

Domestic Operations Directorate

Regulation and Product Management Division

Mark Phillips is the Acting Chief of the Regulation and Product Management Division (RPM) within the Domestic Operations Directorate. The RPM Division coordinates and manages regulations and policy for the Domestic Operations Directorate and serves as the point-of-contact for domestic operations on policy and regulatory matters to the Department of Homeland Security, Department of State, Department of Justice and other governmental agencies.

The Regulation and Product Management Division is responsible for:

- o coordinating and managing of regulatory and policy products and related initiatives
- o defining, planning, and managing policy development teams and integrating strategies among related programs and offices
- o translating laws into regulations and agency-wide policy guidance
- o coordinating program policy review and pertinent USCIS initiatives
- o working with USCIS operational units to assist in administering the law, clarifying processing issues and providing customer information
- o acting as the USCIS representative to other agencies interested in immigration program and policy issues
- o conducting liaison with non-governmental agencies and professional organizations as part of USCIS policy formulation development efforts

The Regulation and Product Management Division is composed of three branches.

The **Family Immigration and Humanitarian Programs Branch** is responsible for developing and managing programs, regulations and policies related to Family-Based Immigration, including Special Immigrant Juveniles, K & V visas and Victims of Crime (U visas) and Human Trafficking (T visas).

The **Residence and Admissibility Programs Branch** is responsible for developing and managing programs, regulations, products and policies related to Adjustment of Status applications, Foreign Residence, National Interest, Civil Surgeons and Medical Waivers, Material Support Exemptions and Affidavits of Support.

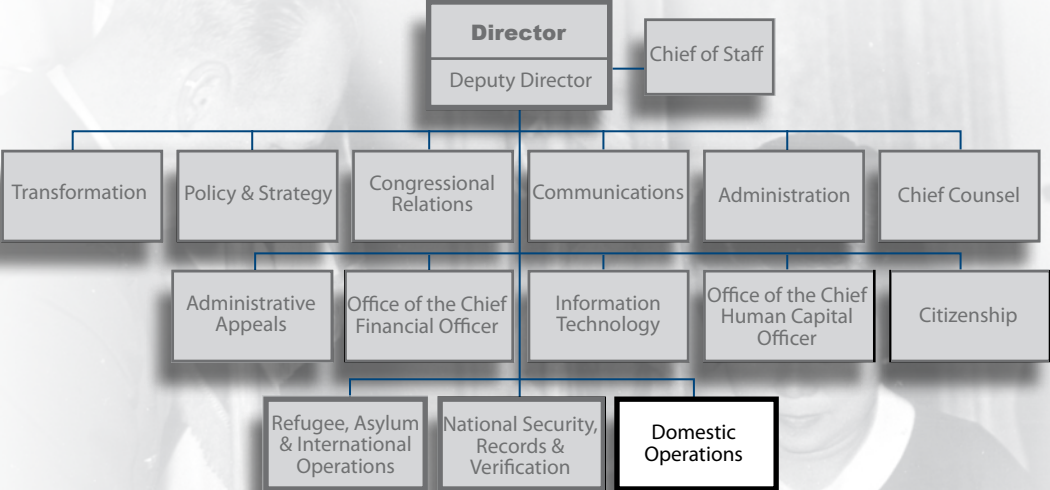
The **Policy Coordination and Special Programs Branch** is responsible for developing and managing programs, regulations, products, policies and coordinating activities related to Employment Authorization and Advance Parole, Fee Waivers, Requests for Evidence and acts as the general liaison with the Office of the USCIS Executive Secretariat, the USCIS Office of Chief Counsel, Department of Homeland Security headquarters and other department entities.



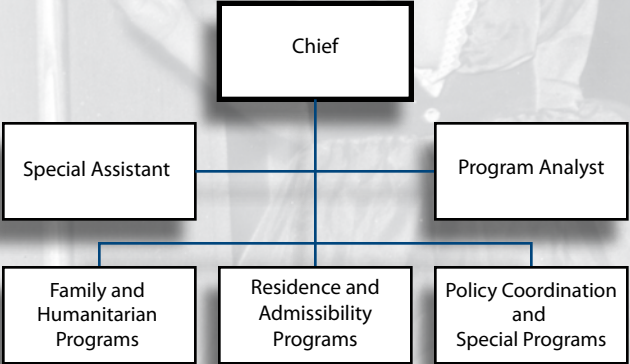
U.S. military naturalization ceremony, Fort Bliss, TX

USCIS

Organizational Chart



Regulation and Product Management Division



Domestic Operations Directorate

Service Center Operations



Barbara Q. Velarde is the Chief of Service Center Operations (SCOPS) within the Domestic Operations Directorate. During the past year, SCOPS engaged in a significant transformation through the creation of a new leadership structure to more effectively manage USCIS' four national service centers. The influx of new managers, coupled with the arrival of additional subject matter experts, has assisted SCOPS in improving work distribution and production and meeting the demands associated with new regulations and policies. SCOPS has a total of 54 employees strategically staffed in seven branches.

Additionally, there are two new branches that provide oversight, guidance and integrity to the service center operation.

- The **Threat Assessment Branch** provides oversight and guidance to the new Background Check Units and Center Fraud Units. This new branch establishes the guidelines and procedures to integrate fraud detection and national security threat assessments within adjudications divisions for the service centers.
- The **Quality Assurance and Training Branch** coordinates and oversees quality assurance efforts. This branch also develops and maintains national Standard Operating Procedures and training materials.

The service centers receive and adjudicate applications and petitions for immigration benefits that do not require face-to-face contact with the applicant, petitioner or beneficiary. The service centers are located at the following locations:

- California Service Center, Laguna Niguel, CA
- Nebraska Service Center, Lincoln, NE
- Texas Service Center, Dallas, TX
- Vermont Service Center, St. Albans, VT

These four service centers perform approximately 70 percent of the adjudication and file preparation of all immigration petitions and applications. The service centers also process all fingerprints taken at USCIS Application Support Centers and handle all incoming immigrant visas and Permanent Resident Card distribution. The current staffing level at all four service centers is more than 1,900 employees.

Each service center has four divisions: Adjudications, Records, Automated Data Processing and Administration.

The **Adjudications Division's** Business, Family and Resident Product Lines are responsible for the adjudication of applications and petitions filed for benefits under the Immigration and Nationality Act of the Direct Mail Program. The major goals of these product lines are to adjudicate applications and petitions as efficiently and accurately as possible in a predictable time frame while providing quality customer service. The naturalization product line prepares naturalization applications for field office adjudication. This unit also sends letters to applicants requesting additional information for interview. In addition, this unit has authority to deny applications if the applicant fails to submit a fingerprint fee or fails to be fingerprinted.

