

FY 07

U.S. Citizenship and Immigration Services
U.S. Department of Homeland Security

USCIS

Annual Report

FY2007



U.S. Citizenship
and Immigration
Services



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U.S. Citizenship and Immigration Services

Emilio Gonzalez

Director

FY2007 USCIS Annual Report



Welcome to the FY2007 USCIS Annual Report. This document offers readers a wealth of information about who we are at U.S. Citizenship and Immigration Services (USCIS), what we do on a daily basis to protect our nation and valuable insight into our role within the Department of Homeland Security.

USCIS is responsible for the administration of immigration and naturalization adjudication functions of the federal government and establishing immigration services policies and priorities. Our core mission is to ensure that law-abiding immigrants who seek legal channels into our nation are met with the necessary scrutiny so that we do not admit individuals who are threats to public safety.

We understand that applying for citizenship and other immigration benefits is not just an administrative exercise but rather a life-changing event. There are countless ethical and legal considerations to weigh with each case we process and the administration of these benefits can be a complex undertaking. As such it requires dedicated, well-trained professionals. On behalf of the more than 15,000 federal and contract USCIS employees, it is our pleasure to present the FY2007 USCIS Annual Report.





At the conclusion of Fiscal Year 2007 (FY2007), each USCIS component took the time to inventory their work completed over the past year and contribute to this comprehensive accounting of USCIS operations. The USCIS Annual Report provides our stakeholders with an opportunity to learn more about our agency, evaluate what we have accomplished, where we met success and how we can look to improve.

We are not mandated by law to publish this report. I commissioned it because this past fiscal year has marked a period of advancement at USCIS and it is first necessary to recognize the extent of our forward progress to enhance security, improve customer service and sustain operational excellence so that we may tailor new goals and fresh initiatives for FY2008.

During this past fiscal year, USCIS embarked on a modern era of operations with an updated fee schedule that allows our agency to utilize new revenue streams and reinvest that money into business infrastructure upgrades. This development enabled us to initiate an ambitious facilities revitalization program and dedicate the USCIS Academy with a comprehensive suite of training and workforce development programs for our employees.

Behind the scenes, USCIS has streamlined outdated processes to make them more efficient and transparent, further transforming the way we do business by moving from a paper-based system to an electronic platform with a user-friendly, online account system. We have sharpened our focus on fraud detection and national security, and hundreds of new USCIS Immigration Officers specialized in the detection of fraudulent documentation and immigration scams have been deployed to USCIS field offices across the globe.

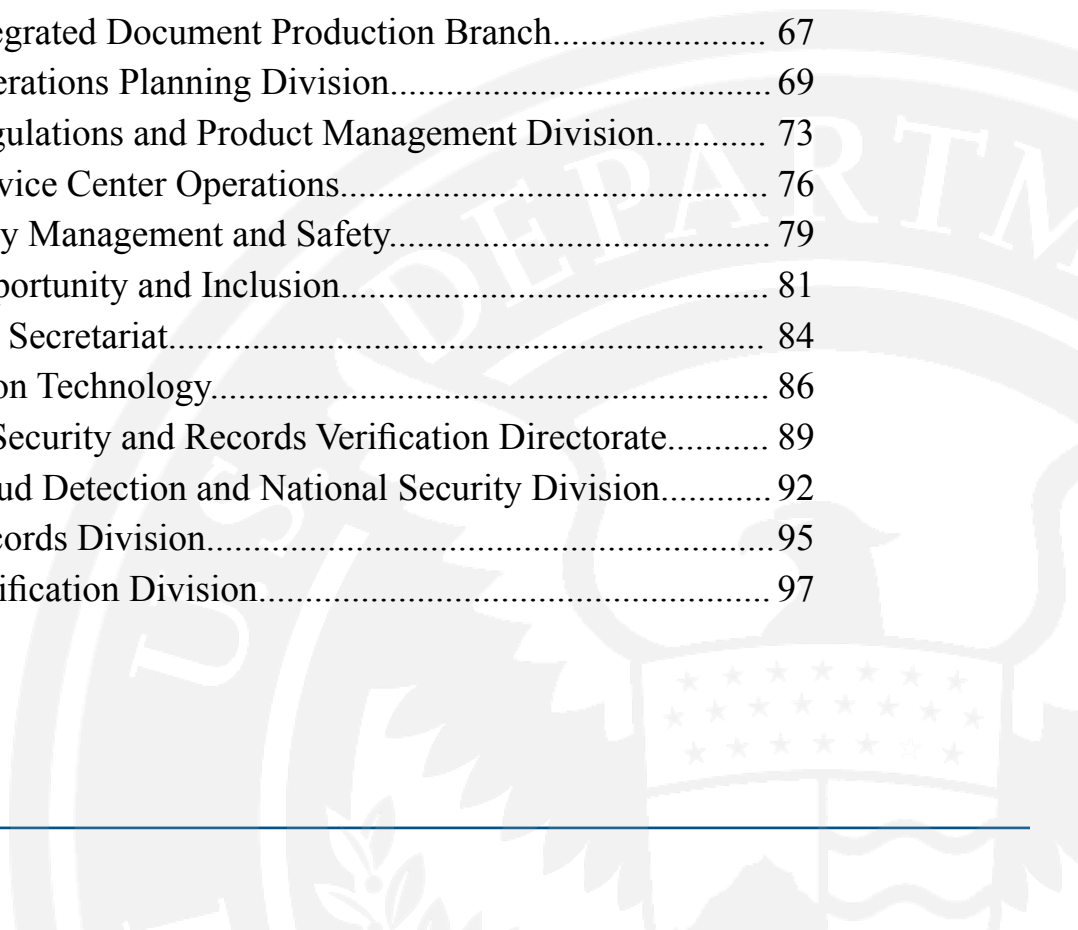


In fact, today one would be hard pressed to find a facet of immigration services where progress has not been made during the past fiscal year. From unveiling a new 100-question naturalization test, to developing E-Verify, the nation's first electronic employment eligibility system, there have been significant improvements to both our products and the quality of services we provide.

Nonetheless, we still have much work ahead of us. The United States faces many challenges in the realm of immigration. The security of our nation, both in terms of physical safety and our economic health, depend on a well-run, modern immigration system. The FY2007 Annual Report, coupled with a newly redesigned USCIS Strategic Plan, set the course for USCIS operations into the next decade as a progressive contributor to a coordinated homeland security effort. I encourage you to read further and learn more about what we do at USCIS to keep our doors open, but well guarded.


Director Emilio T. Gonzalez

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Vision and Mission

DHS Vision

Preserving a secure America, a confident public, a strong and resilient society and economy.

DHS Mission

We will lead the unified national effort to secure America. We will prevent and deter terrorist attacks and protect against and respond to threats and hazards to the nation. We will secure national borders while welcoming lawful immigrants, visitors and trade.

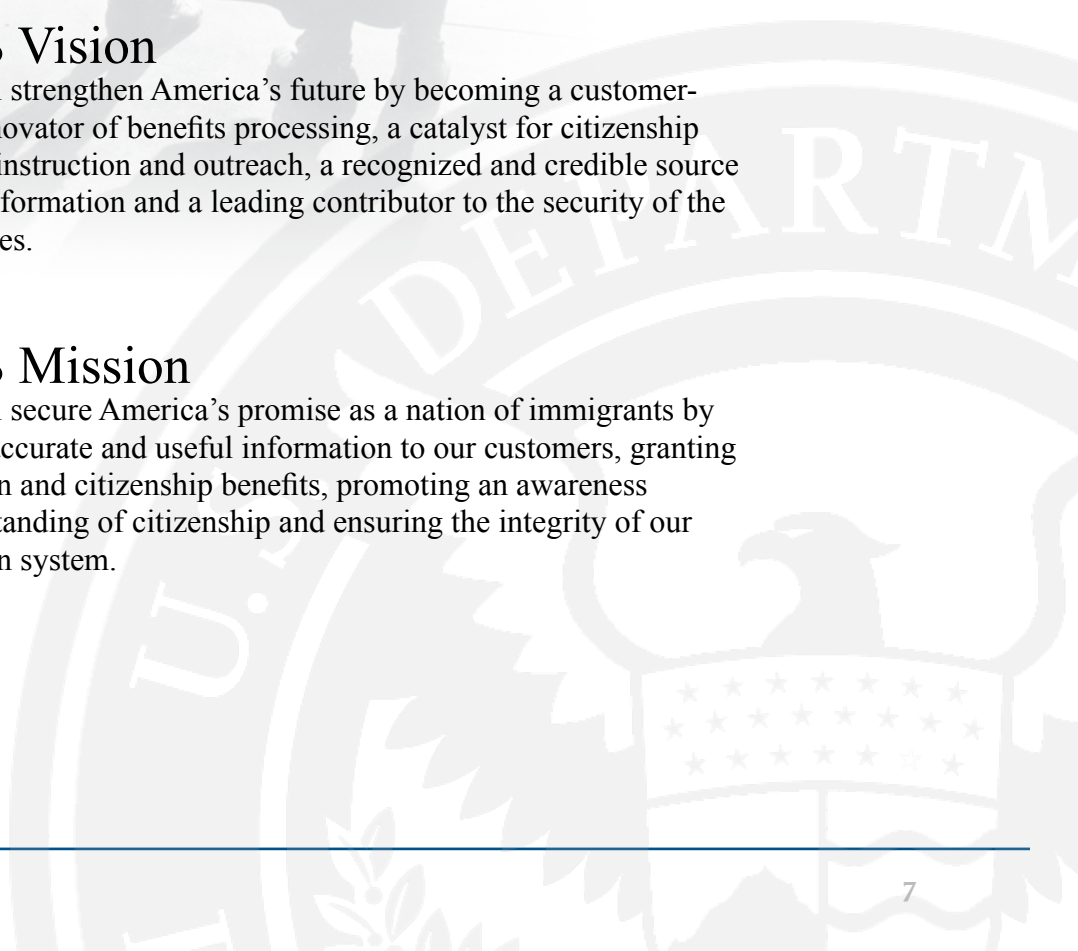


USCIS Vision

USCIS will strengthen America’s future by becoming a customer-focused innovator of benefits processing, a catalyst for citizenship education, instruction and outreach, a recognized and credible source of useful information and a leading contributor to the security of the United States.

USCIS Mission

USCIS will secure America’s promise as a nation of immigrants by providing accurate and useful information to our customers, granting immigration and citizenship benefits, promoting an awareness and understanding of citizenship and ensuring the integrity of our immigration system.



Our Core Values

Integrity

We shall always strive for the highest level of Integrity in our dealings with our customers, our fellow employees, and the citizens of the United States of America. We shall be ever mindful of the importance of the trust the American people have placed in us to administer the nation's immigration system fairly, honestly, and correctly.

Respect

We will demonstrate Respect in all of our actions. We will ensure that everyone we affect will be treated with dignity and courtesy regardless of the outcome of the decision. We will model this principle in all of our activities, with each other, our customers, and the public. Through our actions, this organization will become known as an example of respect, dignity, and courtesy.

Ingenuity

As we meet the challenges to come, we will strive to find the most effective means to accomplish our goals. We will use Ingenuity, resourcefulness, creativity, and sound management principles to strive for world-class results. We will approach every challenge with a balance of enthusiasm and wisdom in our effort to fulfill our vision.

Vigilance

In this era of increased global threats, we will remain mindful of our obligation to provide immigration service in a manner that strengthens and fortifies the nation. We will exercise Vigilance as we perform interviews, screen applications and petitions, and conduct critical automated background checks. We will carefully administer immigration services so that new immigrants and citizens can hold in high regard the privileges and advantages of lawful presence in the United States.

FY2007 Strategic Goals

Ensure the security and integrity of the immigration system

- Ensure that benefits are granted only to eligible applicants and petitioners
- Deter, detect, and pursue immigration benefits fraud
- Identify and communicate immigration-related information to partners in support of DHS strategic goals

Provide efficient and customer-oriented immigration benefit and information services

- Achieve and maintain timely processing of immigration benefits
- Provide information resources and services to appropriate individuals and entities
- Foster a customer-centered approach to service delivery
- Develop seamless, IT-supported processes that efficiently support immigration benefits adjudication and information sharing

Increase understanding of citizenship and its privileges and responsibilities

- Enhance educational resources and promote opportunities to support immigrants' integration and participation in American civic culture
- Make the naturalization process more meaningful

Ensure flexible and sound immigration policies and programs that meet the needs and obligations of the nation, including our international treaties on humanitarian protection and trade

- Effect the formulation of clear, and well-informed national immigration and citizenship policies
- Ensure the integrity, effectiveness, and responsiveness of USCIS programs

Strengthen the infrastructure necessary to achieve USCIS' mission

- Strengthen key management processes, systems, and administrative support activities, including our information technology infrastructure
- Enhance the organization's ability to support the mission in an environment of fluctuating workloads and new external mandates
- Manage financial resources strategically, including revenue, expenditures, and capital investments

Operate as a high-performance organization and position USCIS as an employer of choice

- Create and communicate a common understanding of USCIS' identity, roles and responsibilities
- Strengthen the strategic management of human capital, including human resource development and training
- Foster a culture of integrity and responsibility
- Sustain an organization-wide culture of continuous learning and knowledge management

“A Day in the Life”



Each day USCIS fulfills its promise to provide accurate and useful information to our customers, to adjudicate immigration and citizenship benefits, and to promote awareness and understanding of citizenship in the United States of America. With a network of **250** field offices, Application Support Centers, Service Centers, Asylum offices, National Customer Service Call Centers, and Forms Centers, **USCIS** works with applicants to process applications and petitions. **USCIS** deliberates on a range of benefits including: employment authorization, asylee and refugee status, immigrant classification and citizenship.

Every year USCIS receives approximately **six million immigration applications** or petitions for legal review and adjudication. This means that *each day*, over the course of a year, and at offices across the world, **USCIS** meets the challenge to provide dynamic, efficient service.





This challenge is not one that is taken lightly. **Every day**, on average, **USCIS' 15,000 federal and contract employees:**

- Process **30,000** applications for immigration benefits
- Issue **7,000** Permanent Resident Cards (green cards)
- Adjudicate **200** refugee applications
- Naturalize **3,000** new civilian citizens, and **27** new citizens who are members of the United States Armed Forces



As a critical component of the **Department of Homeland Security**, **USCIS** serves its important role in protecting the nation. To meet this responsibility, **every day** we:

- Conduct **135,000** national security background checks
- Capture **11,000** sets of fingerprints at **129** Application Support Centers

Each day **USCIS** remains ready to answer one of the **41,000** phone inquiries it receives or to assist one of the **12,000** customers at our **87 local offices**. Our constant effort to deliver quality service drives us to thoroughly screen and process, make timely adjudication decisions and offer accurate immigration service. **All day every day**, we serve because we value our mission of welcoming new immigrants and citizens and preserving the integrity of the immigration system.



*“While we strive here in **District No. 23** to meet USCIS’ strategic goals, we must not overlook the necessity to approach each case and each matter with an eye toward **outstanding** customer service. USCIS employees are committed to doing the best job possible in every transaction that we enter into with our customers. Providing quality service requires a personal **commitment** to building a basic knowledge of the laws, rules and regulations while being ever vigilant to national security and public safety concerns. A true professional can do that. I expect nothing less from my staff.”*

***Jane Arellano**, District Director
Los Angeles, Calif. District Office*



Emilio T. Gonzalez

Director

Emilio T. Gonzalez, Ph.D., serves as Director of U.S. Citizenship and Immigration Services, an Under Secretary position within the Department of Homeland Security. Appointed by President Bush and confirmed by the U.S. Senate in December 2005, Dr. Gonzalez leads an organization of more than 15,000 federal and contract employees responsible for the accurate, efficient and secure processing of immigration benefits.

