denver Sheriff's Department	CO	51	Reeves County Law Enforcement Center	TX
16	El Paso County Detention Facility	TX	52	Reeves County Sheriff's Office	TX
17	Essex County Department of Public Safety	NJ	53	Riverside County Sheriff's Department	CA
18	Franklin County Community-Based Corrections	OH	54	Sacramento County Sheriff's Department	CA
19	Franklin County Sheriff's Office	OH	55	Salt Lake County Sheriff's Office	UT
20	Fresno County Sheriff's Department	CA	56	San Bernardino County Sheriff's Department	CA
21	Harris County Sheriff's Department	TX	57	San Diego County Correctional Alternatives, Inc.	CA
22	Hennepin County Sheriff's Office	MN	58	San Diego County Sheriff's Department	CA
23	Hillsborough County Sheriff's Office	FL	59	San Francisco County Sheriff's Dept.	CA
24	Hudson County Corrections Center	NJ	60	San Mateo County Jail	CA
25	Jacksonville Sheriff's Office	FL	61	Santa Barbara County Sheriff's Department	CA
26	Jefferson County Sheriff's Office	KY	62	Santa Clara County Department of Corrections	CA
27	Kern County Sheriff's Department	CA	63	Suffolk County - Riverhead Facility	NY
28	King County Dept. of Adult Detention	WA	64	Suffolk County Sheriff's Department	MA
29	Los Angeles County Sheriff's Department	CA	65	Tarrant County Sheriff's Department	TX
30	Maricopa County Sheriff's Department	AZ	66	Travis County Sheriff's Office	TX
31	Marion County Jail II - C.C.A.	IN	67	Tulare County Sheriff's Office - County Civic Center	CA
32	Marion County Sheriff's Department	IN	68	Ventura County Jail	CA
33	Mecklenburg County Sheriff's Office	NC	69	Wayne County Sheriff's Department	MI
34	Miami Dade County Correct. & Rehab. Dept.	FL	70	Yakima County Sheriff's Office	WA
35	Milwaukee County House of Corrections	WI	71	Yuma County Sheriff's Office	AZ
36	Milwaukee County Jail	WI			

Data Fields

This study collected similar information to the data collected each year via the Bureau of Justice Assistance (BJA) to aid in distributing SCAAP grant funds. However, ICE had determined that the goals of this study required collection of additional details beyond the fields collected by BJA for SCAAP (which primarily consist of name and the dates of admission and release). The working group decided that the following data fields would be requested from each location:

- Facility name
- Unique inmate identifier (e.g., booking number, jacket number, FBI number, Social Security number, etc.)
- Basic demographic information (name, gender, date of birth/age)
- Foreign-born indicator (e.g., place of birth, nationality, U.S. citizen/non-citizen, etc.)
- Potential proxies for foreign-born status (e.g., ethnicity, language spoken/written/read, etc.)
- Length of stay (requires booking date and release date/current date, plus estimated release date if sentenced – the working group preferred to calculate LOS “in-house” for consistency)
- Severity of offense (e.g., most severe arresting/sentencing offense)

The working group created a spreadsheet file containing sample data that displayed these fields and a sample of the type of data that would ideally populate each field. This sample data set is shown in Appendix A.

Some facility contacts expressed concerns about data confidentiality and preferred not to reveal Social Security numbers and/or inmate names. Since neither of those items was essential to the analytical approach, those data sets were accepted with an alternate unique identifier for each inmate.

Timeframe and Admissions

The working group requested five years of daily historical admissions data, corresponding to the federal fiscal year. Wherever possible, the working group collected facility admissions of foreign-born inmates, regardless of the length of stay, beginning on October 1, 1998 and continuing through the present. This decision was based on the fact that the IRP workload, as discussed in Chapter 2, is driven by the rate of facility admissions rather than the number of inmates in custody at any given time. In the case of long-term sentenced facilities (prisons and local sentenced facilities), the working group requested a snapshot of all foreign-born inmates in custody on October 1 of the initial year, and for all subsequent admissions leading up to the current time.

For some facilities, recent changes in information systems/vendors, changes to data intake and archiving methods, or other technological issues made it impossible to collect five years of historical data. In such cases, the working group requested the maximum amount of available historical data possible. If less than one full year of data was available, the location was eliminated from the study. Chapters 4 and 5 discuss analytical strategies used for developing forecasts based on the collected historical data.

Appriss, Inc. Role

Under the guidance of the working group, Fentress worked in conjunction with Appriss, Inc. (Appriss) to collect the data. Appriss developed, constructed, and supports the nationwide VINE database.¹² This database pulls data from jail and prison booking and release systems, giving Appriss staff access (with permission) to the data needed for the IRP study in locations that participate with VINE.

At the outset of the data collection phase, twenty locations were identified where technological limitations, existing Appriss contacts, or other resource considerations made it more appropriate for Appriss staff to collect the data and send it to Fentress. These locations were assigned to Appriss for data collection. During the course of data collection, several locations were added to the Appriss list and some were removed. The 22 locations (20 jails and two DOCs) where Appriss maintained the primary responsibility for data collection are noted in Table 3-2.

For these locations, Appriss staff made contacts, gained approval, established the technological interface (if necessary), and pulled the data. Appriss also assisted with data cleaning and preliminary analysis of several additional data sets. For all locations not on the Appriss list, Fentress staff made contacts, gained approval, and facilitated transfer of the data either to ICE or Fentress.

¹² VINE – Victim Information and Notification Everyday – a system that allows crime victims across the country to obtain real-time information about criminal cases and the custody status of offenders 24 hours a day.

Overview of Data Collection Process

On March 6, 2004, an initial project introduction letter was sent from the Director of ICE Detention and Removal Operations to the director/warden of each facility on the targeted data collection list. The letter explained the goals of the study and introduced Fentress as the firm conducting the study on behalf of ICE. This letter advised that Fentress (or Appriss) staff would be making follow-up telephone calls to the addressees, and provided the Contracting Officer’s Technical Representative’s (COTR) contact information to address questions. A sample of this letter is included in Appendix A.

As a follow-up to the initial letter, an e-mail message was sent by the COTR reiterating the project goals and asking for participation. ICE also provided Fentress and Appriss staff with a letter of authorization naming the staff working on the project and providing specific assurance that ICE had approved all named staff to access project data.

Fentress began making telephone calls during the last week of March. An initial round of calls produced successful commitment to the project from several locations. For many other locations, though, initial contacts delegated responsibility for handling the request to other contacts or even other organizations (depending on local arrangements governing the storage and release of admissions data). For most locations that did not provide data soon after the initial request letter, numerous follow-up phone calls and e-mails were necessary to achieve an outcome, and in some cases the outcome was a declination to provide data.

Telephone and e-mail contact continued until July 16th, a date the working group had identified as the end of correspondence and follow-up. During the period of correspondence, additional materials were developed to assist with the documentation required by some locations to release data. For example, an “assurance of confidentiality” was sent in letter or e-mail form to locations that had expressed concern that recognizable record-level data should not be revealed in the final report or used for purposes other than this study. Also, in some locations, the data request had to be submitted to a local criminal justice committee or county information technology department. In each case, Fentress and/or Appriss staff responded as appropriate to steer each data request to a definitive outcome. To organize and track all data requests and follow-up processes, Fentress developed a database application containing locations, names, contact information, and summaries of phone and e-mail correspondence. Weekly reports from the database were sent to ICE to keep working group members apprised of the data collection progress.

Results - Data Collected

Overall, the data collection effort was very successful, yielding a higher response rate than anticipated, given the relatively short timeframe. A total of 81 of the 122 targeted locations (36 DOCs and 45 local jails) provided usable data for the study.¹³ Table 3-2 identifies the locations that provided usable data (including the amount of data provided and fields included), indicates the reason for non-participation (if available) and presents other pertinent comments about the data collection process.

¹³ A total of 93 locations provided data in response to ICE’s request. However, data from 12 locations could not be used for various reasons, noted in Table 3-2.

Table 3-2. Summary of Data Collected

Local Jails									
FACILITY / ORGANIZATION	State	Submitted Usable Data	# Years Provided	Nationality	Age	Gender	LOS	Offense	Comments
Alameda County Sheriff's Office	CA	Yes	5	Y	Y	Y	Y	Y	
Bernalillo County Jail	NM	No							Limited or no response to requests.
Bexar County Sheriff's Office	TX	Yes	5	Y	Y	Y	Y	Y	Appriss site
Broward County Sheriff's Department	FL	Yes	5	Y	Y	Y	Y	Y	
Broward County Work Release Center - Wackenhut	FL	No							Private facility - Limited or no response to requests.
City of Philadelphia Prison System	PA	Yes	5	Y	Y	Y	Y	N	
Clark County Detention Center	NV	Yes	4	Y	Y	Y	Y	N	
Cobb County Sheriff's Office	GA	Yes	1	Y	Y	Y	Y	Y	
Contra Costa County Sheriff's Office	CA	No							Did not submit usable data by cut-off date.
Cook County Sheriff's Department	IL	Yes	5	Y	Y	Y	Y	Y	Appriss site
Cuyahoga County Sheriff's Office	OH	Yes	4	Y	Y	Y	Y	Y	Appriss site
Dallas County Sheriff's Office	TX	No							Did not submit usable data by cut-off date.
Davidson County Sheriff's Department - Admin.	TN	Yes	3	Y	Y	Y	Y	Y	Appriss site
De Kalb County Sheriff's Department	GA	Yes	2	Y	Y	Y	Y	Y	
Denver Sheriff's Department	CO	No							Willing to participate; however, does not collect place of birth information at time of booking.
El Paso County Detention Facility	TX	No							Appriss site. Declined to participate.
Essex County Department of Public Safety	NJ	Yes	5	Y	Y	Y	Y	Y	Appriss site
Franklin County Community-Based Corrections	OH	No							Private facility - Limited or no response to requests.
Franklin County Sheriff's Office	OH	No							Willing to participate; however, does not collect place of birth information at time of booking.
Fresno County Sheriff's Department	CA	Yes	2	Y	Y	Y	Y	Y	
Harris County Sheriff's Department	TX	Yes	2	Y	Y	Y	Y	Y	
Hennepin County Sheriff's Office	MN	Yes	2	Y	Y	Y	Y	Y	
Hillsborough County Sheriff's Office	FL	Yes	5	Y	Y	Y	Y	Y	

Local Jails									
FACILITY / ORGANIZATION	State	Submitted Usable Data	# Years Provided	Nationality	Age	Gender	LOS	Offense	Comments
Hudson County Corrections Center	NJ	Yes	5	Y	Y	Y	Y	Y	Appriss site
Jacksonville Sheriff's Office	FL	Yes	1	Y	Y	Y	Y	Y	
Jefferson County Sheriff's Office	KY	Yes	5	Y	Y	Y	Y	Y	Appriss site
Kern County Sheriff's Department	CA	Yes	5	Y	Y	Y	Y	Y	
King County Dept. of Adult Detention	WA	No							Appriss site. Unwilling to participate. Concerns about confidentiality of inmate information.
Los Angeles County Sheriff's Department	CA	Yes	5	Y	Y	Y	Y	Y	Appriss site
Maricopa County Sheriff's Department	AZ	Yes	5	Y	Y	Y	Y	Y	
Marion County Sheriff's Department	IN	No							Submitted data that was not usable.
Marion County Jail II - C.C.A.	IN	No							Private facility - admission data included in Marion County Jail data.
Mecklenburg County Sheriff's Office	NC	Yes	2	Y	Y	Y	Y	Y	
Miami Dade County Correct. & Rehab. Dept.	FL	No							Declined to participate. Concerns on resources needed to pull the data.
Milwaukee County House of Corrections	WI	Yes	4	Y	Y	Y	Y	N	
Milwaukee County Jail	WI	Yes	4	Y	Y	Y	Y	N	
Monterey County Jail	CA	No							Declined to participate.
Montgomery County Jail	MD	No							Limited or no response to requests.
Multnomah County Sheriff's Office	OR	Yes	4	Y	Y	Y	Y	Y	
Nashville-Davidson Metro Detention Facility - C.C.A.	TN	No							Private facility - Limited or no response to requests.
New York City Department of Corrections	NY	Yes	5	Y	Y	Y	Y	N	Appriss site
Oklahoma County Sheriff's Office	OK	Yes	3	N	Y	Y	Y	N	
Orange County Corrections Department	FL	Yes	4	Y	Y	Y	Y	N	
Orange County Sheriff's Department	CA	Yes	4	Y	Y	Y	Y	Y	Appriss site
Palm Beach County Sheriff's Office	FL	Yes	5	Y	Y	Y	Y	Y	Appriss site
Passaic County Jail	NJ	Yes	5	Y	Y	Y	Y	Y	Appriss site
Pierce County Sheriff's Department	WA	Yes	4	Y	Y	N	Y	Y	

**U.S. Immigration and Customs Enforcement (ICE)
Institutional Removal Program (IRP) – National Workload Study**

Local Jails									
FACILITY / ORGANIZATION	State	Submitted Usable Data	# Years Provided	Nationality	Age	Gender	LOS	Offense	Comments
Pima County	AZ	Yes	4	Y	Y	Y	Y	Y	
Pinellas County Sheriff's Office	FL	Yes	4	Y	Y	Y	Y	Y	
Plymouth County Sheriff's Department	MA	Yes	1	Y	Y	Y	Y	Y	
Reeves County Law Enforcement Center	TX	No							Private facility - Limited or no response to requests.
Reeves County Sheriff's Office	TX	No							Willing to participate. Requested on-site assistance that could not be provided.
Riverside County Sheriff's Department	CA	Yes	1	Y	Y	Y	Y	Y	
Sacramento County Sheriff's Department	CA	No							Limited or no response to requests.
Salt Lake County Sheriff's Office	UT	No							Did not submit usable data by cut-off date.
San Bernardino County Sheriff's Department	CA	No							Appriss site. Submitted data that was not usable. Does not collect place of birth information at time of booking.
San Diego County Correctional Alternatives, Inc.	CA	No							Private facility - Limited or no response to requests.
San Diego County Sheriff's Department	CA	Yes	1	Y	Y	Y	Y	Y	
San Francisco County Sheriff's Dept.	CA	No							Willing to participate, but city maintains booking records. Data not available due to ongoing system conversion.
San Mateo County	CA	No							Declined to participate.
Santa Barbara County Sheriff's Department	CA	No							Declined to participate.
Santa Clara County Department of Corrections	CA	Yes	5	Y	Y	Y	Y	Y	
Suffolk County - Riverhead Facility	NY	Yes	5	Y	Y	Y	Y	Y	Appriss site
Suffolk County Sheriff's Department	MA	No							Limited or no response to requests.
Tarrant County Sheriff's Department	TX	No							Appriss site. Limited or no response to requests.
Travis County Sheriff's Office	TX	Yes	3	Y	Y	N	Y	Y	Appriss site
Tulare County Sheriff's Office - County Civic Center	CA	Yes	5	Y	Y	Y	Y	Y	Appriss site
Ventura County	CA	Yes	3	Y	Y	N	Y	N	
Wayne County Sheriff's Department	MI	Yes	3	Y	Y	Y	Y	Y	
Yakima County Sheriff's Office	WA	Yes	5	Y	N	N	Y	N	
Yuma County Sheriff's Office	AZ	Yes	3	Y	Y	N	Y	N	

Departments of Corrections									
FACILITY / ORGANIZATION	State	Submitted Usable Data	# Years Provided	Nationality	Age	Gender	LOS	Offense	Comments
Alabama Department of Corrections	AL	Yes	5	Y	Y	Y	Y	N	
Alaska Department of Corrections	AK	Yes	2	Y	Y	Y	Y	N	
Arizona Department of Corrections	AZ	No							Did not submit usable data by cut-off date.
Arkansas Department of Corrections	AR	Yes	4	Y	Y	N	Y	Y	
California Department of Corrections	CA	No							Did not submit usable data by cut-off date.
California Youth & Adult Correctional Agency	CA	No							Private facility - initial communication not well received. Facility not pursued.
Colorado Department of Corrections	CO	Yes	5	Y	Y	Y	Y	Y	
Connecticut Department of Corrections	CT	No							Submitted data that was not usable. Does not collect place of birth information at booking.
Delaware Department of Corrections	DE	Yes	3	Y	Y	Y	Y	Y	
Florida Department of Corrections	FL	Yes	4	Y	Y	Y	Y	Y	
Georgia Department of Corrections	GA	Yes	4	Y	Y	Y	Y	Y	
Hawaii Department of Public Safety	HI	Yes	5	Y	Y	N	Y	Y	
Idaho Department of Corrections	ID	Yes	5	Y	Y	Y	Y	Y	
Illinois Department of Corrections	IL	No							Did not submit usable data by cut-off date.
Indiana Department of Corrections	IN	No							Submitted data that was not usable. Does not collect place of birth information at booking.
Iowa Department of Corrections	IA	Yes	4	Y	Y	Y	Y	Y	
Kansas Department of Corrections	KS	Yes	5	Y	Y	Y	Y	Y	
Kentucky Department of Corrections	KY	Yes	5	Y	Y	Y	Y	Y	
Louisiana Dept. of Public Safety & Corrections	LA	No							Submitted data that was not usable. Does not collect place of birth information at booking.
Maine Department of Corrections	ME	Yes	5	Y	Y	Y	Y	Y	
Maryland Department of Public Safety & Correctional Services	MD	No							Submitted data that was not usable. Does not collect place of birth information at booking.

Departments of Corrections									
FACILITY / ORGANIZATION	State	Submitted Usable Data	# Years Provided	Nationality	Age	Gender	LOS	Offense	Comments
Massachusetts Department of Corrections	MA	No							Submitted data that was not usable. Does not collect place of birth information at booking.
Michigan Department of Corrections	MI	Yes	5	Y	Y	Y	Y	N	
Minnesota Department of Corrections	MN	Yes	5	Y	Y	Y	Y	Y	
Mississippi Department of Corrections	MS	Yes	4	Y	Y	Y	Y	Y	
Missouri Department of Corrections	MO	Yes	4	Y	Y	Y	Y	Y	
Montana Department of Corrections	MT	Yes	2	Y	Y	Y	Y	Y	
Nebraska Department of Corrections	NE	Yes	5	Y	Y	N	Y	Y	
Nevada Department of Corrections	NV	Yes	5	Y	Y	Y	Y	Y	
New Hampshire Department of Corrections	NH	Yes	4	Y	Y	Y	Y	Y	
New Jersey Department of Corrections	NJ	Yes	5	Y	Y	N	Y	N	
New Mexico Department of Corrections	NM	Yes	1	Y	Y	Y	N	Y	
New York Department of Correctional Services	NY	Yes	5	Y	Y	Y	Y	Y	Appriss site
North Carolina Department of Corrections	NC	No							Submitted data that was not usable. Does not collect place of birth information at booking.
North Dakota Department of Corrections & Rehabilitation	ND	Yes	5	Y	Y	Y	Y	Y	
Ohio Department of Rehabilitation & Corrections	OH	No							Submitted data that was not usable. Does not collect place of birth information at booking.
Oklahoma Department of Corrections	OK	Yes	5	Y	Y	Y	Y	Y	
Oregon Department of Corrections	OR	Yes	2	Y	Y	N	Y	N	
Pennsylvania Department of Corrections	PA	Yes	2	Y	Y	Y	N	Y	
Rhode Island Department of Corrections	RI	No							Submitted data that was not usable. Does not collect place of birth information at booking.
South Carolina Department of Corrections	SC	Yes	5	Y	Y	Y	Y	Y	
South Dakota Department of Corrections	SD	Yes	5	Y	Y	Y	N	Y	
Tennessee Department of Corrections	TN	Yes	3	Y	Y	Y	Y	N	
Texas Department of Criminal Justice	TX	No							Submitted data that was not usable.

Departments of Corrections									
FACILITY / ORGANIZATION	State	Submitted Usable Data	# Years Provided	Nationality	Age	Gender	LOS	Offense	Comments
Utah Department of Corrections	UT	No							Appriss site. Submitted data that was not usable. Does not collect place of birth information at booking.
Vermont Department of Corrections	VT	Yes	1	Y	Y	N	Y	N	
Virginia Department of Corrections	VA	Yes	4	Y	Y	Y	Y	Y	
Washington Department of Corrections	WA	Yes	5	Y	Y	Y	Y	Y	
West Virginia Division of Corrections	WV	No							Willing to participate; however, does not collect place of birth information at booking.
Wisconsin Department of Corrections	WI	Yes	5	Y	Y	Y	Y	N	
Wyoming Department of Corrections	WY	Yes	3	Y	Y	Y	N	Y	

As Table 3-2 shows, seven of the ten largest public jails in the United States participated, providing a large volume of workload data from strategic locations for the IRP.¹⁴ As the table also indicates, several locations whose workload is not reflected in the study were willing to participate but could not provide data for various reasons (e.g., they could not expend staff time to meet the data request timeframe, etc.). Also, some locations provided data that ultimately could not be used for various reasons (e.g., missing key fields for most or all records, etc.) With additional time, it is likely that usable data could be gathered from some of the locations that are not presently reflected in the study results. Conversely, some non-participating locations (particularly in California) requested that ICE fund staff time required to extract the data; ICE indicated that funds were not available for this purpose and those locations declined to participate.

The challenges faced by staff in attempting to gain approval and collect data for this study underscore the difficulty inherent in conducting a comprehensive data collection effort reliant on cooperation from state and local entities. Although there are reporting and data quality requirements for reimbursement programs such as SCAAP, no such requirements extend to efforts such as this study. Consequently, substantial staff time is frequently required to gain approval from decision-makers, and even if data are provided, considerable additional staff time is required to overcome the lack of data standardization. These issues and dynamics also hinder agents responsible for the day-to-day operations of the IRP program. The lack of cooperation from local facilities and lack of data standardization are two key barriers to the successful identification of potentially removable aliens.

Of the data sets that were received for the project, most were generally of moderate to high quality, containing the necessary fields to develop counts of foreign-born inmates. As Table 3-2 shows, a majority of locations provided offense data, length of stay information, gender, and place of birth. However, some locations could not provide one or more of these key fields, and in almost all data sets there were instances of missing, inaccurate, or inconsistent data. For example, several data sets contained free-text entry fields for the nationality/place-of-birth field and/or for the offense type field. Considerable time-consuming manual data manipulation was required to convert free-text entry fields into coded values that could provide useful results.

Finally, it should be noted that the data received from DOCs and jails could not be fully validated for accuracy. Data fields indicating place of birth are generally populated using information available from prior records as well as information self-reported by inmates at the time of booking. Particularly the self-reported information is likely to contain inaccuracies.¹⁵ In addition, the project data are subject to data entry errors (particularly in free-text fields). cursory analysis was used to correct obvious errors, but the level of scrutiny was necessarily lower than a program audit or validation exercise.

Data Cleaning and Analysis

Despite the lack of uniformity and the additional work needed to manage the free-text fields, the overall volume and quality of data were sufficient to conduct the intended analyses. Over 8 million records were received in various formats (e.g., database extracts, Excel files, text files, hard copies, etc.) Although only foreign-born records were requested, the records received included a combination of native-born, foreign-born and indeterminate records. Indeterminate records include both null values (i.e., empty field for place of birth) and non-null values for which the place of birth (as reported at the time of booking) could not be conclusively identified (i.e., values such as “xx” or “refused” were entered in the place of birth field).

¹⁴ The ten largest public jails in order of ADP are: Los Angeles County Jail, New York City Department of Corrections, Cook County Jail, Maricopa County Jail, City of Philadelphia Prison System, Miami-Dade Correction and Rehabilitation Department, Harris County Jail, Dallas County Jail, Broward County Jail, and San Bernardino County Jail. Miami-Dade did not participate. San Bernardino and Dallas counties were willing to participate, but the data could not be included for various reasons.

¹⁵ For example, inmates may give a false location or refuse to answer the question. Also, foreign-born inmates who report themselves at booking to be U.S. citizens, and for whom the booking data reflect the false claim, are not included in the study. This factor could cause the current and future IRP workload figures to be somewhat conservative.

As the data sets arrived, the data were imported into a database (hard copies were scanned and imported) and compiled into increments corresponding to the federal fiscal year (October 1 to September 30). Calculations of length of stay (i.e., release date minus booking date) and age (i.e., booking date minus birth date) were also completed for each record. Place of birth and offense severity, if available, were assessed and converted into standardized coded values and marked with an indicator. Duplicate data entries were removed to prepare the data sets for analysis.

The cleaned data sets were subsequently used to calculate the current IRP workload, forecast the future workload, and analyze the foreign-born inmate composition by nationality of origin, severity of offense, age, and gender. Details of these analyses are presented in Chapter 4 and summary results can be found in Chapter 5.

Summary

This study was designed to request and gather record-level data from all 50 state DOCs and a subset of local jails designed to target the largest proportion of IRP workload possible given the project budget and timeframe. ICE requested data from 51 DOCs and 63 local jails via a coordinated effort of mail, telephone and e-mail contact and follow-up. Of these, 36 DOCs and 45 local jails provided usable data in response.

Data collection and related correspondence lasted a total of five months, during which staff spent considerable time following up with contacts, establishing new contacts, and providing information to DOCs and jails to gain approval and offer guidance on the proper format in which to provide data. Some locations readily participated and provided data quickly, and many contacts benefited from the contact with the project team and the information provided on the IRP program and current study. However, the overall challenges faced and time required to collect data underscore the difficulty inherent in conducting a comprehensive data collection effort reliant on cooperation from state and local entities.

A total of 1,766,341 foreign born records were received from DOCs and local jails. Once received, the data sets were cleaned and prepared for analysis, a process that often required considerable manual manipulation to convert free-text entry fields into uniform coded values. Cursory analysis was used to correct obvious errors, but the data could not be fully validated for accuracy. The cleaned data sets were subsequently used to calculate the current IRP workload, forecast the future workload, and analyze the foreign-born inmate composition by nationality of origin, severity of offense, age, and gender.

CHAPTER 4. DATA ANALYSIS

Introduction

Previous chapters described the scope and the goals of the study and the approach used to collect data from DOCs and local jails. This chapter details the strategic and analytical approaches to achieving the goals and analyzing the data. The *Strategic Approach* section describes key details of how data sets were manipulated and analyzed to generate forecasts that would meet the project's goals. The *Methodology* section summarizes the statistical methodology used for generating the forecasts of IRP workload. The strategies and methods presented were chosen carefully and collaboratively by the working group, and considered the demands of the study, limitations of the data, and planned applications of the results. Additional details about the process used to select the statistical methodology can be found in Appendix B.

Analytical Plan

The definition of IRP workload and other project goals described in Chapter 2 provided a solid starting point for developing a strategic approach to the analysis. The more precise definition of workload confirmed that the model should be based on foreign-born facility admissions, which drive the IRP workload. The working group also agreed that the current workload should be aggregated for presentation based on meaningful inmate characteristics (e.g., length of stay, offense, age and gender) as discussed in Chapter 2. The amount of data received and the program budget cycle helped determine the forecasting timeframe, which extends from FY 2004 – FY 2007. The following sections discuss key issues that arose and decisions that were made as data were analyzed to develop forecasting models.

Treatment of Records with Unknown Place of Birth

The working group originally intended to include in the definition of IRP workload both confirmed foreign-born inmates with those of unknown national origin. The rationale, confirmed by IRP program experts, was that all such admissions generate a degree of workload for the agents. (For example, in cases where national origin is unknown or an inmate refused to provide it, agents must research names, social security numbers, addresses, and other details to either include or exclude such individuals from further processing).

As the study unfolded, however, it became apparent that the booking systems in a small number of facilities returned extremely high numbers of records with no entries for place of birth (in the most extreme case, up to 90% of all admission records). IRP program experts examined additional internal data sources in an attempt to reduce the number of unknown records in these data sets; however, no consistent quantitative approach could be identified to reduce the number of “null” records to a realistic level. Because the data from some locations systematically excluded place of birth for a high percentage of records, the working group decided not to include such records as historical IRP workload.

This decision was subsequently extended to records where the field denoting place of birth was non-null, but was populated with information precluding a rational conclusion that the individual was identified at booking as being foreign-born (e.g., cryptic codes such as “xx” that were likely used to bypass the field on a data entry screen). The exclusion of null and non-null records where place of birth was indeterminate preserves the consistency of the analytical approach for all facilities and ensures that the current and projected workload values are based on actual records reported as foreign-born. However, it is also likely that the resulting workload figures are conservative, because many legitimately foreign-born inmate records were likely excluded due to data limitations.

Analysis of Historical Workload Composition

Data for each DOC and jail were analyzed and forecasted independently. To assist ICE in understanding the composition of each facility's workload, analysis was conducted of the FY 2003 foreign-born population to illustrate the breakdown by nationality (country of origin), offense (FBI Index offenses, drug offenses, and all others); length of stay (0-3; 4-5; 6-10; 11-30; 31-60; 61-90; 91-120; 121-150; and 150+ days), age, and gender. FY 2003 was used consistently for all data sets because some facilities were only able to supply one year of data, meaning that an approach incorporating older data would be inconsistent across locations.

The resulting percentages provide useful information on the current workload composition and can be combined with the workload forecasts to estimate the future workload for pertinent inmate groups (e.g., Index crime offenders, inmates with long/short lengths of stay, etc.).¹⁶ This information could assist ICE in resource planning, requests, and allocation. For example, the composition of inmate nationality can show which languages are prominent in each facility, and the proportion of males versus females can provide information on separate detention needs. Perhaps most importantly, the analysis of length of stay provides information on the various windows of time available to capture increasing proportions of the total IRP workload (i.e., before inmates are released on bond, processed through fast-track court proceedings, or otherwise leave custody).¹⁷ Summary results can be found in Chapter 5. Detailed results for each facility are presented in Appendix C.

Levels of Workload Aggregation

Current IRP workload was estimated using monthly foreign-born admissions for each facility. The monthly historical observations were used to develop future workload projections, as described in the Methodology section of this chapter and in Appendix B. The working group decided that the current and projected workload should be summarized at both the state and ICE Field Office levels, as resource decisions are most often based on information aggregated at these levels.

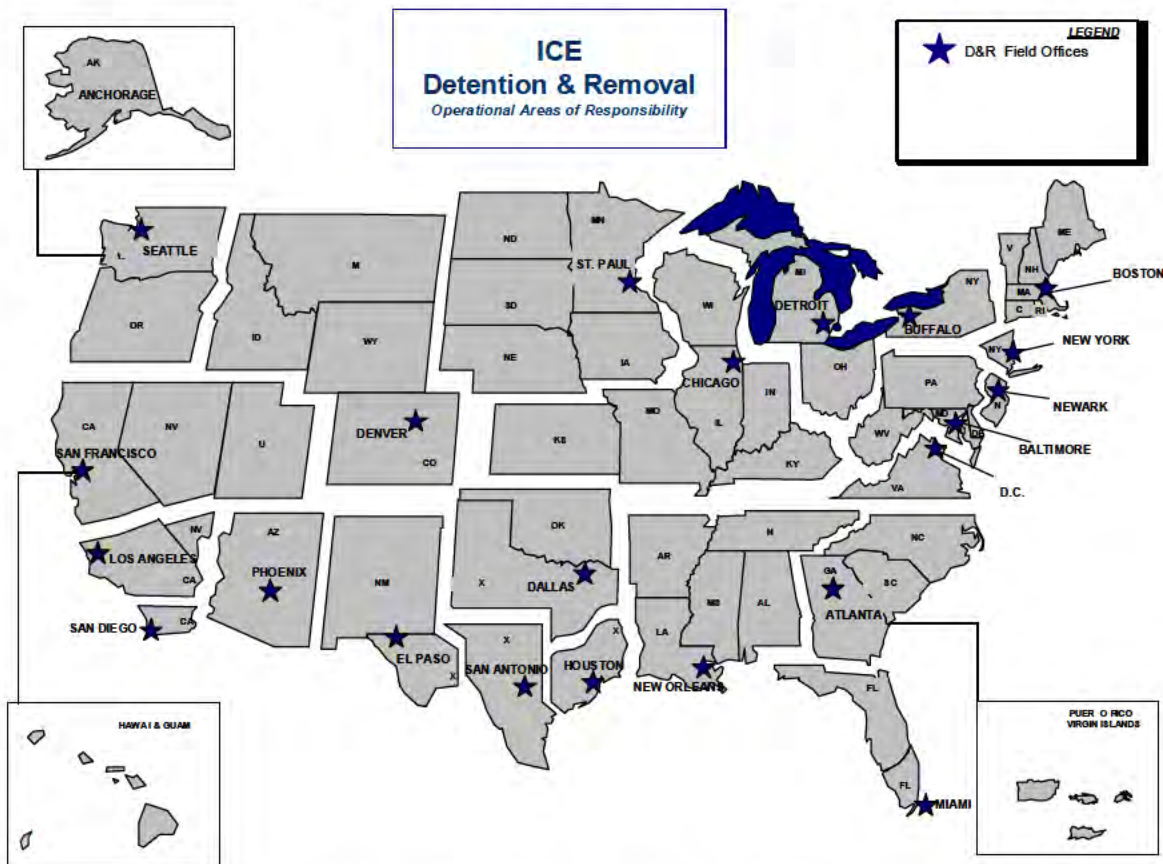
First, the facility-level workload was aggregated to the state level, separately for local jails and DOCs (see below for the rationale behind presenting the workload separately). Second, the workload was aggregated from the facility and state levels to the 22 ICE Field Office boundaries, reflecting the geographic regions to which resources are assigned.¹⁸ Figure 4-1 displays the Field Office boundaries.

¹⁶ This approach would require the assumption that the current workload composition will remain fixed in the future.

¹⁷ An addendum to this study (to be completed in November 2004) will analyze the extent to which inmates identified at the county jail level (with potentially short lengths of stay, and thus little time for identification and processing via IRP) are likely to eventually be admitted to a DOC, which would provide considerably more time for identification and processing.

¹⁸ The 22 ICE Field Offices are located in: Atlanta, Baltimore, Boston, Buffalo, Chicago, Dallas, Denver, Detroit, El Paso, Houston, Los Angeles, Miami, Newark, New Orleans, New York City, Phoenix, Seattle, San Francisco, San Antonio, San Diego, St. Paul, and Washington, DC.

Figure 4-1. Map of ICE Field Office Boundaries



The Field Office workload totals can be used to facilitate the analysis of staffing and other resource needs required to manage the workload in each Field Office (e.g., using workload-to-staff ratios). One of ICE’s goals in defining the project scope was to quantify the largest proportion of IRP workload possible in a manageable number of locations. Aggregating the current and projected workload by Field Office addresses this goal and presents the results in a form that will aid ICE in requesting the resources needed to address the identified workload.

Separate DOC and Jail Workloads at the State level

Two alternatives were considered for aggregating current and projected IRP workload at the state level. The first was to use the collected data to develop overall statewide estimates (i.e., that would include workload at facilities not included in the study). The second was to present only the collected data for the locations within each state without attempting to estimate the larger pool of statewide IRP workload.

In addressing this issue, the related topic arose of whether DOC and local jail facilities should be analyzed together or separately. The working group determined that they should be analyzed separately because the inmate populations differ between jails and DOCs in important ways. For example, jails house a mix of pre-trial and sentenced inmates, while DOCs house only sentenced inmates, often with sentences greater than one year. Also, the two factors that drive IRP workload (number of admissions and length of stay) differ considerably between jails and DOCs. Jails have an inherently higher rate of admissions and shorter length of stay for all detainees (including foreign-born inmates) than state DOCs. DOCs, by contrast, typically have larger

total populations (since many sentenced inmates remain in custody for years) and lower rates of admission. For these reasons, the jail and DOC populations did not lend themselves to collective analysis.¹⁹

Outside of the complications inherent in an aggregated analysis, the team saw sufficient disparity of workload at the jails and DOCs to perceive the possibility that in the future ICE may see benefits to separating the staff working the two types of facilities in high volume jurisdictions. The separate analysis of the two facility types permits ICE the flexibility of considering the workloads separately, leaving the possibility open for future staffing to be more specifically targeted to fit the demands of these two very different populations.

Regarding the two alternatives for obtaining statewide results, one key factor is that jail jurisdictions correspond to city or county boundaries, while DOCs serve an entire state. Also, the study, by design, consisted of a non-statistical subset of jails, and not all states were represented in the subset. Consequently, using the study results to produce statewide estimates that would include facilities not included in the study would have required extensive mathematical extrapolation of historical jail data to create historical statewide workload values to combine with the DOC workload values. Even if this approach were chosen, the fact that the subset of facilities is not a statistical sample would call the results into question.

Given these factors, the working group decided to present statewide results using only the data collected for the study. Consequently, the current and projected workload values (particularly for states that are not represented in the subset) are likely to be smaller than the “total” IRP workload (i.e., all foreign-born admissions at every state DOC and local jail).

Forecasting Methodology

This section summarizes the statistical approach to data analysis and forecasting. The process described was developed in accordance with ICE’s goals for the workload analysis and to provide the most accurate workload projections possible, given the limitations of the data. Details of the statistical approach and methods used are contained in Appendix B.

Historical and Forecast Timeframes

As discussed in Chapter 2, five years of data (60 monthly data points) were requested; however, many locations submitted less than the full five years of data. Data sets providing a minimum of 12 months were included in the analysis and forecasts were developed using the data provided. Of those locations providing fewer than five years of data, the majority of data sets contained observations covering all of FY 2003.²⁰

For most locations, FY 2004 was treated as a future data point. However, some locations provided more than one quarter of data for FY 2004. Where possible, these FY 2004 data were used to develop the workload forecasts. These locations are identified in the summary tables in Chapter 5.

Given the limited historical data, the working group determined that the forecast for each facility should extend from FY 2004 through FY 2007. This includes in the forecast period at least one full fiscal year (FY 2007) for which budget processes have not yet begun. Consideration was given to extending the projections through FY 2011, which would correspond with the entire budget and resource planning timeframe. However, the quantity of historical data available for the project was not sufficient to produce statistical forecasts extending through FY 2011.²¹ The mathematical approach used to produce the workload projections is summarized in the *Methodology* section of this chapter and details are included in Appendix B. Forecast results are summarized in Chapter 5 and presented in detail in Appendix C.

¹⁹ As mentioned previously, a report addendum analyzing the relationship between jail and DOC workload will be completed in November 2004. One possible implication of the difference in jail/DOC workload is specialization of duties for agents working on the IRP program. Particularly in high-volume locations, a separate process may be needed to identify jail inmates with short lengths of stay who are not likely to subsequently serve longer sentences in the state DOC.

²⁰ For those locations where the data did not cover all of FY 2003, FY 2002 data were used to calculate workload composition percentages.

²¹ If necessary, planning estimates through FY 2011 can be generated by using simple trend analysis (e.g., average annual growth, etc.) to extend the project forecasts from the end of FY 2007 through the end of FY 2011.

Forecasting Approach

At the outset of the project, three forecasting techniques were considered: qualitative, regression, and time-series. Five main factors were taken into consideration when choosing the forecasting technique:

- Project time frame
- Limited historical data
- Explanatory power
- Minimizing forecast error
- Weighting of recent data points

Time-series forecasting was selected as the approach for estimating IRP on the basis that it satisfied the greatest number of these factors. Time series analysis is well suited to limited historical data, identifies patterns and anomalies within data series (e.g., seasonality, outliers, etc.) and has the flexibility to weight recent observations to account for level shifts and other factors. Most importantly, time series is not reliant on the collection or forecasting of additional independent variables. Although regression provides explanatory power (assuming the correct independent variables are identified), the project was not designed as an explanatory analysis, and the identification and collection of independent predictors could not be accomplished within the project scope or timeframe. Therefore, the working group determined that time series is the appropriate technique for developing IRP workload forecasts.

Eight time-series techniques were used to develop the forecasts. Each data series was forecasted using each of the eight methods. Depending on the characteristics of each data series, including volatility, trend, and seasonality, one of the eight time-series forecasts was chosen. The final forecast for each series was selected based upon the statistical “goodness-of-fit” measures generated by each method, as well as qualitative review of the forecasts for reasonableness.²² Confidence intervals were calculated for each forecast at the 5% and 95% levels.

Detailed discussion on the selection process and forecasting methodologies, including the strengths and weaknesses of each forecasting technique considered, factors taken into consideration when choosing the forecasting technique, and characteristics of each time-series method are described in Appendix B. The forecast results are summarized in Chapter 5 and shown in detail for each location in Appendix C.

Supplementing Historical Data with SCAAP Data

As mentioned previously, the data collected for this study are similar to the data provided to BJA to support SCAAP funding, but the study data reflect a larger proportion of foreign-born inmates.²³ Some locations provided fewer than the requested five years of data (FY 1999 – FY 2003). However, SCAAP data are available for this time frame and, as such, were used to supplement the forecasting process for several facilities.

The primary reason for using the SCAAP data is that at least two full years of data are needed to analyze the seasonality component in a time-series forecast. In this study, seven locations supplied less than two years of data. To produce all eight time series forecasts for seven of these locations, the working group decided to supplement the study data with monthly SCAAP data.²⁴

To do this, a time-series forecast was first generated using historical SCAAP data, the availability of which ranges from three to five years of monthly data. Then, an average percentage change between the FY 2003 monthly SCAAP data and the collected admission data were computed. The percentage change was applied to

²² The goodness-of-fit measures included the root mean squared error (RMSE), mean absolute deviation (MAD), and mean absolute percent error (MAPE). See Appendix B for further details.

²³ SCAAP data reflect foreign-born inmates who have been in custody for at least four days and meet a charge severity threshold. The study data include all foreign-born inmate admissions regardless of length of stay or charge.

²⁴ Three other locations (Cobb County, GA; Jacksonville, FL; and Montana DOC) also submitted less than two full years of data. However, these locations do not submit data for SCAAP, so the approach could not be applied. Forecasts were developed using simple trend analysis.

the forecast values (from the SCAAP forecast) to adjust for the disparity between the SCAAP data and the collected admissions data.²⁵

Because this is a non-statistical adjustment, the 5% and 95% confidence limits are not applicable to the SCAAP-adjusted forecasts. However, the only other alternatives available were to use another non-statistical technique to generate a forecast or exclude from the analysis the seven locations that provided between one and two years of data. The working group determined that it was preferable to preserve these locations in the analysis and that the most logical way to do so was by using the SCAAP data.²⁶

The working group also determined that SCAAP data should be used to develop forecasts for 13 DOCs that did not provide any usable data for the study and/or declined to participate. For these DOCs, the forecasts are based exclusively on SCAAP data. The results are included in Chapter 5 with all other locations, but are identified with a footnote. Because SCAAP data do not contain any of the project details, one-page data summaries were not generated for these 13 DOCs.

Summary

This chapter details the strategic and analytical approach used to achieve the project goals by analyzing and forecasting the data collected from state DOCs and local jails. The strategies and methods presented were the result of collaborative decisions made by the working group.

The analytical process was based on the following key considerations:

- Records with missing values for place of birth were excluded from the analysis because the data sets from several locations systematically excluded place of birth for a high percentage of records. This decision was extended to also exclude records containing non-null but indeterminate values for place of birth.
- FY 2003 values were used for all locations to analyze the IRP workload composition in terms of length of stay, offense severity, age, and gender. This information can assist ICE in resource planning, requests, and allocation.
- The current and projected workload values are summarized at both the state and ICE Field Office levels.
- The forecasts for each facility extend from FY 2004 through FY 2007. Statistical forecasts could not be extended further because of data limitations.
- DOC and jail workload are analyzed separately because the inmate populations differ in important ways, particularly in terms of the number of admissions and length of stay.
- The statewide values presented represent totals of workload for facilities included in the study, as opposed to overall statewide estimates that would include workload at facilities not included in the study.
- Time series analysis was used to generate IRP workload forecasts because it is well suited to limited historical data, identifies data patterns and anomalies, and, most importantly, does not rely on collecting or forecasting additional independent variables
- For each location, eight time-series techniques were used to develop initial forecasts and a final forecast was selected based on statistical accuracy and qualitative review.
- For seven locations that supplied less than two years of data, monthly SCAAP data were used to supplement the collected data so that time-series techniques could be properly applied.
- For 13 DOCs that did not provide usable data and/or declined to participate, forecasts were developed exclusively with SCAAP data.

²⁵ The historical and fitted values from the SCAAP forecast were not altered.

²⁶ The November 2004 addendum to this report will also include a detailed comparison of the collected study data and SCAAP data for several key locations.

Based on these considerations, the current and future IRP workload was estimated for each DOC and jail. Additional details about the process used to select the statistical methodology can be found in Appendix B. Forecast and workload composition results are summarized in Chapter 5 and presented in detail in Appendix C.

CHAPTER 5. RESULTS

Chapter 3 described the data collection process that yielded usable data from 81 jails and DOCs, and Chapter 4 outlined the decisions made and process used to analyze and forecast the collected data. This chapter presents the overall analysis and forecast results for all facilities. Additional details for each facility can be found in Appendix C.

Historical and Projected IRP Workload

Tables 5-1 and 5-2 display the historical and projected IRP workload values for each jail and DOC that provided usable data for the study and for the DOCs forecasted using SCAAP data. The jails and DOCs are grouped by ICE Field Office in Table 5-1 and by state in Table 5-2; the Field Offices and states are ordered alphabetically.

Some locations provided fewer than five years of historical data, illustrated by the gray boxes in the FY 1999-2003 columns. Historical data values shown in blue signify that partial data were provided for that fiscal year. Also, shaded boxes in the FY 2004 column identify locations providing more than one quarter of FY 2004 data; these data were used to develop the forecast.

As explained in Chapter 4, the forecasts for seven jails and DOCS were augmented using SCAAP data, and the forecasts for 13 DOCs were based exclusively on SCAAP data; these locations are identified with asterisks and associated footnotes at the bottom of the table.²⁷ The projected workload values were produced by time-series analyses as described in Appendix B.

²⁷ These techniques were used so that the analysis could include as much data from as many locations as possible. However, it is important to consider the data anomalies and limitations identified within the table and footnotes. For example, Plymouth County, MA provided 11 months of data (April 2003 - February 2004), which included 769 foreign-born admissions. However, the FY 2003 data point only reflects a portion of this total. SCAAP data were used to augment the FY 2003 data to develop a forecast. The forecasted values are in line with the collected data, though at first glance significantly larger than the FY 2003 value.

Table 5-1. Historical and Projected IRP Workload by ICE Field Office

Location	Historical Workload				Forecasted Workload				
	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
Atlanta Field Office									
Mecklenburg County, NC **				3,358	3,495	3,590	3,590	3,590	3,590
Cobb County, GA **					6,539	5,962	6,530	6,530	6,530
DeKalb County, GA **				710	839	930	913	913	913
Georgia DOC	382	391	441	463	503	496	509	522	535
North Carolina DOC ***	423	490	410	544	535	528	528	528	528
South Carolina DOC	119	107	149	184	199	209	241	264	287
Jail Totals	0	0	0	4,068	10,873	10,482	11,033	11,033	11,033
DOC Totals	924	988	1,000	1,191	1,237	1,233	1,278	1,314	1,350
Baltimore Field Office									
City of Philadelphia, PA	475	454	467	481	535	469	525	539	554
Delaware DOC		373	751	672	609	603	605	605	605
Maryland DOC ***		135	126	140	172	177	193	208	223
Pennsylvania DOC			153	207	205	227	248	278	309
Jail Totals	475	454	467	481	535	469	525	539	554
DOC Totals	0	508	1,030	1,019	986	1,007	1,046	1,091	1,137
Boston Field Office									
Plymouth County, MA **					474	874	864	864	864
Connecticut DOC ***	191	173	184	319	252	262	262	262	262
Maine DOC	5	6	8	6	3	7	7	7	7
Massachusetts DOC ***	150	138	159	185	177	190	200	211	221
New Hampshire DOC	17	33	35	22	30	35	33	32	30
Rhode Island DOC ***		993	846	537	776	737	737	737	737
Vermont DOC ***	19	17	16	16	23	22	22	22	22
Jail Totals	0	0	0	0	474	874	864	864	864
DOC Totals	382	1,360	1,248	1,085	1,261	1,253	1,261	1,271	1,279
Buffalo Field Office									
No Participating Locations									
Jail Totals	0	0	0	0	0	0	0	0	0
DOC Totals	0	0	0	0	0	0	0	0	0
Chicago Field Office									
Cook County, IL	7,183	7,589	8,051	9,052	9,033	9,544	10,032	10,495	10,958
Jefferson County, KY	537	612	1,532	1,123	1,081	1,287	1,337	1,337	1,337
Milwaukee County, WI		915	1,137	1,160	1,235	1,255	1,307	1,335	1,362
Illinois DOC ***		728	898	904	904	904	904	904	904
Indiana DOC ***		94	83	141	135	135	135	135	135
Kansas DOC	49	56	71	95	101	72	109	120	131
Kentucky DOC	50	82	103	114	162	173	195	214	233
Missouri DOC	132	178	182	220	200	257	270	282	294
Wisconsin DOC	178	166	172	212	249	225	236	246	256
Jail Totals	7,720	9,116	10,720	11,335	11,349	12,086	12,676	13,167	13,657
DOC Totals	409	1,304	1,509	1,686	1,751	1,766	1,849	1,901	1,953
Dallas Field Office									
Oklahoma County, OK			553	299	235	334	448	665	882
Travis County, TX		6,552	8,059	8,673	9,188	9,640	10,222	11,019	11,817
Oklahoma DOC	256	209	171	220	198	254	259	265	272
Jail Totals	0	6,552	8,612	8,972	9,423	9,974	10,670	11,684	12,699
DOC Totals	256	209	171	220	198	254	259	265	272

Bold, Blue Text denotes a partial year of data received.

Shaded Blue Box denotes facility sent at least Q1 FY 2004 data.

** Limited data received. Historical SCAAP data were forecasted. The SCAAP forecast was augmented to more accurately reflect the magnitude of workload presented in actual data received.

*** Limited or no data received. Historical SCAAP data were forecasted. SCAAP forecast was not augmented because monthly SCAAP admissions were comparable to actual monthly data received.

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Location	Historical Workload					Forecasted Workload			
	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
D.C. Field Office									
Virginia DOC	199	222	327	378	427	438	455	471	487
Jail Totals	0	0	0	0	0	0	0	0	0
DOC Totals	199	222	327	378	427	438	455	471	487
Denver Field Office									
Colorado DOC	412	403	442	525	511	509	534	559	583
Idaho DOC	207	214	158	171	207	219	243	266	289
Montana DOC					5	6	7	8	9
Wyoming DOC		5	26	22	27	22	26	27	29
Jail Totals	0	0	0	0	0	0	0	0	0
DOC Totals	619	622	626	718	750	756	810	860	910
Detroit Field Office									
Wayne County, MI			52	36	63	37	43	43	43
Cuyahoga County, OH	371	519	624	481	405	477	483	483	483
Michigan DOC	103	80	75	113	144	126	134	142	150
Ohio DOC ***			100	198	216	208	208	208	208
Jail Totals	371	519	676	517	468	514	526	526	526
DOC Totals	103	80	175	311	360	334	342	350	358
El Paso Field Office									
New Mexico DOC ***	3	5	14	16	32	30	32	37	42
Jail Totals	0	0	0	0	0	0	0	0	0
DOC Totals	3	5	14	16	32	30	32	37	42
Houston Field Office									
Harris County, TX				13,681	14,731	15,059	15,891	16,407	16,924
Texas DOC	3,843	3,151	3,561	4,059	4,780	4,707	4,879	5,052	5,225
Jail Totals	0	0	0	13,681	14,731	15,059	15,891	16,407	16,924
DOC Totals	3,843	3,151	3,561	4,059	4,780	4,707	4,879	5,052	5,225
Los Angeles Field Office									
Clark County, NV	5,158	7,131	7,460	7,502	7,227	7,420	7,212	7,322	7,432
Los Angeles County, CA	112,663	113,029	113,472	105,536	109,824	111,034	110,443	110,443	110,443
Orange County, CA		18,995	17,459	16,856	17,168	17,647	18,406	18,676	18,947
Riverside County, CA **				2,750	7,704	8,267	8,354	8,354	8,354
Ventura County, CA		2,500	2,662	2,061	558	2,500	2,500	2,500	2,500
California DOC ***	16,313	14,794	13,635	13,556	13,370	13,557	13,557	13,557	13,557
Jail Totals	117,821	141,655	141,053	134,705	142,481	146,868	146,915	147,295	147,676
DOC Totals	16,313	14,794	13,635	13,556	13,370	13,557	13,557	13,557	13,557
Miami Field Office									
Broward County, FL	8,067	11,012	10,672	10,630	11,128	10,959	11,518	12,077	12,636
Hillsborough County, FL	4,299	5,221	6,044	6,837	8,351	9,236	10,200	11,171	12,142
Jacksonville, FL					1,523	1,547	1,572	1,580	1,588
Orange County, FL		902	2,910	3,627	1,929	1,920	2,017	2,017	2,017
Palm Beach County, FL	4,675	5,439	5,733	5,938	6,583	7,538	7,904	8,275	8,647
Pinellas County, FL		786	1,130	1,541	1,709	1,986	2,339	2,648	2,956
Florida DOC	909	1,750	1,641	1,685	1,757	1,737	1,753	1,768	1,784
Jail Totals	17,041	23,360	26,489	28,573	31,223	33,186	35,550	37,768	39,986
DOC Totals	909	1,750	1,641	1,685	1,757	1,737	1,753	1,768	1,784

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**U.S. Immigration and Customs Enforcement (ICE)
Institutional Removal Program (IRP) – National Workload Study**

Location	Historical Workload					Forecasted Workload			
	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
New Orleans Field Office									
Davidson County, TN			1,927	2,325	2,551	3,045	3,447	3,840	4,233
Alabama DOC	62	48	43	34	38	49	52	54	57
Arkansas DOC	3	14	37	28	57	43	61	69	79
Louisiana DOC ***	65	26	38	40	40	40	40	40	40
Mississippi DOC ***	5	12	22	48	47	62	56	56	56
Tennessee DOC	46	67	100	100	117	114	130	139	148
Jail Totals	0	0	1,927	2,325	2,551	3,045	3,447	3,840	4,233
DOC Totals	181	167	240	250	299	308	339	358	380
New York City Field Office									
New York City, NY	4,832	4,389	4,541	5,884	14,422	15,524	15,524	15,524	15,524
Suffolk County, NY	1,475	1,636	1,480	1,647	1,745	1,673	1,626	1,670	1,714
New York DOC	2,291	2,207	2,151	2,082	2,167	2,039	2,192	2,328	2,463
Jail Totals	6,307	6,025	6,021	7,531	16,167	17,197	17,150	17,194	17,238
DOC Totals	2,291	2,207	2,151	2,082	2,167	2,039	2,192	2,328	2,463
Newark Field Office									
Essex County, NJ	524	466	571	713	672	627	648	675	701
Hudson County, NJ	3,046	3,337	3,608	3,390	4,141	4,011	4,032	3,267	4,502
Passaic County, NJ	1,641	1,245	1,369	2,038	1,711	3,589	3,855	3,855	3,855
New Jersey DOC	946	947	671	656	646	712	779	885	911
Jail Totals	5,211	5,048	5,548	6,141	6,524	8,227	8,535	7,797	9,058
DOC Totals	946	947	671	656	646	712	779	885	911
Phoenix Field Office									
Maricopa County, AZ	17,189	16,914	16,593	17,298	18,954	19,429	19,871	20,313	20,755
Pima County, AZ		1,136	1,751	2,187	2,203	2,252	2,252	2,252	2,252
Yuma County, AZ		158	611	668	525	758	807	855	904
Arizona DOC ***	912	1,158	1,400	1,728	1,939	2,265	2,556	2,847	3,138
Jail Totals	17,189	18,208	18,955	20,153	21,682	22,439	22,930	23,420	23,911
DOC Totals	912	1,158	1,400	1,728	1,939	2,265	2,556	2,847	3,138
St. Paul Field Office									
Hennepin County, MN				5,294	4,643	4,242	4,221	4,221	4,221
Iowa DOC	66	132	113	126	141	138	148	156	164
Minnesota DOC	49	93	118	204	245	288	330	372	414
Nebraska DOC	83	108	94	98	106	102	107	113	119
North Dakota DOC	9	5	9	5	4	9	12	12	12
South Dakota DOC	18	15	17	28	20	21	21	23	24
Jail Totals	0	0	0	5,294	4,643	4,242	4,221	4,221	4,221
DOC Totals	225	353	351	461	516	558	618	676	733
San Antonio Field Office									
Bexar County, TX	5,497	5,978	6,155	6,851	7,562	7,142	7,275	7,275	7,275
Jail Totals	5,497	5,978	6,155	6,851	7,562	7,142	7,275	7,275	7,275
DOC Totals	0	0	0	0	0	0	0	0	0
San Diego Field Office									
San Diego County, CA **					14,476	14,403	15,031	15,560	16,289
Jail Totals	0	0	0	0	14,476	14,403	15,031	15,560	16,289
DOC Totals	0	0	0	0	0	0	0	0	0

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**U.S. Immigration and Customs Enforcement (ICE)
Institutional Removal Program (IRP) – National Workload Study**

Location	Historical Workload					Forecasted Workload				
	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	
San Francisco Field Office										
Alameda County, CA	4,447	4,582	4,919	4,635	4,975	5,147	5,153	5,265	5,376	
Fresno County, CA				6,756	6,765	6,692	6,753	6,753	6,753	
Kern County, CA	5,429	7,891	9,459	9,092	9,348	9,512	9,602	9,602	9,602	
Santa Clara County, CA	13,606	18,347	17,514	17,581	18,227	18,373	18,391	18,391	18,391	
Tulare County, CA	5,935	6,277	5,965	6,506	6,282	6,299	6,397	6,483	6,569	
Nevada DOC	305	418	421	428	510	523	546	568	590	
Hawaii DOC	1,545	1,320	1,302	1,094	1,148	1,330	1,291	1,291	1,291	
Utah DOC ***	87	121	110	72	115	114	114	114	114	
Jail Totals	29,417	37,097	37,857	44,570	45,597	46,023	46,296	46,494	46,691	
DOC Totals	1,937	1,859	1,833	1,594	1,773	1,967	1,951	1,973	1,995	
Seattle Field Office										
Multnomah County, OR	2,872	3,662	3,552	3,548	3,095	3,708	3,708	3,708	3,708	
Pierce County, WA	141	493	396	450	368	440	497	555	612	
Yakima County, WA	1,689	1,864	1,836	1,663	1,930	2,353	2,290	2,290	2,290	
Alaska DOC				1,299	1,382	1,484	1,554	1,637	1,720	
Oregon DOC				478	359	467	464	464	464	
Washington DOC	248	292	306	377	324	381	386	391	396	
Jail Totals	4,702	6,019	5,784	5,661	5,393	6,501	6,495	6,553	6,610	
DOC Totals	248	292	306	2,154	2,065	2,332	2,404	2,492	2,580	
Total Jail Workload (participating locations)										
	211,751	260,031	270,264	300,858	346,152	358,731	366,030	371,637	379,445	
Total DOC Workload (participating locations)										
	30,700	31,976	31,889	34,849	36,314	37,253	38,360	39,496	40,554	

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Table 5-2. Historical and Projected IRP Workload by State

Location	Historical Workload					Forecasted Workload				
	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	
Alabama										
Alabama DOC	62	48	43	34	38	49	52	54	57	
Alaska										
Alaska DOC				1,299	1,382	1,484	1,554	1,637	1,720	
Arkansas										
Arkansas DOC	3	14	37	28	57	43	61	69	79	
Arizona										
Maricopa County	17,189	16,914	16,593	17,298	18,954	19,429	19,871	20,313	20,755	
Pima County		1,136	1,751	2,187	2,203	2,252	2,252	2,252	2,252	
Yuma County		158	611	668	525	758	807	855	904	
Jail Total	17,189	18,208	18,955	20,153	21,682	22,439	22,930	23,420	23,911	
Arizona DOC ***	912	1,158	1,400	1,728	1,939	2,265	2,556	2,847	3,138	
California										
Alameda County	4,447	4,582	4,919	4,635	4,975	5,147	5,153	5,265	5,376	
Fresno County				6,756	6,765	6,692	6,753	6,753	6,753	
Kern County	5,429	7,891	9,459	9,092	9,348	9,512	9,602	9,602	9,602	
Los Angeles County	112,663	113,029	113,472	105,536	109,824	111,034	110,443	110,443	110,443	
Orange County		18,995	17,459	16,856	17,168	17,647	18,406	18,676	18,947	
Riverside County**				2,750	7,704	8,267	8,354	8,354	8,354	
San Diego County**					14,476	14,403	15,031	15,560	16,289	
Santa Clara County	13,606	18,347	17,514	17,581	18,227	18,373	18,391	18,391	18,391	
Tulare County	5,935	6,277	5,965	6,506	6,282	6,299	6,397	6,483	6,569	
Ventura County		2,500	2,662	2,061	558	2,500	2,500	2,500	2,500	
Jail Total	142,080	171,621	171,450	171,773	195,327	199,874	201,030	202,027	203,224	
California DOC ***	16,313	14,794	13,635	13,556	13,370	13,557	13,557	13,557	13,557	
Colorado										
Colorado DOC	412	403	442	525	511	509	534	559	583	
Connecticut										
Connecticut DOC ***	191	173	184	319	252	262	262	262	262	
Delaware										
Delaware DOC		373	751	672	609	603	605	605	605	
Florida										
Broward County	8,067	11,012	10,672	10,630	11,128	10,959	11,518	12,077	12,636	
Hillsborough County	4,299	5,221	6,044	6,837	8,351	9,236	10,200	11,171	12,142	
Jacksonville					1,523	1,547	1,572	1,580	1,588	
Orange County		902	2,910	3,627	1,929	1,920	2,017	2,017	2,017	
Palm Beach County	4,675	5,439	5,733	5,938	6,583	7,538	7,904	8,275	8,647	
Pinellas County		786	1,130	1,541	1,709	1,986	2,339	2,648	2,956	
Jail Total	17,041	23,360	26,489	28,573	31,223	33,186	35,550	37,768	39,986	
Florida DOC	909	1,750	1,641	1,685	1,757	1,737	1,753	1,768	1,784	
Georgia										
Cobb County**					6,539	5,962	6,530	6,530	6,530	
DeKalb County**				710	839	930	913	913	913	
Jail Total	-	-	-	710	7,378	6,892	7,443	7,443	7,443	
Georgia DOC	382	391	441	463	503	496	509	522	535	

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**U.S. Immigration and Customs Enforcement (ICE)
Institutional Removal Program (IRP) – National Workload Study**

Location	Historical Workload					Forecasted Workload				
	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	
Hawaii										
Hawaii DOC	1,545	1,320	1,302	1,094	1,148	1,330	1,291	1,291	1,291	
Idaho										
Idaho DOC	207	214	158	171	207	219	243	266	289	
Illinois										
Cook County	7,183	7,589	8,051	9,052	9,033	9,544	10,032	10,495	10,958	
Jail Total	7,183	7,589	8,051	9,052	9,033	9,544	10,032	10,495	10,958	
Illinois DOC ***		728	898	904	904	904	904	904	904	
Indiana										
Indiana DOC ***		94	83	141	135	135	135	135	135	
Iowa										
Iowa DOC	66	132	113	126	141	138	148	156	164	
Kansas										
Kansas DOC	49	56	71	95	101	72	109	120	131	
Kentucky										
Jefferson County	537	612	1,532	1,123	1,081	1,287	1,337	1,337	1,337	
Jail Total	537	612	1,532	1,123	1,081	1,287	1,337	1,337	1,337	
Kentucky DOC	50	82	103	114	162	173	195	214	233	
Louisiana										
Louisiana DOC ***	65	26	38	40	40	40	40	40	40	
Maine										
Maine DOC	5	6	8	6	3	7	7	7	7	
Maryland										
Maryland DOC ***		135	126	140	172	177	193	208	223	
Massachusetts										
Plymouth County**					474	874	864	864	864	
Jail Total	-	-	-	-	474	874	864	864	864	
Massachusetts DOC ***	150	138	159	185	177	190	200	211	221	
Michigan										
Wayne County			52	36	63	37	43	43	43	
Jail Total	-	-	52	36	63	37	43	43	43	
Michigan DOC	103	80	75	113	144	126	134	142	150	
Minnesota										
Hennepin County				5,294	4,643	4,242	4,221	4,221	4,221	
Jail Total	-	-	-	5,294	4,643	4,242	4,221	4,221	4,221	
Minnesota DOC	49	93	118	204	245	288	330	372	414	
Mississippi										
Mississippi DOC***	5	12	22	48	47	62	56	56	56	
Missouri										
Missouri DOC	132	178	182	220	200	257	270	282	294	
Montana										
Montana DOC					5	6	7	8	9	

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**U.S. Immigration and Customs Enforcement (ICE)
Institutional Removal Program (IRP) – National Workload Study**

Location	Historical Workload					Forecasted Workload				
	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	
Nebraska										
Nebraska DOC	83	108	94	98	106	102	107	113	119	
Nevada										
Clark County	5,158	7,131	7,460	7,502	7,227	7,420	7,212	7,322	7,432	
Jail Total	5,158	7,131	7,460	7,502	7,227	7,420	7,212	7,322	7,432	
Nevada DOC	305	418	421	428	510	523	546	568	590	
New Hampshire										
New Hampshire DOC	17	33	35	22	30	35	33	32	30	
New Jersey										
Essex County	524	466	571	713	672	627	648	675	701	
Hudson County	3,046	3,337	3,608	3,390	4,141	4,011	4,032	3,267	4,502	
Passaic County	1,641	1,245	1,369	2,038	1,711	3,589	3,855	3,855	3,855	
Jail Total	5,211	5,048	5,548	6,141	6,524	8,227	8,535	7,797	9,058	
New Jersey DOC	946	947	671	656	646	712	779	885	911	
New Mexico										
New Mexico DOC ***	3	5	14	16	32	30	32	37	42	
New York										
New York City	4,832	4,389	4,541	5,884	14,422	15,524	15,524	15,524	15,524	
Suffolk County	1,475	1,636	1,480	1,647	1,745	1,673	1,626	1,670	1,714	
Jail Total	6,307	6,025	6,021	7,531	16,167	17,197	17,150	17,194	17,238	
New York DOC	2,291	2,207	2,151	2,082	2,167	2,039	2,192	2,328	2,463	
North Carolina										
Mecklenburg County**				3,358	3,495	3,590	3,590	3,590	3,590	
Jail Total	-	-	-	3,358	3,495	3,590	3,590	3,590	3,590	
North Carolina DOC ***	423	490	410	544	535	528	528	528	528	
North Dakota										
North Dakota DOC	9	5	9	5	4	9	12	12	12	
Ohio										
Cuyahoga County	371	519	624	481	405	477	483	483	483	
Jail Total	371	519	624	481	405	477	483	483	483	
Ohio DOC ***			100	198	216	208	208	208	208	
Oklahoma										
Oklahoma County			553	299	235	334	448	665	882	
Jail Total	-	-	553	299	235	334	448	665	882	
Oklahoma DOC	256	209	171	220	198	254	259	265	272	
Oregon										
Multnomah County	2,872	3,662	3,552	3,548	3,095	3,708	3,708	3,708	3,708	
Jail Total	2,872	3,662	3,552	3,548	3,095	3,708	3,708	3,708	3,708	
Oregon DOC				478	359	467	464	464	464	
Pennsylvania										
City of Philadelphia	475	454	467	481	535	469	525	539	554	
Jail Total	475	454	467	481	535	469	525	539	554	
Pennsylvania DOC			153	207	205	227	248	278	309	
Rhode Island										
Rhode Island DOC ***		993	846	537	776	737	737	737	737	

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Location	Historical Workload					Forecasted Workload				
	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	
South Carolina										
South Carolina DOC	119	107	149	184	199	209	241	264	287	
South Dakota										
South Dakota DOC	18	15	17	28	20	21	21	23	24	
Tennessee										
Davidson County			1,927	2,325	2,551	3,045	3,447	3,840	4,233	
Jail Total	-	-	1,927	2,325	2,551	3,045	3,447	3,840	4,233	
Tennessee DOC	46	67	100	100	117	114	130	139	148	
Texas										
Bexar County	5,497	5,978	6,155	6,851	7,562	7,142	7,275	7,275	7,275	
Harris County				13,681	14,731	15,059	15,891	16,407	16,924	
Travis County		6,552	8,059	8,673	9,188	9,640	10,222	11,019	11,817	
Jail Total	5,497	12,530	14,214	29,205	31,481	31,841	33,388	34,701	36,016	
Texas DOC	3,843	3,151	3,561	4,059	4,780	4,707	4,879	5,052	5,225	
Utah										
Utah DOC ***	87	121	110	72	115	114	114	114	114	
Vermont										
Vermont DOC ***	19	17	16	16	23	22	22	22	22	
Virginia										
Virginia DOC	199	222	327	378	427	438	455	471	487	
Washington										
Pierce County	141	493	396	450	368	440	497	555	612	
Yakima County	1,689	1,864	1,836	1,663	1,930	2,353	2,290	2,290	2,290	
Jail Total	1,830	2,357	2,232	2,113	2,298	2,793	2,787	2,845	2,902	
Washington DOC	248	292	306	377	324	381	386	391	396	
West Virginia										
West Virginia DOC										
Wisconsin										
Milwaukee County		915	1,137	1,160	1,235	1,255	1,307	1,335	1,362	
Jail Total	-	915	1,137	1,160	1,235	1,255	1,307	1,335	1,362	
Wisconsin DOC	178	166	172	212	249	225	236	246	256	
Wyoming DOC										
Wyoming DOC		5	26	22	27	22	26	27	29	
Total Local Jail Workload (participating locations)										
	211,751	260,031	270,264	300,858	346,152	358,731	366,030	371,637	379,445	
Total DOC Workload (participating locations)										
	30,700	31,976	31,889	34,849	36,314	37,253	38,360	39,496	40,554	

Bold, Blue Text denotes a partial year of data received.

