

## 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**

Strengthening our key processes, systems, and support activities will facilitate mission success and enhance the timeliness, accountability, efficiency, and effectiveness of service delivery. Our management processes will meet or exceed performance goals and accountability standards required by legislation such as the Federal Managers Financial Integrity Act and

the Clinger-Cohen Act; presidential mandates such as the President's Management Agenda; and DHS guidance such as the Future Years Homeland Security Plan.

To date we have made significant strides in achieving this goal. We hired a Chief Information Officer and are expanding our Office of Information Technology staff to increase the oversight of our Information Technology (IT) infrastructure and continue to plan to meet the agency's Federal Information Security Management Act (FISMA) goals. We established a Senior Management Council to oversee the conduct of all internal control work within USCIS. We were one of the first DHS components to implement this critical step in the internal control process. We also created an annual process that integrates planning, performance reporting, and budget execution to meet the President's Management Agenda. To document critical communications, as well as major decision-making processes, we established the Office of the Executive Secretariat.

To ensure our continued ability to deliver against this objective, we will:

- Enhance and refine the processes and systems that support the deliberations and decisions of our executive decision-making body, the USCIS Senior Review Board.
- Complete the implementation of a corporate clearance process that ensures the complete and thorough vetting of key documents, such as agency planning documents, position papers, regulatory modifications, and immigration policy proposals, by appropriate parties before presentation to executive decision makers.
- Ensure that all agency programs are aligned with specific agency-level objectives in order to maintain the line of sight for all program activities.

- Ensure that our acquisition strategy is responsive, proactive and effective, and uses standardized acquisition processes that promote competition, innovation and choice.
- Continue to create and execute an integrated, mission-focused IT strategy that will deliver IT infrastructure tools and processes for mission-critical and emergency technology support.
- Continue the development of secure, flexible, scalable IT capabilities while operating and maintaining the infrastructure and tools necessary to accomplish the USCIS mission.
- Ensure that all IT acquisitions are in compliance with the USCIS and DHS enterprise architecture and maximize productivity while being responsive to changing needs.
- Ensure that our IT solutions meet agency critical needs and support statutory changes, even as those requirements evolve in the future.
- Increase use of performance-based contracts and Inter-Agency Agreements (IAA) to enable USCIS to focus on results and reward good performance.
- Enhance use of clearly defined metrics for mission performance and management of new initiatives.

**Objective 5.2: Enhance the organization’s ability to support the mission in changing environments**

In order to ensure our ability to successfully deliver on our mission, USCIS must be able to rapidly respond to environmental changes, particularly significant fluctuations in workload, new statutory mandates, and unforeseen events that impact our nation and the populations we serve. We will continue to develop a more flexible and responsive enterprise that allows USCIS to adjust and scale our operations. We are committed to strengthening our customer service capabilities, and providing for the safety and security of our employees by providing a flexible, adaptable, and responsive organizational structure. Further, we are developing and communicating emergency management plans that will ensure the continuity of mission essential functions and ensure minimal disruption to USCIS operations during local, regional, and national emergencies, including man-made or natural disasters.

We have begun optimizing our field structure to better support mission delivery, including locating our offices at sites more convenient to our customers and developing a new full service facility model that co-locates USCIS functions and includes a branded design that will provide a recognizable and unique look to all field offices. As part of this initiative, we recently completed the reorganization of USCIS’ domestic field structure from three to four regions, adding a new Southeastern Regional Office in Orlando. We opened state-of-the-art facilities for the Nebraska Service Center and the District Offices in Omaha, Atlanta, and San Francisco.

To ensure we are able to provide the flexibility needed to address future contingencies, we will:

- Expand the use of workload-forecasting tools to effectively inform USCIS resource deployment plans.
- Improve technology and staffing for performance and investment data analysis to optimize efficiency and cost effectiveness.
- Continue to leverage a mix of full-time, part-time and term employees, as well as outsourced resources, to enable USCIS to meet our fluctuating staffing needs more efficiently and effectively.
- Expand frameworks for intra-agency, inter-department, and inter-government coordination on crosscutting issues to support our mutual ability to function as an integrated immigration enterprise.
- Prioritize facilities requirements to maximize customer service, remedy current space limitations, and support operational flexibility to address fluctuating workloads. USCIS will renovate or replace nearly 40 facilities over the next three years.
- Realign our overseas offices to meet our changing global commitments.
- Develop and implement a robust Emergency Preparedness Exercise, Test and Evaluation Program across the agency.
- Provide Continuity of Operations/Emergency Preparedness personnel with basic equipment and a 24/7 communications and alert capability.

**Objective 5.3: Manage financial resources strategically, including revenue, expenditures, and capital investments**

We are committed to improving USCIS governance and performance to ensure that resources are well managed. We will monitor program performance and the costs incurred to attain specific levels of performance, and through close collaboration between the USCIS Office of the Chief Financial Officer and the other agency components, we will conduct long-range planning, budgeting, and performance reviews. To build a secure financial basis, we completed the first comprehensive fee review in 10 years.

We will continue to enhance and streamline the integrated USCIS planning and performance management processes with our budget formulation and execution activities to improve the effectiveness of our decision-making and financial management. We will improve our financial accountability by ensuring that we can rely on accurate, meaningful financial and performance information, delivered in a timely manner. We will continue to work with the Office of Management and Budget and DHS to better report and track our financial information.

Specifically we will:

- Broaden our financial strategy to ensure that we manage USCIS' financial resources in a responsible, cost-effective manner.
- Develop a capital planning and investment control process that allows for a comprehensive review of investments and the data that supports the requests.
- Ensure that all budget requests are formulated to implement this Strategic Plan, and that our business plans use performance data to drive resource allocation decisions.
- Implement annual operating plans that use sound assumptions that are complete and fully vetted throughout the organization.
- Develop and/or customize automated tools to improve asset and expenditure tracking, facilitate financial management, and enhance fiscal accountability.
- Strengthen the financial management line of business within USCIS, including enhancing internal controls over financial reporting and operations and ensuring USCIS does not contribute to DHS financial audit material weaknesses.

*“Everywhere immigrants have enriched and strengthened the fabric of American life.”*

*John F. Kennedy*