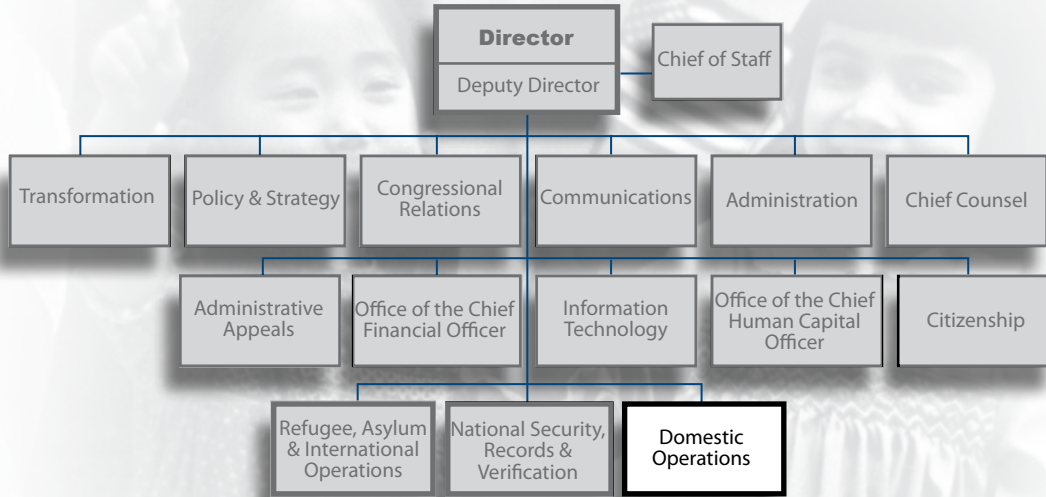
The **Records Division** receives and processes the bulk of applications and petitions for immigration benefits. The total active file holdings at the four service centers exceed two million files. The Records Division is responsible for maintaining all physical and electronic records pertaining to applicant and petitioner filings at the service center responds to Freedom of Information/Privacy Act requests and evaluates the performance of the mail, file, and data entry contractors. Furthermore, this division schedules applicants for fingerprint appointments and biometrics processing.

The **Automated Data Processing (ADP) Division** installs and maintains the hardware and software that supports the operation of the service centers. ADP is responsible for ensuring that the Local Area Network performs effectively and provides support to all of required computer systems. The ADP Division is currently under the direct supervision of the USCIS Office of Information Technology.

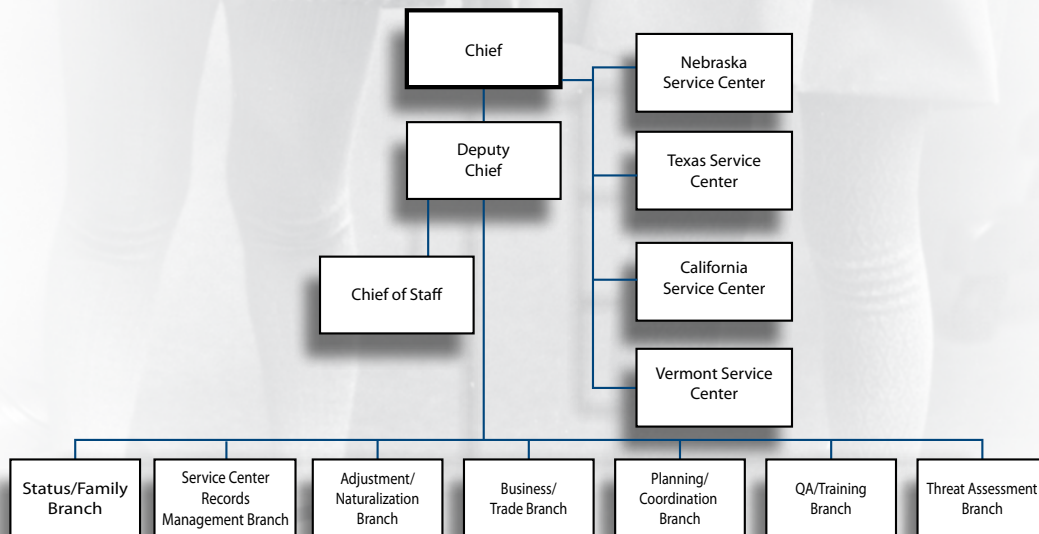
The **Administration Division** provides support and services to all divisions within their respective service centers.

Service Center Operations has been successful in reorganizing and consolidating branch functions and rising to meet the challenges of a massive influx of applications while concurrently meeting the needs of USCIS customers, stakeholders, Department of Homeland Security leaders and executive office leaders.

USCIS Organizational Chart



Service Center Operations



Emergency Management and Safety



David L. Howell is the Chief of the Office of Emergency Management and Safety (EMS). EMS was created at the start of FY2007 following Hurricanes Katrina and Rita to broaden USCIS operations beyond emergency response and continuity of operations planning to incorporate a more expansive, comprehensive and robust program of emergency preparedness and management.

Consolidation of emergency management and occupational safety and health functions further strengthened USCIS' ability to prevent, protect, respond to and recover from manmade and natural disasters without disruption to the performance of mission essential functions.

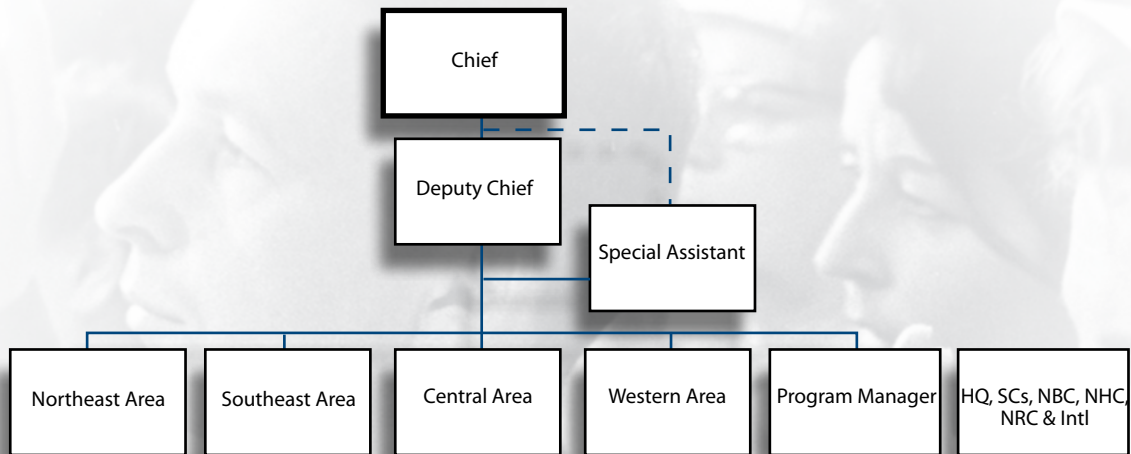
The Office of Emergency Management and Safety's mission is to protect USCIS employees, ensure a safe and healthy work environment, mitigate and minimize damage or destruction of property and vital records and ensure the continued performance of agency mission essential functions during unexpected emergencies and/or catastrophic events.

