



USCIS

Annual Report for Fiscal Year 2008



INTRODUCTION:

WELCOME TO THE 2008 USCIS ANNUAL REPORT

Our annual report summarizes the collected efforts of our employees into a single publication. It provides a snapshot of where we stand, where we have come from and where we are headed as an agency within the Department of Homeland Security. During the past year, we have made visible progress to enhance the security of our immigration system, improve delivery of customer service, and strengthen the infrastructure required to accomplish the ambitious long-term and near-term goals we have set.

With close to 18,000 federal and contract employees working in 230 offices worldwide, we had a considerable amount of information to compile for inclusion in this report. This year's report contains a wealth of new data, facts and figures on USCIS operations. Stakeholders will find valuable information on USCIS finances, case processing times and general immigration statistics in an attempt to increase agency transparency and share what we've learned with the American people.



Emilio T. Gonzalez Ph.D
USCIS Director 2005 – 2008



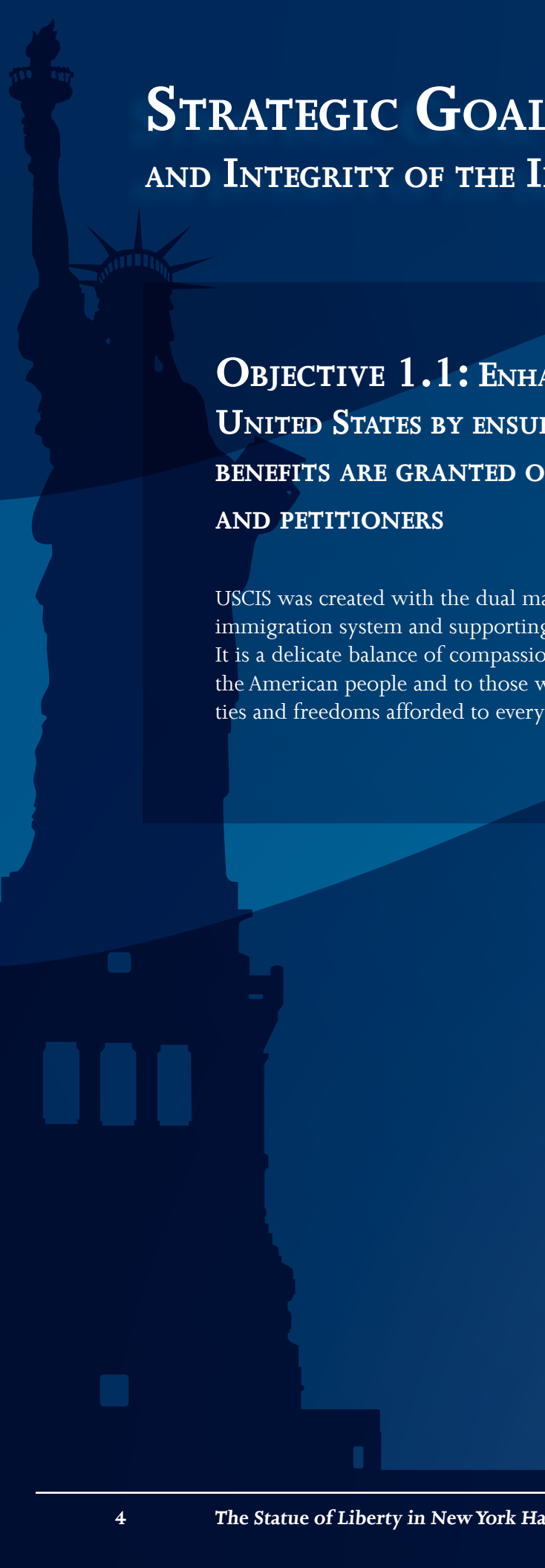
Jonathan "Jock" Scharfen J.D.
USCIS Deputy Director 2006 – 2008

Efforts to improve our systems, upgrade our facilities and build our workforce since our creation in 2003 have shown positive results. Our decision-making process today is more robust and thorough than it has ever been—an approach we believe to be consistent with our obligation to individual applicants and the Nation as a whole. Yet, we still have much work ahead of us. The FY 2008 Annual Report and the newly re-designed USCIS Strategic Plan are built on the promise of maintaining the integrity of our immigration system while providing the service our customers seek and deserve.

On behalf of all USCIS employees, thank you for your interest in learning how we run the largest immigration service in the world.

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STRATEGIC GOAL 1: STRENGTHEN THE SECURITY AND INTEGRITY OF THE IMMIGRATION SYSTEM

OBJECTIVE 1.1: ENHANCE THE SECURITY OF THE UNITED STATES BY ENSURING THAT IMMIGRATION BENEFITS ARE GRANTED ONLY TO ELIGIBLE APPLICANTS AND PETITIONERS

USCIS was created with the dual mandate of securing the integrity of our national immigration system and supporting our proud tradition as a nation of immigrants. It is a delicate balance of compassion and precaution, reflecting our commitment to the American people and to those who wish to live among us and join in the liberties and freedoms afforded to every United States citizen.



USCIS conducted approximately 35 million background and national security checks on persons seeking immigration benefits last year. The background checks we employ were responsible for the apprehension of more than 1,200 criminals and wanted felons across the country, as well as the discovery of several dangerous fugitives.

To enhance this screening process, a new policy was developed for vetting and adjudicating cases with national security concerns. This initiative provides a coordinated, comprehensive process for identifying, tracking, and adjudicating applications and petitions with national security issues.

USCIS also developed a standard procedure to process biometric data for Iraqi nationals and certain non-Iraqi applicants seeking refugee or asylum status, through additional U.S. Government databases, thereby enhancing the security of these humanitarian programs.

In addition, the creation of the USCIS Command Center provides a continuously operating immigration information hub with full connectivity to unclassified and classified systems and instantaneous communication with USCIS leadership, DHS component offices and law enforcement and intelligence community partners.

OBJECTIVE 1.2: DETER, DETECT, AND PURSUE

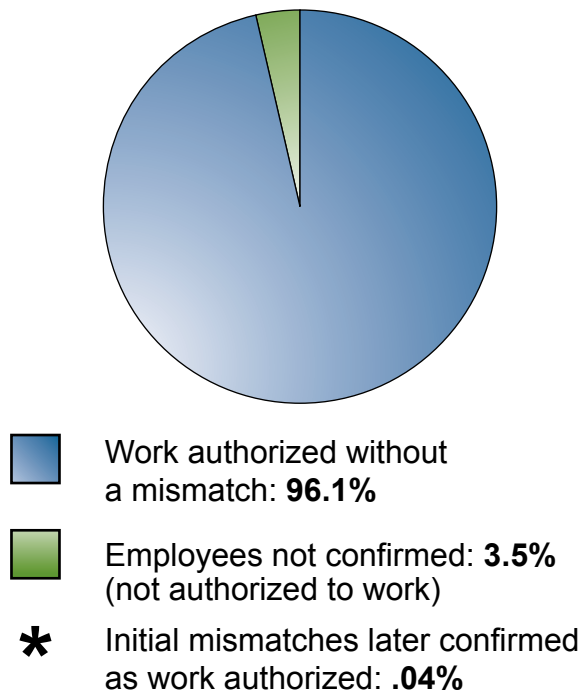
IMMIGRATION-RELATED FRAUD

USCIS anti-fraud efforts will make it easier for our agency to securely and efficiently process immigration applications, easier for employers to comply with labor and immigration law and harder for those seeking to exploit our systems.

The E-Verify program grew from 24,463 participants at the end of FY 2007 to 88,116 at the end of FY 2008, with an average of 1,000 employers signing up each week. In addition, the number of queries processed through the E-Verify program doubled from



FY08 E-Verify Authorization Rates



3.27 million at the end of FY 2007 to 6.6 million at the end of FY 2008.

To keep up with the growing demand for the program, USCIS instituted monitoring and compliance procedures within E-Verify, aimed towards safeguarding personal information and referring instances of fraud, discrimination, and illegal or unauthorized use of the system to enforcement authorities. A third-party study found that between April and June 2008, approximately 96.1 percent of all cases queried through E-Verify were found to be employment authorized instantly or within twenty-four hours.

To combat other instances of employment related immigration fraud, USCIS issued the H-1B (employment of

temporary foreign workers in specialty occupations) Benefit Fraud and Compliance Assessment (BFCA). The H-1B BFCA identified fraud and/or technical violations in 21.7 percent of sampled H-1B petitions. Based on an analysis of types of fraud and violations found, guidance that addressed the fraud was prepared for field officers.

Based partly on findings of the H-1B BFCA as well as an earlier Religious Worker BFCA, FDNS developed an Administrative Site Visit and Verification Program (ASVVP). The ASVVP, expected to be operational in FY 2009, will depend on contract personnel to conduct low-level site visits. Implementation of this program will lessen the burden on Immigration Officers to conduct all site visits, thus freeing them to concentrate on more complex cases.

OBJECTIVE 1.3: IDENTIFY AND SHARE

IMMIGRATION-RELATED INFORMATION WITH PARTNERS

USCIS is an active partner in federal, state and local law enforcement efforts to apprehend and detain known criminals and others who fraudulently attempt to gain immigration benefits. We have a responsibility to the American people to protect our Nation and maintain the integrity of our national immigration system USCIS personnel work diligently to both keep our doors open and closely guarded.

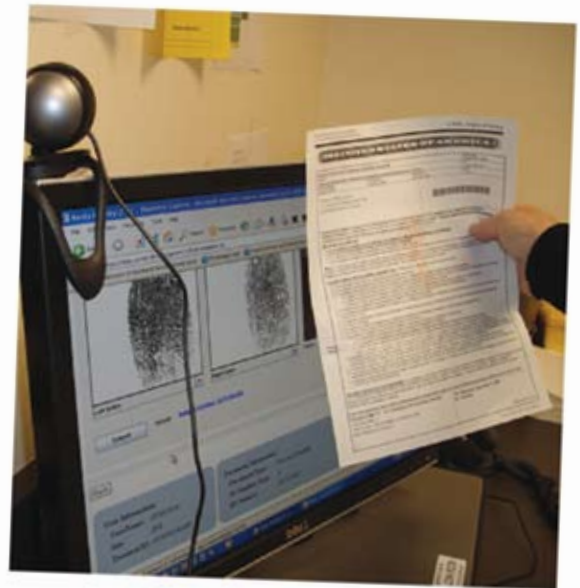
The joint USCIS and FBI National Name Check Program (NNCP) substantially reduced all pending name check cases. The NNCP met the milestone of eliminating name checks pending more than three, two and one years, and is on track to eliminate those pending more than six months by early 2009.

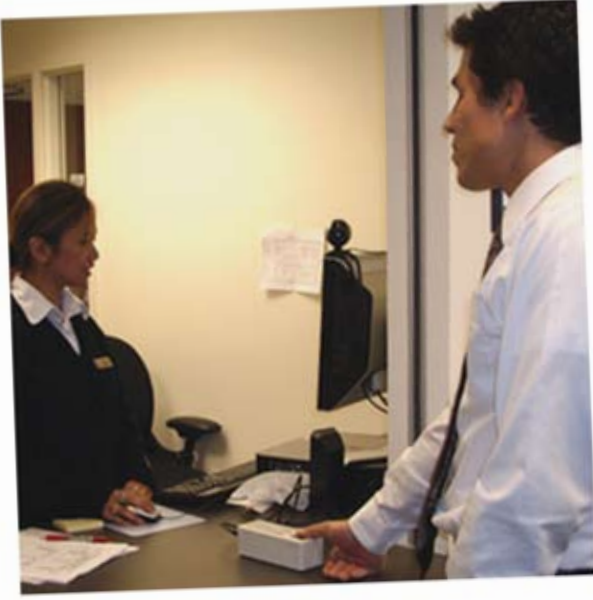
In the past year, USCIS has seen the total count of requests pending at the NNCP decline from a high of 350,000 in November 2007 to less than 8,700 in early FY 2009. Name check requests pending longer than 33 months fell from 32,000 in August 2007, to only 107 over the same time period. The FBI Name Check Backlog, defined as requests pending longer than six months, has effectively been eliminated.

The USCIS National Records Center (NRC) retrieved, verified, and retired over 1.2 million Alien Files in FY 2008. Over 230,000 files were entered into the National File Tracking System and the Central Index System. This structure protects data integrity and ensures accurate information is available for benefit and law enforcement programs associated with USCIS, Immigration and Customs Enforcement, and Customs and Border Protection.

As USCIS anti-fraud and national security efforts have matured, intelligence and enforcement communities have recognized the value of having USCIS subject matter experts available for advice, information, and coordination. In order to improve information sharing and mutual education opportunities, USCIS Fraud Detection and National Security (FDNS) officers are embedded at the Department of State's Kentucky Consular Center, FBI, ICE, INTERPOL, the National Joint Terrorism Task Force, El Paso Intelligence Center and the National Targeting Center. USCIS also implemented a field intelligence program to improve communication between USCIS field offices and local investigatory and enforcement entities.

In order to provide useful information to those entities with the need to know, USCIS developed a Field Intelligence Program. Expected to be implemented in FY 2009, this program will deploy collateral duty and full time USCIS intelligence officers to field offices to facilitate the sharing of immigration information.





OBJECTIVE 1.4: INTEGRATE SECURITY PRECEPTS WITH IMMIGRATION ADJUDICATION PROCESSES

As the gatekeepers of our national immigration system, we serve on the front lines of homeland security. We take this responsibility seriously. USCIS is continuously adapting security processes ahead of potential threats to the integrity of our immigration system.

USCIS established an automated, computer-based Person Centric-Query (PCQ) Service. The PCQ represents a new automated ap-

proach of submitting a single query across a number of intra-agency systems and returning a consolidated view of an immigrants' journey through the U.S. immigration system. The USCIS PCQ Service was nominated to the 2008 President's Quality Award Program for excellence in Expanded Electronic Government.

USCIS quality assurance analysts audited the administration of Naturalization Quality Procedures (NQP) and conducted Naturalization Decisional Quality Reviews to ensure full compliance with USCIS policies and procedures by field office personnel in light of the significant increase in applications being processed under the surge elimination plan. The results of the NQP audit, monitored quarterly throughout the year, indicated that USCIS officers maintained accuracy rates in excess of 99% for Naturalization applications.

USCIS worked closely with the Department of State to launch a DNA pilot program in East Africa to empirically assess the extent of relationship fraud found in the Priority 3 (family reunification) refugee program. During a one week period, approximately 500 refugee applicants in East Africa were asked to submit to DNA testing; the results were significant – only 13% of relationships were confirmed to be valid.

