



Atlas Tactical Communications Recovery Act Project

ICE Recovery Act Program Plan
May 15, 2009



Homeland
Security

*U.S. Immigration and Customs
Enforcement*

Foreword

May 15, 2009

I am pleased to present the Atlas Tactical Communications Recovery Act Program Plan, prepared by the U.S. Immigration and Customs Enforcement (ICE) Office of the Chief Information Officer (OCIO) pursuant to Recovery Act requirements.

ICE compiled this Recovery Act Program Plan in response to a legislative requirement accompanying the Fiscal Year (FY) 2009 American Recovery and Reinvestment Act (Public Law 111-5).

Inquiries relating to this report may be directed to me at (202) 732-2000 or to Christopher G. Wurst at (202) 732-2733.

Sincerely,

Luke McCormack
Chief Information Officer
U.S. Immigration and Customs Enforcement

Executive Summary

The Recovery Act funds will be used to modernize the tactical communications (TC) systems that ICE agents and officers use to support mission-critical operations. ICE tactical communications systems consist of radio site infrastructure, network backbone and connectivity equipment, deployable communications, vehicle-based systems, and handheld radio equipment.

The purpose of the TC Recovery Act Project is to provide timely delivery of mission-critical tactical communications systems and services in direct support of the Department of Homeland Security (DHS) mission, goals, objectives, and programs. The TC Recovery Act Project will improve public and officer safety, operational security, and enforcement effectiveness during routine, special, and emergency response operations. ICE will achieve these improvements through the deployment of state-of-the-art tactical communications systems. This project will provide enhanced technology to improve communications capabilities, interoperability, and coordination for ICE law enforcement personnel located in the Boston region (Maine, New Hampshire, Vermont, Massachusetts, Connecticut, and Rhode Island) and Denver region (Montana, Idaho, Wyoming, and Colorado).

The TC Recovery Act Project provides public benefits through the implementation of tactical communications technology that will enable ICE agents and officers to better execute routine operations, maintain continuity of communications and operations, and to strengthen emergency response and recovery. These enhanced capabilities will enable ICE to better support DHS mission, goals, objectives, and programs to secure America. Improving the coverage, capacity, and voice quality of tactical communications systems will increase the ability of ICE agents and officers to collaborate and communicate during mission-critical operations. With improved communications, ICE will improve the effectiveness of operations focused on enforcing immigration laws to protect the public from dangerous people.

ICE is also working to support the DHS objective of ensuring continuity of government communications and operations. The TC Recovery Act Project will provide deployable communications equipment that will enable ICE to continue performing essential government operations during incidents that result in the loss of regular communications systems. These systems provide equipment that ICE can rapidly deploy to maintain the communications requires to continue mission-critical operations.



Atlas Tactical Communications Recovery Act Program Plan

Table of Contents

1.0	Legislative Requirement	1
2.0	Funding	2
3.0	Objectives	3
4.0	Activities	4
5.0	Characteristics	6
6.0	Delivery Schedule	7
7.0	Environmental Review Compliance and Federal Infrastructure Investments	9
7.1	Environmental Review Compliance	9
7.2	Sustainability Compliance	10
8.0	Measures	15
9.0	Monitoring/Evaluation	17
10.0	Transparency	18
11.0	Accountability	19
12.0	List of Acronyms and Abbreviations	20

1.0 Legislative Requirement

This document responds to reporting requirements set forth in the guidance issued by the Office of Management and Budget (OMB) on April 3, 2009, Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009, M-09-15.

In this document, ICE provides its Program Plan for the \$20 million in Recovery Act funding received from Congress to address mission-critical tactical communications shortcomings, as provided in the FY 2009 American Recovery and Reinvestment Act (Public Law 111-5). These funds support ICE's efforts to improve tactical communications that are used on a regular basis to provide public and officer safety, operational security, and enforcement effectiveness during routine, special, and emergency response operations.