Shaded Blue Box denotes facility sent at least Q1 FY 2004 data.

** Limited data received. Historical SCAAP data were forecasted. The SCAAP forecast was augmented to more accurately reflect the magnitude of workload presented in actual data received.

*** Limited or no data received. Historical SCAAP data were forecasted. SCAAP forecast was not augmented because monthly SCAAP admissions were

As the tables show, in FY 2003, a total of 382,466 foreign-born inmates were admitted to the locations providing data for the study, 346,152 to jails and 36,314 to DOCs.²⁸ Based on the projections for each location, foreign-born admissions in this group of jails will increase to 379,445 by FY 2007, an increase of 9.6% compared to FY 2003. A total of 40,554 foreign-born admissions are projected for the DOCs by FY 2007, an increase of 11.7%.²⁹

As mentioned in Chapter 4 (and detailed in Appendix B), the forecasts were developed using time-series analysis, the technique most suited to the data and project goals. However, it should be noted that fluctuations in the historical data could not be closely examined within the study timeframe. For example, the data provided by the New York City DOC (which houses the city's jail population) remained relatively consistent between FY 1999 and FY 2002, then more than doubled in FY 2003 and remained at this higher level in the first quarter of FY 2004. Because further research could not be conducted, it is uncertain whether the workload spike should be considered permanent or if other adjustments to the historical data are needed. Consequently, the forecasts are based exclusively on the data provided from each location, without additional research and validation. ICE will research fluctuations and anomalies on a case-by-case basis to aid in applying the study results.

The projected growth is greater for DOCs than jails, primarily because several large jails exhibited relatively level trends in the number of foreign-born admissions. One of these locations was Los Angeles County, which represents nearly one-third of the total foreign-born jail admissions included in the study. However, this finding does not suggest that resource needs for the IRP program in such locations will remain stable. On the contrary, ICE subject matter experts indicated that the existing level of program resources is far below what is needed to manage the current workload (i.e., FY 2003 workload data). Consequently, even if there was no projected growth in any locations, additional program resources are still needed to cover the substantial program workload that agents are managing today.

Also, Table 5-2 shows that, among the locations providing data for the study, the largest concentration of foreign-born jail admissions is found in California, Texas, Florida, Arizona, New York, Illinois, and Georgia. The jails located in these seven states accounted for 90% of the FY 2003 workload and are projected to account for 89% of the FY 2007 workload. Because one of the study's objectives was to focus attention on those areas where the IRP program can have the greatest impact, this information can assist ICE in requesting and allocating program resources.

FY 2003 Workload Composition

Figures 5-1 through 5-6 display details of the total FY 2003 IRP workload composition for the jails and DOCs providing data for the study.³⁰ The figures present the composition of the FY 2003 foreign-born admissions in terms of nationality, length of stay, age, gender, and offense severity, respectively. Except for length of stay (Figures 5-2 and 5-3), the results reflect combined totals for jails and DOCs.

²⁸ This includes the 13 DOCs for which SCAAP data were used exclusively.

²⁹ These figures include jail inmates from six DOCs: Alaska, Connecticut, Delaware, Hawaii, Rhode Island, and Vermont. These states have integrated prison/jail systems and the DOC records therefore include the total jail and prison populations. It was not possible to separate the records; therefore they are all shown under the DOC totals. This factor and others already noted create some data anomalies. For example, the foreign-born DOC population in Rhode Island is shown as being larger than in Massachusetts. This is because 1) the Rhode Island data contains jail inmates, and 2) the Massachusetts data is exclusively from SCAAP. Although the actual foreign-born DOC population is almost certainly larger in Massachusetts than Rhode Island, the data provided for the study do not reflect this.

³⁰ All 382,466 foreign-born admission records were used to calculate these figures. However, not all records contributed to the calculation of each figure, due to missing or invalid data. For example, some locations could not provide an offense severity field but included all other requested data. Also, some individual records contain null or indeterminate values for one field but valid values for all others.

Figure 5-1. Foreign-Born Inmates by Place of Birth

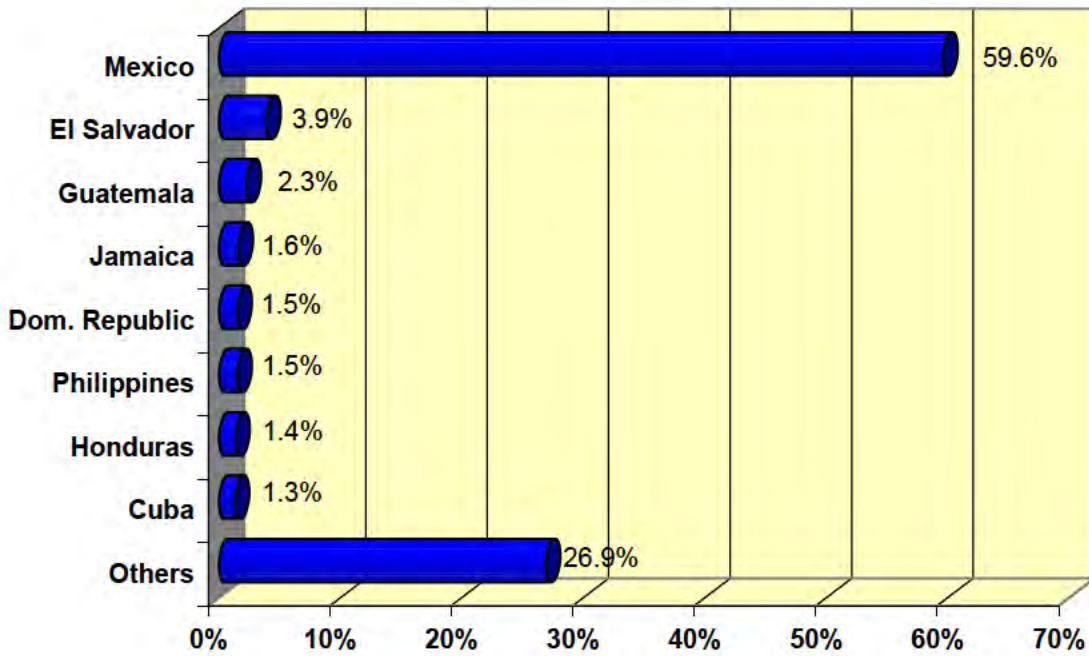


Figure 5-2. Foreign-Born Jail Inmates by Length of Stay (in days)

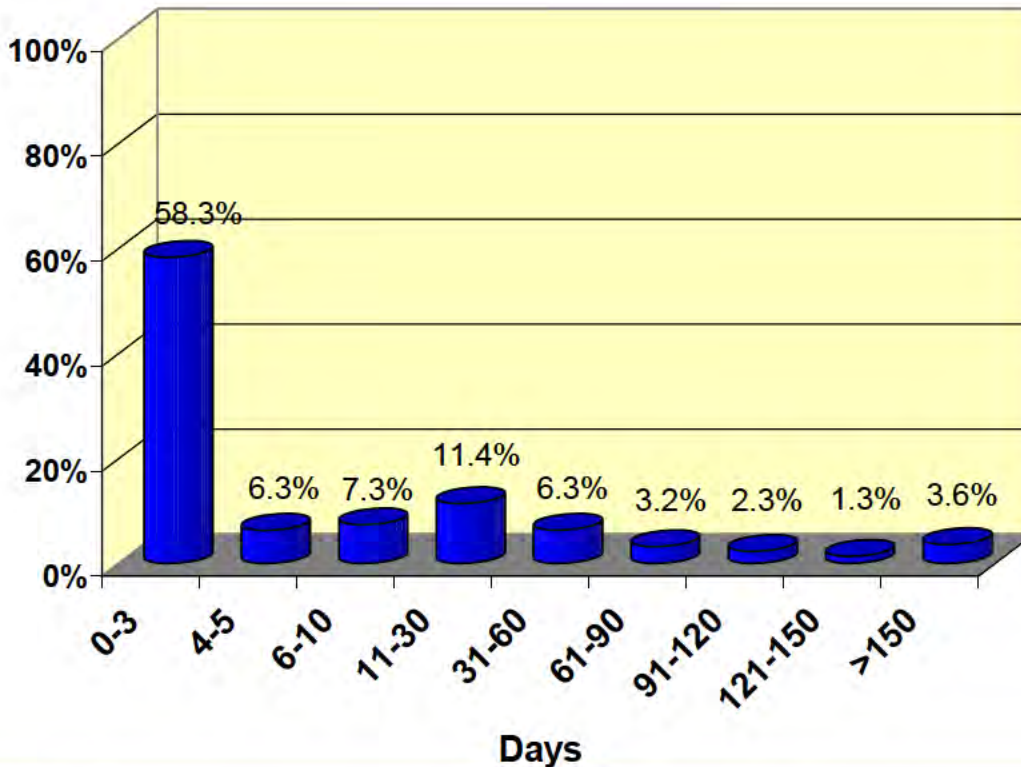


Figure 5-3. Foreign-Born DOC Inmates by Length of Stay

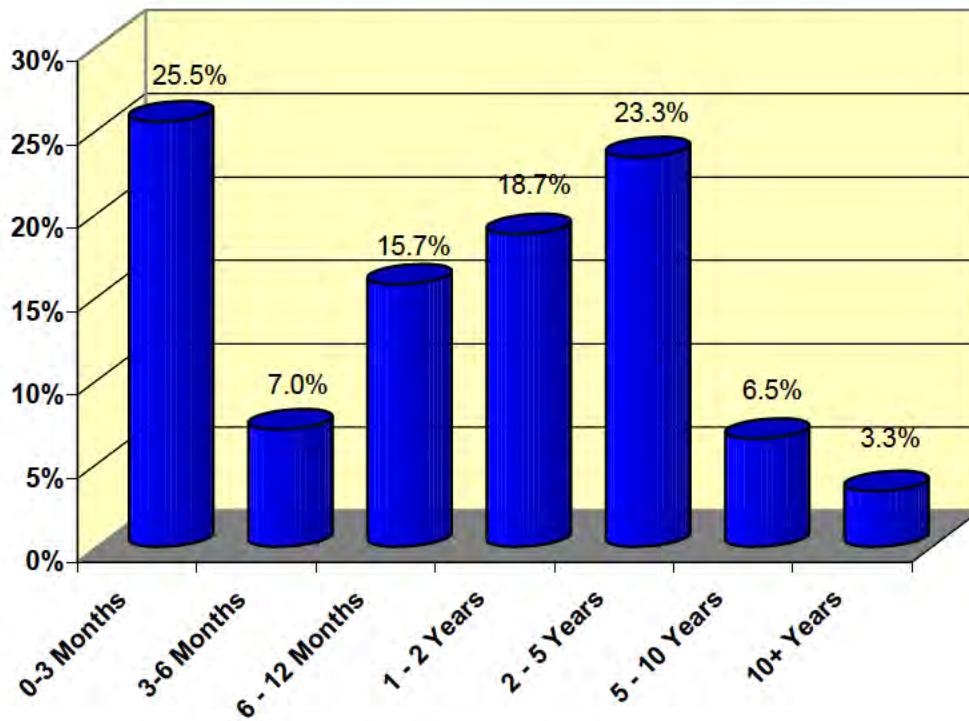


Figure 5-4. Foreign-Born Inmates by Offense

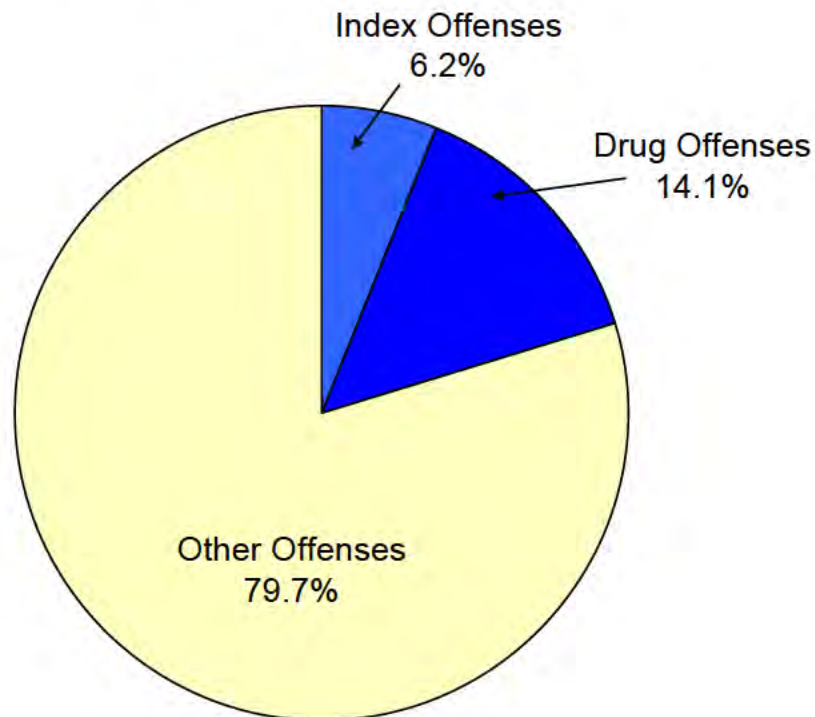


Figure 5-5. Foreign-Born Inmates by Gender

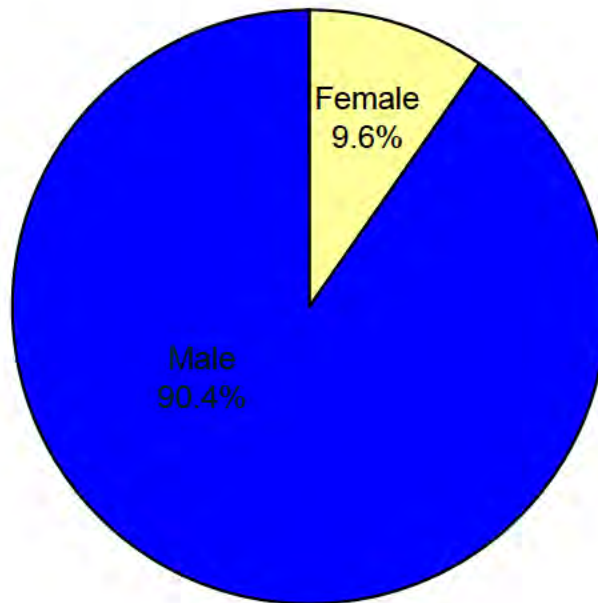
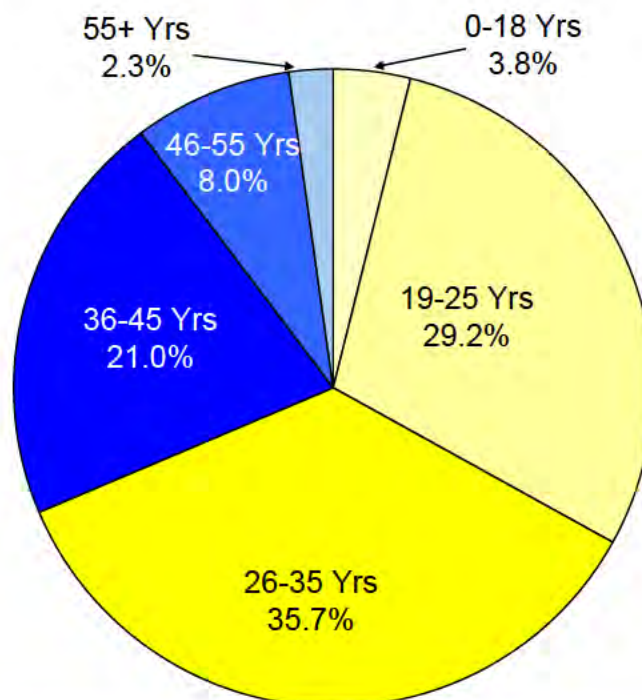


Figure 5-6. Foreign-Born Inmates by Age



The information contained in the figures highlights the following key points:

- Figure 5-1 shows that Mexican-born inmates, by far the largest concentration, represent 59.6% of the total foreign-born inmates in the jails and DOCs that provided data. Other nationalities that comprised greater than 1.6% include El Salvador, Guatemala, and Jamaica.
- Figure 5-2 shows that 58.3% of foreign-born jail inmates remain in custody for three days or less and 83% remain in custody for 30 days or less. The fact that so many foreign-born inmates spend such a short time in custody raises at least two considerations. First, agents need the ability to respond very quickly to identify potentially removable aliens at the jail level; second, the program could benefit from a method for identifying jail inmates who are likely to move to a DOC and serve a longer sentence. As mentioned previously, a study is being conducted to address this second consideration and the results will be published as an addendum to this report.
- Figure 5-3 shows that 32.5% of foreign-born DOC inmates are in custody for 6 months or less, and 51.8% serve sentences of greater than one year.³¹
- Figure 5-4 shows that 6.2% of foreign-born jail and DOC inmates are charged with Index crimes, 14.1% with drug crimes, and 79.7% with other violations.³² The potential relevance of offense severity in identifying jail inmates likely to be sentenced to DOCs will be addressed in the add-on study.
- Figures 5-5 and 5-6 show the demographic composition of the IRP workload in terms of age and gender. These factors can be critical in terms of the availability and cost of detention space (i.e., separate housing for females and juveniles) and can also influence IRP resource needs, particularly in specific locations.

These workload composition results provide useful information that ICE can use to apply the study findings. In addition to the potential uses noted above, the workload composition percentages can be combined with the workload forecasts to estimate future workload for specific inmate groups (e.g., Index crime offenders, inmates with certain lengths of stay, etc.).³³ Detailed results for both the overall workload (historical and forecast) and workload composition are presented for each facility in Appendix C.

³¹ The proportion of DOC inmates in custody six months or less is likely inflated by the data from the six DOCs with integrated prison/jail systems, because the DOC records include jail inmates with relatively short lengths of stay. Also, unlike for jails, the length of stay for DOCs was calculated based on inmates released in each fiscal year, as opposed to those admitted. The reason is that, in any given year, the majority of admitted inmates will still be in custody at the end of the year, making length of stay unknown for those inmates. Although this method has limitations (i.e., it omits inmates with life sentences and may be incomplete for inmates with sentences longer than 5 years), it provides a more accurate distribution than using admissions.

³² Index crimes refer to serious crimes as defined by the Federal Bureau of Investigation (FBI) Crime Index and include murder, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft, and arson.

³³ Any figures derived this way would assume that the percentages remain stable over time. The more the percentages vary over time, the less accurate the estimates would be. Thus, analysis of the IRP workload composition over time is a potential area of future study.

Appendix A. Data Collection

Data Collection Letter

This letter was sent March 8, 2004 to the director or Sheriff of each of the targeted facilities.

Office of Detention and Removal Operations
U.S. Department of Homeland Security
425 I Street, NW
Washington, DC 20536



U.S. Immigration
and Customs
Enforcement

March 8, 2004

(b)(6), (b)(7)c

cc

369 South High Street
Columbus, Ohio 43215



Dear (b)(6), (b)(7)c

The purpose of this correspondence is to request specific data pertaining to non-U S citizen inmates housed in your facility This information will assist the U S Department of Homeland Security, Immigration and Customs Enforcement (ICE) in conducting an important workload analysis of the Institutional Removal Program (IRP) The IRP allows ICE personnel to identify removable criminal aliens incarcerated in the U S , and begin removal proceedings during the incarceration period so that when a criminal alien completes the prison sentence, he/she is immediately subject to removal without further detention in ICE custody

Fentress Incorporated (Fentress) is the prime contractor working for ICE to collect inmate data from the 50 state Departments of Correction (DOCs) and 50 of the largest local jails in the U S Appriss Incorporated (Appriss), which maintains a privately managed integrated criminal justice information network, is under contract to provide data for the IRP project Fentress will use the data to estimate the non-U S citizen inmate population currently being held in DOCs and local jails, which will in turn help to quantify the current workload associated with the IRP Fentress will use the data to develop a model that projects the non-U S citizen population and estimates the IRP workload These projections will assist ICE in determining necessary funding and staffing requirements for the Program

ICE hopes to obtain at least two (and ideally five) years of your most recent inmate data Presently, record-level data (for each individual) are preferred However, as the project moves forward, findings pertaining to data volume and file size may suggest that summary data are preferable to record-level data This is presently a question open for consideration Ideally, the data should include the following inmate attributes: age, gender, citizenship/place of birth, type of offense, conviction status (disposition), and length-of-stay In particular, citizenship/place of birth and length-of-stay (or sentence length) are critical pieces of information for the IRP program

We realize that you may already provide similar inmate data to the Bureau of Justice Statistics (BJS) ICE and Fentress are in contact with BJS to obtain summary-level data to support the project However, we believe that the type of detailed information desired is more likely to reside in booking systems than in summary reports Therefore, we respectfully request your assistance in providing data to support this important Department of Homeland Security program

A designated project representative will contact you within the next two weeks to follow up on this correspondence At that time, we will be happy to address any questions or concerns We can then begin to discuss details and identify a process for obtaining the available data

(b)(6) Management Analyst, at (b)(6)

Thank you for your participation in this effort and I look forward to working with you

Sincerely,

Anthony Tangeman
Director

Additional Data Collection Letter with Assurance of Confidentiality

This letter, or one containing similar information, was sent to locations that requested an assurance that the confidentiality of each inmate would be maintained. An e-mail containing portions of this text was also developed to give specifics on what data were requested.

July 19, 2004

(b)(6), (b)(7)c

El Paso County Sheriff's Office
P.O. Box 125
El Paso, TX 79941

(b)(6), (b)(7)c

This letter is to give a bit of additional information about the study Fentress Incorporated and Appriss are conducting on behalf of Immigration and Customs Enforcement, Department of Homeland Security. I hope that El Paso County will be able to help us out by providing the data we require to complete this study. For your files, I'm including a brief explanation of the study and the way the data will be used. This letter is also intended to serve as the assurance of confidentiality of record level data that you have mentioned needing in order to release the data we have requested.

The goal of this study is to project future workload for ICE's Institutional Removal Program (IRP), which processes criminal aliens for deportation. These criminal aliens have entered the United States legally or illegally, but have become eligible for deportation by engaging in criminal activity. Under the IRP, these inmates are targeted, processed, and a deportation hearing is scheduled. If the deportation hearing finds that deportation is appropriate these aliens can be sent home immediately. Any foreign-born inmate in a local jail or state prison is a potential candidate for the IRP, and often an interview is necessary to determine candidacy.

An audit of this program by the Office of the Inspector General in September 2002 found that it was not achieving some of the desired goals. One reason for the low removal rate is inadequate staffing. The IRP process can take up to six weeks from candidate identification to deportation hearing. If the process does not begin while candidate inmates are still in local custody, they may be released from the local facility before ICE is prepared to assume custody and process the deportation. With low staffing levels, targeting and processing have not been as successful as they could be at identifying the proper individuals early enough to successfully complete the removal when appropriate.

The analysis of the volume of potential candidates for this program is the first step in improving this program. Once this study has estimated the total workload for the IRP, ICE can take steps to improve the staffing levels and the processing times so increasing numbers of criminal aliens can be processed as stipulated by the immigration laws of the United States.

The following sections describe exactly what our data analysis team is looking for, as well as how the data will be used.

TIME PERIOD TO COVER - Fentress is requesting record level data on foreign-born admissions to the El Paso County Jail over the past 2-5 years. We are working on the Federal fiscal year, which runs October 1 to September 30. Our contract asks us to collect at least 2 years of data, but our statisticians would prefer to collect five years, if possible. We would like to collect data on all admissions with foreign-born or unidentifiable place of birth from October 1 of the starting year, and then all subsequent admissions fitting the criteria up until the present time. We'd love to have data starting October 1, 1998 (five complete years, plus a few months of FY 2003). If you can only provide two years of data, please start with October 1, 2001 and give all subsequent admissions, so we can be sure to have two complete fiscal years. Please give admissions by day. We will aggregate as necessary/appropriate for the final analysis and projections.

MAIN SORT CRITERIA - Our main sort criteria is indicator of foreign born status (Place of Birth, Citizenship, etc, depending on what you store in your system). Key items to keep in mind for this criteria are:

- We want all non-US born and all undetermined place of birth, distinguished as non-US or undetermined.
- We are not interested in citizenship per se. We'd prefer place of birth. Citizenship is a second-best option.

SPECIFIC DATA ITEMS - The sample data distributed to you by e-mail shows some fields that we have found available on other systems around the country. Please bear in mind that we do not need every item listed under "unique identifier" – only one unique identifier is necessary per inmate. Likewise, we only need one item to distinguish or identify foreign-born inmates, not every item listed in that category. Necessary data items include booking date, anticipated release date/actual release date, gender, at least one unique identifier (Social Security or other number), and some indicator of origin of birth (Place of Birth, Citizenship, etc.). We would like to get the full demographic and criminal sections as well, if possible. We understand that some of this data is self-reported and may not be completely reliable, but are interested in seeing what is on your system all the same.

If you have concerns about releasing personal information relating to inmates, please note that we do not require names and Social Security numbers, but if you do not include the SSN, please include a different unique identifier for each inmate.

FORMAT - Our ideal format is Microsoft Excel or Microsoft Access, but we can accept data in any tab-delimited format.

COMPLETION DATE - We are hoping to get all data in by the end of July. Please let us know if this will not be a feasible timeframe for you, or if you can get the data in sooner.

USE OF DATA - The data Fentress is requesting for this analysis will be used internally by authorized staff on this project, all of whom have been cleared by ICE to work on this project. Some data subsets may be compiled into examples for team meetings with ICE staff to discuss modeling options, but these data sets will not be made public. El Paso County is one of 123 facilities that will be included in the study. The final report will contain aggregated data at facility, national, and regional levels. The report will also include graphical representations (maps, histograms) of data from specific locations around the country. These graphs will not include record-level data; that data will only be used to compile the diagrams.

**U.S. Immigration and Customs Enforcement (ICE)
Institutional Removal Program (IRP) – National Workload Study**

Sample Data

This set of fictitious sample data was sent electronically to almost every participant in the study.

Department of Homeland Security
Immigration and Customs Enforcement
Sample Data Set
03/18/2004

Facility Information		Unique Identifiers					General Inmate Data				
Agency	Facility	Booking Number	Inmate Jacket Number	State ID	FBI Number	INS Number	Passport Visa Number	Last Name	First Name	Middle Name	SSN
Name of Agency	Name of Facility	(b)(6), (b)(7)(C), (b)(7)e									
Name of Agency	Name of Facility										
Name of Agency	Name of Facility										
Name of Agency	Name of Facility										
Name of Agency	Name of Facility										

Age Indicator		Gender	Citizenship/Foreign Born Indicators				Potential Proxies for Foreign Born				
DOB	AGE	Gender	Place of Birth (POB)	Nationality	US Citizen	Foreign Born	Descent	Ethnicity	Language Spoken	Language Written	Language Read
(6), (b)(7)(C)	65	M	New York	American	yes	no	United States		English	English	English
	50	F	Mexico City	Mexican	no	yes	Mexico	Hispanic	Spanish	Spanish	Spanish
	27	M	Mexico City	Mexican	yes	yes	Mexico	Hispanic	Spanish	Spanish	Spanish
	36	M	El Paso	Mexican	yes	no	Mexico	Hispanic	English	English	English
	34	M	Rome	Italian	no	yes	Italy		English	English	English

Booking Information for Calculating Length of Stay (DHS will calculate LOS)					Disposition of Offense		
Booking Date	Released Indicator	Release Date	Scheduled Release Date	Expected Release Date	Offense 1	Offense 2	Offense 3
4/11/2002	N	5/12/2003	12/14/2003	12/1/2003	Aggravated assault	fraud	Drug possession
11/4/2003	N	12/28/2003	1/20/2004	11/8/2004	grand theft		
10/3/2002	N	1/1/2003	5/12/2003	5/15/2003	possession of firearm by convicted felon		
6/23/2003	N	12/14/2000	2/12/2003	2/2/2003	burglary	grand theft	
11/14/2001	N	5/1/2002	5/30/2002	5/15/2002	robbery		

Appendix B. Forecasting Methodology

Introduction

One objective of the IRP Workload Study is to forecast the program workload through FY 2007. The purpose of this appendix is to describe the process used to develop workload forecasts and to outline the rationale for selecting the final methodology.

Three forecasting methods were considered: qualitative, regression, and time-series. Of these, time-series was selected as the most logical approach. The section below presents the strengths and limitations of each method and describes the reasons for selecting time-series.

Qualitative Forecasting Method

Qualitative forecasts are useful when little or no historical data are available. These forecasts are based primarily on subjective methods such as informed judgment, expert opinion, or past experience. Qualitative forecasts are typically developed through a combination of answers to surveys, questionnaires, or interviews. The Delphi technique is one commonly used qualitative method. The Delphi technique is based on a structured process for collecting and distilling knowledge from a group of experts by means of a series of questionnaires interspersed with controlled opinion feedback. The philosophy behind this approach is that the group will converge toward the "best" response through this consensus process.

Strengths

One distinct advantage of qualitative forecasts is that historical data need not be available; forecasts are developed based solely on the reliability of group consensus. Qualitative forecasts are particularly useful when the future is expected to be very different than the past, thereby negating the objective and consistent value of historical data retained in a quantitative forecast.

Weaknesses

An inherent weakness of qualitative forecasts arises due to the fact that forecasts are built solely on subjective information. The use of subjective information makes the forecasts prone to error that is difficult to predict or measure. In addition, if historical data are present, the development of consensus through iterative processes may either ignore or contradict the available quantitative data. Particularly if discernible trends exist in the data, ignoring those trends is not desirable. Finally, the manpower required to collect the data for qualitative forecasts through survey and subject matter expert interviews, together with the many meetings necessary to develop consensus, can be time consuming and labor intensive.

Multivariate Regression Forecasting Method

Multivariate regression is a causal associative method that establishes a relationship between a dependent variable (quantity forecasted) and one or more independent variables (the basis for the forecast).³⁴ Multivariate regression attempts to explain the variance in the dependent variable by determining a relationship between the dependent variable and independent variables.

The goal of multivariate linear regression is to find a linear equation that yields the best match to historical data. Coefficients of multivariate linear regression are found by using the equation:

$$y = b_0 + b_1x_1 + b_2x_2 + b_3x_3 + \dots + \varepsilon \quad (\text{a.1})$$

Where b_1, b_2, b_3 are the coefficients of the independent variables; x_1, x_2, x_3 are the independent variables; b_0 is the y -intercept; and ε is the residual error.

The residual error, ε , represents the random effect of the forecast after the variability of the predictive independent variables have been removed. The explanatory power of the regression equation is measured by three regression statistics: R-squared; sum of squared deviations (SSE); and F-Statistic.

³⁴ In this study, the dependent variable is the number of foreign-born admissions to DOCs and county jails.

R-Squared

R-squared is the coefficient of determination. This statistic indicates the proportion of error that is accounted for in the regression. In other words, R-squared is the percentage of the variability of the dependent variable that is explained by the independent variables. R-squared is defined as:

$$R^2 = \frac{\sum (\hat{y}_i - \bar{y})^2}{\sum (y_i - \bar{y})^2} \tag{a.2}$$

Where y_i is the actual historical value for a point in time period i ; \bar{y} is the mean of the data and; \hat{y}_i is the fitted forecast value for the time period i .

SSE

The sum of square deviations (SSE) measures the error not eliminated by the regression equation. The lower the SSE, the better the fit of the regression equation to the historical data. SSE can be defined as:

$$SSE = \sum_{i=1}^n \varepsilon_i^2 \tag{a.3}$$

Where n is the number of historical data points and ε is the residual error.

F-Statistic

The F-statistic tests the significance of the relationship between the dependent variable and a combination of one or more independent variables. The F-statistic can be compared to similar sets; the higher the F-statistic, the better the regression equation. The F-statistic can be defined by:

$$F = \frac{\sum (\hat{Y}_i - \bar{Y})^2 / (m - 1)}{\sum (Y_i - \hat{Y}_i)^2 / (n - m)} \tag{a.4}$$

Where Y_i is the actual historical value for a point in time period i ; \bar{Y} is the mean of the data; n is the total number of fitted points; \hat{Y}_i is the fitted forecast value for the time period i ; and m is the number of regression coefficients.

Strengths

Multivariate regression is the preferred method in cases where the goal is to explain the variance in the dependent variable. The regression coefficients represent the contributions of one or more independent variables to variations in the level of the dependent variable. The ability to compare the individual contributions of independent variables to the variance of the dependent variable has numerous applications for analyzing historical data.

For example, testing the significance of individual coefficients or the collective significance of all coefficients provides insight into which factors cause changes to the dependent variable. This information can be useful both in explaining past behavior, and in forecasting future behavior.

Thus, regression analysis can provide explanatory insight, offering both a prediction of the dependent variable, and an explanation of the factors influencing the prediction. When reliable forecasts are available for all independent variables used to predict the dependent variable in the regression equation, this approach can provide sound and useful forecasts.

Weaknesses

The major conceptual limitation of multivariate regression is that relationships between variables can be ascertained, but causation may not be proven. Evidence of correlation between an independent variable and the dependent variable does not mean that changes in the independent variable caused changes in the

dependent variable. For causation to be inferred, the regression model must be properly specified, meaning that most or all independent variables that influence the dependent variable must be included in the model.

A poorly specified multivariate regression may identify a strong positive relationship between foreign-born admissions and the number of agents working on the IRP program, but this analytical reality would not indicate that an increase in the number of agents caused the increase in foreign-born admissions. Instead, it is more likely that other external factors (i.e., increased foreign-born population, economic conditions in other countries, etc.) caused the increase in foreign-born admissions, which in turn created the need for additional agents to handle the resulting IRP workload. Unless historical data on the relevant external factors are collected, this type of model can easily be misspecified and the model's coefficients inaccurately represented.

Additional weaknesses in multivariate regression analysis involve the structure of the model, the amount of data, and the availability of the independent variables projected into the future. The structure of a regression model gives equal weighting to each data point (e.g., the most recent historical data are valued the same as the earliest historical data). Fluctuations in policies or other external factors not taken into account may cause the forecast to be under- or overestimated. Multivariate regression analysis also assumes that residual errors follow a normal distribution. Inspection of the distribution of individual residual values may eliminate some but not all of the concern regarding the structure of the error term.

The number of independent variables included in the model can affect the accuracy of the multivariate regression forecast. The ideal number of observations (e.g., foreign-born admissions) should be 10 to 20 times larger than the number of independent variables. With limited historical data and multiple independent variables, as in this study, forecasts produced by multivariate regression analysis are likely to be unstable.

Finally, all independent variables need to be forecasted for the entire duration of the forecast period. Even with a properly specified model, errors in the forecasts of the independent variables will lead to errors in the forecast of the dependent variable; the more independent variables, the greater the chances that forecast error across independent variables will multiply, causing the dependent variable forecast to be inaccurate.

Time-series Forecasting Method

Time-series is a quantitative forecasting method based on historical values measured at successive points in time. Time-series forecasting assumes past patterns can be used to predict future results.

A time-series forecast assumes that a combination of systematic pattern and random error are included in the historical data. The forecasting method attempts to isolate the pattern from the random error by identifying four components of change: cyclical movement, trend, seasonality, and residual error. A variable's cyclical movement is the unpredictable long-term cycling behavior due to recurring patterns (e.g., business cycles) or annual fluctuations. Trend is the long-term increase or decrease in a variable being measured over time. Trends can be either linear or non-linear, depending on whether or not their rate of change remains constant. The seasonal component is the fluctuation in the data that repeats itself with the same period of recurrence (e.g., weekly, monthly, quarterly). The random or residual error of a time-series forecast is the unexplained portion of the forecast after the level, trend, and seasonal components are removed. Not every time-series forecast will exhibit all four of these components; however, at least one component will be represented in each time-series forecast.

The accuracy of time-series forecasts is measured by three "goodness of fit" measures: root mean square error (RMSE), mean absolute deviation (MAD), and mean absolute percentage error (MAPE). Each measure compares the historical fitted points of the forecast to the actual historical data. The lower the error, the closer the historical fitted values are to the actual historical values.

Root Mean Square Error (RMSE)

The root mean square error (RMSE) is an absolute error measure that squares the deviation of the fitted forecast to the historical data. This measure is likely to exaggerate large errors, which helps eliminate forecasting methods with large errors. The RMSE is defined as:

$$RMSE = \sqrt{\frac{\sum_{t=1}^n (Y_t - \hat{Y}_t)^2}{n}} \quad (a.5)$$

Where Y_t represents the historical point for a given time period t ; n is the total number of historical values; and \hat{Y}_t is the fitted forecast value for the time period t .

Mean Absolute Deviation (MAD)

The mean absolute deviation (MAD) is an error measure that measures the absolute difference between the historical value and forecasted value. The MAD is defined as:

$$MAD = \frac{\sum_{t=1}^n |Y_t - \hat{Y}_t|}{n} \quad (a.6)$$

Where Y_t represents the historical point for a given time period t ; n is the total number of historical values; and \hat{Y}_t is the fitted forecast value for the time period t .

Mean Absolute Percent Error (MAPE)

The mean absolute percent error (MAPE) is a relative error measure that uses absolute values. The MAPE is based on relative errors; therefore, the scale of the dependent variable does not matter, and the forecasting accuracy can be compared between differently scaled time-series data. The MAPE is defined as:

$$MAPE = \frac{\sum_{t=1}^n \left| \frac{(Y_t - \hat{Y}_t)}{Y_t} \right| * 100}{n} \quad (a.7)$$

Where Y_t represents the historical point for a given time period t ; n is the total number of historical values; and \hat{Y}_t is the fitted forecast value for the time period t .

Strengths

Time-series forecasts are not reliant on the collection or forecasting of additional independent variables, making it a more straightforward methodology than multivariate regression. Time-series analysis simply requires that a pattern of observed historical data be identified. Time-series methods cover many data contingencies (e.g., observed historical data with a seasonal component or observed historical data without trend or seasonal components). In other words, time-series forecasting has the ability to identify patterns in data sets that are not identical or do not adapt to the “one-size fits all” philosophy.

Time-series works best where stable conditions are present and are expected to remain. In addition, most time-series methods place greater weight on more recent historical data. For example, after an external factor, like a policy change, affects one or more components over the collection period, a greater emphasis would be placed on data following the external factor shift. The resulting forecast would less likely be under- or over-biased compared with a forecasting method that gives equal weighting to all historical data points.

Weaknesses

The primary limitation of time-series forecasting is that it yields better results for short to mid-term forecasts where sufficient, reliable historical data are available than for long-term forecasts. When data are not either of high quality or truly representative, time-series forecasting may give poor results; therefore, time-series methods are most appropriate for stable situations. Where underlying conditions are subject to extreme change, time-

series analysis may also produce unreliable forecasts. In addition, time-series forecasting does not assess the individual determinants (causes) of changes in the dependent variable, giving it little explanatory power.

Structural limitations are also a concern with time-series forecasting. Specifically, some methods are appropriate only for a time-series that is stationary (i.e., its mean, variance, and autocorrelation should be approximately constant through time). For these methods there should be at least 50 observations in the historical data for a successful forecast. Other methods require as few as eight observations in the historical data; however, there is a trade-off between accurate, reliable forecasts and the number of historical data observations (i.e., the fewer observations in the historical data, the less reliable the forecast.)

Forecasting Considerations for the IRP Workload Study

Given the strengths and weaknesses of the various forecasting methods that were considered, a total of five factors were considered in selecting the forecasting method used for estimating future IRP workload. Commentary following each consideration describes the suitability of each of the three methods and notes the method(s) that most closely satisfies the criteria.

Consideration #1: Fit within Timeframe for Study Completion

IRP workload needs to be forecasted for approximately eighty facilities, some of which contain limited observations and therefore require additional analysis of SCAAP data. The forecasts need to be reviewed, revised if necessary, and the results need to be compiled for presentation and publication. Given the time needed to conduct original data gathering efforts and to clean and manipulate the data, the forecasts must be produced in less than three months.

Qualitative methods are time-consuming. Given the timeframe for this study, these methods could only be used on a limited basis. The working group met regularly to review progress and address issues. This group could have participated in a Delphi process to develop projections; however, the results may have been questioned, as this team may not possess the technical familiarity with the detailed workings of the IRP to provide sufficient input. This approach would have been a useful one had fewer locations responded by providing historical data, and had time permitted field interviews with subject matter experts to take place.

A comprehensive Delphi approach, which would have included preparation and distribution of survey materials; multiple iterations of survey data gathering; and interviews with field agents and other experts from different parts of the country; was not possible within the study timeframe. Because a substantial amount of quantitative data was gathered, a purely qualitative approach would not have maximized use of all available information.

The study scope and analysis were limited to workload forecasts – they did not include provisions for collecting and analyzing data for purposes of forecasting independent variables that might serve as predictors of foreign-born admissions in the multivariate regression analysis. Selecting independent variables, developing assumptions, specifying regression models, and either purchasing or producing forecasts of independent variables would have added time and cost beyond the original project design and timeframe.

Time-series forecasting had the advantage of relative simplicity, thereby allowing forecasts for all locations that provided at least one year of historical data. This approach permitted all forecasts to be produced and reviewed within the project time frame.

Consideration #2: Maximize Volume of Data Collected

A considerable amount of historical data was collected for the project. Two to five years of record-level data were requested from 122 facilities.³⁵ In response, over eight million records were received. The single variable to be collected and forecasted was monthly foreign-born admissions. Record-level admissions data, as well as general inmate characteristics, including gender, age, offense, and nationality, were collected as part of this study and were therefore available for analysis and forecasting. Any approach selected needed to be able to accommodate the benefits and limitations of the data collected.

³⁵ Of the 122 target locations, 81 complied with the data request and provided usable data for the study.

Qualitative forecasting techniques would not have maximized the considerable amount of historical data received. Either quantitative method (regression or time-series) would have been suitable for developing forecasts given the amount of record-level data received; however, multivariate regression would have also required historical data on all independent variables that would have been needed to develop forecast equations. Multivariate regression would have augmented the data collection to include those independent variables, thereby increasing the magnitude of data to be processed (see *Consideration #3*).

Historical data were aggregated on a monthly basis, providing a relatively small number of historical data points (ranging from 12 to 60 observations). The limited number of observations further constrained the forecasting methodology. As previously noted, for each independent variable included in a regression equation there should ideally be 10 to 20 times the number of observations. Most time-series methods (with the exception of ARIMA models with multiple parameters) are not similarly constrained, requiring as little as eight observations in the historical data to forecast (although the greater the amount of historical data, the more reliable the forecast).

Consideration #3: Focus on Forecasting the Future, not Explaining the Past

The project objective was to develop current estimates and future forecasts of IRP workload rather than develop an explanatory model to analyze the individual determinants of IRP workload.

Given the project objective of generating a forecast of future workload, a single set of data (record-level historical foreign-born admissions) was collected from each location for analysis and forecasting. Multivariate regression, because of its explanatory power, would have been the proper technique for a project requiring an assessment of the causes of any historical changes in the number of foreign-born admissions. Such an assessment was not an objective of the Workload Study; nor were data collected for the various independent variables that could have affected foreign-born admissions.

For multivariate regression to have been a viable alternative for examining changes in historical workload and developing forecasts, historical monthly data on potential independent variables would need to be identified and gathered, and county-level forecasts for all such independent variables would have been required. Due to geographical and seasonal variations, each location would have needed to be analyzed separately for the correct independent variables to be included in a regression equation. This approach could have amounted to analysis and forecasts for over 200 distinct independent variables before even beginning to calculate the resulting forecasts of future workload.

Given the project objective of forecasting future workload (rather than explaining the causes of that workload), time-series forecasting, which is not reliant on the collection or forecasting of additional independent variables, was the more appropriate technique, as well as more appropriate for the project timeframe and available data.

Consideration #4: Minimize Potential Error

Regardless of the data available for analysis or the project timeframe, it is important that the forecasting methodology selected minimize potential error and forecasting bias.

As was previously mentioned, a multivariate regression model that does not include all the relevant independent variables (i.e., those that most heavily influence the level of the dependent variable) can easily be statistically misspecified and the coefficients will be inaccurate. Even if historical data on all independent variables are available, accurate forecasts of each independent variable are needed to predict future levels of the dependent variable. The greater the number of forecasts that are calculated for independent variables, the more likely that error will enter the regression equation, even if the model is properly specified.

For this study, some or all of the independent variables would undoubtedly have been forecasted using time series methods. With forecasts of variables providing the basis for the workload forecast, the output would have been susceptible to as many “sub-forecasts” as there are independent variables, with all of the inherent error of each of those forecasts carrying through to the final forecast. Conversely, a time-series approach produces a single forecast of foreign-born admissions, based directly on the historical data collected. While this approach does not imply that time-series forecasts cannot contain errors, the fact that there are no “sub-forecasts” minimizes the potential error compared to a regression approach.

Consideration #5: Incorporation of Seasonal and External Fluctuation: Vary Data Point Weighting

Seasonal fluctuations were evident in the record-level data series collected for this study. Any method used for projecting future workload must take this seasonality into account and be able to vary the weights assigned to historical data points, if necessary.

As previously discussed, multivariate regression analysis gives equal weighting to each data point, whereas most time-series methods place greater weight on more recent historical data. When seasonality and external fluctuations (e.g., level shifts) are evident in the data, giving equal weighting to all data points may not be an appropriate approach. Time-series methods account for sub-components of the data series, including trend, seasonal, and cyclical variations, and also account for level shifts. Time-series forecasting has the flexibility to more heavily weight recent observations to account for level shifts and other changes to the historical data series.

Summary of Forecasting Considerations

Each of the forecasting methods considered for the project (qualitative, regression, and time-series) has strengths and weaknesses that were evaluated when selecting the method to be used to forecast foreign-born admissions. Based on the considerations discussed above, which are summarized in Table B-1, time-series forecasting was selected as the project forecasting methodology.

Table B-1. Forecasting Methods and Selection Criteria

	Fit Within Timeframe	Maximize Historical Data	Forecast the Future, not Explain the Past	Minimize Potential Error	Vary Data Point Weighting
Qualitative	•				
Regression		•			
Time Series	•	•	•	•	•

Time-Series Forecasting Methods

There are a variety of specific forecasting techniques available to apply a time-series methodology. The purpose of this section is to present the eight forecasting techniques that were used to develop project forecasts. The characteristics of each method are described, including the types of historical data series to which each technique is most applicable. The section concludes with an overview of the process for identifying the proper time series technique for each IRP workload forecast.

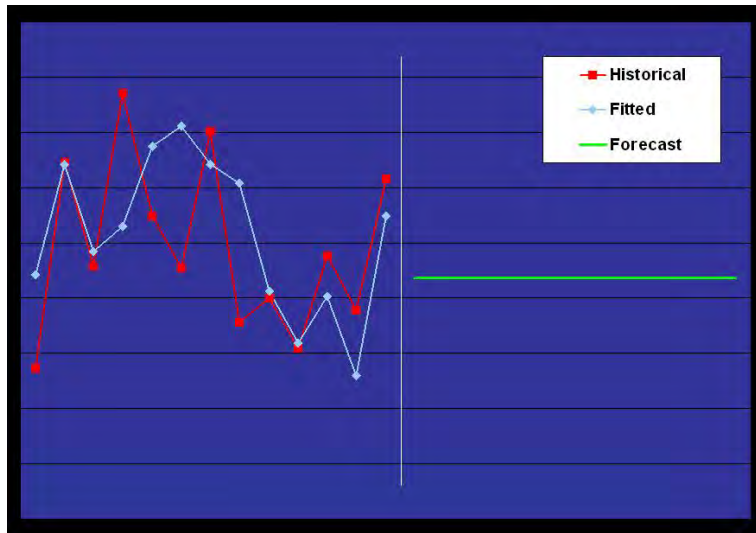
Linear Smoothing Methods

Linear smoothing methods attempt to reduce data error by short-term volatility in data to produce a linear forecast. Smoothing techniques average adjacent observations. Underlying true values usually move slowly, so that adjacent observations are not far apart. By averaging adjacent values, the errors tend to cancel out, and the trend is well established.

Single Moving Average

The single moving average linear smoothing method seeks to smooth out historical data by averaging the last several periods and projecting that view forward.

Figure B-1. Single Moving Average Historical Data and Forecast

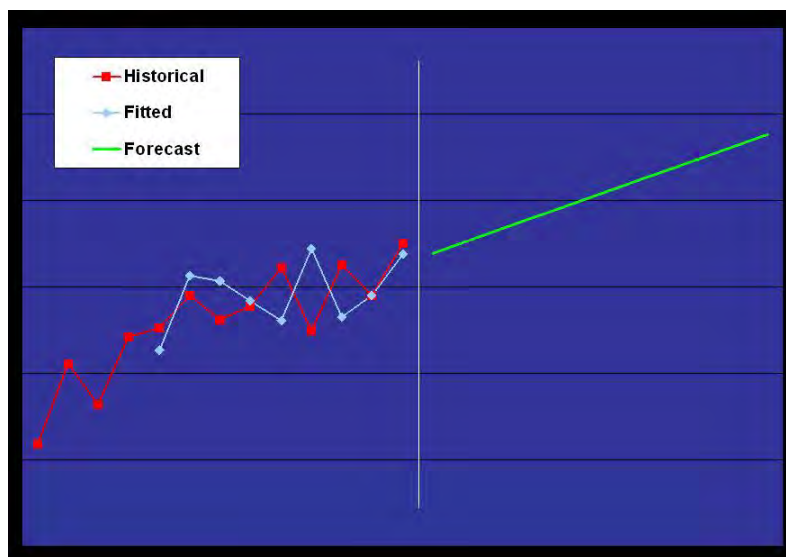


This method is suited for volatile data with little or no trend or seasonal components. As shown in Figure B-1, the forecast converges to the series mean and results in a flat linear forecast.

Double Moving Average

The double moving average linear smoothing method seeks to smooth out historical data by applying the moving average technique described above twice. The moving average technique is first applied to the historical data and then to the data set created by applying the single moving average method.

Figure B-2. Double Moving Average Historical Data and Forecast



The Double Moving Average time-series technique is suited for volatile data with a trend (increasing in Figure B-2), but with no seasonal component. The result, as shown in Figure B-2, is a sloped linear forecast.

Single Exponential Smoothing

The single exponential smoothing (SES) method largely overcomes the limitations of moving average models by weighting historical data with exponentially decreasing weights going into the past; therefore, recent data receive a greater weight than older data. When applied recursively to each successive observation in the series, each new smoothed value (fitted value) is computed as the weighted average of the current observation and the previous smoothed observation.

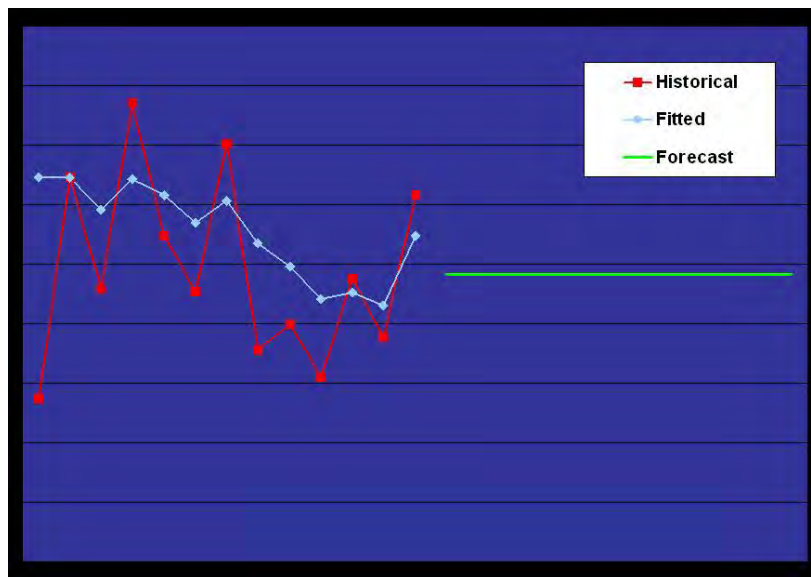
In effect, each smoothed fitted value is the weighted average of the previous observations, where the weights decrease exponentially depending on the value of parameter α . Extreme values of α (i.e., zero and one) for the single exponential smoothing model are atypical.

The single exponential smoothing model can be defined as:

$$S_t = \alpha y_t + (1 - \alpha)S_{t-1} \tag{a.8}$$

Where S_t represents the forecasted estimate; y_t represents the historical data at time t ; and α is the smoothing constant valued between 0 and 1.

Figure B-3. Single Exponential Smoothing Historical Data and Forecast



Effectively, the SES method is a weighted single moving average method. This method is most effective for volatile data that exhibit no trend. As shown in Figure B-3, the fitted values are smoother than the simple moving average because more recent data receive a greater weight. The result is a flat linear forecast that converges to a particular value, though not necessarily the series mean.³⁶

Double Exponential Smoothing

The double exponential smoothing (DES) method applies the SES method twice. The SES technique is first applied to the historical data and then to the resulting SES data. The double exponential smoothing model can be defined as:

$$S_t = \alpha y_t + (1 - \alpha)S_{t-1} \tag{a.9}$$

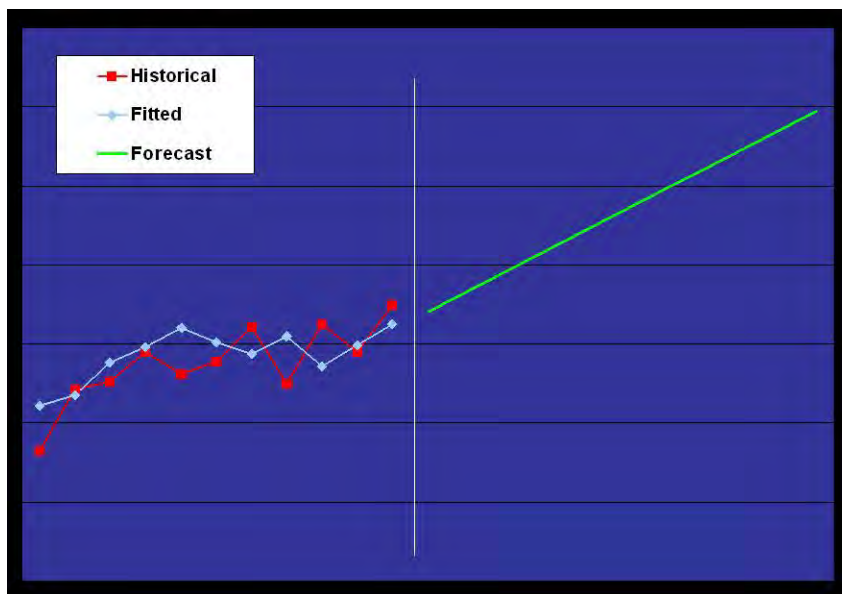
³⁶ While the general appearance is similar to the simple moving average forecast (i.e., convergence to a single value), the SES forecast is not likely to converge to the series because of the weighting approach.

$$S_t'' = \beta S_t + (1 - \beta)S_{t-1}'' \tag{a.10}$$

Where S_t represents the single exponential smoothed estimate; S_t'' represents the double exponential smoothed estimate; and α and β are smoothing constants valued between 0 and 1.

The double exponential smoothing method smoothing parameters (α and β) can take on the same value or different values.³⁷

Figure B-4. Double Exponential Smoothing Historical Data and Forecast



The double exponential smoothing time-series technique is better suited for volatile data with a trend (increasing in figure B-4), but no seasonal component. As shown in Figure B-4, the fitted values are smoother than the double moving average because more recent data receive a greater weight. The result is a sloped linear forecast.³⁸

Seasonal Smoothing Methods

When there is a recurring pattern or seasonality within each year of time-series data, a seasonal component must be added to the time-series techniques. Seasonal smoothing models extend the simple exponential smoothing methods by adding a seasonal component. To accomplish this addition, seasonal smoothing models attempt to forecast a smooth or deseasonalized version of historical data and then adjust for seasonal behavior.

First, a moving average is computed for the series using one of the four linear smoothing methods presented in the previous section, with the moving average window width equal to the length of one season (e.g., month, quarter, annual). In the linear smoothing methods, all seasonal variation will be eliminated, producing a linear forecast. The difference between the observed and smoothed series will isolate the seasonal component (plus the random error component). The seasonal component is then computed as the average for each point in the season, and the original linear smoothing method can be adjusted (added or multiplied) for the seasonal component.

³⁷ The technique is commonly referred to as Holt's Double Exponential Smoothing when the two smoothing parameters take on different values.

³⁸ While similar in shape, the linear forecast is almost never the same absolute value between the double average method and double exponential smoothing.

Seasonal, Additive Smoothing

The seasonal, additive smoothing method calculates a seasonal component for historical data without a trend. This method determines exponentially smoothed values for the seasonal (S) and cyclical (C) components and separately projects each component forward. The seasonal and cyclical components are reassembled and added together to create the forecast. The seasonal, additive smoothing model can be defined as:

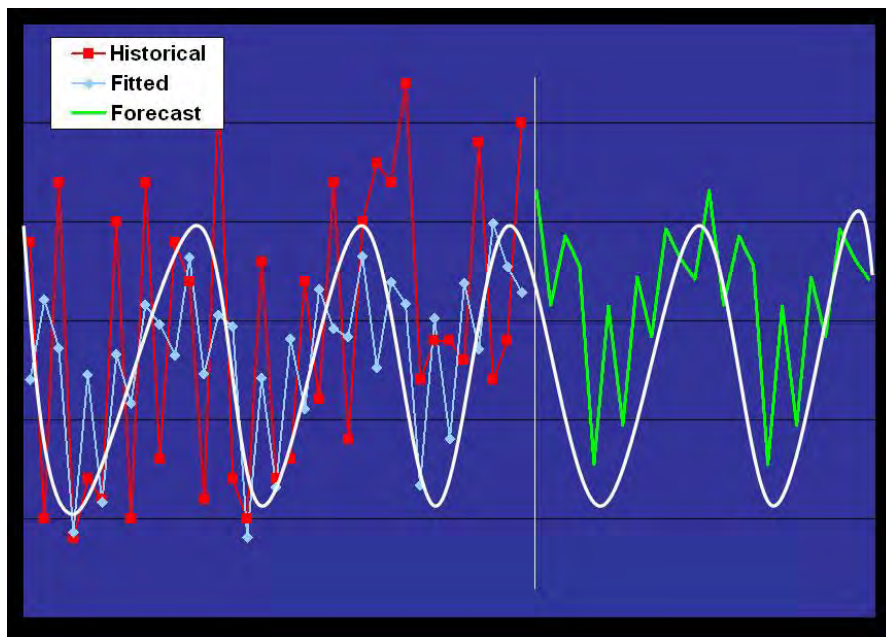
$$C_t = \alpha(Y_t - S_{t-s}) + (1 - \alpha)C_{t-1} \tag{a.11}$$

$$S_t = \gamma(Y_t - C_t) + (1 - \gamma)S_{t-s} \tag{a.12}$$

$$F_{t+m} = C_t + S_{t+m-s} \tag{a.13}$$

Where F_{t+m} represents the forecast for period m; S_t represents the seasonal component; C_t represents the cyclical component; α and γ are smoothing constants valued between 0 and 1; m is the number of periods ahead to forecast; and s is the length of the seasonality.

Figure B-5. Seasonal, Additive Smoothing Historical Data and Forecast



The seasonal, additive smoothing time-series technique is best suited for data without a trend, but with a stable seasonal component. The white curve, as shown in Figure B-5, is a smoothed version of the fitted values (in blue) and the forecast (in green). The forecast is a curved forecast that duplicates the stable seasonal component.