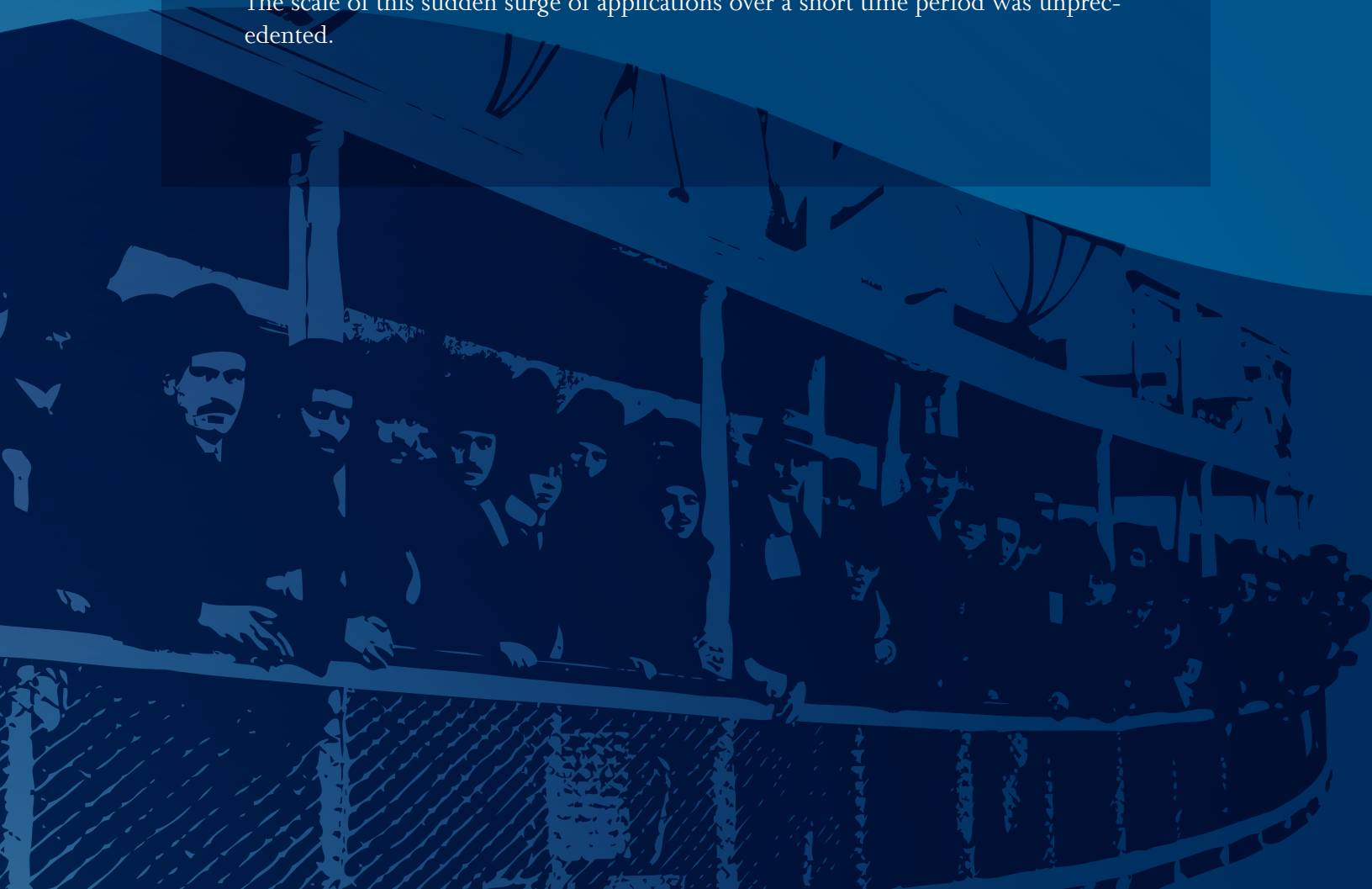
The remaining applicants refused to participate in testing, failed to appear for subsequent processing or had one family member in which the claimed relationship was not supported by DNA testing. Given the significant levels of fraud identified, the pilot program was expanded to other locations and acceptance of new P-3 cases suspended until an official application form incorporating a formal DNA testing regime for P-3 cases is developed in the future.

STRATEGIC GOAL 2: PROVIDE EFFECTIVE CUSTOMER-ORIENTED IMMIGRATION BENEFIT AND INFORMATION

OBJECTIVE 2.1: IMPROVE TIMELY PROCESSING OF IMMIGRATION BENEFITS

As a customer-oriented agency, one of the greatest responsibilities we face at USCIS is to ensure the highest quality service. It is our mission to make certain that the right person receives the right benefit in the right amount of time.

During the fourth quarter of FY 2007, USCIS received an unprecedented number of applications and petitions for immigration benefits. Nearly 2.5 million immigration benefit applications and petitions of all types were received, compared to 1.2 million applications and petitions received in the same period the previous year. The scale of this sudden surge of applications over a short time period was unprecedented.



To manage the filing surge, USCIS initiated a detailed work plan that resulted in the agency exceeding processing goals. Over the course of FY 2008, USCIS naturalized a record number of applicants while improving processing times for other core applications. USCIS employees completed 1.17 million naturalization applications, an increase of 56% compared to FY 2007. Through July, USCIS processed and adjudicated a total of 6.5 million applications for all types of benefits and petitions - 1.6 million more than we received.

Naturalization processing times, which were once as high as 16-18 months, were down to 10 to 12 months at the close of FY 2008, with many local offices processing cases in 5 to 6 months. This success put USCIS on track to reduce national processing time averages to our goal of 5 months by the summer of FY 2009.

The USCIS Asylum Division exceeded its target for the percentage of credible fear screening determinations completed within 14-days of referral, completing 93 percent of cases within that timeframe. The Asylum Division achieved a 3.38 receipts-based cycle time for asylum applications and a 3.16 receipts-based cycle time for NACARA applications. During the fiscal year, the Asylum Division reduced its pending caseload by 58 percent.

USCIS deployed officers to 71 countries to interview more than 99,000 refugee applicants from 59 nations, a 44 percent increase over FY 2007. In addition, USCIS increased refugee processing circuit rides by 26 percent, supporting the admission of 60,192 refugees from around the world, the highest level of admissions since FY 2001.



USCIS officers conducted 29 circuit rides to the Middle East to interview more than 23,000 Iraqi refugee applicants. Ultimately, 13,823 Iraqi refugees were admitted to the United States in FY 2008, exceeding the admissions goal of 12,000 Iraqis. Our efforts also resulted in a robust pipeline of approved Iraqi refugee applicants for admission in FY 2009.

USCIS successfully adjudicated 149,667 employment-based adjustment-of-status applications during FY 2008. This amount accounted for more than 92 percent of total available employment visas.

OBJECTIVE 2.2: USE INNOVATIVE APPROACHES TO PROVIDE INFORMATION RESOURCES AND SERVICES TO ELIGIBLE INDIVIDUALS AND ENTITIES, INCLUDING THE GENERAL PUBLIC

USCIS is committed to providing immigration services and benefits to eligible applicants as expeditiously as possible and providing for a convenient and personalized immigration experience. Through the use of innovative information products and focused community outreach initiatives, USCIS improved stakeholder relations and provided for more frequent and more meaningful interactions with customers.

USCIS introduced a toll-free (1-800) Military Help Line with specially trained USCIS customer service representatives and a web page to assist service members, military families, and military points-of-contact with all immigration and citizenship issues. The Help Line handled approximately 38,000 calls for assistance during the fiscal year. USCIS also naturalized more than 6,800 immigrant service members.

A new, fee-for-service, Genealogy Program was opened as a dedicated method for researchers to obtain information and copies of historical records over the internet. This initiative improved customer service for researchers and individuals requesting genealogy information, eliminated the need to file a Freedom of Information/Privacy Act request to obtain genealogy information, and improved that program's service to traditional agency customers.

USCIS Congressional Liaison staff managed over 12,000 telephone inquiries, 2,600 formal written inquiries and 4,600 electronic/e-mail inquiries from U.S. House and Senate offices relating to immigration policy and casework in addition to organizing nearly 130 meetings and briefings with Members of Congress or staff. The Office of Congressional Relations was recognized by DHS leadership for having no overdue congressional correspondence.



STRATEGIC GOAL 2

OBJECTIVE 2.3: FOSTER A CUSTOMER-CENTERED, SCALABLE APPROACH TO SERVICE DELIVERY

Over fifty different types of immigration benefits are processed through USCIS. Every case is unique and requires specialized attention from experienced USCIS immigration officers.

USCIS established an interactive, web-based tool for use by the general public to check the status of their Freedom of Information Act (FOIA) requests with USCIS. The USCIS FOIA Office received 80,000 FOIA requests and closed over 84,000 cases.

The Asylum Division translated standard notices into the languages most commonly spoken by asylum applicants and established procedures to distribute these translated documents with decision letters to help USCIS customers better understand the decisions in their cases.

The Cuban Family Reunification Parole Program (CFRP) was launched, benefiting Cuban nationals who reside in Cuba and who are the beneficiaries of an approved Petition for Alien Relative, Form I-130, but for whom an immigrant visa is not yet immediately available. The CFRP accounted for 5,569 travel documents issued.

USCIS opened a regional office in Buffalo, N.Y. consisting of Status Verification Operations and Monitoring/Compliance functions to support E-Verify and SAVE customers. A contract was put in place with the National Call Center to create a formal in-bound call center functionality, develop formal scripts, and train call center personnel.

A Community Relations webpage was established on USCIS.gov in addition to a public email address for Community Relations Officers (CROs) to ensure that stakeholders have access to the CROs in their jurisdictions.



STRATEGIC GOAL 3: SUPPORT IMMIGRANTS' INTEGRATION AND PARTICIPATION IN AMERICAN CIVIC CULTURE

OBJECTIVE 3.1: ENHANCE EDUCATIONAL RESOURCES AND PROMOTE OPPORTUNITIES TO INCREASE UNDERSTAND- ING OF U.S. CIVIC PRINCIPLES AND CITIZENSHIP, INCLUD- ING ITS PRIVILEGES AND RESPONSIBILITIES

A key aspect of our mission to make the immigration process more meaningful, and impart a greater appreciation of American values to our newest citizens. Through the Office of Citizenship, USCIS is working to provide immigrants with the information and tools necessary to successfully integrate into American civic culture. The release of several USCIS educational products helps facilitate a smoother and simpler transition for immigrants into American life and make their immigration journey a successful one.



STRATEGIC GOAL 3

As a lead component of the President's Task Force on New Americans, USCIS led over a dozen outreach events to promote citizenship and civic integration initiatives, particularly its two flagship projects, WelcometoUSA.gov and the New Americans Project. USCIS also launched a public service campaign to promote volunteerism and the New Americans Project by producing foreign language broadcast announcements to reach a combined circulation of eight million individuals.

USCIS continued to improve upon previously organized citizenship education efforts with the publication *Welcome to the United States: A Guide for New Immigrants* in two new languages, Polish and Urdu, for a total of 13 volumes. This publication was distributed along with more than 15,000 Civics and Citizenship Toolkit to libraries, community and faith-based organizations, and adult education sites.



USCIS recognized 15 foreign-born Naturalized Citizens as Outstanding Americans by Choice at high-profile naturalization ceremonies nationwide. In conjunction with this effort, the agency continued to promote the historical contributions of immigrants through a poster series on the contributions of immigrants to the U.S., highlighting prominent foreign-born Americans.

Educational efforts included hosting training conferences and workshops for volunteers and adult educators on the revised naturalization test, techniques for teaching civics and citizenship, and the naturalization process in general. To date, USCIS has trained more than 2,000 individuals in over 25 conferences and workshops nationwide. USCIS field offices across the United States presented more than 40 "Immigration 101" seminars.

OBJECTIVE 3.2: CONTINUE TO ENSURE THAT THE NATURALIZATION PROCESS IS A MEANINGFUL EXPERIENCE AND LEAVES A POSITIVE, INDELIBLE IMPRESSION

USCIS sponsored more than 450 special naturalizations ceremonies in scenic and historic venues across the U.S., from Ellis Island to the deck of the USS Midway in San Diego Harbor, to highlight the naturalization process to general public audiences.

USCIS officers traveled to military bases throughout the world, including war zones in Iraq and Afghanistan, and naturalized over 1,500 military service members and their qualified family members overseas.



USCIS coordinated with the Department of Defense to accomplish the largest overseas military naturalization ceremonies since the implementation of the National Defense Authorization Act of 2004, naturalizing 252 military service members in Balad, Iraq, on November 11, 2007; and 259 military service members in Baghdad, Iraq on April 12, 2008.

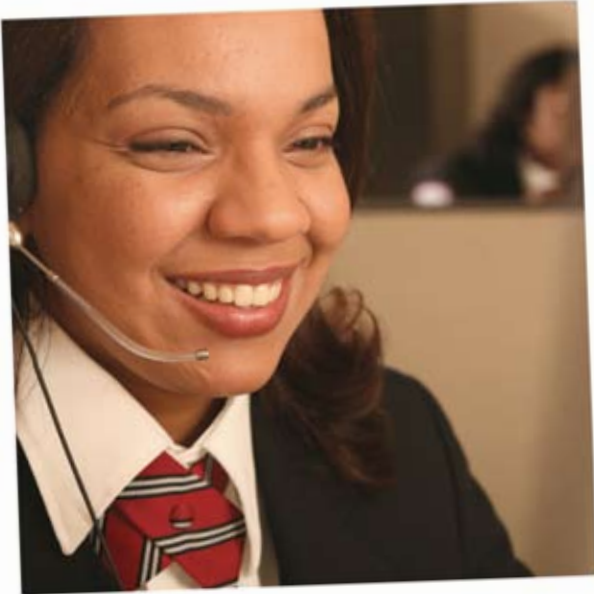


STRATEGIC GOAL 4: PROMOTE FLEXIBLE AND SOUND IMMIGRATION POLICIES AND PROGRAMS

OBJECTIVE 4.1: CONTRIBUTE TO DEVELOPMENT OF CLEAR, COMPREHENSIVE, AND EFFECTIVE POLICIES RELATED TO IMMIGRATION AND CITIZENSHIP ISSUES

USCIS policies are more robust and thorough today than they have ever been—an approach consistent with our obligation to individual applicants and the Nation as a whole. As such, a wide range of legislative and administrative issues affected our business processes and required the adaptation of existing policies and procedures.





To implement the Consolidated Natural Resources Act (CNRA), USCIS developed planning to promulgate the wide range of regulations and policy guidance needed to ensure the application of Federal immigration law and regulations to the Commonwealth of the Northern Mariana Islands (CNMI). These actions will help implement effective border control procedures, codify policy and procedures governing the transition period, work authorization, legal status of current residents, treaty investor provisions, removal procedures, address national and homeland security issues, and minimize the potential adverse economic and fiscal effects of phasing out the CNMI's own foreign worker program.

In addition, USCIS developed guidance and a nationwide training for field offices and service centers to implement the Adam Walsh Child Protection and Safety Act of 2006. The Act provides that aliens who have been convicted of certain specified offenses against a minor are precluded from filing family based immigration petitions unless the immigration services officer determines that the petitioner poses no risk to the beneficiary.

USCIS also successfully implemented national obligations under the Convention on Protection of Children and Co-operation in Respect of Intercountry Adoption (Hague Adoption Convention). This implementation enhances the security and insures the integrity of overseas adoption benefits.

As part of the Task Force on New Americans, USCIS drafted the report *Building an Americanization Movement for the Twenty-first Century: A Report to the President of the United States from the Task Force on New Americans* with policy recommendations to strengthen assimilation efforts in the United States.



STRATEGIC GOAL 4

OBJECTIVE 4.2: ENSURE THE INTEGRITY, EFFECTIVENESS, AND RESPONSIVENESS OF USCIS PROGRAMS

USCIS continued to develop the Enterprise Document Management System (EDMS) to improve agency organization and support record keeping through the delivery of digitized Alien Registration Files. This system imports digital records and allows viewer access to USCIS users as well as other authorized government users. EDMS Release 2.1 improved the physical hardware necessary to increase system capacity to 50,000 Alien Registration files per month for more than 15,000 users. At the end FY 2008, the system contained over 400,000 Alien Registration files.



After a petition or application is denied by USCIS, petitioners and applicants have the opportunity to seek an appeal to overturn the adverse decision. USCIS received 12,177 appeals, motions, and requests for certification based on cases adjudicated in FY 2008. Federal courts upheld 87 percent of litigated USCIS Administrative Appeals Office decisions.

USCIS effectively administrated the re-registration of more than 300,000 individuals from Honduras, Nicaragua and El Salvador residing in the U.S. under Temporary Protected Status (TPS). This effort was coordinated through an extensive public outreach campaign to inform TPS recipients of the required procedures, in conjunction with consular offices from the affected nations.

USCIS played a key role, working with the Office of Chief Counsel, ICE and DHS Policy and General Counsel, to collectively implement a sound policy approach for the use of the Secretary's discretionary authority to exempt individuals from the material support inadmissibility ground. USCIS took the lead in drafting and disseminating substantive guidance for implementation of this authority throughout the agency, including changes in the law enacted by the Consolidated Appropriations Act of 2008. Through USCIS Material Support Working Group, USCIS components raised and discussed issues of concern for intra-agency discussion and counsel interpretation.

STRATEGIC GOAL 5: STRENGTHEN THE INFRASTRUCTURE SUPPORTING THE USCIS MISSION

OBJECTIVE 5.1: STRENGTHEN KEY MANAGEMENT PROCESSES, SYSTEMS, AND ADMINISTRATIVE SUPPORT ACTIVITIES, INCLUDING OUR INFORMATION TECHNOLOGY INFRASTRUCTURE

USCIS is working to transform the delivery of our immigration systems to make the public service we provide more secure and efficient. Following an extensive due diligence and evaluation phase that included providing industry bidders with access to Headquarters leadership and field operations, USCIS has awarded the Transformation Solution Architect Task Order, part of the DHS Eagle Contract, to IBM. The Task Order is an integral part of the USCIS transformation plan and represents a five-year investment to develop a new case management system and reengineer USCIS business processes by using industry-proven processes and technology.