Through the establishment of a nationwide support network of trained emergency preparedness coordinators in each field location, the Office of Emergency Management and Safety has dramatically improved the flow and consistency of emergency management information between headquarters and field offices. Additionally, field office emergency preparedness coordinators provide on-site emergency management expertise to local managers during an emergency or disaster.

Emergency management training and outreach programs conducted by the Office of Emergency Management and Safety (EMS) staff have led to higher levels of personal, family and worksite preparedness. EMS works closely with Department of Homeland Security headquarters and the Federal Emergency Management Agency, in order to position the agency to exploit the robust emergency alert and notification capabilities of the Communicator NXT system. This new system, scheduled for installation in the first half of FY2008, will give the agency an expanded ability to notify and provide timely, targeted emergency notification information, preparedness and response guidance to all USCIS employees and contractors, as well as a mechanism for accounting for USCIS personnel during an emergency.

Through strong leadership, innovation and strategic direction the Office of Emergency Management and Safety (EMS) has strengthened USCIS' ability to prevent, protect, respond to and recover from a wide-variety of natural and manmade hazards. Through EMS's introduction and promotion of an emergency management approach to disaster preparedness and readiness, previously discordant mitigation, preparedness, response and recovery programs and activities have been harmonized and integrated into a comprehensive all-hazards preparedness and response approach.

Emergency Management and Safety



Equal Opportunity and Inclusion

Tracy Thompson is the Chief of the Office of Equal Opportunity and Inclusion (OEOI). OEOI was created in August 2007 to help ensure that equal employment opportunities and inclusion are afforded to employees and job applicants. OEOI focuses on training employees and managers on Equal Employment Opportunity policies, communication skills, the value of a diverse workforce and USCIS Equal Employment Opportunity rights, responsibilities and remedies.



The Office of Equal Opportunity and Inclusion (OEOI) training library - which consists of online training modules, videos and books - was enlarged and improved, and other live training modules were developed and launched, on a variety of subjects. With a new OEOI training policy that encourages the use of a variety of media for training, on a variety of subjects, the goal is to educate and resonate.

The Office of Equal Opportunity and Inclusion (OEOI) also takes an active and central role in recruiting women, minorities and individuals with disabilities. Nearly 42 percent of USCIS employees are minorities and 60 percent are female. USCIS' goal is to remain diverse as an organization. Equally important, OEOI wants to help USCIS ensure all employees are included in the workforce and leveraged to their maximum extent. This is done by attempting to identify and remove or reduce barriers to equal employment opportunities, whether those barriers are localized or systemic, or related to promotions, training benefits or other factors.

The **Special Emphasis Program**, staffed by collateral duty Special Emphasis Program Managers in the field, is under the supervision of the Office of Equal Opportunity and Inclusion (OEOI). The Special Emphasis Program Managers are a vital part of the OEOI team, assisting in the field with targeted recruitment identifying barriers to equal employment opportunities and ensuring that a variety of OEOI training opportunities are offered to their assigned offices.

The **Division of Inclusion** is responsible for the recruiting, training, special emphasis and barrier identification programs described above. At present, the division of Inclusion is staffed by four individuals at USCIS headquarters.

The **Division of Complaints Resolution** is geographically located in the St. Paul, MN metropolitan area and helps ensure that equal employment opportunities are afforded to employees and job applicants by managing Equal Employment Opportunity complaints that arise at USCIS. This involves counseling individuals with Equal Employment Opportunity issues, mediating these issues and resolving the issues as early on in the process as feasible.

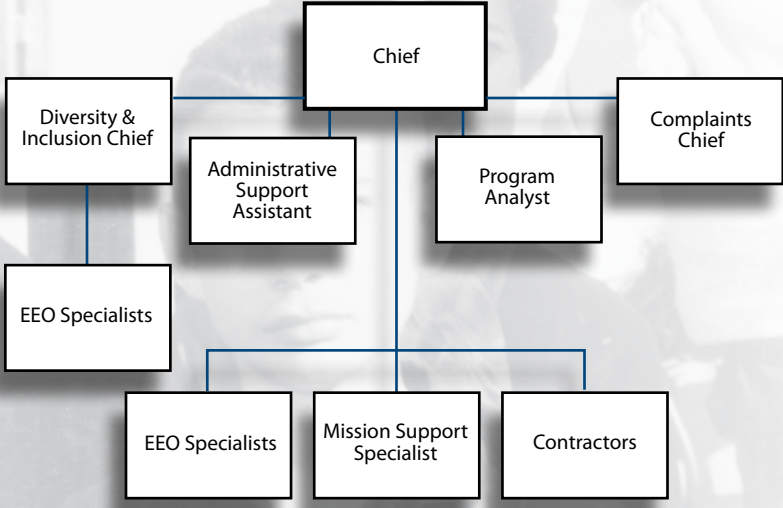
The Division of Complaints Resolution is also responsible for assisting USCIS in resolving other civil rights complaints made by customers, ensuring accessibility to federally conducted USCIS programs and facilities and building a program to ensure better access to USCIS services for many limited English proficient customers.

The USCIS Office of Equal Opportunity and Inclusion looks forward to continuing to working with others in building a strong foundation for future.



Nearly 60 percent of USCIS employees are female

Equal Opportunity and Inclusion



Executive Secretariat



Yvette LaGonterie is the Chief of the Office of the Executive Secretariat (Exec Sec). The office, established in 2006 within the Office of the Chief of Staff, ensures that executive correspondence, communications and reports are efficient, purposeful, coordinated and controlled. Working closely with its counterparts throughout the Department of Homeland Security, Exec Sec assures correct and timely production and transmission of official materials, and advocates for USCIS' position in the DHS-wide clearance process.

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

The Office of the Executive Secretariat takes seriously its agency role as the "Facilitator of Success." Exec Sec has created and maintains a website that has been recognized for excellence throughout USCIS and the Department of Homeland Security. The website provides easy access to guidance on a wide range of issues within the office's responsibility.

The Office of Executive Secretariat initiates process improvements by working collegially with appropriate USCIS offices. It also prepares instruction materials commonly used throughout the agency, whether on-demand or as part of a formal training curriculum and provides formal instruction to various USCIS constituencies.