Seasonal, Multiplicative Smoothing

The seasonal, multiplicative smoothing method also calculates a seasonal component for historical data without a trend. This method determines exponentially smoothed values for the seasonal (S) and cyclical (C) components and separately projects each component forward. The seasonal and cyclical components are reassembled and multiplied together to create the forecast. The seasonal, multiplicative smoothing model can be defined as:

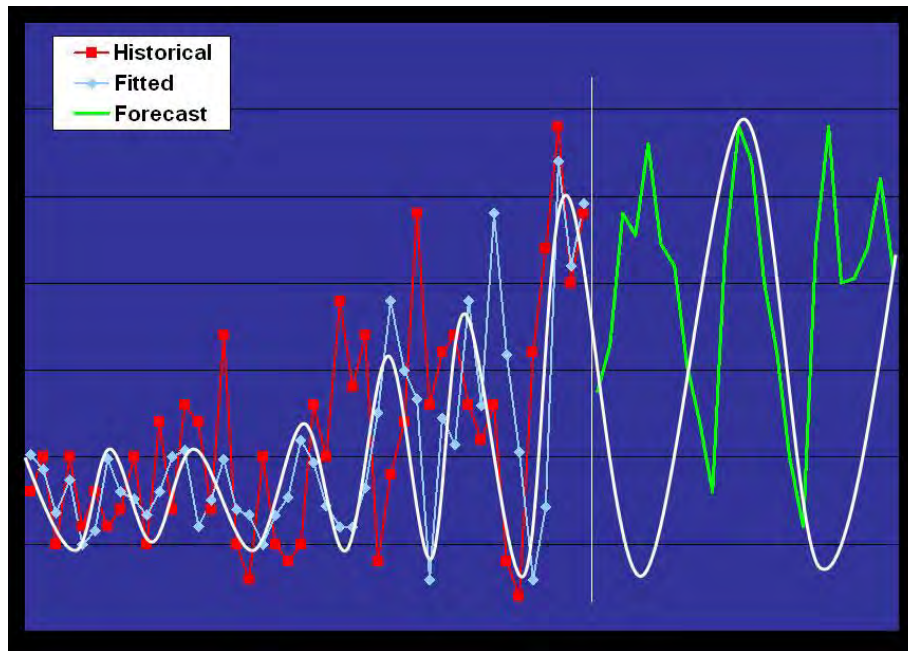
$$C_t = \alpha(Y_t / S_{t-s}) + (1 - \alpha)C_{t-1} \tag{a.14}$$

$$S_t = \gamma(Y_t / C_t) + (1 - \gamma)S_{t-s} \tag{a.15}$$

$$F_{t+m} = C_t + S_{t+m-s} \tag{a.16}$$

Where F_{t+m} represents the forecast for period m; S_t represents the seasonal component; C_t represents the cyclical component; α and γ are smoothing constants valued between 0 and 1; m is the number of periods ahead to forecast; and s is the length of the seasonality.

Figure B-6. Seasonal, Multiplicative Smoothing Historical Data and Forecast



The seasonal, multiplicative smoothing time-series technique is best suited for data without a trend, but with an unstable seasonal component. The white curve, as shown in Figure B-6, is a smoothed version of the fitted values (in blue) and the forecast (in green). The forecast is a curved forecast that duplicates the unstable seasonal component.

Holt-Winters Additive Seasonal Smoothing

Holt-Winters Additive Seasonal Smoothing is an extension of Holt’s double exponential smoothing (DES) that incorporates seasonality. This method determines exponentially smoothed values for the trend (T), seasonal adjustment (S), and cyclical (C) components and separately projects each component forward. The trend, seasonal, and cyclical components are reassembled and added together to create the forecast. The Holt-Winters additive seasonal smoothing model can be defined as:

$$C_t = \alpha(Y_t - S_{t-s}) + (1 - \alpha)C_{t-1} + b_{t-1} \tag{a.17}$$

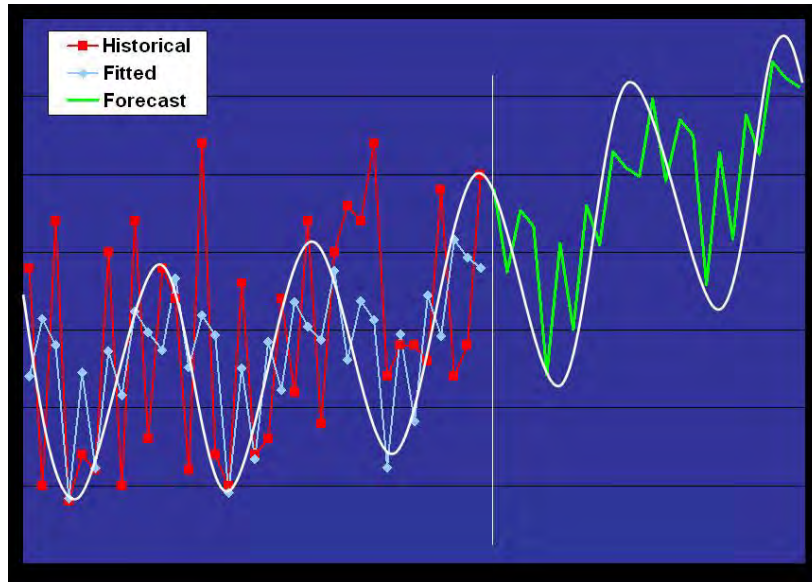
$$b_t = \beta(C_t - C_{t-s}) + (1 - \beta)b_{t-1} \tag{a.18}$$

$$S_t = \gamma(Y_t - C_t) + (1 - \gamma)S_{t-s} \tag{a.19}$$

$$F_{t+m} = C_t + m * b_t + S_{t+m-s} \tag{a.20}$$

Where F_{t+m} represents the forecast for period m ; S_t represents the seasonal component; b_t represents the trend component; C_t represents the cyclical component; α , β , and γ are smoothing constants valued between 0 and 1; m is the number of periods ahead to forecast; and s is the length of the seasonality.

Figure B-7. Holt-Winters Additive Seasonal Historical Data and Forecast



Holt-Winters Additive Seasonal time-series technique is best suited for data with both an increasing trend and a stable seasonal component. The white curve, as shown in Figure B-7, is a smoothed version of the fitted values (in blue) and the forecast (in green). The forecast is an upward curved forecast that duplicates the stable seasonal component.

Holt-Winters Multiplicative Seasonal Smoothing

Holt-Winters Multiplicative Seasonal Smoothing is similar to the Holt-Winter’s Additive Seasonal smoothing method. This method also determines exponentially smoothed values for the trend (T), seasonal adjustment (S), and cyclical (C) components and separately projects each component forward. The trend, seasonal, and cyclical components are reassembled, and the trend and cyclical component forecast is multiplied by the seasonal component to create the forecast. The Holt-Winters multiplicative seasonal smoothing model can be defined as:

$$C_t = \alpha(Y_t / S_{t-s}) + (1 - \alpha)C_{t-1} + b_{t-1} \tag{a.21}$$

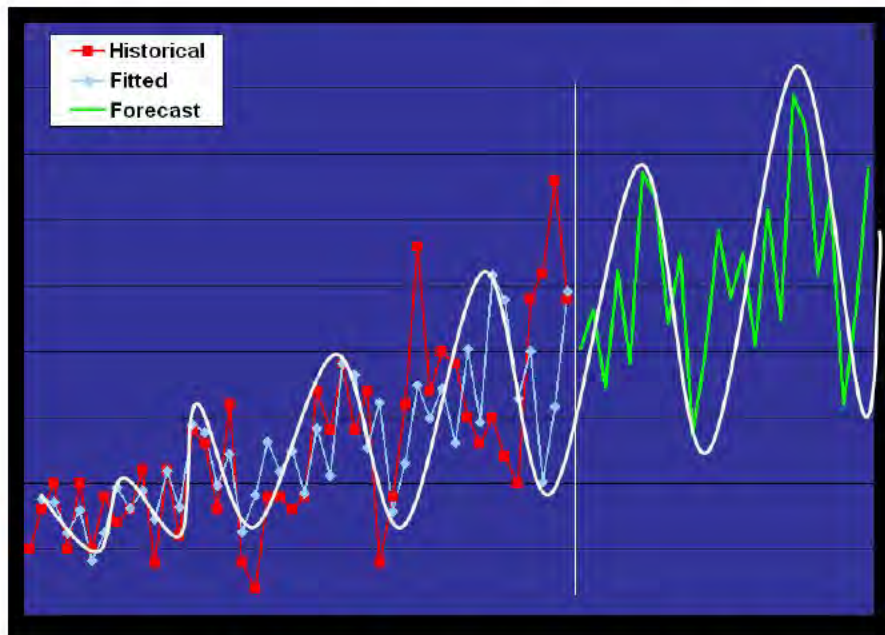
$$b_t = \beta(C_t - C_{t-s}) + (1 - \beta)b_{t-1} \tag{a.22}$$

$$S_t = \gamma(Y_t / C_t) + (1 - \gamma)S_{t-s} \tag{a.23}$$

$$F_{t+m} = (C_t + m * b_t) * S_{t+m-s} \tag{a.24}$$

Where F_{t+m} represents the forecast for period m ; S_t represents the seasonal component; b_t represents the trend component; C_t represents the cyclical component; α , β , and γ are smoothing constants valued between 0 and 1; m is the number of periods ahead to forecast; and s is the length of the seasonality.

Figure B-8. Holt-Winters Multiplicative Seasonal Historical Data and Forecast



Holt-Winters Multiplicative Seasonal time-series technique is best suited for data with an increasing trend and an unstable seasonal component. The white curve, as shown in Figure B-8, is a smoothed version of the fitted values (in blue) and the forecast (in green). The forecast displays an upward trend that duplicates the increasing seasonal component.

Selection of Time-Series Method

For the IRP Workload Study, the historical data for each location were initially forecasted using all eight time-series techniques presented above. Table B-2 summarizes the techniques and the data characteristics and historical series components that are suitable for each. For example, if a trend or seasonal component is present in the data series, the single moving average technique is not likely to provide the best forecast.

Table B-2. Characteristics of Data for Time-Series Methods

	Volatile Data	Varying Weights	Trend	Seasonality
Single Moving Average	•			
Double Moving Average	•		•	
Single Exponential Smoothing	•	•		
Double Exponential Smoothing	•	•	•	
Seasonal Additive		•		•
Seasonal Multiplicative		•	•	•
Holt-Winters Additive	•	•		•
Holt-Winters Multiplicative	•	•	•	•

The final forecast for each series was selected based upon the goodness-of-fit measures (i.e., RMSE, MAD, and MAPE) generated by each of the eight forecasts. Confidence intervals were calculated for each forecast at the 5% and 95% levels. All forecasts were generated through the end of FY 2007. In statistical terms, the fewer years of historical data available for a given location, the greater the likelihood the forecast variable (foreign-

born admissions) will diverge from its historical pattern. Therefore, the confidence intervals are generally wider for locations where relatively small quantities of historical data were provided.

Expert review by project staff and the working group assessed the intuitive reasonableness of each selected forecast. Where necessary, a qualitative determination to adjust a forecast was made. Specific reasons for this adjustment might include a recently level or downward sloping trend, or a data set with extreme outliers that may affect the accuracy of the forecast and must be explained qualitatively. If expert review determined that a series could not be reasonably forecasted using any of the eight methods, other time-series methods (e.g., ARIMA, random walk) were employed, as necessary.³⁹

³⁹ For an introduction to ARIMA methods, see Box and Jenkins (1976) or McDowall, McCleary, Meidinger, and Hay (1980). For an introduction to random walk, see Feller (1968) or Spitzer (1976).

Appendix C. Results by Location

This Appendix presents the historical and projected IRP workload and FY 2003 workload composition for each of the 45 local jail facilities and 36 DOCs that provided usable data for the study.⁴⁰ The information for each location is presented on a one-page summary sheet. The locations are presented in alphabetical order by facility. The local jail facilities are presented first followed by the DOCs.

Each one-page summary sheet is divided into four sections, as described below.

Background Data provides the following background information at the top of each page⁴¹:

- Name of facility(ies)
- City in which facility(ies) is located
- Population of jurisdiction served by the facility
- Foreign-born population of jurisdiction served by the facility

Historical and Projected IRP Workload contains the following graphics and details:

- Line graph displaying historical and projected workload values
- Table containing historical and projected workload values (to the right of line graph)
- Graphic depicting the percentage of collected FY 2003 records used to develop the forecast

This information is important because it shows the volume of potentially foreign-born records that were excluded from the analysis on the basis that place of birth was either null (i.e., missing) or indeterminate (i.e., non-null but not discernible as being a reported foreign-born inmate). The larger the yellow bar, the more records that were excluded based on indeterminate place of birth. In locations with large numbers of indeterminate records, the actual IRP workload could be significantly greater than the results indicate.

- Forecasting method used to project future foreign-born admissions⁴²
- Goodness-of-fit measures for the forecast - root mean squared error (RMSE), mean absolute deviation (MAD), and mean absolute percentage error (MAPE).⁴³
- Data source and date collected

Breakdown of FY 2003 Workload contains the following graphics depicting the workload composition results:

- Place of birth bar chart
- Length of stay bar chart
- Age cohort pie chart (0-18 years, 19-25 years, 26-35 years, 36-45 years, 46-55 years, 55+ years)
- Gender cohort pie chart
- Severity of offense pie chart (Index offenses⁴⁴, drug offenses, other offenses)

⁴⁰ One-page summaries were not developed for the 13 DOCs for which SCAAP data were exclusively used to develop the forecasted values shown in Chapter 5. SCAAP data does not contain any of the workload composition information depicted on the summaries.

⁴¹ For local jails, each page contains the 2003 national rank in terms of average daily population, according to the Bureau of Justice Statistics.

⁴² See Appendix B for details on projection methods.

⁴³ The lower the value of each error measure, the closer the historical fitted values are to the actual historical values.

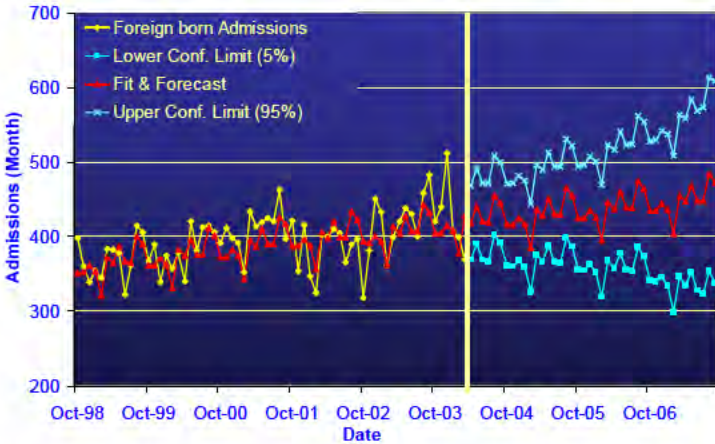
⁴⁴ Index crimes refer to serious crimes as defined by the Federal Bureau of Investigation (FBI) Crime Index and include murder, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft, and arson.



BACKGROUND DATA:¹

Facility Name: Alameda County Jail
Facility Location: Alameda County, CA
County Population (2000): 1,443,741 (100%)
County Foreign Population (2000): 392,656 (27%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
4,447	4,582	4,919	4,635	4,975	5,147	5,153	5,265	5,376

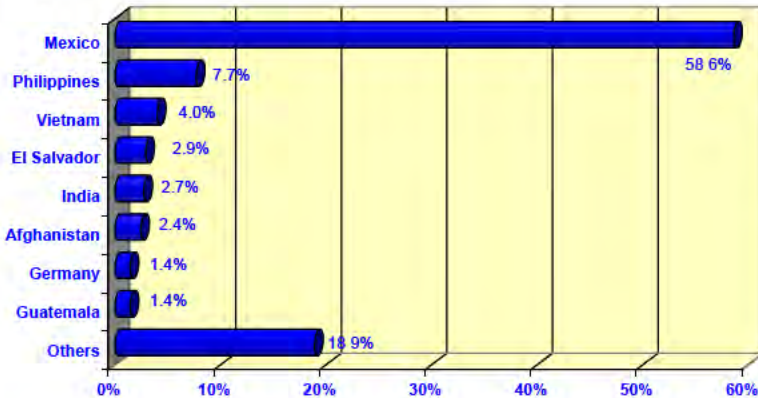
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 29.9; MAD: 23.6; MAPE: 5.9

Data Source: Facility Data Collected April 2004

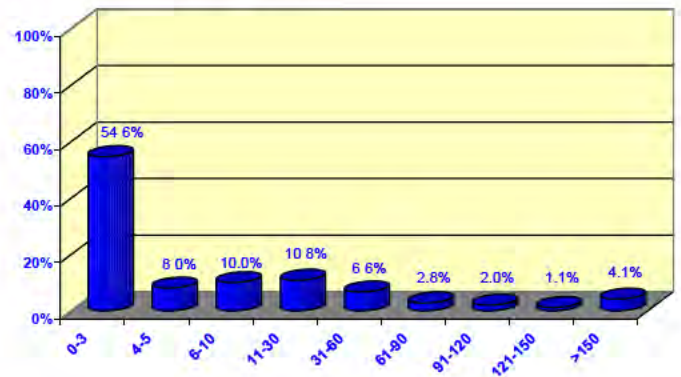
Total Foreign Born and Indeterminate Records FY03: 41,317	
(12%)	Indeterminate (88%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

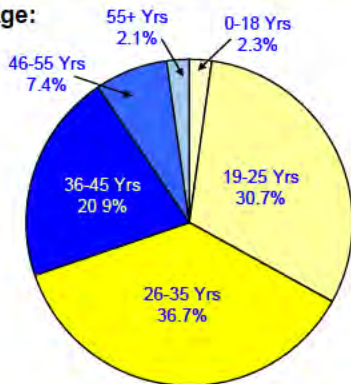


By Length of Stay (in days):

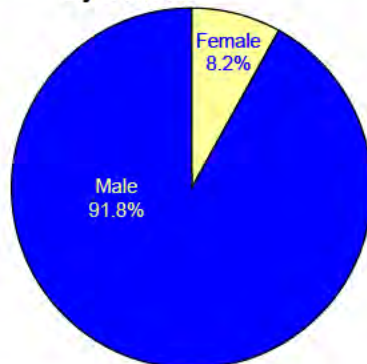


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

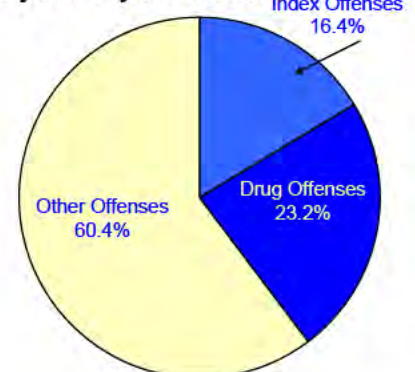
By Age:



By Gender:



By Severity of Offense:



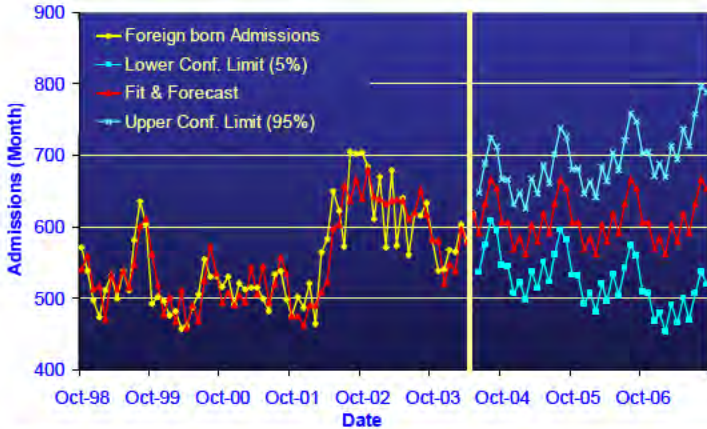
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Bexar County Jail
 Facility Location: Bexar County, TX
 County Population (2000): 1,392,931 (100%)
 County Foreign Population (2000): 151,340 (11%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
5,497	5,978	6,155	6,851	7,562	7,142	7,275	7,275	7,275

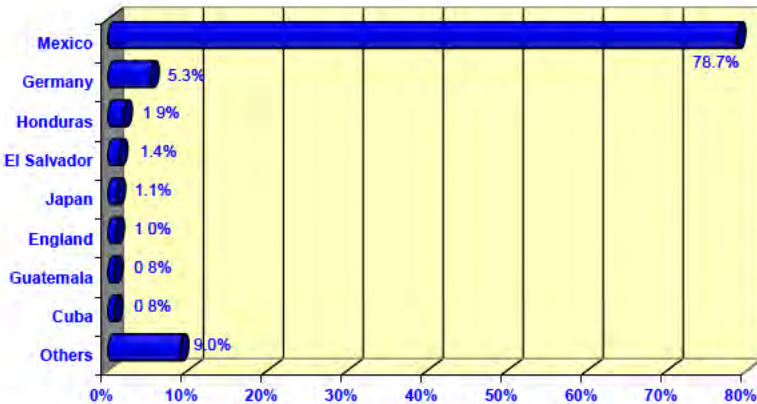
Projection Method – Seasonal Multiplicative
 Goodness of fit – RMSE: 33.6; MAD: 26.7; MAPE: 4.8

Data Source: Facility Data Collected July 2004

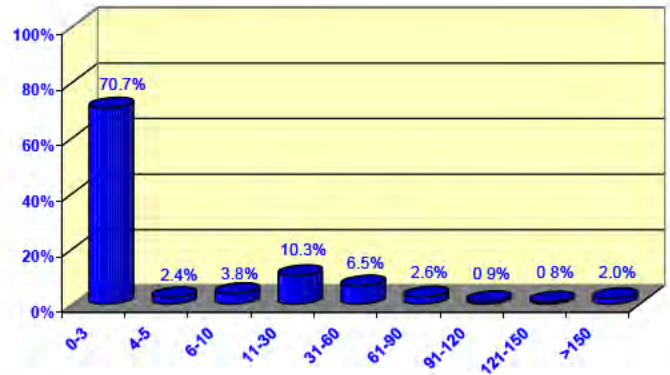
Total Foreign Born and Indeterminate Records FY03: 8,363
Foreign Born (90%) (10%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

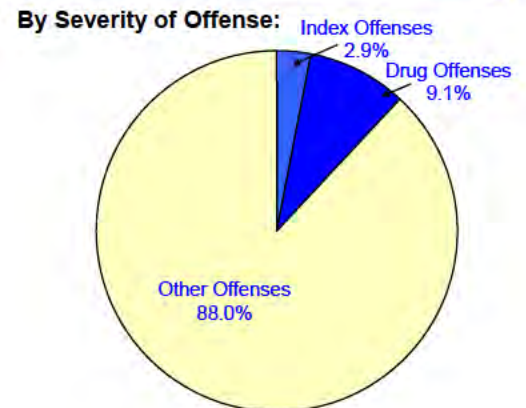
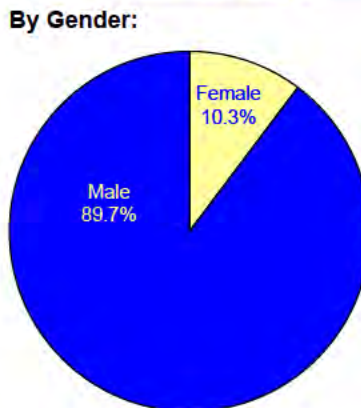
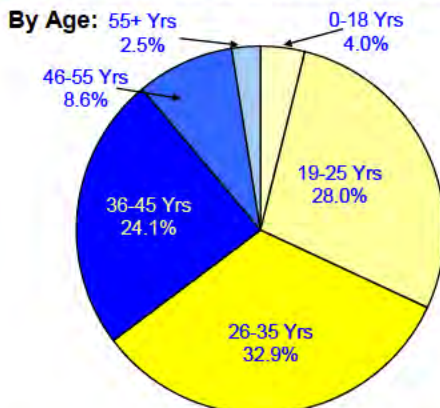
By Place of Birth:



By Length of Stay (in days):



BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):



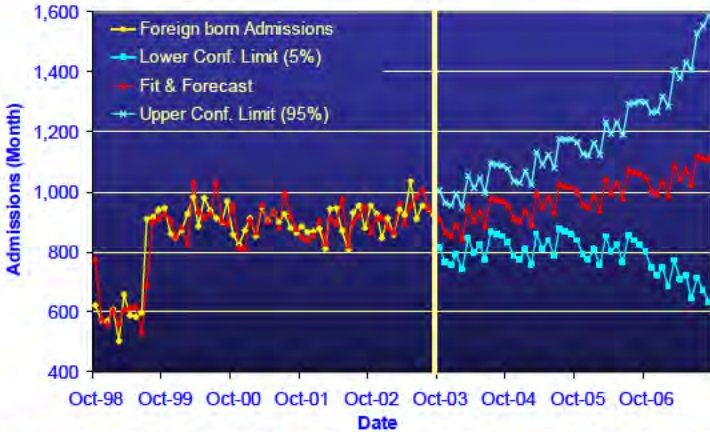
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Broward County Jail
Facility Location: Broward County, FL
County Population (2000): 1,623,018 (100%)
County Foreign Population (2000): 410,387 (25%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
8,067	11,012	10,672	10,630	11,128	10,959	11,518	12,077	12,636

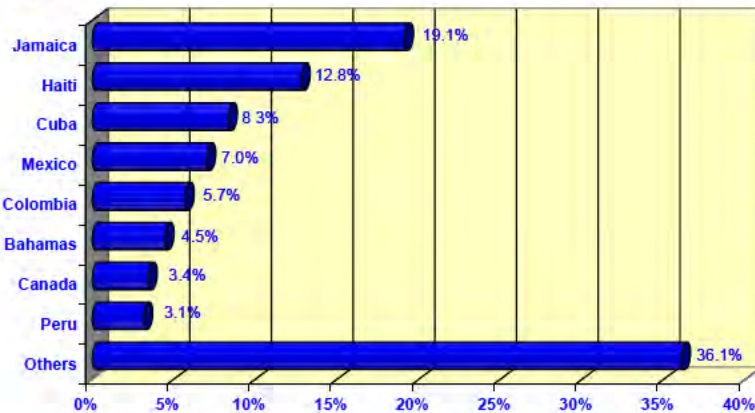
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 57.9; MAD: 41.5; MAPE: 5.0

Data Source: Facility Data Collected July 2004

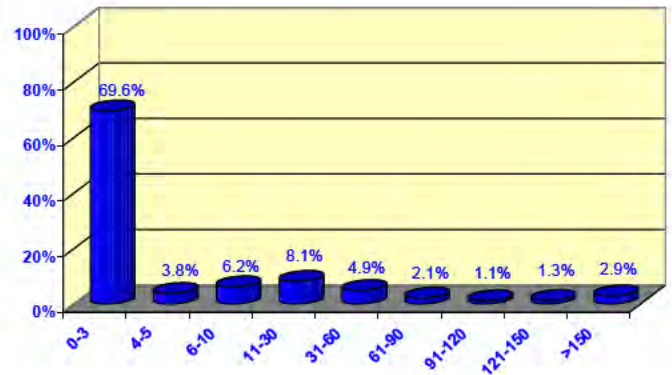
Total Foreign Born and Indeterminate Records FY03: 11,409
Foreign Born (98%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

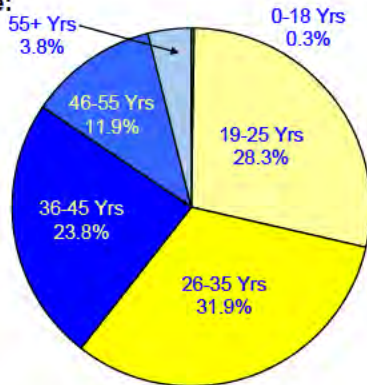


By Length of Stay (in days):

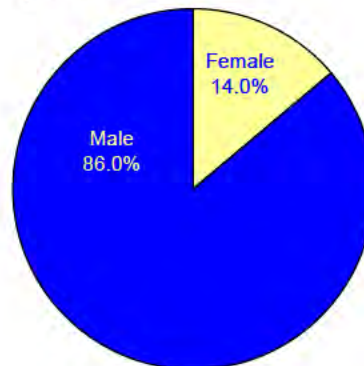


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

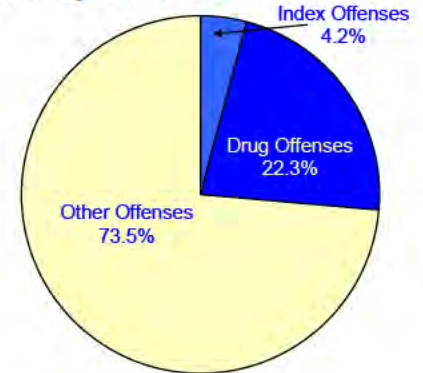
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

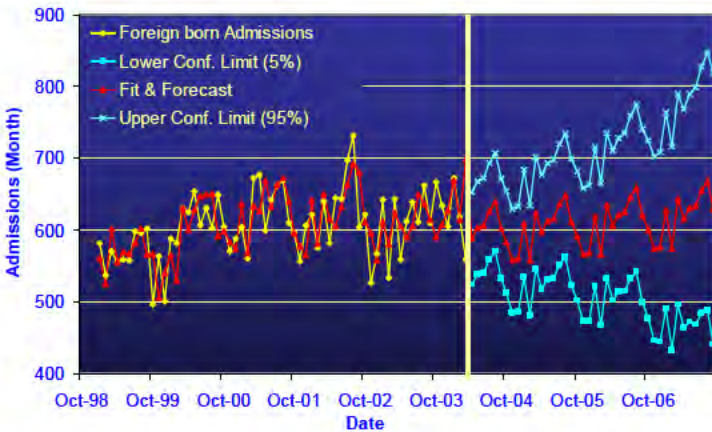


National Rank by Average Daily Population – 28

BACKGROUND DATA:¹

Facility Name: Clark County Jail
Facility Location: Clark County, NV
County Population (2000): 1,375,765 (100%)
County Foreign Population (2000): 247,751 (18%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
5,158*	7,131	7,460	7,502	7,227	7,420	7,212	7,322	7,432

* Partial Year

Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 38.2; MAD: 29.2; MAPE: 4.9

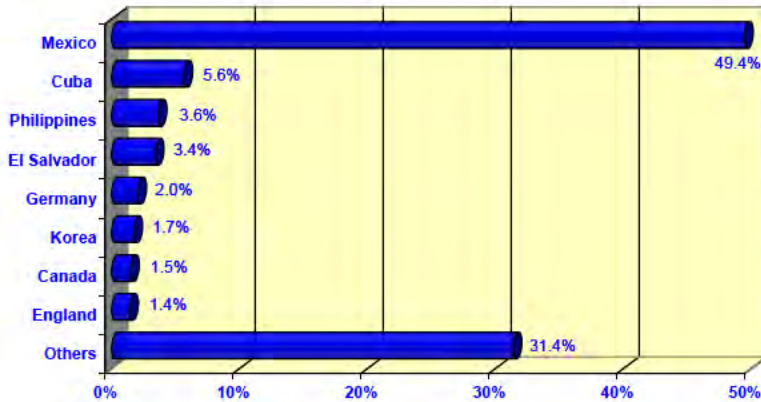
Data Source: Facility Data Collected June 2004

Total Foreign Born and Indeterminate Records FY03: 7,227

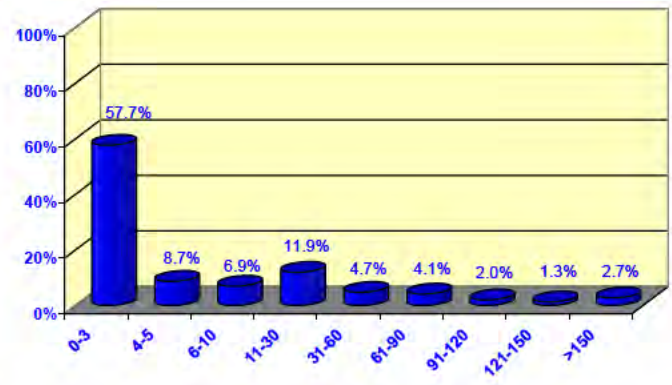
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

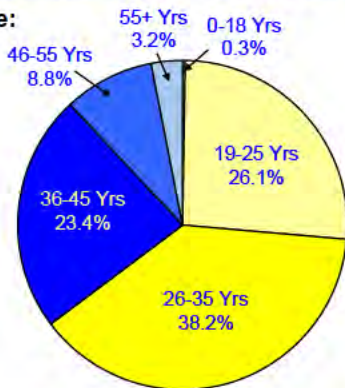


By Length of Stay (in days):

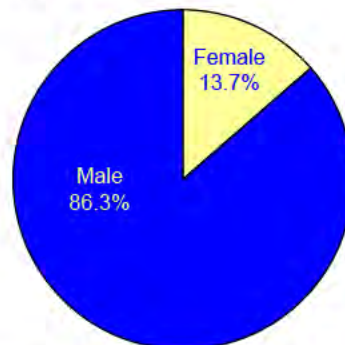


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:



By Gender:



By Severity of Offense:

Data not available

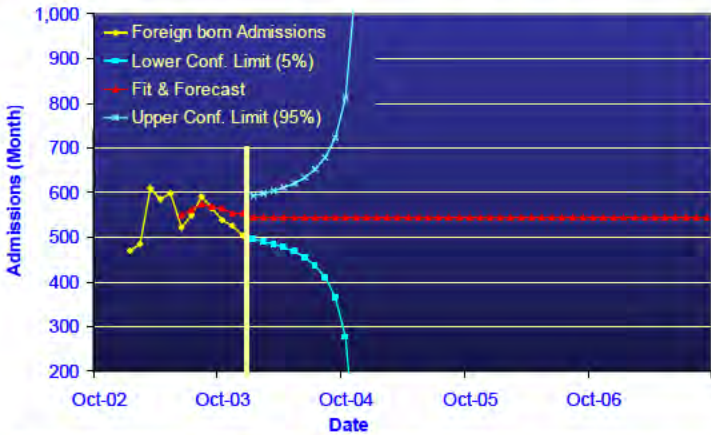
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Cobb County Jail
 Facility Location: Cobb County, GA
 County Population (2000): 607,751 (100%)
 County Foreign Population (2000): 70,439 (12%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload				Forecasted Workload				
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	NA	NA	6,539*	6,530	6,530	6,530	6,530

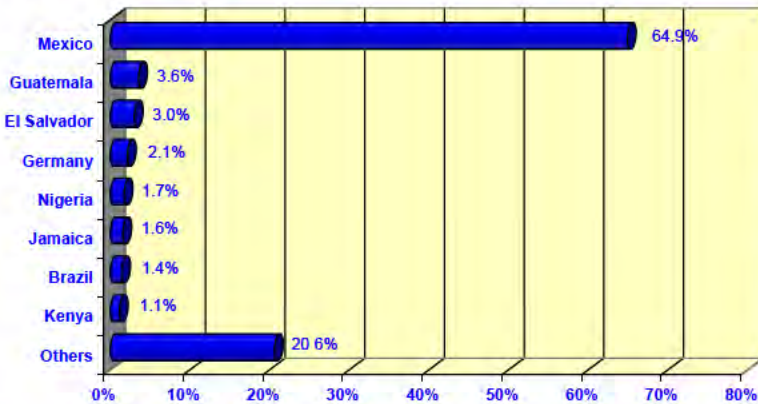
*Historical data from 1/1/03 to 12/30/03 only
 Projection Method – Single Exponential Smoothing
 Goodness of fit – RMSE: 15.4; MAD: 12.3; MAPE: 9.2

Data Source: Limited Facility Data Collected June 2004;
 No SCAAP data to supplement forecast

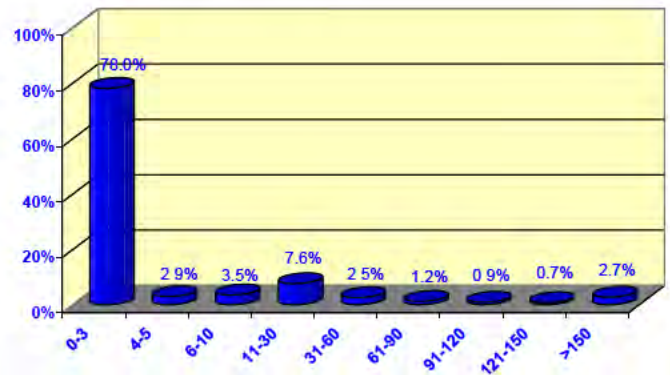
Total Foreign Born and Indeterminate Records FY03: 6,539
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

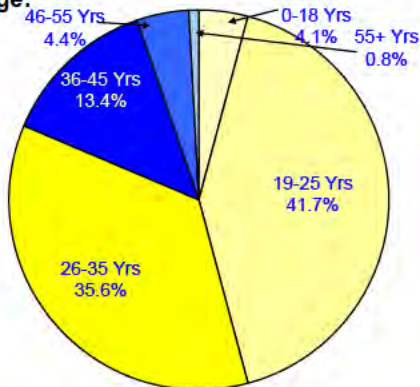


By Length of Stay (in days):

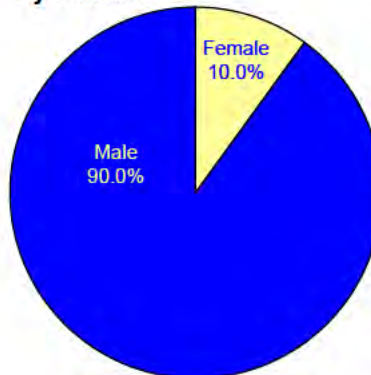


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

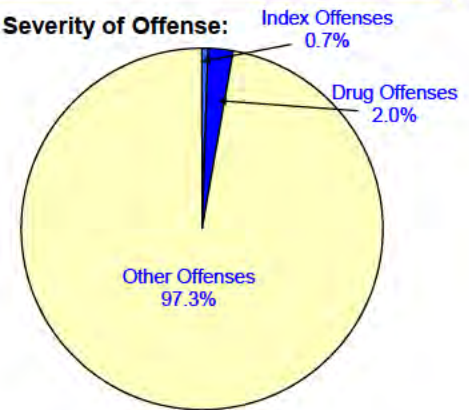
By Age:



By Gender:



By Severity of Offense:



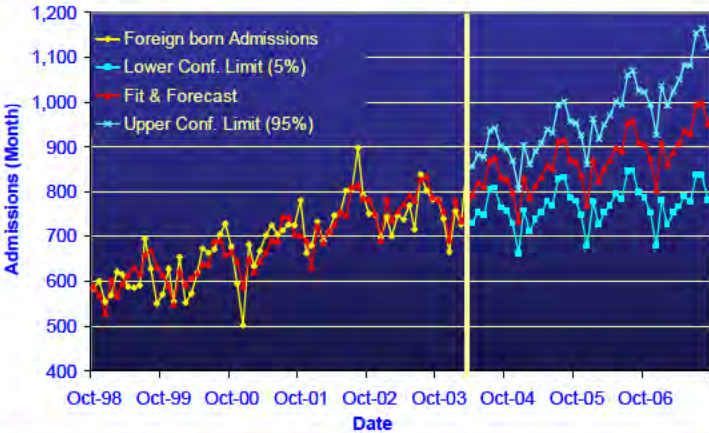
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Cook County Jail
Facility Location: Cook County, IL
County Population (2000): 5,376,741 (100%)
County Foreign Population (2000): 1,064,703 (20%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
7,183	7,589	8,051	9,052	9,033	9,544	10,032	10,495	10,958

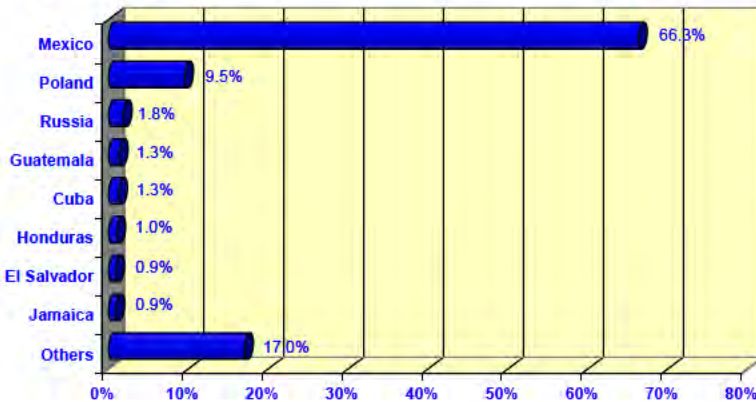
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 37.8; MAD: 29.8; MAPE: 4.4

Data Source: Facility Data Collected June 2004

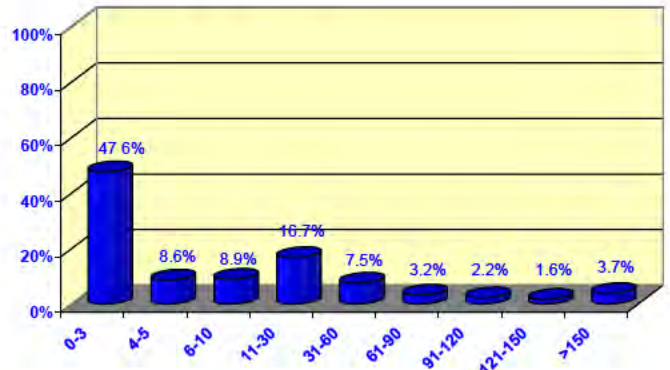
Total Foreign Born and Indeterminate Records FY03: 10,974	
Foreign Born (82%)	(18%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

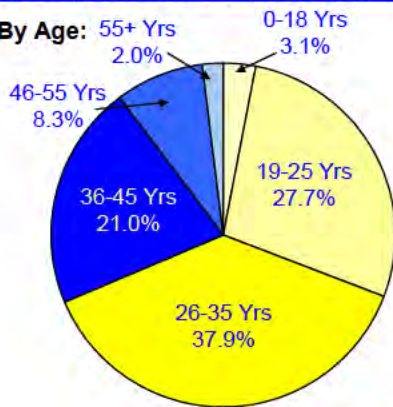


By Length of Stay (in days):

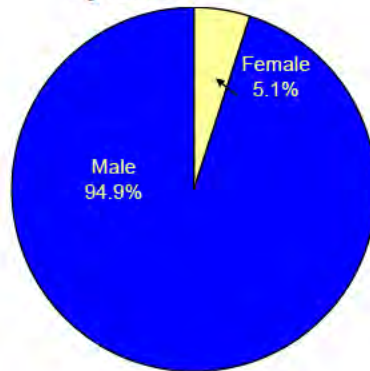


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

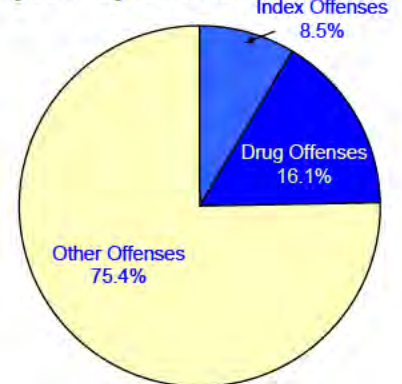
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

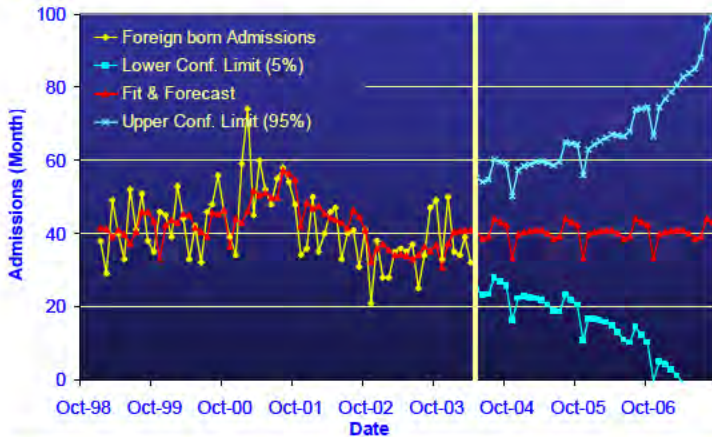


National Rank by Average Daily Population – 45

BACKGROUND DATA:¹

Facility Name: Cuyahoga County Jail
 Facility Location: Cuyahoga County, OH
 County Population (2000): 1,397,398 (100%)
 County Foreign Population (2000): 88,761(6%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
371*	519	624	481	405	477	483	483	483

*Partial Year

Projection Method – Seasonal Multiplicative
 Goodness of fit – RMSE: 8.5; MAD: 6.6; MAPE: 16.6

Data Source: Facility Data Collected June 2004

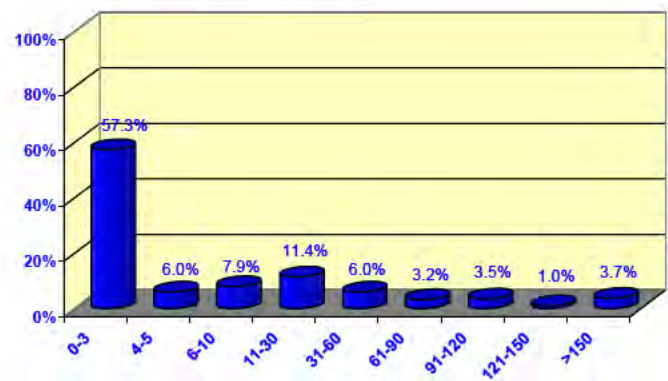
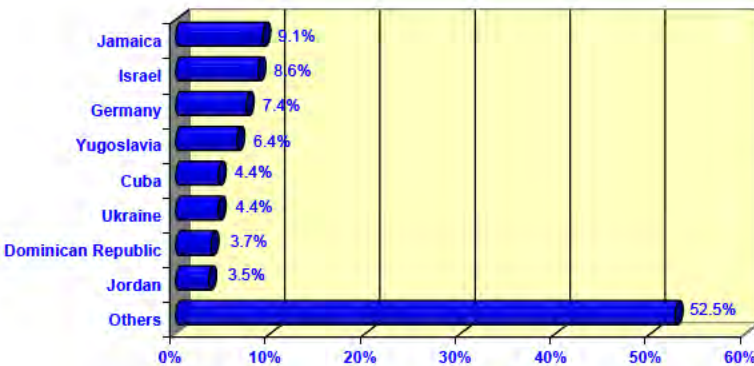
Total Foreign Born and Indeterminate Records FY03: 408

Foreign Born (99%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

By Length of Stay (in days):

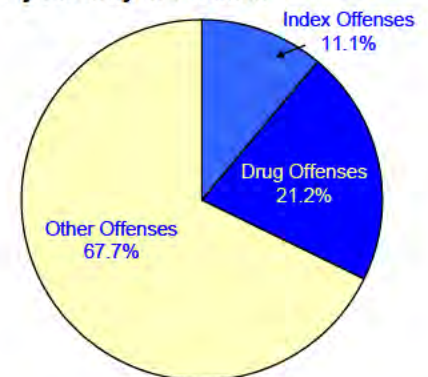
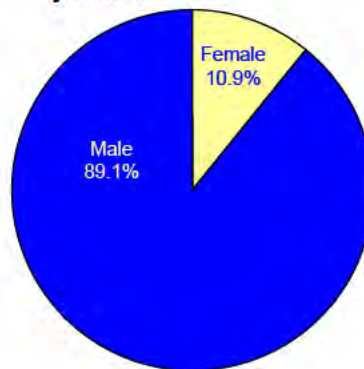
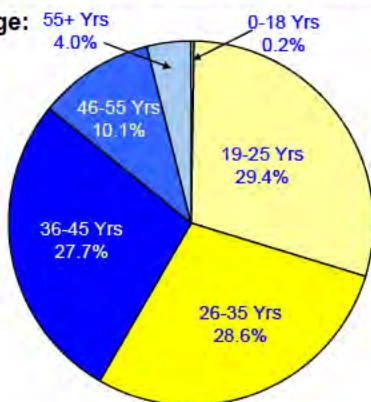


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:

By Gender:

By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

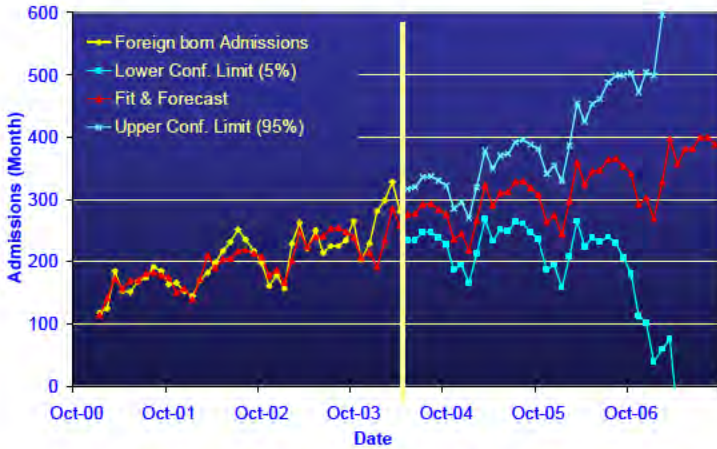


National Rank by Average Daily Population – 27

BACKGROUND DATA:¹

Facility Name: Davidson County Jail
Facility Location: Davidson County, TN
County Population (2000): 569,891 (100%)
County Foreign Population (2000): 39,596 (7%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	1,927	2,325	2,551	3,045	3,447	3,840	4,233

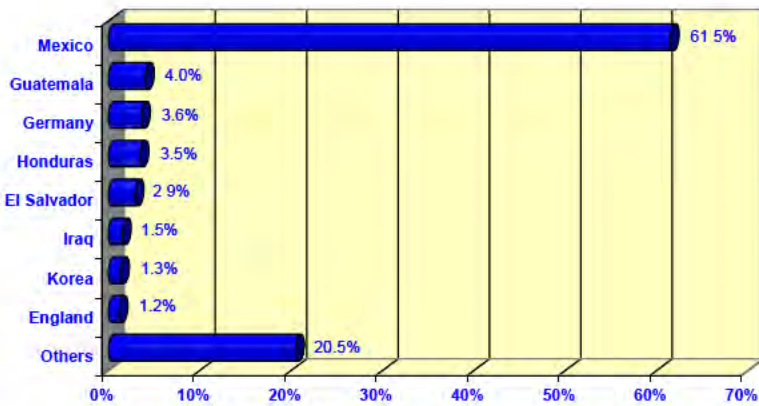
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 24.5; MAD: 17.6; MAPE: 4.9

Data Source: Facility Data Collected July 2004

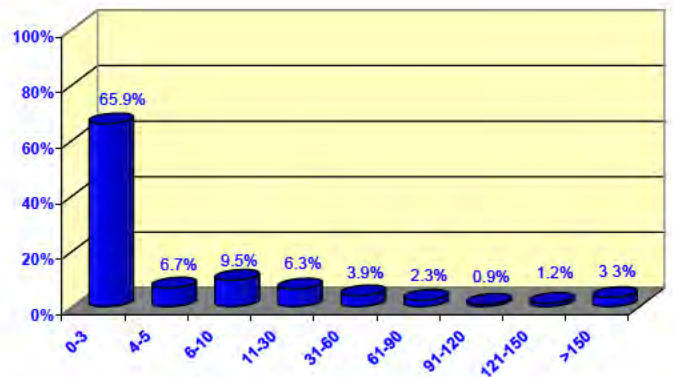
Total Foreign Born and Indeterminate Records FY03: 2,551
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

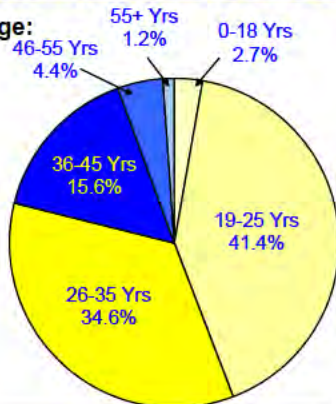


By Length of Stay (in days):

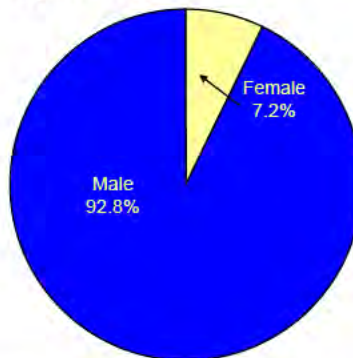


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

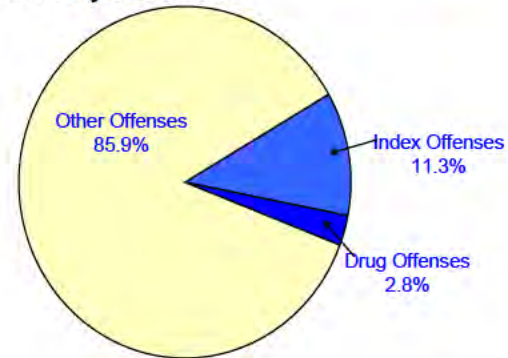
By Age:



By Gender:



By Severity of Offense:



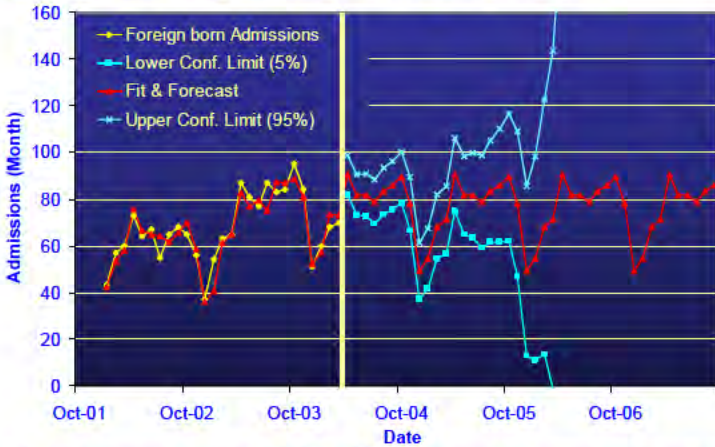
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: DeKalb County Jail
Facility Location: DeKalb County, GA
County Population (2000): 665,865 (100%)
County Foreign Population (2000): 101,320 (15%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	NA	710	839	930	913	913	913

Projection Method – Seasonal Multiplicative
Goodness of fit – RMSE: 4.9; MAD: 3.8; MAPE: 5.7

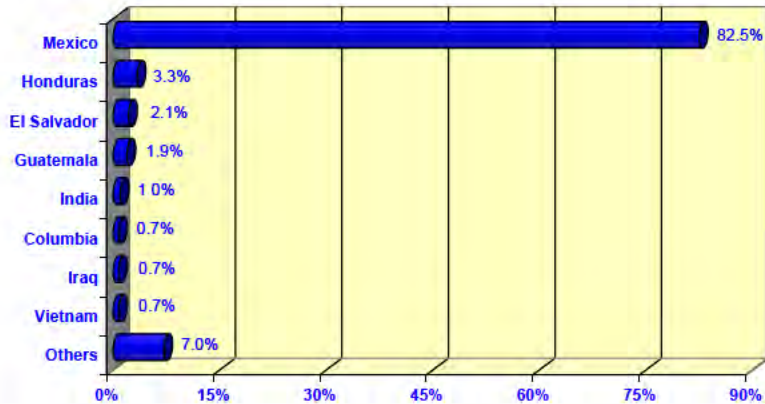
Data Source: Facility Data Collected March 2004

Total Foreign Born and Indeterminate Records FY03: 839

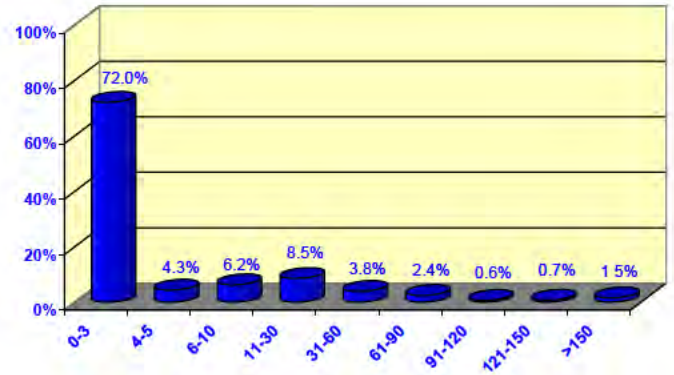
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

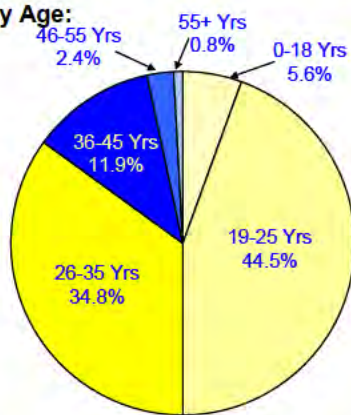


By Length of Stay (in days):

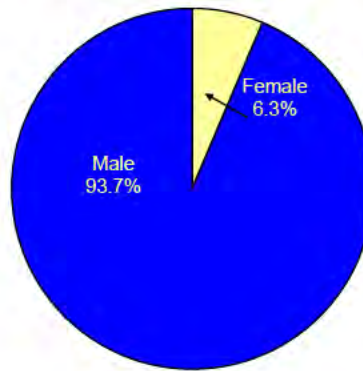


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

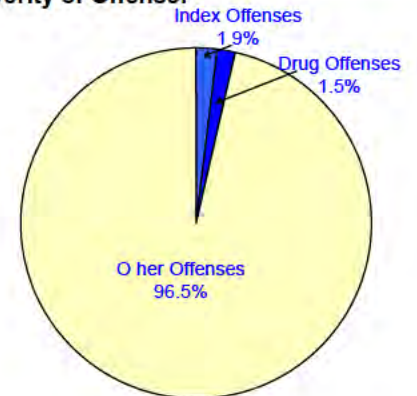
By Age:



By Gender:



By Severity of Offense:



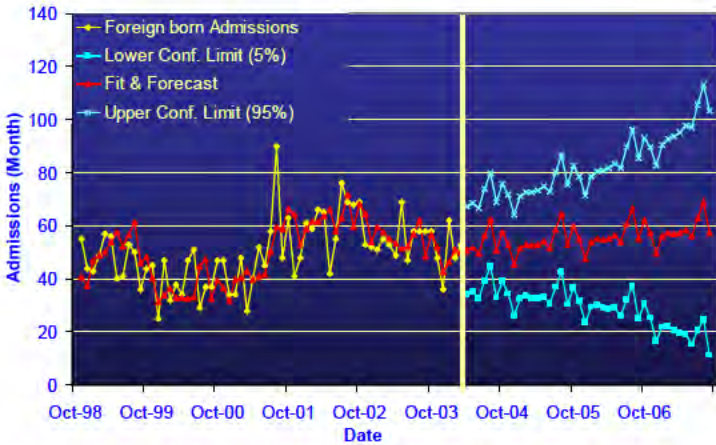
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Essex County Jail
 Facility Location: Essex County, NJ
 County Population (2000): 793,633 (100%)
 County Foreign Population (2000): 168,165 (21%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



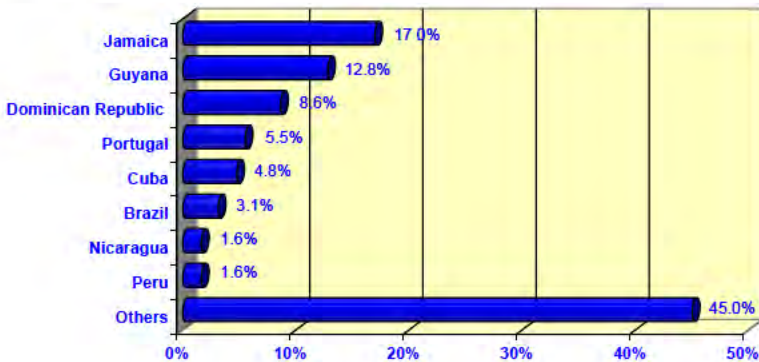
Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
524*	466	571	713	672	627	648	675	701

* Partial Year
 Projection Method – Holt-Winters Additive
 Goodness of fit – RMSE: 9.9; MAD:7.6; MAPE: 16.3

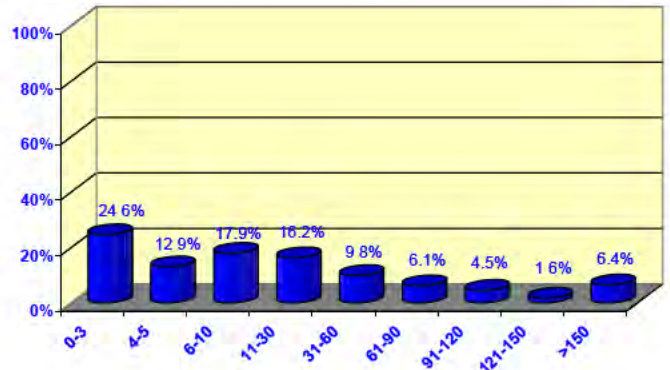
Data Source: Facility Data Collected May 2004
 Total Foreign Born and Indeterminate Records FY03: 5,087
 (13%) Indeterminate (87%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

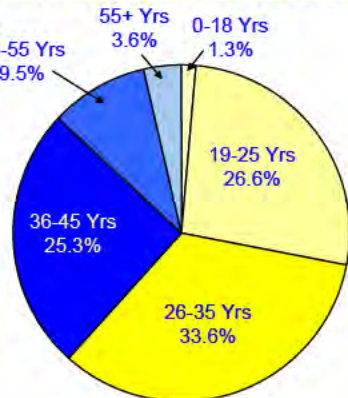


By Length of Stay (in days):

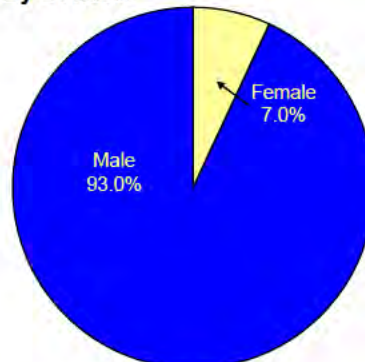


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

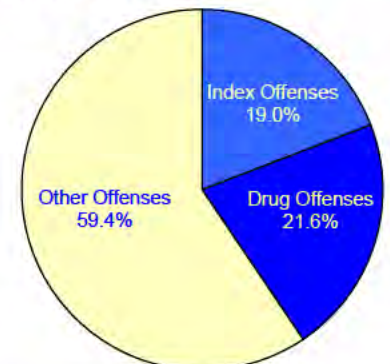
By Age:



By Gender:



By Severity of Offense:



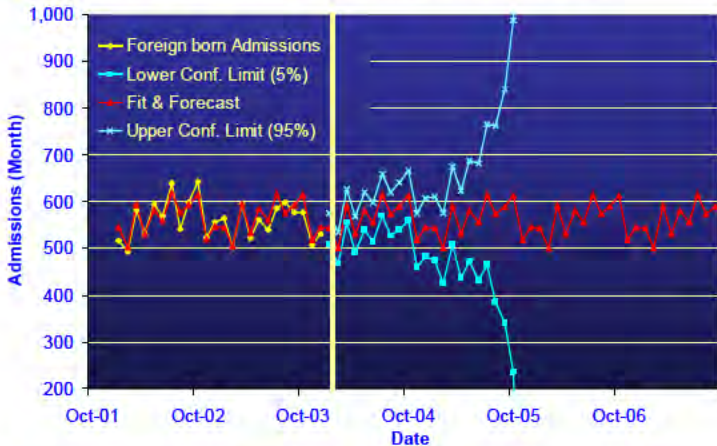
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Fresno County Jail
Facility Location: Fresno County, CA
County Population (2000): 799,407 (100%)
County Foreign Population (2000): 168,717 (21%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	NA	6,756	6,765	6,692	6,753	6,753	6,753

Projection Method – Seasonal Multiplicative
Goodness of fit – RMSE: 19.0; MAD: 15.8; MAPE: 2.8

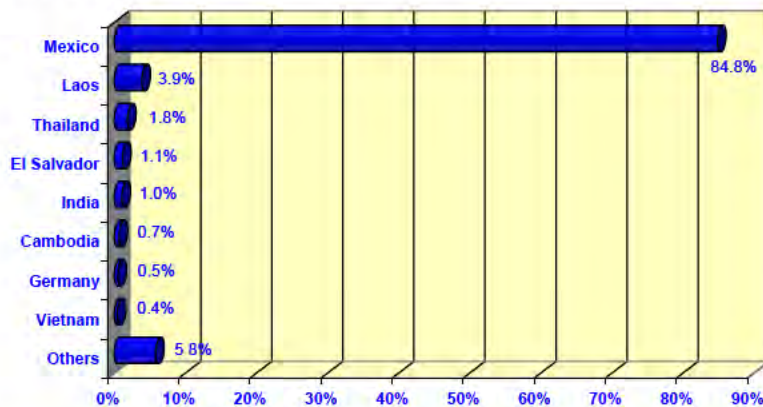
Data Source: Facility Data Collected March 2004