STRATEGIC GOAL 5

For the fourth year in a row, USCIS exceeded DHS goals in the asset management and personal property arena. USCIS substantially strengthened personal property infrastructure and accountability agency wide, providing for the annual inventory and reconciliation for over 140,000 items valued at more than \$120 million.

The USCIS Senior Review Board approved over 260 acquisitions valued at over \$1.6 billion and the USCIS Contracting Officer awarded over \$1 billion in contracts and provided active oversight for the administration of approximately \$4 billion in ongoing contracts.

OBJECTIVE 5.2: ENHANCE THE ORGANIZATION'S ABILITY TO SUPPORT THE MISSION IN CHANGING ENVIRONMENTS

USCIS experienced record growth in new employee hires and facility acquisitions. USCIS began the year managing close to 16,000 employees, 5.5 million square feet of office space and 21 ongoing Lease Acquisition Projects. By the end of the Fiscal Year, an additional 3,000 employees came on duty, more than 200,000 square feet of office space was added and 26 new Lease Acquisition Projects had been started.

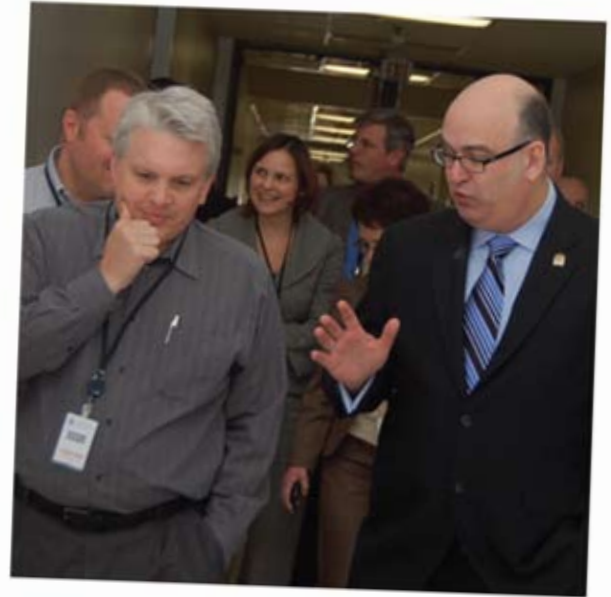


The agency also implemented the first phase of the Overseas Footprint Realignment Plan to better meet the needs of the USCIS mission overseas, including the needs of internal and external stakeholders. This included opening a new office in Amman, Jordan, to provide crucial support in processing Iraqi refugees and closing offices in Tijuana and Hong Kong to more effectively align personnel resources with workloads and manage resources in a changing international environment. International Operations expanded the overseas officer corps by 22 officers, representing a 37 percent increase in the number of USCIS overseas officers.

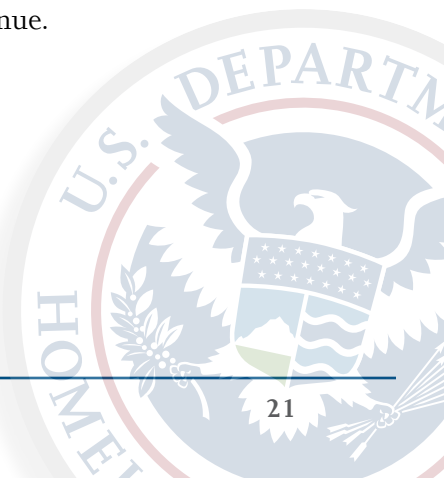
OBJECTIVE 5.3: MANAGE FINANCIAL RESOURCES STRATE- GICALLY, INCLUDING REVENUE, EXPENDITURES, AND CAPITAL INVESTMENTS

USCIS completed quarterly budget and performance reviews of all agency funding sources totaling \$2.7 billion, no later than 45 days after the close of the quarterly accounting periods. In addition, the agency improved payroll expense projections by developing and implementing an enhanced payroll projection tool for USCIS' approximately \$1 billion payroll expenses.

USCIS established and fully staffed a division to manage transition of the application/petition receipting functions from USCIS Service Centers to Treasury Lockbox Operations. This will improve USCIS ability to manage the intake of revenue through centralized locations and make the receipt process more cost-effective and transparent.



USCIS also developed an internal Systematic Alien Verification Entitlements (SAVE) billing and collections function updating 266 customer agreements for federal, state, and local agencies currently registered with the SAVE Program, thereby ensuring collection of 2.5 million dollars in revenue.



GOAL 6: OPERATE AS A HIGH-PERFORMANCE ORGANIZATION THAT PROMOTES A HIGHLY TALENTED WORKFORCE AND A DYNAMIC WORK CULTURE

OBJECTIVE 6.1: STRENGTHEN THE STRATEGIC MANAGEMENT OF HUMAN CAPITAL, INCLUDING RECRUITING, HIRING AND, CAREER DEVELOPMENT

In response to the application surge, USCIS formulated a plan to deal with a sudden and significant increase in its pending workload. The end result of this effort was the development of innovative approaches to maximize our resources and invest in our most valuable resource—human capital. To that end, we refined our human capital processes to more efficiently hire new employees, train them and get them on the front lines.



USCIS attracted nearly 55,000 qualified applicants through various nationwide announcements. USCIS hired 3,771 new employees, including 1,471 Immigration Services Officers (formally Adjudication Officers). With this record hiring, USCIS has increased staff by 20.5 percent and achieved nearly 88 percent of its two-year fee hiring in the first year.

Under these new hiring initiatives, USCIS recruited and hired individuals with disabilities, with a focus on severely injured disabled veterans. Individuals with disabilities comprised 9.3 percent of new permanent hires.

In support of the largest agency-wide hiring surge in USCIS history, USCIS

implemented an expedited process for advanced security entry on duty (EOD) approvals for surge hiring priorities, which reduced the average EOD approval cycle time by 50 percent to 14 days for USCIS new hires and 9.5 days for surge applicants. USCIS approved 8,284 applicants to enter on duty (EOD) with the service, processed 2,235 internal transfers within USCIS, and made 6,778 adjudicative determinations, a 62 percent increase in adjudicative determination over FY 2007.

As part of an overall agency workforce restructuring initiative (WRI), Domestic Operations executed and completed implementation of a new workforce model in all of its field offices in the United States affecting over 5,500 federal employees. It was determined that WRI was necessary in order to more properly align with the job duties and responsibilities.



To continue to attract talented, high-quality employees, USCIS launched the USCIS Recruitment and Hiring webpage located on the USCIS website. This website contains a wealth of resources, human capital guidance, information on various USCIS career opportunities and a direct link to USCIS career opportunities posted on the Office of Personnel Management's USAJOBS website.

USCIS also implemented and expanded an automated performance management system for managers, supervisors and non-bargaining unit employees in accordance with Office of Personnel Management guidelines on aligning performance to mission goals.

OBJECTIVE 6.2: FOSTER A CULTURE OF INTEGRITY AND RESPONSIBILITY

USCIS provided training to over 10,000 employees on issues of integrity, emphasizing every employee's responsibility to uphold the highest ethical standards and to administer the immigration system fairly, honestly, and correctly. The training included employees' responsibilities, examples of "red flags" for corruption or misconduct, mechanisms and programs in place to identify criminal or serious misconduct, and guidance on reporting any suspected criminal or serious misconduct.

The USCIS Office of Privacy was also created to prevent potential lapses in the secure handling of sensitive employee and customer personal data and to ensure privacy controls are built into system operations and procedures. The agency also issued a series of memoranda and other guidance to increase awareness and enhance employee knowledge and understanding of federal privacy laws, statutes, regulations, and policy.



OBJECTIVE 6.3: SUSTAIN A CULTURE OF CONTINUOUS LEARNING AND DEVELOPMENT

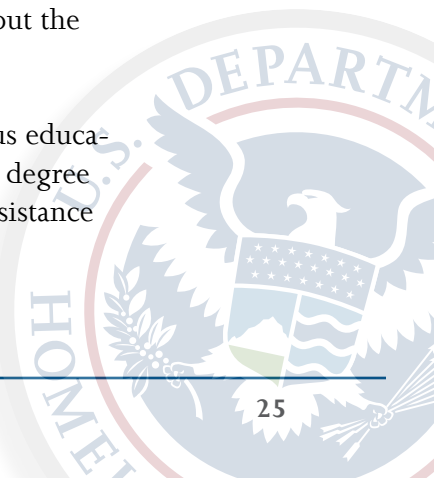
The USCIS Academy built a diverse suite of training and education programs to prepare USCIS employees for current and future job responsibilities. These programs are organized under four categories: Immigration Training, Continuous Learning, Leadership Education and Development, and the Tuition Assistance Program.

Through the USCIS Academy, a new, updated curriculum for BASIC was released at the beginning of FY 2008. The development of the curriculum was the result of an agency-wide collaborative effort to deliver a training program on a real-time basis grounded in on-the-job performance and addressing the changing needs of immigration benefit processing. More than 1,350 new Immigration Services Officers completed BASIC immigration training.

More than 360 USCIS employees participated in advanced skills training workshops, executive education programs and national security classes under the USCIS Academy's Leadership Education and Development program. Approximately 3,000 employees participated in Workforce Development programs. New supervisory training for first line and mid-level supervisors was developed and rolled out, with 220 participants in these courses in FY 2008.

In order to further enhance anti-fraud and national security efforts, USCIS developed and improved its Fraud Officer Basic Training Course. Beyond the Basic training, FDNS is developing program and process-specific training courses to implement all anti-fraud and national security programs consistently throughout the Agency.

Under professional education, over 20 employees participated in rigorous education programs at private institutions. 209 individuals – 50 of who are in degree programs – completed 300 courses under the USCIS Academy Tuition Assistance Program.



FINANCIAL OVERVIEW: USCIS' STRATEGIC USE OF RESOURCES TO ACCOMPLISH ITS MISSION

FISCAL YEAR '08 SNAPSHOT

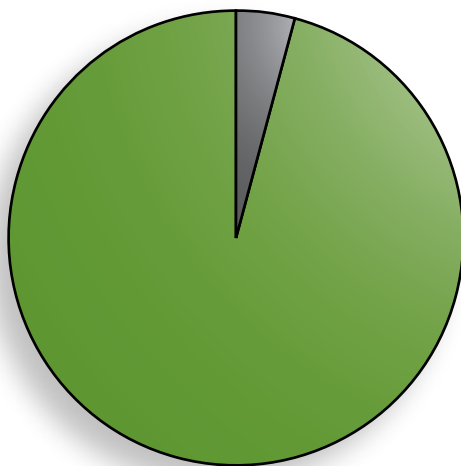
For the FY 2008/FY 2009 Biennial period, USCIS implemented a system, as authorized by law, to recover the full cost of its operations. Additional resources have enabled USCIS to begin building a strong foundation upon which to build a modern immigration service for the 21st century. To enhance the transparency of our operations and provide the public with an accurate picture of how USCIS' resources are allocated, we have provided a financial snapshot of our operations in FY 2008.



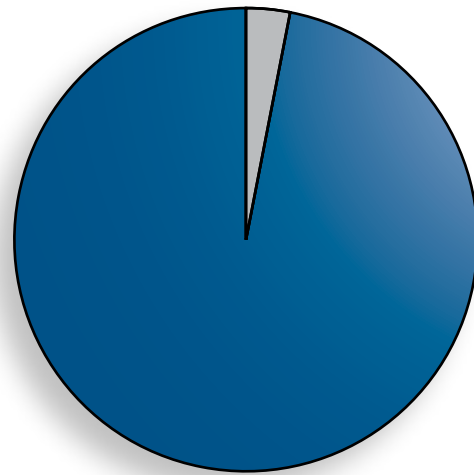
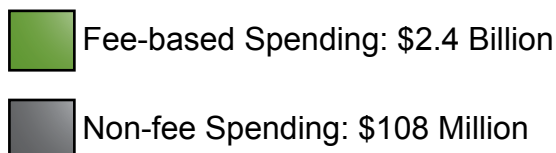
USCIS took in nearly \$2.5 billion in application and petition fee revenue during FY 2008, more than \$330 million over the FY 2007 level. Non-fee appropriations totaled \$81 million.

In total, USCIS received nearly \$2.6 billion in new resources during the fiscal year. Spending (i.e., obligations and expenditures) totaled nearly \$2.5 billion. The difference between total new budgetary resources and spending was approximately \$90 million.

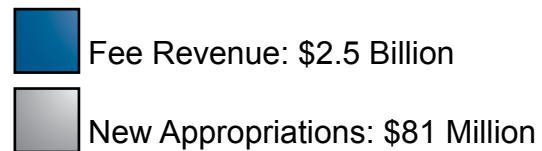
More than 78 percent, or \$1.9 billion, of spending occurred within our core immigration operations offices covering domestic and international adjudication operations, as well as customer service, support, and outreach.



Total Spending: \$2.5 Billion



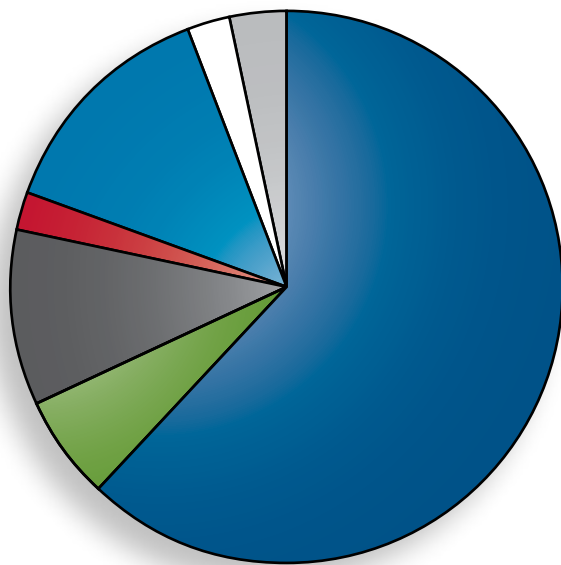
Total Revenue: \$2.6 Billion



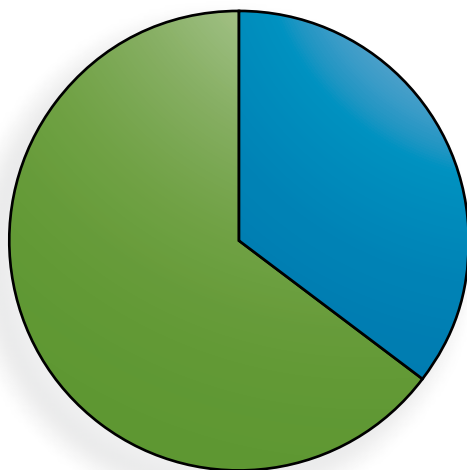
Nearly all remaining activities relate to or support these functions. Activities include those that are administrative such as rent and services we receive from other agencies (e.g., financial, security, mail).

Other related costs include fraud detection and the operation of our Business Transformation program, a program that is leading the USCIS modernization effort.

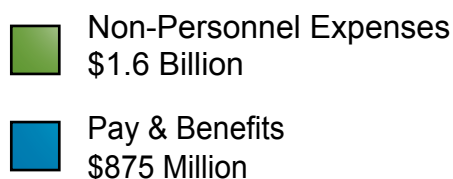
The immigration status verification activity, constituting approximately 3 percent of USCIS spending, has a unique role outside of core immigration operation functions by providing immigration status services to governments and businesses.