Prior to joining the Miami based international law firm of Tew Cardenas, Dr. Gonzalez was Director for Western Hemisphere Affairs at the National Security Council, Washington, DC. In this capacity he served as a key National Security and Foreign Policy advisor to President George W. Bush and Dr. Condoleezza Rice.

An international affairs specialist, Dr. Gonzalez has spent most of his professional career involved in foreign affairs and international security policy issues. He has served in or traveled to almost every country in the Western Hemisphere on numerous occasions, and has represented the U.S. Government on special diplomatic missions. Dr. Gonzalez remains active in international politics. He often meets with Heads of State, Foreign Ministers, Trade Ministers, ambassadors and political leaders from throughout the hemisphere. Additionally, Dr. Gonzalez is a noted commentator on Hispanic and international affairs and has appeared on local, national and international radio and television programs.

Dr. Gonzalez completed a distinguished career in the U.S. Army that spanned twenty-six years. During this time he served as a military attaché to U.S. Embassies in El Salvador and Mexico, taught at the U.S. Military Academy at West Point and headed the Office of Special Assistants for the Commander-in-Chief of the U.S. Southern Command.

A graduate of the University of South Florida in Tampa with a B.A. in International Studies, Dr. Gonzalez also earned M.A. degrees in Latin American Studies from Tulane University in New Orleans, Louisiana and in Strategic Studies and National Security Affairs from the U.S. Naval War College in Newport, Rhode Island. Dr. Gonzalez was recognized as “One of the Most Influential Latinos in the Country” by Poder Magazine, People Magazine en Español, Hispanic Magazine, Latino Leaders and Hispanic Business Magazine. He earned his Ph.D. degree in International Relations from the Graduate School of International Studies, University of Miami, where he also received the Graduate School Award for Academic Achievement. He has been awarded numerous decorations from the United States and has also been decorated by the governments of El Salvador, Mexico, Colombia, Guatemala, the Dominican Republic, Honduras, Panama and Nicaragua. Dr. Gonzalez is a Knight of Malta.

He is married to the former Gloria Aristigueta, a school teacher. They have two daughters, Gloria and Victoria.

Jonathan Scharfen

Deputy Director

Jonathan “Jock” Scharfen was appointed as the Deputy Director of U.S. Citizenship and Immigration Services on June 22, 2006 by USCIS Director Emilio Gonzalez. In this position he serves as Chief Operating Officer and oversees the day-to-day operations of the agency. Mr. Scharfen is responsible for managing all USCIS Directorates, including all headquarters office components and reports to the USCIS Director.



Mr. Scharfen retired from the U.S. Marine Corps in August 2003 after 25-years of active duty service and has served as Chief Counsel/Deputy Staff Director of the House International Relations Committee (HIRC) until June 2006. Prior to joining the HIRC, he served as the Deputy Legal Adviser on the National Security Council staff, where he served three separate tours and three presidencies during the course of his Marine Corps career.

Mr. Scharfen held a number of leadership and legal positions in the Marines. From 1978 to 1983 he served as a Marine infantry officer in various leadership billets. From 1985 to 1988 he served on the National Security Council, first as a legal fellow until 1986 and then returned as Staff Counsel and Assistant Legal Advisor until 1988. He served as trial counsel and staff judge advocate for various commands at Marine Corps Base, Camp Pendleton, from 1988 to 1991, and deployed with the 5th Marine Expeditionary Brigade for Operation Desert Storm. From 1992 to 1995, Mr. Scharfen served as Special Counsel, Environmental Law, Western Area Counsel Office. He then served as Associate Counsel, Land Use, Office of the Counsel for the Commandant of the Marine Corps.

In 1998 he was selected to command Company A, Marine Security Guard Battalion, which had oversight of twenty U.S. Embassy and Consulate Marine Security Guard Detachments throughout the U.S. European Command's area of responsibility, including Central Asia. He was responsible for the opening of twelve new security detachments in addition to the twenty existing detachments. In 2000 he returned to the National Security Council staff as Deputy Legal Advisor and Director until he assumed the role as Chief Counsel of the House International Relations Committee in April 2003 and Deputy Staff Director in 2006.

Mr. Scharfen received his B.A. from the University of Virginia, his J.D. from the University of Notre Dame, and his LL.M. from the University of San Diego. Mr. Scharfen also attended the U.S. Army War College in Carlisle, Pennsylvania where he studied National Security Strategy. He is married to the former Diane Pauahi Lee and has three children.

Tom Paar

Chief of Staff



Having served over 30 years in the U. S. Coast Guard, Mr. Paar retired from the Coast Guard on July 1, 2002. On July 28, 2002, he assumed the duties as Staff Officer to Admiral Loy, then the Under Secretary of Transportation for Security; and on March 1, 2003, moved with him when he became the first Administrator of the Transportation Security Administration, which relocated from the Department of Transportation to the Department of Homeland Security. He served Admiral Loy in this capacity upon his assumption of duties as the Deputy Secretary for the Department of Homeland Security in November 2003, and similarly served Deputy Secretary Jackson beginning in March 2005. He assumed his current duties on August 31, 2005.

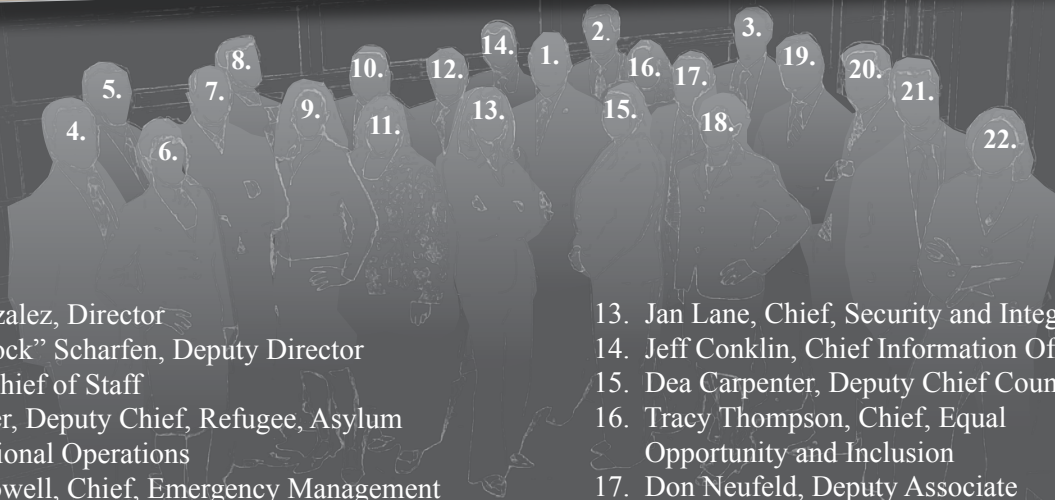
Mr. Paar's Coast Guard service included over eight years aboard Coast Guard Cutters whose missions involved domestic ice breaking, search and rescue, fisheries and drug law enforcement, and migrant activity. In 1992 while commanding CGC THETIS, a 270-foot medium endurance cutter in the Caribbean, he was responsible for directing the efforts of CTU 44.7.4, a task group of seven aircraft and 16 cutters patrolling off the coast of Haiti. Mr. Paar also served as Commanding Officer of Coast Guard Group Miami and Base Miami Beach overseeing 18 units and over 500 personnel performing Coast Guard search and rescue and law enforcement operations throughout Southeast Florida.

Mr. Paar's staff assignments included tours in military recruiting, administration and personnel. He served as Deputy Commander, Coast Guard Personnel Command overseeing the well-being of the Coast Guard's more than 40,000 military and civilian personnel; Assistant Superintendent of the Coast Guard Academy managing the Cadet Program and the Coast Guard's Leadership Development Center; and concluding his career as Chief of Staff of Coast Guard Atlantic Area responsible for all of the Coast Guard's operational forces located East of the Rocky Mountains (Great Lakes, Gulf of Mexico, East Coast, and Caribbean).

Mr. Paar graduated from the Coast Guard Academy in 1972, and holds a Masters Degree in Business Administration from Marymount University in Arlington, Virginia. His military commendations included two Legions of Merit.

Mr. Paar is married to the former Margaret Elbert of Richmond, Virginia. They are the proud parents of one daughter, Jessica.

Senior Leadership



1. Emilio Gonzalez, Director
2. Jonathan “Jock” Scharfen, Deputy Director
3. Tom Paar, Chief of Staff
4. Steve Bucher, Deputy Chief, Refugee, Asylum and International Operations
5. David L. Howell, Chief, Emergency Management and Safety
6. Barbara Velarde, Chief, Service Center Operations
7. David R. Howell, Chief Human Capital Officer
8. James McCament, Senior Counsel to the Director
9. Yvette LaGonterie, Chief, Executive Secretariat
10. Rendell Jones, Chief Financial Officer
11. Sarah Kendall, Senior Counsel to the Deputy Director
12. Michael Aytes, Chief, Domestic Operations

13. Jan Lane, Chief, Security and Integrity
14. Jeff Conklin, Chief Information Officer
15. Dea Carpenter, Deputy Chief Counsel
16. Tracy Thompson, Chief, Equal Opportunity and Inclusion
17. Don Neufeld, Deputy Associate Director, Domestic Operations
18. Nancy Guilliams, Chief, Administration
19. Gregory Smith, Chief, National Security and Records Verification
20. Alfonso Aguilar, Chief, Citizenship
21. Jose Montero, Counsel to the Director, Chief Communications Officer
22. Tracy Renaud, Chief, Field Operations

Not pictured:

Lynden Melmed, Chief Counsel; Lori Scialabba, Assoc. Director, Refugee, Asylum and International Operations; Sarah T. Taylor, Chief, Congressional Relations; Carlos Iturregui, Chief, Policy and Strategy; Daniel Renaud, Chief, Transformation Program; Robert Wiemann, Chief, Administrative Appeals; Natalie Lui Duncan, Counsel to the Director

FY2007

FY2007: An Exciting Year

With impressive achievements in every arena – from national security, to customer service, to investment in USCIS employees – USCIS is well positioned for even greater successes in the years ahead.

USCIS has grouped the FY2007 significant accomplishments as components of the six Strategic Goals:

1. Ensure the security and integrity of the immigration system
2. Provide efficient and customer-oriented immigration benefits and information services
3. Increase understanding of citizenship and its privileges and responsibilities
4. Ensure flexible and sound immigration policies and programs that meet the needs and obligations of the nation, including our international treaties on humanitarian protection and trade
5. Strengthen the infrastructure necessary to achieve USCIS' mission
6. Operate as a high-performance organization and position USCIS as an employer of choice



Goal 1: Ensure the security and integrity of the immigration system

COLLABORATION WITH THE FEDERAL BUREAU OF INVESTIGATION (FBI):

USCIS established a close and continuous working relationship with the FBI Terrorist Screening Center and the Terrorist Screening Operations Unit, providing USCIS with access to FBI investigative files. USCIS received congressional support through funding of \$15.5 million to assist in the reduction of pending FBI name checks.



DEVELOPMENT AND USE OF INFORMATION AND INTELLIGENCE:

USCIS pioneered the development and use of information and intelligence collection, analysis and reporting in compliance with the National Intelligence Plan set forth by the Department of Homeland Security.

IDENTIFYING IMMIGRATION VIOLATORS AND CRIMINALS:

USCIS partnered with U.S. Immigration and Customs Enforcement to successfully identify those who have violated immigration laws and other criminals resulting in 14,222 Notices to Appear.



US-VISIT AND CONSULAR CONSOLIDATED DATABASE INCORPORATION:

The Asylum Division has fully incorporated US-VISIT checks into the adjudication process and searches the Department of State Consular Consolidated Database for any applicant identified in US-VISIT as having a visa encounter. Through US-VISIT, USCIS asylum officers have access to more than 80 million biometric records to assist in verifying an applicant's identity and claims.



PILOT BIOMETRIC PROGRAM:

The Refugee, Asylum and International Operations Directorate launched pilot biometric exchange and information analysis programs with Canada, Australia and the United Kingdom to enhance national security and combat identity fraud.

REFUGEE ENHANCEMENTS:

The Refugee Affairs Division introduced a number of enhancements to deter and detect

fraud: including the adoption of new security screening protocols for Iraqi refugee processing; enhancing training for officers and expanding partnerships with law enforcement and national security experts both inside and outside Department of Homeland Security.

AUTOMATED SECURE EMPLOYMENT AUTHORIZATION CARDS: USCIS initiated automated secure employment authorization card production for individuals granted asylum.



BACKGROUND CHECK UNITS: USCIS Service Center Operations Division established Background Check Units in each service center to resolve all Interagency Border Inspection System referrals, including referrals with national security concerns.

COMBATING FRAUD: USCIS combated fraud through placing more experienced, highly trained officers at fraud units leading to improved trend analysis and efficient resolution of interagency border issues.

FRAUD UNIT: USCIS Administrative Appeals Office established a fraud unit to work closely with the Fraud Detection and National Security Division to combat immigration benefits fraud.

Goal 2: Provide efficient and customer-oriented immigration benefits and information services

EXPANSION OF E-VERIFY:

USCIS expanded its electronic employment verification program, E-Verify (formerly the Basic Pilot Program), by hiring additional staff and strengthening partnerships with the Social Security Administration and the business community. During FY2007, employer participation in E-Verify doubled to nearly 25,000 participants, and more than three million new hires were verified through the program.



USCIS also piloted and successfully launched a Photo Screening Tool in September, allowing employers to visually compare the photo presented to them on USCIS issued documents to images on those documents located on electronic federal databases. To better protect against fraud and abuse, work began on a monitoring and compliance unit designed to detect illegal activity and forged documentation.



FACILITIES REVITALIZATION:

USCIS introduced a model office concept to transform district and field offices into standard, full-service, community-based customer processing facilities. The new customer-centric buildings will contain all the resources necessary to efficiently process the full range of immigration benefits, including incorporating Application Support Centers. By using demographic analysis, USCIS is concentrating the revitalization efforts

closer to its customer base. This will greatly enhance the level and efficiency of services USCIS provides by increasing opportunities to conduct interviews, answer customer questions and conduct on-site naturalization ceremonies in one location. During the next three years, USCIS will renovate or replace nearly 40 facilities.

MILITARY HELPLINE: The Information and Customer Service Division established a dedicated telephone helpline for military service members and their family members. The line is staffed by Immigration Information Officers specifically trained to answer questions for military members. USCIS staff responded to more than 4,000 phone inquiries during FY2007.

TRANSFORMATION: The Transformation Program Office made significant progress in developing information technology-supported processes to efficiently support immigration benefits adjudication and information sharing through the Secure Information Management System and the Enterprise Document Management System. These systems share real-time data, improve workload management and information sharing, and provide a summary of all customer interactions.

APPLICATION FOR BENEFITS COMPLETIONS: During FY2007, USCIS completed more than six million applications for benefits.



BIOMETRIC COLLECTION: The Application Support Centers collected fingerprints, photographs and signatures for nearly 3.5 million customers.

REFUGEE PROCESSING: USCIS deployed refugee processing officers to 69 different countries and conducted more than 200 overseas circuit rides to interview 67,606 individuals for refugee resettlement to the U.S. - 38 percent more than during FY2006.

SECURE IDENTITY DOCUMENTS: USCIS produced more than 3.5 million secure identity documents, 1.2 million employment authorization documents, an estimated 200,000 travel documents and 500,000 laser visas for the Department of State.

ADMINISTRATIVE APPEALS OFFICE (AAO) CASELOAD: AAO completed 15,745 cases involving immigration appeals, motions and certifications.

CITIZENSHIP INTERVIEWS: USCIS interviewed approximately 750,000 persons seeking United States citizenship.