Total Foreign Born and Indeterminate Records FY03: 6,765

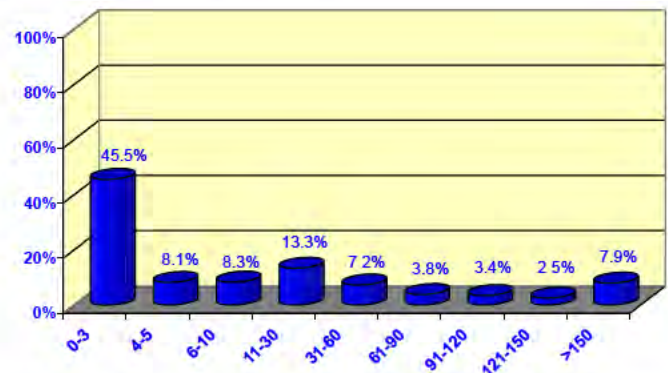
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

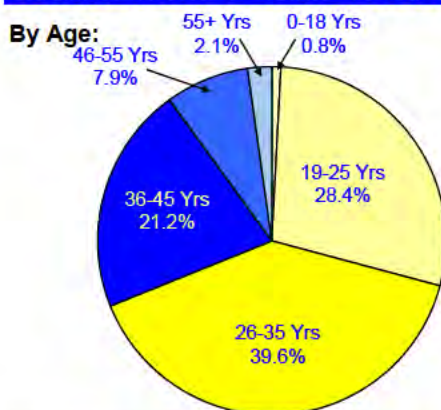


By Length of Stay (in days):

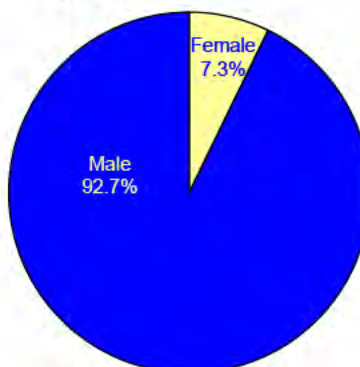


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

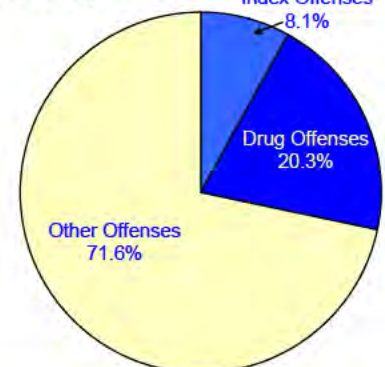
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

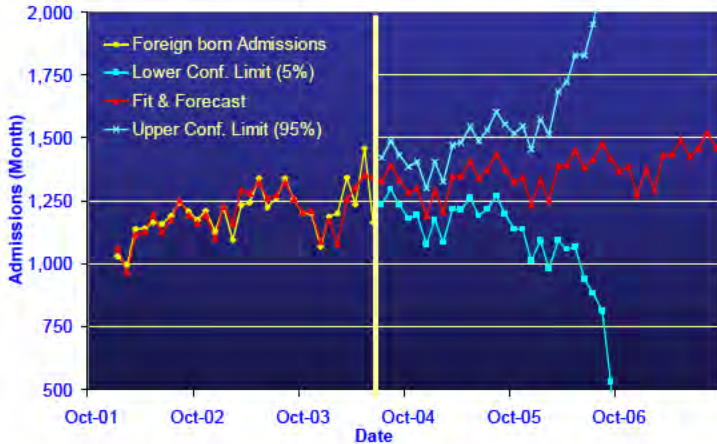


BACKGROUND DATA:¹

Facility Name: Harris County Jail
Facility Location: Harris County, TX

County Population (2000): 3,400,578 (100%)
County Foreign Population (2000): 756,548 (22%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	NA	13,681	14,731	15,059	15,891	16,407	16,924

Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 54.0; MAD: 36.8; MAPE: 3.0

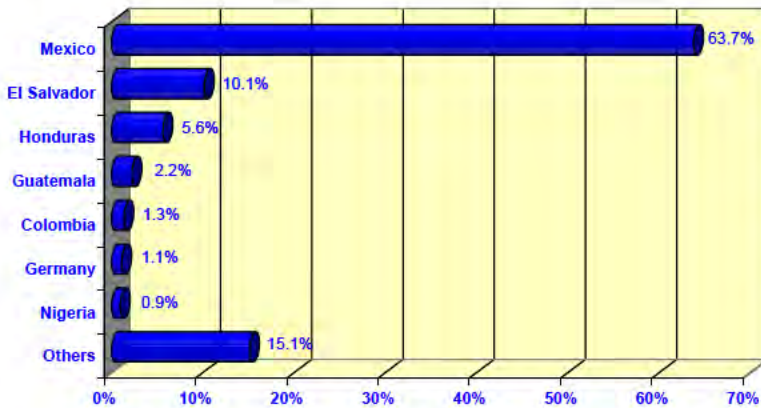
Data Source: Facility Data Collected June 2004

Total Foreign Born and Indeterminate Records FY03: 14,751

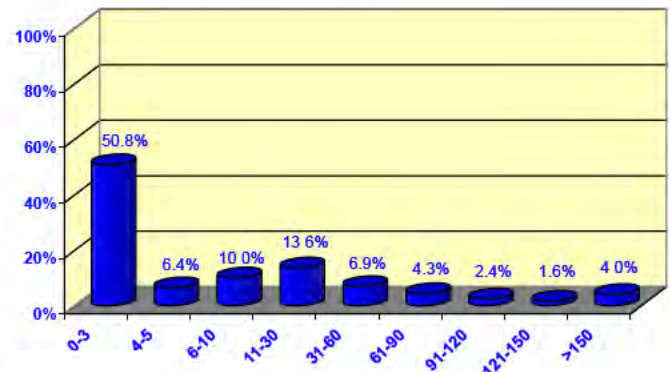
Foreign Born (99%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

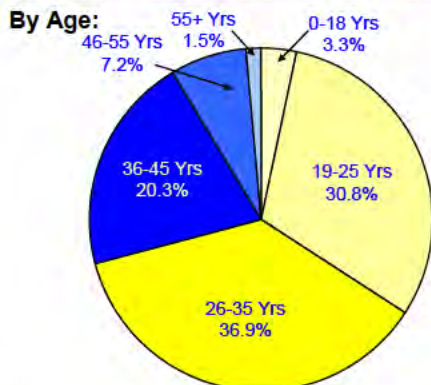


By Length of Stay (in days):

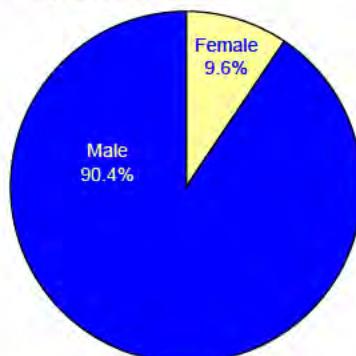


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

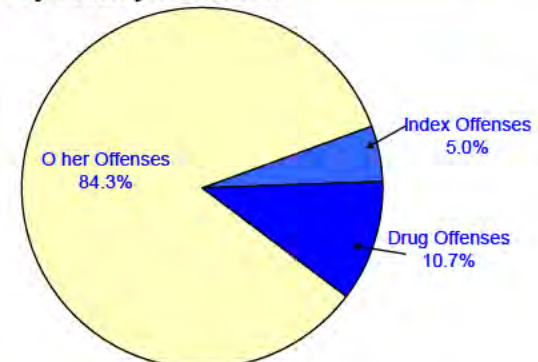
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Hennepin County Adult Detention Center **County Population (2000):** 1,116,200 (100%)
Facility Location: Hennepin County, MN **County Foreign Population (2000):** 110,496 (10%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



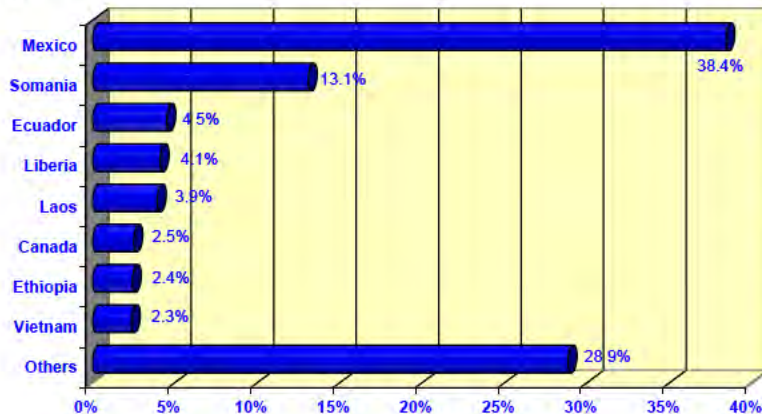
Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	NA	5,294	4,643	4,242	4,221	4,221	4,221

Projection Method – Seasonal Additive
Goodness of fit – RMSE: 30.9; MAD: 24.8; MAPE: 6.3

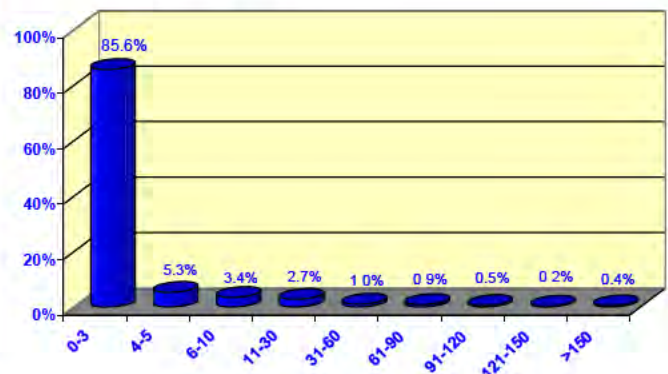
Data Source: Facility Data Collected April 2004
Total Foreign Born and Indeterminate Records FY03: 4,652
Foreign Born (99%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

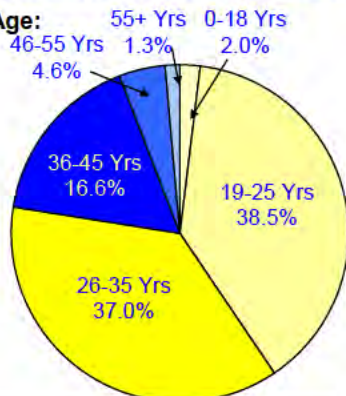


By Length of Stay (in days):

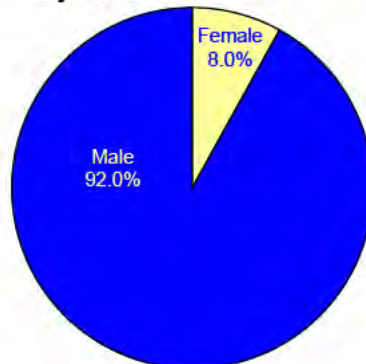


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

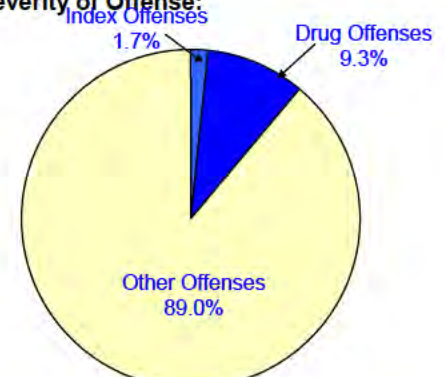
By Age:



By Gender:



By Severity of Offense:



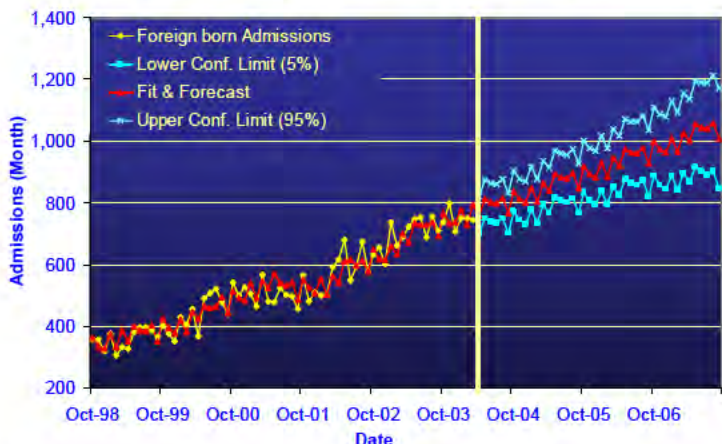
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Hillsborough County Jail
Facility Location: Hillsborough, FL
County Population (2000): 998,948 (100%)
County Foreign Population (2000): 115,151 (12%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
4,299	5,221	6,044	6,837	8,351	9,236	10,200	11,171	12,142

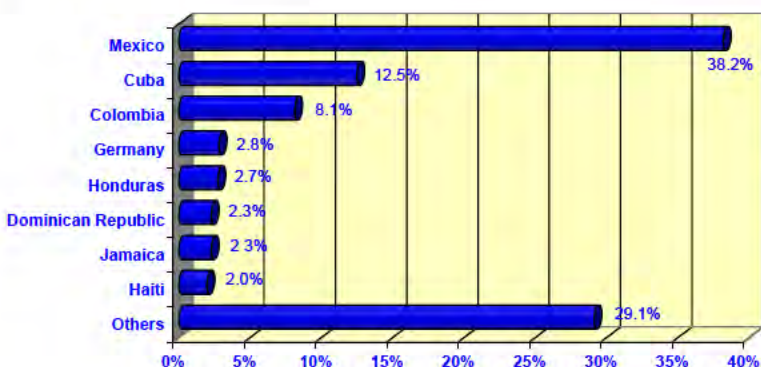
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 35.9; MAD: 29.3; MAPE: 5.6

Data Source: Facility Data Collected April 2004

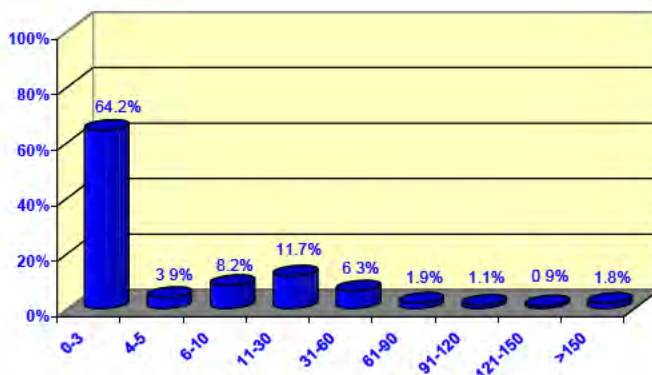
Total Foreign Born and Indeterminate Records FY03: 8,900
Foreign Born (94%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

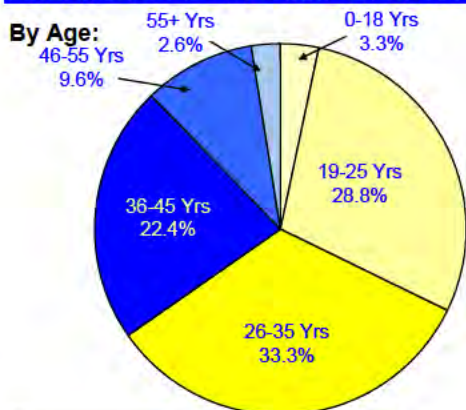


By Length of Stay (in days):

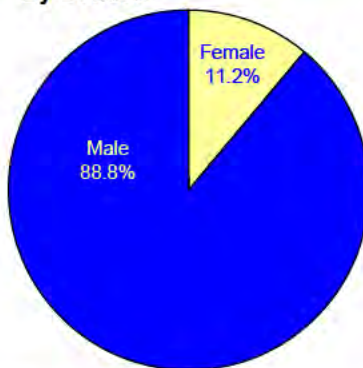


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

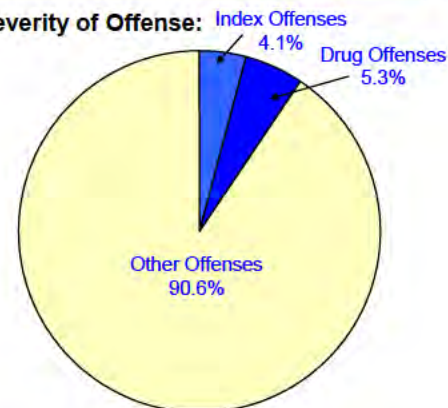
By Age:



By Gender:



By Severity of Offense:



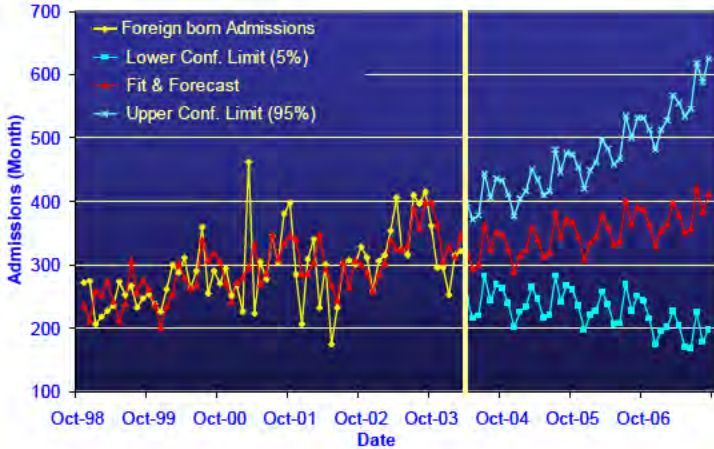
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Hudson County Jail
Facility Location: Hudson County, NJ
County Population (2000): 608, 975 (100%)
County Foreign Population (2000): 234,597 (39%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
3,046	3,337	3,608	3,390	4,141	4,011	4,032	3,267	4,502

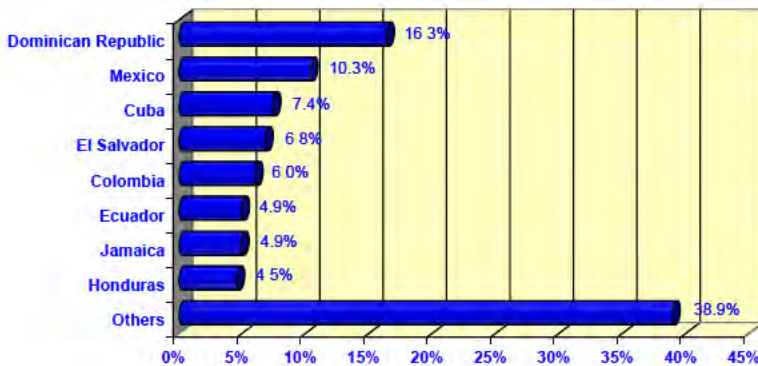
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 45.9; MAD: 33.7; MAPE: 12.2

Data Source: Facility Data Collected June 2004

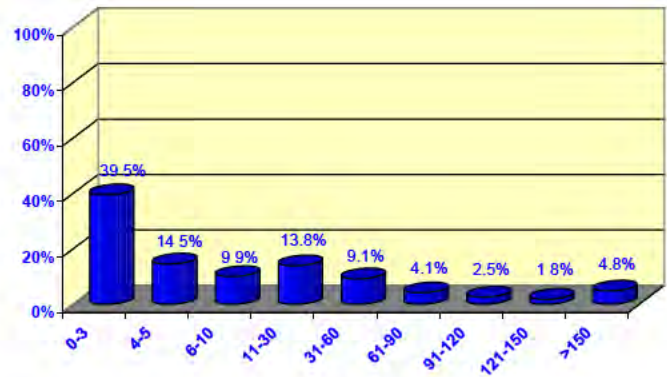
Total Foreign Born and Indeterminate Records FY03: 4,532
Foreign Born (91%) (9%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

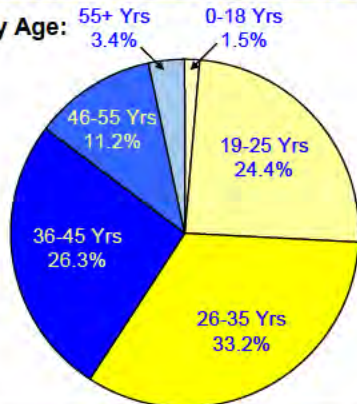


By Length of Stay (in days):

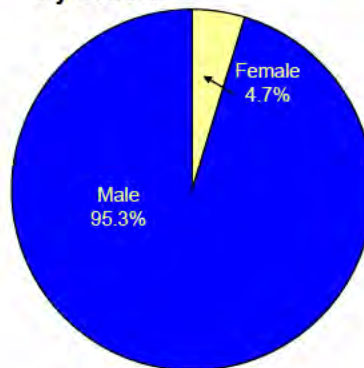


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

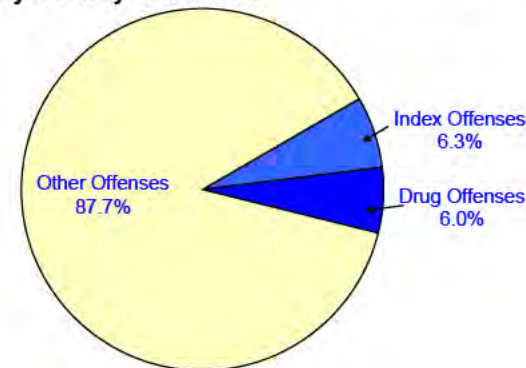
By Age:



By Gender:



By Severity of Offense:



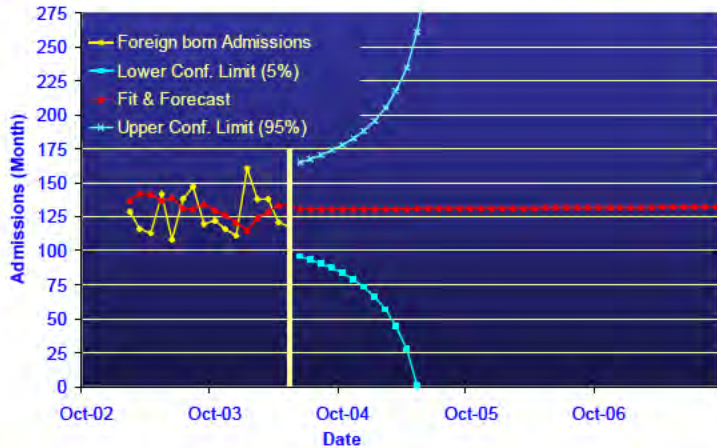
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Duval County Jail
 Facility Location: Jacksonville, FL
 County Population (2000): 778,879 (100%)
 County Foreign Population (2000): 45,651(5.9%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	NA	NA	1,523	1,547	1,572	1,580	1,588

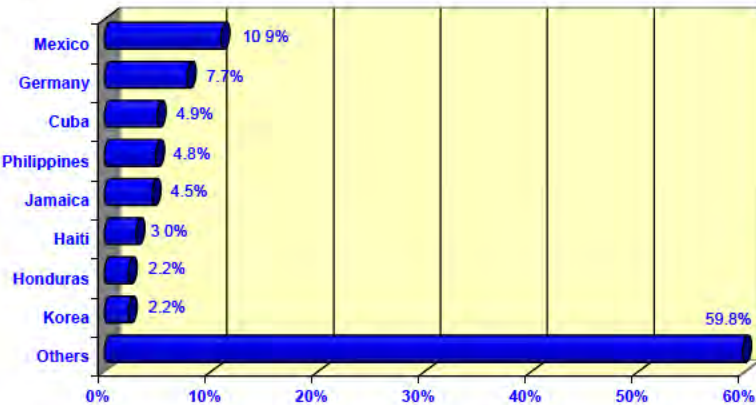
Projection Method – Double Exponential Smoothing
 Goodness of fit – RMSE: 19.7; MAD: 16.5; MAPE: 13.0

Data Source: Limited Facility Data Collected May 2004;
 No SCAAP data to supplement forecast

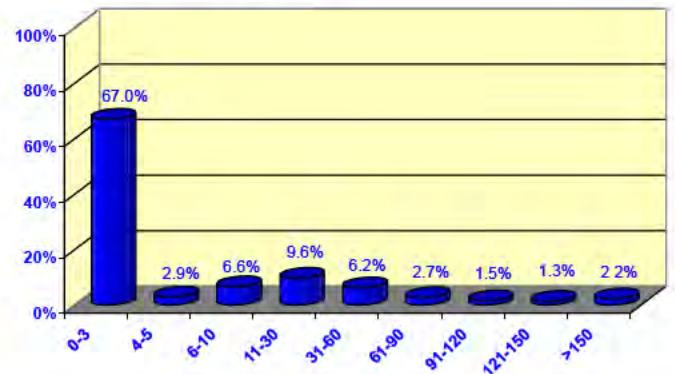
Total Foreign Born and Indeterminate Records FY03: 4,345	
(35%)	Indeterminate (65%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

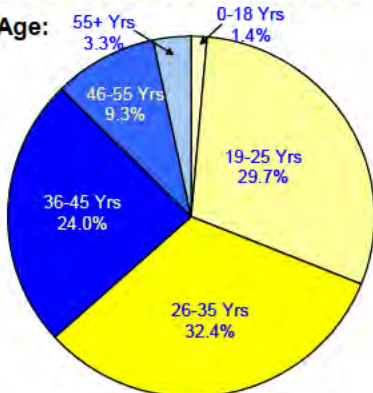


By Length of Stay (in days):

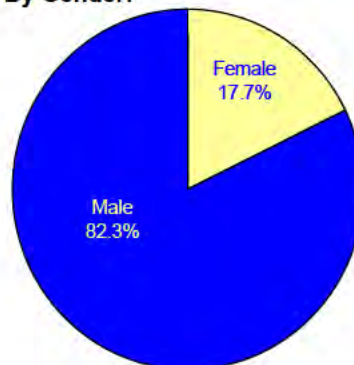


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

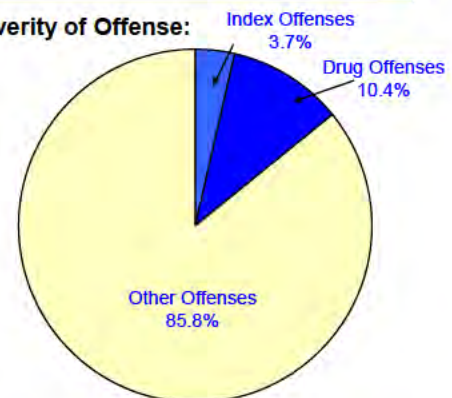
By Age:



By Gender:



By Severity of Offense:



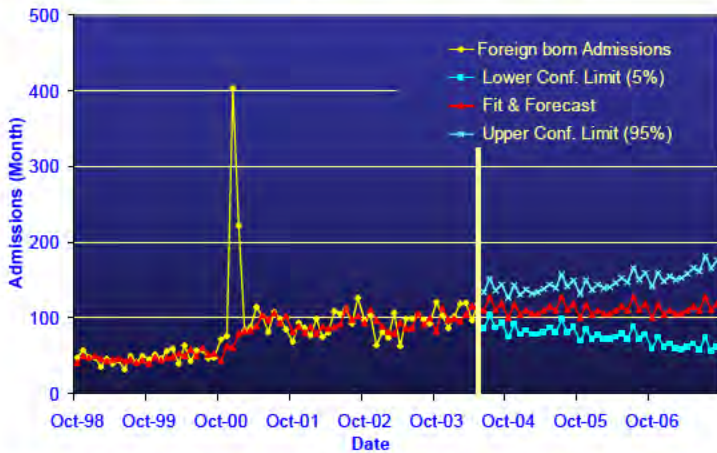
¹ Historical population numbers taken from the US Bureau of the Census,
http://factfinder.census.gov/servlet/DGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Jefferson County Jail
Facility Location: Jefferson County, KY
County Population (2000): 693,604 (100%)
County Foreign Population (2000): 23,895 (3%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
537	612	1,532	1,123	1,081	1,287	1,337	1,337	1,337

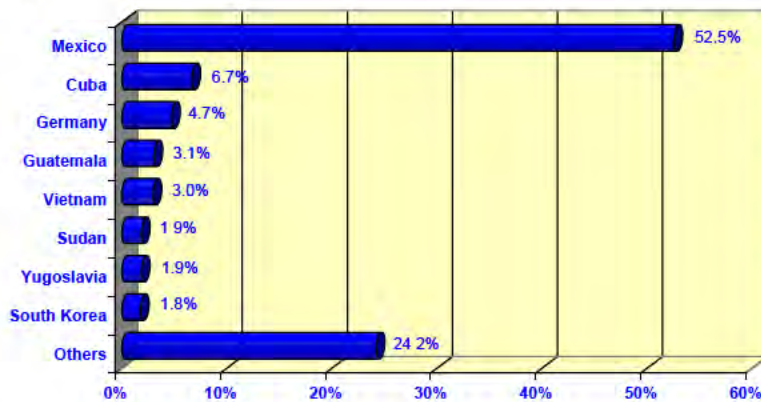
Projection Method – Seasonal Multiplicative
Goodness of fit – RMSE: 14.4; MAD: 11.1; MAPE: 14.6

Data Source: Facility Data Collected July 2004

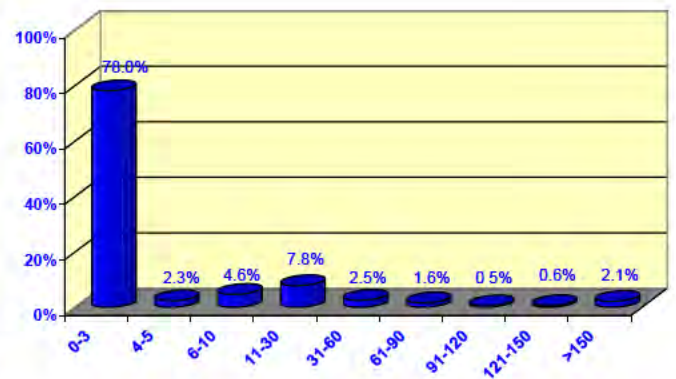
Total Foreign Born and Indeterminate Records FY03: 6,789	
(16%)	Indeterminate (84%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

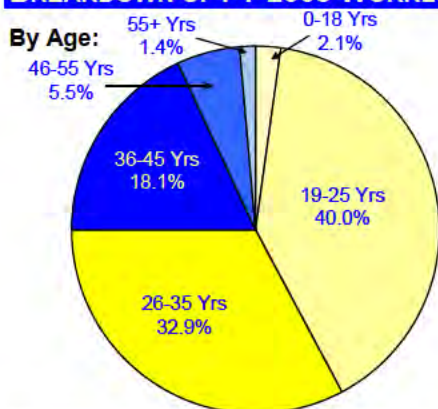


By Length of Stay (in days):

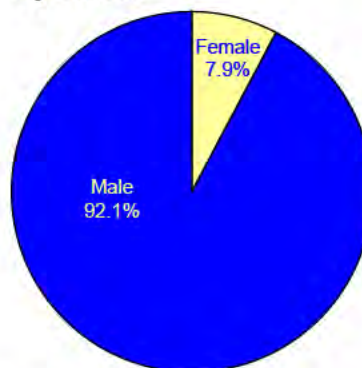


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

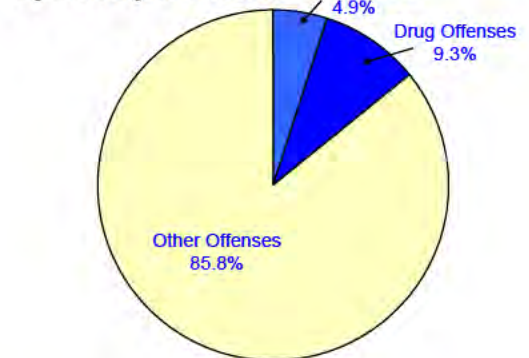
By Age:



By Gender:



By Severity of Offense:



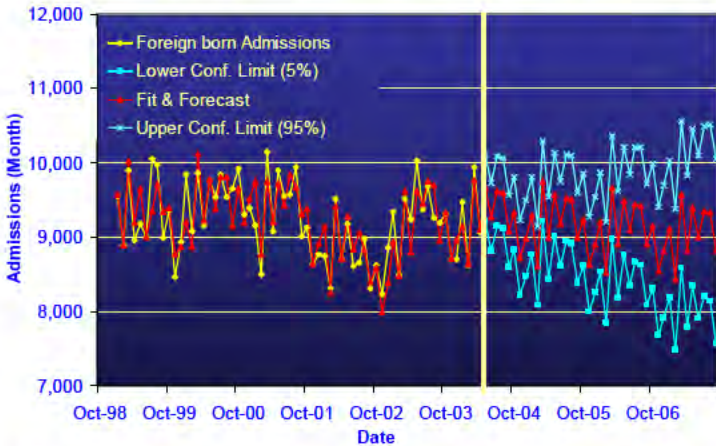
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Los Angeles County Jail **County Population (2000):** 9,591,338 (100%)
Facility Location: Los Angeles, CA **County Foreign Population (2000):** 3,449,444 (36%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



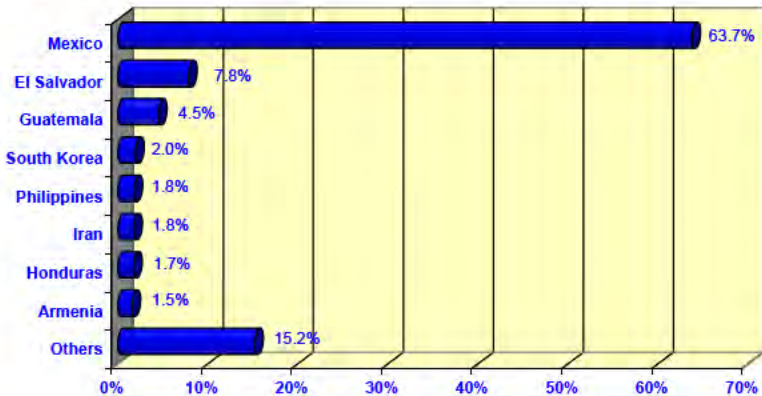
Historical Workload					Forecasted Workload				
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	
112,663	113,029	113,472	105,536	109,824	111,034	110,443	110,443	110,443	

Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 270.9; MAD: 209.4; MAPE: 2.3

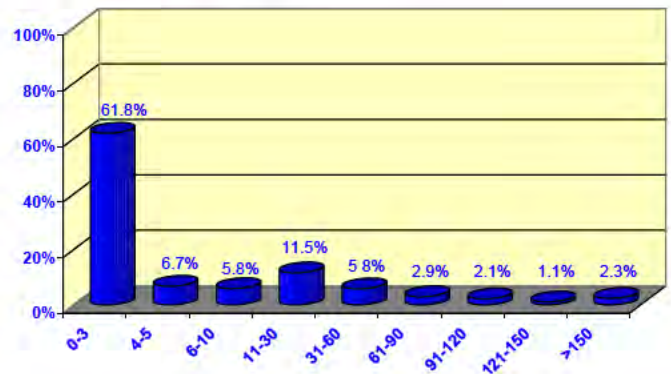
Data Source: Facility Data Collected May 2004
Total Foreign Born and Indeterminate Records FY03: 111,731
Foreign Born (98%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

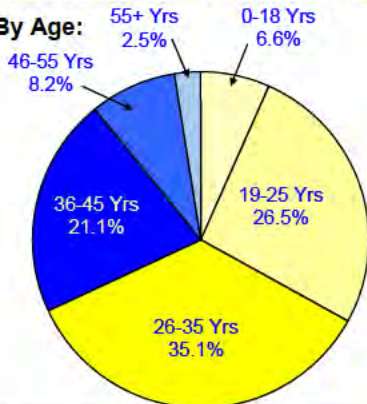


By Length of Stay (in days):

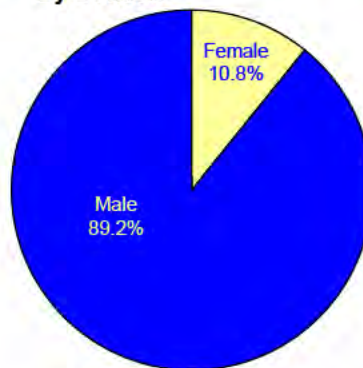


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

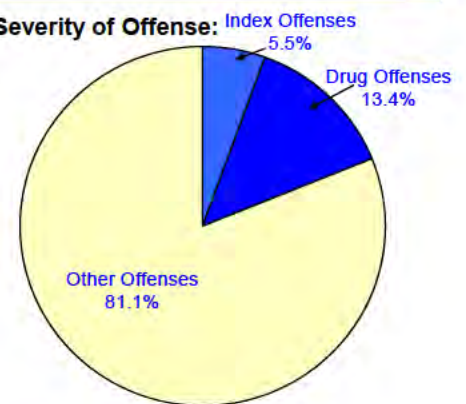
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

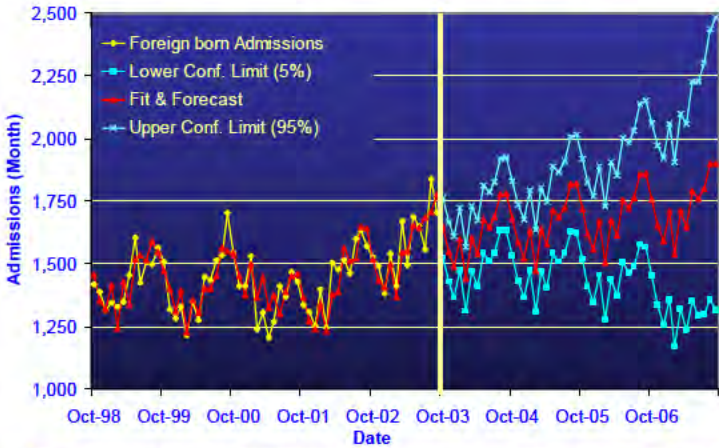


National Rank by Average Daily Population – 4

BACKGROUND DATA:¹

Facility Name: Maricopa County Jail
 Facility Location: Maricopa, AZ
 County Population (2000): 3,072,141 (100%)
 County Foreign Population (2000): 441,240 (14%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
17,189	16,914	16,593	17,298	18,954	19,429	19,871	20,313	20,755

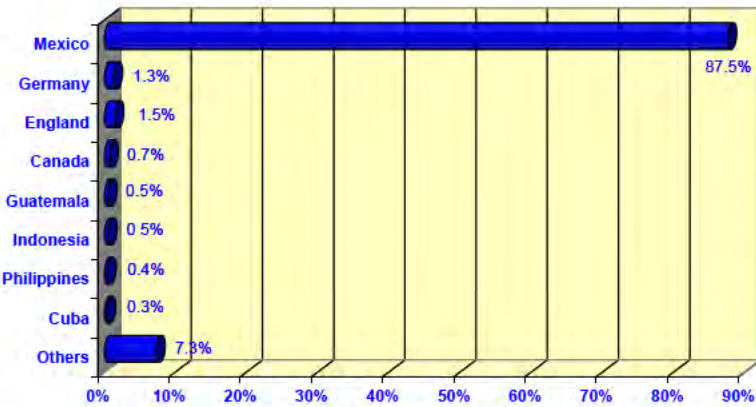
Projection Method – Holt-Winters Multiplicative
 Goodness of fit – RMSE: 70.9; MAD: 57.9; MAPE: 4

Data Source: Facility Data Collected July 2004

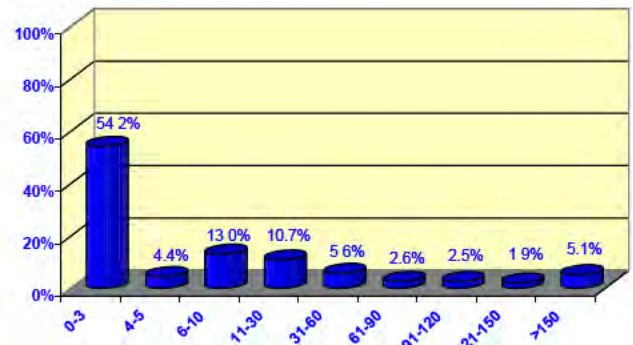
Total Foreign Born and Indeterminate Records FY03: 32,161	
Foreign Born (60%)	Indeterminate (40%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

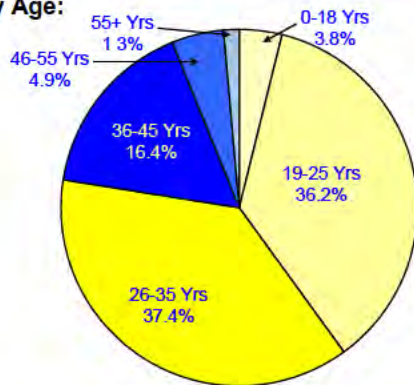


By Length of Stay (in days):

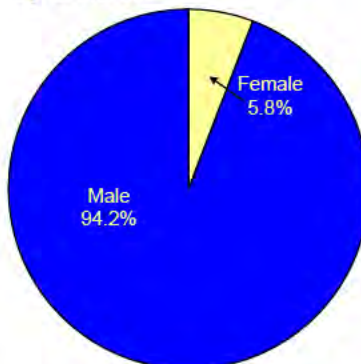


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

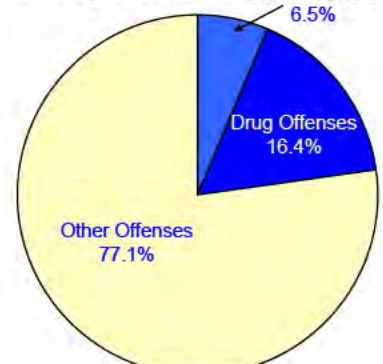
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

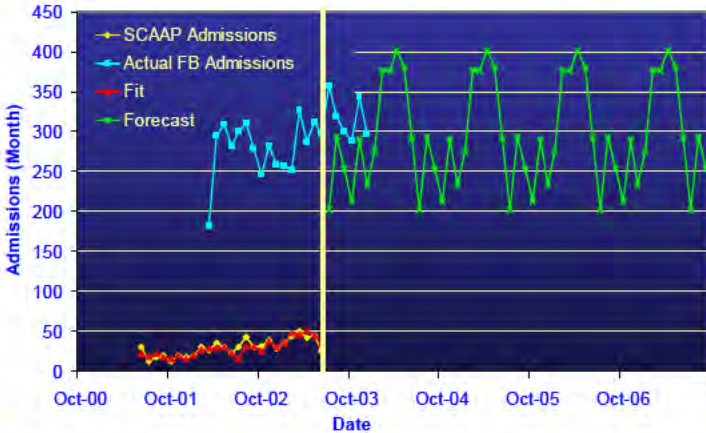


BACKGROUND DATA:¹

Facility Name: Mecklenburg County Jail
Facility Location: Mecklenburg, NC

County Population (2000): 695,454 (100%)
County Foreign Population (2000): 68,349 (10%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	NA	3,358	3,495	3,590	3,590	3,590	3,590

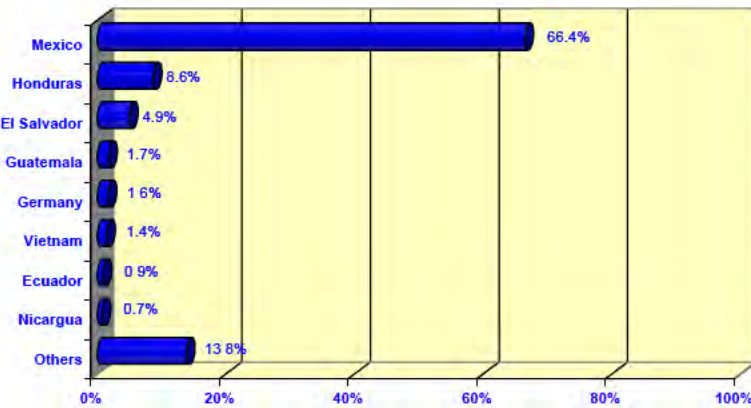
Projection Method – Seasonal Multiplicative
Goodness of fit – RMSE: N/A; MAD: N/A; MAPE: N/A

Data Source: Limited Facility Data Collected July 2004;
 SCAAP data used to supplement forecast

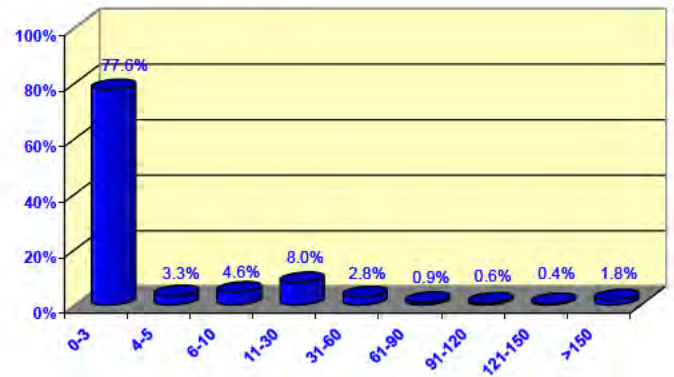
Total Foreign Born and Indeterminate Records FY03: 6,735	
Foreign Born (52%)	Indeterminate (48%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

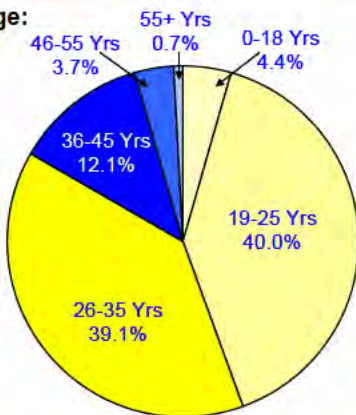


By Length of Stay (in days):



BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

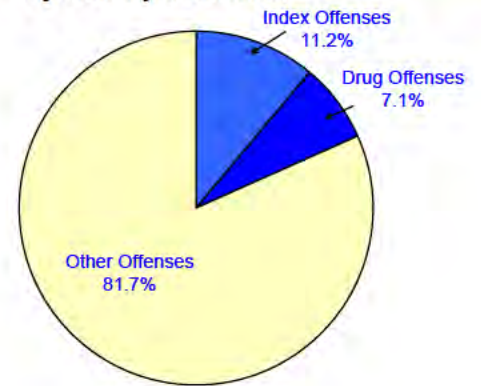
By Age:



By Gender:

Data not available

By Severity of Offense:



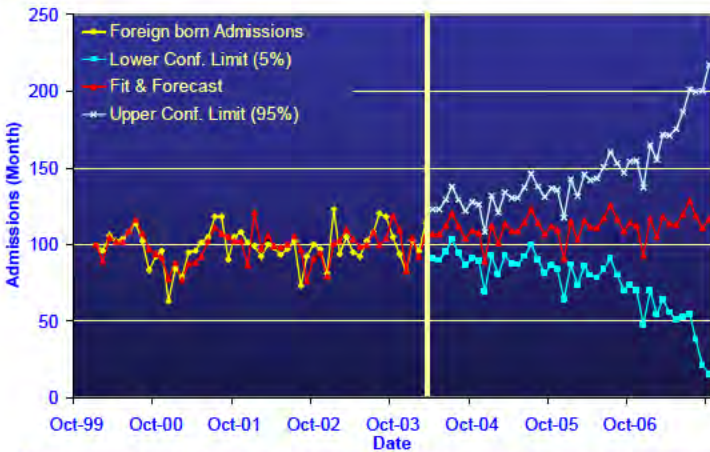
¹ Historical population numbers taken from the US Bureau of the Census,
http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Milwaukee County Jail
Facility Location: Milwaukee, WI
County Population (2000): 940,164 (100%)
County Foreign Population (2000): 63,648 (7%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload				
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	
NA	915	1,137	1,160	1,235	1,255	1,307	1,335	1,362	

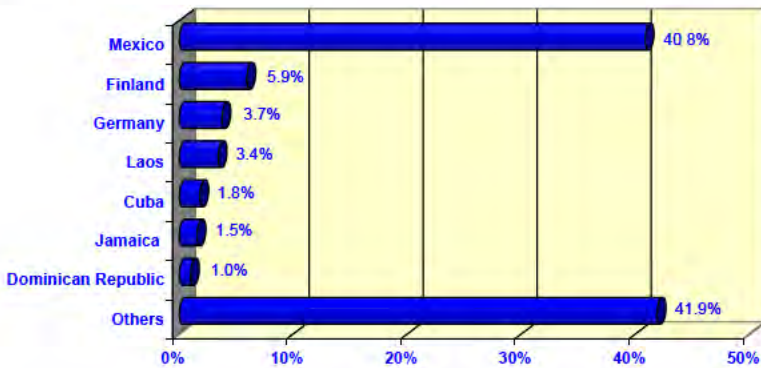
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 9.6; MAD: 7.3; MAPE: 7.5

Data Source: Facility Data Collected April 2004

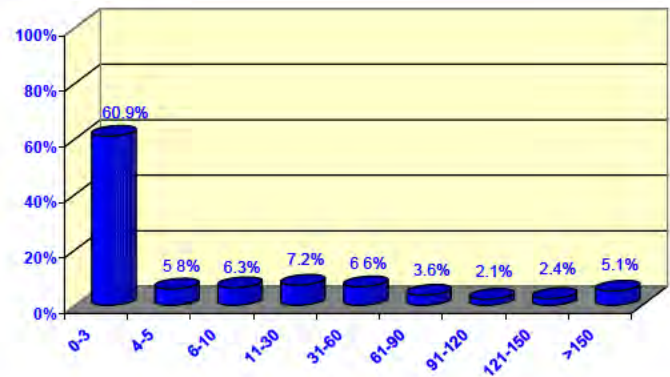
Total Foreign Born and Indeterminate Records FY03: 1,335	
Foreign Born (93%)	(7%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

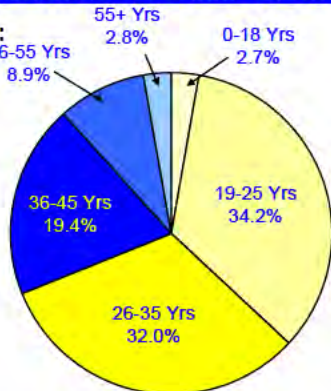


By Length of Stay (in days):

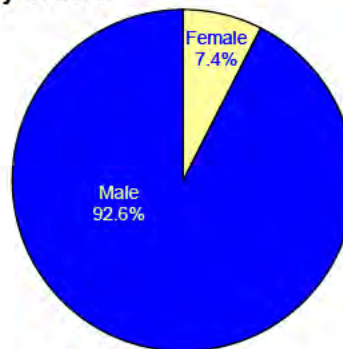


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:



By Gender:



By Severity of Offense:

Data not available

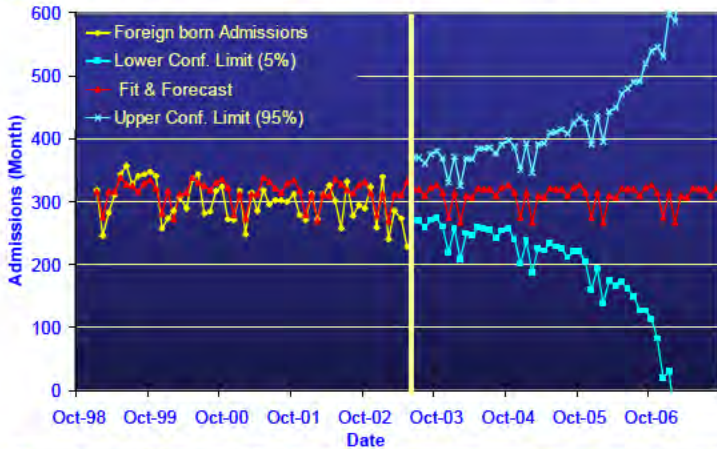
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Multnomah County Jail
Facility Location: Multnomah, OR
County Population (2000): 660,486 (100%)
County Foreign Population (2000): 83,965 (13%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
2872*	3,662	3,552	3,548	3,095	3,708	3,708	3,708	3,708

*Partial Data

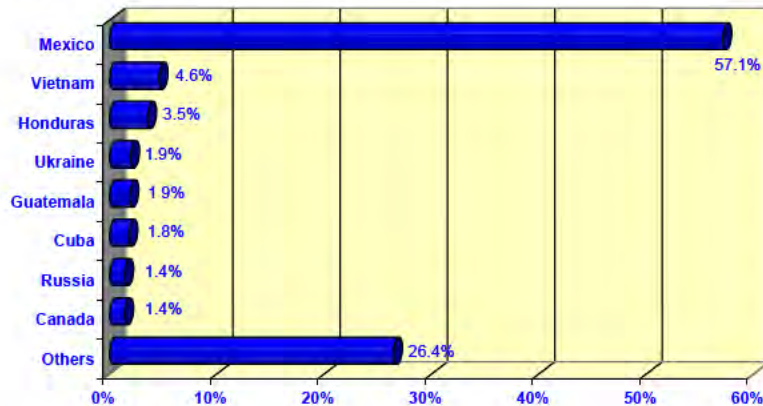
Projection Method – Seasonal Additive
Goodness of fit – RMSE: 29.3; MAD: 22.8; MAPE: 8.1

Data Source: Facility Data Collected March 2004

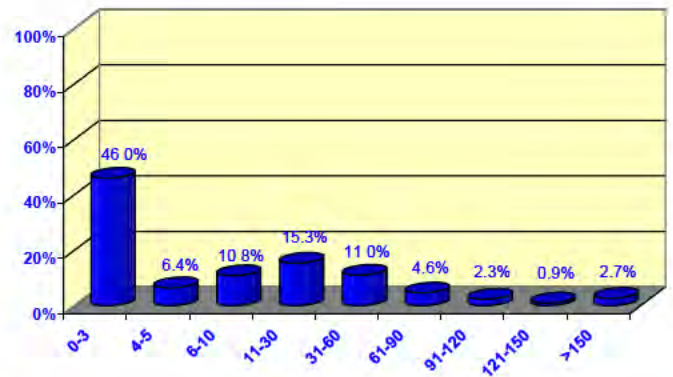
Total Foreign Born and Indeterminate Records FY03: 5,873	
Foreign Born (53%)	Indeterminate (47%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

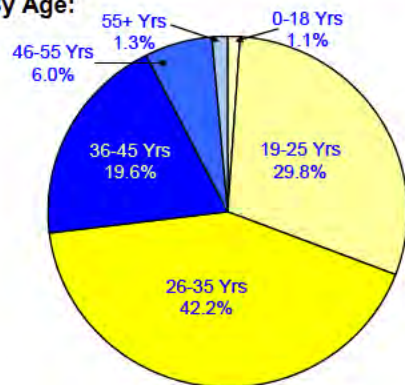


By Length of Stay (in days):

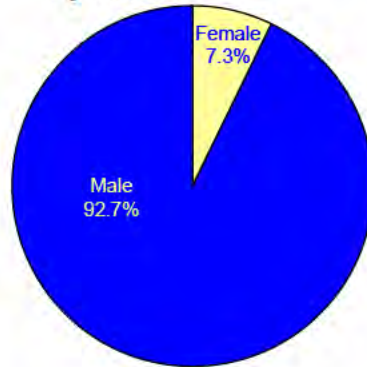


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

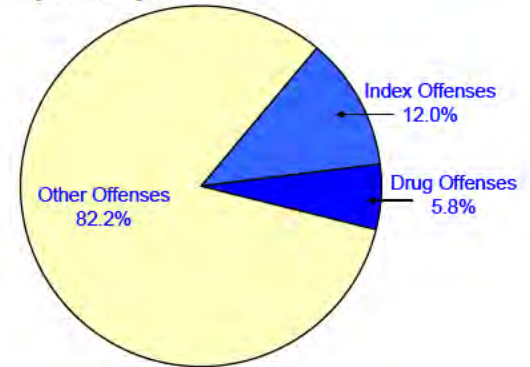
By Age:



By Gender:



By Severity of Offense:



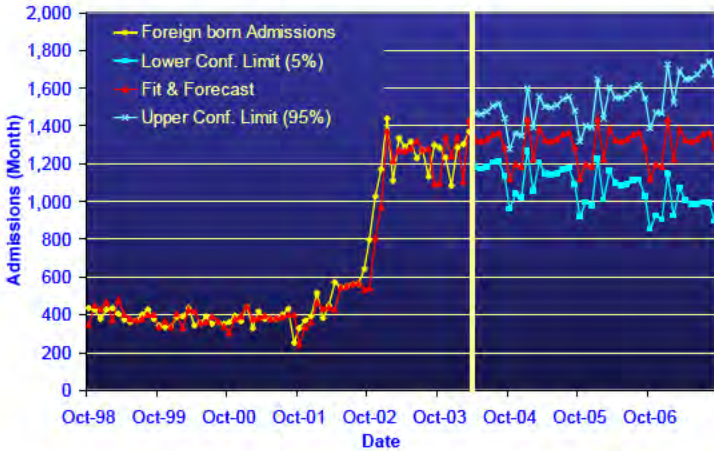
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: New York County Jail
Facility Location: New York, NY
County Population (2000): 1,537,195 (100%)
County Foreign Population (2000): 452,440 (29%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
4,832	4,389	4,541	5,884	14,422	15,524	15,524	15,524	15,524

Projection Method – Seasonal Multiplicative
Goodness of fit – RMSE: 85.8; MAD: 58.7; MAPE: 9.5

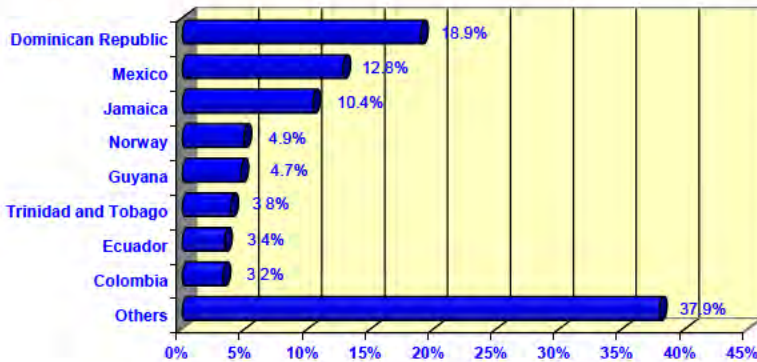
Data Source: Facility Data Collected July 2004

Total Foreign Born and Indeterminate Records FY03: 29,913

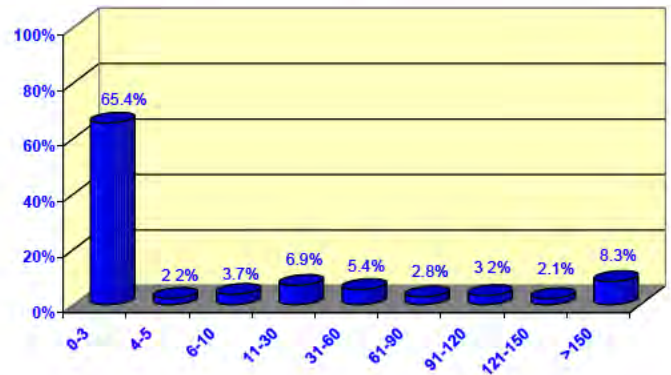
Foreign Born (48%)	Indeterminate (52%)
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BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

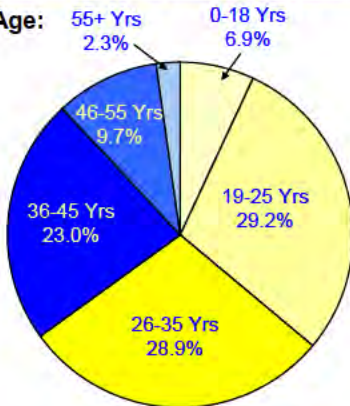


By Length of Stay (in days):

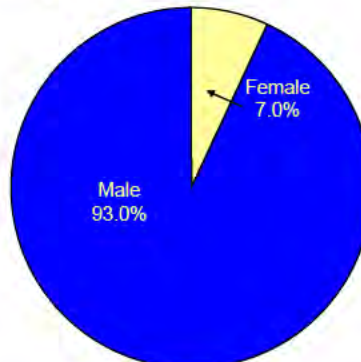


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:



By Gender:



By Severity of Offense:

Data not available

¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

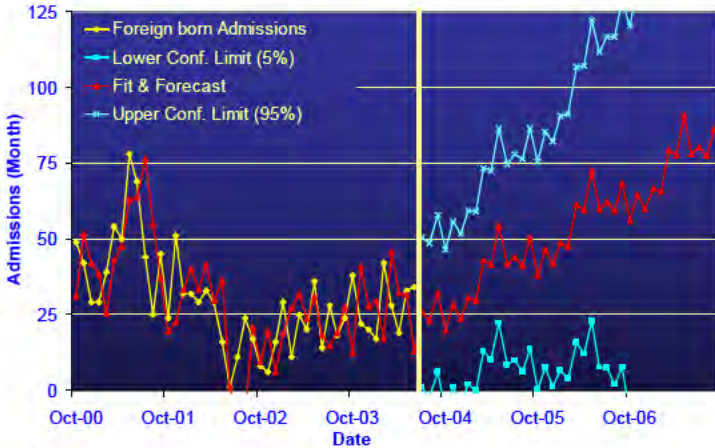


BACKGROUND DATA:¹

Facility Name: Oklahoma County Jail
Facility Location: Oklahoma County, OK

County Population (2000): 660,448 (100%)
County Foreign Population (2000): 47,829 (7%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	553	299	235	334	448	665	882

Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 11.8; MAD: 11.8; MAPE: 49.2

Data Source: Facility Data Collected July 2004

Total Foreign Born and Indeterminate Records FY03: 235

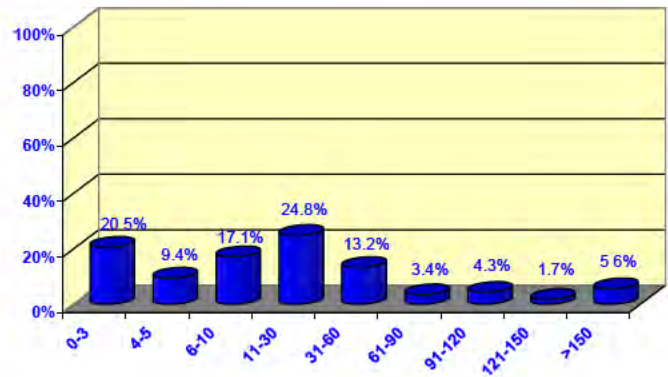
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

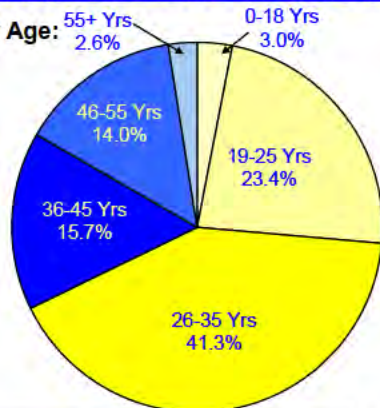
Data not available

By Length of Stay (in days):

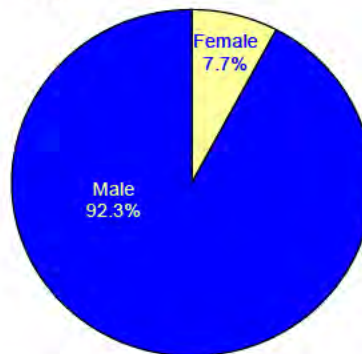


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:



By Gender:



By Severity of Offense:

Data not available

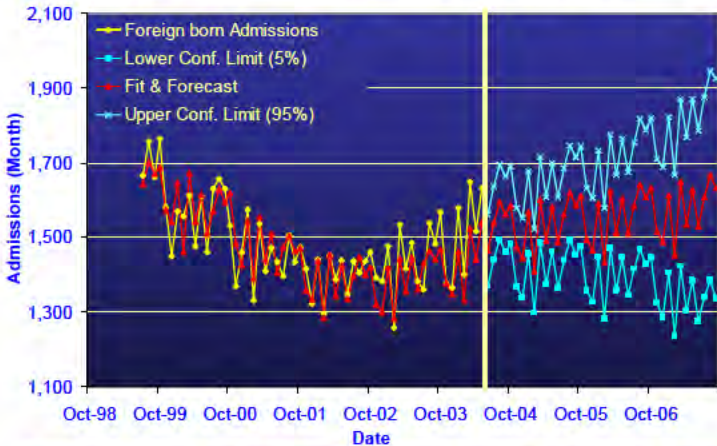
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Orange County Jail
Facility Location: Orange County, CA
County Population (2000): 2,846,289 (100%)
County Foreign Population (2000): 849,899 (30%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
-	18,995	17,459	16,856	17,168	17,647	18,406	18,676	18,947

Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 55.5; MAD: 46.2; MAPE: 3.1

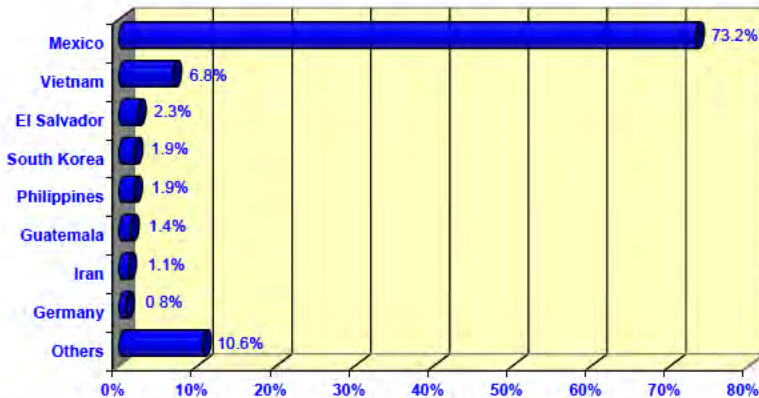
Data Source: Facility Data Collected August 2004