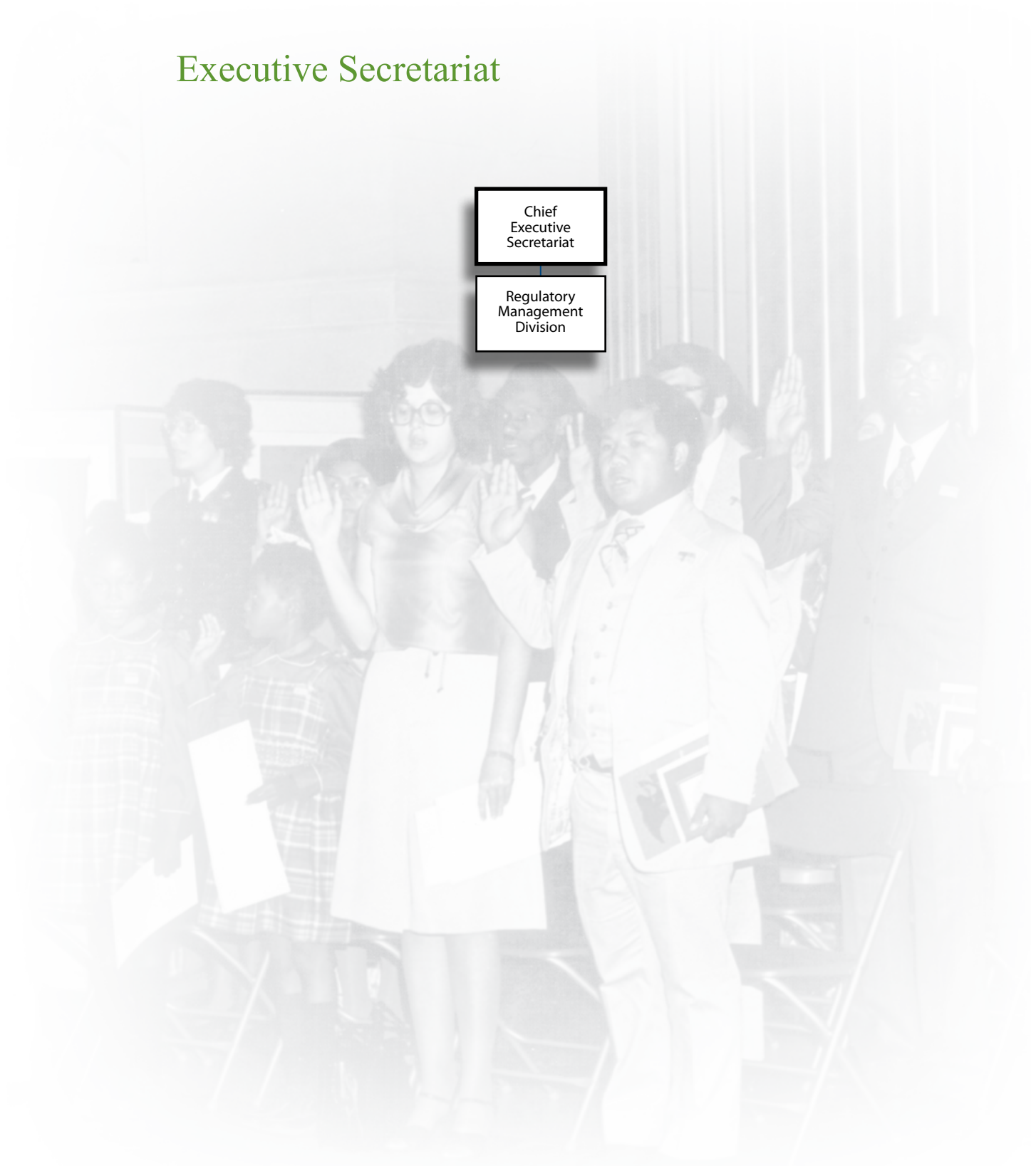
The **Regulatory Management Division (RMD)** provides support for the agency's regulatory program to include the editing, tracking and compliance review of the agency regulatory documents. RMD is the agency liaison to the Department of Homeland Security for regulatory program activities and to the Office of the Federal Register on publication of rulemakings and public notices. RMD also coordinates the updates to the USCIS annual Regulatory Plan and ensures compliance with the Paperwork Reduction Act.

The Office of the Executive Secretariat is also responsible for maintaining and expanding an electronic library of regulations, public laws, instruction manuals, administrative directives and forms that ensure current information is available throughout USCIS and other Department of Homeland Security components.

Executive Secretariat

Chief
Executive
Secretariat

Regulatory
Management
Division



Information Technology

Jeff Conklin is the Chief Information Officer. The Office of Information Technology (OIT) provides the information technology (IT) leadership, technical expertise and strategic vision necessary to enable USCIS to deliver effective, efficient, and secure immigration services. OIT leads USCIS in the design, development, delivery and deployment of IT services and solutions that are transforming the nation's immigration system. OIT is composed of four divisions.



The **IT Strategic Programs Division** ensures the strategic and architectural alignment of Office of Information Technology activities and resources with USCIS mission requirements, providing intelligence analyses of USCIS data. The IT Strategic Programs Division develops and maintains USCIS information technology architecture reference models, provides a secure information technology (IT) environment for USCIS and designs the accountability framework for effective IT Governance.

The **IT Service Engineering Division** designs, develops and maintains information technology services in support of enterprise business requirements through the use of systems engineering best practices. The IT Service Engineering Division:

- o provides planning and services to guide and support the design, development, procurement, and modification of information technology systems to ensure service alignment with the USCIS mission, strategy and standards
- o partners with USCIS operational elements to ensure engineered solutions are based upon defined business requirements and are aligned with the USCIS enterprise architectural models
- o engineers appropriate integration, interoperability, reliability and performance of USCIS IT business solutions and conducts interoperability and performance testing
- o conducts engineering analyses of proposed information technology system changes, existing and new technologies, and developmental methodologies
- o manages the USCIS web services program to include Internet, Intranet and extranet efforts in cooperation with the Office of Communications and other USCIS operational elements
- o manages the USCIS Standard Local Office Programming Environment
- o manages the planning, engineering and implementation of the USCIS Baseline Automation Support Infrastructure for Citizenship Services program

The **IT Service Delivery Division** ensures information technology services are provided as required and agreed upon between Office of Information Technology (OIT) and the USCIS customer community. To ensure compliance, the IT Service Delivery Division manages the activities of the IT Financial Management Branch to oversee budget formulation and execution, provide accounting and internal controls to manage the unit cost of equipment, software, organization, facilities and third party service providers and identify budget requirements and constraints. The IT Service Level Management Section develops, coordinates and monitors service level agreements between OIT and other USCIS component offices and between USCIS and other government agencies and external entities. The IT Acquisition and Contracts Administration Branch provides support to OIT and USCIS components in the development of procurement packages for information technology (IT) contracts and orders.