This plan is organized around the components related to the successful planning and execution of the TC Recovery Act Project, including activities, schedule, environmental compliance, monitoring/evaluations, and accountability, as they relate to key goals of ICE to modernize the TC systems upon which ICE agents and officers rely in their mission-critical operations.

2.0 Funding

ICE will use FY 2009 Recovery Act funds to execute the TC Recovery Act Project, which will modernize the wireless communications systems that ICE agents and officer use to support mission-critical operations. ICE tactical communications systems consist of radio site infrastructure, network backbone and connectivity equipment, deployable communications, vehicle-based systems, and handheld radio equipment.

The TC Recovery Act Project has two subprojects, the Project 25 (P25) Upgrade and the Interoperable Rapid Deployment Systems (IRDS) initiatives. ICE plans to obligate \$20 million (M) in Recovery Act funding across these initiatives over a 30-month schedule. Exhibit 1, below, provides estimates of monthly obligations and gross outlays for Atlas Tactical Communications Recovery Act activities over the next 18 months, with the remaining outlays to occur during FY 2010.

Exhibit 1: Tactical Communications Recovery Obligation and Gross Outlays

Recovery Obligation and Gross Outlay Monthly Plan																
TAFS	Appropriated to TAFS (\$000)	Program Allocations				Planned Obligations and Gross Outlays (\$000)										
		B A Allocation (\$000)	Program Name	Funding Type	Funding Year	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Tactical Communications 70 9/10 0546	\$20,000	18262	P25 Upgrade	Obligation	2009					\$1,777	\$16,235	\$250				
				Gross Outlay								\$1,380	\$690	\$1,380		
		1738	IRDS	Obligation	2009					\$1,738						
				Gross Outlay										\$690		
						2010	Jan	Feb	Mar	April	May	June	July	Aug	Sep	
Tactical Communications 70 9/10 0546	\$20,000	0	P25 Upgrade	Obligation	2009											
				Gross Outlay			\$ 690	\$ 1,380	\$1,380	\$1,380	\$1,380	\$1,600	\$1,380	\$1,380	\$1,482	
		0	IRDS	Obligation	2009											
				Gross Outlay			\$ 690		\$ 358							
						2011	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
Tactical Communications 70 9/10 0546	\$20,000	0	P25 Upgrade	Obligation	2009											
				Gross Outlay			\$1,380	\$ 1,380								
		0	IRDS	Obligation	2009											
				Gross Outlay												

3.0 Objectives

The goal of the TC Recovery Act Project is to provide timely delivery of mission-critical tactical communications systems and services in direct support of the DHS mission, goals, objectives, and programs. The TC Recovery Act Project will improve public and officer safety, operational security, and enforcement effectiveness during routine, special, and emergency response operations. The TC Recovery Act Project will enable ICE law enforcement personnel to preserve our freedom and protect America through the effective transport of wireless information to DHS agencies and other federal, state, local, and tribal law enforcement partners. The TC Recovery Act Project provides public benefits through the implementation of wireless communications technology that will enable ICE agents and officers to better execute routine operations, maintain continuity of communications and operations, and to strengthen emergency response and recovery. These enhanced capabilities will enable ICE to better support the DHS mission, goals, objectives, and programs to secure America. This project will provide enhanced technology to improve communications capabilities, interoperability, and coordination for ICE law enforcement personnel located in the Boston region (Maine, New Hampshire, Vermont, Massachusetts, Connecticut, and Rhode Island) and the Denver region (Montana, Idaho, Wyoming, and Colorado).

4.0 Activities

The Atlas TC Project commenced in FY 2009 with \$10 million in ICE Automation Modernization Program funding to acquire the equipment and services ICE needs to enhance tactical communications in the Atlanta region (North Carolina, South Carolina, and Georgia). Additionally, ICE plans to acquire deployable tactical communications assets for the Atlanta region to support daily mission-critical tactical communications in situations where a natural disaster, joint mission, or special event requires supplemental wireless communications coverage.