Total Spending Activity:
\$2.4 Billion

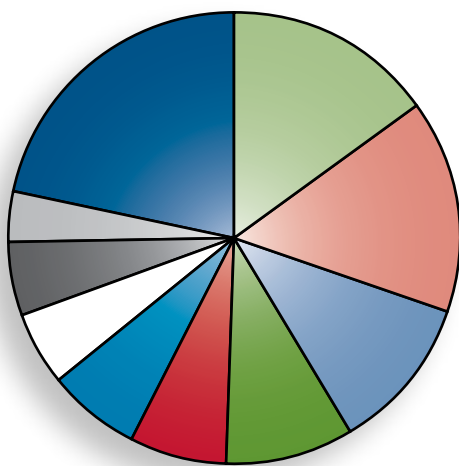


Total Expenses: \$2.5 Billion

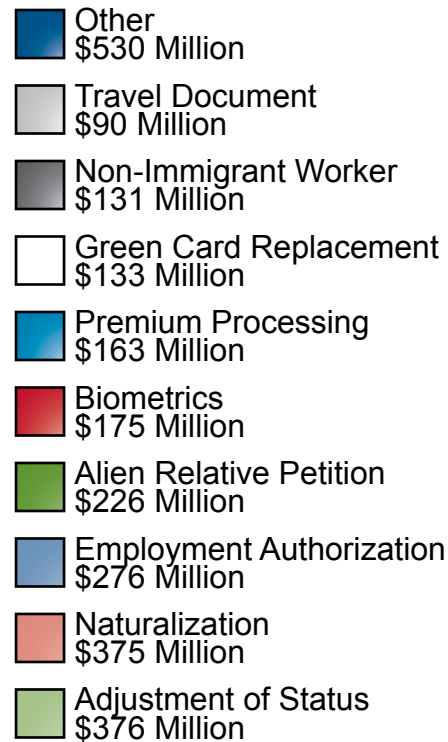


Overall, about 35 percent of spending (\$875 million) was used for pay and benefits for more than 10,000 temporary and permanent employees on board at the end of the year.

The remaining 65 percent of spending (\$1,591 million) was used for general expenses. General expenses cover a broad range of activities and functions; from large contracts that support significant operations such as Application Support Centers and card production, to information technology, to facilities maintenance, and to much smaller costs such as employee travel and training.



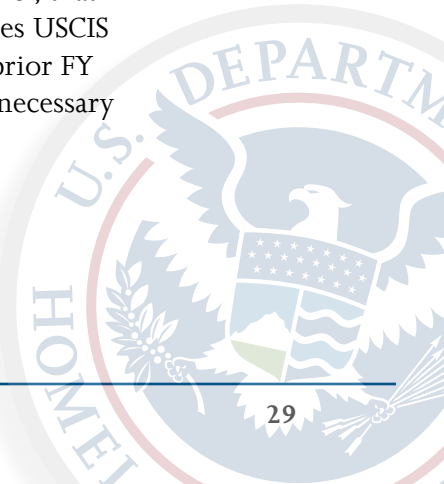
Total Revenue: \$2.5 Billion



The majority of fee revenue is deposited in the Immigration Examinations Account (or “Exams Account”) – the central fee account authorized by the Immigration and Naturalization Act and under which USCIS has the authority to recover costs through fees. About \$1.2 billion or 50 percent of all fee revenue was derived from just four application types – adjustment of status, naturalization, employment authorization, and alien relative petition.

Spending and revenue plans are benchmarked to targets encompassed within the 2007 fee review covering the FY 2008 through FY2009 period. Exams Account revenue ended the year \$52 million below 2007 fee review assumptions. At this time, we are planning for the possibility that FY 2009 will face a similar reduction.

USCIS is taking action to ensure spending plans for FY2009 are consistent with new revenue estimates. While spending is expected to exceed the FY 2008 level, that is due primarily to spending associated with temporary capacity increases USCIS implemented to address a surge in adjudication workload realized just prior FY 2007 fee schedule changes. Temporary capacity will be drawn down as necessary during FY2009 and early FY2010.



OPERATIONS DATA:

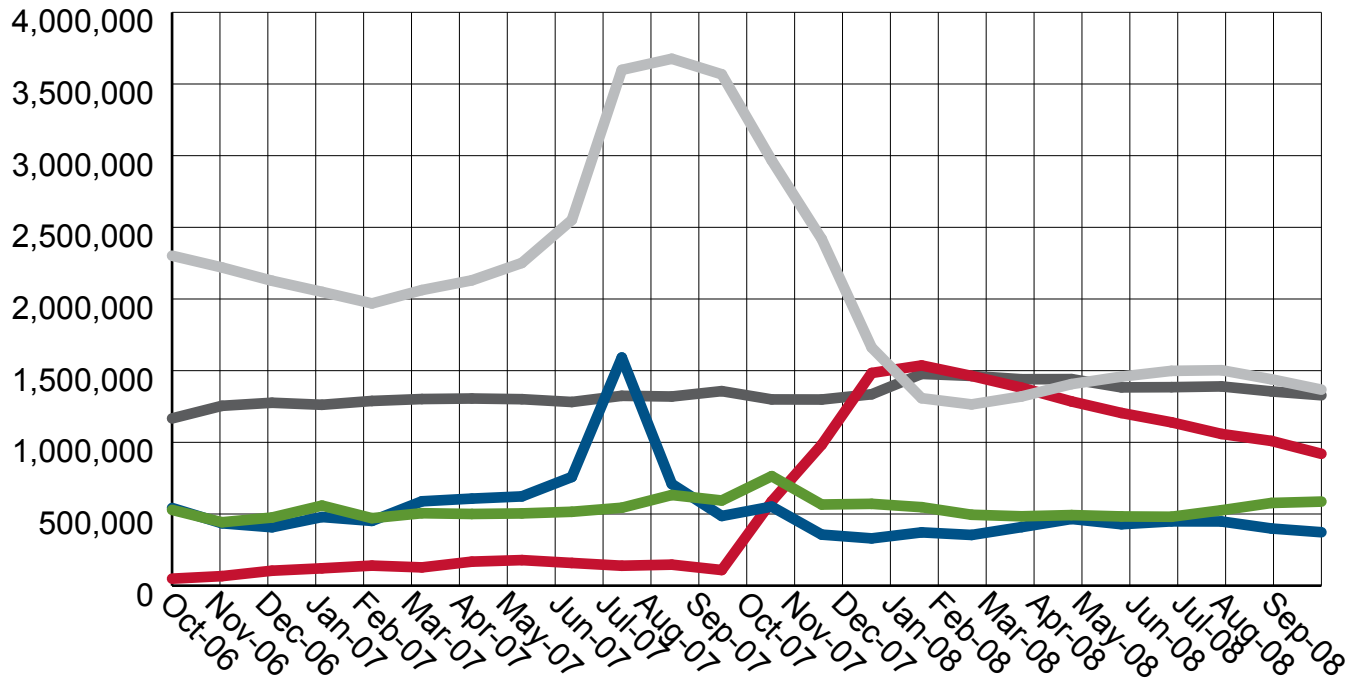
FISCAL YEAR 2008 BY THE NUMBERS

With more than 18,000 federal and contract employees in 263 offices worldwide, USCIS is the largest immigration service in the world. Each day USCIS fulfills its promise to provide accurate and useful information to our customers, to adjudicate immigration and citizenship benefits, to detect and defer benefit fraud, and to promote awareness and understanding of United States citizenship. USCIS interacts with customers and adjudicates applications and petitions for a range of benefits including employment authorization, advance parole, asylum and refugee status, adjustment of status, and naturalization and citizenship.

Every year, USCIS receives approximately six million immigration applications and petitions for legal review and adjudication. Each day, in offices worldwide, USCIS provides dynamic, efficient service. We take this responsibility very seriously.

Our constant effort to deliver high quality service drives us to thoroughly screen and process applications, render timely decisions, and provide accurate information. We honor our commitment to public service through dedication to our mission of welcoming new immigrants and citizens and preserving the integrity of the immigration system.

All Forms



Completions – The total number of cases closed.

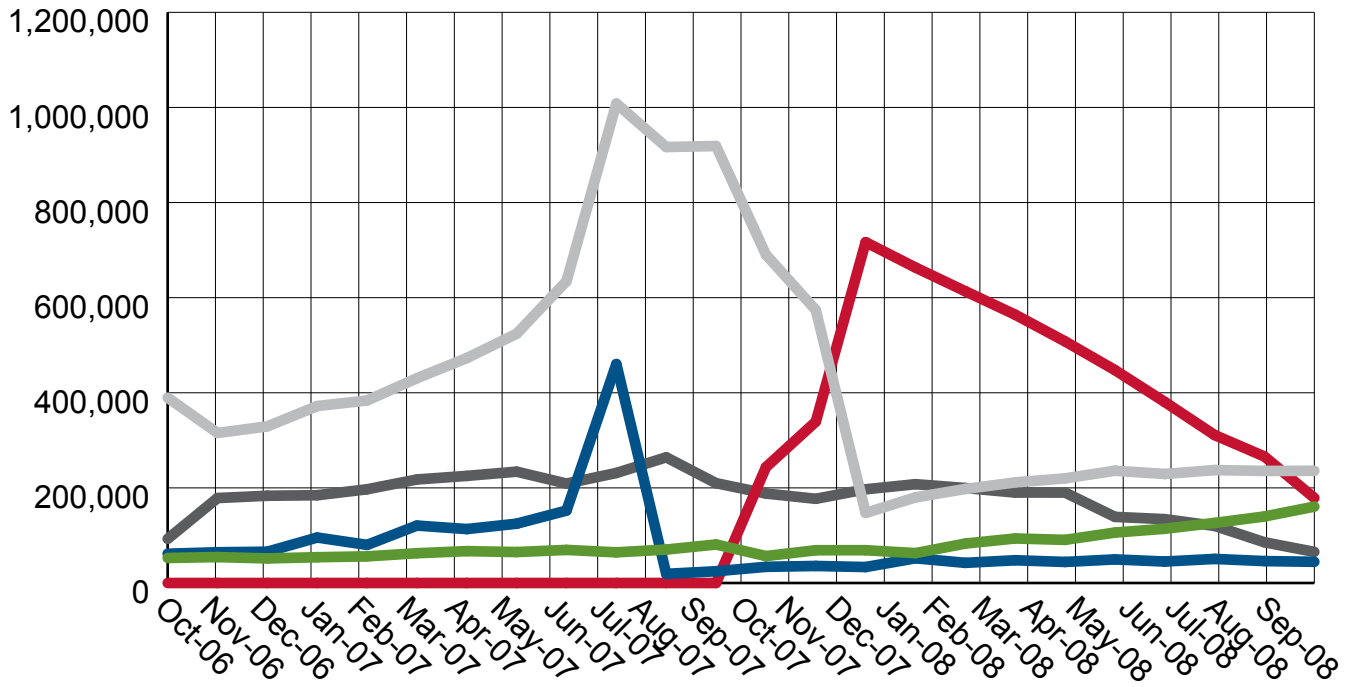
Receipts – The total number of applications and petitions for benefits received.

Backlog – USCIS calculates its Backlog by subtracting Active Pending and Active Suspense from the total pending of each type of case. Any remaining positive balance is referred to as a Backlog.

Active Pending – The volume of receipts received for each case type within the goal processing time. For example, if we have a processing time goal of 4 months, we count receipts for the prior 4 months, and that is our acceptable Active Pending.

Active Suspense – Cases temporarily in suspense because we cannot process them today. For example, we may ask a customer for more information, and wait for their reply. This category also includes cases outside our control for security and background checks by other agencies.

N-400

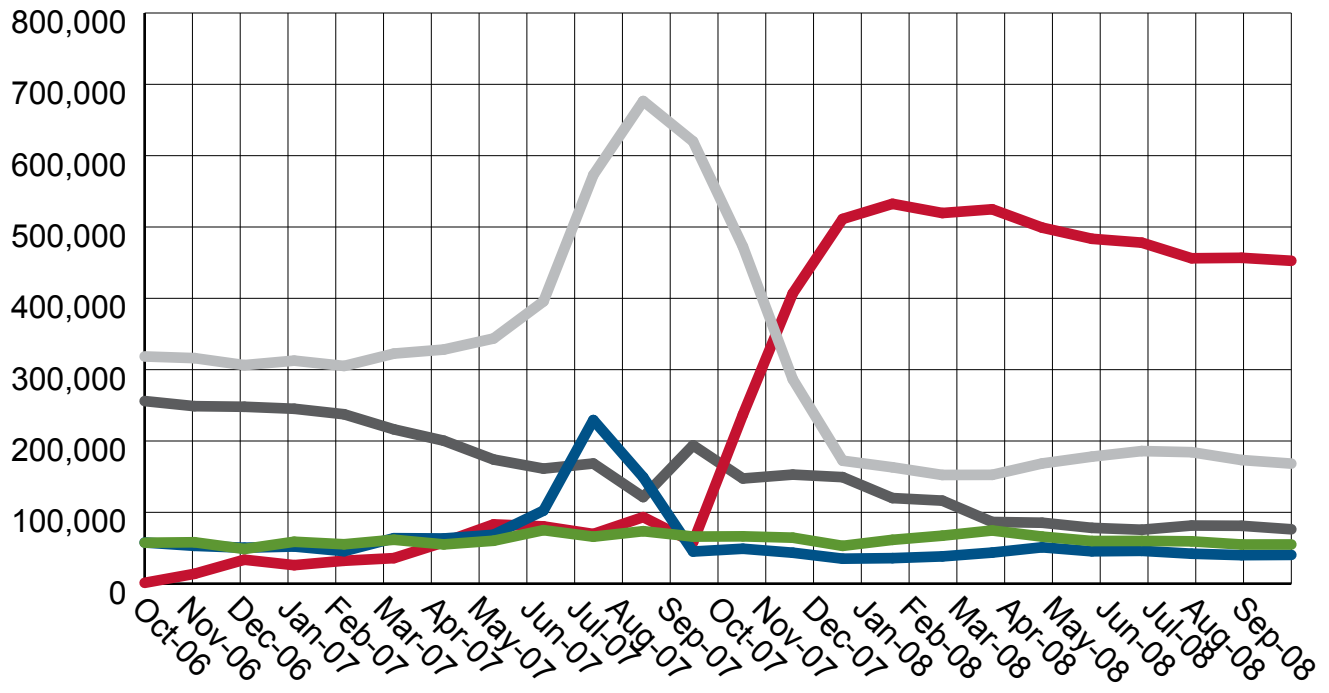


The charts in this section show overall trends in receipts, completions, pending and backlogs since the completion of the first backlog elimination effort at the end of FY2006.

Prior to August 2007 USCIS application fees did not keep pace with the costs of adjudicating applications. This meant the agency could not afford the resources needed to keep up with a growing workload and resulted in a rapidly growing backlog. Congress stepped in for a period of years with a temporary subsidy of appropriated funds to finance the resources needed to deplete the existing backlog. That subsidy ended in FY 2006 with the successful culmination of the first backlog elimination effort. The end of the temporary subsidy restored the pre-existing cost/capacity imbalance until the summer of 2007 when USCIS implemented a new fee structure to recover processing costs.