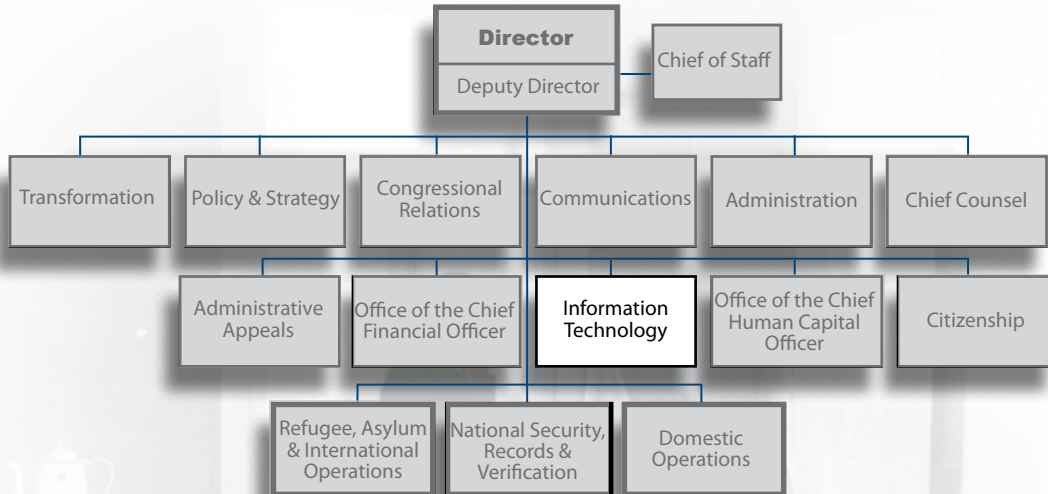
The **IT Workforce Management Branch** provides OIT guidance on federal human resources policies and regulations, staffing, employee compensation and benefits and training and career development. The IT Provisioning Branch works in close coordination with USCIS Office of Administration and other USCIS and DHS components to procure, deploy, and implement IT products, services, telecommunications and infrastructure requirements of USCIS.

The **IT Service Support Division** manages and supports information technology services that are necessary to the USCIS business requirements. The division provides a comprehensive, consistent and cohesive set of best practices for IT Service Management processes, promoting a quality approach to achieving business effectiveness and efficiency in the use of information systems. Division services include operating the USCIS Service Desk, Incident Management, Problem Management, Configuration Management, Change Management, Release Management, Network/Security Service Operations, Infrastructure Operations Management, Customer Support Services and Area Management of Field IT Support Services.

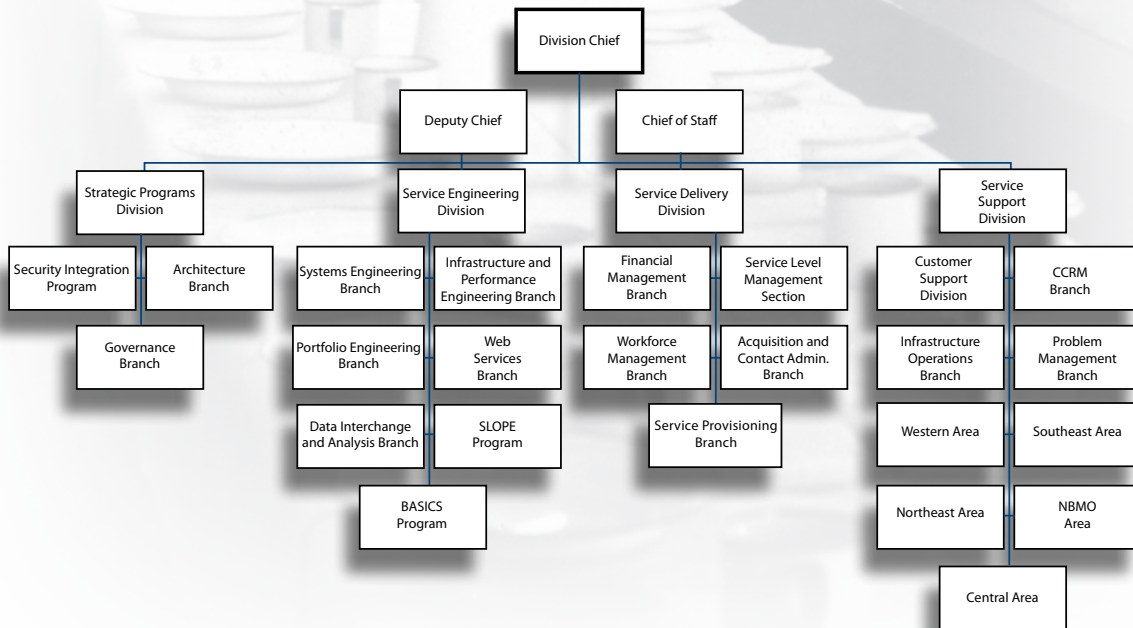


USCIS employees, Chicago, Ill.

USCIS Organizational Chart



Information Technology



National Security and Records Verification Directorate

Gregory B. Smith is Associate Director for the National Security and Records Verification Directorate. USCIS launched NSRV in February 2006 to increase the visibility and effectiveness of USCIS' national security efforts and enhance the integrity of the country's legal immigration system.



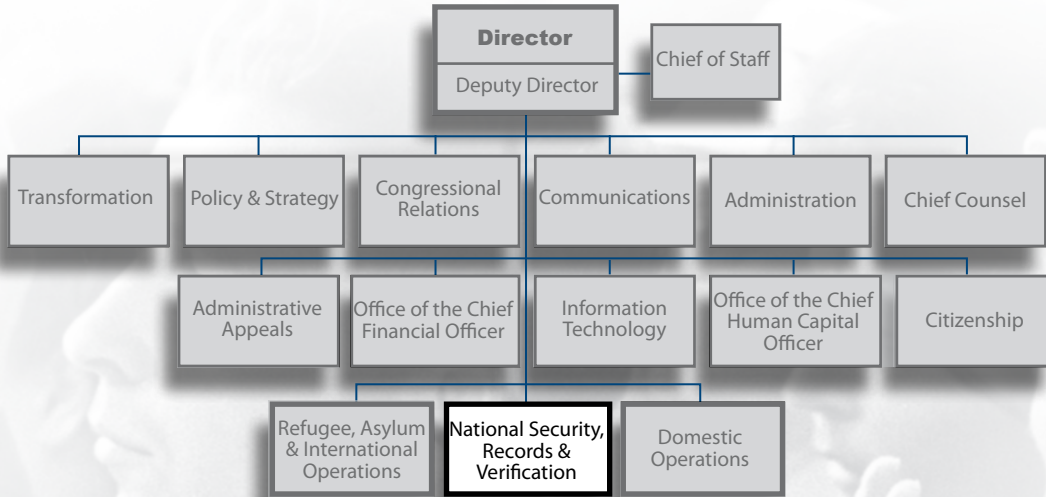
The National Security and Records Verification (NSRV) Directorate staff has made significant contributions to strengthening the security and integrity of the immigration system; ensuring that benefits are granted only to eligible applicants and petitioners; deterring, detecting and pursuing immigration-related fraud; and identifying and sharing immigration-related information with USCIS' partners. NSRV is leading USCIS efforts to support a proactive, strategic fraud detection and national security program that works in partnership with the law enforcement and intelligence community, both in the U.S. and abroad.