ENHANCED AND UPGRADED EXTERNAL COMMUNICATIONS: Relationships with external print and broadcast media have significantly improved at every level, resulting in an unprecedented flow of accurate, detailed information. The New Media Division manages one of the most visited websites in the federal government. The reorganization of the Community Relations Division has resulted in a tremendous improvement in the flow of information to USCIS stakeholders.



CONGRESSIONAL RELATIONS ENHANCEMENTS: The Office of Congressional Relations reinvigorated working relationships with congressional offices across all branches of government and political party lines and leveraged the Congressional Fellows Program to detail senior personnel to Congressional committees.

ASYLUM PROCESSING: The Asylum Division eliminated all backlogs for asylum and Nicaraguan Adjustment and Central American Relief Act 203 applications.

CUBAN HAITIAN ENTRANT PROGRAM: The Cuban Haitian Entrant Program (CHEP) provided resettlement services to nearly 6,000 Cubans and Haitians who entered the U.S. during FY2007. Through CHEP, beneficiaries received assistance with housing, employment, medical care, schooling and community inclusion.

TEMPORARY PROTECTED STATUS PROCESSING: USCIS completed the processing of nearly 320,000 requests for Temporary Protected Status from Honduran, Nicaraguan and Salvadoran nationals in the U.S.

IMPROVED EMERGENCY PREPAREDNESS: USCIS consolidated emergency management functions and resources to form the Office of Emergency Management and Safety. The new office will ensure mission-essential functions and business continuity and give USCIS a significantly improved capability to operate in an emergency situation.

BENEFITS ADJUDICATION PROCESSES: USCIS developed improved information technology processes to support benefits adjudication and information sharing.



EMPLOYMENT-BASED VISAS: USCIS successfully processed all of the allotted worldwide employment-based visas during FY2007.



*“USCIS **Central Region** is the largest geographically dispersed region, supporting 24 field offices located across 21 states.*

*This provides unique challenges that encourages **communication** and **teamwork**. I am fortunate to work with a team that is committed to quality service and recognizes the impact our actions have on individual lives.”*

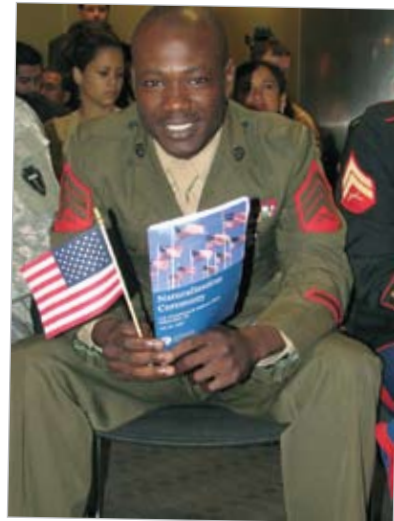
***Evelyn Upchurch**, Regional Director
Central Region*

Goal 3: Increase understanding of citizenship and its privileges and responsibilities



NEW NATURALIZATION TEST: The Office of Citizenship performed a comprehensive review and redesign of the naturalization test. Naturalization applicants will now have a uniform, consistent experience nationwide and will obtain a more meaningful understanding of U.S. history, government and the civic values.

MILITARY NATURALIZATIONS: USCIS granted U.S. citizenship to 4,279 active duty service members in special naturalization ceremonies at locations across the world. As directed by Congress, USCIS waived naturalization processing fees to qualified military personnel to become citizens.



TASK FORCE ON NEW AMERICANS: Spearheaded by the Office of Citizenship (OoC), USCIS led the formation of the *Task Force on New Americans*, a new inter-agency federal entity to help immigrants learn English, embrace American civic culture and become American. The Task Force launched www.welcometoUSA.gov, a new website to improve access to a range of federal resources and information.

It is also leading the New Americans Project, an initiative that seeks to encourage volunteerism among both U.S. citizens and newcomers. Other OoC projects include the development of both the Civics and Citizenship Toolkit and a series of training tools for organizations that teach immigrants.

NEW CIVICS EDUCATIONAL TOOLS: The Office of Citizenship (OoC) developed several new educational tools, including the short film *A Promise of Freedom* – an inspiring reflection on the nation’s founding developed specifically for immigrant audiences. OoC also introduced the Citizen’s Almanac and a pocket-size version of the Declaration of Independence and Constitution of the United States for distribution to new citizens during naturalization ceremonies. Responding to requests by adult educators, OoC introduced U.S. Civics and Citizenship Online: Resource Center for Instructors, a web-based tool to locate educational resources.

Goal 4: Ensure flexible and sound immigration policies and programs that meet the needs and obligations of the nation, including our international treaties on humanitarian protection and trade



INTERCOUNTRY ADOPTIONS UNDER THE HAGUE CONVENTION:

The International Operations Division published an interim final rule on the Classification of Aliens as Children of U.S. citizens based on intercountry adoptions under the Hague Convention.

CONGRESSIONAL OUTREACH:

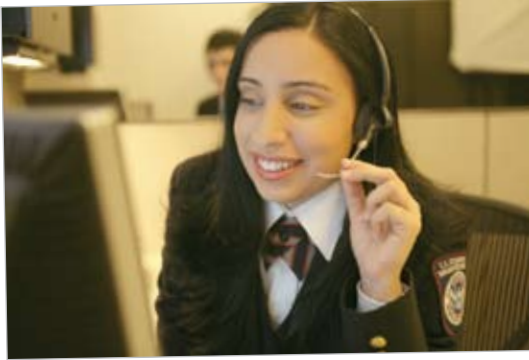
USCIS heightened awareness on numerous USCIS issues through discussions and briefings with congressional staff, the Annual National Congressional Training

Conference, field seminars and U.S. Senate training conferences. The Office of Congressional Relations (OCR) coordinated testimony and prepared agency officials for five oversight hearings and organized more than 88 formal meetings and briefings with congressional members.

They developed and implemented the inaugural USCIS National Congressional Strategic Plan to provide guidance, standards and examples of best practices for congressional liaisons. OCR contributed directly to developing and publishing regulations related to Alien Classifications on Inter-country Adoptions under the Hague Convention for Children. Also, OCR fielded approximately 10,500 congressional calls, responded to more than 2,300 formal written inquiries and answered an estimated 3,000 electronic messages.



E-VERIFY EVALUATIONS: The Office of Policy and Strategy (OP&S) conducted critical evaluations of the employment verification system. OP&S also selected the contractor to conduct the next phase of the E-Verify evaluation.



CUSTOMER SERVICE CENTER IMPROVEMENTS: The Information and Customer Service Division raised overall customer satisfaction rating to nearly 83 percent by improving service at six national customer service centers, answering nearly 16 million calls and reducing wait times to two minutes or less.

IMPLEMENTATION OF MATERIAL SUPPORT EXEMPTION AUTHORITY FOR USCIS BENEFIT APPLICATIONS:

USCIS coordinated with Department of Homeland Security (DHS), Department of State and Department of Justice on policy development, training and implementation related to the material support inadmissibility provision and exemption authority for qualified immigration benefit applicants. Through outreach to the non-governmental office community, USCIS provided the public with accurate information about the implementation process and gathered information relevant to the development of USCIS and DHS policies. As a result of these efforts, the Refugee Affairs Division approved more than 3,000 exemptions for refugees from Burma, Cuba, Iraq and other countries. The Asylum Division approved 20 exemptions for asylum applicants under the Nicaraguan Adjustment and Central American Relief Act 203. The Service Center Operations Division approved more than 50 exemptions for refugees and asylees applying for lawful permanent residence.



ADMINISTRATIVE APPEALS OFFICE ADOPTED DECISIONS: USCIS adopted decisions (Matter of Perez Quintanilla and Matter of Vasquez), establishing consistent agency-wide interpretation of immigration laws regarding special immigrant juvenile petitions and determination of Cuban citizenship adjustments under the Cuban Adjustment Act.

Goal 5: Strengthen the infrastructure necessary to achieve USCIS' mission

REVIEW AND RESTRUCTURE OF IMMIGRATION FEES: USCIS conducted its last comprehensive fee review in 1998 – almost ten years ago. This comprehensive review represents more than a year of complex analysis and research – including the review of more than 4,000 public comments – to get USCIS to the point where it can fully recover the costs of providing immigration benefits and services. This marks a monumental achievement in the recent history of immigration services and will generate an estimated \$1.1 billion in new revenue to ensure appropriate funding is available for USCIS to meet national security requirements, customer service needs



and to modernize an outdated business infrastructure. The reformed price structure, published as a Final Fee Rule this past summer, sets USCIS on the course to build a 21st century immigration service.

FIELD OFFICE

IMPROVEMENTS: USCIS

improved its field structure through site co-location, branding,

incorporation of a new region and facilities to support mission delivery at sites, improving the overall customer service experience. USCIS reduced overcrowding and improved health and safety conditions in eight percent of its facilities by:

- o Starting 14 new lease acquisition projects
- o Managing \$17 million worth of lease acquisition projects across the U.S. and managing the nationwide rent bill of \$153 million
- o Exceeding Department of Homeland Security goal of 90 percent by completing 97 percent of all requisitions within established procurement action lead-times
- o Initiating Performance Based Service Acquisitions on 65 percent of all eligible acquisitions of more than \$25,000

**“GREEN” ON PRESIDENT’S
MANAGEMENT AGENDA (PMA)**

INITIATIVES: USCIS was the only Department of Homeland Security agency to achieve “green” rankings (the highest possible ranking) for both status and progress towards Budget and Performance Integration. In addition, the Office of the Chief Financial Officer raised the profile of the financial management elements of the PMA within USCIS and successfully achieved a “green” ranking for the first time ever, on Electronic Funds Transfer payments resulting in lower costs to the government. In addition, interest paid on all late invoices was reduced by 17 percent.



HUMANITARIAN ASSISTANCE BRANCH: The Parole and Humanitarian Assistance Branch, formerly a part of the U.S. Immigration and Customs Enforcement Office of International Affairs, was transferred to the Humanitarian Assistance Branch within USCIS’ International Operations Division. This transfer empowers USCIS to administer the Cuban and Haitian Entrant, the Moscow Refugee Parole and the Humanitarian Parole programs.

CHILDREN’S ISSUES

BRANCH: USCIS established the Children’s Issues Branch within the International Operations Division to provide structure and consistency to the intercountry adoptions program.





*“This is a very exciting time for USCIS in **Miami** and the **Caribbean**. We welcomed the addition of USCIS offices in San Juan, Puerto Rico, and the Virgin Islands to our District structure and are looking forward to implementing the **new community based office model**, with four new offices opening in South Florida next year. Fortunately, USCIS employees here in District Nine have embraced these and continue to seek out ways to further improve customer service.”*

***Linda Swacina**, District Director
Miami, Fla. and Caribbean District*

Goal 6: Operate as a high-performance organization and position USCIS as an employer of choice

USCIS ACADEMY: The USCIS Academy was established to build immigration expertise, foster a culture honoring public service, emphasize national security and public safety, underscore human consequences involved in every decision and cultivate high standards of professionalism and ethical conduct.



TRAINING ENHANCEMENTS: USCIS revised the BASIC immigration officer training curriculum to prepare the Officer Corps to be first-class, job-ready and cross-trained in a wide variety of disciplines. The USCIS Training Management Office set in motion development for courses in advanced interviewing techniques, fraud detection and identification of national security concerns and analysis of advanced background checks. Additionally, the office established a tuition assistance policy for undergraduate and graduate degrees, as well as non-degree certificate programs and professional certifications. Expanded professional workforce development skills support the USCIS mission through the Continuous Learning initiative and Leadership Education and Development Program.

RECRUITING AND HIRING ENHANCEMENTS: The USCIS Chief Human Capital Officer (CHCO) developed and implemented innovative strategies to recruit, hire and retain first-class employees, with a focus on filling existing vacancies and preparing for large-scale hiring of Adjudicators during FY2008. The 458 new permanent employees hired by USCIS during FY2007, of which 26 percent were veterans, underscores the agency-wide focus of attracting a diverse pool of candidates.



CHCO created a recruitment campaign to support the large-scale national Adjudication Officer hiring, showcasing USCIS career opportunities on USAJOBS website and national recruitment postings to more than 3,000 electronic college bulletin boards and placement offices. CHCO met and outperformed the Office of Personal Management's 45-day hiring standard, while maintaining an internal USCIS attrition rate of five percent. CHCO also prepared and launched the Department of Homeland Security Performance Management e-Tool to process and coordinate outreach for mandatory Performance Leadership training of 1,450 managers and supervisors.

SECURITY AND INTEGRITY ENHANCEMENTS: USCIS established a new Office of Security and Integrity (OSI) – a robust and professional organizational element dedicated to ensuring the security and integrity of USCIS employees and the immigration system as a whole. Included in this reorganization is the expansion of the Field Security Program to provide guidance, oversight and support to all USCIS operating facilities. OSI placed security specialists at all field locations. These Field Security Officers will be supported by four Regional Security Officers with support staff co-located with USCIS regional management. OSI also expanded its investigations and internal review functions to enhance both USCIS management integrity and individual integrity.



ENHANCED AND UPGRADED INTERNAL COMMUNICATIONS: The Office of Communications reorganized its internal communications functions, mission and products, resulting in a significantly enhanced flow of information to USCIS employees.

DISABILITY RECRUITMENT: The Office of Equal Opportunity and Inclusion led the initiative to hire individuals with disabilities, especially disabled veterans.

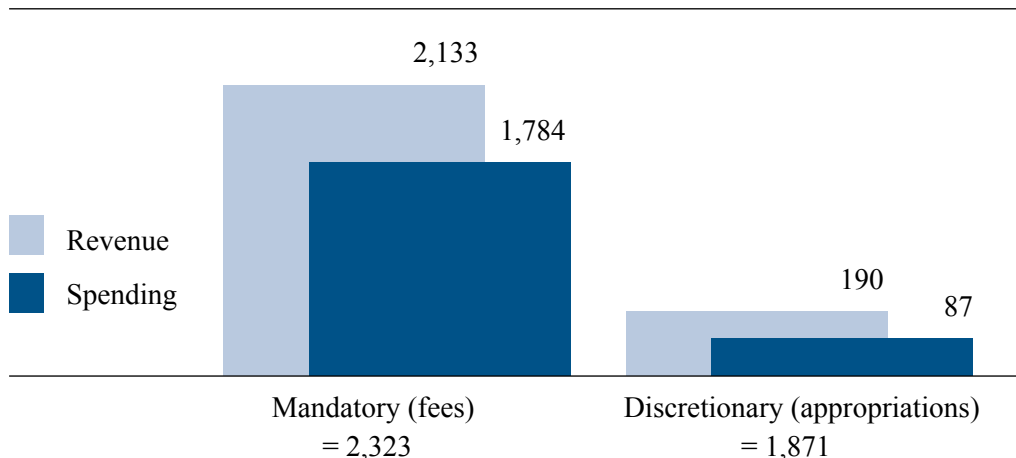


OVERSEAS ORIENTATION PROGRAM: USCIS introduced an enhanced pre-deployment orientation program to better prepare new employees for overseas assignments. The newly enhanced orientation program fosters a high-performing workforce that is job-ready and cross-trained in a comprehensive range of disciplines and competencies. The program offers a clear understanding of the dovetailing responsibilities between Department of Homeland Security components and the integral role of USCIS in the overseas arena.