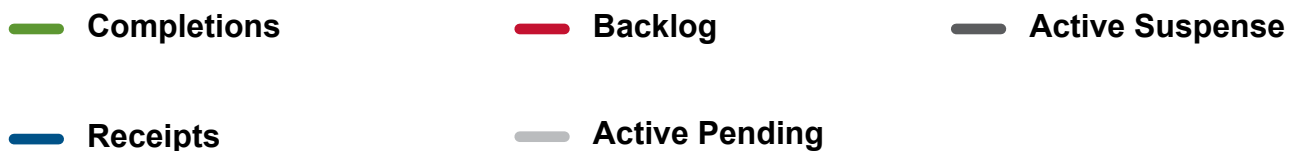
Thus FY 2007 was a bridge year to a new, self-sustaining financial structure. However, in the summer of FY 2007, a sudden surge in demand temporarily compounded the capacity problem. The announced fee increase was itself one cause, as some chose to file their applications and petitions before the increase took effect. However, to the extent the surge was due to early filing, the increased volume of receipts prior to the fee increase was largely balanced by decreased volume afterwards. While core application volume increased 16% in June and July of 2007,

I-485

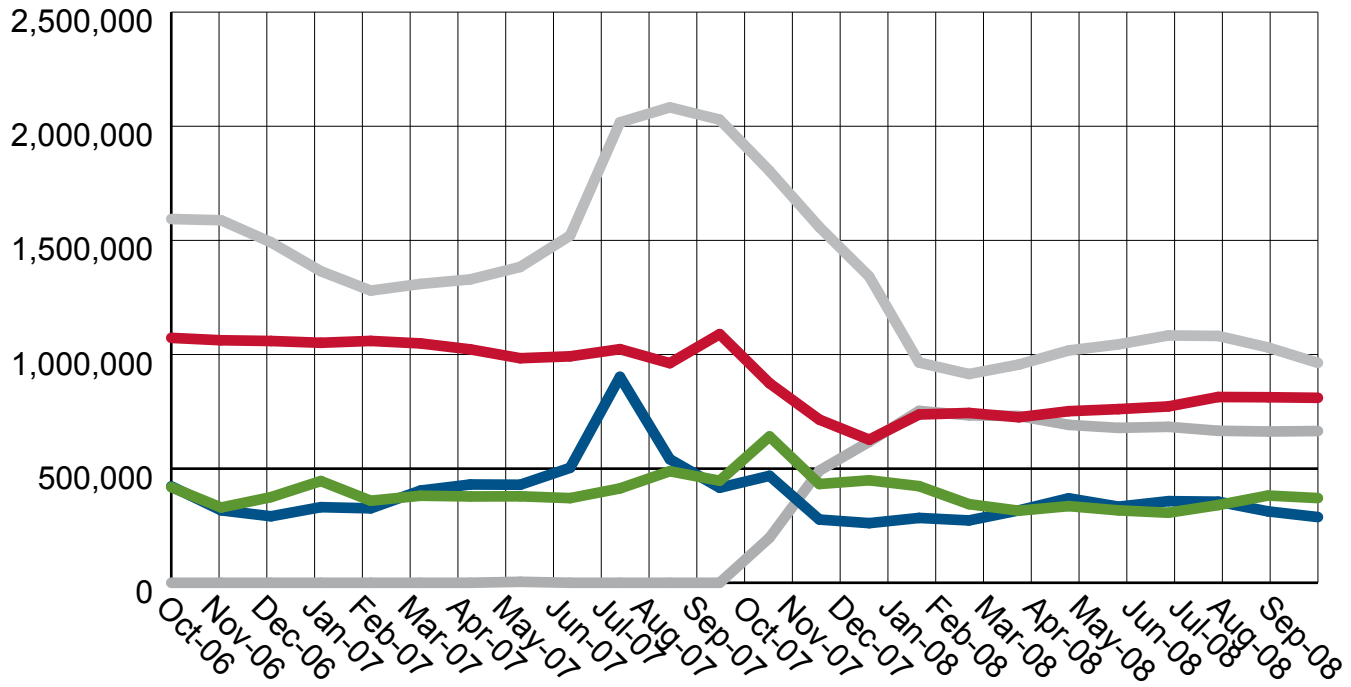


filings of naturalization applications more than doubled in June, and in July naturalization filings were about eight times normal monthly receipts. Furthermore, USCIS received almost 800,000 additional employment-based applications for permanent residence due to the announcement by the Department of State in its July 2007 Visa Bulletin that any person in the United States waiting for an employment-based visa number could immediately apply for adjustment.

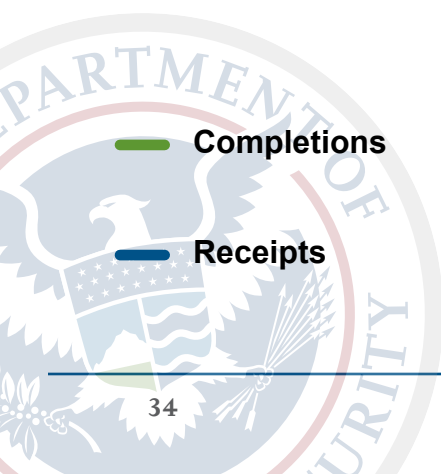
In response to the unprecedented number of immigration applications and petitions received during June and July of FY 2007, USCIS developed a Surge Response Plan (SRP). The SRP was an operational blueprint responding to the increase in workload. It was built on the capabilities the new fee structure would create and on the revenue that came with the summer surge in application filings. As a result USCIS increased the Adjudications Officer workforce by 1,199 in FY 2008.



All Other Forms



In FY 2008 USCIS reduced our total inventory of pending cases by 31 percent to 3.655 million. We substantially reduced processing times in several key areas, including naturalization, which we prioritized due to the large number of applications filed in the summer of 2007. This surge of applications drove our estimated processing time at the end of FY 2007 to 16 – 18 months. Last year we increased naturalization production by almost 57%, to 1.171 million, and reduced our national average processing time to 8.8 months. At the end of FY 2008 our total pending inventory of naturalization cases was less than the volume of cases we received that year, which demonstrates that we effectively worked through the entire 1.4 million cases we received in FY 2007.



— Completions

— Receipts

— Backlog

— Active Pending

— Active Suspense

REFUGEE AFFAIRS DIVISION:

FY08 PRODUCTION DATA

The U.S. Refugee Admissions Program (USRAP) is an interagency partnership involving several governmental and non-governmental organizations, both overseas and domestically, whose mission is to identify qualified refugees for resettlement to the United States. The Department of State Bureau of Population, Refugees, and Migration (DOS/PRM) coordinates and manages the USRAP overall while the authority to interview and adjudicate applications for refugee status rests with USCIS.

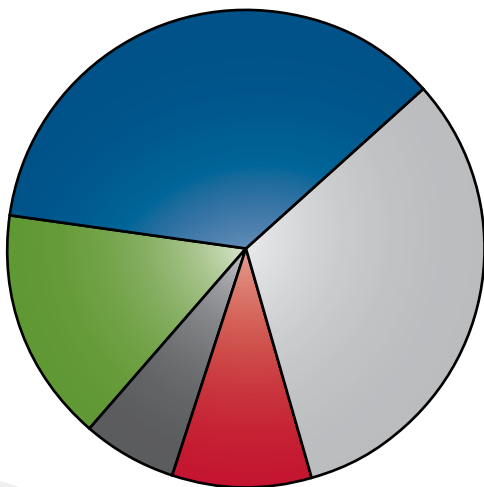
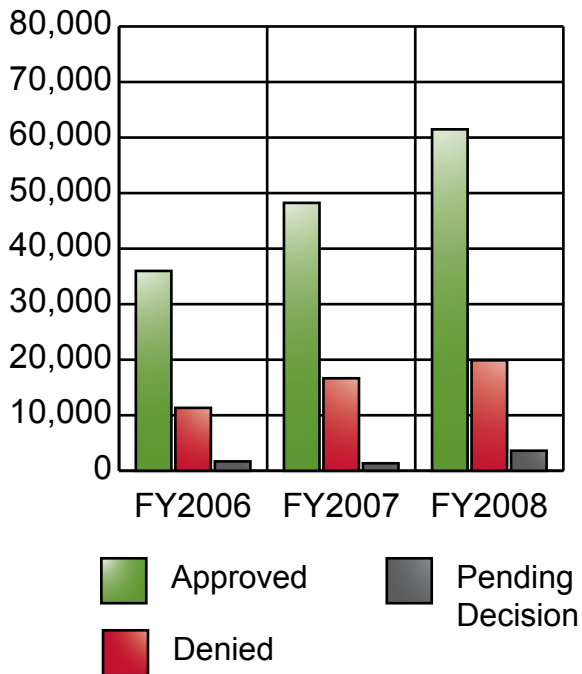
Specially-trained officers from the Refugee Affairs Division (RAD) make refugee case status decisions on a case-by-case basis after analyzing the applicant's testimony, case file information, security check results and country conditions.



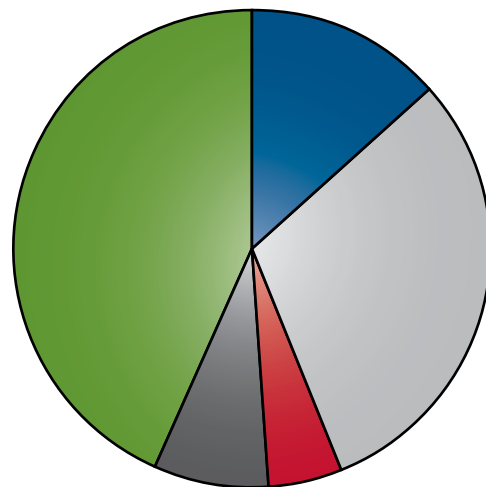
Refugee Corps Officers were deployed to 71 countries to interview more than 99,000 refugee applicants from 59 nations, a 44 percent increase over FY 2007. In addition, USCIS increased refugee processing circuit rides by 26 percent, supporting the admission of 60,192 refugees from around the world, the highest level of admissions since FY 2001.

USCIS officers conducted 29 circuit rides to the Middle East to interview more than 23,000 Iraqi refugee applicants. Ultimately, 13,823 Iraqi refugees were admitted to the United States in FY 2008.

Refugee Processing Data



Total Arrivals FY 2007:
48,281

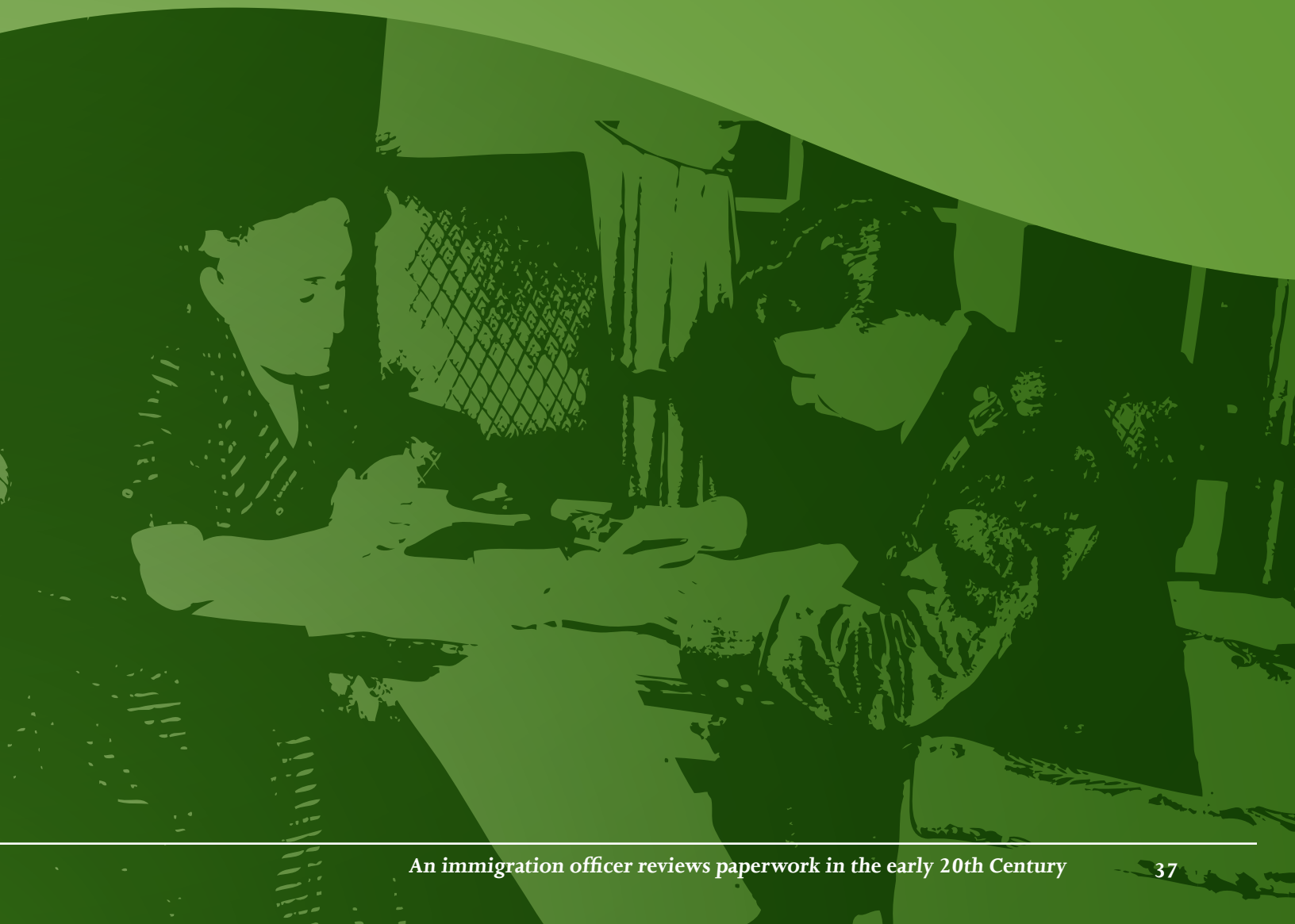


Total Arrivals FY 2008:
60,192

Near East/South Asia
 Latin America/Caribbean
 Europe & Central Asia
 East Asia
 Africa

GROWTH MANAGEMENT: BUILDING A 21ST CENTURY IMMIGRATION WORKFORCE

In FY 2007, USCIS restructured its fee schedule, the first major change to our fees in 10 years. As a result of this restructuring, significant funds were earmarked for improving USCIS' performance in processing immigration-related petitions and applications. In conjunction with these fee increases, the USCIS Director created the Growth Management Oversight Unit (GMOU) to track implementation of the critical enhancements funded by these new revenues.



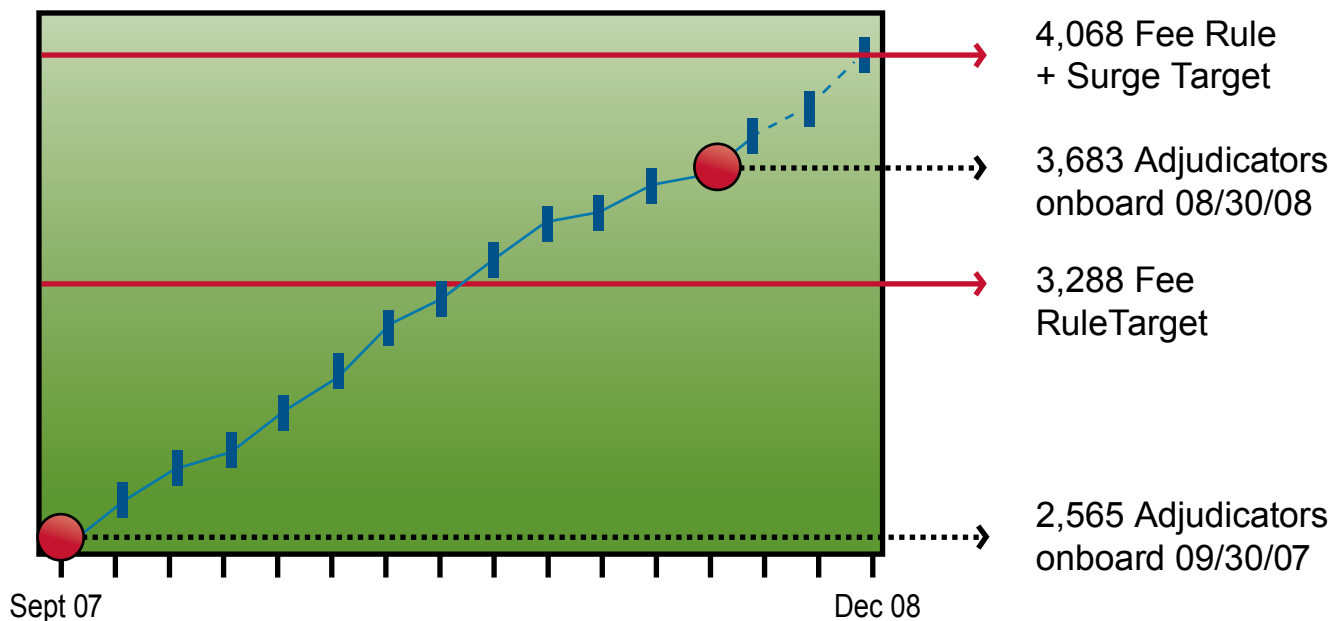
GMOU has two primary functions. The first was to oversee the hiring of approximately 2,700 new government employees, ensuring they are hired and trained in a timely manner. Approximately half of the new positions are immigration services officers, who review and process immigration-related applications; the other half is composed of specialists necessary to maintain day-to-day operations as well as provide administrative support. The second function is to track improvements to USCIS' infrastructure, including, facilities, training, internal processing improvements, and upgrades to its information technology (IT) systems. In all, these improvements will allow USCIS to more efficiently process applications and provide better customer service while providing enhanced security against fraud and possible threats to our homeland.