National Security and Records Verification includes three divisions, which are covered in greater detail in their respective sections. The **Fraud Detection and National Security Division (FDNS)** identifies and pursues single scope and multi-party fraud associated with immigration applications and petitions. FDNS has 340 employees at more than 80 field locations.

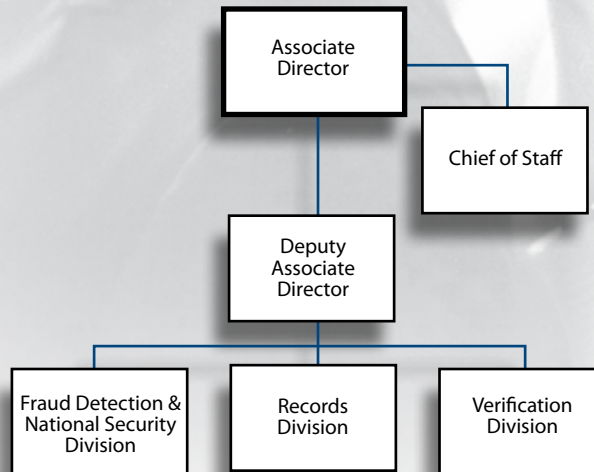
The **Records Division** is the caretaker of America's immigration records, more commonly known as alien files or "A-files." These records are the sole source of information used during the immigration adjudication process.


Through the **Verification Division**, National Security and Records Verification is responsible for two high profile programs, E-Verify and the Systematic Alien Verification for Entitlements Program.

USCIS Organizational Chart



National Security and Records Verification Directorate





*"I am writing to applaud USCIS for creating its new USCIS Community Relations section. The USCIS National Stakeholder Meeting Q&As that are made available in this section are invaluable and we look forward to seeing all liaison meeting minutes featured on this webpage. **USCIS deserves kudos** for its use of technology to disseminate USCIS information to the public - we intend to commend publicly in an upcoming feature of Immigration Daily."*

*Michele Kim, Esq.
Legal Editor, ILW.COM*

National Security and Records Verification Directorate

Fraud Detection and National Security Office



Don Crocetti is Chief of the Fraud Detection and National Security Office (FDNS) within the National Security and Records Verification Directorate. USCIS created FDNS to enhance the integrity of the immigration systems and to identify persons who pose a threat to national security or public safety. The FDNS headquarters division is located in Washington, DC with numerous field offices strategically placed in district and field offices, domestic and abroad.

The mission of Fraud Detection and National Security (FDNS) is to strengthen national security and the integrity of USCIS programs, while simultaneously administering immigration benefits in a timely and efficient manner. The primary responsibilities of FDNS are to detect, pursue, and deter fraud; ensure background checks are conducted on all persons seeking benefits before granting benefits; identify systemic vulnerabilities and other weaknesses that compromise the integrity of the legal immigration system and maintain active and open lines of communication between USCIS and other law enforcement and intelligence agencies.

Fraud Detection and National Security is divided into four principal branches.

The **Fraud Detection Branch** is tasked with implementation and oversight of USCIS anti-fraud operations. This branch:

- o develops fraud detection related policies, procedures, priorities, goals and objectives
- o identifies systemic vulnerabilities in the legal immigration system and proposes requisite solutions
- o conducts Benefit Fraud Assessments to determine fraud rates, causes and solutions
- o conducts compliance reviews
- o provides input on proposed legislation, regulations, policies, procedures, and other guidelines
- o oversees Fraud Detection and National Security officers in asylum, district, regional offices and service centers

The **National Security Branch** consists of the Background Check Analysis Unit and the National Security Adjudications Unit. This branch:

- o develops national security-related policies, procedures, priorities, goals and objectives
- o directs and oversees the resolution of background checks pertaining to national security hits
- o pursues, collects and analyzes information from various law enforcement and Intelligence agencies
- o provides on-site support to select law enforcement and intelligence agencies
- o directs, coordinates and oversees the adjudication of cases with national security implications

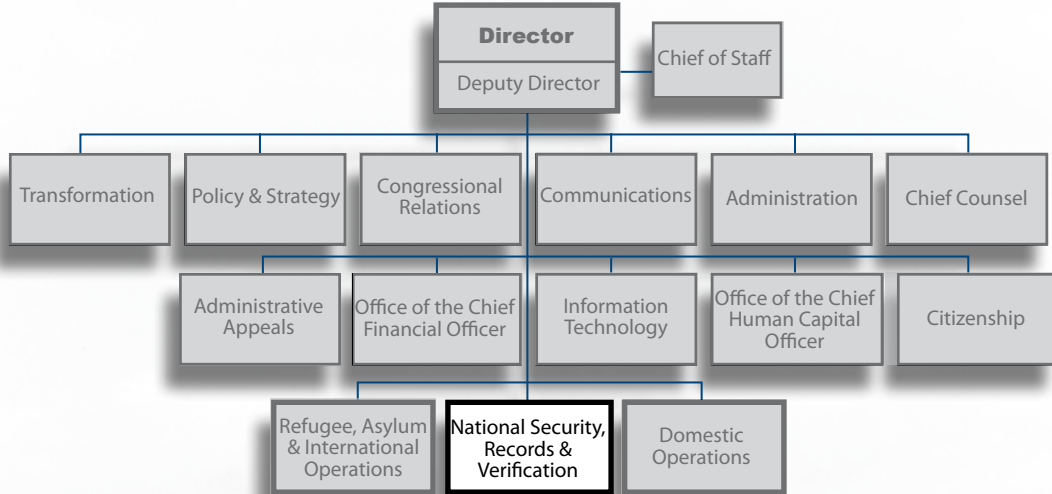
The **Intelligence Branch** collects, reports and disseminates immigration-based intelligence products designed to enhance Fraud Detection and National Security capabilities to react quickly to national threats or requests for information. The Intelligence Branch acts as the primary conduit from USCIS to the intelligence community; coordinates information sharing and collaboration efforts; collects and analyzes sensitive information and manages the National Immigration Information Sharing Operation and the Law Enforcement Support Operation.

The **Mission Support Branch** provides administrative support by performing administrative functions such as strategic planning and analyses; budget and finance; property and procurement; human resources, facilities and systems support activities.