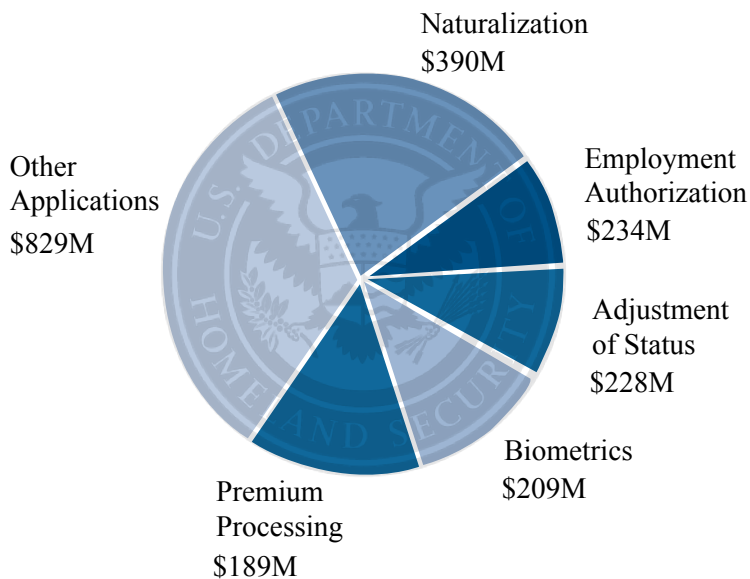
Financial Snapshot

USCIS took in more than \$2.3 billion in revenue during FY2007, including \$190 million in appropriations. Spending totaled nearly \$1.9 billion. The bulk of revenue over spending was due to higher than anticipated fee receipts received in the last two quarters of the fiscal year. Higher fee receipts were due to a higher than anticipated application volume.

FY2007 (dollars in millions)



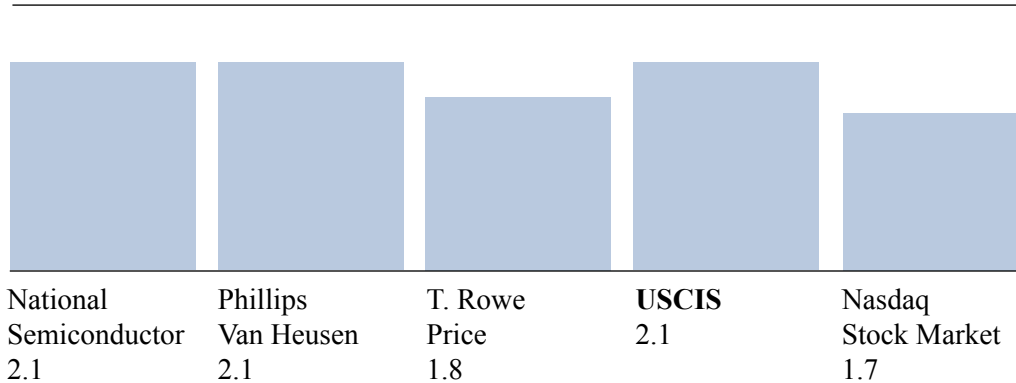
The majority of revenue is deposited in the USCIS Immigration Examinations Account – the central fee account authorized by the Immigration and Naturalization Act and under which USCIS has authority to recover costs through fees. More than 60 percent of FY2007 revenue was derived from five application categories, as depicted in the following chart:



If USCIS were a corporation, it would rank among some of the largest U.S. businesses. A \$2.1 billion revenue level puts USCIS on par with such companies as technology provider National Semiconductor and the retail apparel giant Phillips-Van Heusen. Under the “Fortune 1000” list for FY2007, USCIS would rank at about 837 based on revenue, ahead of such companies as financial services provider T. Rowe Price and the Nasdaq stock market.

Where would USCIS fit in terms of revenue?

FY2007 (dollars in billions)



Fee Review

One of USCIS’ most important goals this year was to establish a stronger financial footing upon which to build a 21st Century organization for its customers. To accomplish this goal, USCIS completed and implemented the first comprehensive fee review in nearly ten years.

The fee review process included several critical elements to facilitate the optimization and efficiency of USCIS services, and USCIS’ long-term fiscal health. Application systems and processes were assessed to determine near- and long-term needs. Shortfalls in manpower, equipment, facilities and training were identified and resource solutions integrated into planning. Based on these assessments, application and petition fees were aligned with program costs to ensure full annual cost recovery.

The new application and petition fee schedule tied to the fee review was implemented on July 30, 2007.



*“Thanks to the tireless efforts and dedication of the entire USCIS International Operations team, we experienced a **banner year** in*

*2007, characterized by significant achievements in addition to substantial growth and development. With 30 offices located **around the world** covering a geographic jurisdiction that includes nearly 200 countries and foreign states, we are indeed the face of USCIS overseas.”*

***Alanna Ow, Acting Chief
International Operations***

Administration



Nancy W. Williams is the Chief of the Office of Administration. The Office of Administration is responsible for the planning, programming, budget and policy decisions for administrative services, as well as risk management and implementation of internal controls. The office's mission is to provide the essential services, policy, guidance and internal controls necessary to support USCIS operations and their customers in a manner that is forward-looking, responsive and professional. The Office of Administration manages three functional lines of business

which strengthen the infrastructure necessary to achieve USCIS' mission: 1) real property and lease acquisition; 2) procurement and contract administration and 3) asset management.

The **Facilities Management Division** oversees investment and management of real property assets in the form of leases to support USCIS' mission. The division manages the rent, operations and investment budget and develops standards to assist in the various phases of planning and managing space. The division manages 5.3 million square feet of leased space and an annual rent budget of approximately \$150 million. The Facilities Management Division property investment, operations and disposal decisions are supportive of core mission activities. The goal is to provide a safe, secure and productive work environment for USCIS' employees and customers.

The **Field Support Division**, located in Burlington, VT, is responsible for program execution and providing direct support to USCIS field locations nationwide. The Office of Administration serves as the acquirer and sustainer of the physical and material resources essential to support the productive and efficient operation of the agency and its programs. Furthermore, the Field Support Division serves the supplier and custodian of assets, maintaining the agency's facilities and property.

The **Acquisition and Asset Management Division**, in close cooperation with the **Field Support Division**, provides the management and oversight for the acquisition of goods and services for USCIS. The Procurement Branch is responsible for approximately \$1 billion in annual acquisitions, as well as the administration of \$4.3 billion in existing contracts. The USCIS Contracting Officer Technical Representative program works closely with the Acquisition and Asset Management Division, in advanced acquisition planning and the development of major acquisition plans. The headquarters Acquisition Branch of the Acquisition and Asset Management Division also manages the Senior Review Board, an internal committee that oversees all agency acquisitions of more than \$500,000.

The Asset Management Branch of the Acquisition and Asset Management Division provides guidance and assistance to USCIS offices regarding all aspects of personal property management and accountability, including the physical inventory and disposal of property items. The Asset Management Branch also provides training to all property custodians on the automated Department of Homeland Security personal property system and oversight of fleet management, transit subsidy and other support services.

The Office of Administration is subject to several performance measures including departmental and presidential requirements to ensure proper management of USCIS' assigned resources. These directives establish internal control procedures to facilitate USCIS' risk management process and reduce the possibility of waste, fraud and abuse of government resources.

Office of Administration employees continue to work diligently toward achieving maximum results for the greatest return.

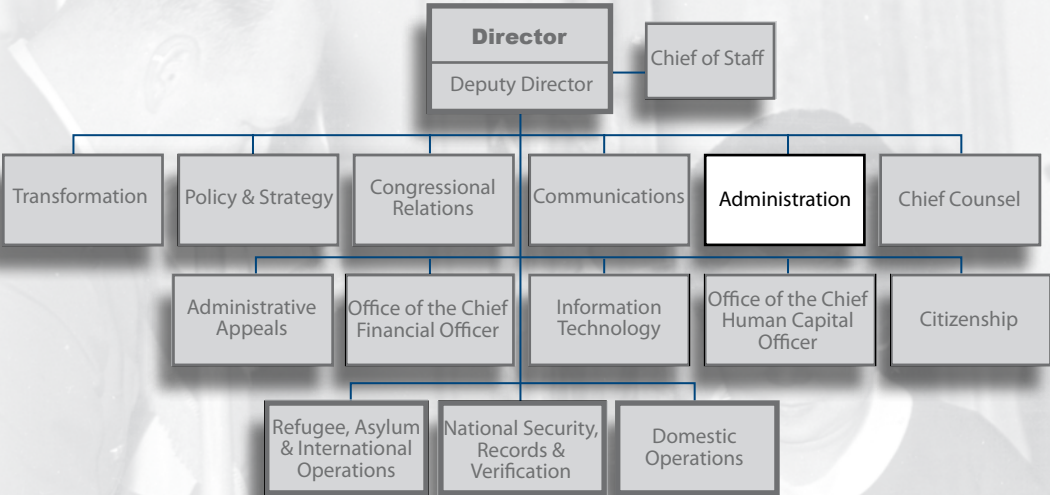


San Francisco District Office

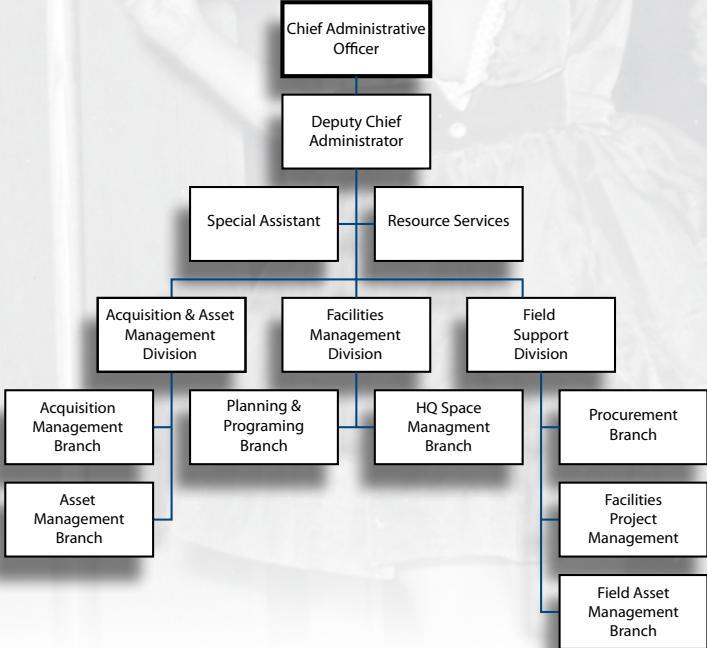


San Francisco District Office Information Counter

USCIS Organizational Chart



Administration



Administrative Appeals



Robert P. Wiemann is the Chief of the Administrative Appeals Office (AAO). The AAO provides consistency in appellate decision-making. Prior to its formation, denied petitions and applications were appealed to one of four regional commissioners. The authority to adjudicate appeals is delegated to the AAO by the Secretary of the Department of Homeland Security.

The Appeals Officers of the Administrative Appeals Office produce appellate decisions that provide fair and legally supportable resolutions of individual applications and petitions for immigration benefits. These decisions provide guidance to applicants, petitioners, practitioners and government officials in the correct interpretation of immigration law, regulations and policy.

The Administrative Appeals Office reviews the decisions made by USCIS Adjudications Officers regarding petitions and applications for immigration benefits to ensure consistency and accuracy in the interpretation of immigration laws, regulations and policies. The AAO maintains awareness of applicable case law to ensure compliance with the most current legal standards while ensuring accuracy and legal sufficiency. When necessary, the AAO recommends the publication of precedent decisions to clarify issues in the adjudications program.

The AAO is currently composed of 80 employees divided into eight branches.

The **Multinational Branch** is primarily responsible for adjudicating appeals of multinational executive and managerial immigrant petitions. The Multinational Branch also adjudicates appeals of nonimmigrant petitions involving multinational executive, managerial or specialized knowledge intra-company transferees. Occasionally, the Multinational Branch handles the appeals of immigrant petitions involving scientists in Eurasia.

The **Temporary Protected Status (TPS) Branch** reviews and adjudicates appeals of denials of applications of individuals who have applied for TPS under the Immigration and Nationality Act.

The **Nonimmigrant Branch** adjudicates cases in the H-1B, H-2 and H-3 visa categories – these petitions are for aliens with specialized knowledge, temporary workers and trainees.

The **Family Services Branch** is responsible for appellate decisions on 16 different case types. The primary case type is the Application for Waiver of Ground of Inadmissibility (Form I-601), which comprise nearly 85 percent of the branch's caseload. In addition, the Family Services Branch adjudicates:

- Application for Permission to Reapply for Admission into the United States After Deportation or Removal (Form I-212)
- Application for Waiver of the Foreign Residence Requirement (under Section 212(e) of the Immigration and Nationality Act, as Amended) (Form I-612)
- Petition for Alien Fiance(e) (Form I-129F)
- Application for Travel Document (Form I-131)
- Application for Certificate of Citizenship (Form N-600)
- Application for Replacement Naturalization/Citizenship Document (Form N-565)
- Certificate of Citizenship in Behalf of an Adopted Child (Form N-643)
- Application to Preserve Residence for Naturalization Purposes (Form N-470)
- Petition to Classify Orphan as an Immediate Relative (Form I-600)
- Application for Advance Processing of Orphan Petition (Form I-600A)
- Petition for Amerasian, Widow(er), or Special Immigrant (Form I-360)
- Application for T Nonimmigrant Status (Form I-914)

The Family Services Branch also reviews certifications of denials of applications for adjustment of status under the Cuban Adjustment Act.

The **Immigrant I Branch** adjudicates petitions filed on behalf of aliens of extraordinary ability, special immigrant religious workers, immigrant investors, outstanding academics, aliens filing under the Violence Against Women Act and O and P nonimmigrant workers. In addition, U.S. Immigration and Customs Enforcement has delegated its authority to adjudicate bond breach appeals to the Immigrant I Branch.

The **Immigrant II Branch** handles appeals of denied employment-based third preference immigrant visa petitions for professionals, skilled and unskilled workers. The Immigrant II Branch works in concert with fraud detection initiatives. Appeals Officers check petitioning entities' corporate status to prevent dissolved businesses or businesses not related to the petitioning entity from fraudulently seeking an immigrant benefit. Appeals Officers utilize Electronic Database for Global Education sample documents to determine if fraudulent diplomas, certificates or transcripts are submitted to USCIS. Appeals Officers request and examine H-1B nonimmigrant cases for inconsistent job requirements in similar job offers made in connection with third preference immigrant visa petitions.

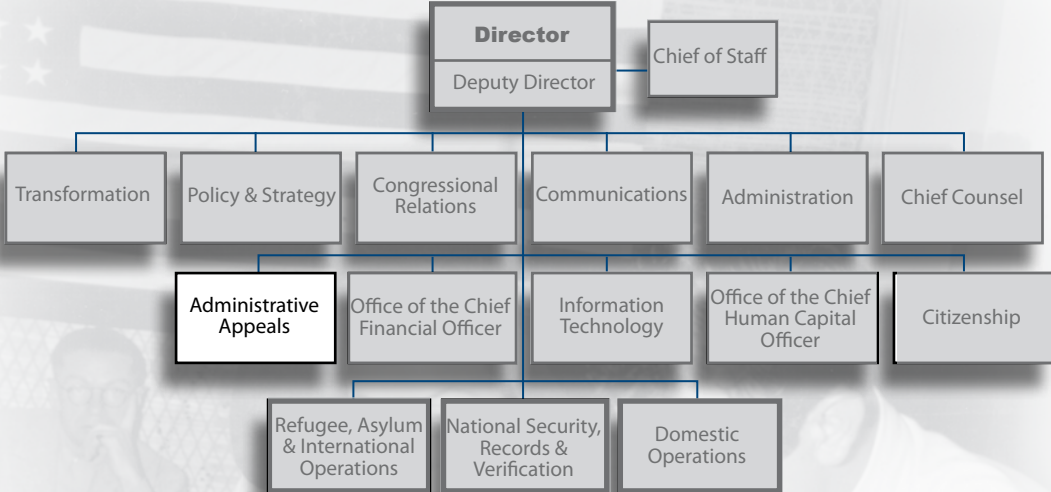
The **Legalization and Life Act Branch** was formed during FY2007 to address the growing volume of appeals based on the 1986 Immigration Reform and Control Act.