Using ARRA funds, the TC Recovery Act Project will modernize and upgrade the tactical communications systems in two additional operational regions. Exhibit 2, below, depicts a map with the existing 26 regions in which the ICE Subcomponents – OI, DRO, and OPR operate.

Exhibit 2: ICE OI, DRO, and OPR Notional Operational Areas/Regions



The P25 Upgrade initiative will modernize tactical communications site infrastructure and end-user subscriber radios in the ICE Boston and Denver regions. The Boston region consists of Maine, New Hampshire, Vermont, Massachusetts, Connecticut, and Rhode Island. The Denver region consists of the states of Montana, Idaho, Wyoming, and Colorado. The IRDS initiative will enable ICE to acquire transportable communications systems to support rapid deployment requirements for routine, emergency and disaster response, and special operations.

Exhibit 3, below, describes the planned TC Recovery Act Project activities within the context of its subprojects.

Exhibit 3: ICE Tactical Communications Recovery Act Project Initiatives

TC Subproject	TC Recovery Act Project Funding Project Locations, Milestones, and Benefits
P25 Upgrade	<ul style="list-style-type: none"> ▪ Procurement to acquire equipment and services to deploy secure, interoperable, digital P25 wireless communications and for investigations and detention personnel located in the Boston and Denver regions ▪ Procurement to acquire equipment and services to perform communications hub upgrades at the ICE central location to modernize and expand its capacity to support the new P25 systems that are coming online
IRDS	<ul style="list-style-type: none"> ▪ Procurement to acquire five (5) wireless communications systems/kits for use by ICE during special operations, rapid deployment, emergency responses where existing infrastructure is inadequate ▪ Procurement to acquire three (3) mobile communications systems to improve coordination during daily field operations that occur outside of existing wireless communications coverage areas

5.0 Characteristics

The TC Recovery Act Project is dependent upon the procurement of equipment and limited services. In addition to the purchase of equipment, ICE will acquire engineering services to design and implement tactical communications systems in two ICE operational regions. Exhibit 4, below, describes the types of procurements the TC Recovery Act Project will use (with estimated amount of funding for each), type of business, and estimated dollar amounts of total Recovery Act funding, and methodology for award selection. The TC Recovery Act Project does not have any financial awards planned.

Exhibit 4: ICE Tactical Communications Recovery Act Project Initiatives

Activity	Competitive Procurement	Type of Business	Procurement Strategy
Hub Upgrade Infrastructure	Yes	Small Business	DHS-wide First Source Contract
P25 Equipment & Support (Boston & Denver Regions)	Yes	Small Business	DHS-wide FirstSource Contract
Wireless Communications Systems/Kits	Yes	Small Business	DHS-wide FirstSource Contract
Generator Power System	Yes	Unrestricted For Profit Organization	General Services Administration (GSA) Contract
Mobile Communications Systems	Yes	Unrestricted For Profit Organization	GSA (HUBZone)

6.0 Delivery Schedule

In addition to the purchase of tactical communications infrastructure and equipment, the TC Recovery Act Project involves the design and implementation of tactical communications systems in Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island, Montana, Idaho, Wyoming, and Colorado. The major phases of the project include planning, procurement package development and processing, requirements definition, design, site surveys, frequency spectrum coordination, equipment procurement, site acquisition, communications circuit procurement, equipment staging, equipment installation, and system testing and deployment.

Exhibit 5, below, illustrates the TC Recovery Act Project phases and estimated completion timeframe.