Total Foreign Born and Indeterminate Records FY03: 62,088

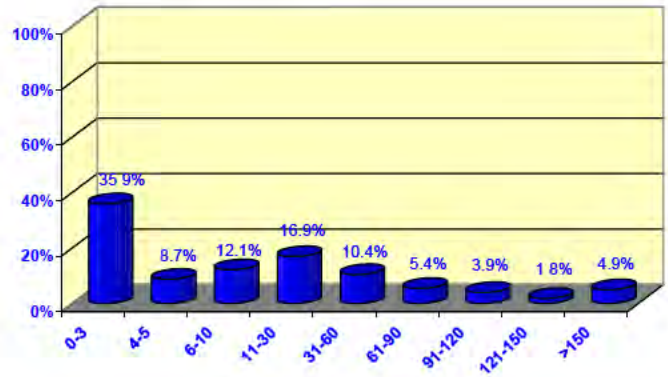
(28%)	Indeterminate (72%)
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BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

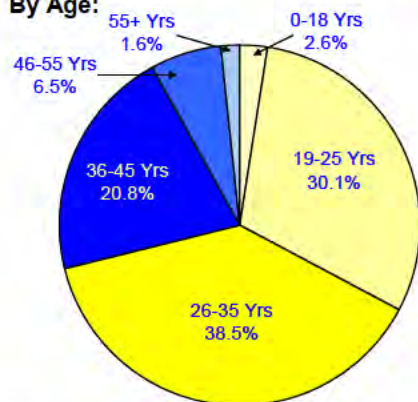


By Length of Stay (in days):

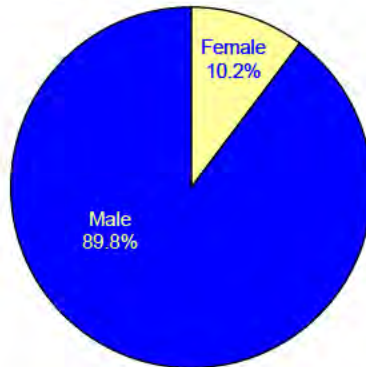


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

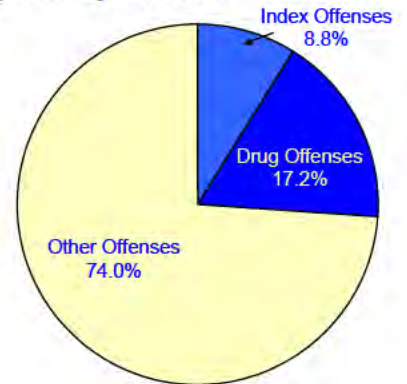
By Age:



By Gender:



By Severity of Offense:



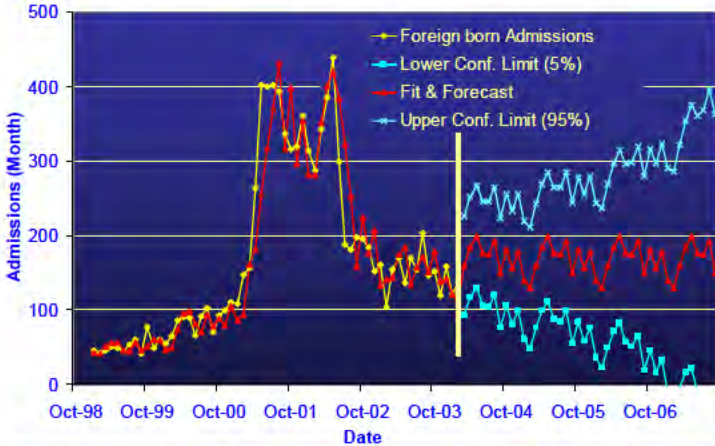
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Orange County Jail
 Facility Location: Orange County, FL
 County Population (2000): 896,344 (100%)
 County Foreign Population (2000): 128,904 (14%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	902	2,910	3,627	1,929	1,920	2,017	2,017	2,017

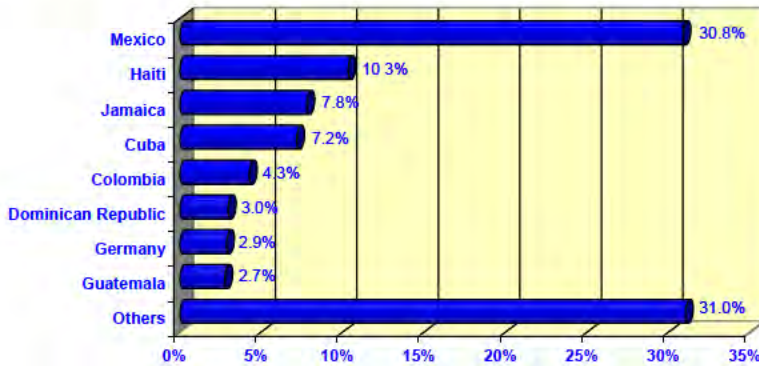
Projection Method – Seasonal Multiplicative
 Goodness of fit – RMSE: 39.8; MAD: 25.9; MAPE: 15.4

Data Source: Facility Data Collected March 2004

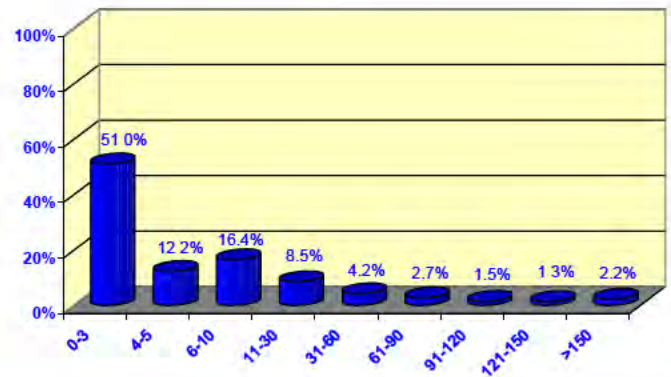
Total Foreign Born and Indeterminate Records FY03: 1,929
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

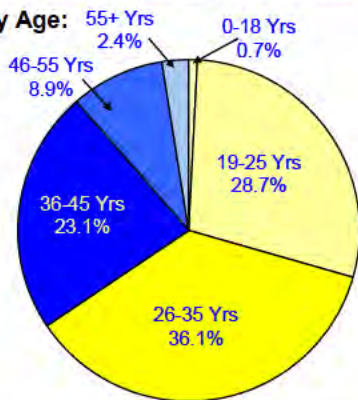


By Length of Stay (in days):

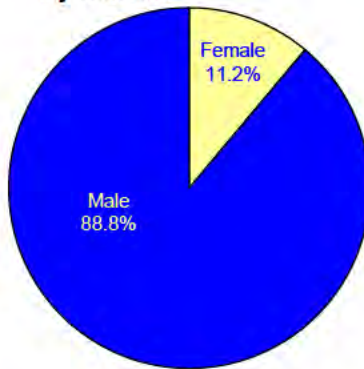


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:



By Gender:



By Severity of Offense:

Data not available

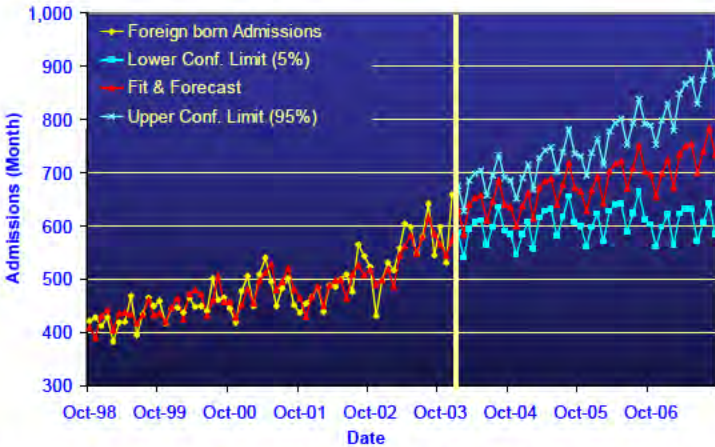
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Palm Beach County Jail
Facility Location: Palm Beach, FL
County Population (2000): 1,131,184 (100%)
County Foreign Population (2000): 196,852 (17%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
4,675	5,439	5,733	5,938	6,583	7,538	7,904	8,275	8,647

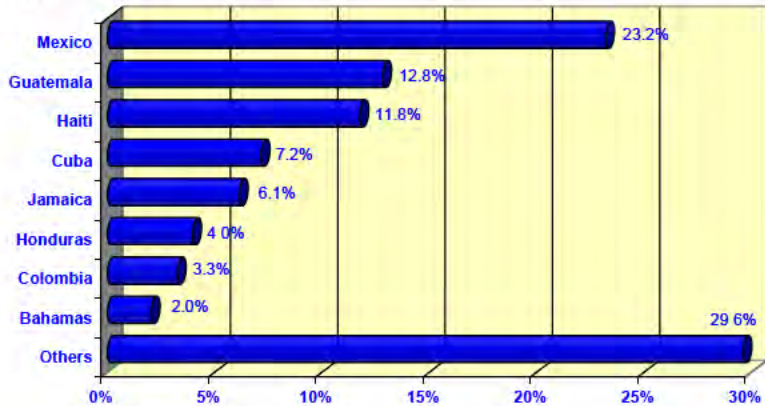
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 26.0; MAD: 20.6; MAPE: 4.2

Data Source: Facility Data Collected March 2004

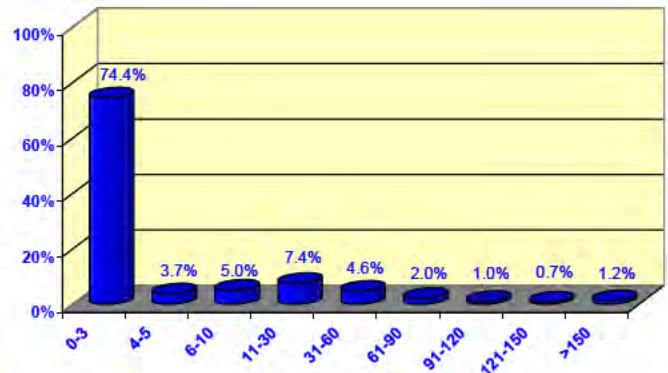
Total Foreign Born and Indeterminate Records FY03: 20,380	
(32%)	Indeterminate (68%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

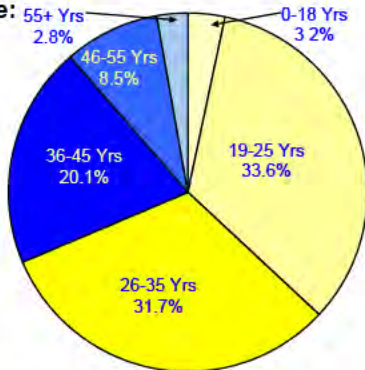


By Length of Stay (in days):

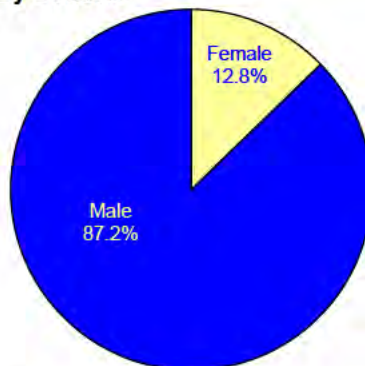


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:



By Gender:



By Severity of Offense:

Data not available

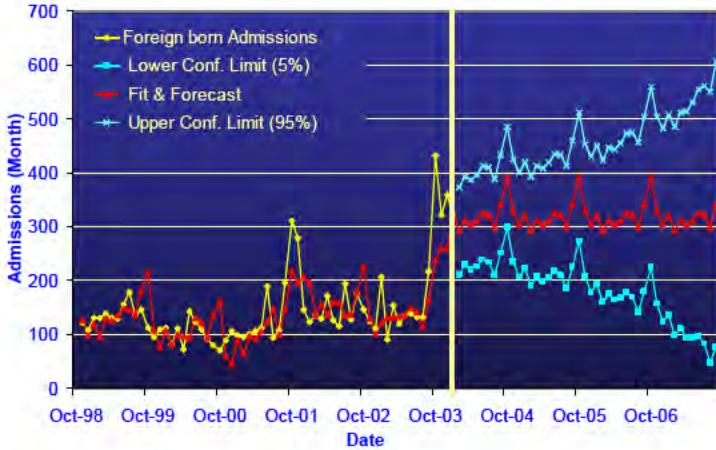
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Passaic County Jail
Facility Location: Passaic, NJ
County Population (2000): 489,049 (100%)
County Foreign Population (2000): 130,291 (27%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
1,641	1,245	1,369	2,038	1,711	3,589	3,855	3,855	3,855

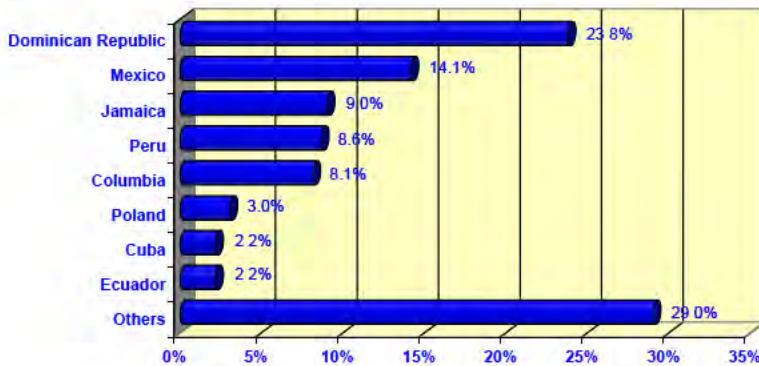
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE:48.3; MAD: 33.4; MAPE: 23.1

Data Source: Facility Data Collected May 2004

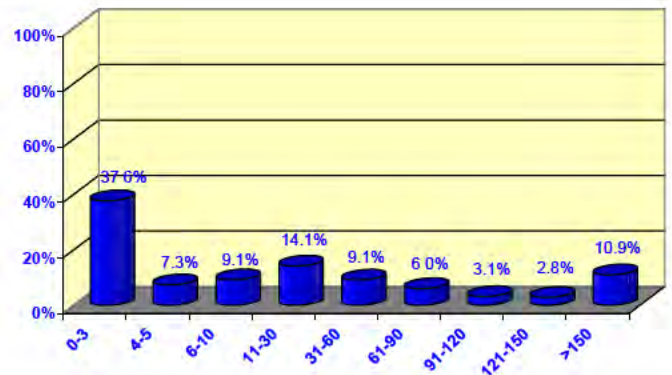
Total Foreign Born and Indeterminate Records FY03: 1,858
Foreign Born (92%) (8%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

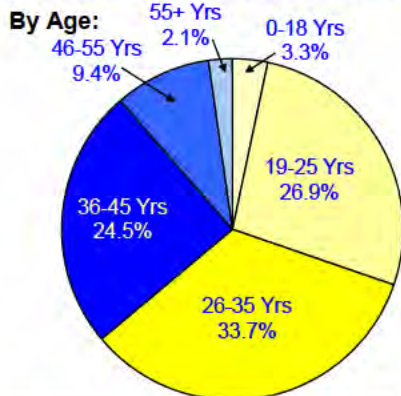


By Length of Stay (in days):

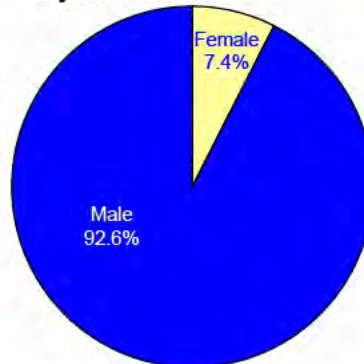


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

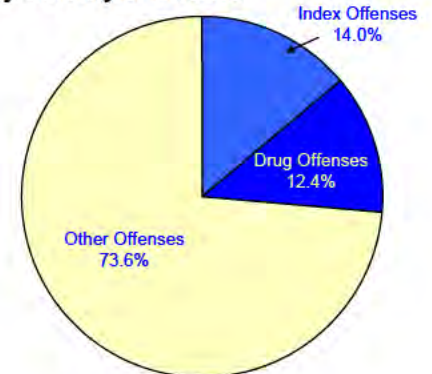
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



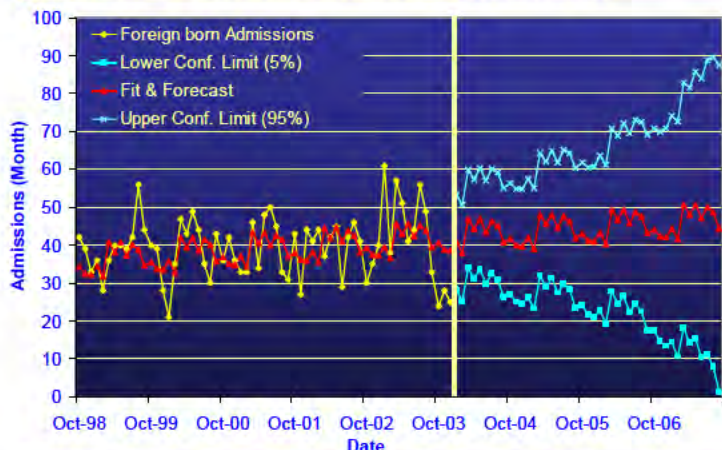
National Rank by Average Daily Population – 5

BACKGROUND DATA:¹

Facility Name: Philadelphia County Jail
Facility Location: Philadelphia, PA

County Population (2000): 1,517,550 (100%)
County Foreign Population (2000): 137,205 (9%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
475	454	467	481	535	469	525	539	554

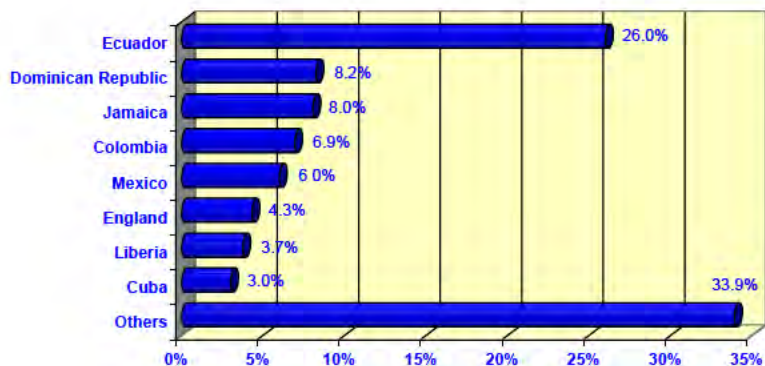
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 7.5; MAD: 6.0; MAPE: 16.4

Data Source: Facility Data Collected July 2004

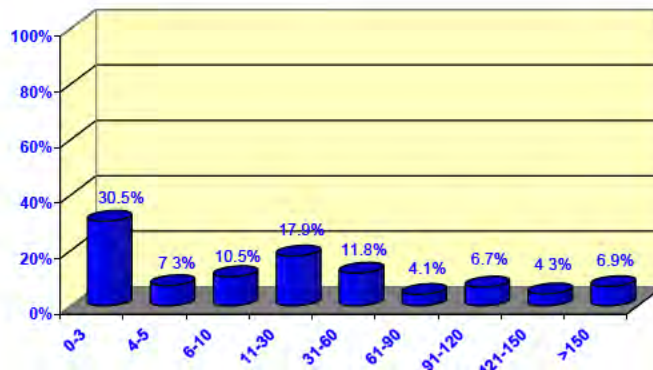
Total Foreign Born and Indeterminate Records FY03: 2,417	
(22%)	Indeterminate (78%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

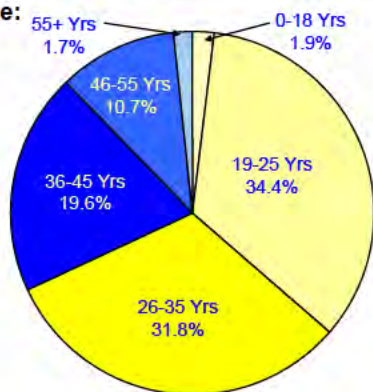


By Length of Stay (in days):

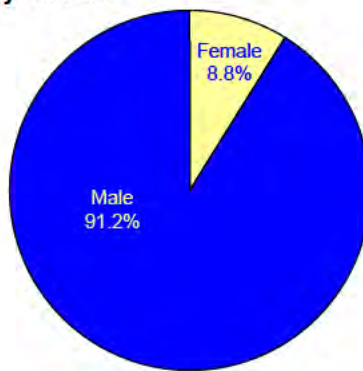


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:



By Gender:



By Severity of Offense:

Data not available

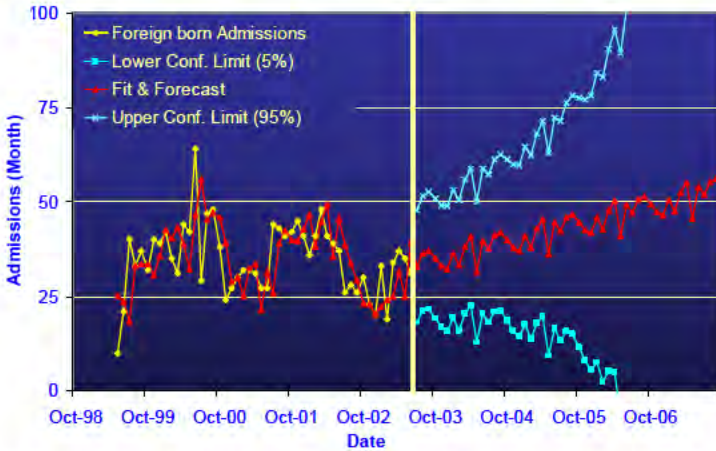
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Pierce County Jail
Facility Location: Pierce County, WA
County Population (2000): 700,820 (100%)
County Foreign Population (2000): 56,525 (8%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
141*	493	396	450	368	440	497	555	612

* Partial Year

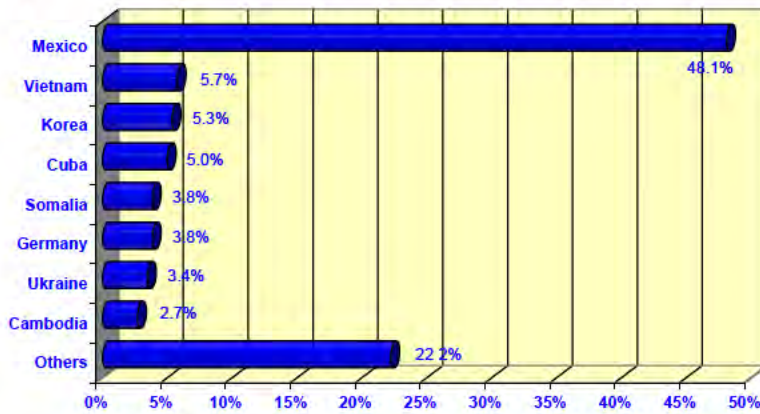
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 8.8; MAD: 6.5; MAPE: 21.4

Data Source: Facility Data Collected March 2004

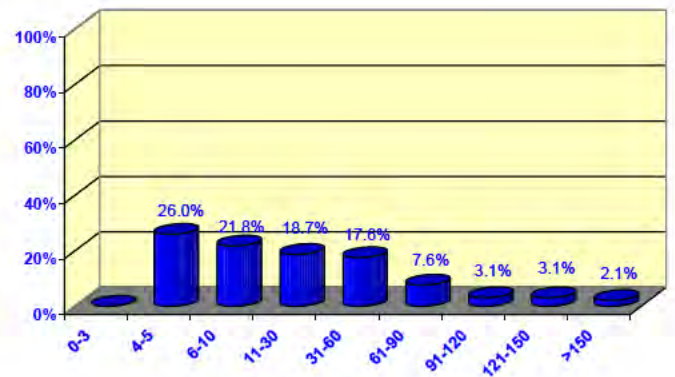
Total Foreign Born and Indeterminate Records FY03: 368
Foreign Born (98%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

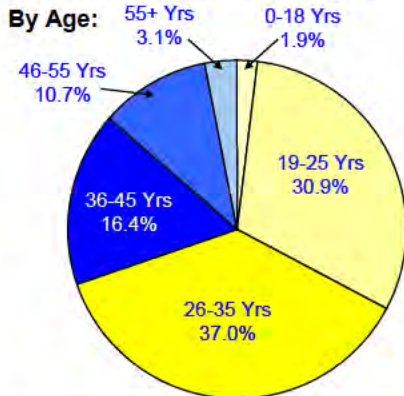


By Length of Stay (in days):



BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

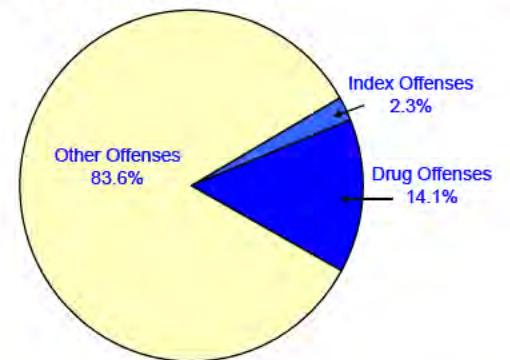
By Age:



By Gender:

Data not available

By Severity of Offense:



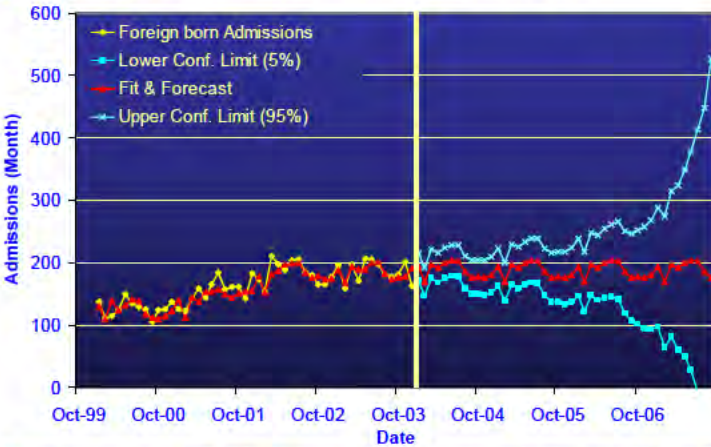
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Pima County Jail
 Facility Location: Pima, AZ
 County Population (2000): 843,746 (100%)
 County Foreign Population (2000): 100,050 (12%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	1,136	1,751	2,187	2,203	2,252	2,252	2,252	2,252

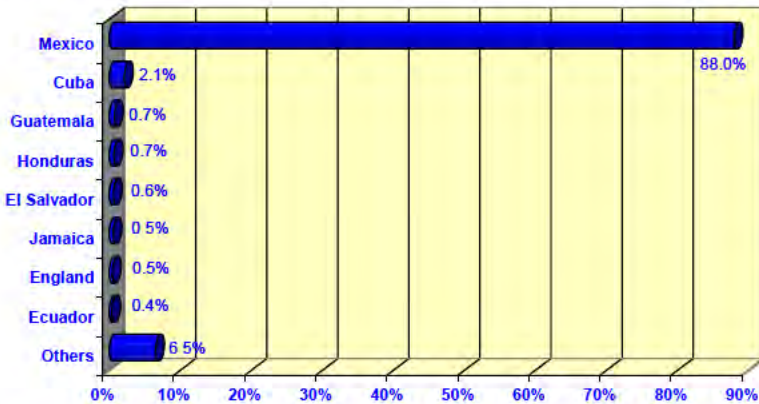
Projection Method – Seasonal Additive
 Goodness of fit – RMSE: 13.3; MAD: 10.8; MAPE: 6.8

Data Source: Facility Data Collected March 2004

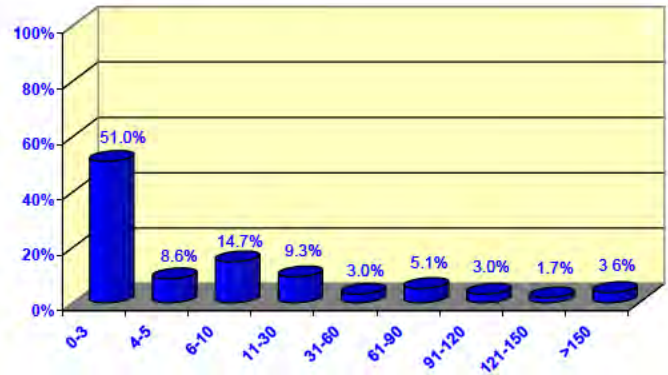
Total Foreign Born and Indeterminate Records FY03: 2,223
Foreign Born (99%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

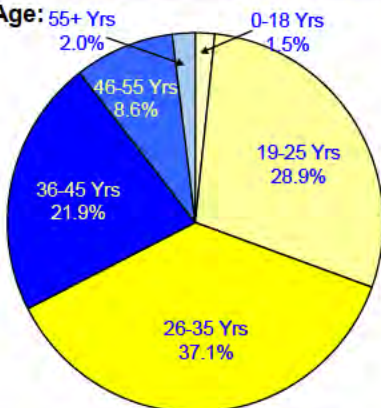


By Length of Stay (in days):

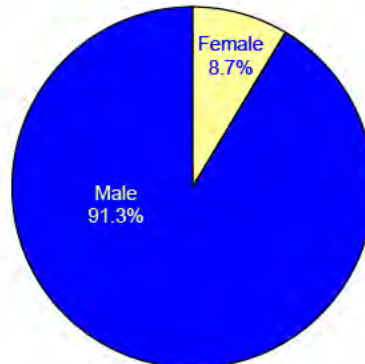


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

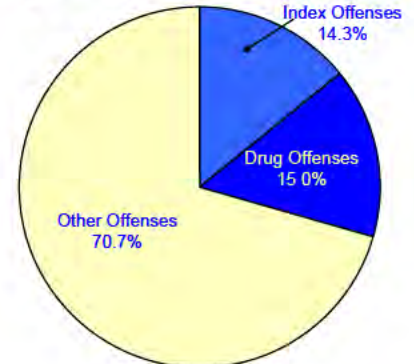
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

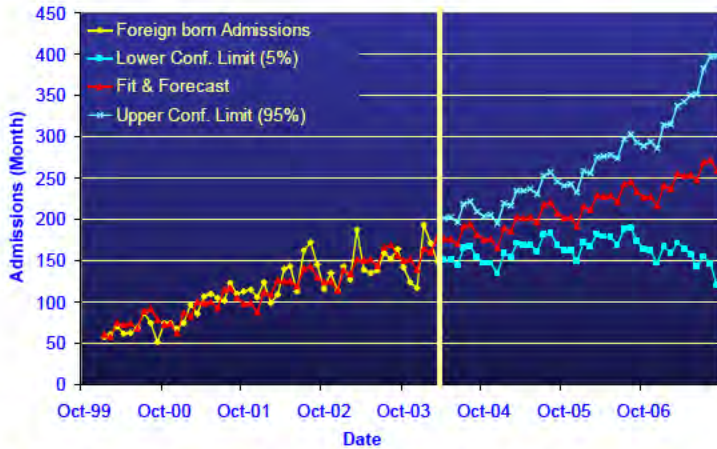


BACKGROUND DATA:¹

Facility Name: Pinellas County Jail
Facility Location: Pinellas, FL

County Population (2000): 921,482 (100%)
County Foreign Population (2000): 87,685 (10%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	786	1,130	1,541	1,709	1,986	2,339	2,648	2,956

Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 14.9; MAD: 12.4; MAPE: 11.2

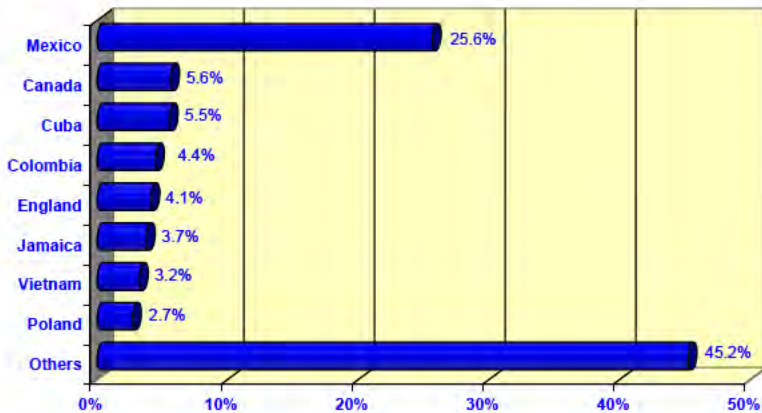
Data Source: Facility Data Collected April 2004

Total Foreign Born and Indeterminate Records FY03: 1,722

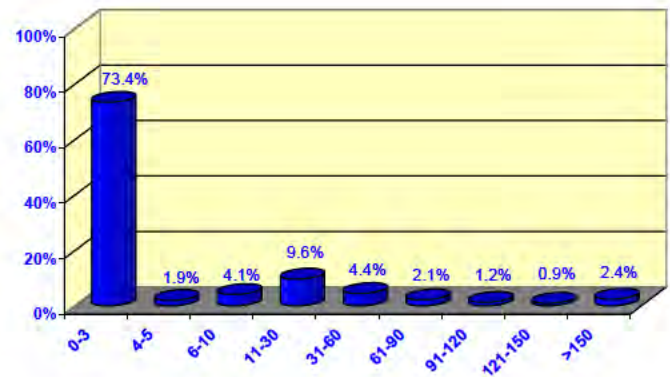
Foreign Born (99%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

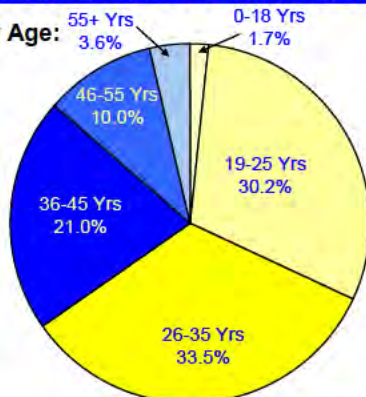


By Length of Stay (in days):

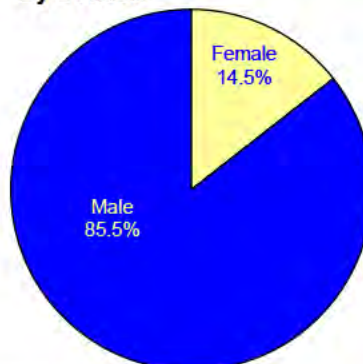


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

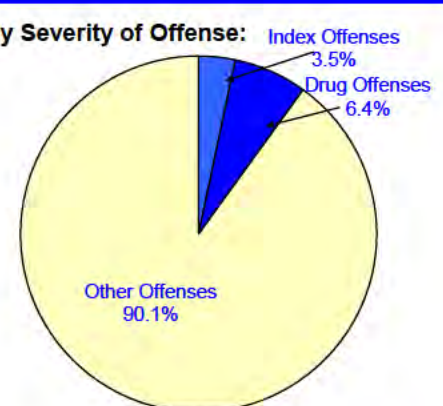
By Age:



By Gender:



By Severity of Offense:



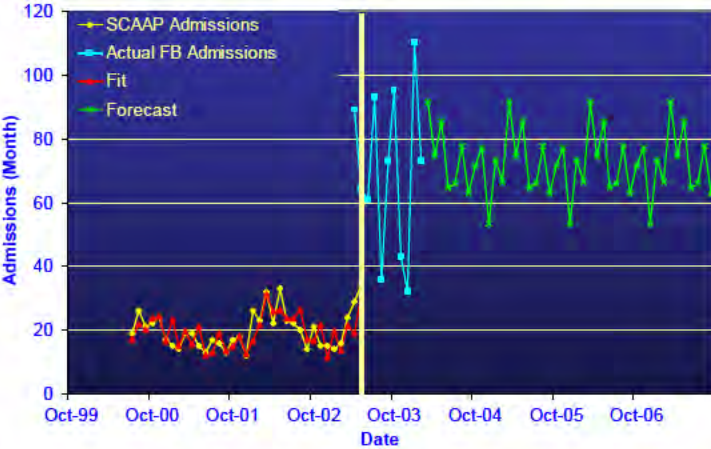
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Plymouth County Jail
Facility Location: Plymouth, MA
County Population (2000): 472,822 (100%)
County Foreign Population (2000): 29,592 (6%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	NA	NA	474*	874	864	864	864

*Partial Data, SCAAP

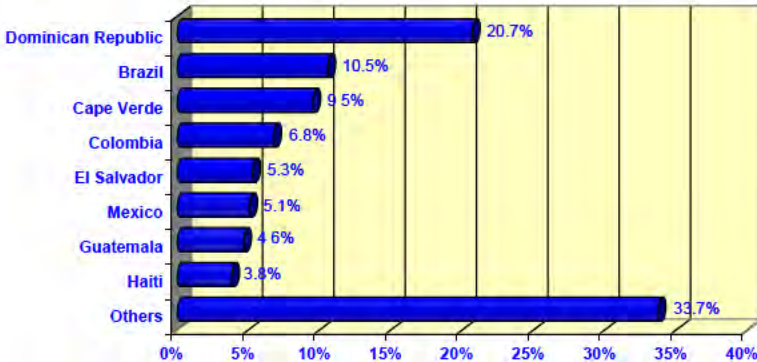
Projection Method – Seasonal Multiplicative
Goodness of fit – RMSE: N/A; MAD: N/A; MAPE: N/A

Data Source: Limited Facility Data Collected June 2004;
 SCAAP data used to supplement forecast

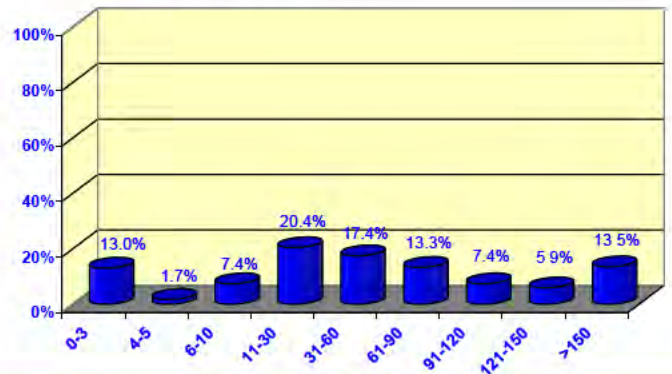
Total Foreign Born and Indeterminate Records FY03: 545	
Foreign Born (87%)	(13%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

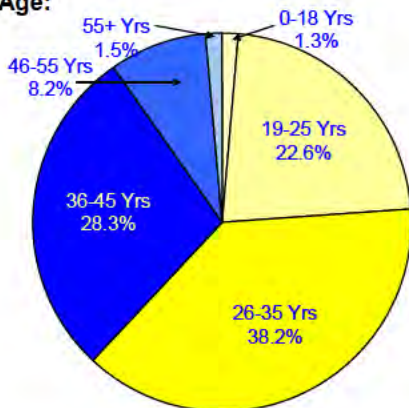


By Length of Stay (in days):

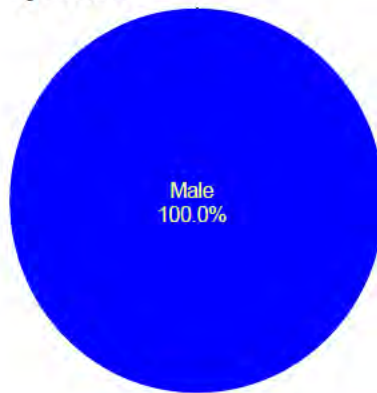


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

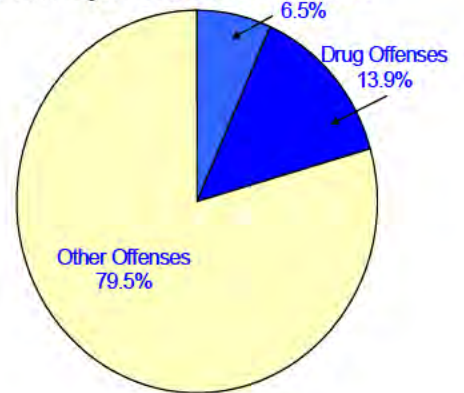
By Age:



By Gender:



By Severity of Offense:



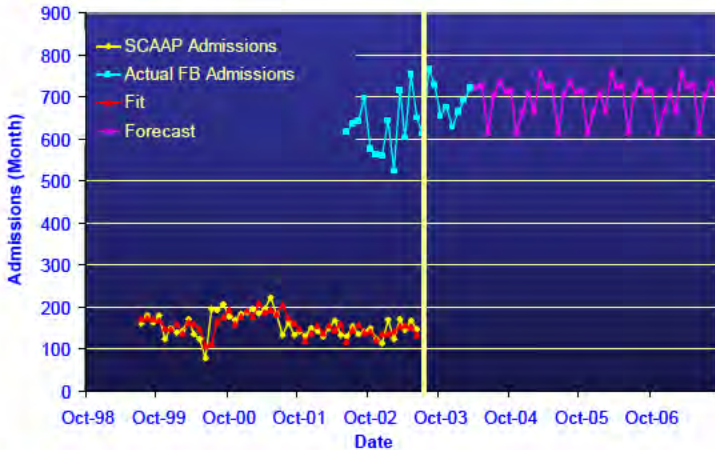
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Riverside County Jail
Facility Location: Riverside, CA
County Population (2000): 1,545,387 (100%)
County Foreign Population (2000): 293,712 (19%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	NA	2,750*	7,704	8,267	8,354	8,354	8,354

*Partial Data

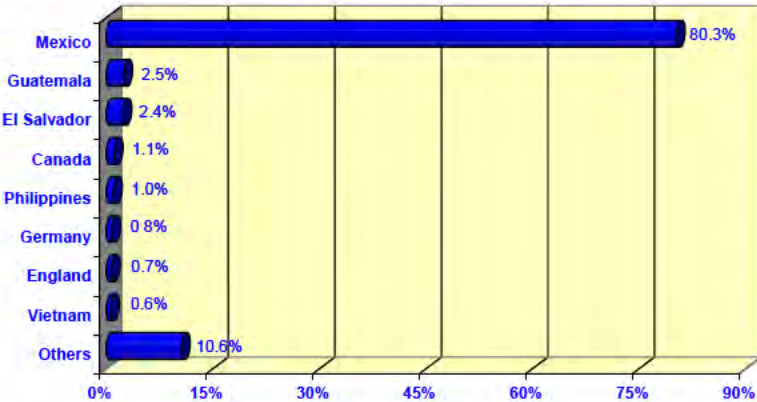
Projection Method – Seasonal Additive
Goodness of fit – RMSE: N/A; MAD: N/A; MAPE: N/A

Data Source: Limited Facility Data Collected June 2004;
 SCAAP data used to supplement forecast

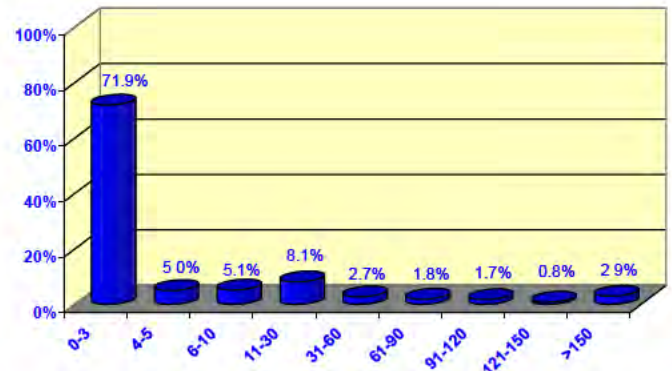
Total Foreign Born and Indeterminate Records FY03: 7,867
Foreign Born (98%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

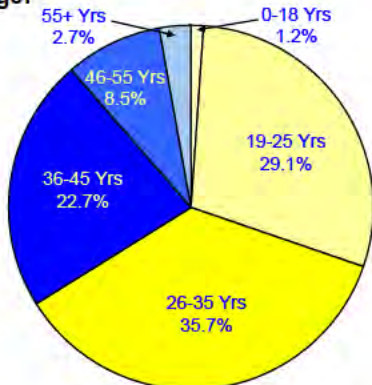


By Length of Stay (in days):

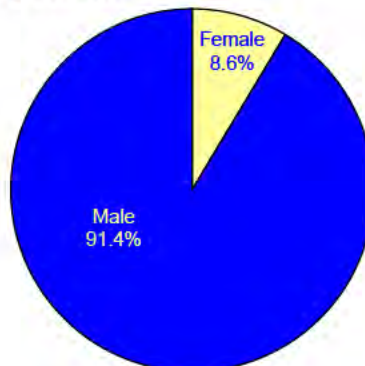


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

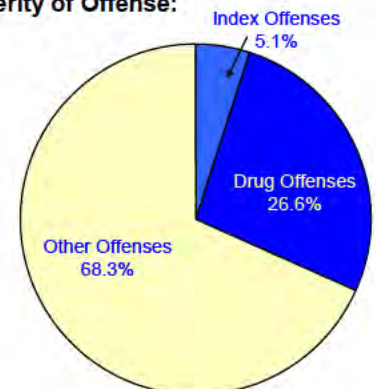
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

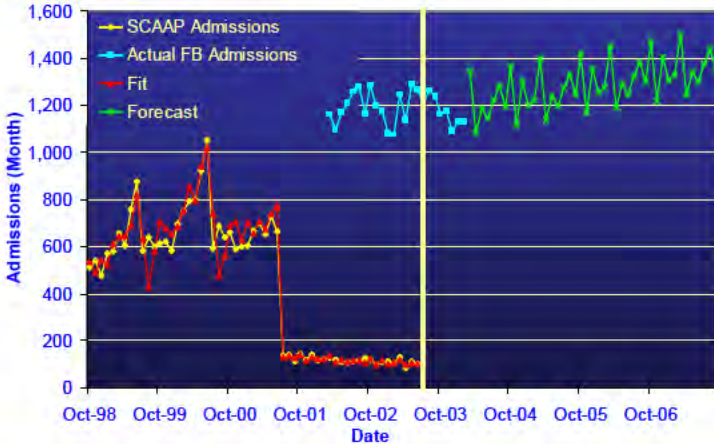


BACKGROUND DATA:¹

Facility Name: San Diego County Jail
Facility Location: San Diego, CA

County Population (2000): 2,813,833 (100%)
County Foreign Population (2000): 606,254 (22%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload				
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	
N/A	N/A	N/A	N/A	14,476	14,403	15,031	15,560	16,289	

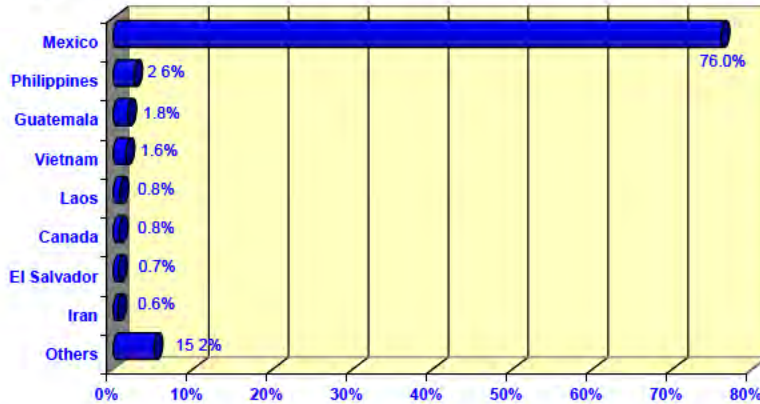
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: N/A; MAD: N/A; MAPE: N/A

Data Source: Limited Facility Data Collected April 2004;
 SCAAP data used to supplement forecast

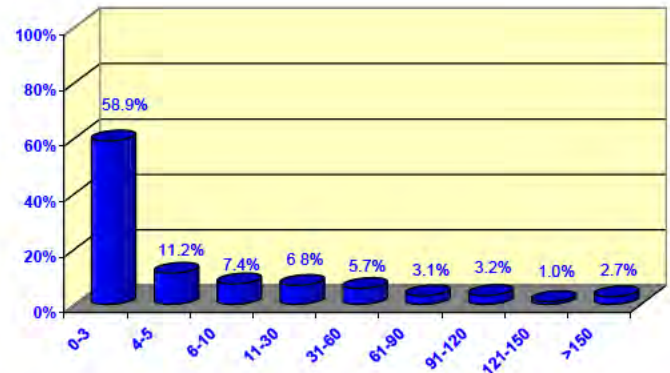
Total Foreign Born and Indeterminate Records FY03: 16,027	
Foreign Born (90%)	(10%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

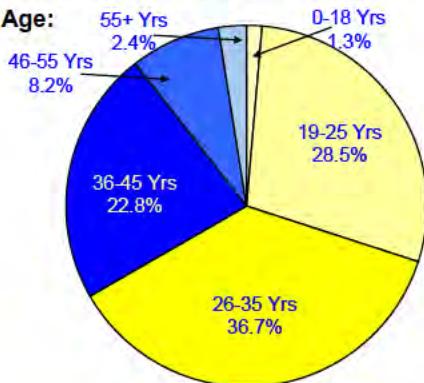


By Length of Stay (in days):

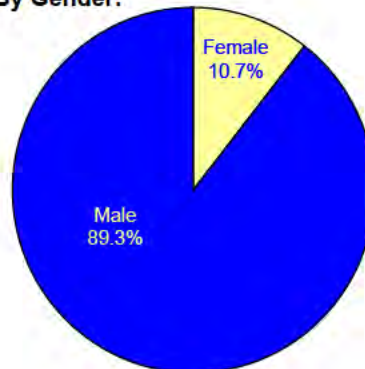


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

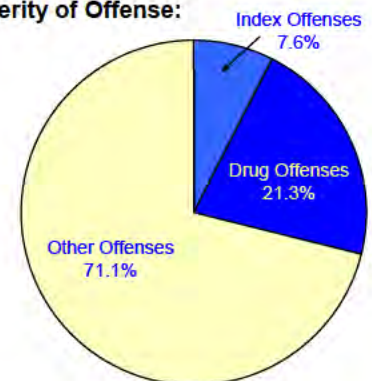
By Age:



By Gender:



By Severity of Offense:



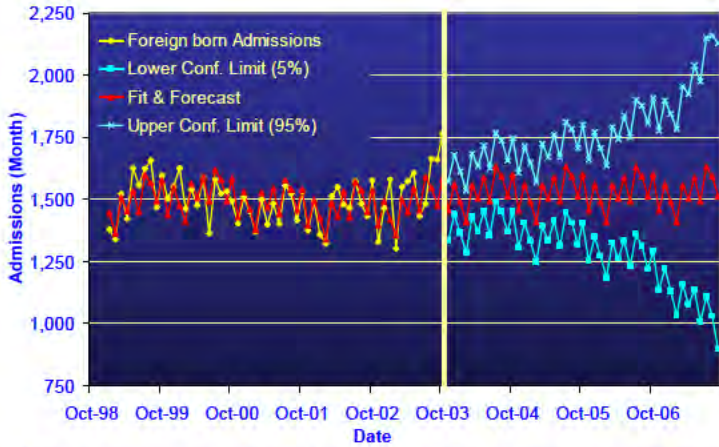
¹ Historical population numbers taken from the US Bureau of the Census,
http://factfinder.census.gov/servlet/DGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Santa Clara County Jail
Facility Location: Santa Clara, CA
County Population (2000): 1,682,585 (100%)
County Foreign Population (2000): 573,130 (34%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
13,606	18,347	17,514	17,581	18,227	18,373	18,391	18,391	18,391

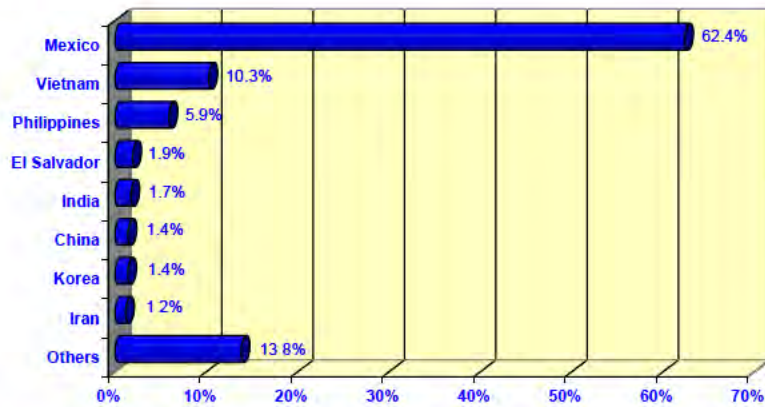
Projection Method – Seasonal Additive
Goodness of fit – RMSE: 70.9; MAD: 54.1; MAPE: 3.5

Data Source: Facility Data Collected June 2004

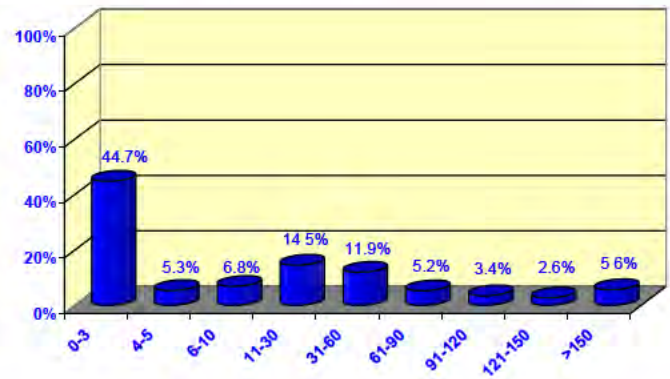
Total Foreign Born and Indeterminate Records FY03: 18,820
Foreign Born (97%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

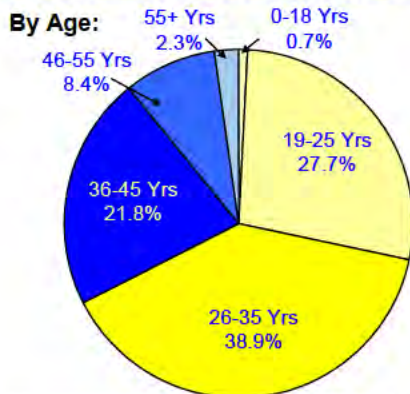


By Length of Stay (in days):

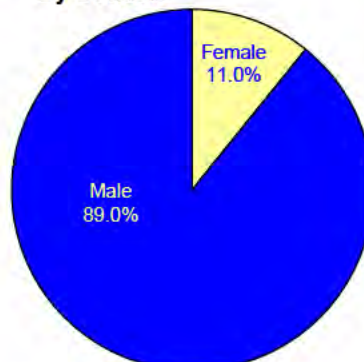


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

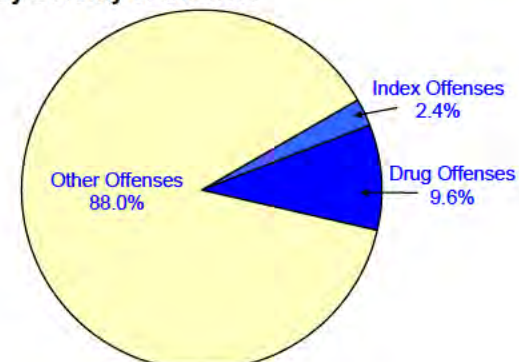
By Age:



By Gender:



By Severity of Offense:



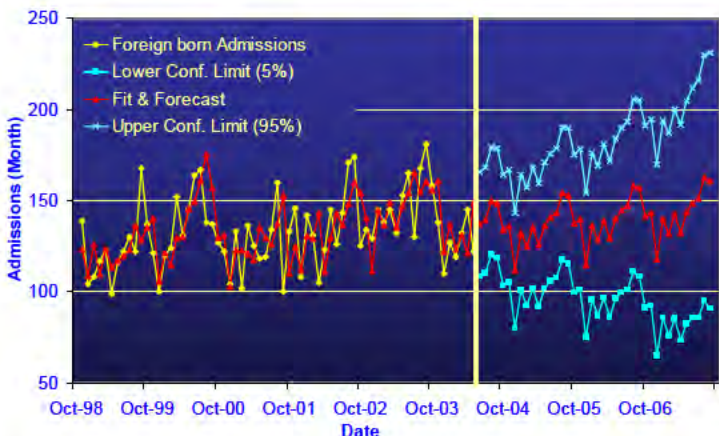
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Suffolk County Jail
Facility Location: Suffolk, NY
County Population (2000): 1,419,369 (100%)
County Foreign Population (2000): 158,525 (11%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
1,475	1,636	1,480	1,647	1,745	1,673	1,626	1,670	1,714

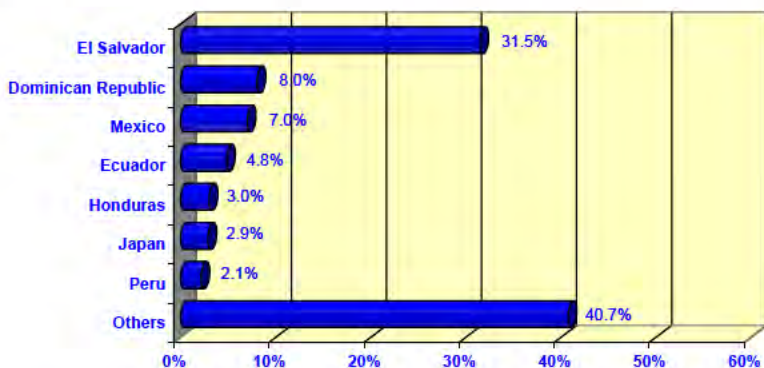
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 17.1; MAD: 13.1; MAPE: 10.0

Data Source: Facility Data Collected July 2004

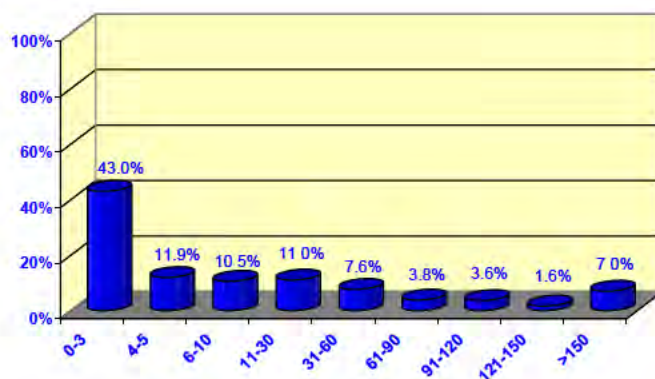
Total Foreign Born and Indeterminate Records FY03: 1,751
Foreign Born (99%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

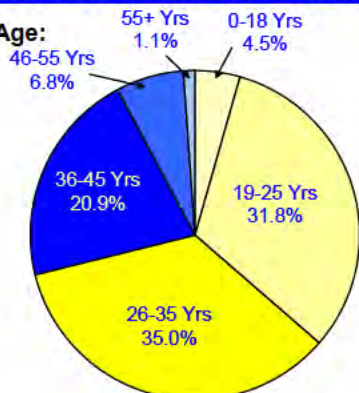


By Length of Stay (in days):

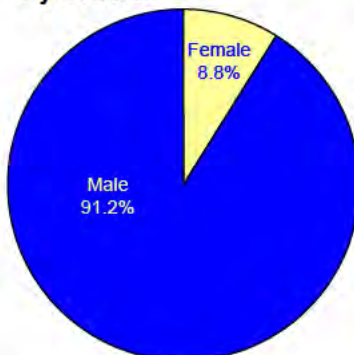


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

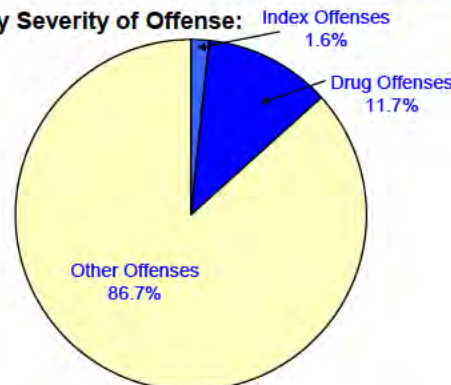
By Age:



By Gender:



By Severity of Offense:



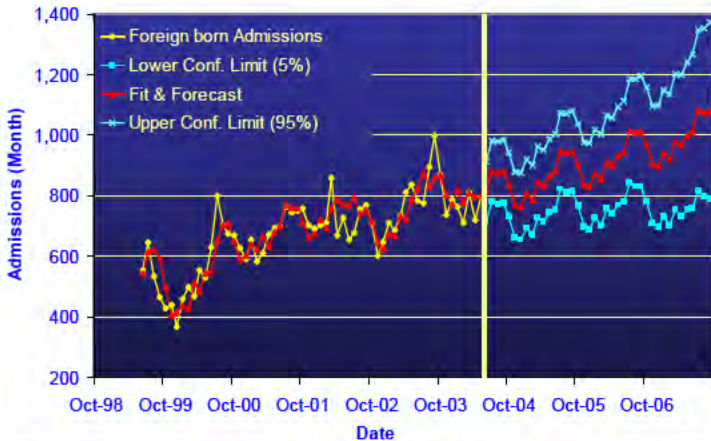
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Travis County Jail
Facility Location: Travis County, TX
County Population (2000): 812,280 (100%)
County Foreign Population (2000): 122,621 (15%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
-	6,552*	8,059	8,673	9,188	9,640	10,222	11,019	11,817

*Partial Data

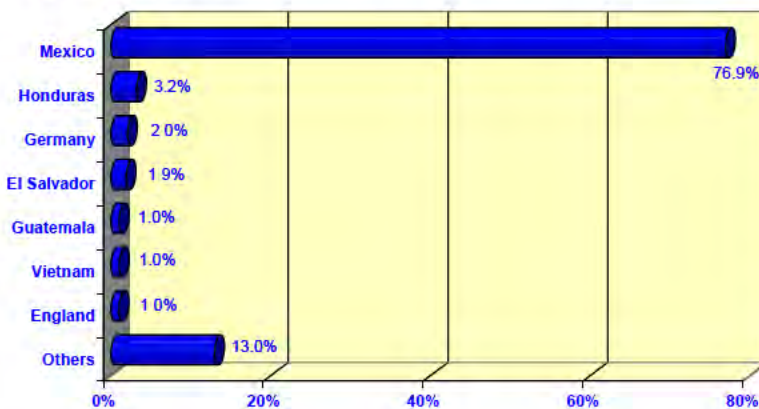
Projection Method – Seasonal Multiplicative
Goodness of fit – RMSE: 59.1; MAD: 45.1; MAPE: 6.9

Data Source: Facility Data Collected June 2004

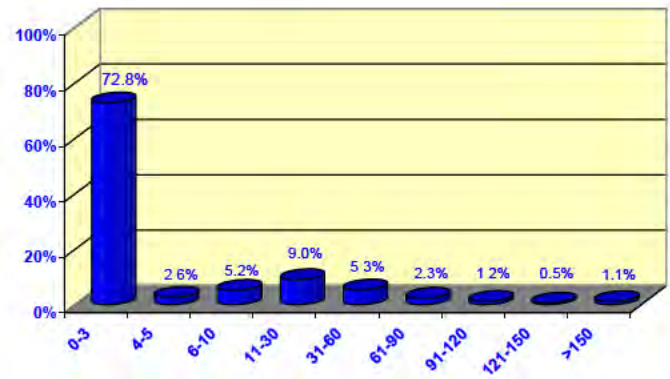
Total Foreign Born and Indeterminate Records FY03: 9,751
Foreign Born (94%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

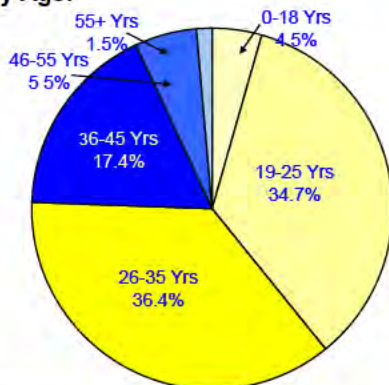


By Length of Stay (in days):



BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

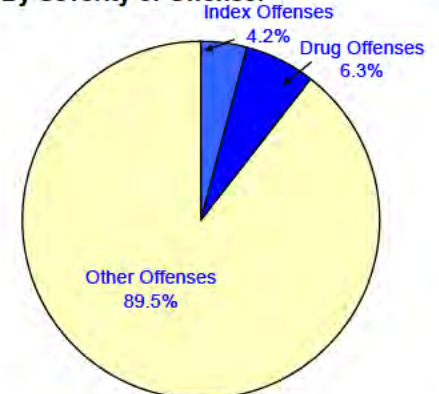
By Age:



By Gender:

Data not available

By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



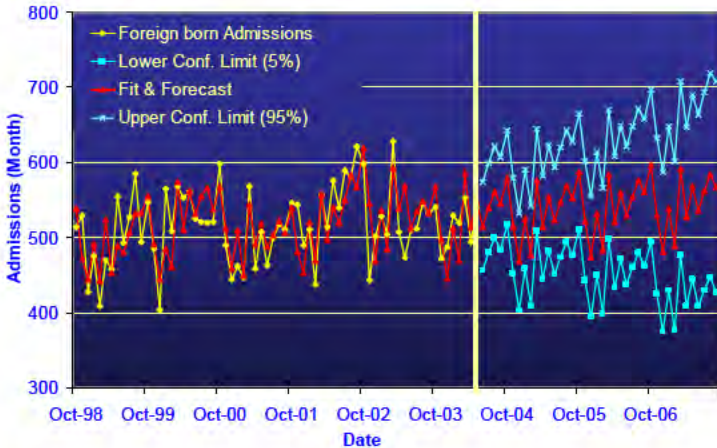
National Rank by Average Daily Population – Not Ranked in Top 100

BACKGROUND DATA:¹

Facility Name: Tulare County Jail
Facility Location: Tulare County, CA

County Population (2000): 368,021 (100%)
County Foreign Population (2000): 83,124 (23%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
5,935	6,277	5,965	6,506	6,282	6,299	6,397	6,483	6,569

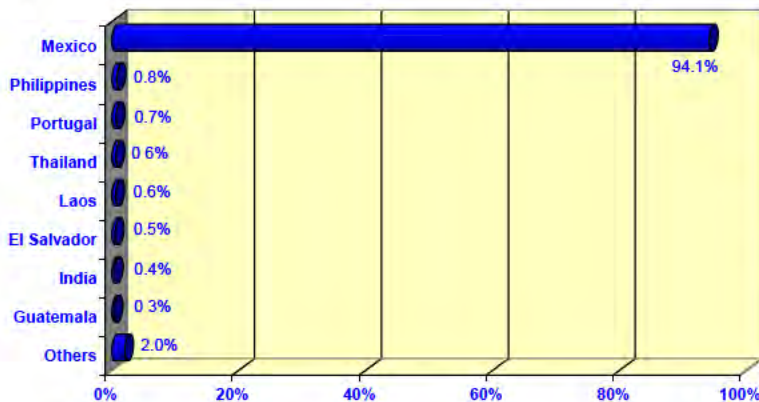
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 35.3; MAD: 27.4; MAPE: 5.4

Data Source: Facility Data Collected August 2004

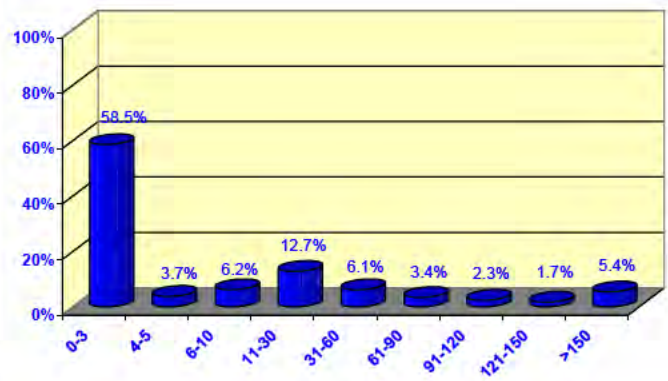
Total Foreign Born and Indeterminate Records FY03: 6,511
Foreign Born (96%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

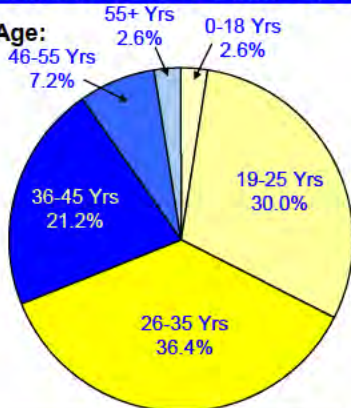


By Length of Stay (in days):

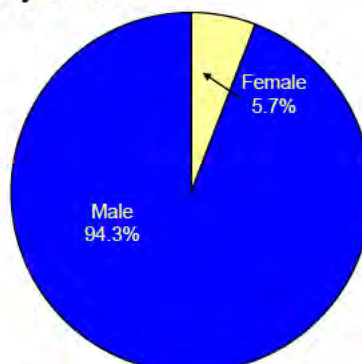


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

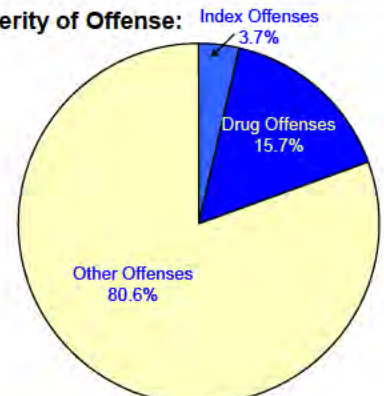
By Age:



By Gender:



By Severity of Offense:



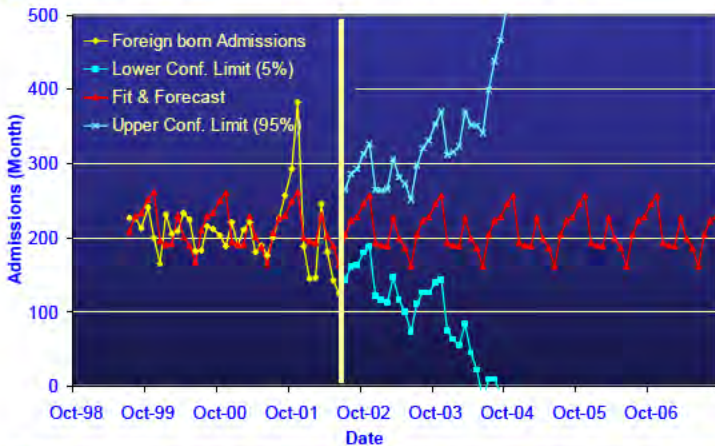
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Ventura County Jail
Facility Location: Ventura, CA
County Population (2000): 753,197 (100%)
County Foreign Population (2000): 155,913 (21%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
-	2,500	2,662	2,061	558*	2,500	2,500	2,500	2,500

*Partial Data

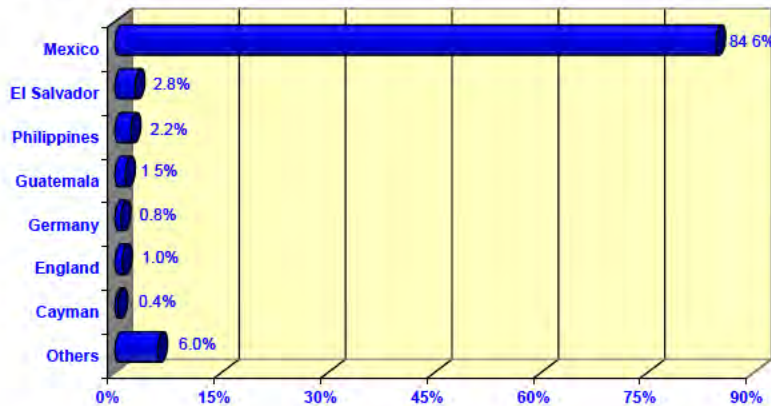
Projection Method – Seasonal Multiplicative
Goodness of fit – RMSE: 36.2; MAD: 27.8; MAPE: 13.8

Data Source: Facility Data Collected March 2004

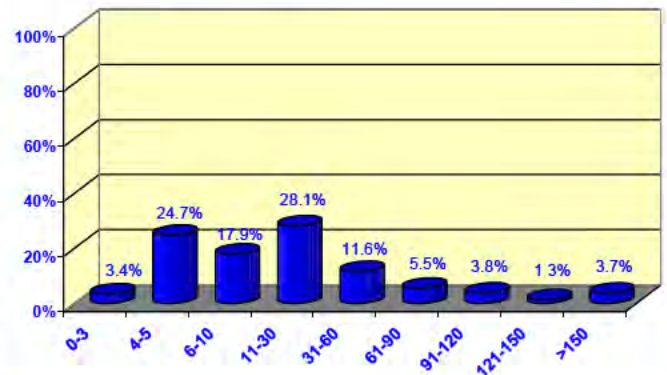
Total Foreign Born and Indeterminate Records FY03: 558	
Foreign Born (88%)	(12%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

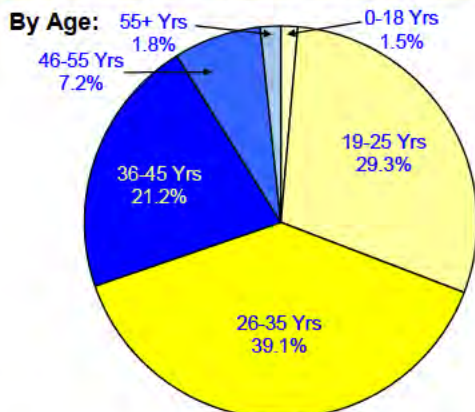
By Place of Birth:



By Length of Stay (in days):



BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):



By Gender:

Data not available

By Severity of Offense:

Data not available

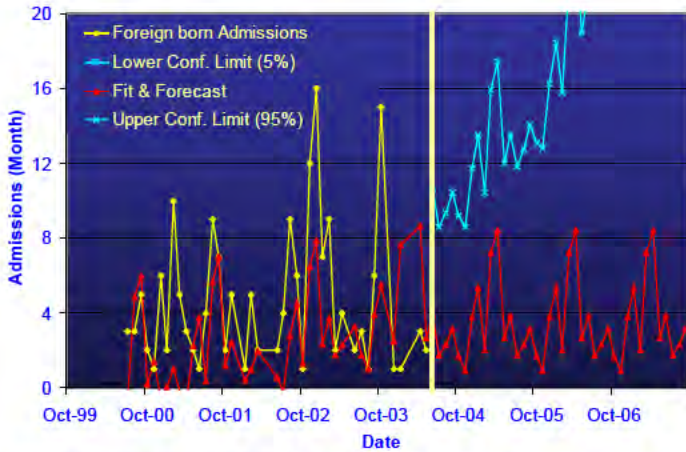
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: Wayne County Jail
Facility Location: Wayne County, MI
County Population (2000): 2,061,162 (100%)
County Foreign Population (2000): 137,769 (7%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
-	-	52	36	63	37	43	43	43

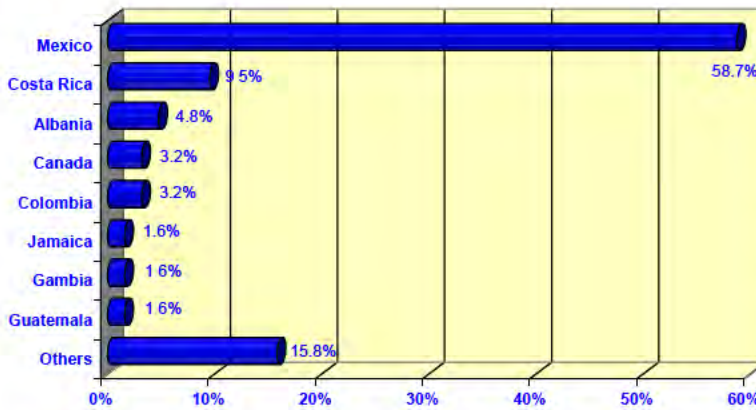
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 3.7; MAD: 2.9; MAPE: 13.1

Data Source: Facility Data Collected July 2004

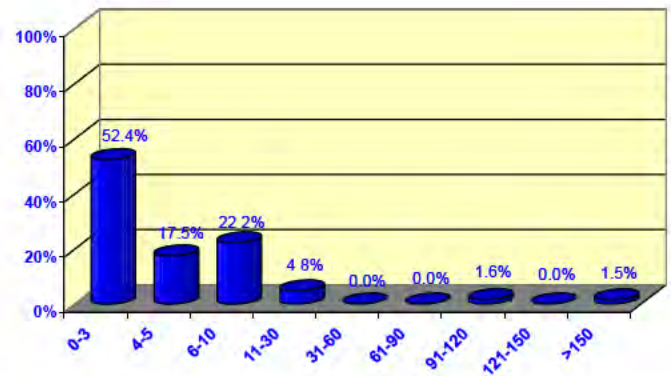
Total Foreign Born and Indeterminate Records FY03: 63
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

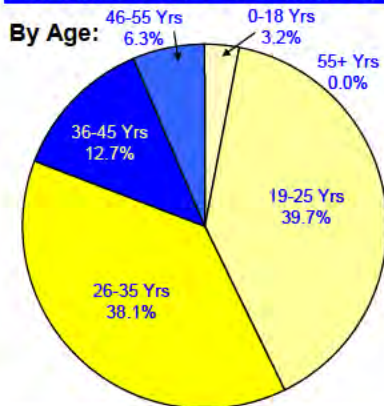


By Length of Stay (in days):

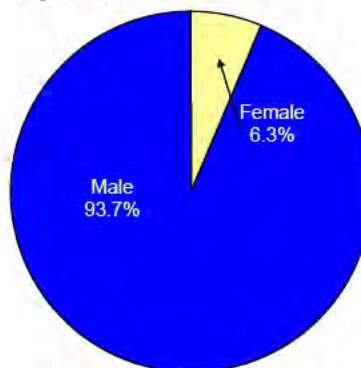


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

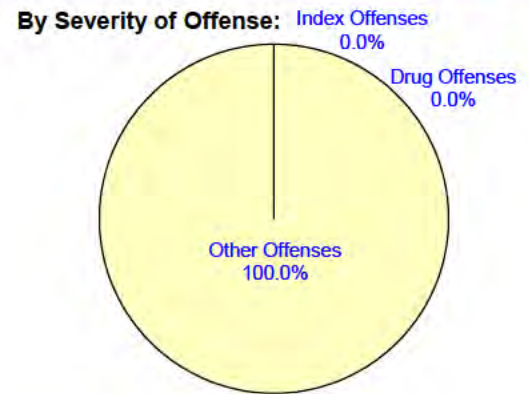
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

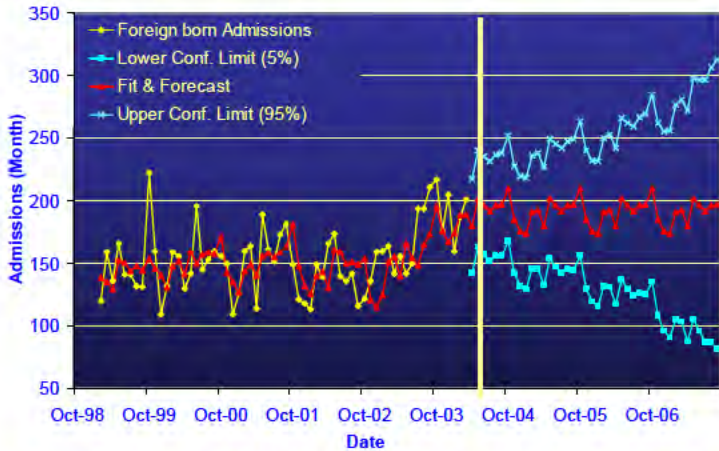


National Rank by Average Daily Population – **Not Ranked in Top 100**

BACKGROUND DATA:¹

Facility Name: Yakima County Jail **County Population (2000):** 222,581 (100%)
Facility Location: Yakima, WA **County Foreign Population (2000):** 37,575(17%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99 *	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
1,689	1,864	1,836	1,663	1,930	2,253	2,290	2,290	2,290

*Estimate based on partial year data

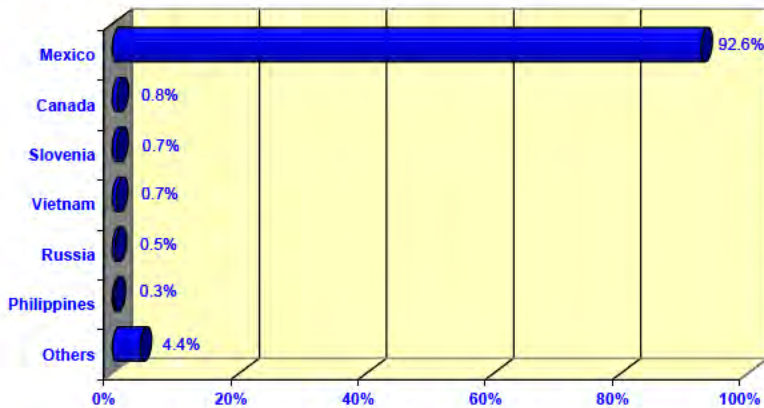
Projection Method – Seasonal Additive
Goodness of fit – RMSE: 22.7; MAD: 18.2; MAPE: 11.8

Data Source: Facility Data Collected April 2004

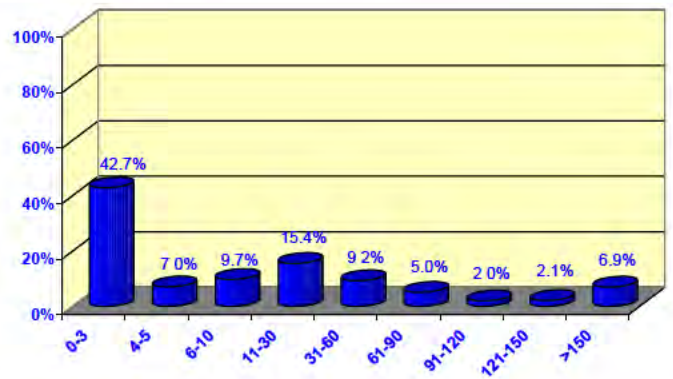
Total Foreign Born and Indeterminate Records FY03: 1,930
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:



By Length of Stay (in days):



BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:

Data not available

By Gender:

Data not available

By Severity of Offense:

Data not available

¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

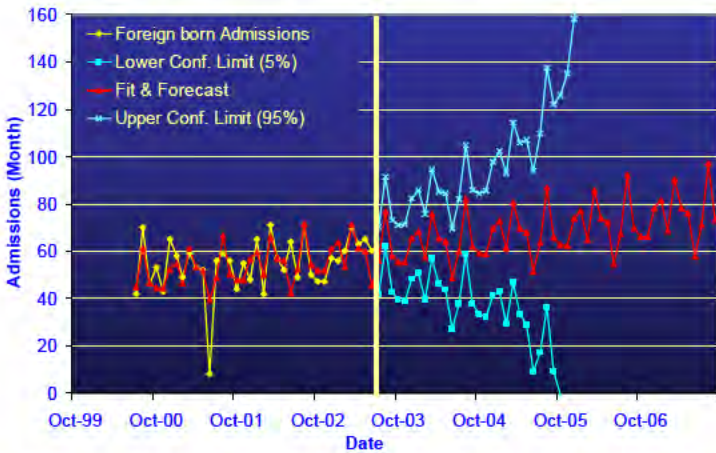


National Rank by Average Daily Population – Not Ranked in Top 100

BACKGROUND DATA:¹

Facility Name: Yuma County Jail
 Facility Location: Yuma, AZ
 County Population (2000): 160,026 (100%)
 County Foreign Population (2000): 38,479 (24%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	158*	611	668	525*	758	807	855	904

*Partial Data

Projection Method – Holt-Winters Multiplicative
 Goodness of fit – RMSE: 8.6; MAD: 6.0; MAPE: 19.9

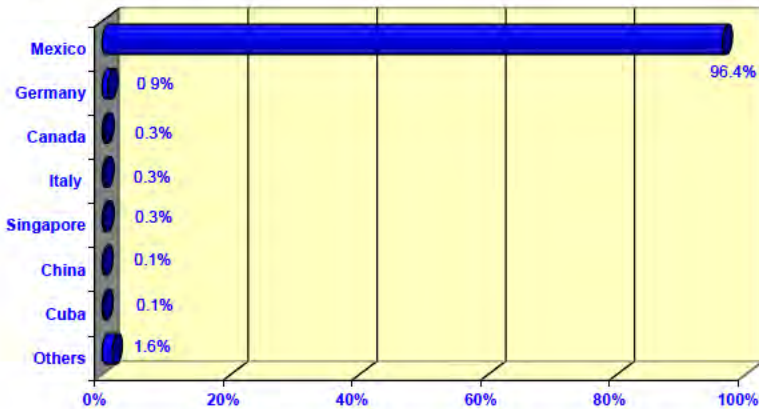
Data Source: Facility Data Collected May 2004

Total Foreign Born and Indeterminate Records FY02: 668

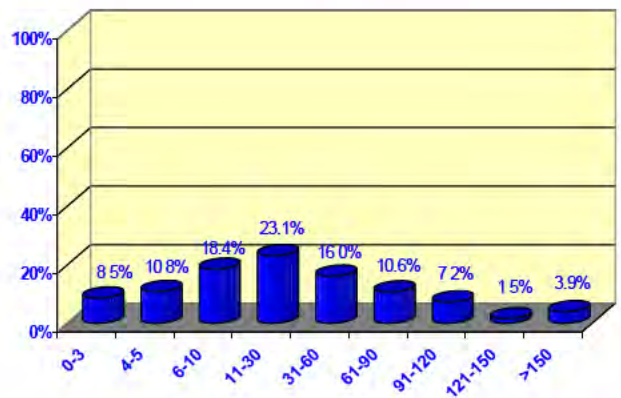
Foreign Born (100%)

BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

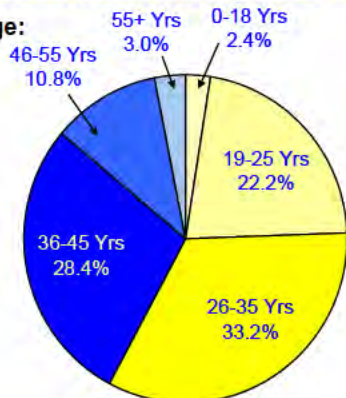


By Length of Stay (in days):



BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:



By Gender:

Data not available

By Severity of Offense:

Data not available

¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

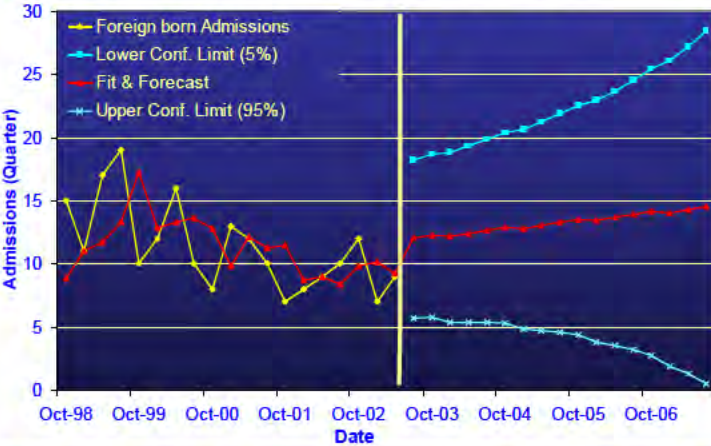


BACKGROUND DATA:¹

Facility Name: Alabama Department of Corrections
Facility Location: Based in Montgomery, Alabama

State Population (2000): 4,447,100 (100%)
State Foreign Population (2000): 37,170 (5.9%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
62	48	43	34	38	49	52	54	57

Projection Method – Holt-Winter Multiplicative
Goodness of fit – RMSE: 0.1; MAD: 0.0; MAPE: 0.1

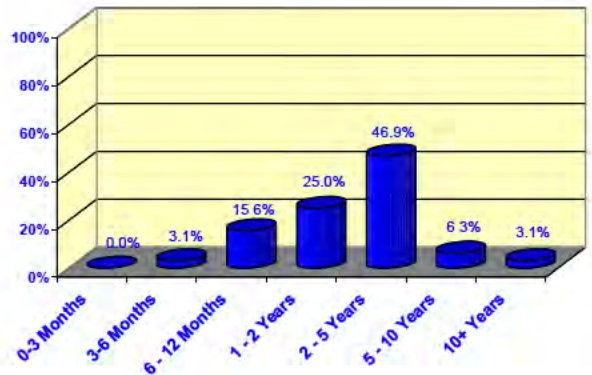
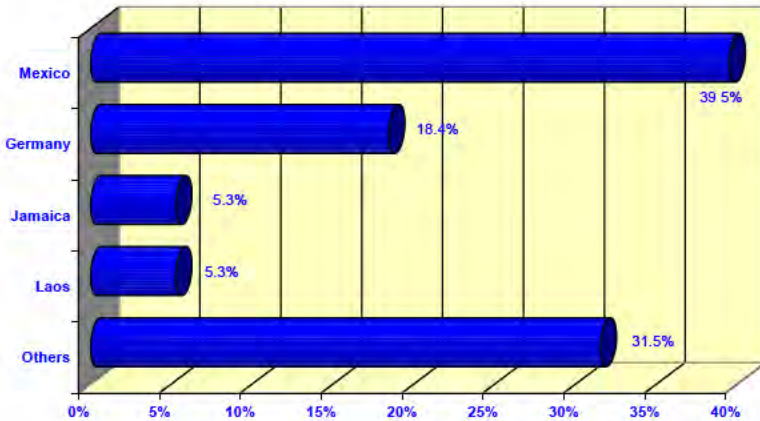
Data Source: Facility Data Collected April 2004

Total Foreign Born and Indeterminate Records FY03: 38
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

By Length of Stay (in months):



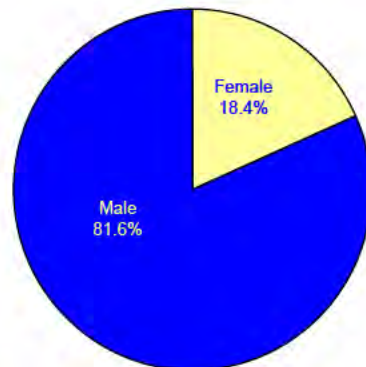
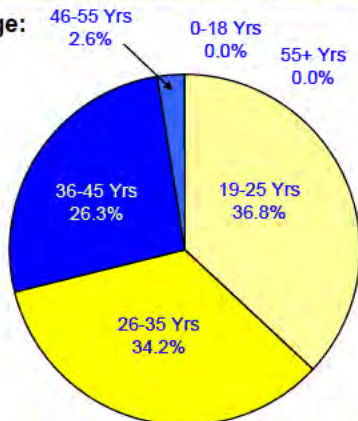
BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:

By Gender:

By Severity of Offense:

Data not available



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

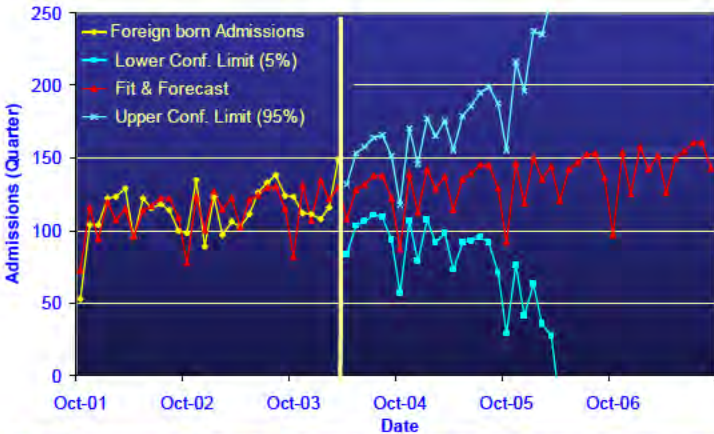


BACKGROUND DATA:¹

Facility Name: Alaska Department of Corrections
Facility Location: Based in Juneau, Alaska

State Population (2000): 626,932 (100%)
State Foreign Population (2000): 37,170 (5.9%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



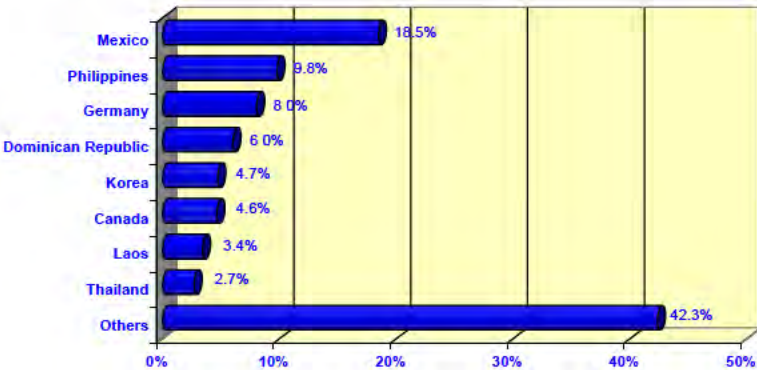
Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	NA	1,299	1,382	1,484	1,554	1,637	1,720

Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 14.2; MAD: 11.2; MAPE: 10.5

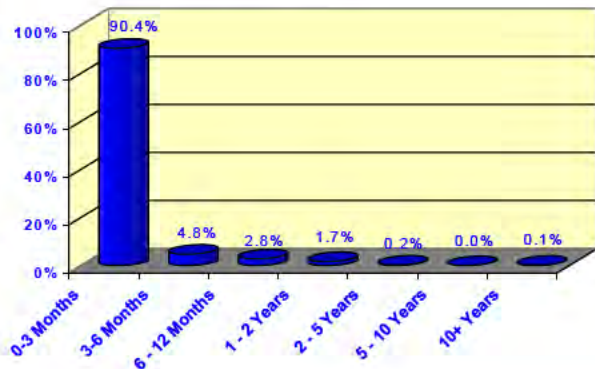
Data Source: Facility Data Collected April 2004
 Total Foreign Born and Indeterminate Records FY03: 1,495
Foreign Born (92%) (8%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

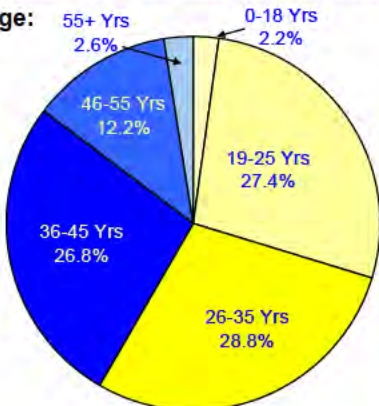


By Length of Stay (in months):

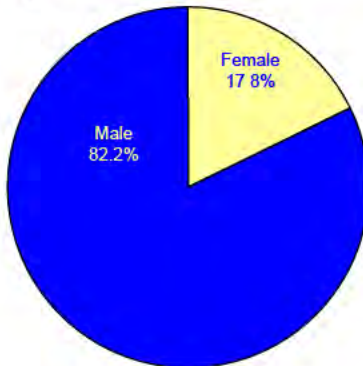


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

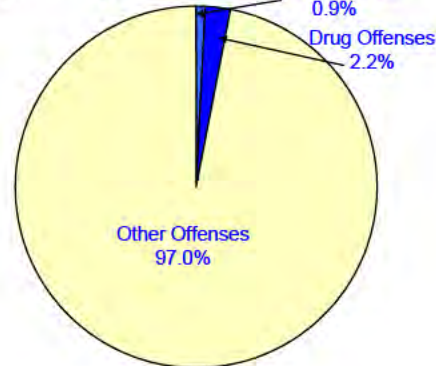
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

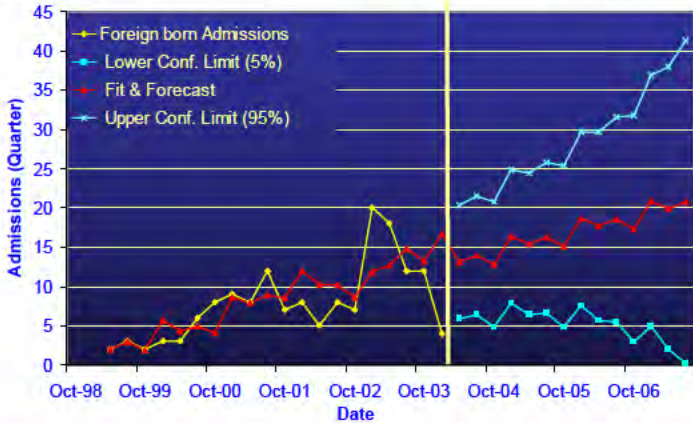


BACKGROUND DATA:¹

Facility Name: Arkansas Department of Corrections
Facility Location: Based in Pine Bluff

State Population (2000): 2,673,400 (100%)
State Foreign Population (2000): 73,690 (2.8%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
3*	14	37	28	57	43	61	69	79

*Partial Data

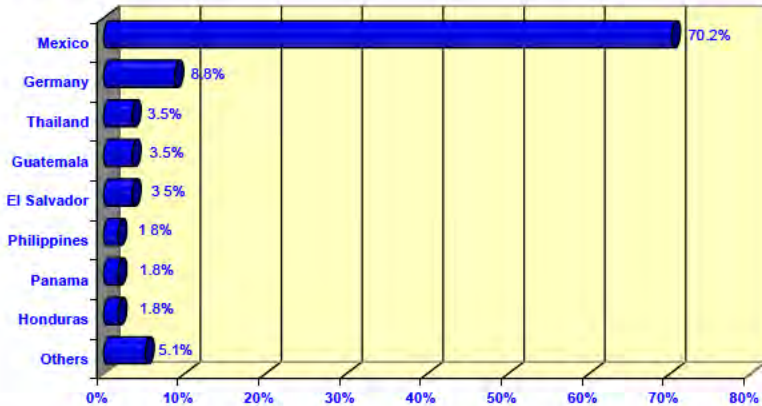
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 4.1; MAD: 2.8; MAPE: 44.0

Data Source: Facility Data Collected April 2004

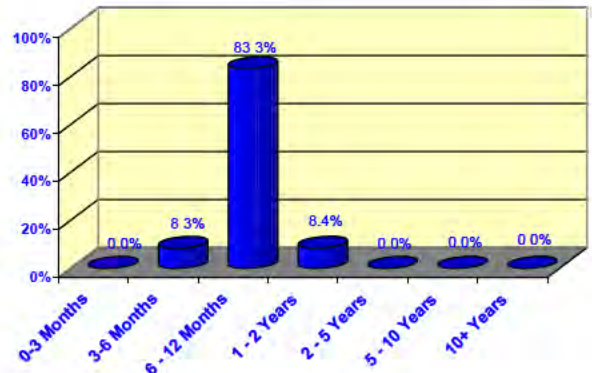
Total Foreign Born and Indeterminate Records FY03: 63
Foreign Born (90%) (10%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

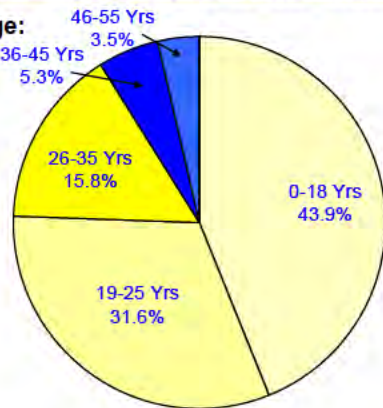


By Length of Stay (in months):



BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

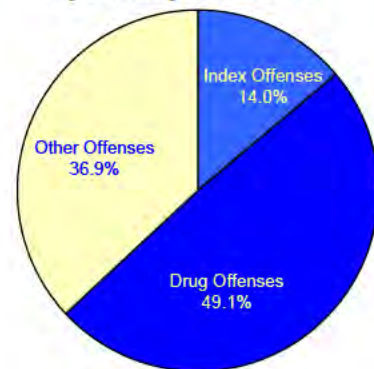
By Age:



By Gender:

Data not available

By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

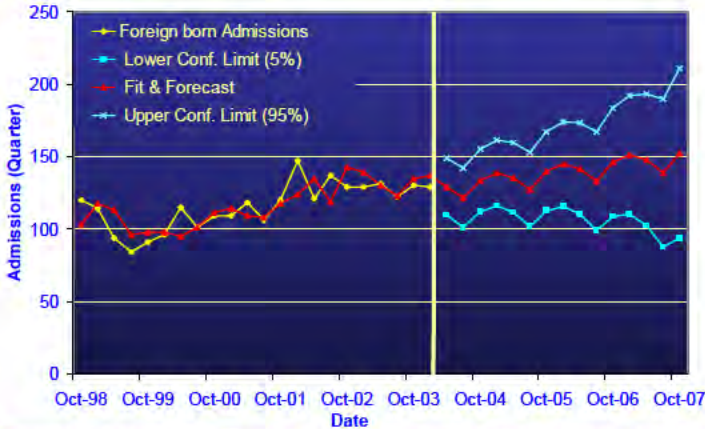


BACKGROUND DATA:¹

Facility Name: Colorado Department of Corrections
Facility Location: Based in Colorado Springs, Colorado

State Population (2000): 4,301,261 (100%)
State Foreign Population (2000): 369,903 (8.6%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



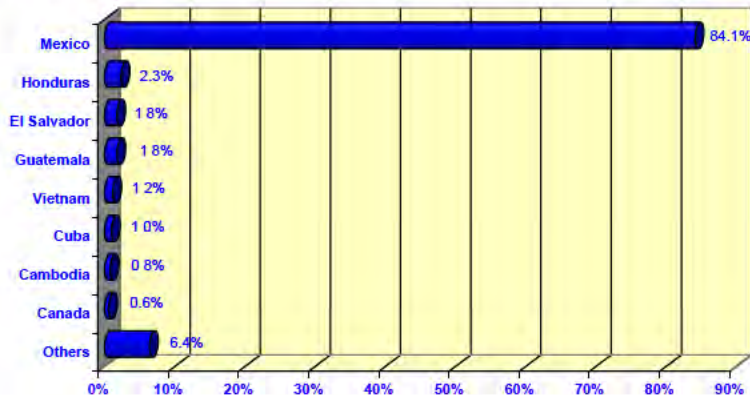
Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
412	403	442	525	511	509	534	559	583

Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 11.3; MAD: 8.7; MAPE: 7.5

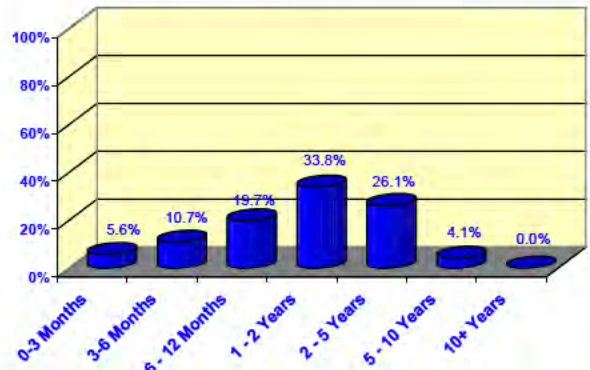
Data Source: Facility Data Collected June 2004
Total Foreign Born and Indeterminate Records FY03: 511
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

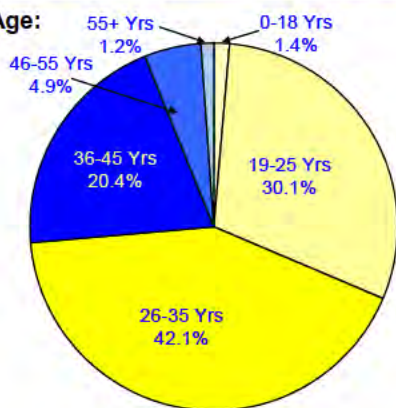


By Length of Stay (in months):

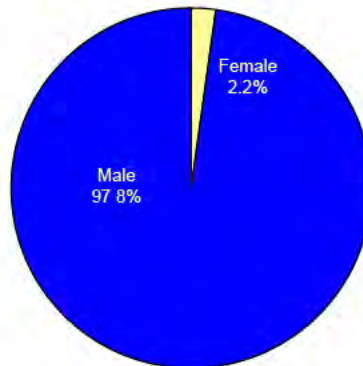


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

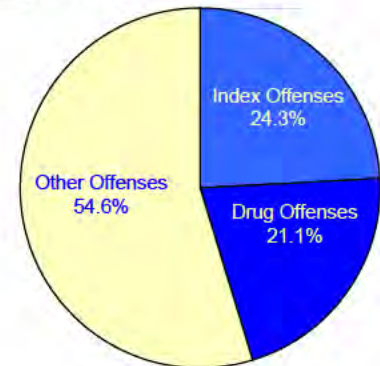
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

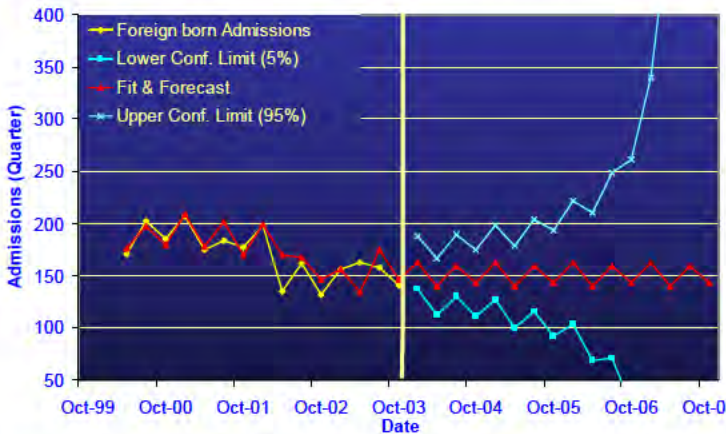


BACKGROUND DATA:¹

Facility Name: Delaware Department of Corrections
Facility Location: Based in Dover, Delaware

State Population (2000): 783,600 (100%)
State Foreign Population (2000): 44,898 (5.7%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	373*	751	672	609	603	605	605	605

*Partial Data

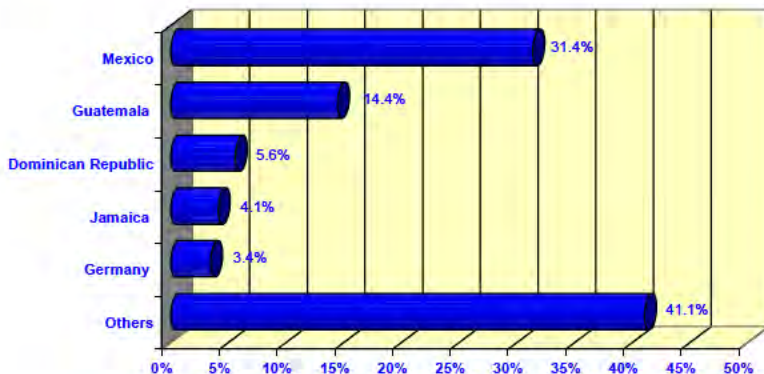
Projection Method – Seasonal Multiplicative
Goodness of fit – RMSE: 14.3; MAD: 10.2; MAPE: 6.5

Data Source: Facility Data Collected May 2004

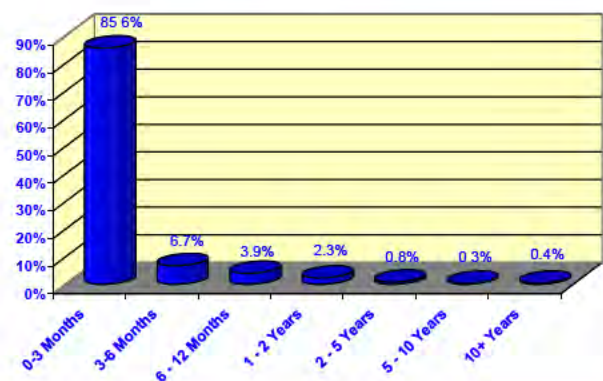
Total Foreign Born and Indeterminate Records FY03: 3,763	
(16%)	Indeterminate (84%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

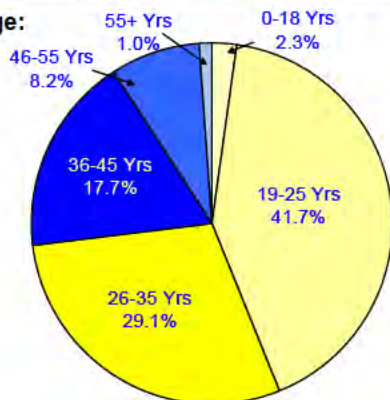


By Length of Stay (in months):

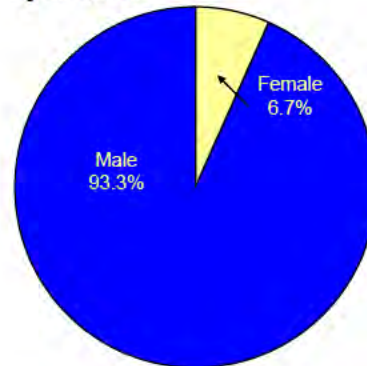


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

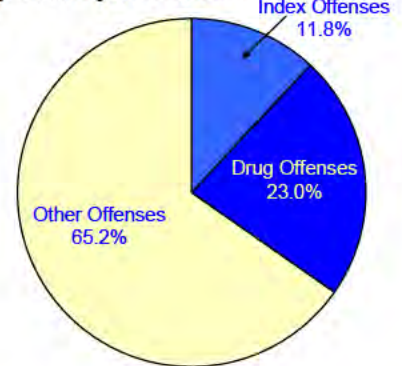
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

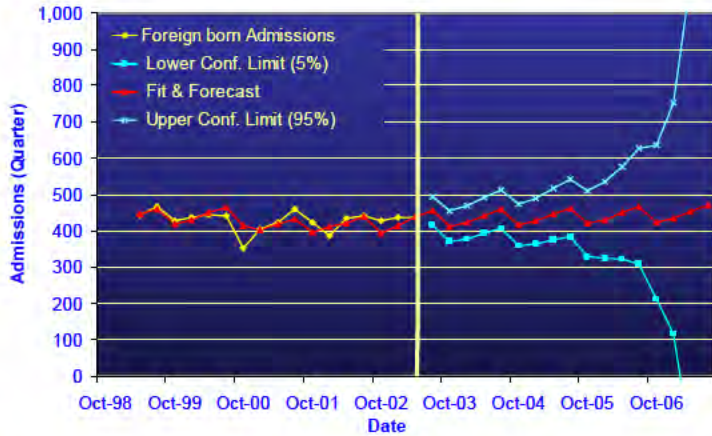


BACKGROUND DATA:¹

Facility Name: Florida Department of Corrections
Facility Location: Based in Tallahassee, Florida

State Population (2000): 15,982,378 (100%)
State Foreign Population (2000): 2,670,828 (16.7%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



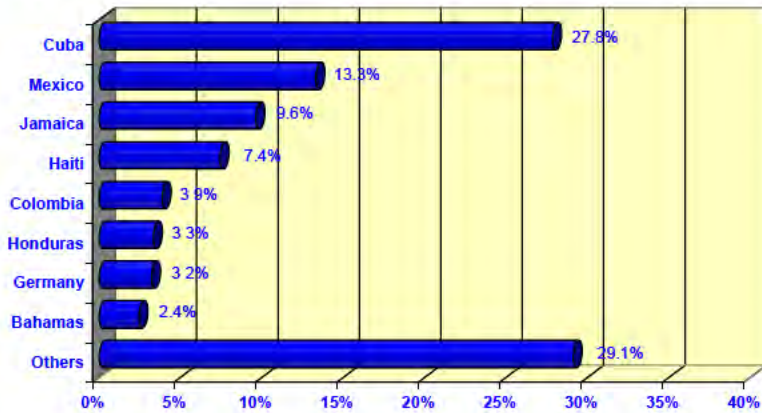
Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
909*	1,750	1,641	1,685	1,757	1,737	1,753	1,768	1,784

*Partial Data
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 22.7; MAD: 16.5; MAPE: 4.0

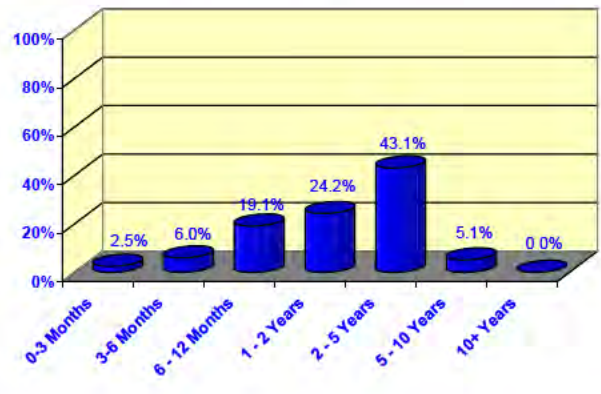
Data Source: Facility Data Collected July 2004
Total Foreign Born and Indeterminate Records FY02: 1,668
Foreign Born (99%)

BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

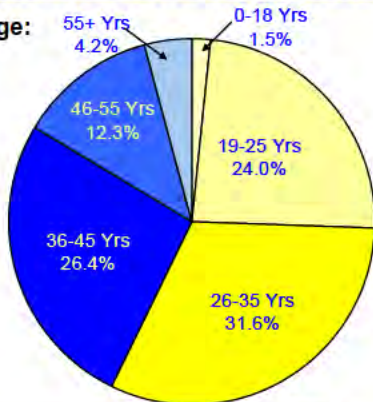


By Length of Stay (in months):

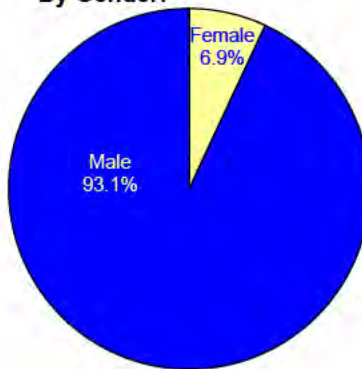


BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

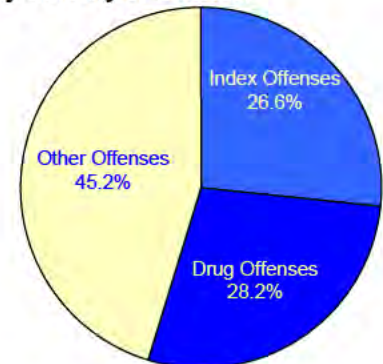
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

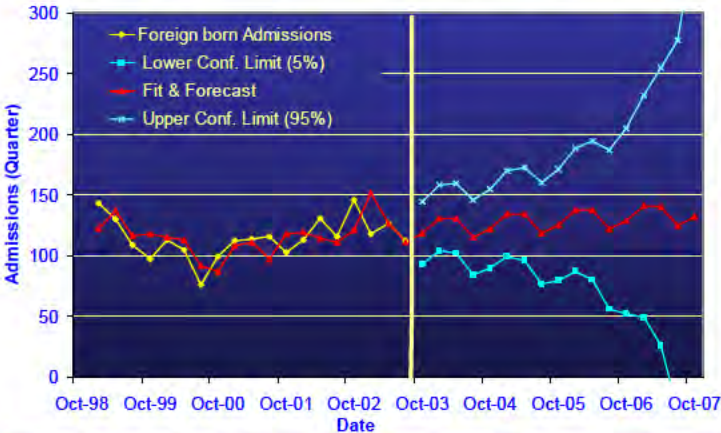


BACKGROUND DATA:¹

Facility Name: Georgia Department of Corrections
Facility Location: Based in Atlanta, Georgia

State Population (2000): 8,186,453 (100%)
State Foreign Population (2000): 577,273 (7.1%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
382*	391	441	463	503	496	509	522	535

*Partial Data

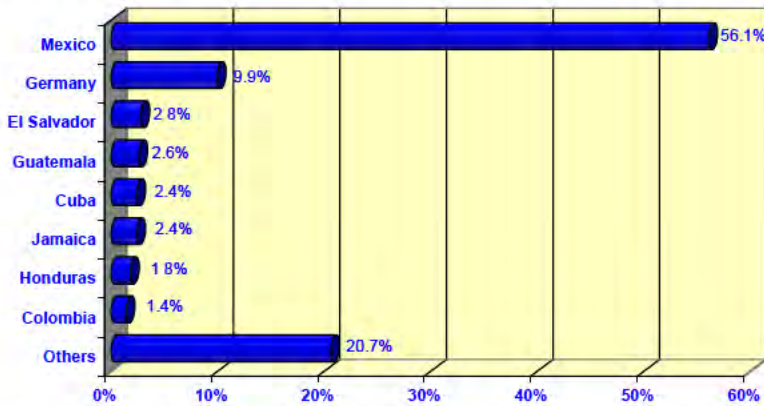
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 14.6; MAD: 11.6; MAPE: 10.3

Data Source: Facility Data Collected June 2004

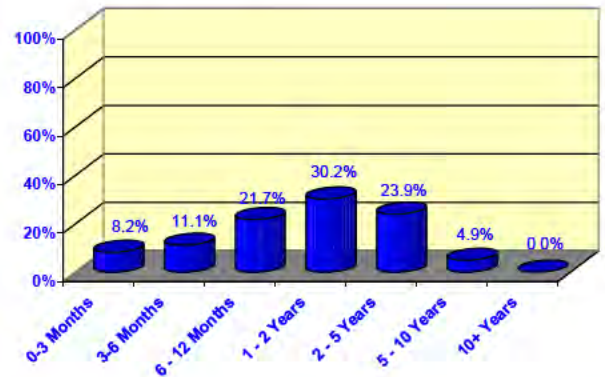
Total Foreign Born and Indeterminate Records FY03: 503
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

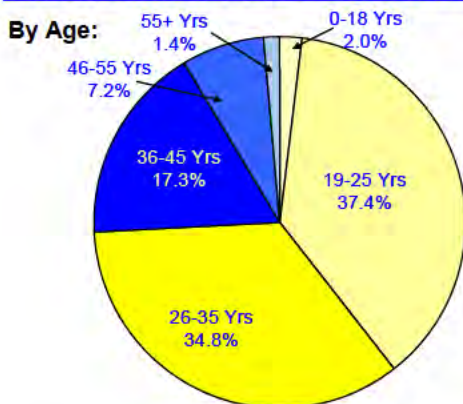


By Length of Stay (in months):

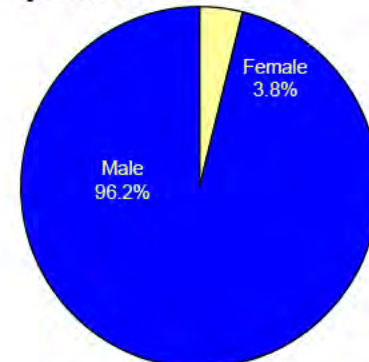


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

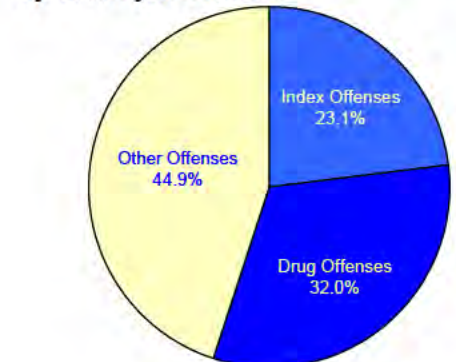
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

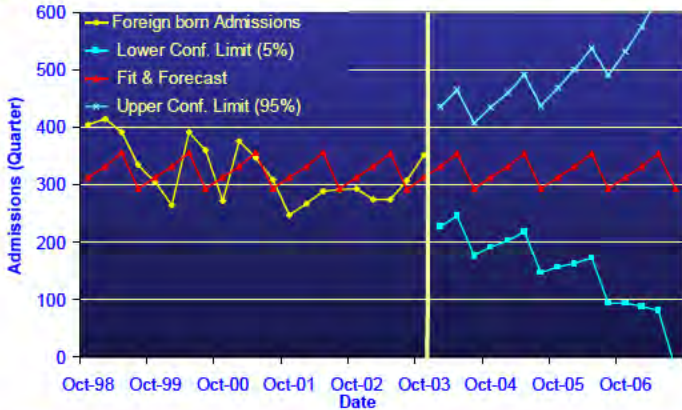


BACKGROUND DATA:¹

Facility Name: Hawaii Department of Public Safety
Facility Location: Based in Honolulu, Hawaii

State Population (2000): 1,211,537 (100%)
State Foreign Population (2000): 212,229 (17.5%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
1,545	1,320	1,302	1,094	1,148	1,330	1,291	1,291	1,291

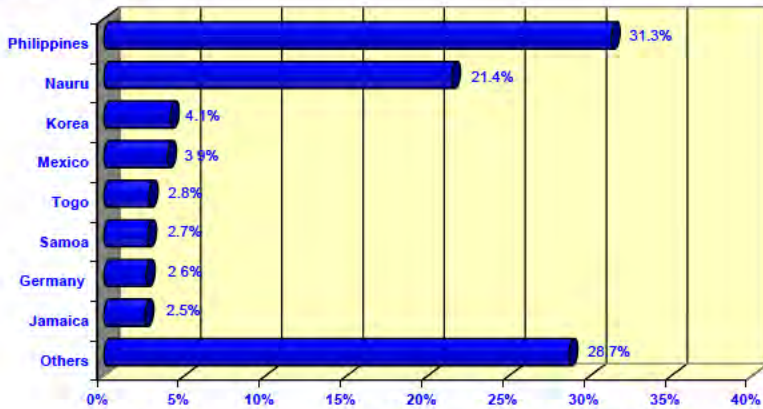
Projection Method – Seasonal Additive
Goodness of fit – RMSE: 60.3; MAD: 50.1; MAPE: 18.4

Data Source: Facility Data Collected June 2004

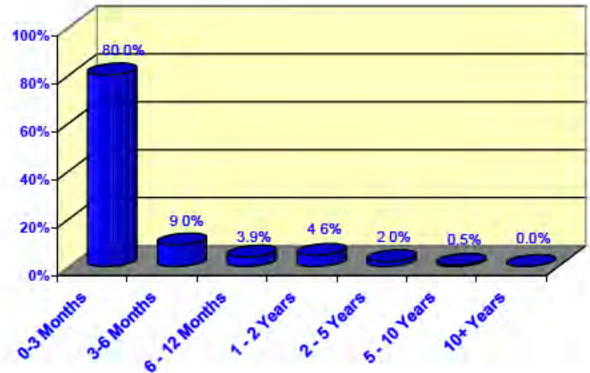
Total Foreign Born and Indeterminate Records FY03: 1,309
Foreign Born (88%) (12%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

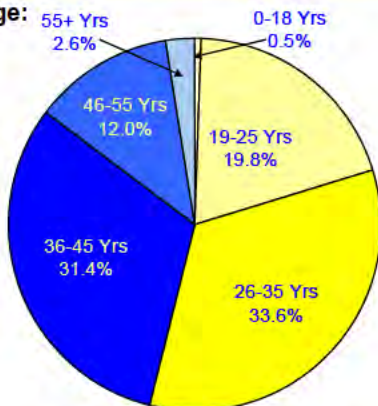


By Length of Stay (in months):



BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

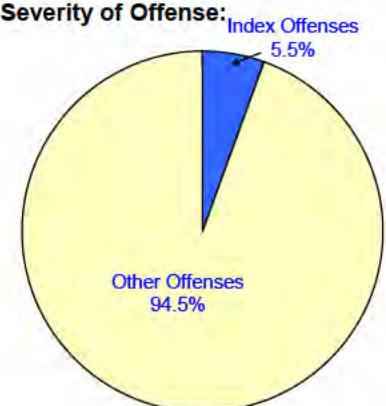
By Age:



By Gender:

Data not available

By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

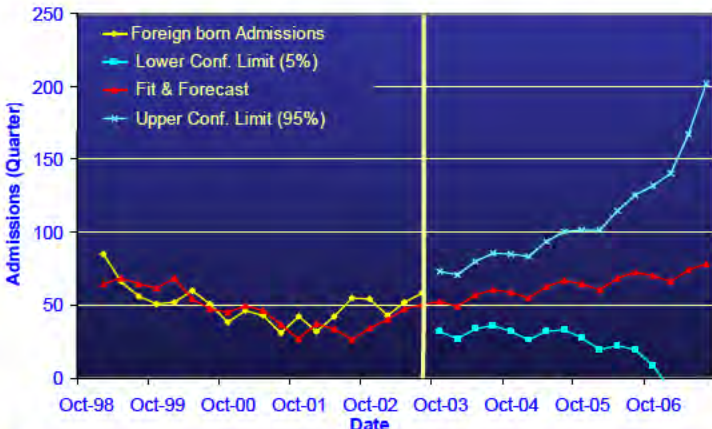


BACKGROUND DATA:¹

Facility Name: Idaho Department of Corrections
Facility Location: Based in Boise, Idaho

State Population (2000): 1,293,953 (100%)
State Foreign Population (2000): 64,080 (5.0%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
207*	214	158	171	207	219	243	266	289

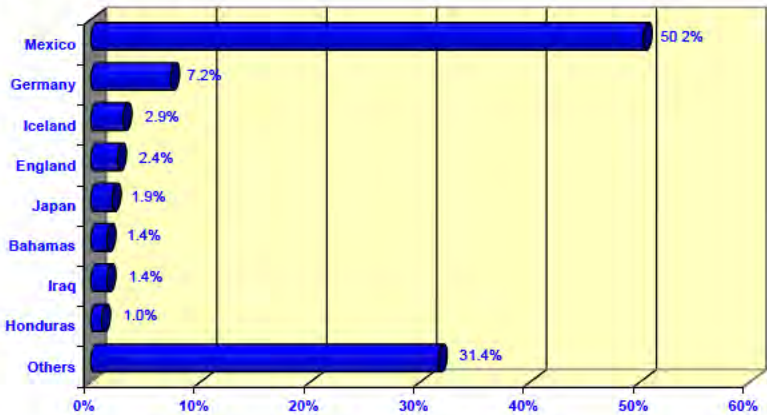
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 11.8; MAD: 9.4; MAPE: 18.6

Data Source: Facility Data Collected March 2004

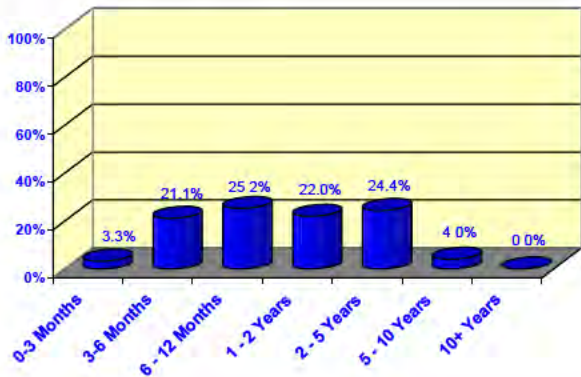
Total Foreign Born and Indeterminate Records FY03: 207
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

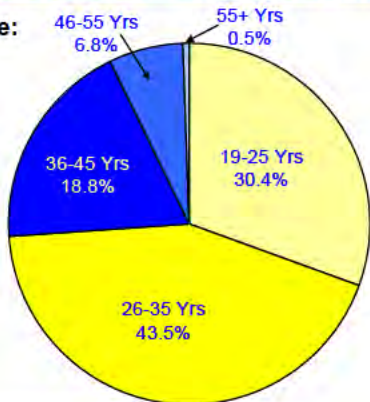


By Length of Stay (in months):

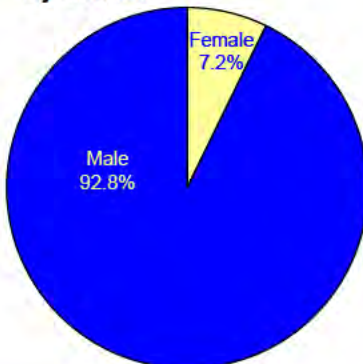


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

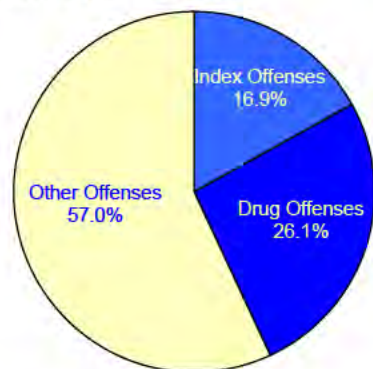
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

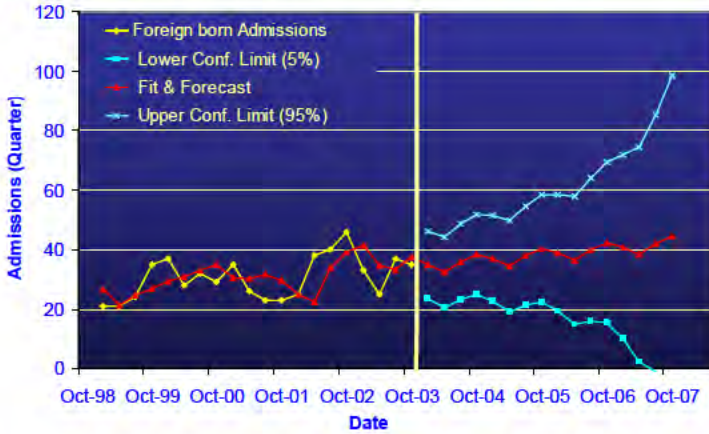


BACKGROUND DATA:¹

Facility Name: Iowa Department of Corrections
Facility Location: Based in Des Moines, Iowa

State Population (2000): 2,926,324 (100%)
State Foreign Population (2000): 91,085 (3.1%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
66*	132	113	126	141	138	148	156	164