The **Management Support Branch** provides support to Administrative Appeals Office managers and employees in the areas of budget and finance, facilities and office services, human resources, contract file room oversight and fraud detection and reporting.

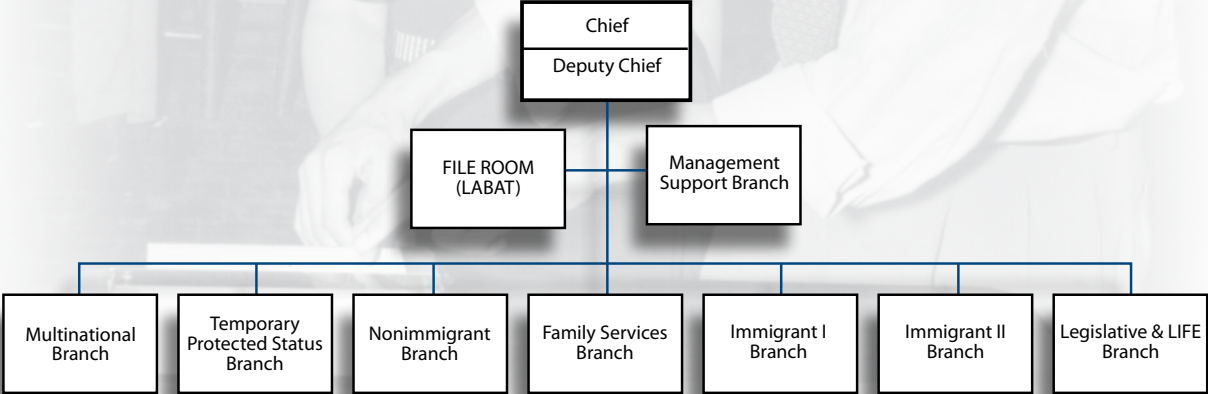


The Administrative Appeals Office produces appellate decisions for individuals seeking immigration benefits

USCIS Organizational Chart



Administrative Appeals



Chief Counsel



Lynden Melmed is USCIS Chief Counsel. The Office of the Chief Counsel was established in accordance with the Homeland Security Act of 2002 to provide specialized legal advice, opinions, determinations, regulations, and other assistance to the USCIS Director and to represent the agency in visa petition appeals before the Executive Office for Immigration Review.

With a highly skilled team of more than 100 attorneys nationwide, the Office of Chief Counsel (OCC) fields a wide range of inquiries. These inquiries concern 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 U.S. Attorney. OCC's areas of responsibility include providing legal education and training to USCIS personnel, advising USCIS and Department of Homeland Security staff on legislative, regulatory and national security issues.

Since its formation in July 2003, the Office of Chief Counsel (OCC) has expanded and refined its headquarters and field structures to ensure maximum efficiency and responsiveness. At headquarters, OCC is divided into five expert divisions. Each division consists of a Chief, Deputy Chief and several Associate Counsel. Supporting and assisting these teams are OCC's Deputy Chief Counsel, Chief of Staff and Legislative Counsel. OCC headquarters and field attorneys meet on a regular basis with USCIS operational staff to discuss domestic and international policies and programs, and to clarify legal questions and positions. Likewise, OCC coordinates with other Department of Homeland Security components to define and address critical immigration-related issues.

The Office of Chief Counsel field structure includes four regional offices: Northeast, Southeast, Central and Western. Each includes a group of Associate Regional Counsel operating under the direction of a Regional and Deputy Regional Counsel. Together, these field attorneys provide timely, responsive and accurate legal advice and representation to USCIS personnel within their jurisdiction. The regional offices work closely with headquarters staff to communicate developments and trends and to formulate litigation strategies.

In addition to regional offices, the Office of Chief Counsel also has a Service Center Division that provides specialized 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, the Office of Chief Counsel has offered educational modules on the issuance of notices to appear, determining good moral character, effective writing, exercising discretion and adjudicating waivers.

As the Department of Homeland Security legal program responsible for supporting all USCIS operational functions, the Office of Chief Counsel works diligently to address USCIS' far-ranging legal needs by:

- o maintaining direct and simplified chains of command
- o matching client requests with subject matter experts
- o maximizing attorney productivity by balancing local and national requirements
- o mapping legal services to USCIS' mission and business lines
- o enhancing the technical knowledge, skills and experience of USCIS legal team
- o ensuring the timely delivery of complete, consistent and meaningful legal expertise to more than 15,000 USCIS employees worldwide



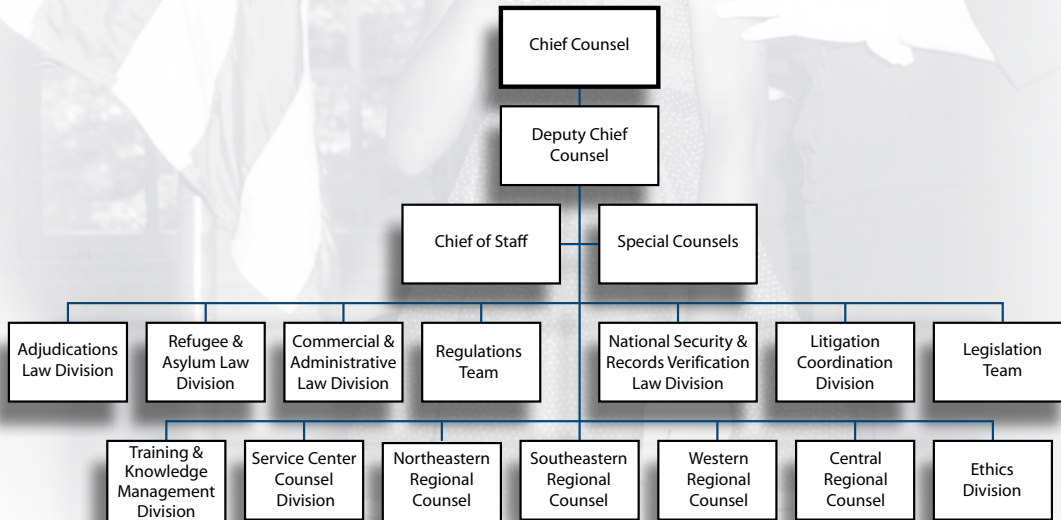
Office of the Chief Counsel assists USCIS with legal matters

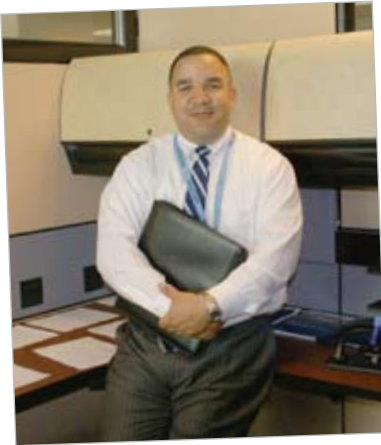
USCIS

Organizational Chart



Chief Counsel





Office of the Chief Financial Officer

Rendell L. Jones is the Chief Financial Officer (CFO). As CFO Mr. Jones established a vision for financial management that ensures strong stewardship and management accountability, provides timely and accurate financial information that assists in decision-making, establishes sound internal controls to protect against waste, fraud and abuse and establishes financial management as a viable priority within USCIS operations. The Office of the Chief Financial Officer

serves as the primary advisor to the USCIS Director and executive leadership in all areas of financial management, including internal controls, financial policy and reporting, planning and performance measurement, competitive sourcing, budget, revenue collection and user fee policy.

Upon its creation in Fiscal Year 2006 and consistent with Department of Homeland Security Functional Integration Directives, the Office of the Chief Financial Officer (OCFO) unified the USCIS Offices of Budget, Financial Management and Planning into a single organization responsible for the Financial Management line of business. During FY2007, the OCFO expanded its responsibilities with Lockbox Operations to include all USCIS application and revenue intake functions.

OCFO has five divisions. All OCFO staff is located at USCIS headquarters, with the exception of the Financial Operations staff in Burlington, VT and Lockbox Operations staff in Chicago, IL.

The Office of the Chief Financial Officer (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. OCFO is an integral partner in USCIS' mission to improve the administration of benefits and immigration services for applicants by exclusively focusing to obtain and protect the resources that support immigration and citizenship services. During FY2007, OCFO conducted USCIS' first comprehensive fee review in almost ten years, marking a monumental achievement estimated to generate \$1.1 billion in new revenue. The new fee structure sets USCIS on the course to build a 21st century immigration service by providing sufficient resources to fully recover the costs of providing immigration benefits and services. The USCIS financial management team works to ensure the management of agency resources in a way that provides the services promised and prevents the need for general taxpayer support.

The Office of the Chief Financial Officer (OCFO) supports the vision of USCIS by providing leadership in financial management and internal controls, budget management, planning and performance oversight, competitive sourcing and effective and efficient resource management. They work to ensure strong stewardship and management accountability throughout USCIS.

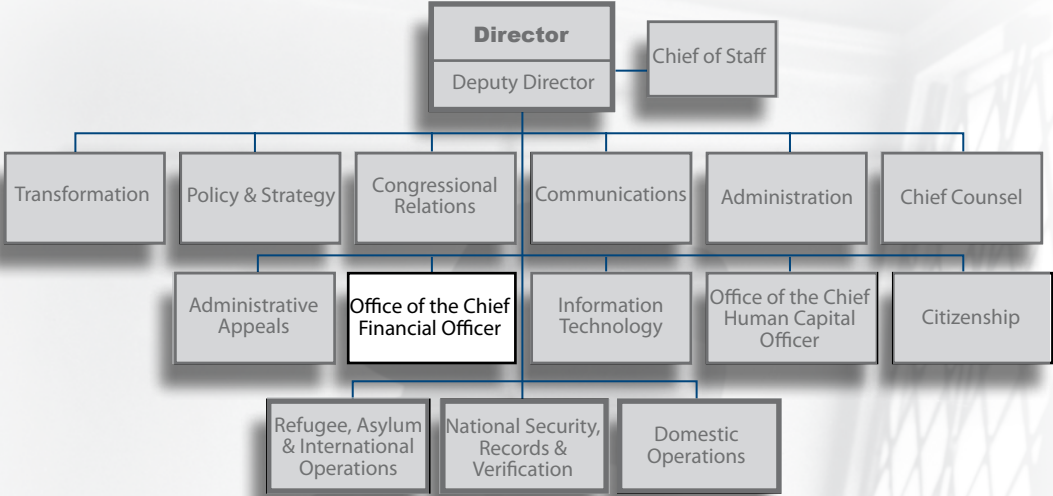
Based upon their commitment to public service, dedication to the mission and comprehensive knowledge of the federal government's financial management best practices, Office of the Chief Financial Officer (OCFO) is an invaluable asset to USCIS and Department of Homeland Security. OCFO will continue to make progress along its journey to transform USCIS' Financial Management line of business into a model of excellence.



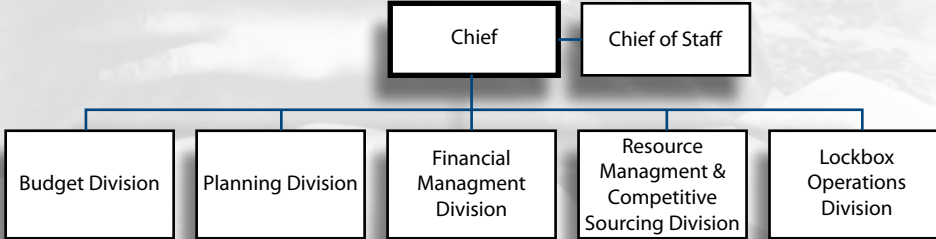
OCFO conducted a comprehensive fee review

USCIS

Organizational Chart



Office of the Chief Financial Officer



Office of the Chief Human Capital Officer



David R. Howell is the Acting Chief of the Office of the Chief Human Capital Officer (OCHCO). OCHCO provides services, policy, and guidance in support of strategic human capital management and works with USCIS leadership to provide:

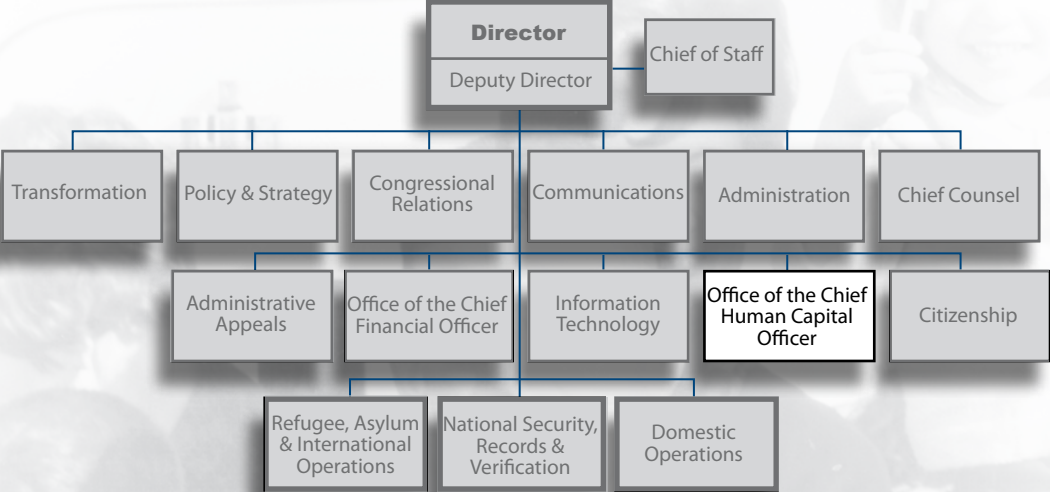
- o workforce planning
- o recruiting
- o hiring
- o training
- o leadership development
- o performance standards

The Office of the Chief Human Capital Officer (OCHCO) is organizationally aligned and integrated with USCIS' strategic priorities. In addition to determining the critical workforce skills and competencies required to achieve current and future programmatic results, OCHCO maintains robust hiring, training and career development programs designed to meet agency needs and position USCIS' workforce for success. The work of this program office is carried out primarily through two divisions: Human Capital Management Division and Training and Career Development Division.

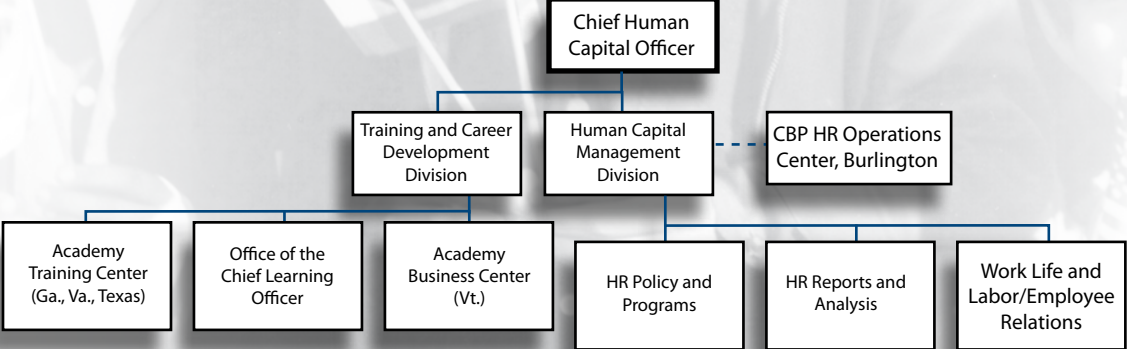
The **Human Capital Management Division** is responsible for developing and implementing human capital policies and programs, such as labor and employee relations, performance management and talent management. This division also delivers operational support and provides oversight and direction to the Human Resources Support Center in Burlington, VT.