Exhibit 5: ICE Tactical Communications Recovery Act Project Initiatives

Project Phase	Estimated Completion
Planning and Defining Requirements	Q3 FY 2009
Award of equipment and services contracts	Q4 FY 2009
Requirements Re-validation	Q1 FY 2010
Design	Q2 FY 2010
Site Surveys	Q3 FY 2010
Spectrum Coordination	Q2 FY 2011
Completion of Equipment Delivery	Q3 FY 2010
Site Acquisition	Q1 FY 2011
Circuit Procurement	Q3 FY 2011
Staging	Q2 FY 2011
Installation	Q3 FY 2012
Test and Deployment	Q3 FY 2012

ICE will obligate \$20M in Recovery Act Project funds for the acquisition of equipment and services in Q4 FY 2009. ICE will receive the majority of tactical communications equipment (approximately 70%) during Q1 FY 2010. The vendors will deliver this equipment to the tactical communications warehouse and submit invoices in Q1 FY 2010. As ICE receives invoices, funding outlays will initiate in Q1 FY 2010 as illustrated in Exhibit 1: Tactical Communications Recovery Obligation and Gross Outlays. Based on extensive experience with the acquisition and deployment of tactical communications systems, ICE projects that the final increment of equipment will be received during Q3 FY 2010.

The phases of the project that have the greatest impact on the critical path are the procurement of equipment and engineering services, frequency spectrum coordination, site acquisition, and

communications circuit procurement. Delays in any of these phases will delay the completion of the system deployment process.

ICE will use all practical means to incorporate environmental considerations in the planning and execution of the TC Recovery Act Project. Prior to the deployment of tactical communications systems in operational regions, ICE will prepare detailed environmental impact statements for all planned radio site locations. ICE will consider all possible alternatives to avoid creating a negative impact on the quality of the environment.

7.0 Environmental Review Compliance and Federal Infrastructure Investments

7.1 Environmental Review Compliance

Background:

Under the ARRA funding, ICE is planning to acquire communication equipment to help modernize the tactical communications (TC) systems useful for its mission-critical operations. Key items under the proposed procurement may include radio equipment such as repeaters and/or receivers mounted in cabinets or racks with ancillary equipment (e.g., filters, duplexers, etc.) and antennas. This equipment will be installed on *existing buildings and tower sites*, encompassing both commercial sites and existing governmental sites. ICE does not construct towers or shelters for its tactical communications equipment. The following table provides additional information.

TC Subproject	TC Recovery Act Project Funding Project Locations, Milestones, and Benefits
P25 Upgrade	<ul style="list-style-type: none"> ▪ Procurement to acquire equipment and services to deploy secure, interoperable, digital P25 wireless communications and for investigations and detention personnel located in the Boston and Denver regions ▪ Procurement to acquire equipment and services to perform communications hub upgrades at the ICE central location to modernize and expand its capacity to support the new P25 systems that are coming online
IRDS	<ul style="list-style-type: none"> ▪ Procurement to acquire five (5) wireless communications systems/kits for use by ICE during special operations, rapid deployment, emergency responses where existing infrastructure is inadequate ▪ Procurement to acquire three (3) mobile communications systems to improve coordination during daily field operations that occur outside of existing wireless communications coverage areas

The selected locations: (1) provide adequate access for maintenance and repair; (2) provide access to power, antenna conduit, and *telco* circuit block; (3) provide adequate heating, cooling, and ventilation; (4) provide adequate security; (5) provide adequate distance from other equipment that could potentially cause interference; and (6) must be mutually agreed to by the lesser and ICE. Where rooms are used, they are located in a building’s penthouse, in existing rooftop shelters of the buildings, and/or in existing shelters at tower sites.

Environmental Compliance:

The proposed installations require no (new) construction. The building and shelters proposed for equipment installation do not have any known historic significance in the context of National Historic Preservation Act. In addition, based on review of the available information, there are no historic sites in the proposed area of equipment installation and/or use. Likewise, there are no known historic properties, or other cultural resources in the area that may require application of Section 106 (36 CFR Part 800) of National Historic Preservation Act.