In FY 2008, USCIS used new revenues from the revised fee schedule to:

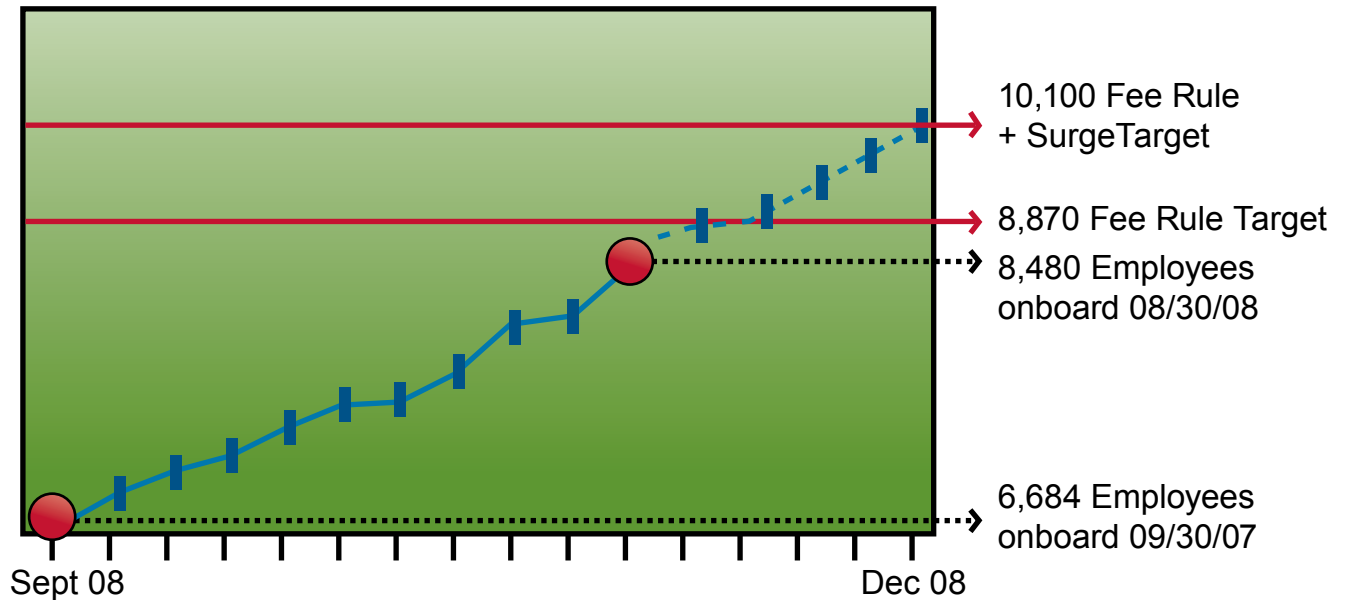
HIRE 1,517 NEW FEDERAL EMPLOYEES

Increasing the agency's capacity to adjudicate applications is one of the keys to improved performance. Infused with new revenues generated by the revised fee schedule, USCIS was responsible for increasing its workforce by a total of 1,517 new employees.

Adjudicator Growth



Fee-Rule & Surge Growth

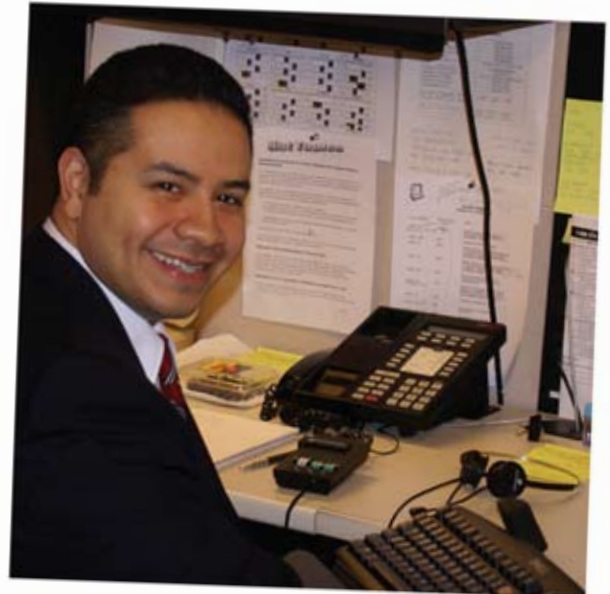


Of these, 723 were to be immigration services officers, who directly process immigration applications. The other 794 positions support USCIS operations in various ways and include customer service representatives, program auditors, administrative staff, legal counsel, fraud detection and national security officers, and IT specialists.

In addition to obtaining these 1,517 new positions, USCIS received authorization to hire 1,200 more employees as a result of an unexpected surge of applications filed during the third quarter of FY 2007 that required additional resources beyond those allocated via the revised fee schedule.

By the end of FY 2008 more than 1,700 new staff had been added to the USCIS workforce to support these new requirements (see graphs below). Of these, over 1,000 were hired and trained as immigration services officers by the end of FY 2008.

More work remains, but the progress made to date is noteworthy, especially when con-



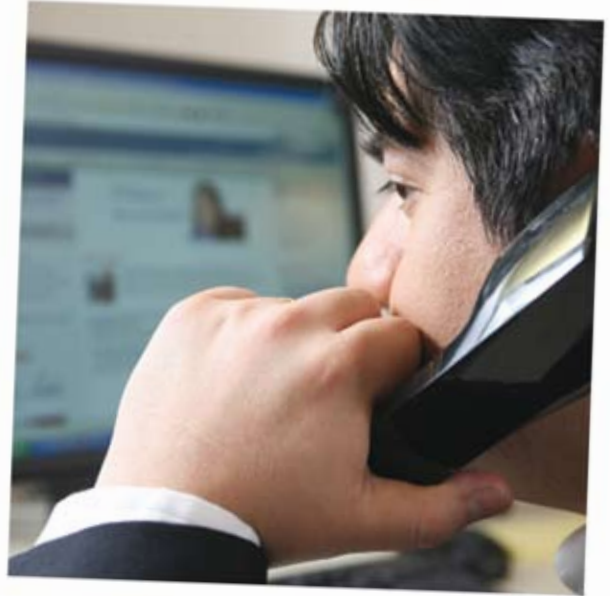
sidering that the rate of hiring in FY 2008 was four to five times higher than the norm in previous years and was all done while maintaining the federal government's standards and procedures for civil service hiring.

The Growth Management Oversight Unit also oversaw additional enhancements funded by the new revenues. Thanks to the efforts of managers across all levels of USCIS, the following is a sample of the achievements seen to date:

CREATION OF THE SECURE MAILING INITIATIVE

(\$31.6 MILLION PER YEAR)

USCIS has partnered with the U.S. Postal Service (USPS) to develop a secure, customer-friendly system for sending documents such as Alien Registration Cards and Employment Authorization Permits via USPS Priority Mail. The system will enhance the way USCIS monitors the delivery of secure documents and allow USCIS customers to track shipment of their documents online.



ENHANCE AND IMPROVE TRAINING

(\$37.4 MILLION PER YEAR)

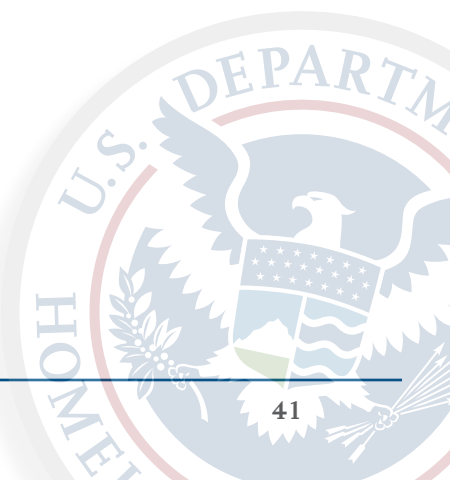
The Office of Human Capital and Training established the USCIS Academy, a new institution that provides professional education and training opportunities for employees at all levels.

In addition to providing substantive entry-level training, the USCIS Academy provides intermediate and advanced immigration training, offers continuous learning opportunities for professional and leadership development, and encourages members of the workforce to further their education during their careers through reimbursement of expenses for college-level courses and executive education.

**FUND INFORMATION TECHNOLOGY (IT)
INITIATIVES (\$109.9 MILLION PER YEAR
AND 88 FEDERAL STAFF)**

The Office of Information Technology (OIT) is leveraging USCIS' new resources to make needed improvements to the IT infrastructure of USCIS. Additional funds were necessary to upgrade and maintain the USCIS information technology environment, which includes programs to support a national security-based immigration process that is more effective and customer focused. One of the programs will provide necessary technology upgrades to the current USCIS legacy IT systems so that these comply with federal regulations, law, and guidelines.

Another program focuses on upgrading and maintaining the USCIS IT operating environment so that it can sustain continued operations, reduce IT security risks and information sharing limitations through hardware and software standardization, and maintain USCIS' ability to process cases and support other federal agencies. The third program provides USCIS with the capability to implement quick IT solutions as well as feature or functional enhancements to the legacy IT environment to address ongoing critical needs and legislative changes.



TRANSFORMATION:

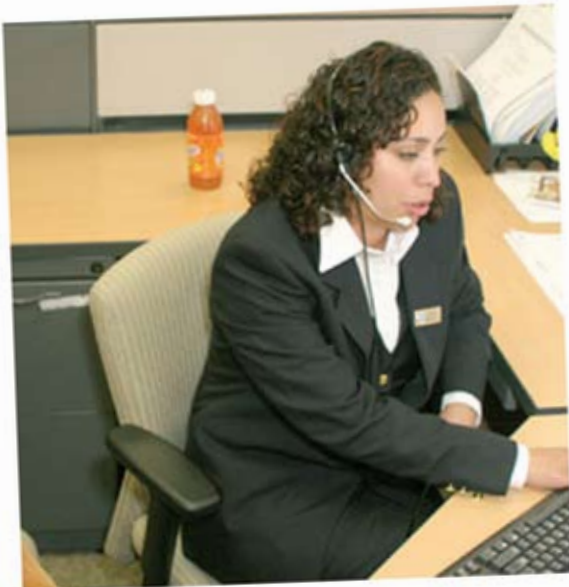
REFINING PROCESSES WITH NEW TECHNOLOGY

In 2006, USCIS launched an agency-wide transformation that will position the organization to meet the escalating immigration challenges of the 21st century. These challenges include managing the increasing number of immigrants seeking U.S. benefits or citizenship; ensuring that deserving immigrants receive U.S. benefits or citizenship in a timely manner; and working across the immigration enterprise to identify, track, and apprehend individuals that pose threats to national security.

The objective of the Transformation Program is to build a new business model. All components of USCIS will be engaged in developing the new model and tools to ensure they will have positive impact on agency operations. Employees will participate as subject matter experts in the development and review of business requirements, as testers in user acceptance testing, and as participants in focus groups. The new business model will allow USCIS to better manage the immense demands on employees due to the surge in workloads; to ensure enterprise-level services meet requirements at a departmental level; and to address the existing gaps in business process and supporting technologies that impair USCIS in achieving its national security, customer service and operational excellence goals.

Since 2006, USCIS has implemented several pilots and a proof of concept in an effort to learn lessons for full scale transformation of the USCIS business. The pilots included digitization of A-files, electronic case management, customer identity verification, and other pieces of the adjudication process. For each pilot and proof of concept, business units and field office personnel served as an integral part of the integrated product teams (IPT) to determine direction and monitor progress on these initiatives.

USCIS and the Office of Information Technology (OIT) have made considerable progress with regards to the Enterprise Service Bus (ESB). Since its deployment in 2007, ESB has provided a service-oriented architecture framework for connecting USCIS, Immigration and Customs Enforcement (ICE), Department Of State (DOS), and US-VISIT systems across a single National Information Exchange Model (NIEM) supported messaging bus. ESB currently connects 11 systems from USCIS, ICE, DOS, and US-VISIT. Another seven systems will be added to ESB by the end of the calendar year 2008.



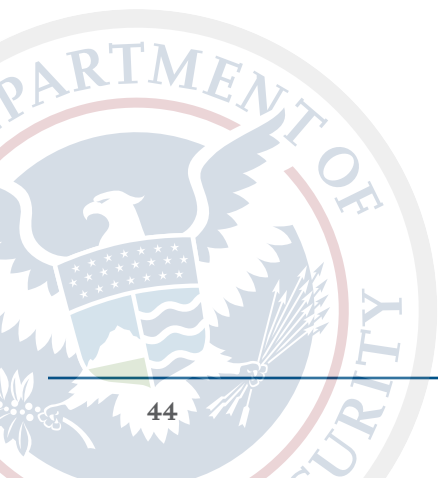
The most notable end-user component of ESB is the Person-Centric Query Service (PCQS). The PCQS is a composite service, which allows a user or system to submit a single query for all transactions involving a foreign national across a number of Department of Homeland Security and DOS systems. It returns a consolidated and correlated view of a foreign national's past interactions with the government. The PCQS currently has more than 600 registered users and provides single-login, read-only access to seven systems. OIT added four more systems to the PCQS in November 2008. Users will be able to access 11 systems for simultaneous query under a single login.

TRANSFORMATION

Looking to the future, USCIS requested contract proposals from private contractors to work with USCIS in developing a solution to support USCIS' business transformation goals and to build the integrated operating environment for electronic adjudication. USCIS anticipates the transformed business process will deliver the following benefits:

- Enhanced national security and fraud detection
- Improved identity management
- Improved accuracy and consistency agencywide
- Decreased duplication of records
- Enhanced data sharing
- Increased customer accessibility
- Standardized business processes
- Improved workload and caseload management
- Greater accountability
- Elimination of manual reporting

USCIS prepared for the far-reaching effects of transformation by standing up a new Office of Transformation Coordination (OTC). The OTC will lead, manage, and facilitate a comprehensive transformation of people, processes and technologies with quantifiable business outcomes. The OTC will coordinate all initiatives that impact or are impacted by transformation of the agency's core business processes.



FACILITIES REVITALIZATION:

IMPROVING WORKSPACE TO IMPROVE SERVICE

In 2003 USCIS was established as an independent agency with legacy facilities and minimal funding. As the first face and contact all immigrants experience with the federal government, it is critical USCIS make a positive first impression.

USCIS committed to bring the national immigration system into the 21st century and provide quality services from professional, convenient and modern facilities. Five years later, under excellent leadership and employee dedication, that commitment is being realized.

USCIS has started a number of initiatives to modernize our facilities. These initiatives were incorporated into a singular Model Office Concept that was unveiled in Fiscal Year 2007 and began implementation in Fiscal Year 2008. The Model Office combines architectural, engineering, business philosophy, and customer service concepts in order to provide better, more efficient offices with greater benefit to our customers.



FACILITIES REVITALIZATION

USCIS has developed a regional office stamp through the use of color palettes, layouts, and unique signage that provide a pleasing atmosphere for employees and customers alike, and a cost savings through economies of scale. USCIS has developed a consistent and standard interior office design that provides easy navigation for our customers and better work flow for our employees. In addition, this standard office design is intended to decrease architectural and engineering costs and provide scheduling savings in future projects.

The location of USCIS Field Offices has been closely examined in the Model Office Concept. Through the use of a Geographic Information System (GIS), USCIS has compared customer location and filing data, availability of public transportation, and other factors to select sites for future offices that best support the customer and the community. Through research into office efficiency, USCIS has determined that smaller offices, geographically distributed based on customer location, are more effective than one large central office. Decentralization projects have been initiated in Miami, Boston, New York, and Los Angeles to improve our services.

As a result of the Fee Enhancements approved in Fiscal Year 2007, USCIS experienced marked growth in both employee base and project inventory in Fiscal Year 2008. USCIS began Fiscal Year 2008 managing 5.5 million square feet of space and 21 ongoing Lease Acquisition Projects. By the end of the Fiscal Year an additional 3,000 employees had to be housed and 26 new Lease Acquisition Projects had been started. These projects are setting the groundwork for USCIS to usher in a new era of immigration.

USCIS is transforming the way we do business by streamlining outdated processes to make us a more effective and efficient agency. USCIS is a fee-based agency that receives no appropriated funds to accomplish this transformation or to revitalize our outdated and overcrowded facilities. Therefore approximately 3.5% of the Fee Enhancement has been set aside for nearly a dozen facility renovation or new construction projects each year, for the next three years. This year alone USCIS managed a record setting 47 projects, over half of which were new starts.



The following projects are highlights from the Fiscal Year:

HARRISONBURG REMOTE FILE MAINTENANCE FACILITY

(HARRISONBURG, VA)

The Harrisonburg Remote File Maintenance Facility was a major multi-phase renovation project that began in July 2005. Phase 1 was an overhaul for the Records office, Phase 2 the installation of the USCIS Continuation of Operations (COOP) and Phase 3 renovation completion. The project was completed in March 2008.