The **Training and Career Development Division (TCDD)** is responsible for developing and delivering technical, professional and leadership training and development programs to employees at all levels of the organization. In addition to overseeing program design and development, the TCDD manages USCIS training operations and systems including the USCIS Academy, partnerships with other external programs, and EDvantage - USCIS on-line learning management system.

USCIS Organizational Chart



Office of the Chief Human Capital Officer





Citizenship

Alfonso Aguilar is the Chief of the Office of Citizenship (OoC). OoC, established in September 2003, is responsible for promoting instruction and training on the rights and responsibilities of citizenship and providing immigrants with information and tools necessary to successfully integrate into American civic culture.

The Office of Citizenship (OoC) develops products and initiatives to assist immigrants through each step of the immigration process. During FY2007, the OoC completed and introduced a variety of products and initiatives aimed at strengthening integration efforts in the United States, including:

- o **The Citizen’s Almanac** – In April 2007, the Office of Citizenship introduced The Citizen’s Almanac during a special naturalization ceremony at the National Archives. This publication is a collection of America’s most cherished symbols of freedom and liberty. The Citizen’s Almanac was developed for new citizens and includes information on U.S. history, rights and responsibilities of U.S. citizenship, biographical details on prominent foreign-born Americans, landmark decisions of the Supreme Court, presidential speeches on citizenship, and several of America’s founding documents including the Declaration of Independence and the Constitution. The Citizen’s Almanac, along with a pocket size version of the Declaration of Independence and Constitution of the United States, is distributed to new citizens during naturalization ceremonies.
- o **A Promise of Freedom: An Introduction to U.S. History and Civics for Immigrants** – *A Promise of Freedom* is an inspiring short film for immigrant audiences based on the National Constitution Center’s award-winning presentation Freedom Rising. This 12-minute film focuses on the history and founding of the U.S. and the important rights and responsibilities of U.S. citizenship. The role of immigration in U.S. history is highlighted throughout the film. *A Promise of Freedom* is part of a two-disc set which also includes an accompanying workbook and a Flash® presentation on the naturalization process.
- o **Redesigned Naturalization Test** – For the first time in nearly 20 years, the federal government announced a comprehensive review of the naturalization test. The major aim of the redesign process was to ensure that naturalization applicants have uniform, consistent testing experiences nationwide and that the civics test can effectively assess whether applicants have a meaningful understanding of U.S. history and government. To accomplish these goals, the Office of Citizenship initially piloted a new naturalization test—with an overhauled English reading and writing section and new history and government questions—in ten sites across the U.S.

The feedback from this pilot was used to finalize testing procedures, English reading and writing prompts and a list of 100 revised U.S. history and government questions. To ensure the pilot accounted for a representative sample of candidates with a variety of education levels, a supplemental study was conducted at adult education sites nationwide. The resulting redesigned test was publicly introduced September 27, 2007. Naturalization applicants will begin taking the revised test on October 1, 2008. The revised test, with an emphasis on the fundamental concepts of American democracy and the rights and responsibilities of U.S. citizenship, will help encourage citizenship applicants to learn and identify with basic American values.

The Office of Citizenship is also spearheading the efforts of the Task Force on New Americans - an interagency federal task force created by President George W. Bush to enhance and coordinate government-wide immigrant integration initiatives. During FY2007, the Task Force launched:

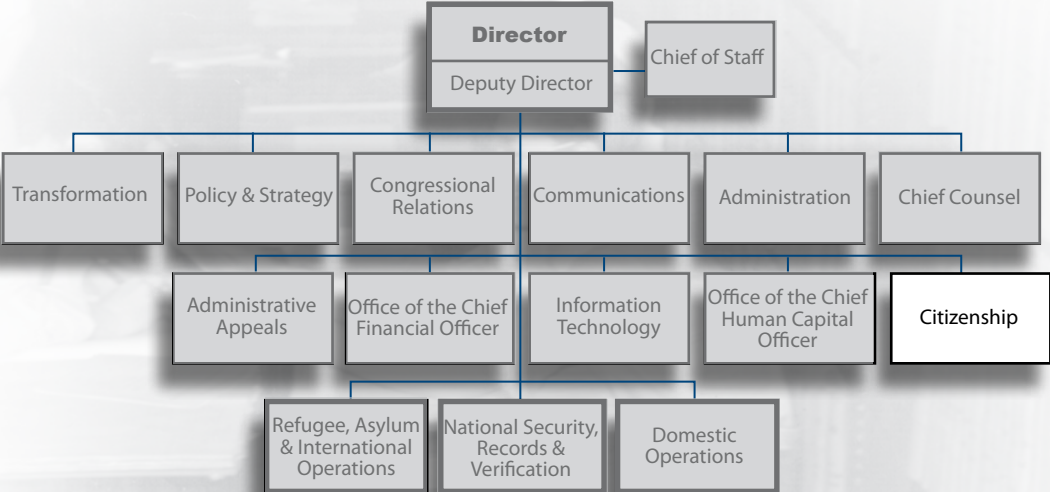
- o **WelcometoUSA.gov** – Developed in partnership with the General Services Administration, *www.welcometoUSA.gov* serves as the U.S. Government’s official web portal for new immigrants. With *www.welcometoUSA.gov* the federal government presents newcomers with basic information, through a comprehensive web portal, on settling in the U.S. In addition to settlement information, *www.welcometoUSA.gov* contains links to help new immigrants find English classes and methods to get involved in their community through volunteering.
- o **Web-Based Training and Resources for Volunteers and Adult Educators** – Responding to requests by adult educators across the country, in FY2007 the Office of Citizenship introduced U.S. Civics and Citizenship Online: Resource Center for Instructors. This web-based tool provides stakeholders with a single source for locating appropriate educational resources to incorporate civics into English as a Second Language instruction and to prepare adult students for naturalization. U.S. Civics and Citizenship Online provides links to educational curricula, lesson plans, teacher assessments and other instructional material on civics and citizenship. In partnership with the Department of Education, the OoC launched the first phase of an online module, titled EL/Civics Online, for volunteers and adult educators that includes courses and materials on the naturalization process, U.S. government and civics education.
- o **The New Americans Project** – In partnership with the White House Office of USA Freedom Corps, the Office of Citizenship (OoC) led efforts to implement the New Americans Project - an initiative that seeks to encourage volunteerism among both U.S. citizens and new immigrants. In FY2007, a zip code based search engine listing volunteer opportunities to work with immigrants was introduced along with a public service campaign with the message, “America Needs You.” In addition, the OoC held outreach events to promote this initiative in Boston, MA and Phoenix, AZ.

- o **Civics and Citizenship Toolkit.** In FY2007, the Office of Citizenship began distributing the Civics and Citizenship Toolkit, which contains educational materials to help immigrants learn about the United States. Since June 2007, more than 4,000 public libraries have registered and received a free copy of the Civics and Citizenship Toolkit.
- o **External Outreach.** Throughout FY2007, the Office of Citizenship (OoC) conducted a diverse series of outreach efforts both within the U.S. and around the world. OoC traveled across the U.S. providing information on the redesigned naturalization test and how best to utilize USCIS educational products. A highlight was the Teachers of English to Speakers of Other Languages Conference in Seattle, WA, where the OoC held a series of well-attended training sessions addressing how to prepare students for the revised naturalization test. Internationally, the OoC was able to speak to many partners on comparative integration and citizenship practices. Highlights included travel to the United Kingdom and Switzerland, as well as briefings for visiting officials from Mexico, France, Norway, Taiwan and the Netherlands.

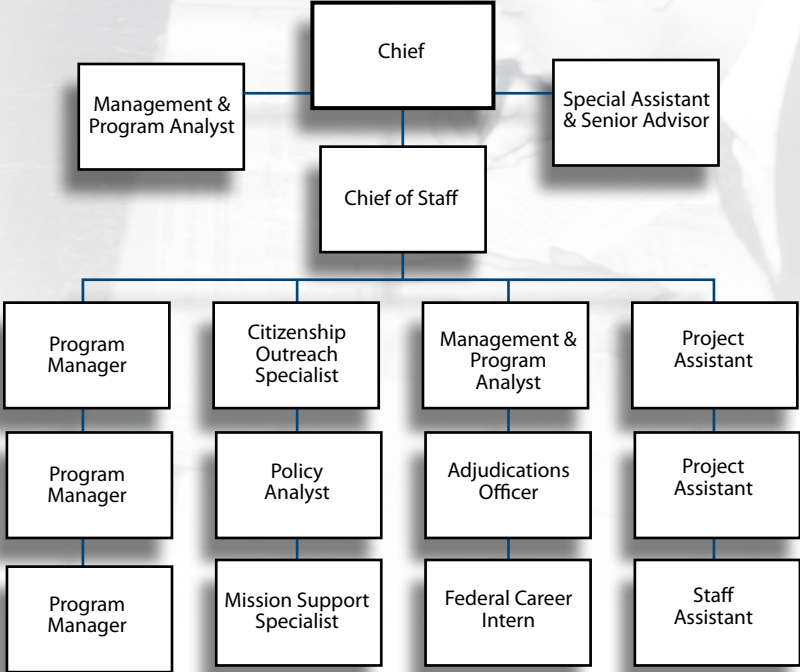


Newly naturalized citizens review Citizen's Almanac

USCIS Organizational Chart



Citizenship





*“The Providence Field Office of USCIS has had an **historical year** in FY2007. As the Field Office Director, I could not be more proud of USCIS’, the Eastern Region, Boston District, and Providence Field Office.*

*This year we naturalized a total of 2,506 new citizens; a **record number** for the Providence Field Office. I continue to look forward to meeting and exceeding expectations and goals for future years.”*

***Rosetta Martini, Field Office Director**
Providence, R.I. Field Office*

Communications



José Montero, Jr., is Counsel to the Director and Chief Communications Officer for USCIS. During the past year, the USCIS Office of Communications has undergone a significant transformation, consolidating key external and internal communication components of the agency. This reorganization resulted in the office almost doubling in size and established the five divisions of Media Relations, Community Relations, New Media, Internal Communications and Strategic Communications. Each division is

now a fully functional subset of a robust communications team with members in 22 cities across the nation.

This new, more comprehensive and cohesive approach to internal and external communications has greatly enhanced the agency's effectiveness when communicating changes in laws, regulations, processes and procedures affecting more than 15,000 employees and millions of customers. The consolidation of communications functions and components has allowed 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.

The **Media Relations Division**, consisting of 11 team members in seven locations, works with the media to foster a better understanding of USCIS' missions and goals. Under the direction of the USCIS Press Secretary, the Media Relations Division tells the USCIS story by developing and maintaining constructive relationships with national, regional and local print and broadcast outlets. The division successfully generates favorable media interest and provides significant opportunities for strategic message placement.

The **Community Relations Division** develops and maintains collaborative relationships with immigrant-serving organizations, such as community-based organizations, adult educators, advocacy groups, state and local officials and other stakeholders who interact with immigrants. The goal is to educate these groups about USCIS policies, products, and programs and to dialogue with them to identify areas where community feedback might better inform USCIS decision makers. The Community Relations Division has 25 Community Relations Officers (CROs) in district and field offices throughout the country. These CROs work together with local field leadership to develop robust community relations programs in their jurisdictions. At the national level, the Community Relations Division manages national stakeholder

dialogue through monthly and quarterly CBO meetings. Notes of these meetings are available on the community relations webpage: www.uscis.gov/communityrelations.

The **New Media Division** manages one of the federal government's most visited websites www.uscis.gov, with more than seven million visitors per month. During the past year, the New Media Division transformed the legacy website into the vastly improved www.uscis.gov portal - earning kudos from USCIS employees, users and other federal partners.

The **Internal Communications Division** develops and implements strategic, tactical and individual communications targeted at USCIS employees at headquarters in the and field. This division publishes daily newsletters (*USCIS Today*), Leadership Alerts and monthly employee newsletters (*USCIS Monthly*). The products and efforts of the Internal Communications Division are critically important to the Director's goal of keeping the agency fully informed. Responsible for the dissemination of high-level communications to agency chiefs and executive level officials, the Internal Communications Division works with Department of Homeland Security headquarters to ensure the timely delivery of sensitive information to USCIS employees. This division advises USCIS principals regarding employee communications and related issues. The Internal Communications Division coordinates and facilitates the USCIS Director's quarterly management conference call with field leadership. In addition to these functions, the Executive Communications component of Internal Communications is responsible for providing the USCIS Director, Deputy Director and Chief of Staff with prepared speeches, remarks and talking points for all USCIS related events and engagements.

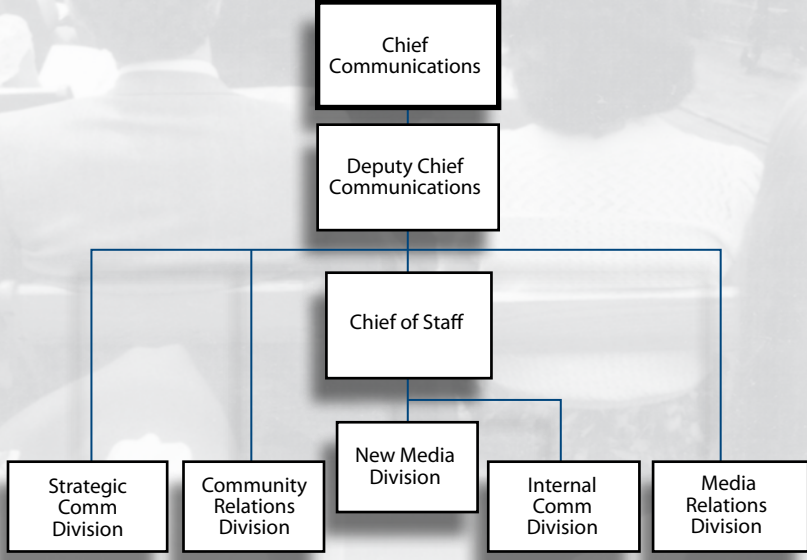
The **Strategic Communications Division** consolidates the formerly dispersed functions of fully-integrated message management strategies for the agency in the critically important areas of immigration system integrity, workforce development, building a sound financial foundation, managing a dynamic and expanding physical footprint, agency transformation, fostering sustainable customer service relations, and promoting immigrant integration. Fully integrated, multi-level message planning and management enables the agency to promote important information relating to changing policies and procedures, ensuring that all stakeholders are kept abreast of the latest laws, regulation, guidance and trends in all facets affecting USCIS.

The Office of Communications has been especially successful in concurrently reorganizing, consolidating communications functions, growing to meet the needs of a dynamic, service-oriented agency, while concurrently meeting the needs of its customers, stakeholders, Department of Homeland Security leaders and executive office leaders.

USCIS Organizational Chart



Communications



Congressional Relations



Sarah T. Taylor is the Chief of the Office of Congressional Relations (OCR). The main responsibility of OCR is to advise the USCIS Director and senior management 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 over 100 USCIS congressional liaisons nationwide. The plan provides guidance, standards and best practices.