Given the above situation, the potential environmental impacts, as a result of the proposed activity, are likely to be negligible and insignificant. Thus, in the context of National Environmental Policy Act

(NEPA), a CATEX—actions that are excluded due to the unlikelihood of affecting the environment adversely—will apply. Also, none of the proposed equipment contains any ionizing radiation to potentially endanger human health and safety. ICE does not anticipate any issues of concern in the context of NEPA, NHPA, DHS/MD 5100.1, and other applicable statutes.

Our plan to monitor above CATEX categorization for the proposed activity involves:

- Review of the manufacturer’s specification of the proposed equipment upon procurement;
- In-house, intermittent follow up with the concerned personnel during equipment’s installation and operation; and
- Assessing the environmental aspects of the above as well as any equipment changes—type, use, installation location etc.—to gauge the environmental implications *vis-à-vis* NEPA, and other statutes’ and directives, including DHS MD 5100.1’s applicability. If needed, we will provide appropriate information to DSH/OSEP.

Further, the indicated CATEX category is unlikely to change in terms of project’s other milestones and/or as a result of project’s implementation. In the unlikely event, any relevant changes to the proposed activity, if occurring, will be notified to DHS/OSEP, based on appropriate environmental review(s) and documentation.

7.2 Sustainability Compliance

The TC Recovery Act Project will not involve any new construction or major renovations of buildings as defined in Executive Order 13423. ICE will not construct or renovate any building to support tactical communications deployment and, therefore, will not be required to employ integrated design principles, optimize energy efficiency and use renewable energy, protect and conserve water, enhance indoor environmental quality, or reduce environments impacts of materials for the new construction or renovation of buildings.

Exhibit 6: Tactical Communications Recovery Act Project Environment Compliance

American Recovery and Reinvestment Act (ARRA) ENVIRONMENTAL COMPLIANCE	
PROJECT NAME	Tactical Communications Recovery Act Project
ARRA Unique ID Number	
Project Objective	Objective of this project is to procure and deploy tactical communications equipment and radios
Project Description	Modernize tactical communications infrastructure and equipment in two ICE operational regions, to include Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island, Montana, Idaho, Wyoming, and Colorado
ELECTRONIC PRODUCT ENVIRONMENTAL ASSESSMENT TOOL (EPEAT)	
Bronze	None
Silver	None
Gold	None

Non EPEAT purchases where EPEAT products were available	None
ENERGY STAR PRODUCTS	
Quantity	None
Costs	None
Non Energy Star purchases where Energy Star products were available (Quantity)	None
Non Energy Star purchases where Energy Star products were available (Costs)	Requirement Not Met
FEMP LABELED/APPROVED PRODUCTS	
Quantity	None
Costs	None
Non FEMP purchases where FEMP products were available (Quantity)	None
Non FEMP purchases where FEMP products were available (Costs)	None
GREEN PURCHASING	
Recycled content products	None
USDA designated bio-based products	None
Alternative fuels	None
Environmentally Preferable Products	None
Hybrid and alternative fuel vehicles	None
Non-ozone depleting substances	None
Renewable Energy	None

The spreadsheet shown in Exhibit 7, below, provides details on Recovery Act sustainability compliance for the TC Recovery Act Project.

Exhibit 7: Tactical Communications Recovery Act Project Sustainability Compliance

ARRA SUSTAINABILITY COMPLIANCE	
PROJECT NAME	Tactical Communications Recovery Act Project
ARRA Unique ID Number	
Project Objective	Objective of this project is to procure and deploy tactical communications equipment and radios

Project Description	Modernize tactical communications infrastructure and equipment in two ICE operational regions to include Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island, Montana, Idaho, Wyoming, and Colorado
SUSTAINABILITY REQUIREMENTS- apply to all construction, renovations, and leases	
Employ Integrated Design Principles	Not Applicable
Optimize Energy Performance	Not Applicable
Protect and Conserve Water	Not Applicable
Enhance Indoor Environmental Quality	Not Applicable
Reduce Environmental Impact of Materials	Not Applicable
ENERGY REQUIREMENTS- apply to all construction and renovations	
Energy Efficient Buildings	N/A
Energy Efficient Capital Equipment	N/A
Metering	N/A
Solar Hot Water	N/A
LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED)	
Registration goal	None
Registration attained	None
LEED POINTS EARNED	
LEED points goal	None
LEED points attained	None
Site credits	None
Indoor Air Quality	None
Materials	None
Water	None
Energy	None
Innovation	None