*Partial Data

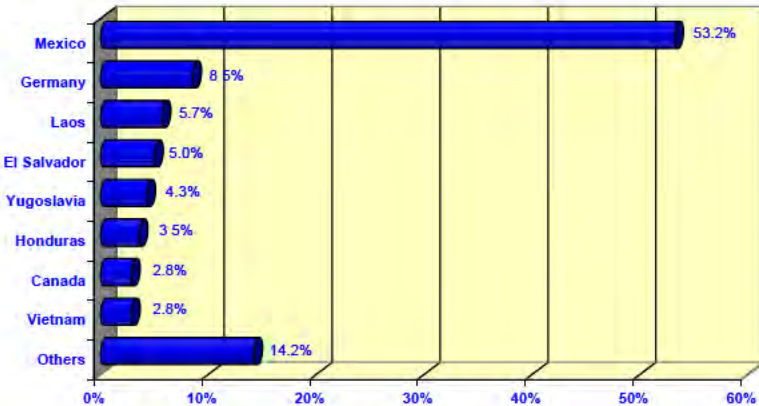
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 6.5; MAD: 5.4; MAPE: 17.6

Data Source: Facility Data Collected May 2004

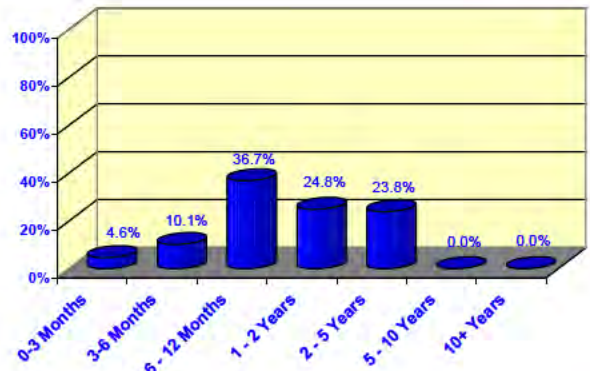
Total Foreign Born and Indeterminate Records FY03: 141
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

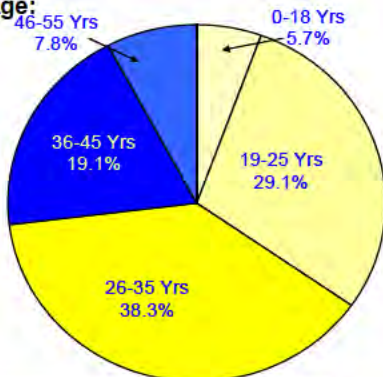


By Length of Stay (in months):

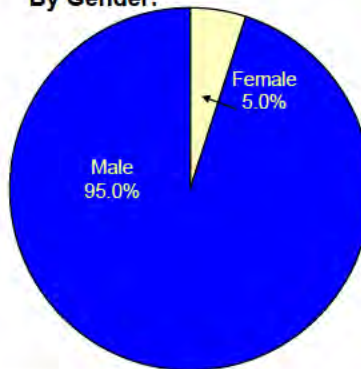


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

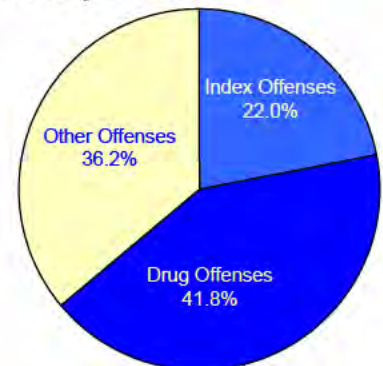
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

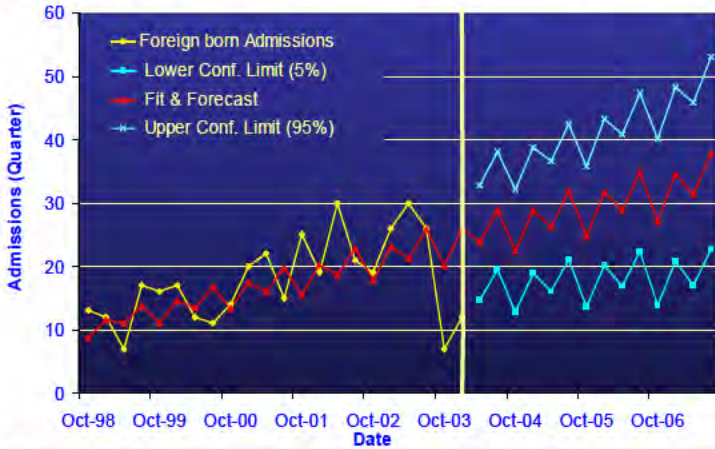


BACKGROUND DATA:¹

Facility Name: Kansas Department of Corrections
Facility Location: Based in Topeka, Kansas

State Population (2000): 2,688,418 (100%)
State Foreign Population (2000): 134,735 (5.0%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
49	56	71	95	101	72	109	120	131

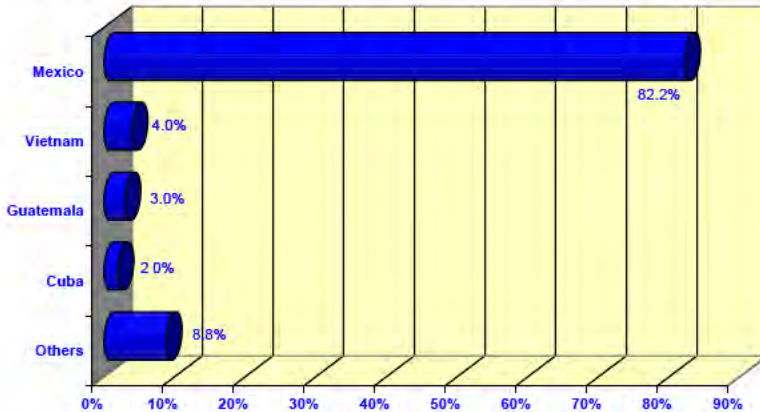
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 5.3; MAD: 3.8; MAPE: 36.9

Data Source: Facility Data Collected May 2004

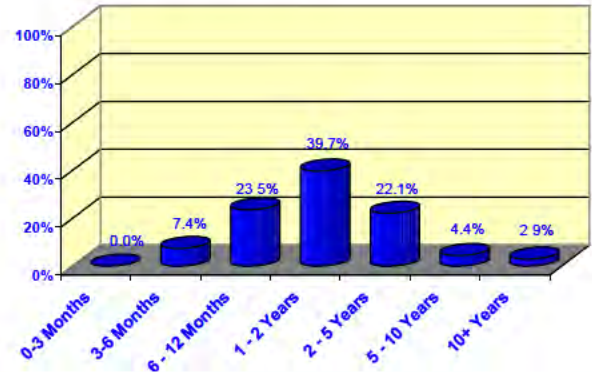
Total Foreign Born and Indeterminate Records FY03: 101
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

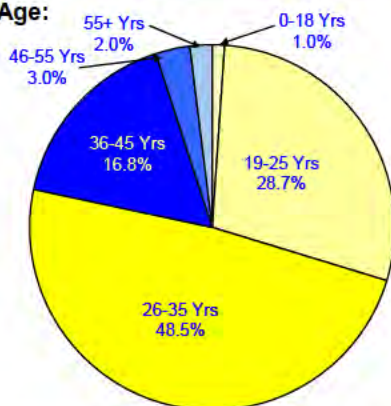


By Length of Stay (in months):

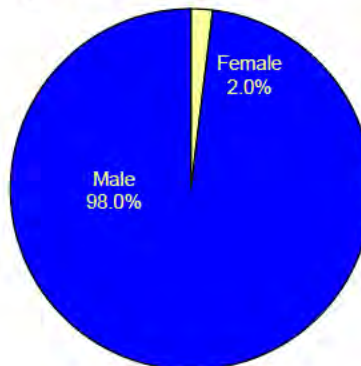


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

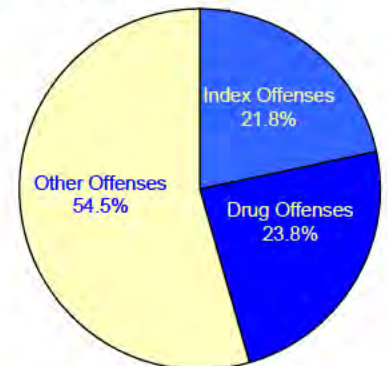
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

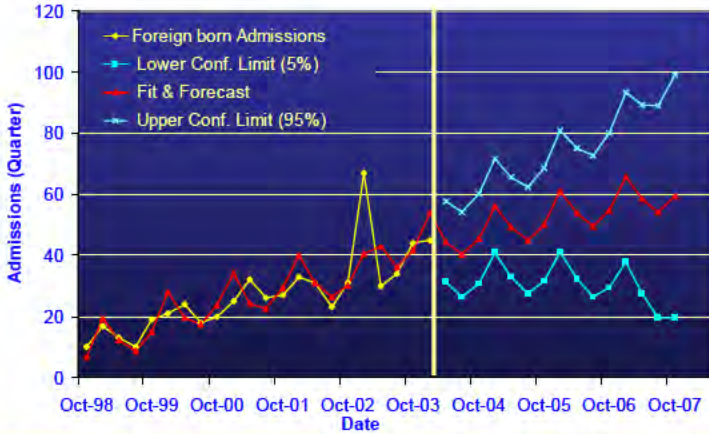


BACKGROUND DATA:¹

Facility Name: Kentucky Department of Corrections
Facility Location: Based in Frankfort, Kentucky

State Population (2000): 4,041,769 (100%)
State Foreign Population (2000): 80,271 (2.0%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
50	82	103	114	162	173	195	214	233

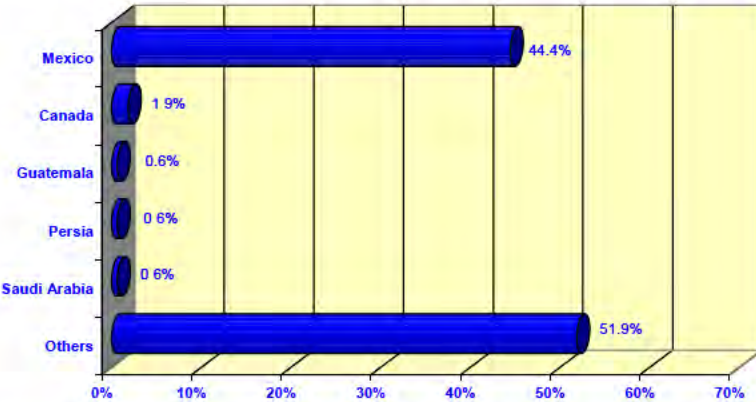
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 7.6; MAD: 5.2; MAPE: 18.0

Data Source: Facility Data Collected May 2004

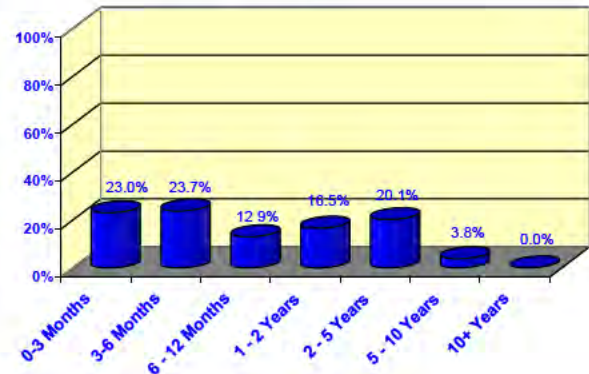
Total Foreign Born and Indeterminate Records FY03: 162
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

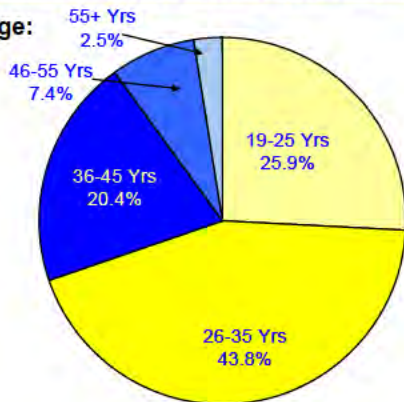


By Length of Stay (in months):

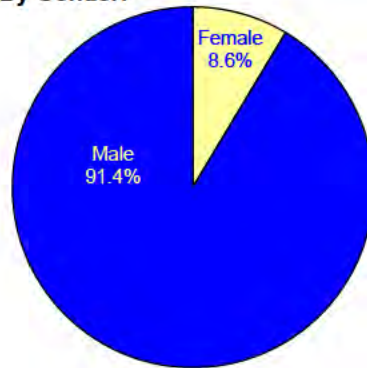


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

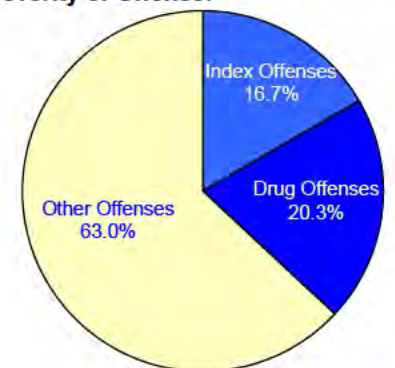
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

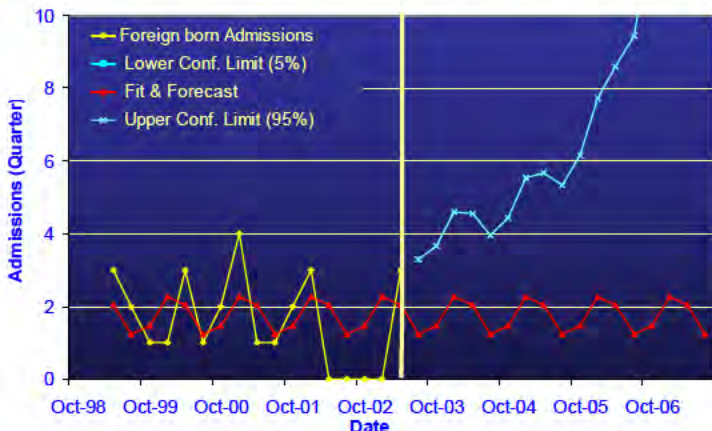


BACKGROUND DATA:¹

Facility Name: Maine Department of Corrections
Facility Location: Based in Augusta, Maine

State Population (2000): 1,274,923 (100%)
State Foreign Population (2000): 36,691 (2.9%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
5*	6	8	5	3	7	7	7	7

*Partial Data

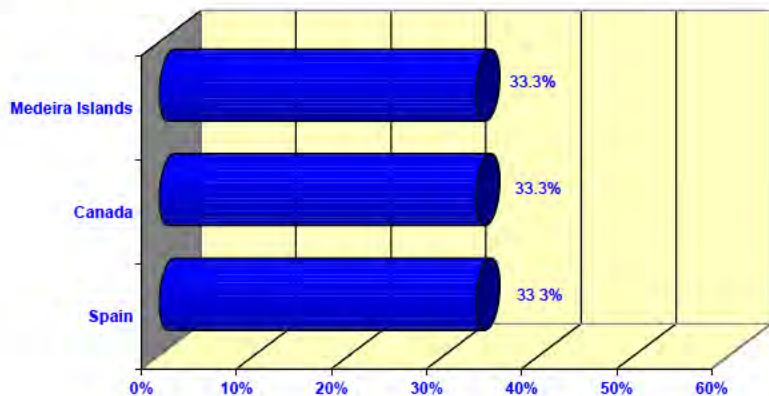
Projection Method – Seasonal Multiplicative
Goodness of fit – RMSE: 1.1; MAD: 1.0; MAPE: 44.6

Data Source: Facility Data Collected April 2004

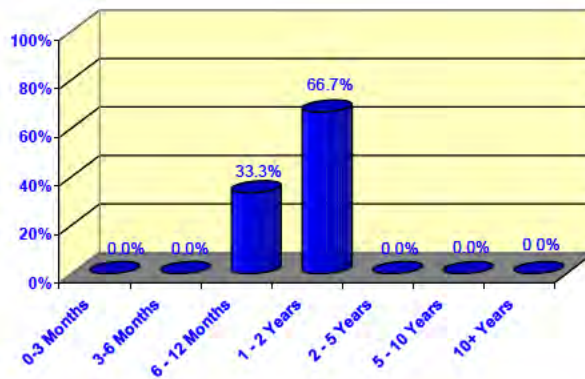
Total Foreign Born and Indeterminate Records FY03: 6	
Foreign Born (50%)	(Indeterminate 50%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

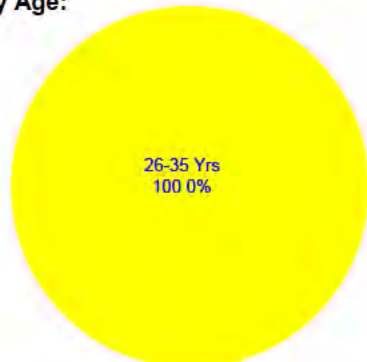


By Length of Stay (in months):

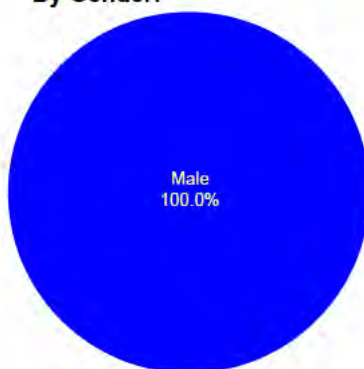


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

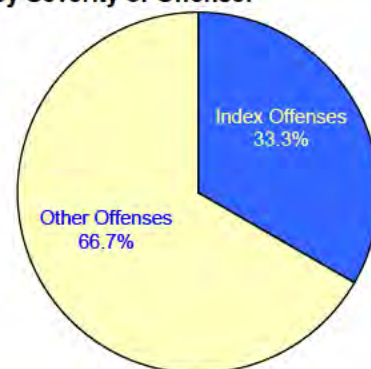
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

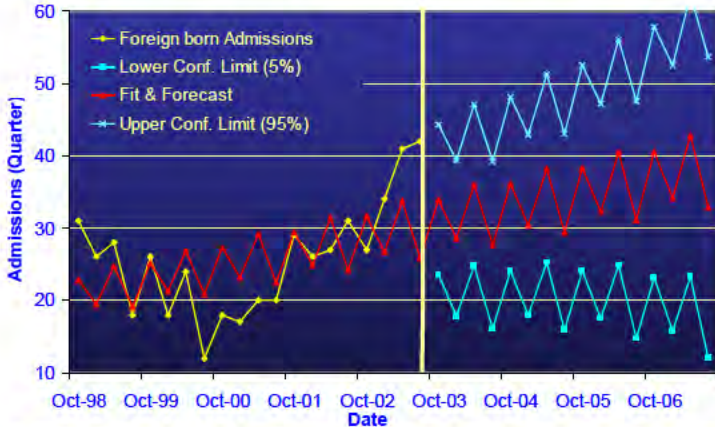


BACKGROUND DATA:¹

Facility Name: Michigan Department of Corrections
Facility Location: Based in Lansing, Michigan

State Population (2000): 9,938,444 (100%)
State Foreign Population (2000): 523,589 (5.3%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
103	80	75	113	144	126	134	142	150

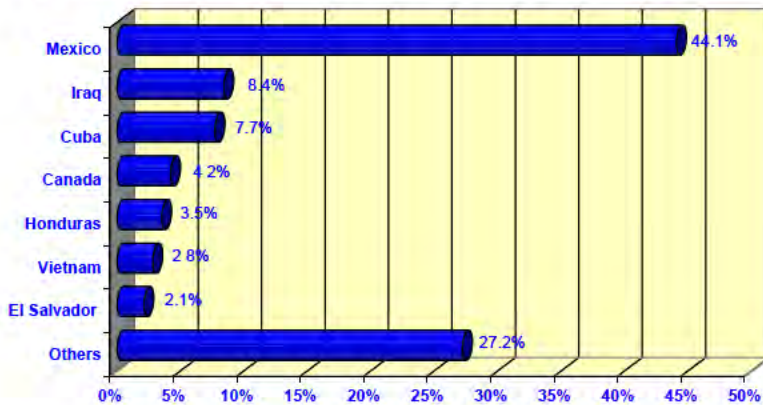
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 6.1; MAD: 5.0; MAPE: 22.3

Data Source: Facility Data Collected April 2004

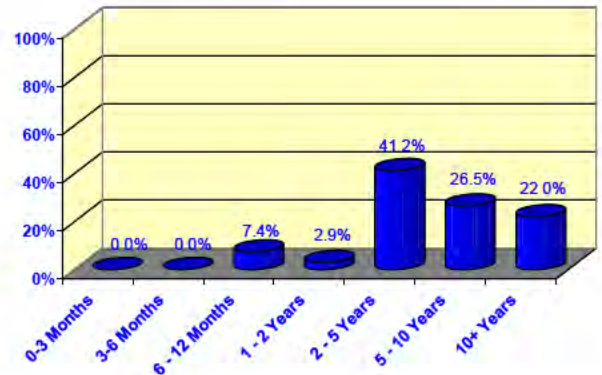
Total Foreign Born and Indeterminate Records FY03: 167
Foreign Born (86%)
(14%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

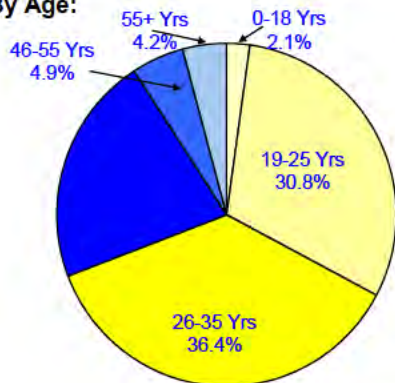


By Length of Stay (in months):

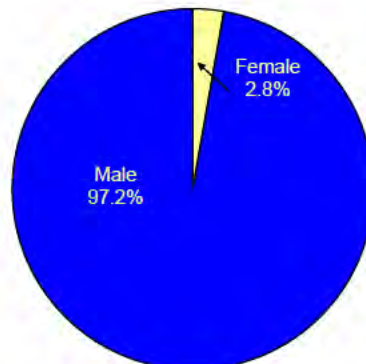


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:



By Gender:



By Severity of Offense:

Data not available

¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

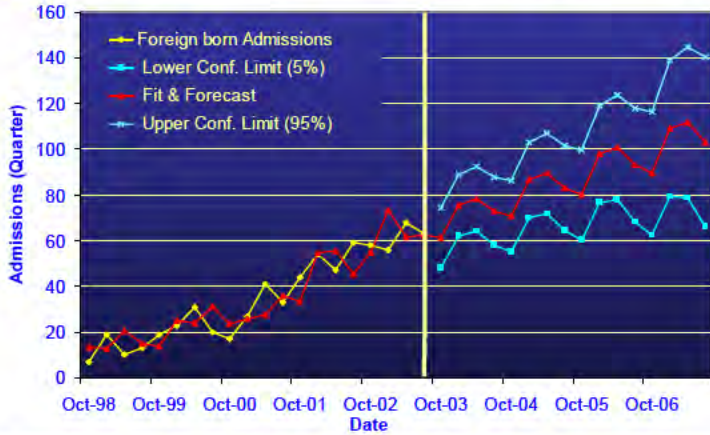


BACKGROUND DATA:¹

Facility Name: Minnesota Department of Corrections
Facility Location: Based in St. Paul, Minnesota

State Population (2000): 4,919,479 (100%)
State Foreign Population (2000): 260,463 (5.3%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
49	93	118	204	245	288	330	372	414

Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 7.5; MAD: 5.8; MAPE: 27.9

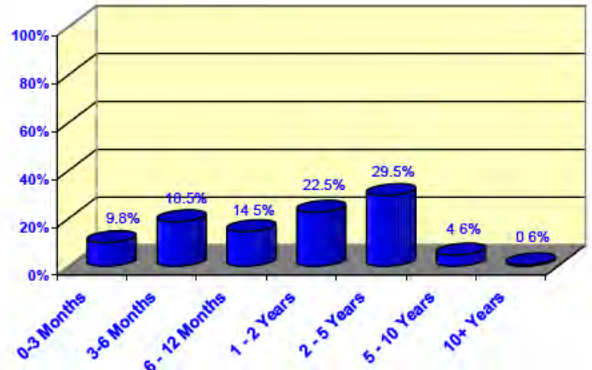
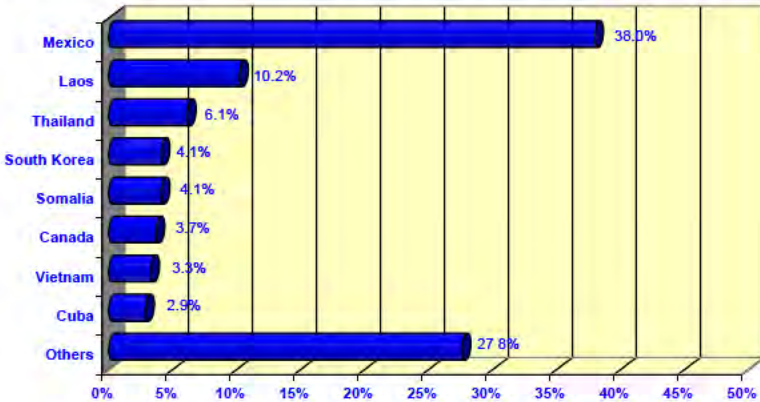
Data Source: Facility Data Collected April 2004

Total Foreign Born and Indeterminate Records FY03: 245
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

By Length of Stay (in months):

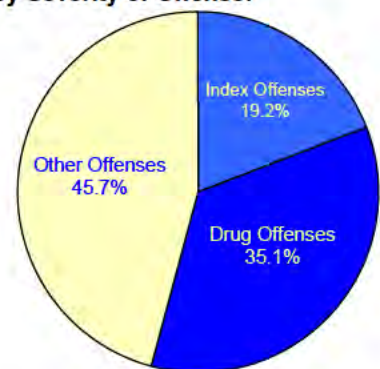
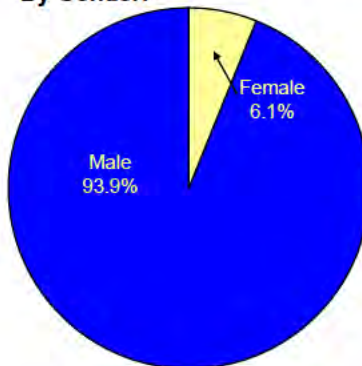
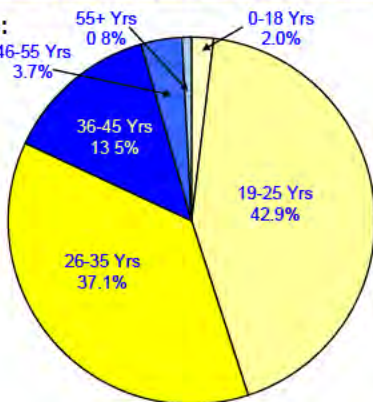


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:

By Gender:

By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

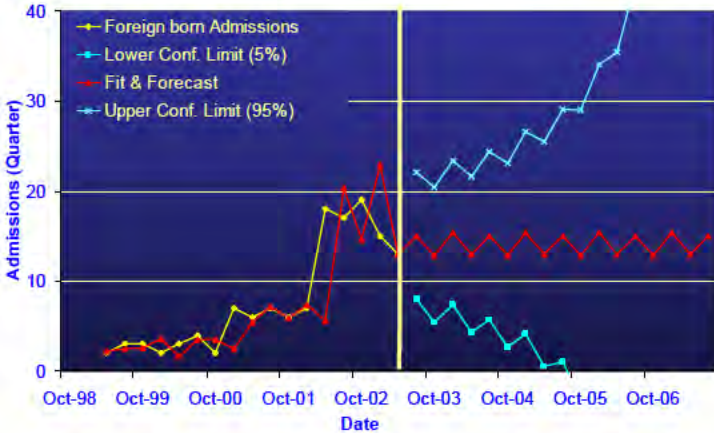


BACKGROUND DATA:¹

Facility Name: Mississippi Department of Corrections
Facility Location: Based in Jackson, Mississippi

State Population (2000): 2,844,658 (100%)
State Foreign Population (2000): 39,908 (1.4%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
5*	12	22	48	47	62	56	56	56

*Partial Data

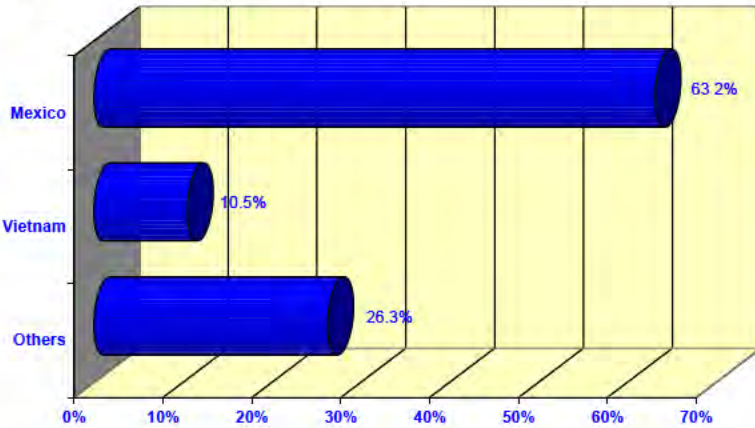
Projection Method – Seasonal Multiplicative
Goodness of fit – RMSE: 11.9; MAD: 9.5; MAPE: 12.2

Data Source: Limited Facility Data Collected August 2004; historical SCAAP data used for forecasting

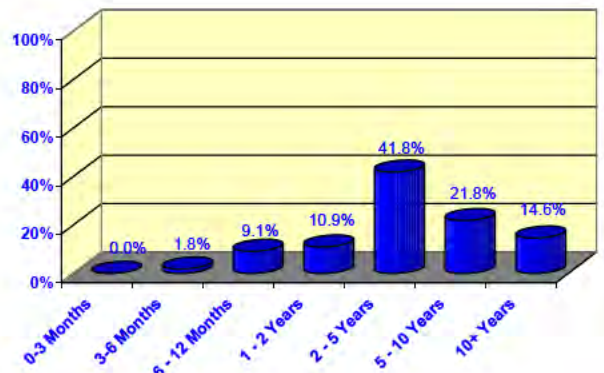
Total Foreign Born and Indeterminate Records FY03: 47
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

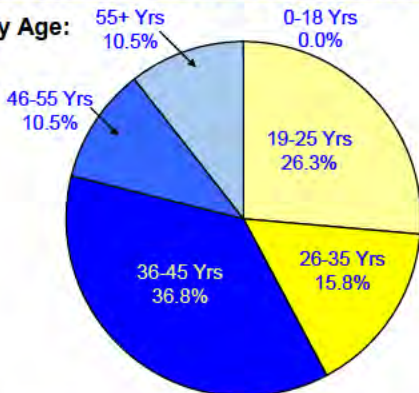


By Length of Stay (in months):

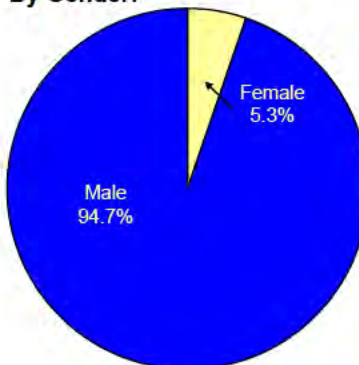


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

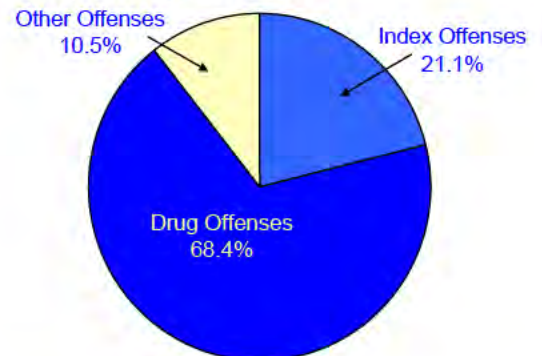
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

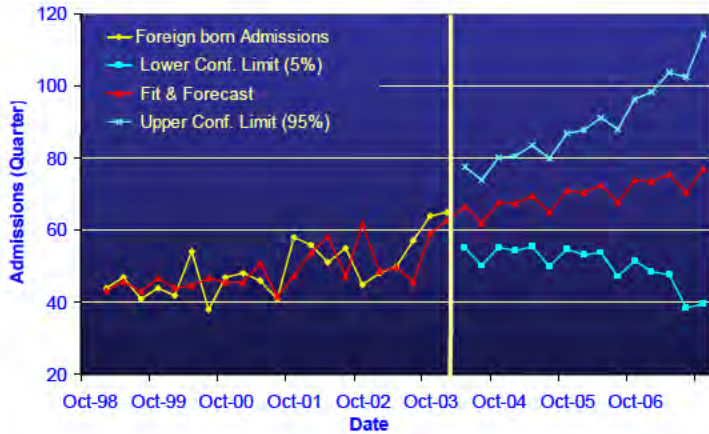


BACKGROUND DATA:¹

Facility Name: Missouri Department of Corrections
Facility Location: Based in Jefferson City, Missouri

State Population (2000): 5,595,211 (100%)
State Foreign Population (2000): 151,196 (2.7%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
132*	178	182	220	200	257	270	282	294

* Partial Data

Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 15.4; MAD: 12.3; MAPE: 9.2

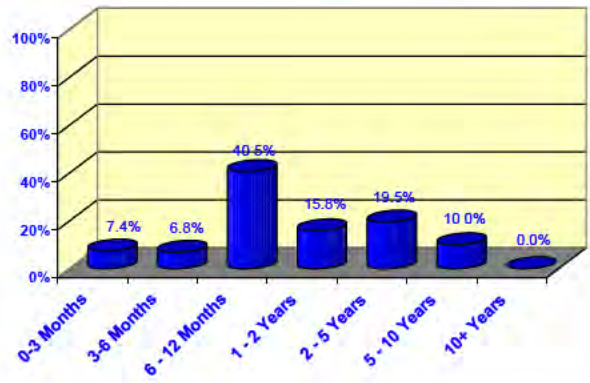
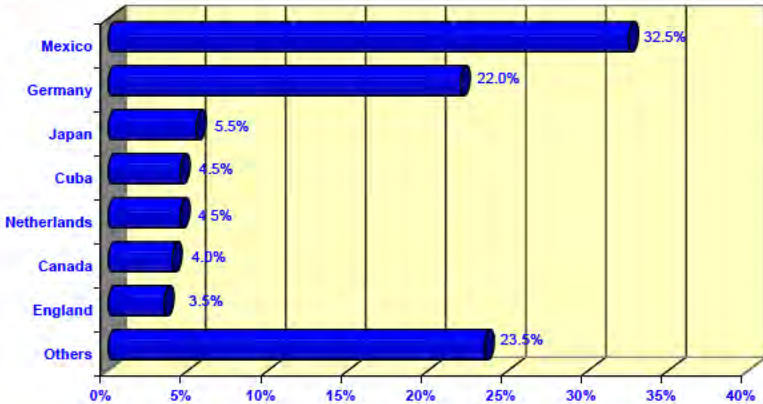
Data Source: Facility Data Collected May 2004

Total Foreign Born and Indeterminate Records FY03: 208
Foreign Born (96%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

By Length of Stay (in months):

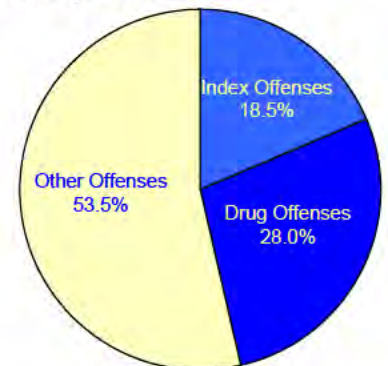
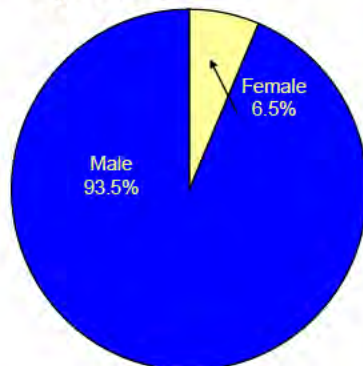
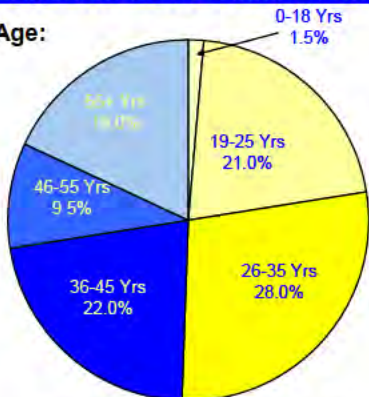


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:

By Gender:

By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

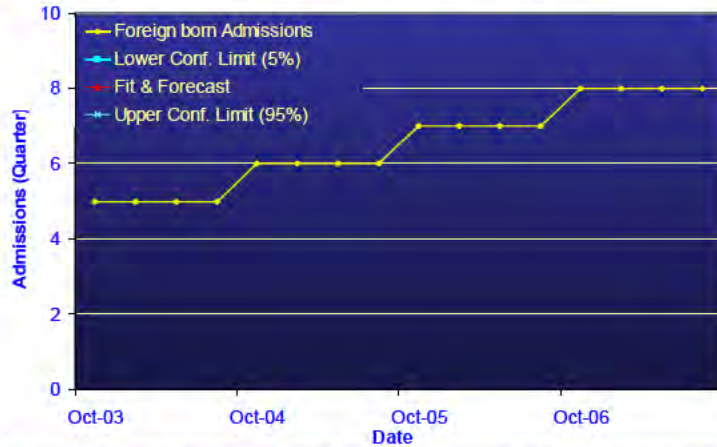


BACKGROUND DATA:¹

Facility Name: Montana Department of Corrections
Facility Location: Based in Helena, Montana

State Population (2000): 902,195 (100%)
State Foreign Population (2000): 16,396 (1.8%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	NA	NA	5	6	7	8	9

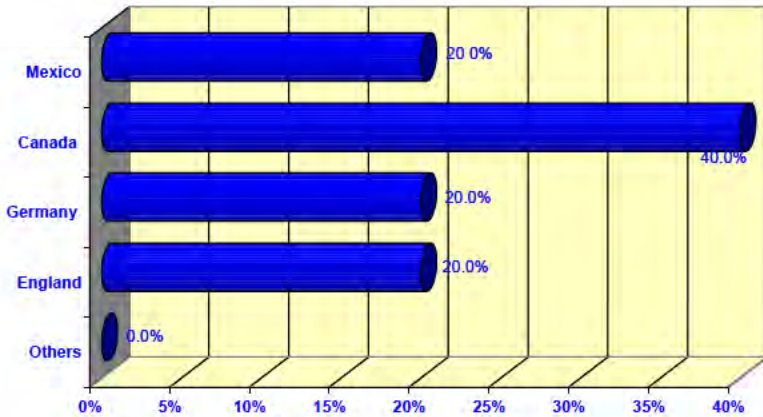
Projection Method – Qualitative Method
Goodness of fit – RMSE: NA; MAD: NA; MAPE: NA

Data Source: Facility Data Collected April 2004

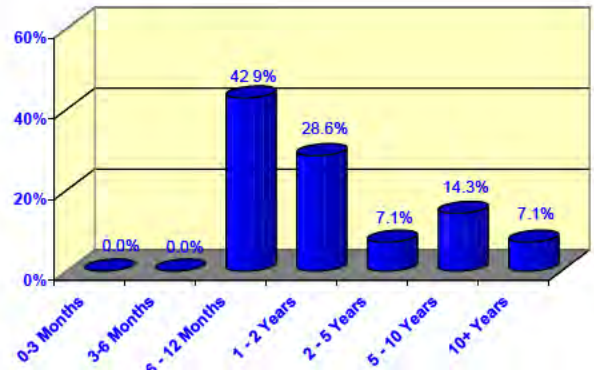
Total Foreign Born and Indeterminate Records FY03: 5
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

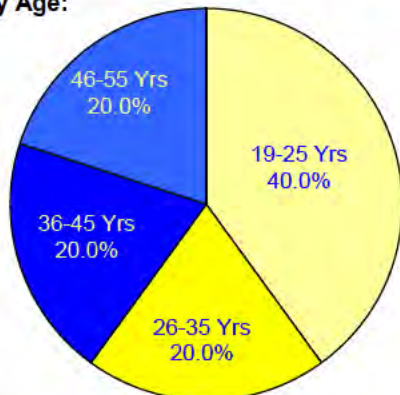


By Length of Stay (in months):

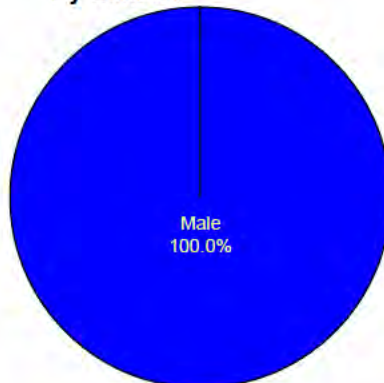


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

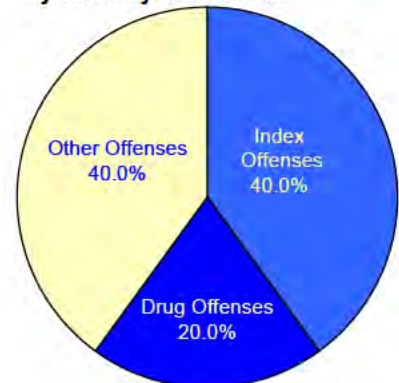
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

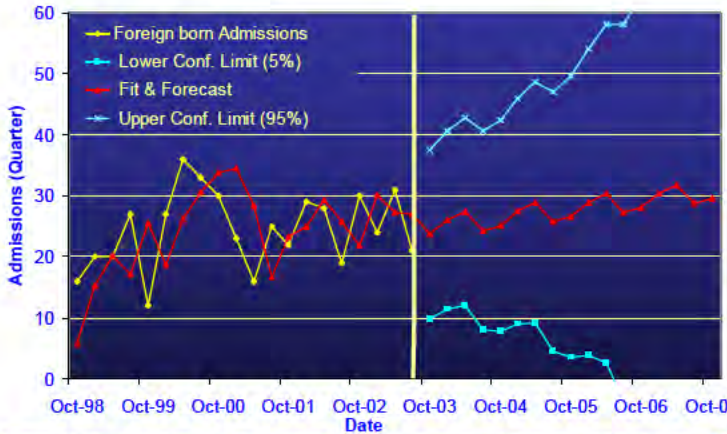


BACKGROUND DATA:¹

Facility Name: Nebraska Department of Corrections
Facility Location: Based in Lincoln, Nebraska

State Population (2000): 1,711,263 (100%)
State Foreign Population (2000): 74,638 (4.4%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
83	108	94	98	106	102	107	113	119

Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 8.0; MAD: 6.9; MAPE: 94.9

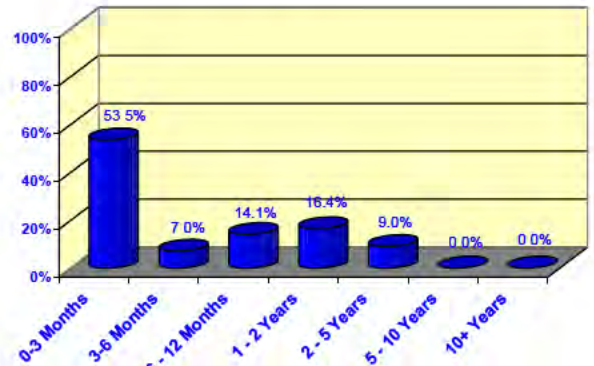
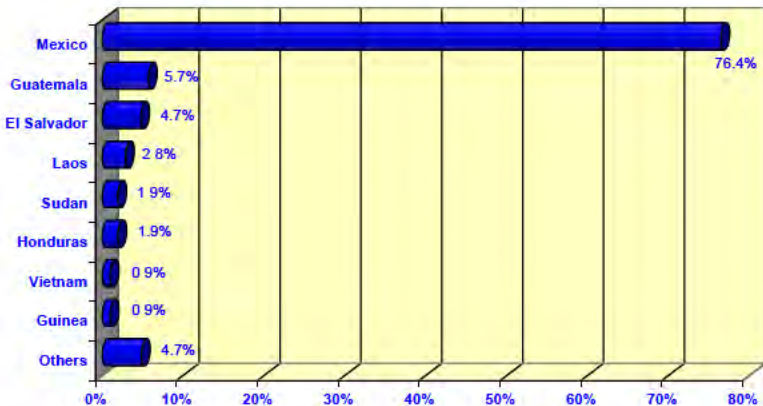
Data Source: Facility Data Collected May 2004

Total Foreign Born and Indeterminate Records FY03: 106
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

By Length of Stay (in months):

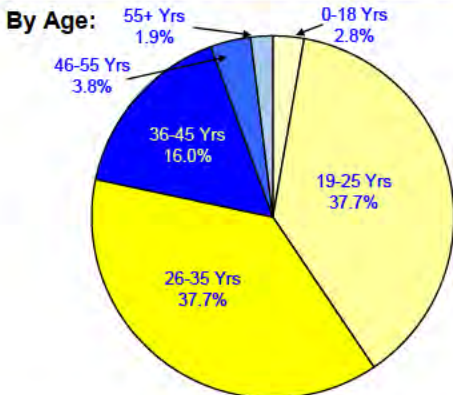


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

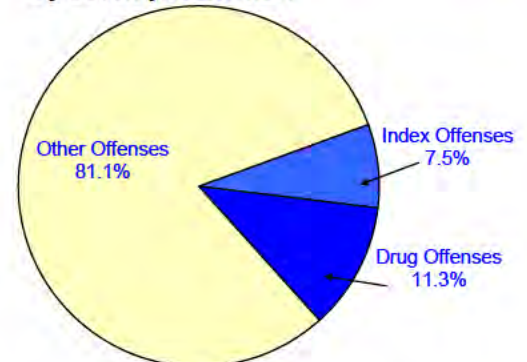
By Age:

By Gender:

By Severity of Offense:



Data not available



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

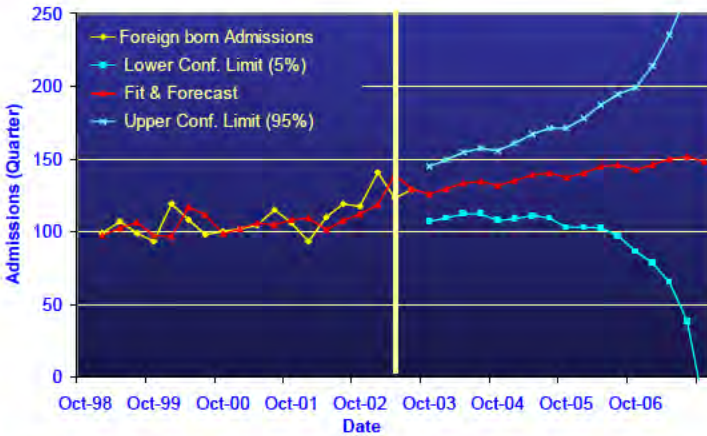


BACKGROUND DATA:¹

Facility Name: Nevada Department of Corrections
Facility Location: Based in Carson City, Nevada

State Population (2000): 1,998,257 (100%)
State Foreign Population (2000): 316,593 (15.8%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
305*	418	421	428	510	523	546	568	590

*Partial Year

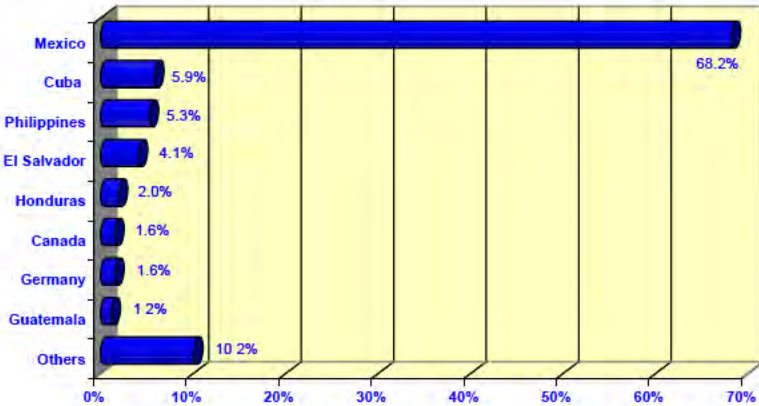
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 10.8; MAD: 8.3; MAPE: 7.4

Data Source: Facility Data Collected April 2004

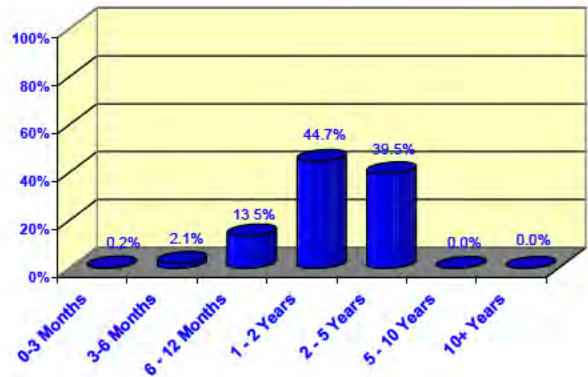
Total Foreign Born and Indeterminate Records FY03: 512
Foreign Born (99%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

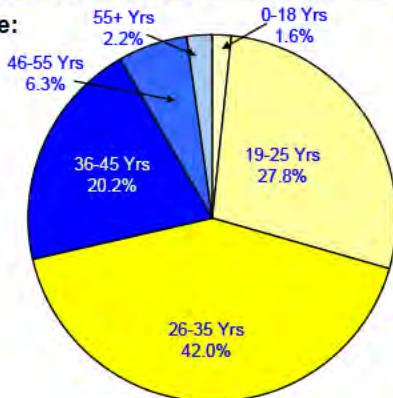


By Length of Stay (in months):

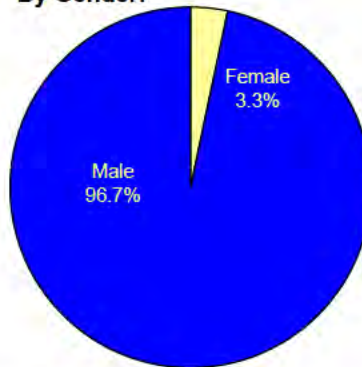


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

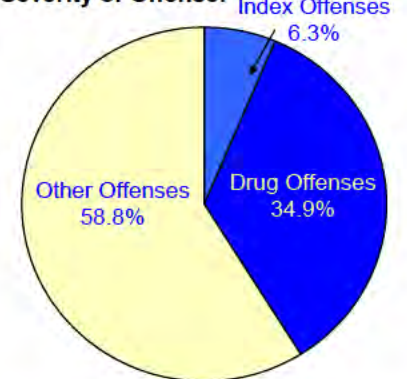
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

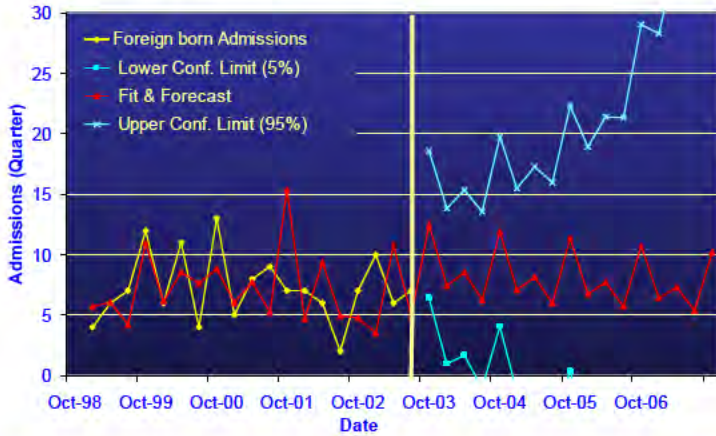


BACKGROUND DATA:¹

Facility Name: New Hampshire Department of Corrections
Facility Location: Based in Concord, New Hampshire

State Population (2000): 1,235,786 (100%)
State Foreign Population (2000): 54,154 (4.4%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
17*	33	35	22	30	35	33	32	30

*Partial Year

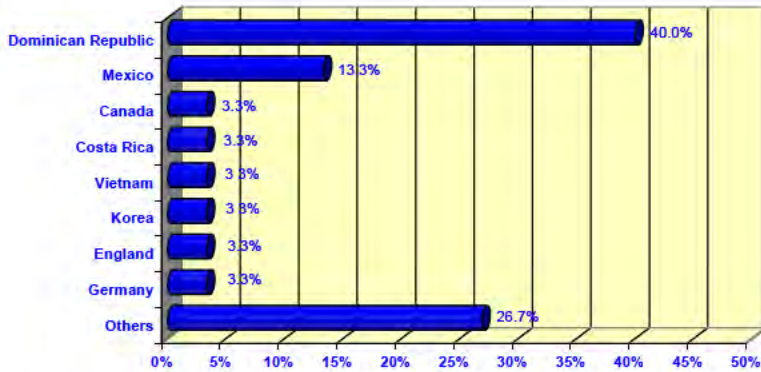
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 3.5; MAD: 2.8; MAPE: 45.7

Data Source: Facility Data Collected April 2004

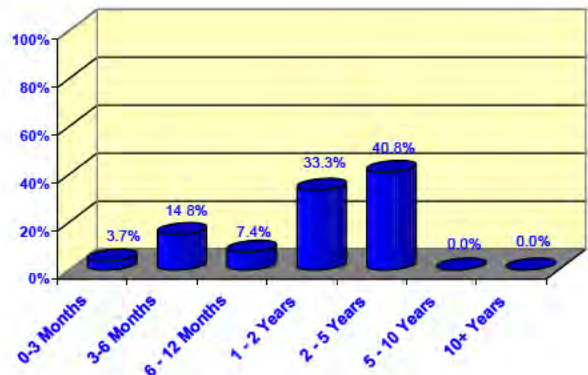
Total Foreign Born and Indeterminate Records FY03: 30
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

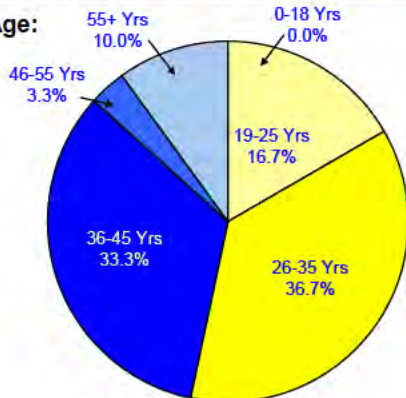


By Length of Stay (in months):

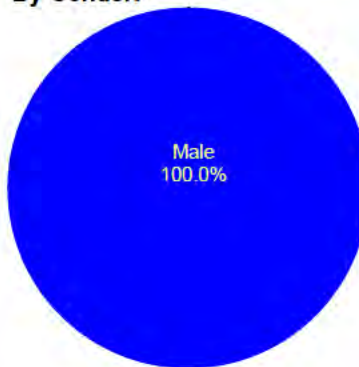


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

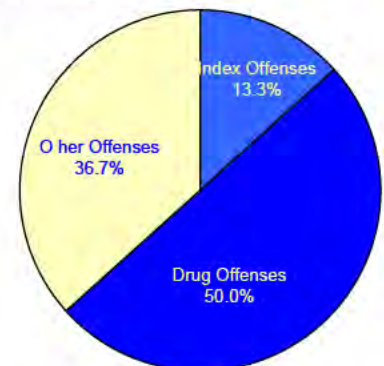
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

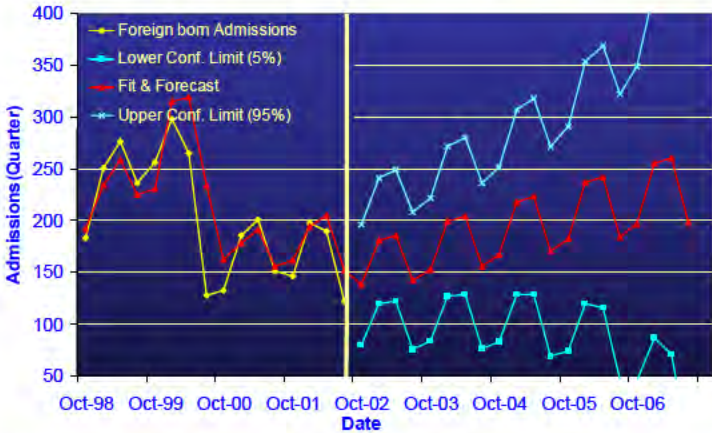


BACKGROUND DATA:¹

Facility Name: New Jersey Department of Corrections
Facility Location: Based in Trenton, New Jersey

State Population (2000): 8,414,350 (100%)
State Foreign Population (2000): 1,476,327(17.5%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
946	947	671	656	646	712	779	885	911

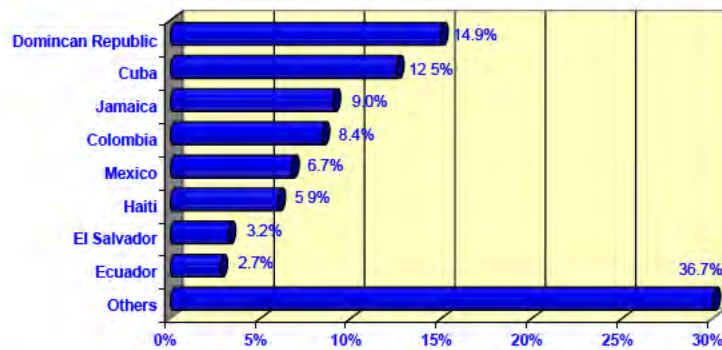
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 34.1; MAD: 28.8; MAPE: 15.3

Data Source: Facility Sent SCAAP Data in June 2004

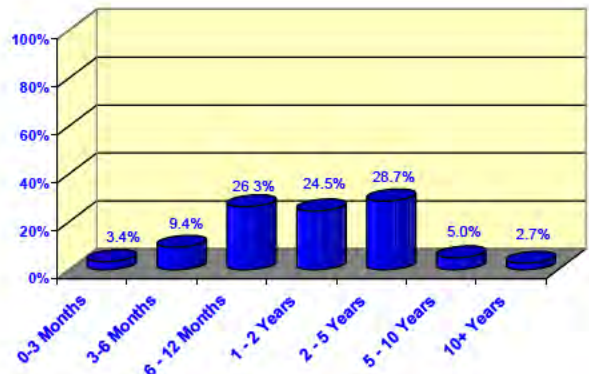
Total Foreign Born and Indeterminate Records FY02: 656
Foreign Born (100%)

BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

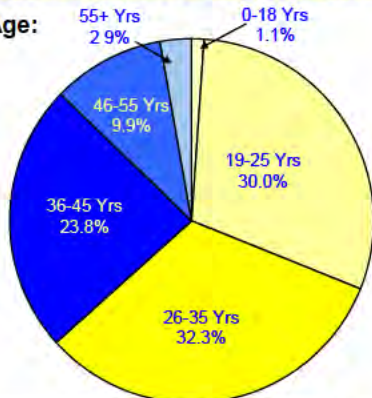


By Length of Stay (in months):



BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:



By Gender:

Data not available

By Severity of Offense:

Data not available

¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

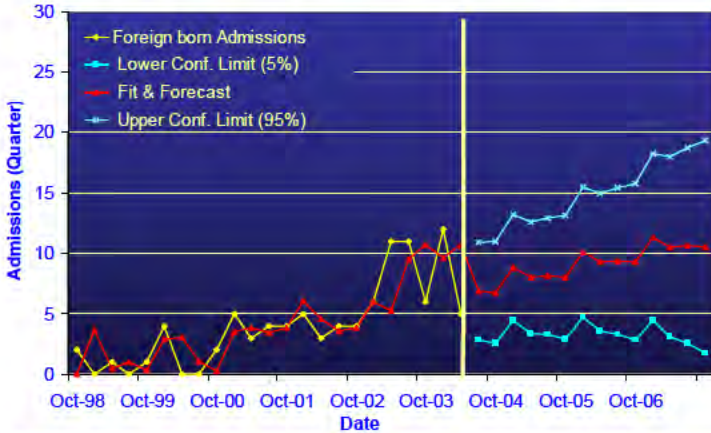


BACKGROUND DATA:¹

Facility Name: New Mexico Department of Corrections
Facility Location: Based in Santa Fe, New Mexico

State Population (2000): 1,819,046 (100%)
State Foreign Population (2000): 149,606 (8.2%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
3	5	14	16	32	30	32	37	42

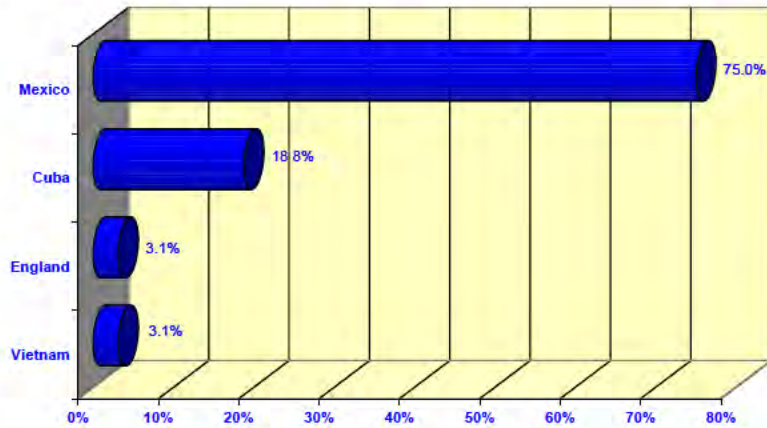
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 2.3; MAD: 1.7; MAPE: 41.0

Data Source: Facility Data Collected May 2004

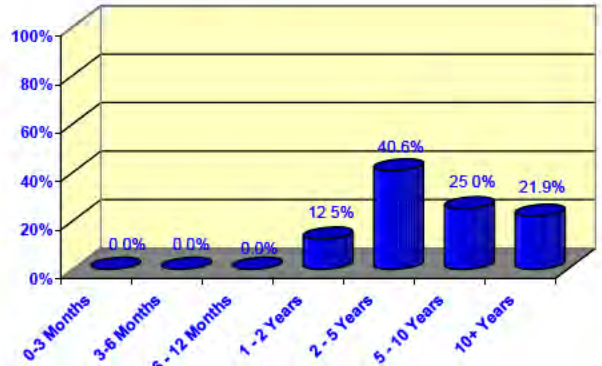
Total Foreign Born and Indeterminate Records FY03: 32
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

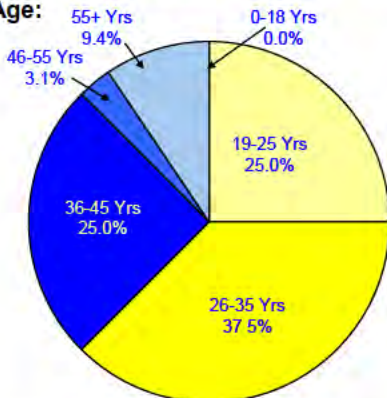


By Length of Stay (in months):

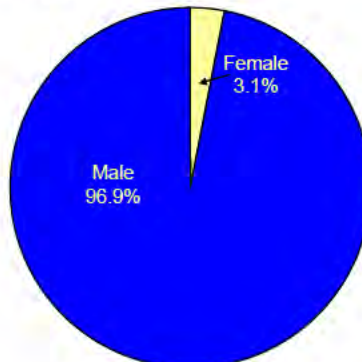


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

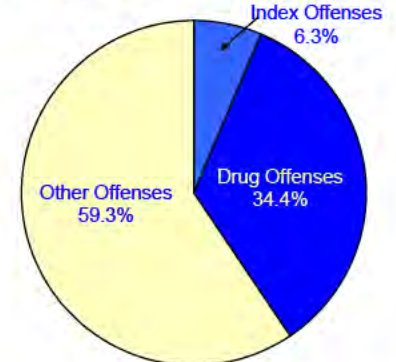
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

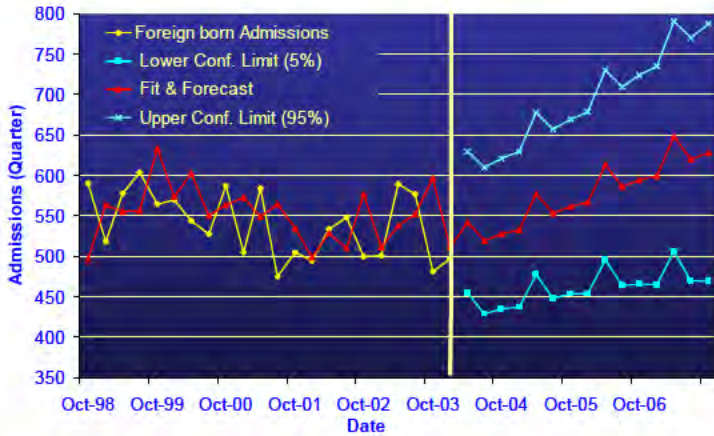


BACKGROUND DATA:¹

Facility Name: New York Department of Corrections
Facility Location: Based in Albany, New York