HARTFORD FIELD OFFICE

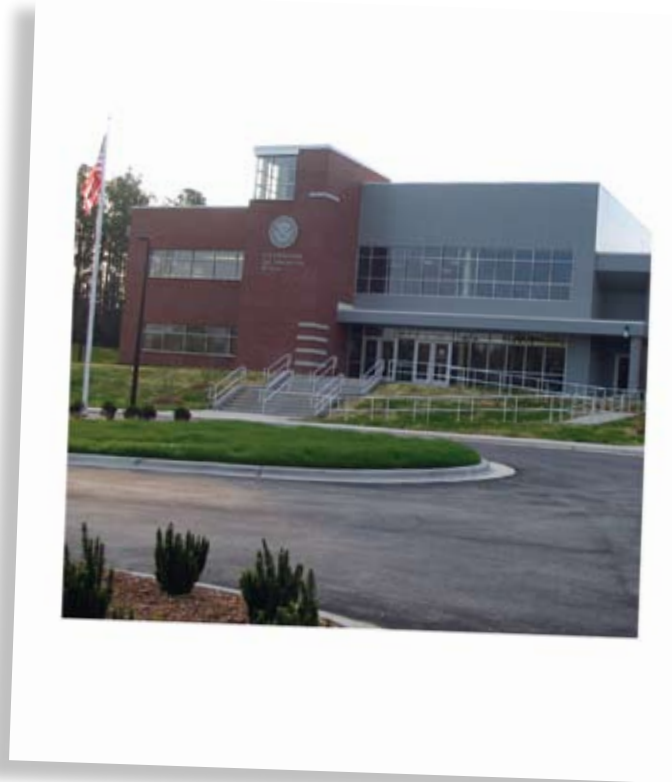
(HARTFORD, CT)

The Hartford Field Office moved from the 4th floor of the A.A. Ribicoff Federal Building to the renovated 1st floor. The new space is a larger, more customer friendly office. Construction started in January 2007 and was completed in November 2007.

RALEIGH-DURHAM FIELD OFFICE

(DURHAM, NC)

The USCIS Raleigh-Durham Field Office marks the culmination of many years of hard work in opening a second Field Office in North Carolina. This office reduces the travel distance for customers in the state and is also one of the first offices to use several design elements from the “model office”. On top of that, it is certified LEED-Silver* for sustainable design. *LEED stands for Leadership in Energy and Environmental Design. It is a point based system where projects earn points for satisfying specific green building criteria within six credit categories. The six categories include Sustainable Sites, Water Efficiency, Energy & Atmosphere, Materials & Resources, Indoor Environmental Quality and Innovation in Design. The number of points the project earns determines the level of LEED Certification. USCIS currently has one LEED-Gold and one LEED-Silver facility. There are 18 LEED projects on the books over the next three years as USCIS strengthens its commitment to environmental stewardship.





SOUTHEAST REGIONAL OFFICE

(ORLANDO, FL)

In Fiscal Year 2007 Domestic Operations was restructured to improve management of the USCIS offices. A new “Southeast” Region was established. The Southeast Regional Office moved into their location in July 2008.

REGIONAL VERIFICATION CENTER

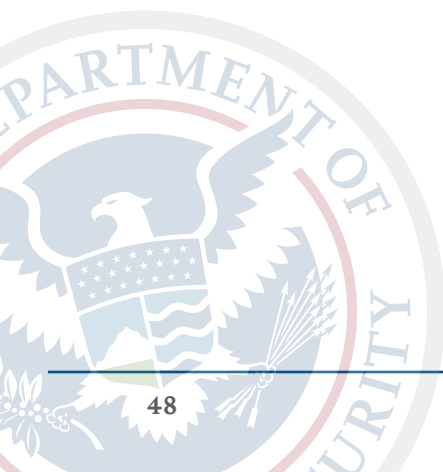
(BUFFALO, NY)

The USCIS Regional Verification Center was established in Buffalo, NY to support USCIS’s growing Employee Eligibility Verification Program. The office opened in February 2008 with plans for expansion already underway.

The Agency’s growth has not been limited to the USCIS Field Offices. The fee enhancements have helped Headquarters

undergo a massive expansion in both responsibility and personnel. To accommodate this growth USCIS has initiated new Headquarters projects in both Washington, DC and Burlington, VT.

In 2003 Washington consisted of two Headquarters facilities and Burlington only one. By the end of Fiscal Year 2009 Washington will have expanded to six facilities and Burlington to three. The new facilities include the Office of Security and Integrity, Records, Employment Eligibility Verification, Administrative Appeals, and a Training and Technical Center.



OFFICE OVERVIEWS:

HEADQUARTERS OFFICES AND DIVISIONS

A well-managed, modern immigration system is fundamental to maintaining our national and economic security. USCIS must be ready to face any challenge that presents itself. Whether it is the changing demographics of our customers, fluctuating and unpredictable demand for immigration services, new kinds of security threats, legislative mandates, or the tragedy of a man-made or natural disaster, we must be prepared to respond effectively.

USCIS component offices form the core of USCIS Operations, acting in conjunction to fulfill the USCIS mission and vision and guide our actions, our decision-making, and the processes we use to enhance and modernize our infrastructure and operations. The following section provides a brief overview of each office and its specific function within the agency.





Nancy Guilliams, Chief,
Office of Administration

OFFICE OF ADMINISTRATION

The Office of Administration provides the essential administrative services, policy and guidance to support USCIS operations and their customers. The office plans, develops and implements agency-wide policies, procedures and internal controls in the areas of, Asset and Facilities Management and Acquisition.

Its mission is accomplished through the Facilities Management, the Asset Management and the Contract Support Divisions in headquarters, as well as the Field Support Center in Burlington, Vt. The headquarters office is responsible for planning, programming, budgeting, and policy decisions, whereas the Field Support Center is responsible for

executing the programs and policies developed by headquarters.

The goal of the Facilities Management Division is to provide a safe, secure, and productive work environment for its employees and customers. It manages an annual rent budget of approximately \$168 million and an investment budget of over \$61 million for planning and managing space. The Asset Management and Contract Support Division provides guidance and assistance to USCIS offices regarding all aspects of personal property management and has accountability of agency-wide property valued at almost \$120 million. It also offers guidance and assistance with acquisition document preparation. The Field Support Center gives direct support to 140 USCIS field locations, including project management and execution for lease acquisition, and a full range of asset management support. It also provides management and oversight for the acquisition of goods and services, being responsible for almost \$1 billion in annual acquisitions and administration of approximately \$5 billion in existing contracts.

ADMINISTRATIVE APPEALS OFFICE

The Administrative Appeals Office (AAO) has jurisdiction over appeals from decisions on most immigration petitions and applications that are entered by USCIS regional service centers, district offices, and field offices worldwide.

The opportunity to file an appeal after a petition or application has been denied allows a petitioner or applicant to attempt to overturn the adverse decision. There are numerous types of petitions and applications within the AAO's jurisdiction, including employment-based immigration petitions, various waivers, legalization, and



John Grissom, Acting Chief,
Office of Administrative Appeals

temporary protected status applications.

Selected AAO decisions are designated by the USCIS Deputy Director as USCIS Adopted Decisions, making them binding on all USCIS personnel. These Adopted Decisions provide a mechanism to establish consistency in interpretation and application of immigration and nationality law among all USCIS employees. Because the AAO reviews decisions from all USCIS offices throughout the world, it is in a unique position to detect patterns of fraud and to provide quality assurance to the USCIS adjudication process.

The AAO produces appellate decisions that provide fair and legally supportable resolutions of individual petitions and applications for immigration benefits. These decisions provide guidance to petitioners, applicants, practitioners, and government officials in the correct interpretation of immigration law, regulations, and policy. The AAO is staffed with 88 USCIS personnel, most of whom are attorneys, and ten contract personnel who operate and maintain the AAO file room.

CHIEF COUNSEL

The Office of the Chief Counsel (OCC) provides specialized legal advice, opinions, determinations, regulations, any other assistance to the USCIS Director, and represents the agency in visa petition appeals before the Executive Office for Immigration Review.

With a highly skilled team of more than 150 attorneys nationwide, OCC on a daily basis fields a wide range of inquiries concerning immigrant and non-immigrant employment and family-based petitions, adjustment of status, adoptions, inadmissibility and waivers, naturalization, asylum and refugee status, and contract and administrative matters. OCC provides comprehensive litigation support to the Department of Justice's Office of Immigration Litigation and the Offices of the United



Lynden Melmed, Chief Counsel,
Office of the Chief Counsel

States Attorney. OCC's areas of responsibility include providing legal education and training to USCIS staff, and advising USCIS and Department of Homeland Security (DHS) staff on legislative, regulatory and national security issues.

Since its formation in July 2003, OCC has expanded and refined its headquarters and field structures to ensure maximum efficiency and responsiveness. At headquarters, OCC is divided into expert teams including the Adjudications Law Division, Asylum and Refugee Law Division, Commercial Law Division, Ethics Division, Litigation, Regulations and the National Security & Records Verification Law Division.

OCC's field structure takes the form of four regional offices: Northeast, Southeast, Central and Western. OCC's regional offices work closely with headquarters staff to communicate developments and trends, and to formulate litigation strategies.

In addition to its regional offices, OCC also has a Service Center Division that provides particularized support to service centers throughout the country.

The Training and Knowledge Management Division is dedicated to expanding the availability of resources, education and information technology within USCIS' legal and operational components. Through the Training and Knowledge Management Division, OCC has offered educational modules on the issuance of notices to appear, determining good moral character, effective writing, exercising discretion, and adjudicating waivers.



Rendell L. Jones,
Chief Financial Officer

CHIEF FINANCIAL OFFICER

The Office of the Chief Financial Officer (OCFO) serves as the principal advisor to the Director and executive leadership in all areas of budget and financial management. The OCFO strives to acquire the necessary resources to meet mission responsibilities and effectively manage and control costs to ensure resources are strategically deployed to front-line mission responsibilities. The OCFO is an integral partner in USCIS' mission to improve the administration of benefits and immigration services for applicants by exclusively focusing on obtaining and protecting the resources that support immigration and citizenship services. The OCFO manages the agency's \$2.7 billion annual budget and ensures sound financial reporting to the Congress, the Office of Management and

Budget, U.S. Department of the Treasury, U.S. Department of Homeland Security, and the public.

The OCFO has five divisions including the Budget Division, Planning Division, Financial Management Division, Resource Management and Competitive Sourcing Division and the Lockbox Operations Division. All OCFO staff, including 84 federal employees and approximately 50 contractors, are located at headquarters in Washington, DC, with the exception of the Financial Operations Staff in Burlington, Vt. and Lockbox Operations Staff in Chicago, Ill.

CITIZENSHIP

The mission of the Office of Citizenship (OoC) is to foster immigrant integration and participation of immigrants in American civic culture. OoC promotes education and training on fundamental civic principles and the rights and responsibilities of citizenship, provides federal leadership on civic integration issues, and celebrates the meaning of citizenship for immigrants and citizens.

OoC develops civic education products and resources to assist immigrants through each step of their journey towards civic integration and citizenship. The materials of OoC help immigrants gain a deeper understanding of U.S. history and government and learn to identify with the basic civic values that unite Americans. OoC reaches out to immigrants with information and resources at different stages including at the earliest opportunity overseas, when they become permanent residents, as they apply for naturalization, and as they become new citizens. As appropriate, materials of OoC are made available for newly arriving immigrant groups in their native languages and for individual and classroom use written at appropriate English language learning levels. The OoC also promotes educational resources that facilitate English as a Second Language (ESL) acquisition. Through partnerships, OoC develops unique products and uses innovative methods to widely disseminate products and shares civic integration information with immigrants and immigrant-serving organizations.

OoC provides a variety of training resources to adult educators and community and faith-based organizations. These resources promote a deeper understanding of U.S. history, civics, the naturalization process, and enhance the



*Alfonso Aguilar, Chief,
Office of Citizenship*

quality of civics and citizenship instruction for immigrants. OoC hosts training conferences to refine and enhance the skills of adult civics and citizenship instructors and volunteers. OoC is expanding online training and technical resources that support the integration of civics and citizenship content into English as a Second Language (ESL) instruction. One goal of OoC is to increase the number and capacity of individuals and organizations that offer ESL and civics/citizenship classes to immigrants.

OoC also uses training opportunities to ensure the new naturalization test serves as an instrument of civic learning. OoC provides training resources specific to the new test's content and skills and has developed training for USCIS officers to ensure standardized test administration across the country.

OoC has a unique role within the federal government to promote civic integration ideas and raise awareness of the importance of immigrant integration. OoC promotes and fosters dialogue on U.S. civic integration policy among all sectors of society as well as the international community. OoC Chief is a leading spokesperson on the topic of civic integration and attends many meetings, conferences and events in the United States and abroad as a speaker. As the leading entity in the interagency Task Force on New Americans, OoC is promoting an Americanization movement for the 21st century in partnership with various professional and community sectors in the United States. OoC also coordinates with a variety of organizations and groups

to encourage volunteerism among both U.S. citizens and new immigrants and to celebrate the positive contributions of immigrants and naturalized citizens.



Christopher Bentley, Acting Chief,
Office of Communications

COMMUNICATIONS

The USCIS Office of Communications contains key external and internal communication components of the agency. The office is divided among five divisions: Media Relations, Community Relations, New Media, Internal Communications, and Strategic Communications.

OCOMM's comprehensive and cohesive approach to internal and external communications greatly enhances the agency's effectiveness when communicating changes in laws, regulations, processes, and procedures affecting more than 18,000 employees and millions of customers. This approach

enables USCIS to strategically position its messaging while providing employees and customers with the tools and information needed to accomplish the agency's mission of securing America's promise as a nation of immigrants. USCIS does that by providing accurate and useful information to its customers, granting immigration and citizenship benefits, promoting an awareness and understanding of citizenship, and ensuring the integrity of the nation's immigration system.

CONGRESSIONAL RELATIONS

The Office of Congressional Relations (OCR) is responsible for advising USCIS executive leadership on legislative and operational matters of interest to Members of Congress. OCR serves as the primary point of contact for Members of Congress and their staff, handling inquiries on immigration policy, individual cases, and USCIS operations. OCR coordinates closely with the Office of Legislative Affairs at the Department of Homeland Security (DHS) to ensure that USCIS issues and concerns are represented in DHS legislative strategies. OCR is responsible for ensuring that USCIS has a uniform congressional relations strategy that is consistent with USCIS core values. OCR implements the National Congressional Strategic Plan for more than 100 USCIS congressional liaisons nationwide. The plan provides guidance, standards, and best practices.

Within headquarters, the OCR functions are divided into two branches. The Operations Branch focuses primarily on handling congressional inquiries relating to specific cases, educating field liaisons and congressional staff, identifying trends and problems in immigration practice and procedures facilitating changes to policies and procedures as necessary.

The Legislative Branch works with Congress and executive branch agency officials on immigration policy and legislation, including the preparation of testimony for hearings and briefings for Members of Congress and their staff. The Legislative Branch facilitates discussions on legislative issues, coordinates agency views, and provides technical drafting assistance on legislation to Members of Congress and staff.



*James McCament, Chief,
Office of Congressional Relations*

DOMESTIC OPERATIONS DIRECTORATE

The Domestic Operations Directorate (DOMO) ensures that citizenship and immigration information, and decisions on immigration benefits, are provided to domestic customers in a timely, accurate, consistent, courteous and professional manner. DOMO manages the processing and adjudication of more than seven million applications per year and provides services to millions of its customers through in-person encounters at its field offices and via the USCIS call centers.

The Domestic Operations Directorate consists of five divisions; the Office of Field Operations; Service Center Operations; Information Customer Service; Operations Planning Division; and the Policy and Regulation Management Division.

Field Operations manages four regional offices, 26 districts comprised of 90 field and support offices, 136 Application Support Centers and the National Benefits Center. DOMO's field offices interview applicants for lawful permanent residence status and citizenship.

Service Center Operations (SCOPS) manages four service centers that adjudicate applications and petitions that do not require face-to-face contact. SCOPS performs approximately 70% of all adjudications, and does file preparation for all immigration petitions and applications.