The TC Recovery Act Project does not provide opportunities to meet the sustainability, energy, or Leadership In Energy and Environmental Design (LEED) requirements, as articulated in Exhibit 7. ICE will not construct any new buildings or conduct major renovations during the TC Recovery Act Project. In order to obtain minimize costs to the government and to leverage existing infrastructure, the majority of ICE’s tactical communications sites are located at existing tower sites and on buildings. ICE leases space from the site owner for its equipment. ICE endeavors to ensure that all sites meet industry-standard best practices for design, development, installation, maintenance, power, grounding, and electromagnetic characteristics.

In the execution of the TC Recovery Act Project, ICE will rely on leasing tower and equipment shelter from vendors to satisfy its requirements when deploying tactical communications systems. Although the owners of these tower site locations bear responsibility for meeting sustainability, energy, and LEED requirements, these structures are not equivalent to those

structures that these requirements are meant to address. The following is an explanation of how the sustainability, energy, and LEED criteria do not apply to the execution of the TC Recovery Act Project:

- **Employ Integrated Design Principles:** The TC Recovery Act Project will not construct any structures that require a building life-cycle process to establish goals for energy or water conservation or environmental preservation. This would make the requirement to employ commissioning practices tailored to the size and complexity of buildings and their system components not applicable to ICE.
- **Optimize Energy Performance:** ICE will not construct any building structures during the execution of the TC Recovery Act Project and will not be in position to establish building performance targets for the intended use, occupancy, operations, plug loads, and other energy demands. This makes the requirement for designing buildings to earn the ENERGY STAR® targets for new construction and major renovation not applicable to ICE.
- **Protect and Conserve Water:** ICE will not rely on the use of water to design, install, and optimize tactical communications networks. Part of the requirement to conserve water is based on meeting criteria for efficiently utilizing indoor sources of water. An additional requirement is to efficiently use and recycle water for outdoor use. Neither of these requirements is applicable to ICE for the TC Recovery Act Project.
- **Enhance Indoor Environmental Quality:** ICE will not construct or lease structures for human occupancy when executing the TC Recovery Act Project. This will not enable ICE to address the ASHRAE standards regarding Ventilation for Acceptable Indoor Air Quality. For the same reason, ICE will be unable to follow the recommended approach of the Sheet Metal and Air Conditioning Contractor's National Association Indoor Air Quality Guidelines for Occupied Buildings under Construction.
- **Reduce Environmental Impact of Materials:** The deployment of wireless tactical communications systems under the TC Recovery Act Project will not allow ICE to maximize the use of products meeting or exceeding the Environmental Protection Agency (EPA) recycled content recommendations. This project will not require ICE to use products meeting or exceeding the United States Department of Agriculture (USDA) biobased content recommendations or products made from rapidly renewable resources and certified sustainable wood products. This requirement will not apply to ICE because the project will not require the purchase of materials that will impact the environment nor will it position ICE to leverage recycling and salvage operations that could process site-related construction and demolition materials.

The Recovery Act energy requirements apply to all construction and major renovation projects. The TC Recovery Act Project will not involve construction and major renovation. The structures that ICE will use to support tactical communications site infrastructure include towers/shelter locations that are operated and maintained by tower management companies and/or the General Services Administration (GSA). ICE does not use commercial or residential buildings space that would need to meet requirements for 30% more efficiency than ASHRAE 90.1-2004 for

commercial buildings or the International Energy Conservation Code (IECC) for residential buildings. This makes requirements for energy efficient capital equipment, metering, and solar hot water not applicable to ICE under the TC Recovery Act Project.