State Population (2000): 18,976,457 (100%)
State Foreign Population (2000): 3,868,133 (20.4%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
2,291	2,207	2,151	2,082	2,167	2,039	2,192	2,328	2,463

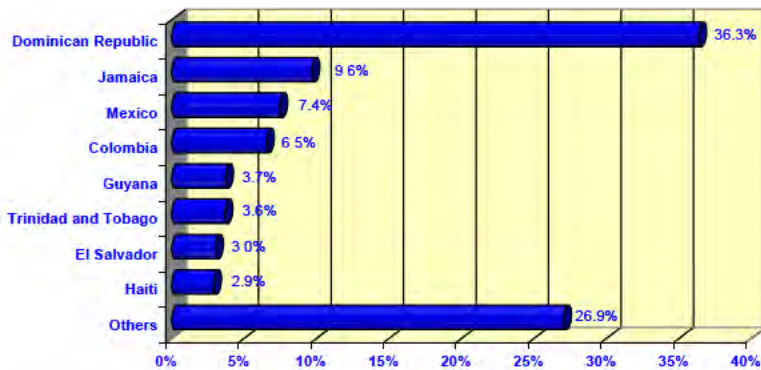
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 51.3; MAD: 42.0; MAPE: 9.0

Data Source: Facility Data Collected August 2004

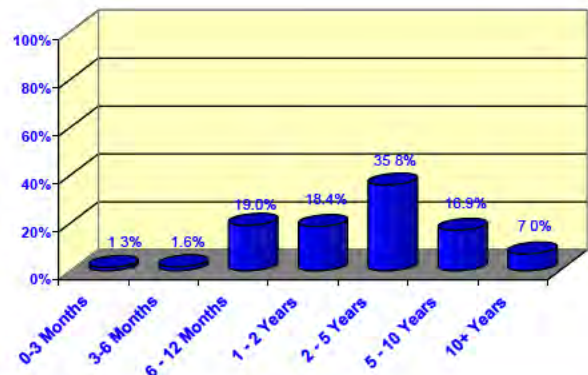
Total Foreign Born and Indeterminate Records FY03: 2,167
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

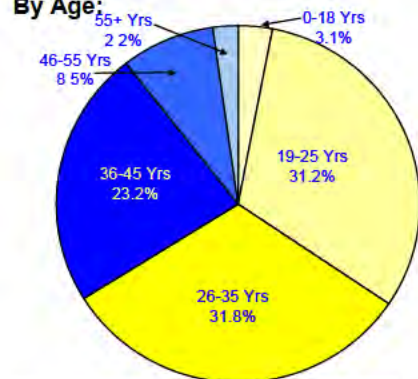


By Length of Stay (in months):

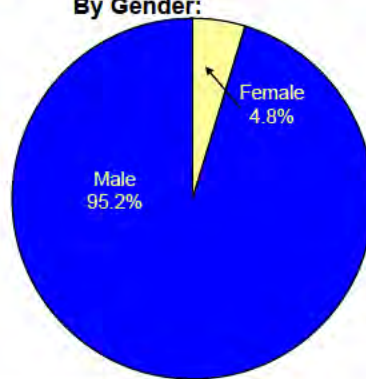


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

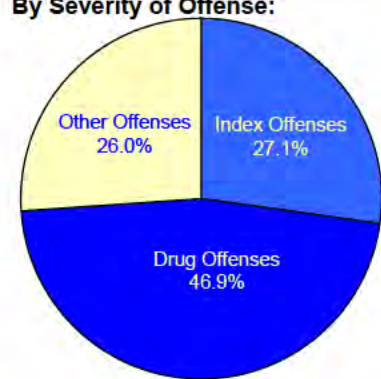
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

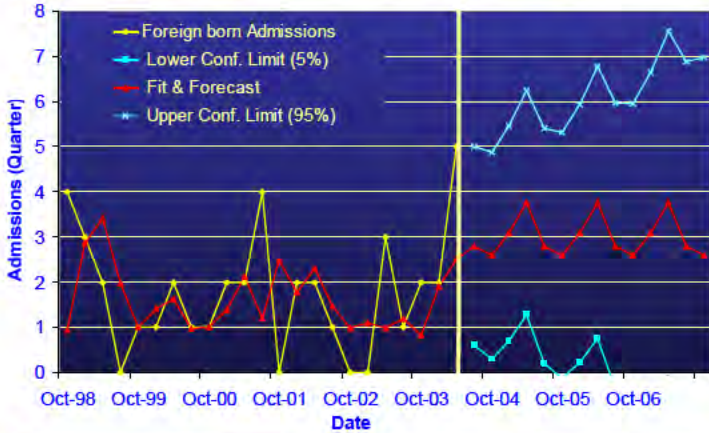


BACKGROUND DATA:¹

Facility Name: North Dakota Dept. of Corrections & Rehabilitation
 Facility Location: Based in Bismarck, North Dakota

State Population (2000): 642,200 (100%)
 State Foreign Population (2000): 12,114 (1.9%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
9	5	9	5	4	9	12	12	12

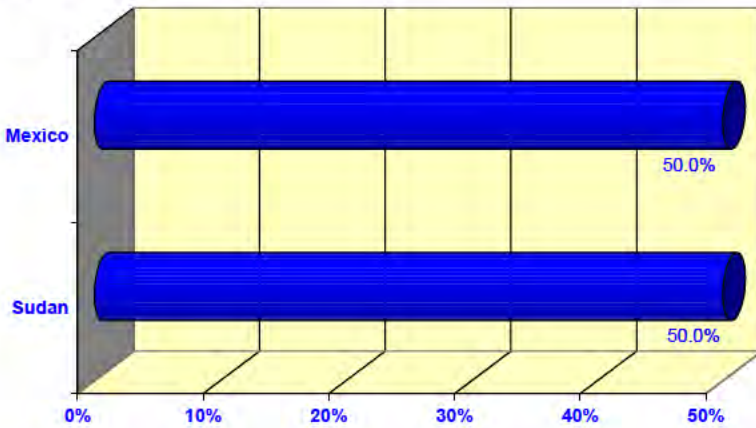
Projection Method – Seasonal Additive
 Goodness of fit – RMSE: 1.2; MAD: 0.8; MAPE: 2.9

Data Source: Facility Data Collected July 2004

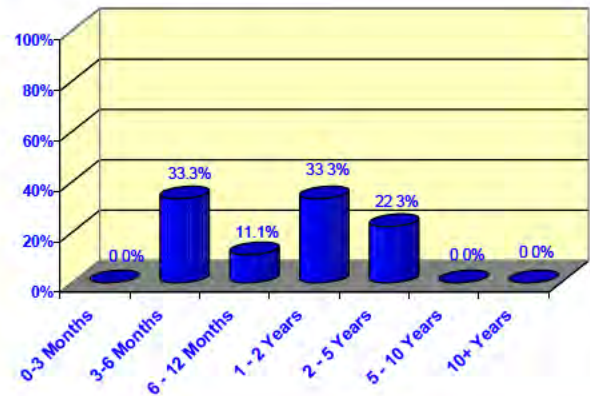
Total Foreign Born and Indeterminate Records FY03: 4
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

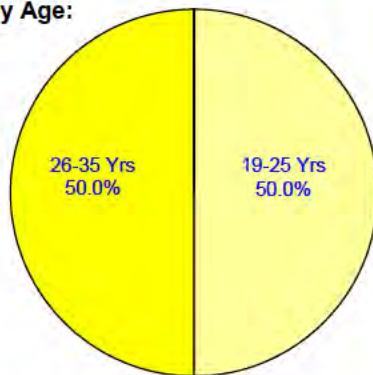


By Length of Stay (in months):

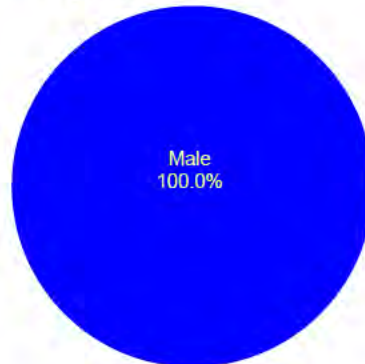


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

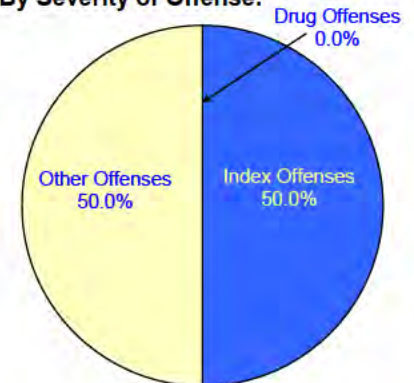
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

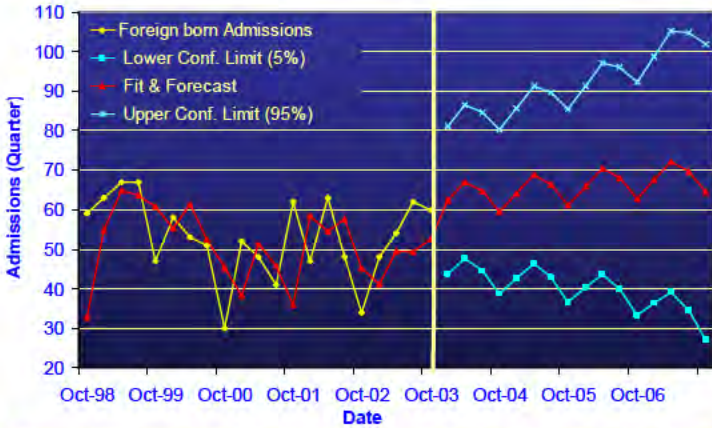


BACKGROUND DATA:¹

Facility Name: Oklahoma Department of Corrections
Facility Location: Based in Oklahoma City, Oklahoma

State Population (2000): 3,450,654 (100%)
State Foreign Population (2000): 131,747(3.8%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
256	209	171	220	198	254	259	265	272

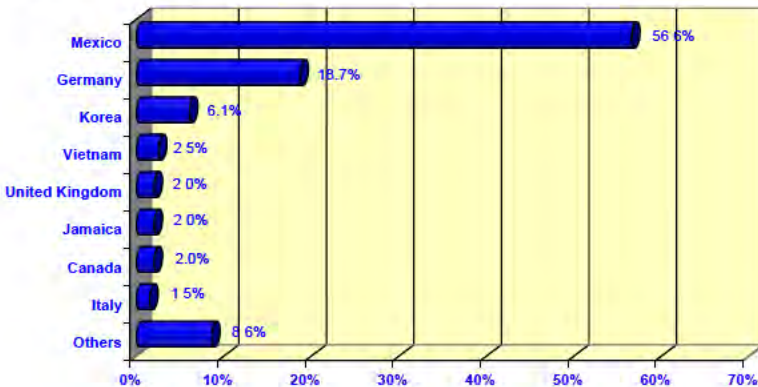
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 11.0; MAD: 9.0; MAPE: 18.1

Data Source: Facility Data Collected June 2004

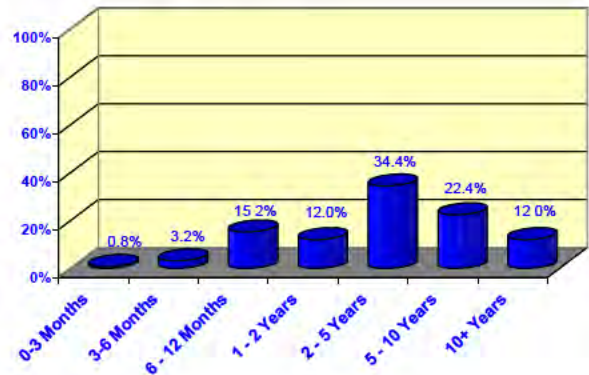
Total Foreign Born and Indeterminate Records FY03: 228	
Foreign Born (87%)	(13%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

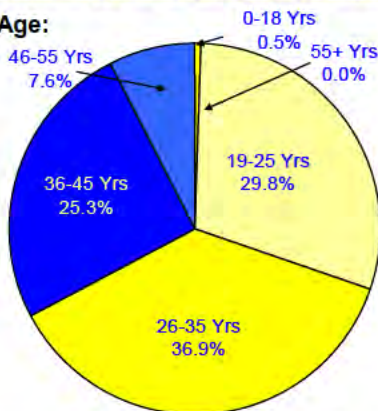


By Length of Stay (in months):

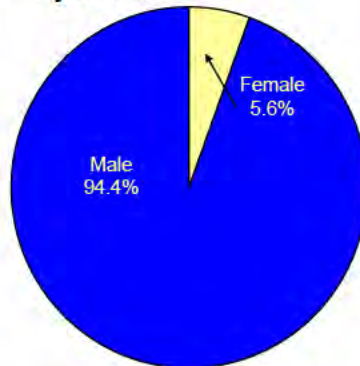


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

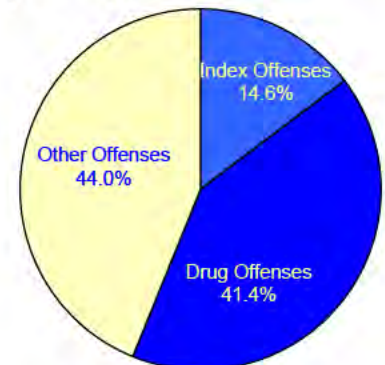
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

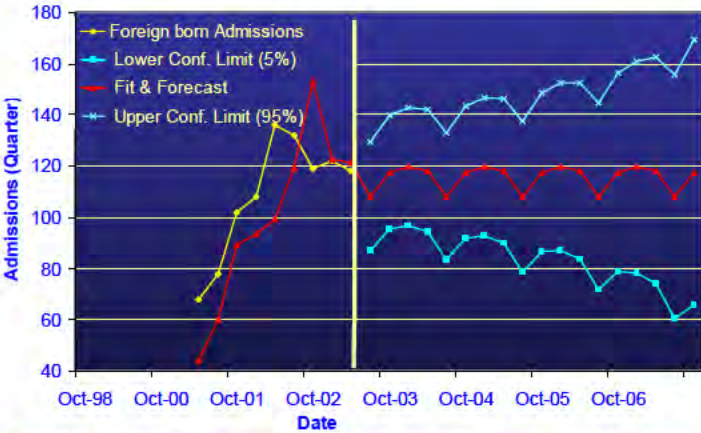


BACKGROUND DATA:¹

Facility Name: Oregon Department of Corrections
Facility Location: Based in Salem, Oregon

State Population (2000): 3,421,399 (100%)
State Foreign Population (2000): 289,702 (8.5%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	NA	NA	478	359	467	464	464	464

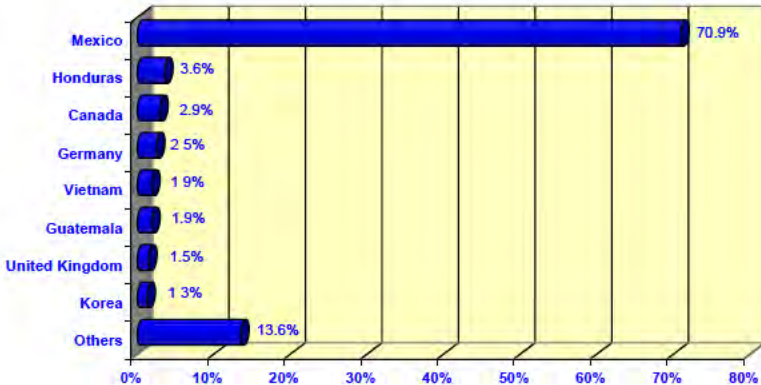
Projection Method – Seasonal Multiplicative
Goodness of fit – RMSE: 12.5; MAD: 8.4; MAPE: 17.5

Data Source: Facility Sent SCAAP Data in May 2004

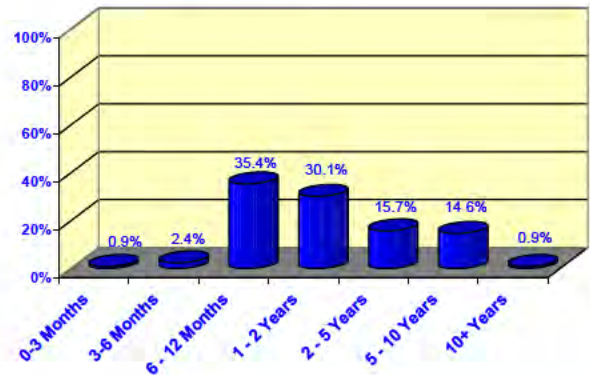
Total Foreign Born and Indeterminate Records FY02: 493
Foreign Born (97%)

BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

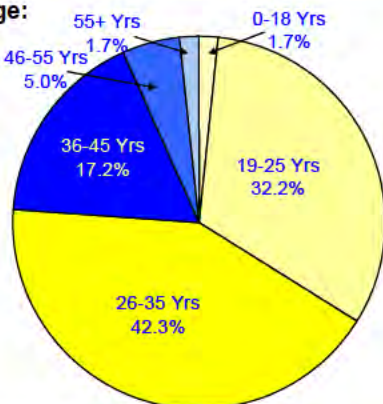


By Length of Stay (in months):



BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:



By Gender:

Data not available

By Severity of Offense:

Data not available

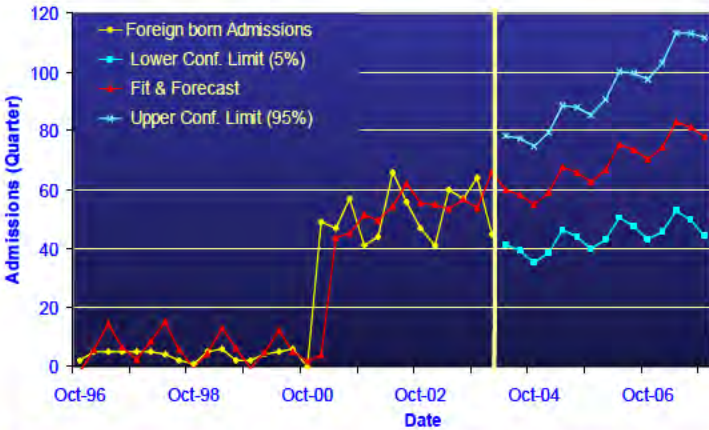
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

BACKGROUND DATA:¹

Facility Name: Pennsylvania Department of Corrections
Facility Location: Based in Camp Hill

State Population (2000): 12,281,054 (100%)
State Foreign Population (2000): 508,291 (4.1%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
14	17	153	207	205	227	248	278	309

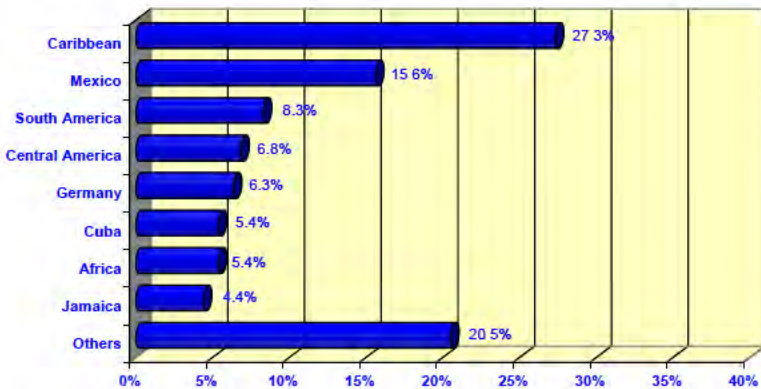
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 11.9; MAD: 9.5; MAPE: 12.2

Data Source: Facility Data Collected July 2004

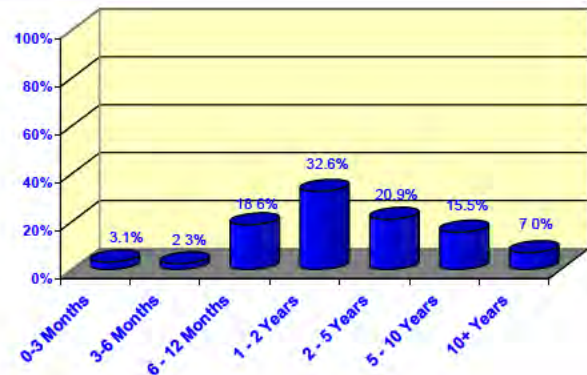
Total Foreign Born and Indeterminate Records FY03: 310	
Foreign Born (66%)	Indeterminate 34%

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

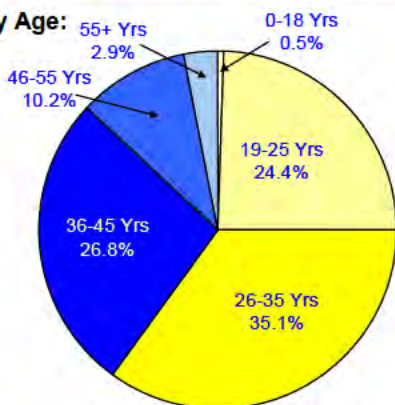


By Length of Stay (in months):

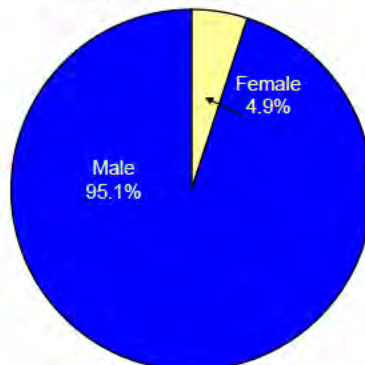


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

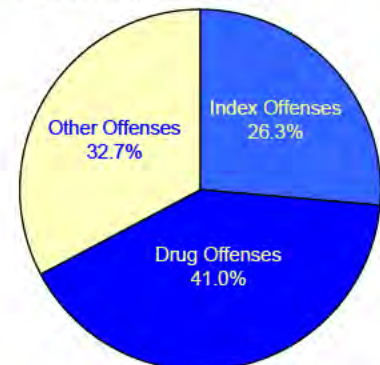
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

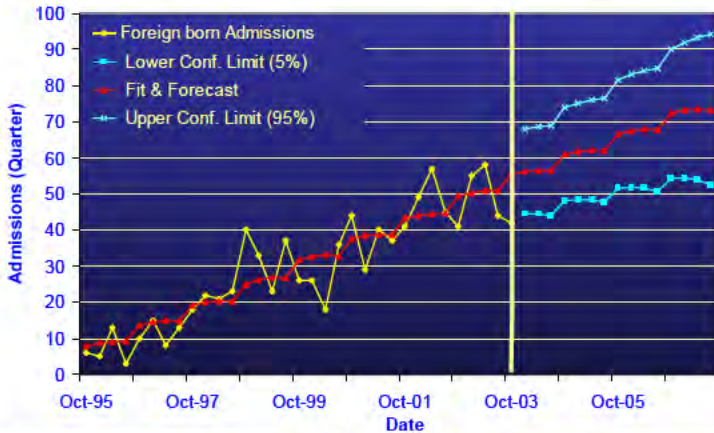


BACKGROUND DATA:¹

Facility Name: South Carolina Dept of Corrections
Facility Location: Based in Columbia, South Carolina

State Population (2000): 4,012,012 (100%)
State Foreign Population (2000): 115,978 (2.9%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
119	107	149	184	199	209	241	264	287

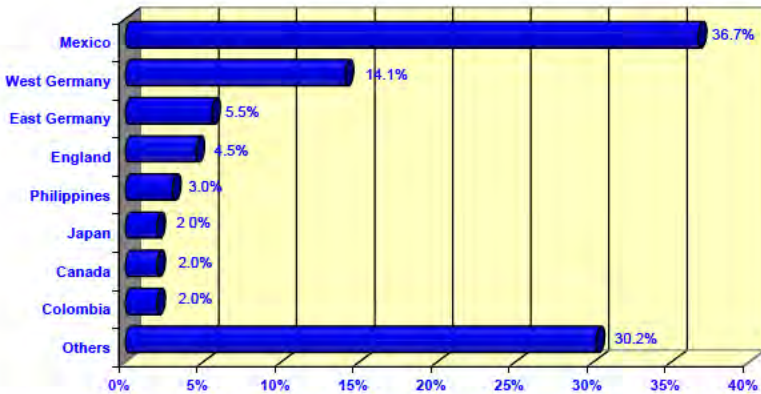
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE 6.8; MAD: 5.5; MAPE: 28.3

Data Source: Facility Data Collected May 2004

Total Foreign Born and Indeterminate Records FY03: 204
Foreign Born (98%)

BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

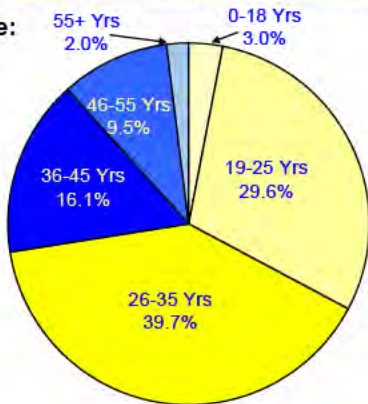


By Length of Stay (in months):

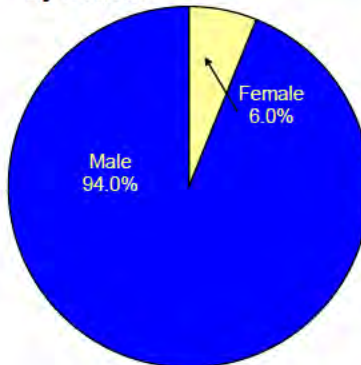
Data not available

BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

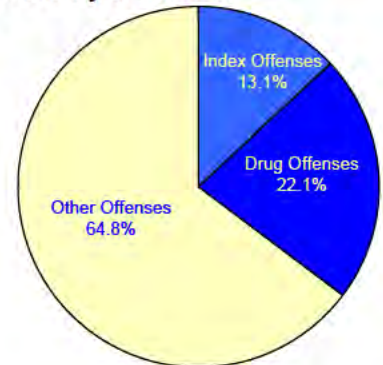
By Age:



By Gender:



By Severity of Offense:



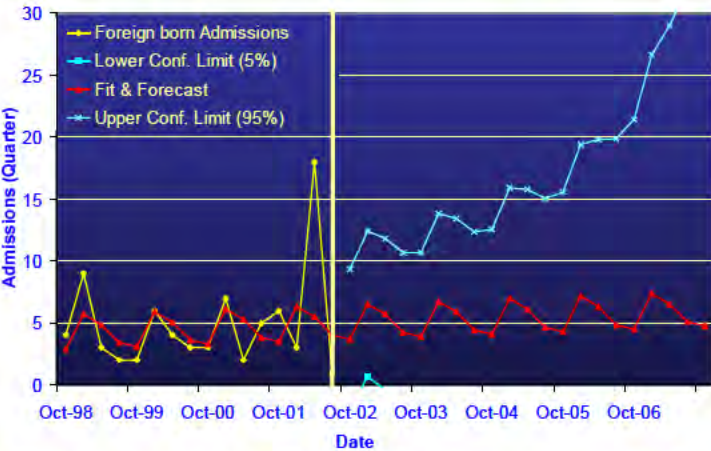
¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474



BACKGROUND DATA:¹

Facility Name: South Dakota Department of Corrections **State Population (2000):** 754,844 (100%)
Facility Location: Based in Pierre, South Dakota **State Foreign Population (2000):** 13,495 (1.8%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
18	15	17	28	20	21	21	23	24

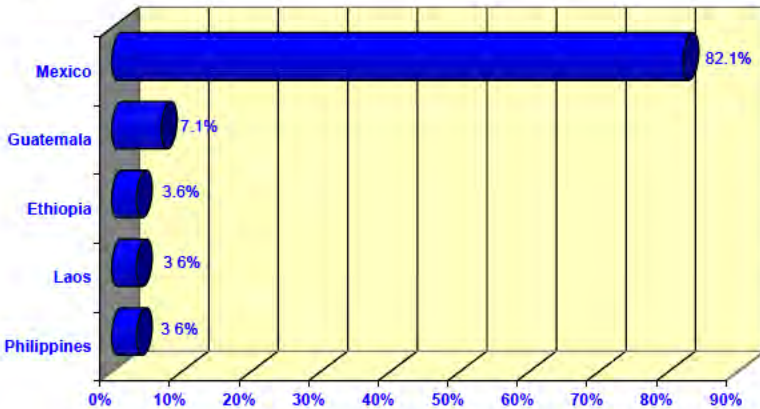
Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 3.2; MAD: 2.2; MAPE: 56.9

Data Source: Facility Data Collected June 2004

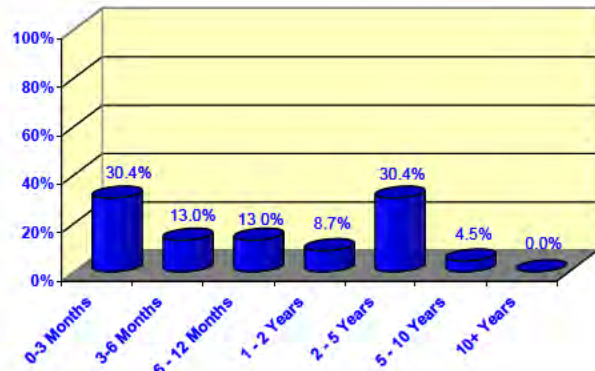
Total Foreign Born and Indeterminate Records FY02: 28
Foreign Born (100%)

BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

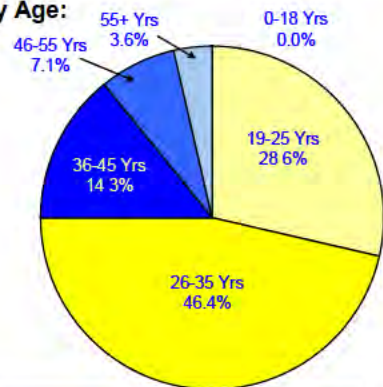


By Length of Stay (in months):

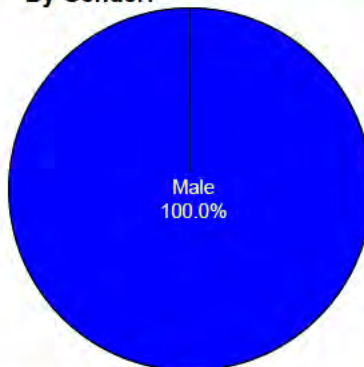


BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

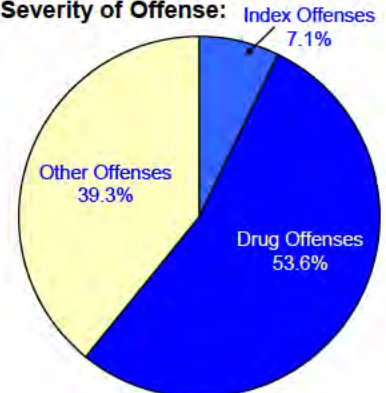
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

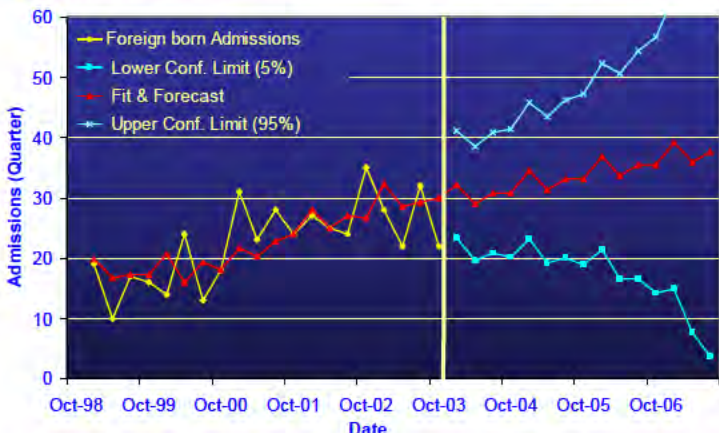


BACKGROUND DATA:¹

Facility Name: Tennessee Department of Corrections
Facility Location: Based in Nashville, Tennessee

State Population (2000): 5,689,283 (100%)
State Foreign Population (2000): 159,004 (2.8%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



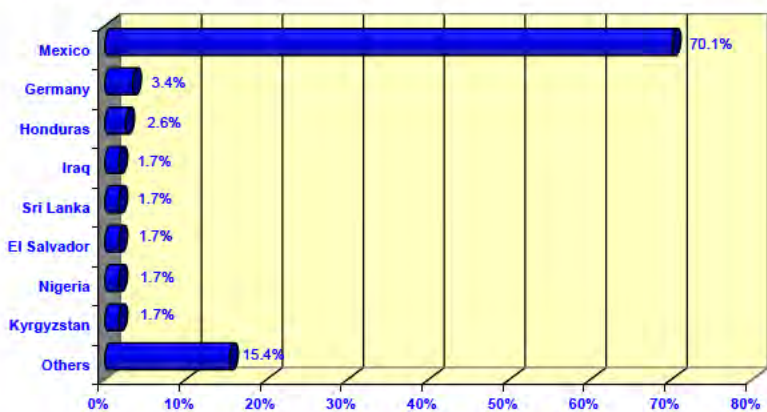
Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
46	67	100	100	117	114	130	139	148

Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 5.1; MAD: 4.0; MAPE: 20.1

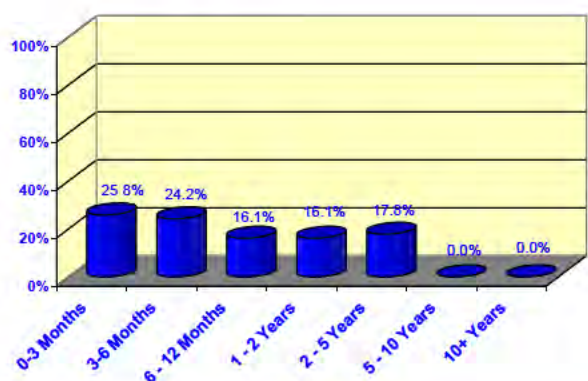
Data Source: Facility Data Collected March 2004
Total Foreign Born and Indeterminate Records FY03: 117
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

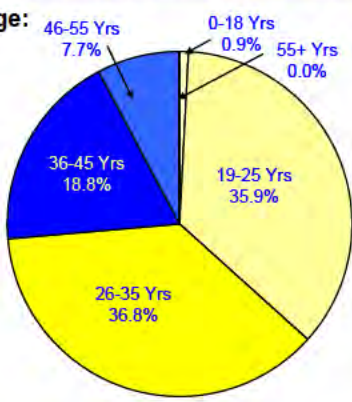


By Length of Stay (in months):

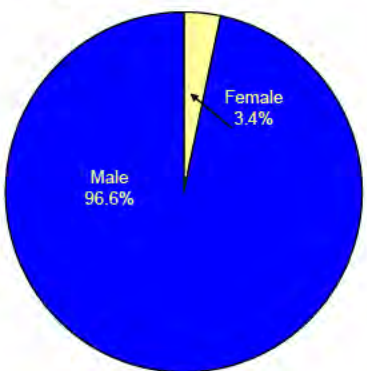


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:



By Gender:



By Severity of Offense:

Data not available

¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

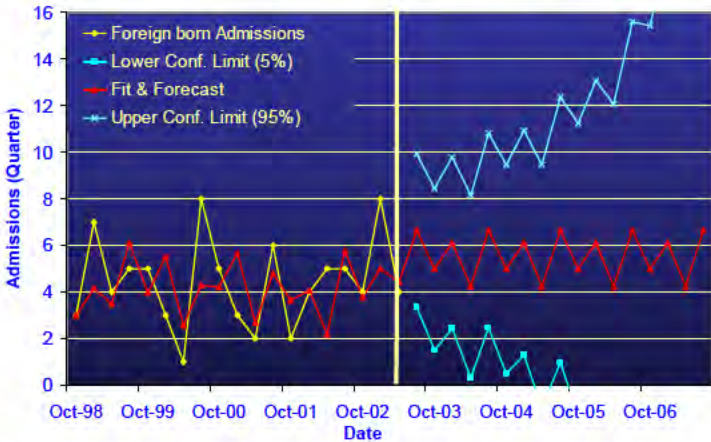


BACKGROUND DATA:¹

Facility Name: Vermont Department of Corrections
Facility Location: Based in Waterbury, Vermont

State Population (2000): 608,827 (100%)
State Foreign Population (2000): 23,245 (3.8%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
19	17	16	16	23	22	22	22	22

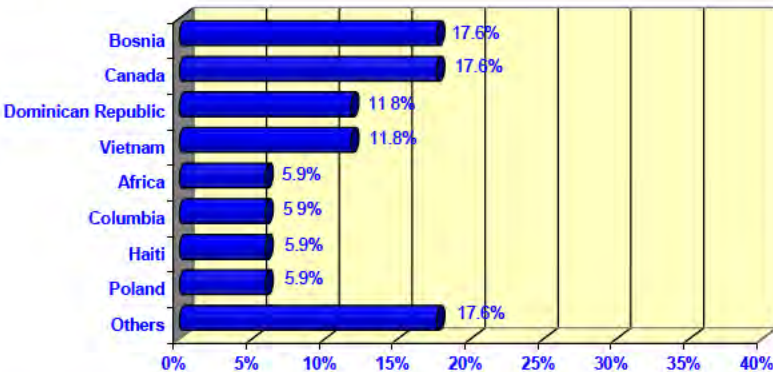
Projection Method – Seasonal Additive
Goodness of fit – RMSE: 1.9; MAD: 1.5; MAPE: 42.5

Data Source: Facility Data Collected July 2004

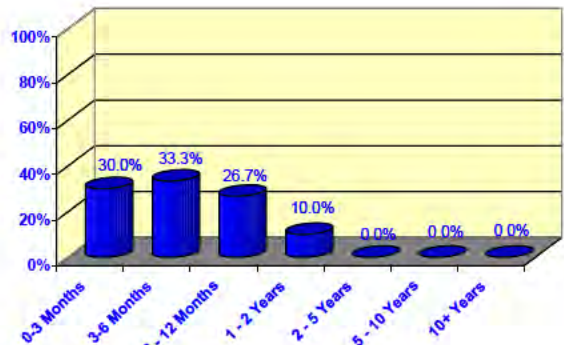
Total Foreign Born and Indeterminate Records FY03: 23
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

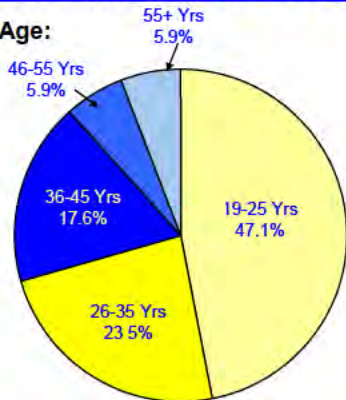


By Length of Stay (in months):



BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:



By Gender:

Data not available

By Severity of Offense:

Data not available

¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

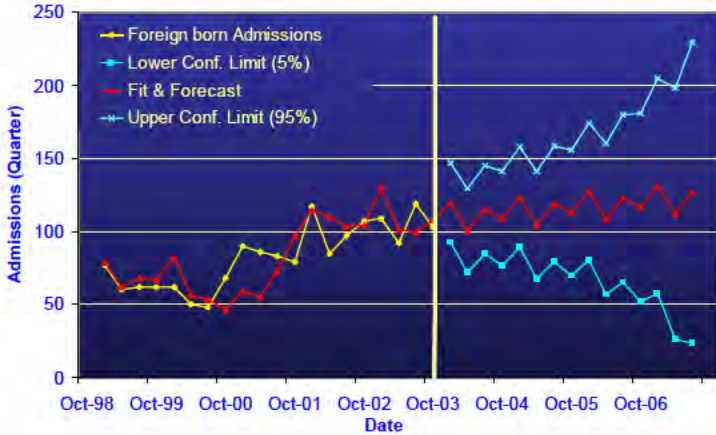


BACKGROUND DATA:¹

Facility Name: Virginia Department of Corrections
Facility Location: Based in Richmond, Virginia

State Population (2000): 7,078,515 (100%)
State Foreign Population (2000): 570,279 (8.1%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
199*	222	327	378	427	438	455	471	487

*Partial Data

Projection Method – Holt-Winters Additive
Goodness of fit – RMSE: 15.6; MAD: 12.3; MAPE: 15.2

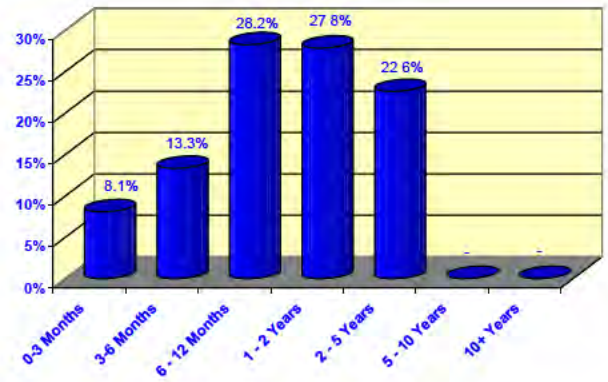
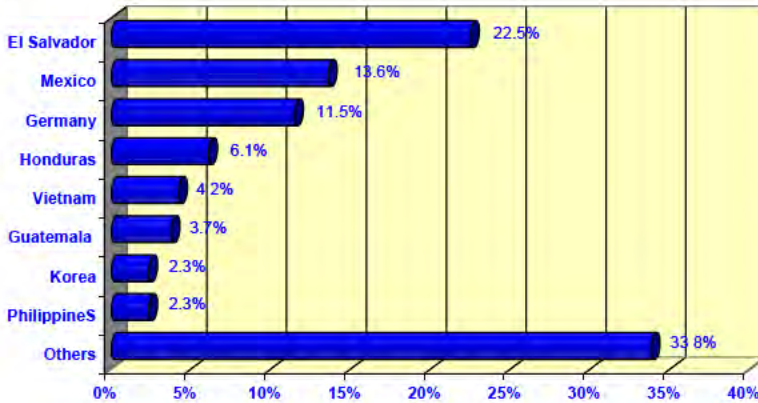
Data Source: Facility Data Collected August 2004

Total Foreign Born and Indeterminate Records FY03: 429
Foreign Born (99%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

By Length of Stay (in months):

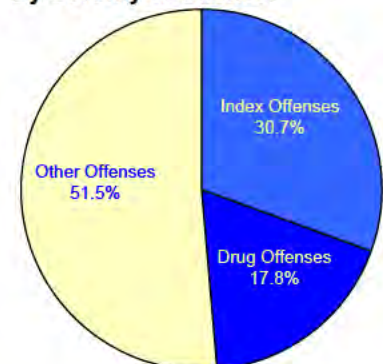
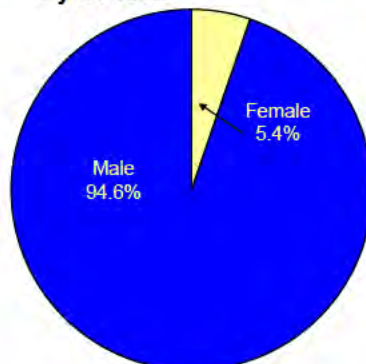
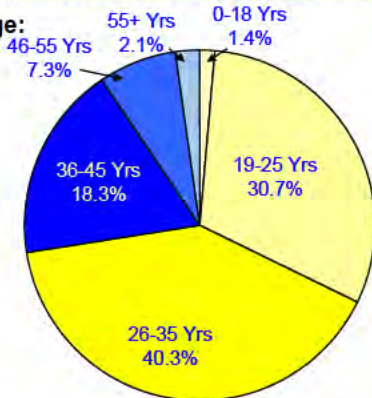


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Age:

By Gender:

By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

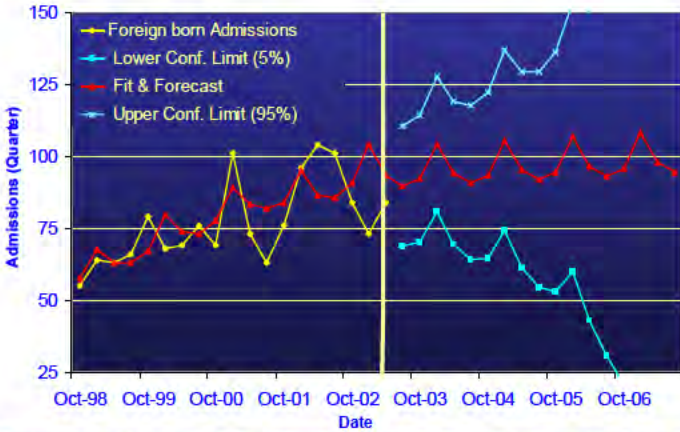


BACKGROUND DATA:¹

Facility Name: Washington Department of Corrections
Facility Location: Based in Olympia, Washington

State Population (2000): 5,894,121 (100%)
State Foreign Population (2000): 614,457 (10.4%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
248	292	306	377	324	381	386	391	396

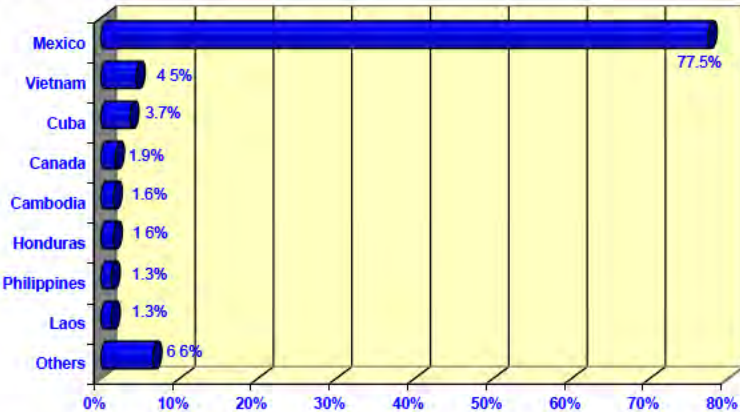
Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 11.9; MAD: 9.5; MAPE: 12.2

Data Source: Facility Sent SCAAP Data in July 2004

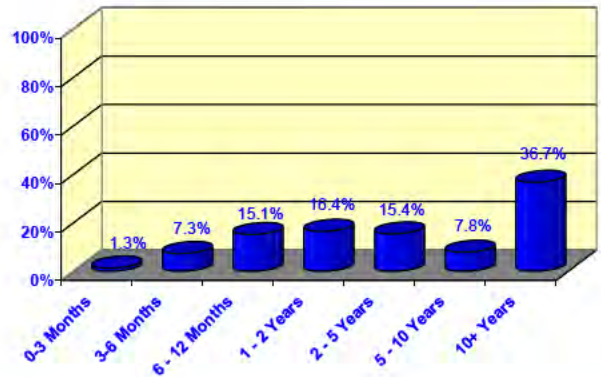
Total Foreign Born and Indeterminate Records FY03: 327
Foreign Born (99%)

BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

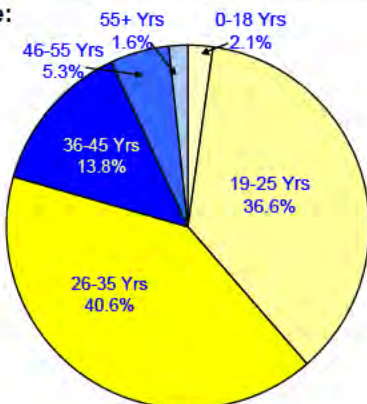


By Length of Stay (in months):

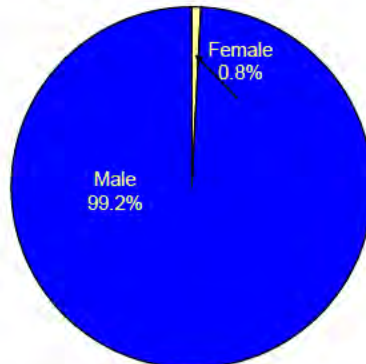


BREAKDOWN OF FY 2002 WORKLOAD (FOREIGN BORN ADMISSIONS):

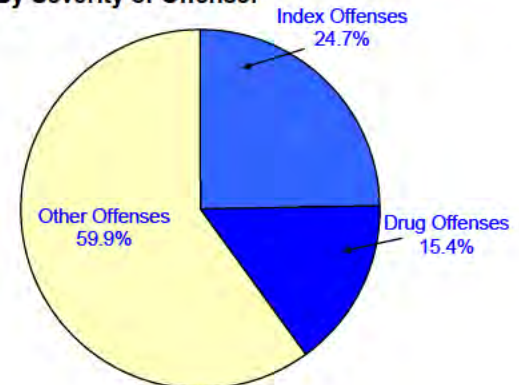
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

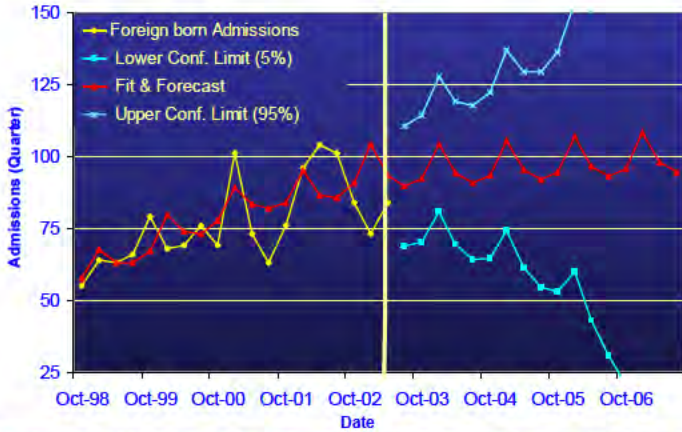


BACKGROUND DATA:¹

Facility Name: Wisconsin Department of Corrections
Facility Location: Based in Madison, Wisconsin

State Population (2000): 5,363,675 (100%)
State Foreign Population (2000): 193,751 (3.6%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
178	166	172	212	249	225	236	246	256

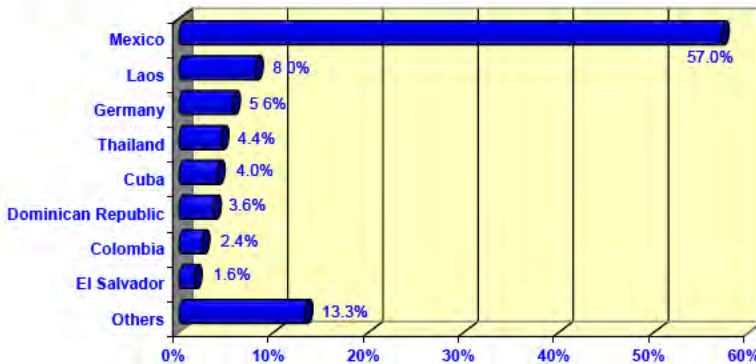
Projection Method – Seasonal Multiplicative
Goodness of fit – RMSE: 7.9; MAD: 6.1; MAPE: 12.6

Data Source: Facility Data Collected April 2004

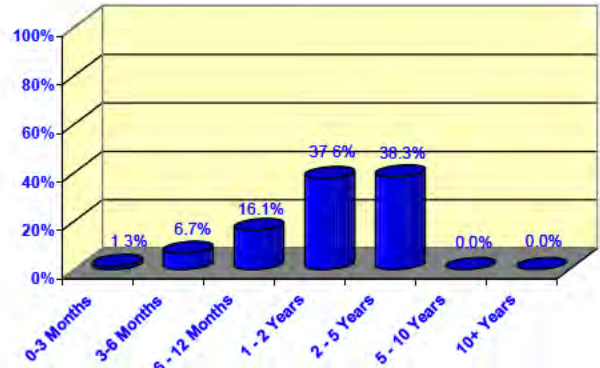
Total Foreign Born and Indeterminate Records FY03: 249
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

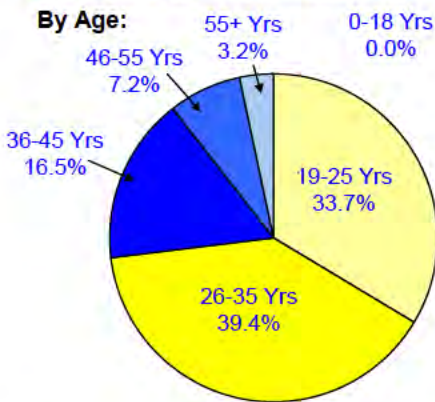


By Length of Stay (in months):

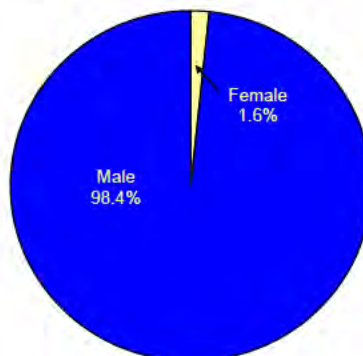


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

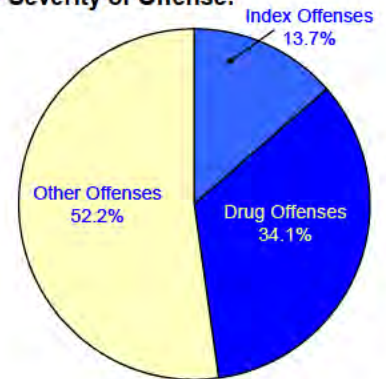
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

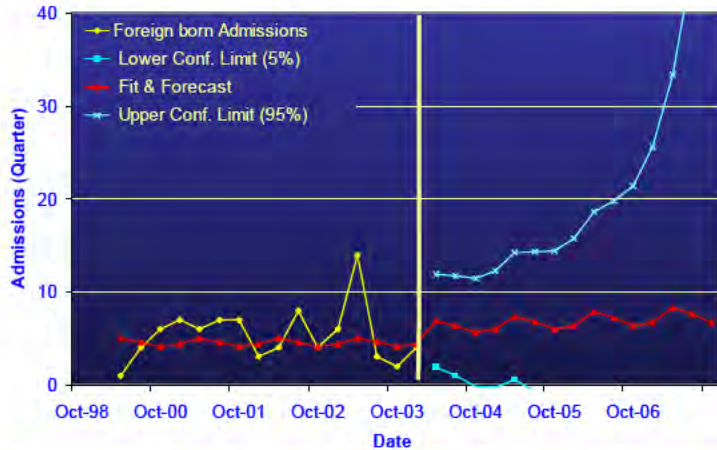


BACKGROUND DATA:¹

Facility Name: Wyoming Department of Corrections
Facility Location: Based in Cheyenne, Wyoming

State Population (2000): 493,782 (100%)
State Foreign Population (2000): 11,205 (2.3%)

HISTORICAL AND PROJECTED IRP WORKLOAD:



Historical Workload					Forecasted Workload			
FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
NA	5*	26	22	27	22	26	27	29

* Partial Data

Projection Method – Holt-Winters Multiplicative
Goodness of fit – RMSE: 2.8; MAD: 2.3; MAPE: 67.9

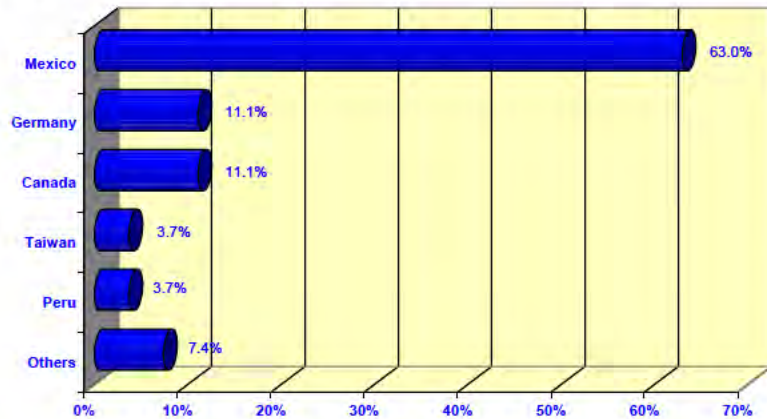
Data Source: Facility Data Collected June 2004

Total Foreign Born and Indeterminate Records FY03: 27

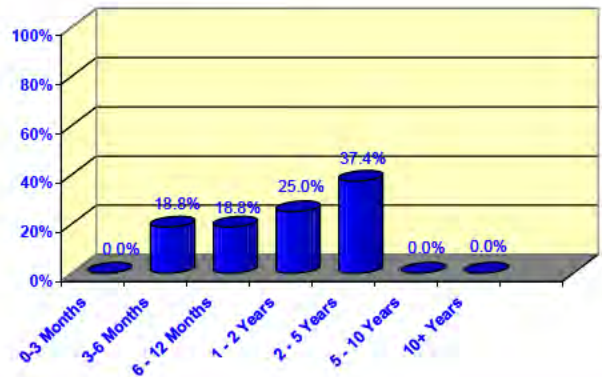
Foreign Born (100%)

BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

By Place of Birth:

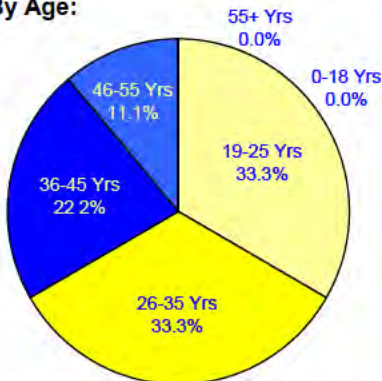


By Length of Stay (in months):

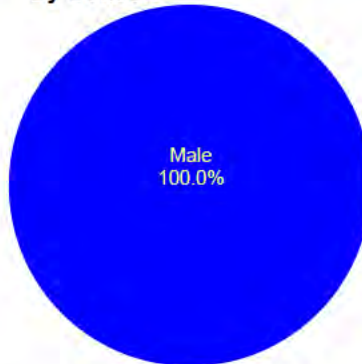


BREAKDOWN OF FY 2003 WORKLOAD (FOREIGN BORN ADMISSIONS):

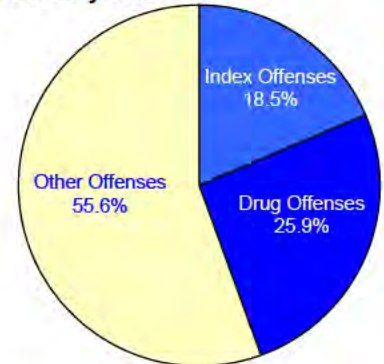
By Age:



By Gender:



By Severity of Offense:



¹ Historical population numbers taken from the US Bureau of the Census, http://factfinder.census.gov/servlet/DIGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=111439056474

Fact Sheet

Criminal Alien Program

January 15, 2008

Contact: ICE Public Affairs
202-514-2648

Background

The US Immigration and Customs Enforcement (ICE) Office of Detention and Removal Operation (DRO) assumed responsibility of the Office of Investigations (OI) Administrative Criminal Alien Program (ACAP) on June 01, 2007. ICE merged the ACAP with DRO's Institutional Removal Program (IRP) to form the Criminal Alien Program (CAP).

Mission

CAP is responsible for the identification, processing, and removal of criminal aliens incarcerated in jails and prisons throughout the United States, ensuring that they are not released into the community by securing a final order of removal prior to the termination of their sentence.

Detention Enforcement and Processing Offenders by Remote Technology (DEPORT)

Approximately 27 percent of inmates in the BOP are non U.S. citizens¹. To address this population DRO created the DEPORT Center in Chicago. The DEPORT Center is the designated site to identify and process criminal aliens within the Bureau of Prisons.

State and Local Prisons and Jails

In June 2007 CAP began a risk assessment of all jails and prisons in the United States. This assessment located and identified jails and prisons in the United States and assigned an overall score to each jail and prison based on a variety of risk factors. The risk assessment allows CAP to focus its finite resources on jails and prisons which house inmates who pose the greatest threat to public safety. To date CAP has identified and evaluated 4,492 jails and prisons in the United States.

The Effectiveness of CAP

ICE uses reporting metrics that reflect CAP operational effectiveness. These metrics are captured weekly to highlight the number of inmates screened, detainees lodged, and charging documents issued. Tracking the number of inmates screened and detainees is a reflection of the work ICE Officer and Agents do throughout the country to prevent criminal aliens from releasing to the community. Tracking the number of charging documents issued is a reflection of removal proceedings beginning against an individual, although they may remain in prison or jail to complete criminal hearings or sentences.

¹ Statement of Harley G. Lappin, Director Federal Bureau of Prisons Before the Committee on the Judiciary United States Senate "The Cost of Crime: Understanding the Financial and Human Impact of Criminal Activity," September 19, 2006

CAP Results

- CAP Charging Documents issued during FY07: 164,296
- DEPORT Charging Documents Issued during FY07: 11,292
- DEPORT Bureau Of Prisons Inmates Screened during FY07: 22,808

ICE ACCESS Components

CAP is only one element of ICE's comprehensive strategy to build cooperative relationships with local law enforcement agencies. There is no "one size fits all" solution that will apply to every community in the country, so area Special Agents in Charge (SACs) and Field Office Directors (FODs) work closely with their local counterparts to find solutions that will meet their needs. The complete list of ICE ACCESS components is available for download at <http://www.ice.gov/partners/dro/iceaccess.htm>.

ICE

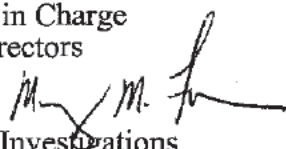
U.S. Immigration and Customs Enforcement (ICE) was established in March 2003 as the largest investigative arm of the Department of Homeland Security. ICE is comprised of five integrated divisions that form a 21st century law enforcement agency with broad responsibilities for a number of key homeland security priorities.

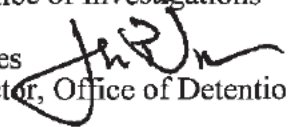


U.S. Immigration
and Customs
Enforcement

SEP 29 2006

TO: All Special Agents in Charge
All Field Office Directors

FROM: Marcy M. Forman 
Director, Office of Investigations

John P. Torres 
Acting Director, Office of Detention and Removal Operations

SUBJECT: Status of IRP and ACAP Program Transition

U.S. Immigration and Customs Enforcement (ICE) is transferring program responsibility and staff (Immigration Enforcement Agents (IEAs) and Investigative Assistants) assigned to the Office of Investigations' (OI) Institutional Removal Program (IRP) and Alien Criminal Apprehension Program (ACAP) to the Office of Detention and Removal Operations' (DRO) consolidated Criminal Alien Program (CAP). Most of the IRP sites have already been transitioned (except funding) to DRO; and many OI IEAs assigned to the IRP sites have been detailed to, and are under the operational oversight of, DRO. In addition, the Buffalo and San Diego Special Agents in Charge have fully transitioned their IRP/ACAP program responsibilities to DRO. The remaining 24 SAC offices are in various stages of transition. Since June 2006, the transition of IRP/ACAP responsibilities from OI to DRO has resulted in the redirection of **(b)(7)** special agents (full time equivalent) from ACAP/IRP programs to criminal investigative duties.

On October 1, 2006, OI will transfer the full administrative responsibility of the IRP and ACAP to the DRO CAP. OI will remain committed to the program by providing operational support until DRO can replace special agents with IEAs. OI Special Agents will remain at their CAP duties until they are replaced by DRO IEAs. DHS has also reprogrammed \$9 million of FY 2006 funding to DRO for the hiring of **(b)(7)** IEAs dedicated to the CAP. DRO has obtained additional funding in FY 2007 to hire IEAs that will allow them to completely assume CAP from OI. DRO has begun the process of posting vacancy announcements for 305 IEA positions and expects to begin hiring during the early part of FY 2007. DRO has agreed that as CAP IEAs are trained and report for duty, they will replace special agents on a one for one basis. The replacement of special agents will be an ongoing process and DRO has agreed that they will assume the entire CAP program, including federal, state and local detention facilities no later than October 1, 2007.

Additionally, DHS has submitted a request to OMB to reprogram OI funding for (b)(7) IEA positions to DRO in the FY 2007 budget. Upon the approval of this reprogramming request, OI will formally transfer the IEAs and their respective responsibilities to DRO.

In addition to the personnel transition, DRO has established a Detention Enforcement and Processing Offenders by Remote Technology (DEPORT) Center in Chicago, IL. The DEPORT Center will utilize video teleconferencing to process criminal aliens detained in Bureau of Prisons (BOP) detention facilities. As the DEPORT Center assumes the alien processing responsibility of a BOP facility, SACs will be able to reassign special agents from the respective BOP facility to other investigative duties.

We would like to thank you for your assistance in the past year in providing information and answering taskings that are crucial to this transition process. ICE Headquarters will continue to pursue the expedient transition of the IRP/ACAP Programs. If any issues arise during the transition or if you have any questions concerning the CAP transition, OI offices can contact (b)(6), (b)(7)(C), OI Liaison to DRO, at 202 307-(b)(6) or via email at (b)(6), (b)(7)(C) and DRO offices can contact (b)(6), (b)(7)(C) DRO Deputy Assistant Director, at 202 616-(b)(6) or via email at (b)(6), (b)(7)(C)