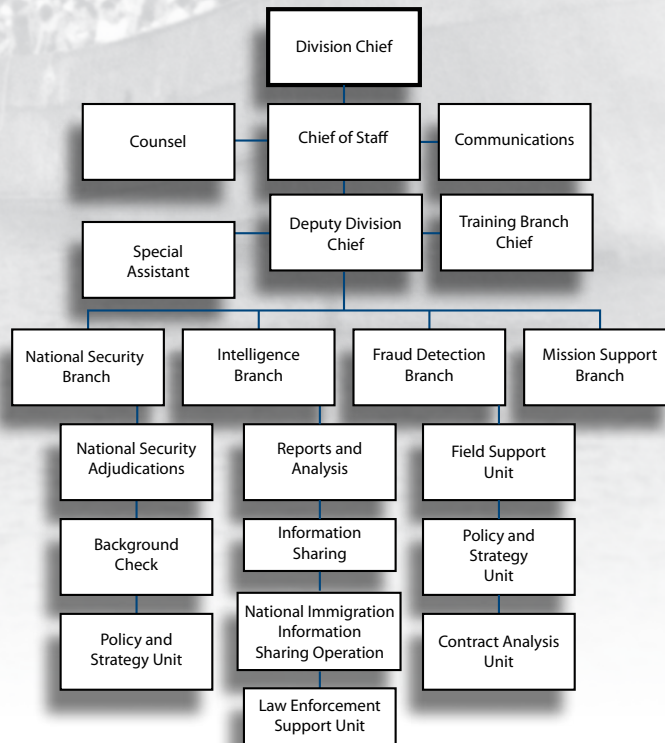


USCIS employee reviews Adjustment of Status case

USCIS Organizational Chart



Fraud Detection and National Security Office



National Security and Records Verification Directorate

Records Division



Dominick Gentile is the Chief of the Records Division within the National Security and Records Verification Directorate. The mission of the Records Division is to maintain and provide timely access to paper and electronic records and information to authorized parties within the immigration benefit and enforcement communities.

The Records Division is the official custodian of and responsible for more than 110 million immigrant records. More than half of these are immigrant alien files (A-Files) and the other records are of a historic nature detailing the entry and exit of immigrants dating back to the late 19th century. In the course of normal business operations, USCIS annually creates approximately one million new A-files.

The Records Division was restructured in January 2007 to realign with the mission and goals of USCIS and to better facilitate the records management functions within the organization. The Records Division is comprised of six branches. Each of the branches has flourished under the new realigned structure.

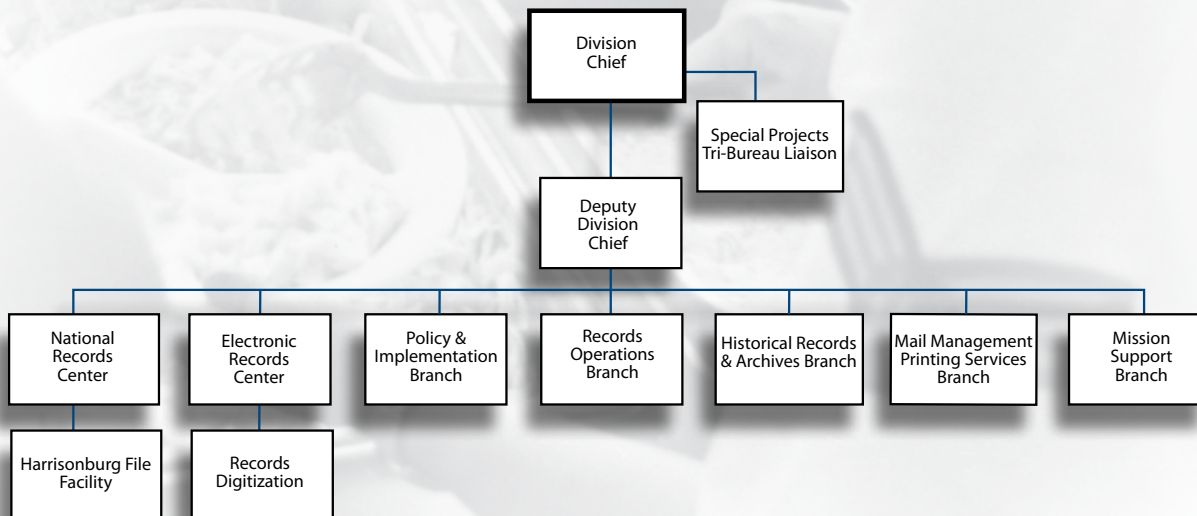


Records file room

USCIS Organizational Chart



Records Division



National Security and Records Verification Directorate

Verification Division

Katherine Lotspeich is the Acting Chief of the Verification Division within the National Security and Records Verification Directorate. Goals for the Verification Division include increased growth of the E-Verify program and enhancing both the E-Verify and Systematic Alien for Verification Entitlements (SAVE) programs.



The USCIS Verification Division was created in March 2006 to provide automated status information to federal, state and local benefit-issuing agencies and employment eligibility information to participating employers for newly-hired employees. The Verification Division includes two programs: the Systematic Alien for Verification Entitlements (SAVE) program, which provides immigration status to benefit-issuing agencies, and E-Verify, a free and voluntary program allowing participating employers to verify the employment eligibility of all newly hired employees. During FY2007, the Verification Division experienced enormous growth and currently includes nearly 200 employees.

E-Verify employer participants include employers from a variety of industries, federal government users and state and local users. The SAVE program currently includes approximately 250 agency users, including the Social Security Administration, Housing and Urban Development, the California Department of Motor Vehicles and 27 state department of motor vehicle users.

Currently, the Verification Division includes ten branches.

E-Verify Operations and Programs is responsible for the day-to-day operations and policy development for E-Verify.

Systematic Alien for Verification Entitlements Operations and Programs is responsible for the day-to-day operations and policy development for Systematic Alien for Verification Entitlements program.

Status Verification is responsible for the management of the Secondary Verification process for both E-Verify and SAVE, and includes the Immigration Status Verification team.

Monitoring and Compliance is responsible for establishing Monitoring and Compliance processes and procedures for both the E-Verify and SAVE programs.

Strategic Planning and Accountability is responsible for reporting, strategic guidance and management for the division.

Privacy Office is responsible for the processes and procedures related to program and division privacy issues.

Education is responsible for conducting outreach on both the E-Verify and SAVE programs, managing E-Verify marketing, internal training for the division, internal and external web content management for the division and maintaining a customer contact center for employers.

IT Strategic Planning and Operations is responsible for oversight of the Verification Information System and coordination with the Office of Information Technology.