The TC Recovery Act Project will not create opportunities for ICE to address or meet LEED goals. The project tasks will not involve any building construction that enables ICE to earn U.S. Green Building Council points for site credits, indoor air quality, materials, water, energy, or innovation. To the maximum extent practical and feasible, ICE will exert its best efforts to ensure that sites identified under the TC Recovery Act Project also comply with the environmental compliance and sustainability guidelines put forth as part of the legislation.

8.0 Measures

ICE will use seven performance measures to quantify the results of receiving and implementing Recovery Act funds to execute the TC Recovery Act Project. The performance measures are:

- **Percentage of subscriber unit equipment procured:** ICE has quantified the number of subscriber units required to improve communications for agents and officers operating in Regions 2 and 3. This indicator will measure completion of the subscriber unit purchases required to upgrade tactical communications in Regions 2 and 3.
- **Percentage of site infrastructure equipment procured:** ICE has collected preliminary requirements for the amount of site infrastructure required to enhance tactical communications coverage in Regions 2 and 3. This indicator will measure completion of the site infrastructure purchases required to upgrade tactical communications in Regions 2 and 3.
- **Percentage of deployable asset equipment procured:** ICE has quantified the number of deployable tactical communications assets needed to meet operational requirements. This indicator will measure the completion of deployable asset purchases.
- **Percentage of site surveys complete:** ICE will assess requirements and quantify the number site surveys required to validate communications system designs for Regions 2 and 3. This indicator will measure the completion of surveys required for Regions 2 and 3.
- **Percentage of system design complete:** ICE will validate the specific number of radio site locations required to upgrade tactical communications in Regions 2 and 3. ICE will develop tactical communications system designs to upgrade coverage in the areas targeted for enhancement. This indicator will measure the completion of the system designs for Regions 2 and 3.
- **Percentage of subscriber unit equipment deployed:** ICE has quantified the number of subscriber units required to improve communications for agents and officers operating in Regions 2 and 3. This indicator will measure completion of subscriber unit deployment to officers and agents in Regions 2 and 3.
- **Percentage of site infrastructure equipment deployed:** ICE will develop a tactical communications system design to upgrade coverage in the areas targeted for enhancement. This indicator will measure the completion of site infrastructure deployment to implement the system designs for Regions 2 and 3.

ICE will monitor the ability of the TC Recovery Act Project to meet its stated goals and objectives with the quantifiable performance measures illustrated in Exhibit 8, below.

Exhibit 8: ICE Tactical Communications Recovery Act Project Initiatives

Measure #	Area/ Category	Indicator	Baseline	FY 2009 Goal*	FY 2010 Goal*
1	Technology / Output	Percentage of subscriber unit equipment procured and received	0%	0%	100%
2	Technology / Output	Percentage of site infrastructure equipment procured and received	0%	0%	100%
3	Technology / Output	Percentage of deployable asset equipment procured and received	0%	0%	100%
4	Technology / Output	Percentage of site surveys complete	0%	0%	100%
5	Technology / Output	Percentage of system design complete	0%	0%	100%
6	Technology / Output	Percentage of subscriber unit equipment deployed	0%	0%	100%
7	Technology / Output	Percentage of site infrastructure equipment deployed	0%	0%	30%^

* Note: The FY 2010 Goals have been modified from the Atlas Tactical Communications OMB Program Assessment Rating Tool (PART) Measures, as the original scope has increased. ICE will be deploying to 20 Regions instead of the originally defined 17 Regions.

* Note: For Measure #7, for the outyears, the FY2011 and FY2012 measures should reflect 66% and then the full 100% completion, respectively. This would be in alignment with the 30-month window that is projected to complete the full rollout of all the stimulus funding.