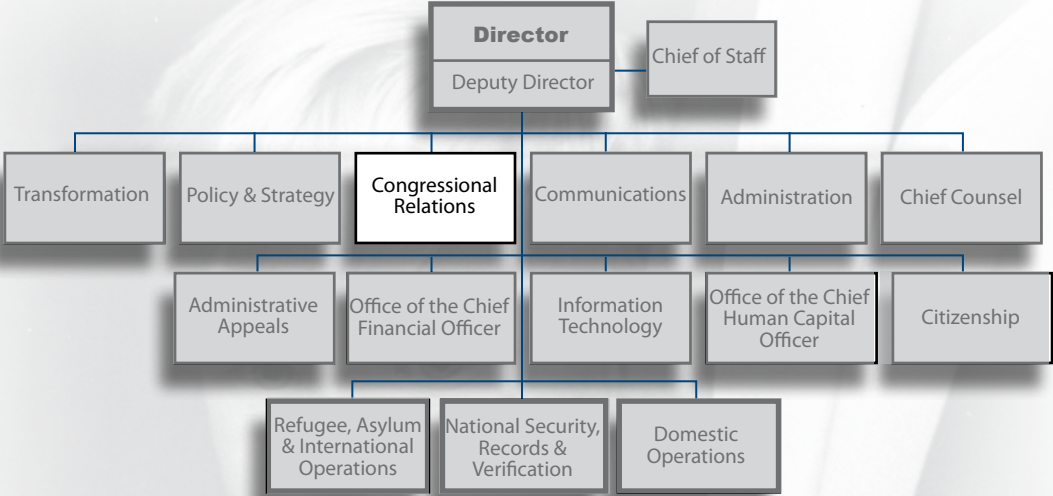
Within headquarters, the Office of Congressional Relations (OCR) functions are divided into two branches. The **Operations Branch** focuses primarily on handling congressional inquiries relating to specific cases, educating field liaisons and Congressional staff, identifying trends and problems in immigration 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 Operations Branch staff fielded approximately 10,500 congressional calls, responded to over 2,300 formal written inquiries and answered about 3,000 electronic mail messages, while consistently meeting its internal and external deadlines. The staff has repeatedly been recognized by both Department of Homeland Security and USCIS leadership for having no overdue congressional correspondence. Nationwide, USCIS staff has handled approximately 118,600 congressional calls, responded to over 42,000 formal written inquiries, and answered more than 168,500 electronic mail messages, consistently meeting their internal and external deadlines.

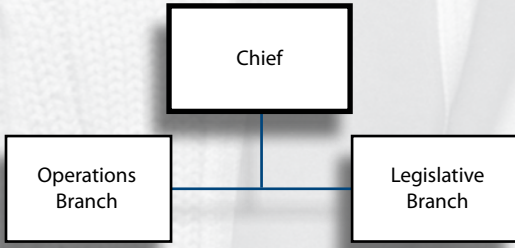
The Office of Congressional Relations (OCR) staff has also been instrumental in focusing the agency's attention on issues. The Legislative Branch facilitates discussions and briefings with members and Congressional staff on a host of issues, such as inter-country adoption, family and employment-based visas, refugee and asylum processing, employment verification, protection of trafficking victims, military naturalization, backlog elimination, background checks and temporary protected status. OCR has coordinated testimony and prepared agency officials for five oversight hearings, and organized more than 88 formal meetings and briefings with Members of Congress and their staff. The team facilitates discussions on legislative issues, coordinates agency views and provides technical drafting assistance on legislation.

USCIS

Organizational Chart



Congressional Relations



Domestic Operations Directorate



Michael L. Aytes is the Associate Director for the Domestic Operations Directorate. The Domestic Operations Directorate ensures that citizenship and immigration information and benefit decisions are provided to domestic customers in a timely, accurate, consistent, courteous and professional manner.

The Domestic Operations Directorate has six components, which are covered in greater detail in their respective sections: Office of Field Operations, Office of Service Center Operations, Information and Customer Service Division, Operations Planning Division, Office of Regulation and Product

Management and Integrated Documented Production Branch. These components total 105 offices domestically. The Domestic Operations Directorate coordinates the activities of 129 Application Support Centers employing more than 1,200 staff members throughout the country and U.S. territories; of which 87 are stand-alone facilities and 42 are collocated within existing government space.

The Directorate has 6,891 employees working in field offices:

Location	Employees
Northeast Region	1,331
Southeast Region	792
Central Region	945
Western Region	1,130
National Benefits Center	346

Service Centers Operations	Employees
Vermont Service Center	712
Texas Service Center	446
Nebraska Service Center	568
California Service Center	621

The Domestic Operations Directorate manages the processing and adjudication of more than eight million applications per year and manages the provision of services to over 13 million customers via USCIS call centers and close to six million customers through information counters across the country.

After the Homeland Security Act of 2002, USCIS continued to operate three pre-existing domestic regional offices and 33 district offices. In FY2007 this operational structure was overhauled into four regions bringing the Domestic Operations Directorate structure into balance.

In the previous structure, the eastern region had a larger workforce than the western and central regions combined. The newly created four-region structure now comprises a total of 26 districts, grouped into the western region, the central region, the northeast region and the southeast region. This operational structure gives the Domestic Operations Directorate a better balance in terms of overall size and geography to reflect the appropriate size and location of various offices.

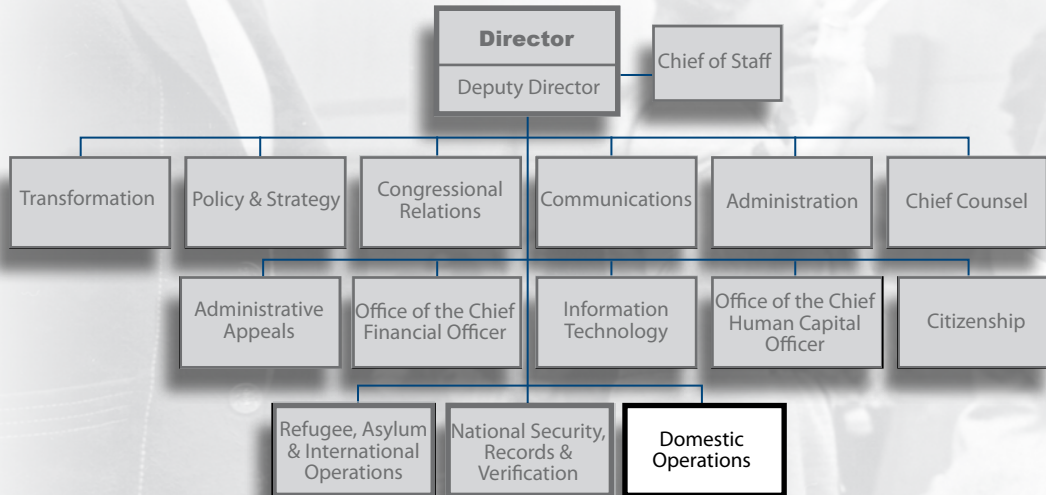
These revisions were initiated to help balance workloads and prepare USCIS for a range of future immigration events including a potential Temporary Worker Program and resulting application surges. Operational changes in the command structure have made USCIS a more effective organization through a new business identity that will affect business operations for years to come. The Domestic Operations Directorate has taken significant strides in realigning its operations to add value to USCIS' business processes.

Moving forward, USCIS will continue to assess the changing needs of the Domestic Operations Directorate and make additional realignments to more effectively deliver on the mission.

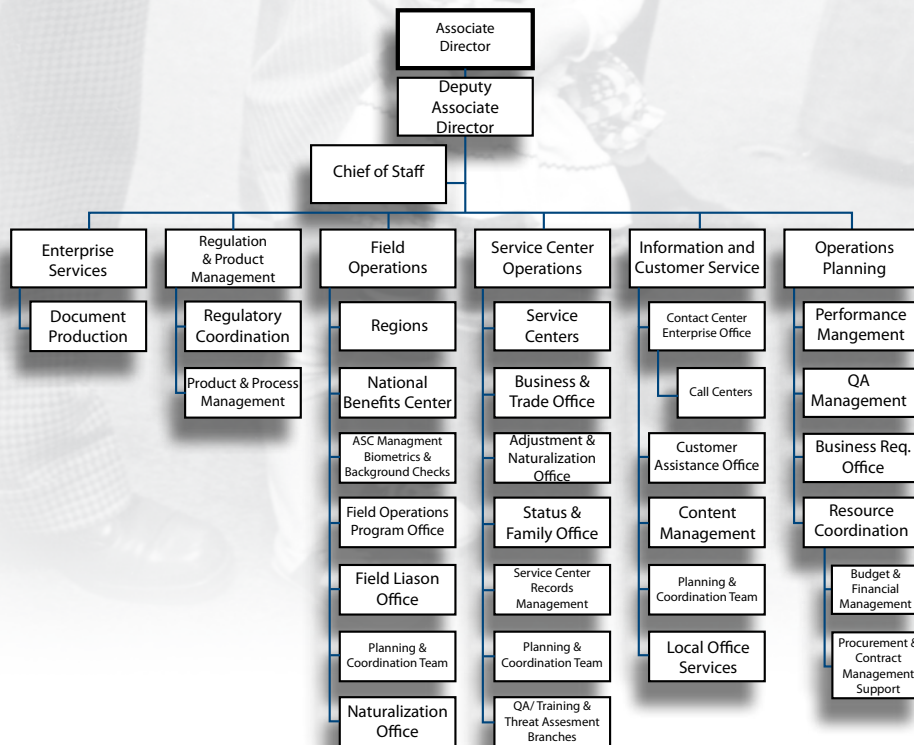


Adjudications Officer, New York District, interviews applicants

USCIS Organizational Chart



Domestic Operations Directorate



Domestic Operations Directorate

Field Operations

Tracy Renaud is the Chief of the Office of Field Operations (OFO) within the Domestic Operations Directorate. OFO oversees and manages the day-to-day operations of the 26 USCIS districts, encompassing 89 local offices and 129 application Support Centers located throughout the continental U.S., Alaska, Hawaii, Puerto Rico, Guam and the United States Virgin Islands. The National Benefits Center in Missouri, USCIS' hub for completing pre-interview application processing, is also a OFO component.

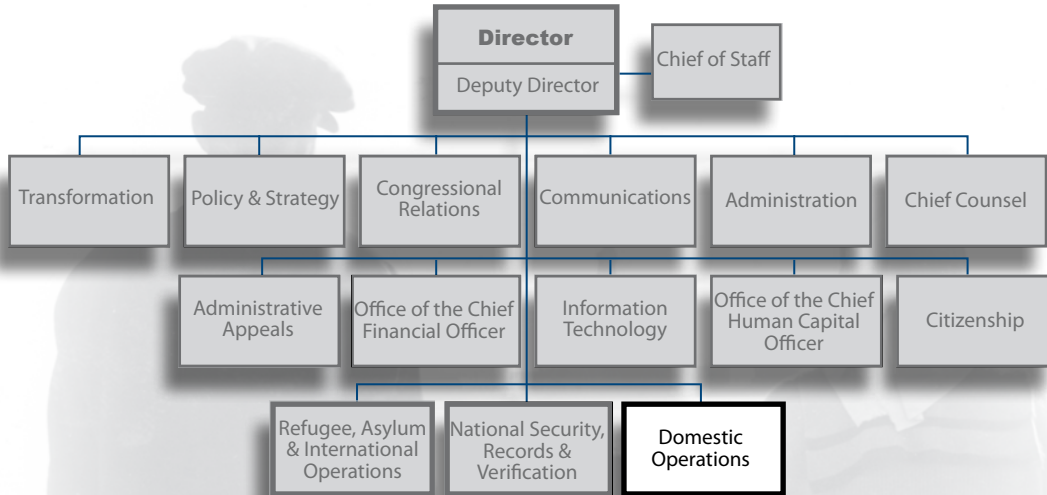


The Office of Field Operations (OFO) is involved in many initiatives to improve customer service. Working with the USCIS Transformation Program Office, OFO is pilot testing the Secure Information Management Service automation project. In addition, OFO is building upon efforts to make the naturalization process for immigrants serving in the U.S. military as efficient as possible.

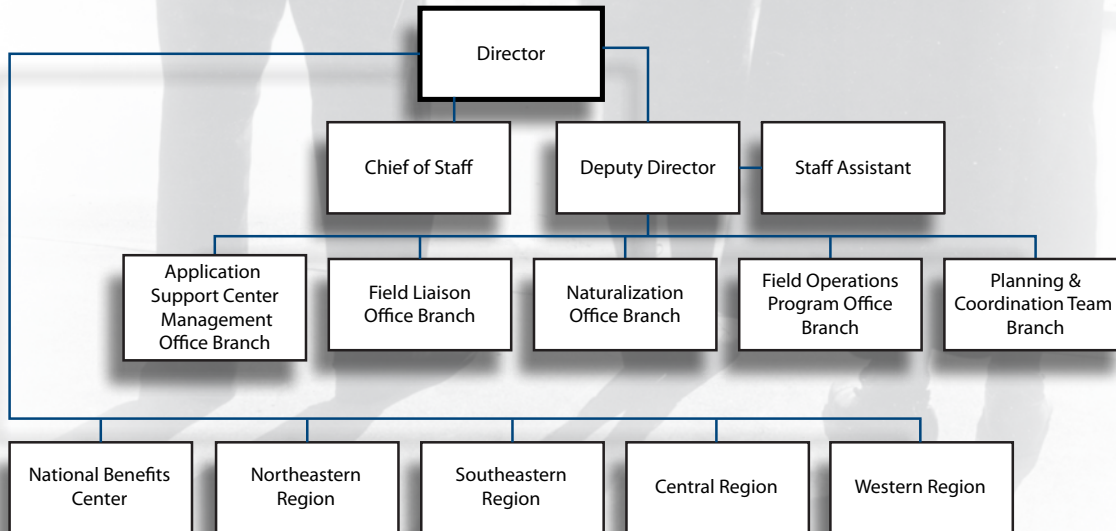
Through coordination with the USCIS Office of Administration, the Office of Field Operations (OFO) is upgrading field office locations to benefit both customers and employees. OFO oversaw new office groundbreaking events, grand openings and significant renovations at more than 12 USCIS offices.

The Office of Field Operations (OFO) also works with the Department of Homeland Security (DHS) and the Department of Justice to ensure that only eligible persons are granted the immigration benefits they seek. For example, OFO is working with the National Security and Records Verification Directorate and the Federal Bureau of Investigation (FBI) to enhance the FBI name check process. On the local level, USCIS field offices issue Notices to Appear in instances when individuals need to appear before an immigration judge and partner with other DHS components in situations where applicants have criminal records that make them ineligible for immigration benefits.

USCIS Organizational Chart



Field Operations



Domestic Operations Directorate

Information and Customer Service Division

Debra Rogers is the Chief of the Information and Customer Service Division (ICS) within the Domestic Operations Directorate. ICS coordinates and manages the USCIS Telephone Centers; identifies, plans, develops, and implements customer information and customer service functions throughout the domestic operations spectrum; and serves as the customer service liaison for USCIS. ICS manages and receives more than 16 million calls annually, and provides customer service content, education materials, and web-based products to the seven million visitors who visit *www.uscis.gov*. ICS carries out its customer service mission through three primary operational branches.



The **Customer Assistance Office (CAO)** responds to incoming correspondence received at USCIS headquarters from internal and external stakeholders. With more than 900 inquiries received monthly, CAO responds to complex immigration inquiries requiring a detailed knowledge of immigration law and regulations. CAO develops training materials for specific immigration form-types to help stakeholders and the legal community assist their customers or clients.