Information Customer Service coordinates and manages the USCIS telephone centers. They identify, plan, develop, and implement USCIS customer service initiatives, serving as the customer-service liaison for USCIS.



Donald Neufeld, Acting Associate Director,
Domestic Operations

Operations Planning Division (OPD) provides program guidance and support to the Domestic Operations enterprise to ensure the effective adjudication of immigration benefits. OPD is responsible for the Staffing Analysis Model that is used to identify staffing levels required to support day-to-day operations. OPD also manages the monthly Integrated Multi-Annual Performance System reports that are used by field personnel to actively manage work.

The Policy and Regulation Management Division (PRM) coordinates and manages development of policy and regulations affecting domestic operations components.

PRM consults with all affected components on crosscutting issues and coordinates with the Office of Policy and Strategy, Office of Chief Counsel, and the Office of the Executive Secretariat to ensure compliance with good guidance and rulemaking practices and procedures. Officers work closely with service center and field operations divisions to draft policy memorandums and regulations covering a wide range of immigration benefits, and to ensure that processes and procedures are in place to provide smooth delivery of high quality services and products.

EMERGENCY MANAGEMENT AND SAFETY

The Office of Emergency Management and Safety (OEMS) is charged with “Creating a Culture of Preparedness” at USCIS. OEMS provides the oversight, training, and management of the USCIS Emergency Preparedness, Continuity of Operations (COOP), Continuity of Government (COG), and Occupational Safety and Health (OSH) programs. OEMS controls and maintains the USCIS Alternate (continuity) Site and Emergency Management training facility in Harrisonburg VA, where USCIS headquarters components and offices carry out their respective Mission Essential Functions during emergencies or Continuity of Government (COG) situations.

The Chief of OEMS is supported by a staff of 10 federal employees and contractors. OEMS provides training and coordination to more than 300 collateral duty safety officers and Emergency Management Coordinators across USCIS.

To ensure preparedness and continuity, OEMS provides coordination, support, assistance, and guidance to USCIS offices, directorates, managers, and supervisors in the development of COOP plans and Occupant Emergency Plans, and selection of alternative sites. The OSH Program also coordinates all activities and reporting under the Occupational Safety and Health Administration acts to protect USCIS employees and contractors.



*James Riley, Chief,
Office of Emergency Management & Safety*

EQUAL OPPORTUNITY AND INCLUSION

The Office of Equal Opportunity and Inclusion (OEOI) helps USCIS ensure equal employment opportunities are afforded to USCIS employees and job applicants. There are two divisions within OEOI responsible: Division of Diversity and Inclusion, and the Complaints Resolution Division.

The Division of Diversity and Inclusion focuses on helping USCIS identify barriers to equal employment opportunity in all phases of employment, from recruiting and hiring to training and promoting. This is accomplished through an active and regular review of both demographic statistics and USCIS policies, as well as through collaboration with other programs within USCIS on efforts such as recruiting, drafting, and implementing policies.



*Tracy Thompson, Chief,
Equal Opportunity & Inclusion*

The Division of Diversity and Inclusion also helps USCIS with the initiative to recruit and leverage individuals with disabilities, including disabled veterans. This is achieved by recruiting individuals with disabilities who are eligible for employment through special hiring authorities. This also helps USCIS ensure that disability accommodations are provided efficiently and appropriately by identifying and removing barriers for individuals with disabilities once hired.

The Complaints Resolution Division manages Equal Employment Opportunity (EEO) complaints that arise, including the counseling mediation, investigation, and settlement of EEO complaints. Most of the adjudicatory functions of EEO complaints are performed by the Department of Homeland Security's Office for Civil Rights and Civil Liberties.

EXECUTIVE SECRETARIAT

The Office of the Executive Secretariat (Exec Sec) was established in 2006 within the USCIS Office of the Chief of Staff. Exec Sec's main purpose is to ensure that internal and external executive correspondence and communications are efficient, purposeful, coordinated, and controlled. Working closely with its counterparts throughout the Department of Homeland Security, Exec Sec assures correct and timely production and transmission of official materials, and advocates for USCIS in Department-wide clearance processes.



*Yvette LaGonterie, Chief,
Executive Secretariat*

The Exec Sec directs and facilitates USCIS' regulatory and directives management programs; administers an initiative to improve the written products of USCIS; establishes guidance for preparing and overseeing internal USCIS written products; and ensures that USCIS' image is presented in a consistent, professional manner.

In its role as the "Facilitator of Success," the Exec Sec established and maintains a website that provides easy access to guidance on the wide range of issues. Within the Exec Sec, the Regulatory Management Division (RMD) helps edit, track and review compliance related to agency regulatory documents. RMD coordinates the updates to the USCIS Annual Regulatory Plan, and ensures compliance with the Paperwork Reduction Act.

HUMAN CAPITAL AND TRAINING (HCT)

The Office of the Chief Human Capital and Training (HCT) provides strategic human capital management direction, services, and oversight. HCT ensures USCIS has the right people with the right skills through recruiting efforts, determines critical workforce skills and competency requirements, and provides leadership development and training. HCT has a front office and two divisions: Human Capital Management Division and Training and Career Development Division.

The Human Capital Management Division (HCMD) addresses human resources policy, programs and talent management; workforce planning; performance and business systems; and work life, labor relations, and employee relations. The division develops and implements policy and guidance, and provides oversight of human resources operations to facilitate a high quality, high



*David R. Howell, Chief,
Human Capital and Training*

functioning USCIS workforce. HCMD supports management in planning, developing, organizing, and supervising USCIS staff to accomplish the agency mission. HCMD directs and oversees the shared service provider (Customs and Border Patrol Human Resources staff) to ensure customer interests, organizational needs and requirements are identified, understood, and fully met. HCMD establishes USCIS performance measures and tracks those measures to evaluate services received and to assess program effectiveness to assure customer satisfaction for human capital related areas. HCMD provides labor and employee relations programs to facilitate a cooperative work culture and support a high performing workforce. HCMD sets initiatives to accomplish USCIS hiring goals to support USCIS in achieving its mission and meeting production goals.

The Training and Career Development Division (TCDD) manages USCIS Academy programs and operates the training center and the Academy business center. The division provides policy, guidance, and programs for training and career development to ensure USCIS employees are mission ready and successful in their current jobs while building the USCIS workforce needed for the future. TCDD manages the Academy's learning programs and operations, determines employee training and career development requirements, and develops training to ensure organizational needs and requirements are identified, understood, and fully met.

INFORMATION TECHNOLOGY (OIT)

The Office of Information Technology (OIT) provides information technology (IT) leadership, technical expertise, and strategic vision necessary to enable USCIS to deliver effective, efficient, and secure immigration services. OIT leads USCIS in the design, development, delivery, and deployment of IT services and solutions that transform America's immigration system. OIT additionally promotes a quality approach to achieving business effectiveness and efficiency in the use of information systems.

The IT Strategic Programs Division ensures strategic and architectural alignment of the Office of Information Technology (OIT) activities and resources with USCIS mission requirements by means of goals, governance, policies and procedures, and intelligence analyses of USCIS data.



Jeff Conklin, Chief Information Officer,
Office of Information Technology

The IT Service Engineering Division designs, develops, and maintains IT services in support of enterprise business requirements through the use of systems engineering best practices to sustain a center of engineering excellence.

The IT Service Delivery Division ensures IT services are provided as required and agreed upon between the service provider (USCIS OIT) and the customer (USCIS IT Community). To ensure compliance, the IT Service Delivery Division oversees the process and activities of IT financial management (e.g. budget formulation and execution), service level management, IT provisioning, IT workforce management, and acquisition and contract administration functions.

The IT Service Support Division manages and supports IT services that are appropriate to the business requirements of the USCIS. The division provides a comprehensive, consistent, and cohesive set of best practices for IT service management processes.

NATIONAL SECURITY AND RECORDS

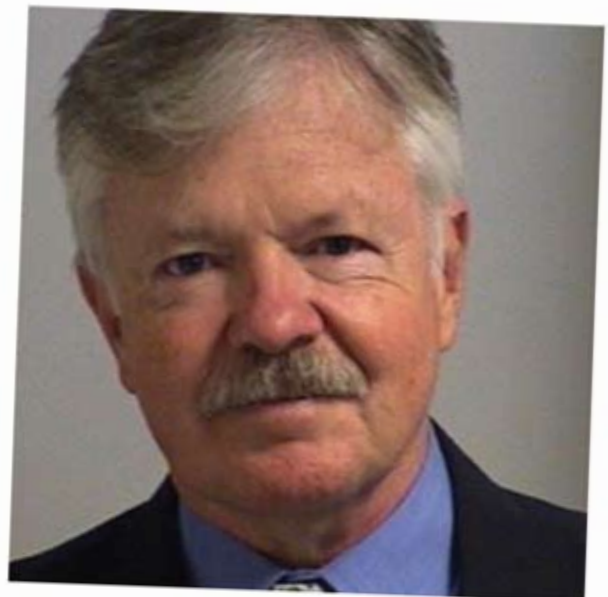
VERIFICATION DIRECTORATE

The National Security and Records Verification Directorate (NRSV) is responsible for strengthening the effectiveness of USCIS' national security efforts; enhancing the integrity of our country's legal immigration system by deterring, detecting, and pursuing immigration-related fraud; and combating unauthorized employment in the workplace. NSRV is also modernizing the agency's recordkeeping and records verification processes to provide accurate immigration-related information to partners and stakeholders who have a legitimate interest in that information.

NSRV's five strategic goals reflect its mission to:

- Strengthen national security and public safety
- Enhance integrity of the legal immigration system
- Facilitate innovation
- Provide reliable information promptly
- Build partnerships.

NSRV is comprised of the Fraud Detection and National Security Division (FDNS), Records Division, Verification Division, National Records Center, and Information Technology Program Executive Office.



*Gregory B. Smith, Associate Director,
National Security & Records Verification Directorate*

Fraud Detection and National Security Division (FDNS) enhances the integrity of the legal immigration system by identifying threats to national security and public safety, detecting and combating fraud, and removing other systemic vulnerabilities. FDNS denies benefits to those who are not eligible by vetting applicants and beneficiaries whose initial security screening indicated a possible criminal, public safety, or national security concern.

The Records Division maintains U.S. immigration records which document individual persons entry into the United States to naturalization. The division also maintains information for genealogical research. The Records Division focuses on customer service, delivery, communications, partnerships, and accountability.

The National Records Center (NRC) provides customers with timely access to information from the agency's A-files and subsidiary data systems. NRC operations include records, information liaison, and case resolution. The NRC is also responsible for the USCIS Freedom of Information Act Program.

The Verification Division has two programs, E-Verify and the Systematic Alien Verification for Entitlements program. The programs enable government agencies to verify the immigration status of benefit-seeking applicants and allow participating employers to verify their new employees are authorized to work in the United States.

POLICY AND STRATEGY

The Office of Policy and Strategy (OP&S) was established pursuant to the Homeland Security Act. OP&S's legal mandates include:

- Providing national immigration policies and recommendations in consultation with district and field offices
- Performing research, evaluation and analysis on immigration services issues
- Developing and coordinating the Strategic Plan for USCIS
- Coordinating immigration policy issues with Department of Homeland Security (DHS) headquarters and affiliated agencies



*Carlos Iturregui, Chief,
Office of Policy and Strategy*

The mission of OP&S underwent significant change in FY 2008 as OP&S gained responsibility for coordinating USCIS regulations. OP&S is comprised of seven divisions, each covering a defined policy or mission area.

OP&S assists USCIS employees with all parts of the policy or regulatory development process (issue identification, policy options, analysis, research, regulatory development, and training on new regulatory changes) to ensure USCIS promulgates rulemakings and policy guidance that align with both the agency and DHS strategic priorities and goals.

OP&S routinely consults with relevant stakeholders within and outside of USCIS and DHS. In addition, OP&S conducts research, evaluations, and works closely with researchers in federal agencies, think-tanks, private bar associations, community based organizations, and academic institutions studying immigration and citizenship issues.

OP&S continues to promote and advance new initiatives related to immigration, particularly those that are cross-cutting or interagency in nature.

PRIVACY

The USCIS Privacy Office was established on July 9, 2008. The office's central responsibilities include:

- Developing USCIS privacy policy
- Ensuring agency adherence to applicable privacy mandates in coordination with USCIS program offices and the Department of Homeland Security Privacy Office
- Conducting training for employees and contractors on privacy laws, regulations, and policy
- Providing advice and technical assistance in the development of privacy-related documentation



Donald Hawkins, Chief,
Office of Privacy



Lori Scialabba, Associate Director,
Refugee, Asylum & International Operations Directorate

REFUGEE, ASYLUM, AND INTERNATIONAL OPERATIONS DIRECTORATE

The Refugee, Asylum, and International Operations (RAIO) Directorate extends protection, citizenship, and other immigration benefits to eligible individuals. RAIO detects fraud, protects national security, and advances USCIS strategic priorities in the international arena. RAIO has 828 employees and comprises the three operational divisions. The Refugee Affairs Division is a headquarters-based operation whose officers' travel to conduct refugee processing. The Asylum Division has eight domestic asylum offices. The International Operations Division has three overseas district offices (Mexico City, Bangkok, Rome) and 30 field offices. With a broad footprint extending from U.S. embassies and consulates to additional refugee processing locations, RAIO is the face of USCIS abroad.

RAIO officers conduct refugee and asylum interviews in the United States and in dozens of overseas locations, authorize parole for individuals in emergent and humanitarian circumstances, and conduct a full range of other immigration benefit adjudications. RAIO officers also provide resettlement services to underprivileged individuals from Cuba and Haiti, reunite separated refugee family members, unite prospective adoptive parents with children who are in need of a home, and travel to overseas military bases to naturalize men and women as U.S. citizens who serve in the U.S. military. In furtherance of USCIS' mission and United States interests, RAIO liaises with United States and foreign government, international organizations, civil society, and private entities worldwide. RAIO is vigilant in safeguarding the integrity of USCIS' various programs by deterring and detecting fraud and threats to national security.

SECURITY AND INTEGRITY

The USCIS Office of Security and Integrity (OSI) safeguards USCIS information and assets by providing guidance, training, and tools to supervisors, employees, and contractors. OSI also coordinates physical security at USCIS office locations and identifying threats through internal reviews and investigations.



Jan Lane, Chief,
Office of Security & Integrity

OSI operates USCIS' Command Center that provides situational awareness to USCIS senior leadership, operational managers, and other inter-agency components 24 hours a day, seven days a week. OSI staff conducts personnel security background investigations, suitability screenings, and grants security clearances for USCIS employees and contractors.

OSI investigates allegations of employee misconduct related to waste, corruption, fraud, or mismanagement. OSI's internal and external review functions proactively promote self-inspections and program compliance. OSI conducts program and operational reviews to assess the effectiveness, efficiency, quality, and integrity of agency programs, policies, and procedures. OSI also provides audit liaison support to all USCIS programs, includ-

ing those conducted by the Government Accountability Office and the Department of Homeland Security's Office of the Inspector General to help ensure the integrity and effectiveness of USCIS programs.

With more than 300 federal employees and contractors employed by OSI, located in headquarters and field office locations nationwide, the office forms the core of a robust organizational element that provides a critical resource in promoting and enforcing internal security, integrity, and professional responsibility.

TRANSFORMATION PROGRAM OFFICE

TPO is responsible for leading, managing, and facilitating the comprehensive transformation of the business processes, tools and technologies associated with the adjudication of benefits.



Gregory L. Collett , Chief,
Transformation Program Office

TPO is vested with decision-making authority specifically related to the transformation of the benefits adjudication business process of USCIS. Responsibilities include:

- Strategic and tactical planning
- Solution development & implementation
- Organizational change management
- Organizational and external communications
- Contract management and oversight
- Budget formulation, execution, and management

TPO will manage multiple contracts in support of USCIS' transformation: a Solutions Architect contract to assist with acquiring, integrating, and delivering services to transform business processes; a program support contractor; and federally funded research and development center to assist in administrative and program oversight functions. TPO may issue other contracts as needed to assist in implementation.

The current benefits adjudications process is paper intensive and form-centric, making it difficult for USCIS to efficiently process benefits, combat identity fraud, and provide other government agencies with the information required to quickly identify criminals and possible terrorists. USCIS envisions a process based on a person-centric model, enabling customers and their representatives to become account holders who engage in electronic transactions.