ICE will perform monthly and quarterly frequency of measurement to monitor performance of the TC Recovery Act Project. The TC Recovery Act Project will measure its success through internal and external performance metrics aligned with the Atlas Tactical Communications Project. The project will leverage best practices from the DHS Planning, Programming, and Budgeting and Execution process when planning performance. This is the same process used to develop the DHS Future Years Homeland Security Program (FYHSP).

9.0 Monitoring/Evaluation

ICE will track TC Recovery Act Project performance metrics and report on both a monthly and quarterly basis to communicate progress. The TC Recovery Act Project Manager, Atlas Tactical Communications Program, and ICE Chief Information Officer will assess performance results of the project. The Project Manager will continually perform corrective actions to enable the project to remain within the planned scope, schedule, and budget.

ICE is currently conducting weekly review meetings to monitor progress during the planning and procurement process phases. The TC Recovery Act Project Manager conducts three weekly meetings to perform procurement planning, review development of procurement documents, and mitigate issues and risks capable of delaying the execution process. ICE developed a procurement strategy and selected contract vehicles to enable ICE to award equipment and service contracts in a prompt, fair, and reasonable manner based on Recovery Act implementation guidance.

The TC Recovery Act Project will use a risk register to track risk and issues that have the ability to affect the critical path of the project. The team will develop mitigation approaches to avoid unnecessary delays, cost overruns, and to ensure the TC Recovery Project meets the defined goals and performance metrics.

10.0 Transparency

ICE will monitor, collect, and report program cost and performance information for the TC Recovery Act Project. The information will be compiled and disseminated on ICE and DHS websites to enable public access to project performance. ICE will work with the Recovery Act Accountability and Transparency Board to provide insight to TC Recovery Act spending and to validate the following:

- Funds are awarded and distributed in a prompt, fair, and reasonable manner;
- The recipients and uses of all funds are transparent to the public, and the public benefits of these funds are reported clearly, accurately, and in a timely manner;
- Funds are used for authorized purposes and instances of fraud, waste, error, and abuse are mitigated;
- The TC Recovery Act Project avoids unnecessary delays and cost overruns; and
- TC Recovery Act Project goals are achieved.

11.0 Accountability

ICE will collect complete, accurate, and reliable performance data to determine progress toward achieving TC Recovery Act Project goals and objectives. The TC Recovery Act Project Manager will be responsible for the reliability of performance measurement information for the project. ICE and DHS will conduct internal assessments of the verification and validation information for all TC Recovery Act performance measures. The TC Recovery Project Manager will review all performance measure data to ensure that they are complete and reliable and will monitor all project activities to determine that funds are obligated and expended in a timely manner. The Project Manager will also ensure that competitiveness is maximized during procurement.

12.0 List of Acronyms and Abbreviations

Acronym / Abbreviation	Full Name
AES	Advanced Encryption Standard
CBP	Customs and Border Protection
CIO	Chief Information Officer
CTP	Circuit to Packet
DHS	Department of Homeland Security
DOJ	Department of Justice
DRO	Detention and Removal Operations
EA	Enterprise Architecture
EPA	Environmental Protection Agency
EPEAT	Electronic Product Environmental Assessment Tool
FPS	Federal Protective Service
FY	Fiscal Year
FYHSP	Future Years Homeland Security Program
GPRA	Government Performance and Results Act
ICE	U.S. Immigration and Customs Enforcement
IECC	International Energy Conservation Code
GSA	Government Services Administration
IRDS	Interoperable Rapid Deployment Systems
IT	Information Technology
IWN	Integrated Wireless Network
kHz	Kilohertz
LEED	Leadership in Energy and Environmental Design
NTIA	National Telecommunications and Information Administration
OCIO	Office of the Chief Information Officer
OI	Office of Investigations
OPR	Office of Professional Responsibility
P25	Project 25
PART	Program Assessment Rating Tool
Regions	ICE SAC and FOD locations
TC	Tactical Communications

Acronym / Abbreviation	Full Name
USDA	U.S. Department of Agriculture