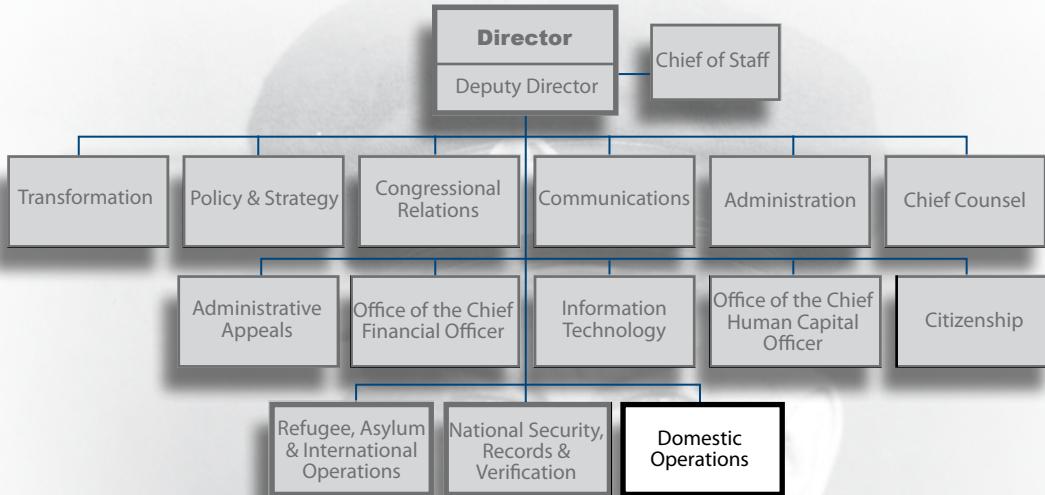
The Call Center Enterprise Office (CCE) manages and evaluates USCIS call center functions and coordinates with the **Content Management Office (CMO)** office to develop customer service materials and guides and maintain the customer service content and information tools employed by the call centers. The strategic alignment of CCE and CMO functions allows for the dissemination of a seamless flow of information to customers and stakeholders through the agency's web-based applications and products.

The **Office of Planning and Coordination (OPC)** maintains all contractual agreements, budget and procurement formulations for the Information and Customer Service Division. In addition, OPC contains a communication component that develops and implements the following:

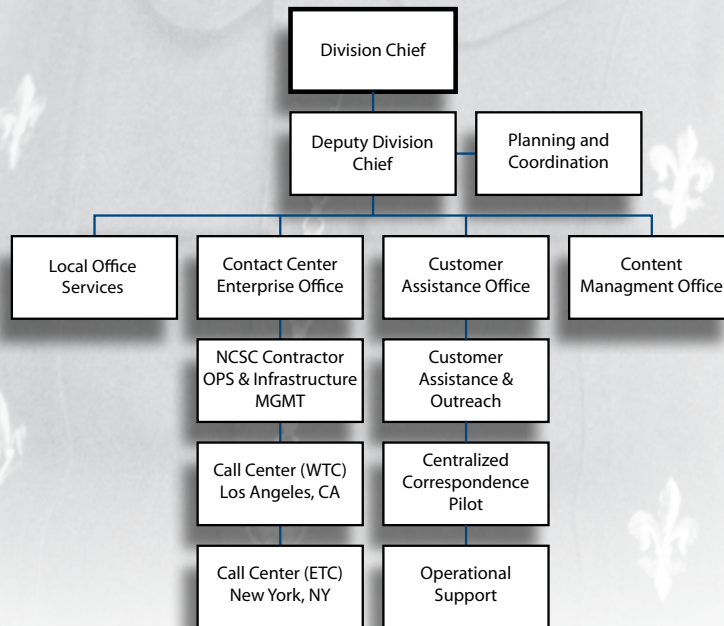
- o strategic communication plans
- o information and customer service emergency preparedness plans
- o messaging, marketing of products to promote and educate USCIS field management, customers and stakeholders about USCIS initiatives, projects and products.

OPC also maintains a customer development team that manages the development and implementation of USCIS web applications to include Case Status Online, processing times, the USCIS Customer Gateway and the Service Request Management Tool, which handles the entire service request process for the agency.

USCIS Organizational Chart



Information and Customer Service Division



Domestic Operations Directorate

Integrated Document Production



Sandra Landis is the Chief of the Integrated Document Production (IDP) Branch within the Domestic Operations Directorate. This branch oversees and manages the day-to-day operations of three facilities consisting of the Corbin Document Production Facility, the Nebraska Document Production Facility and the Vermont Document Production Facility.

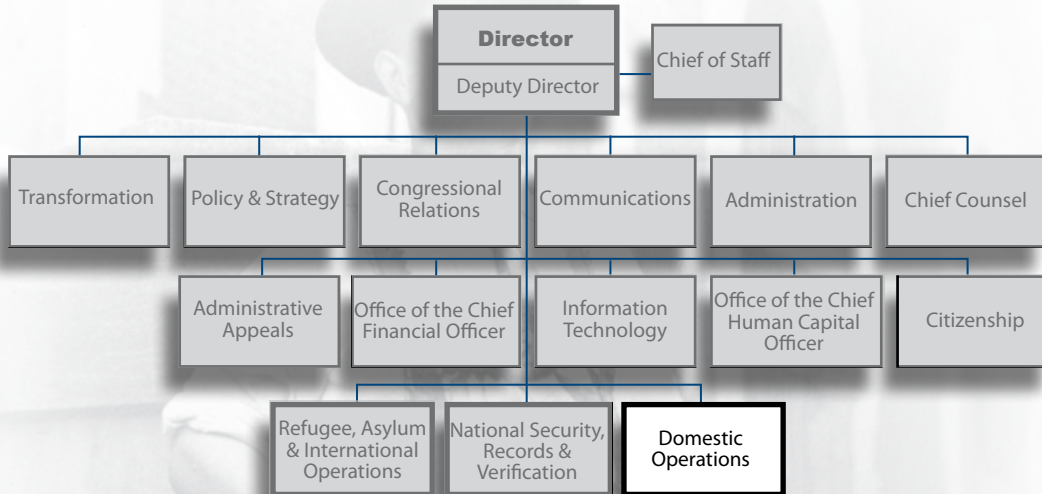
Collectively, the Integrated Document Production (IDP) Branch supports USCIS' mission of developing, personalizing and issuing secure

USCIS identity cards that integrate biometric and biographic information. As a result, IDP has become the world leader in the personalization of secure identity cards using optical memory technology. Specifically, the branch personalizes Permanent Resident Cards, Employment Authorization Documents, Re-entry Permits, Refugee Travel Documents, USCIS Employee Credentials and Laser Visas/Border Crossing Cards for Department of State and Transportation Worker Identification Credentials for Transportation Security Administration.

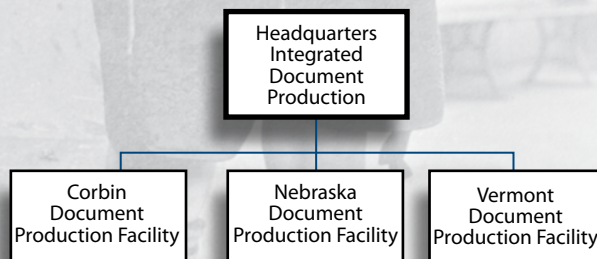


Integrated Document Production Branch supports USCIS' mission of developing secure documents

USCIS Organizational Chart



Intergrated Document Production



Domestic Operations Directorate

Operations Planning Division



Joseph Moore is the Chief of the Operations Planning Division (OPD) within the Domestic Operations Directorate. The four branches of OPD are responsible for providing oversight, support and coordination of key infrastructure activities for the various operational divisions within the Domestic Operations Directorate.

The **Production Management Branch** is responsible for administering and updating the Staffing Analysis Model that is used to identify the staffing levels required to support day-to-day USCIS operations. This branch monitors and

ensures the integrity of the field office production statistics that are used to produce and update the monthly Integrated Multi-Annual Performance System (IMAPS) reports. The IMAPS documents are the key production reports used by field office personnel to actively manage and assign work products to ensure the achievement of performance goals.

The **Quality Management Branch** actively works to manage the receipt of quality assurance reviews from domestic field offices. These reviews enable a proactive response to concerns discovered during the review process. This program ensures that the integrity of the adjudication process is not compromised at the expense of processing expediency. This branch also actively supports the Office of the Chief Financial Officer with the USCIS annual financial statement audit by providing quality assurance and control over the review of pending application and petition data used to calculate deferred revenue estimates.

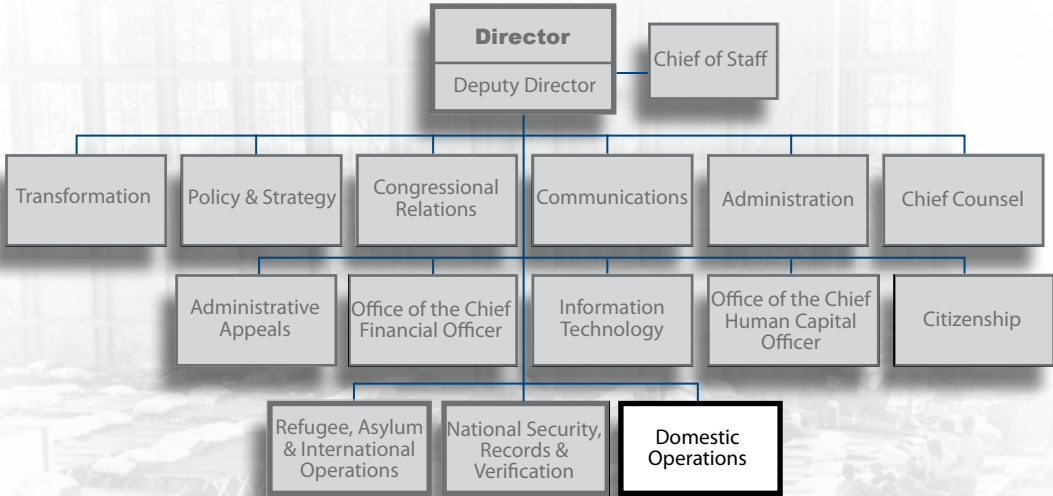
The **Business Systems and Forms Requirements Branch (BSFB)** is responsible for developing and updating internal and external USCIS forms and instructions and for coordinating the information technology system changes needed to meet field office business needs. The introduction of a new fee schedule necessitated a complete update to the entire forms instructions inventory, as well as the fee tables contained within the various business systems that field personnel rely upon to conduct adjudications. The BSFB played a key role in ensuring that forms instructions and information technology systems were updated with regards to the new fee structure.

The **Resource Coordination Branch** is responsible for overseeing and monitoring the formulation and development of the Domestic Operations budget, which in FY2007 totaled more than \$420 million. This branch is also responsible for coordinating the development of the Advance Acquisition Plans for each domestic operations headquarters' operating unit; monitoring and assisting the contracting officer representatives with performance of contract administration duties and assisting and providing oversight of all personnel alignments throughout headquarters and the field. In FY2007, the Resource Coordination Branch played a pivotal role in administering the reorganization of the Domestic Operations field office command and control structure. The realignment was successfully implemented with little or no operational disruption and the four-region structure is firmly engrained within the USCIS Domestic Operations Directorate organization structure.

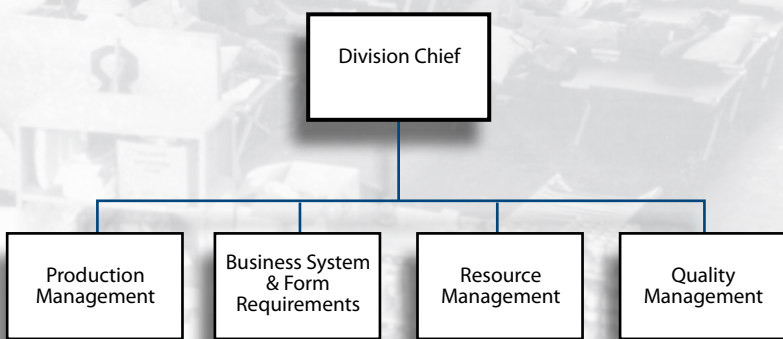


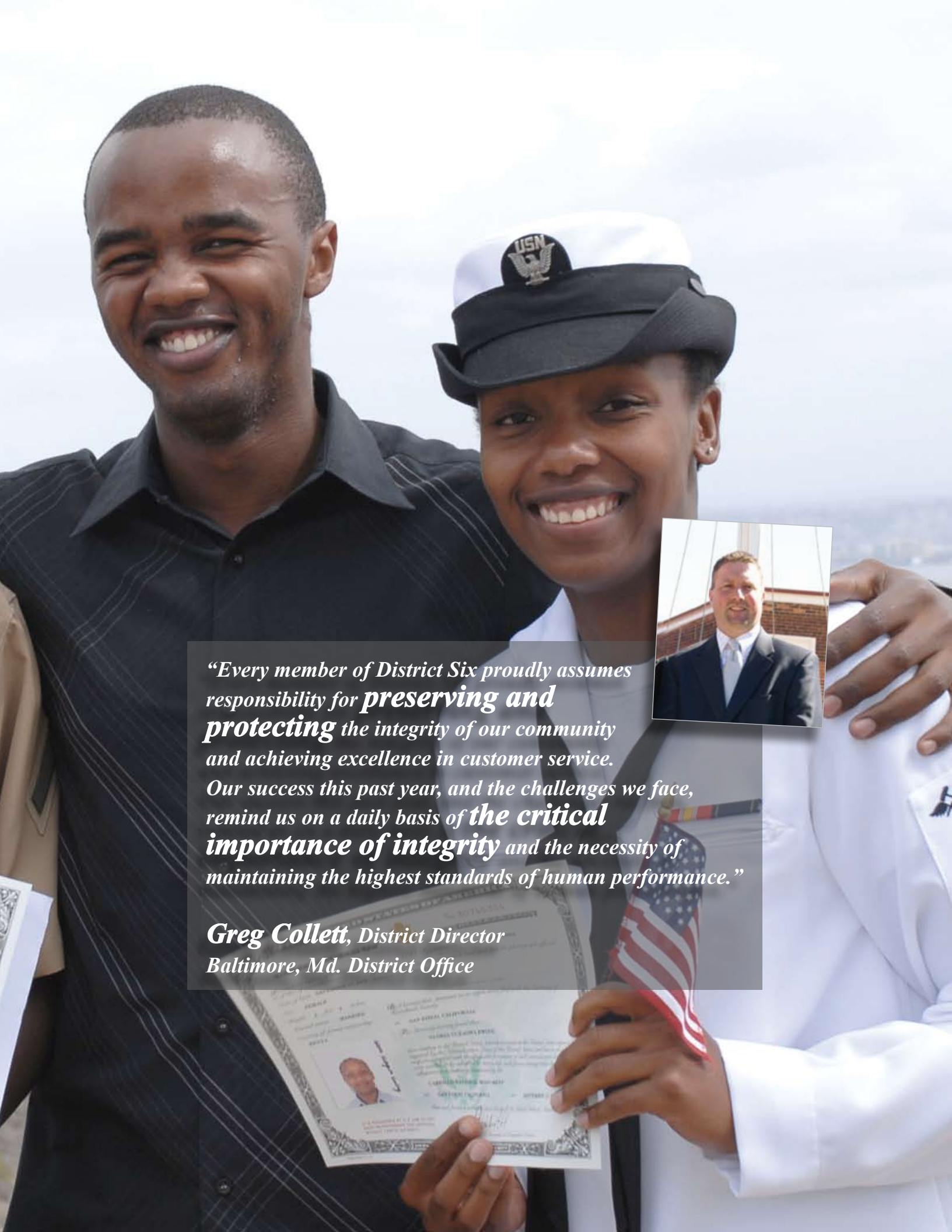
USCIS employee reviews work product

USCIS Organizational Chart



Operations Planning Division





*“Every member of District Six proudly assumes responsibility for **preserving and protecting** the integrity of our community and achieving excellence in customer service. Our success this past year, and the challenges we face, remind us on a daily basis of **the critical importance of integrity** and the necessity of maintaining the highest standards of human performance.”*

***Greg Collett, District Director**
Baltimore, Md. District Office*