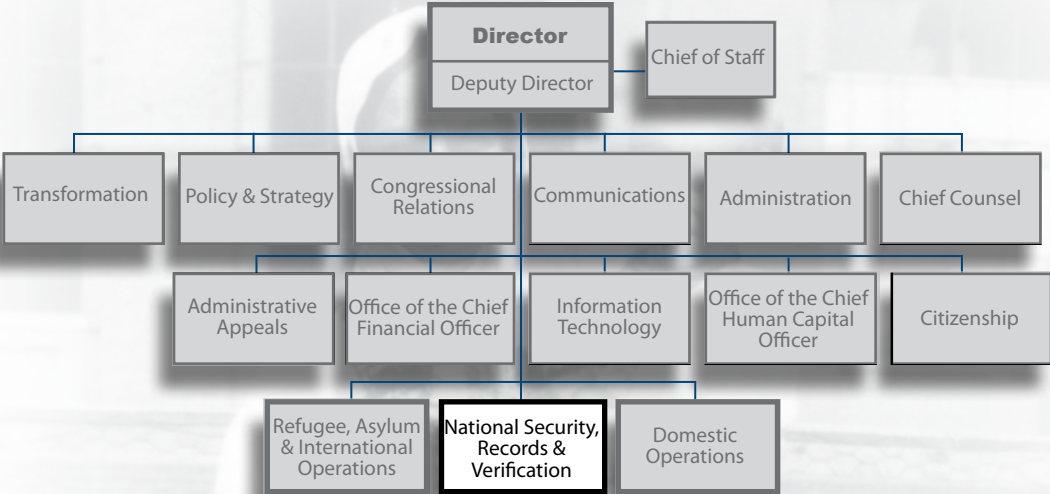
Special Projects is responsible for the analysis and potential creation of new functionality and processes within the division.

Mission Support is responsible for budget execution, hiring, personnel, contract management and facilities.

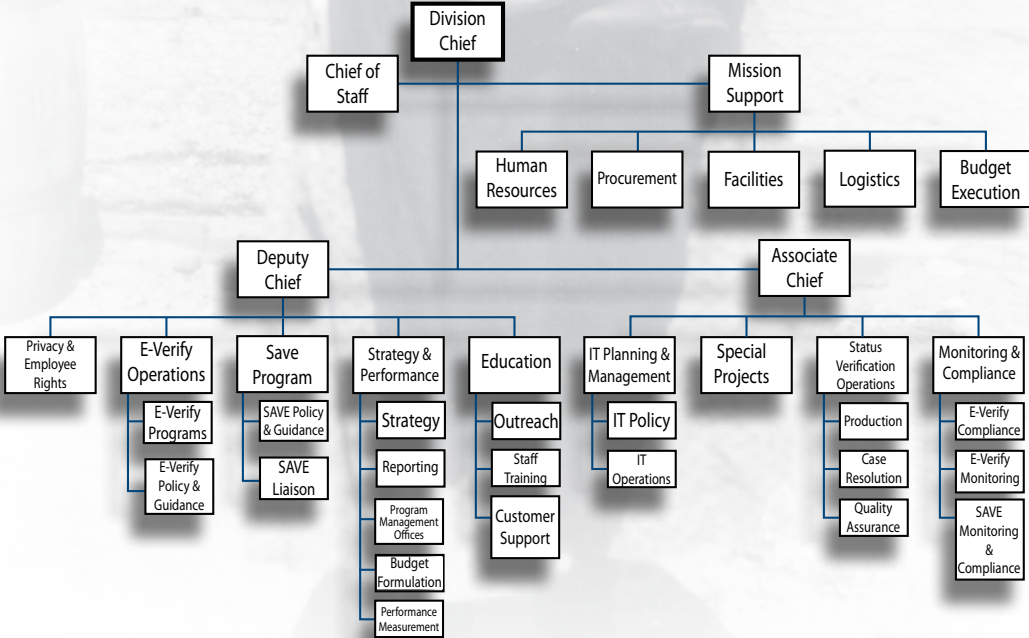


E-Verify Website

USCIS Organizational Chart



Verification Division



Policy and Strategy

Carlos Iturregui is Chief of the Office of Policy and Strategy (OP&S). OP&S employs a team of policy analysts, subject matter experts and support personnel to make recommendations on national immigration policy. Officially established in 2003, OP&S also conducts research and evaluation to provide strategic direction and analysis on important immigration issues and topics. With a long standing tradition of providing sound policy recommendations to support USCIS and Department of Homeland Security leadership, OP&S is committed to fulfilling its congressionally mandated mission. OP&S routinely consults with relevant and interested internal and external stakeholders that include immigration lawyers, community-based organizations and other federal, state and local governmental agencies.



The Office of Policy and Strategy includes three general categories:

- o policy and program regulation development and management
- o research, evaluation and analysis of existing and prospective immigration issues and programs
- o strategy development and planning to support business direction and resource investment

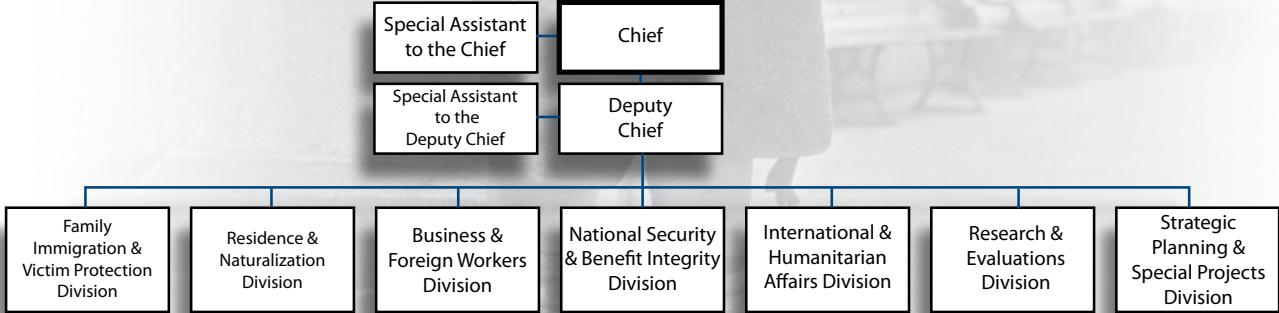
During the past year, Office of Policy and Strategy was restructured along the lines of these core mission areas for a more defined focus and efficient operation. The policy team was reorganized into seven divisions, each covering a defined policy or mission area.

Team members have begun to work under this new structure and are effectively focusing on specific issue categories. Through consultation and coordination with both domestic and international stakeholders, the Office of Policy and Strategy (OP&S) has brought forward relevant and important issues for action and clarification. Imbued with this sensitivity to both operational concerns and larger picture issues, team members are continuing to hone their technical knowledge and expertise regarding the fluid national debate on immigration and border issues. The change has generated proactive dynamics translating into timely and sophisticated OP&S products for USCIS' customers throughout the agency and improvements to USCIS policies and strategies.

USCIS Organizational Chart



Policy and Strategy



Refugee, Asylum and International Operations Directorate



Lori Scialabba is Associate Director for the Refugee, Asylum and International Operations (RAIO) Directorate. RAIO is responsible for overseeing, planning, and implementing policies and activities related to asylum and refugee issues as well as immigration services overseas. RAIO's primary focus is to ensure that the right benefit is provided to the right applicant while providing protection with refugees, both inside and outside of the U.S., in accordance to USCIS' laws and international obligations.

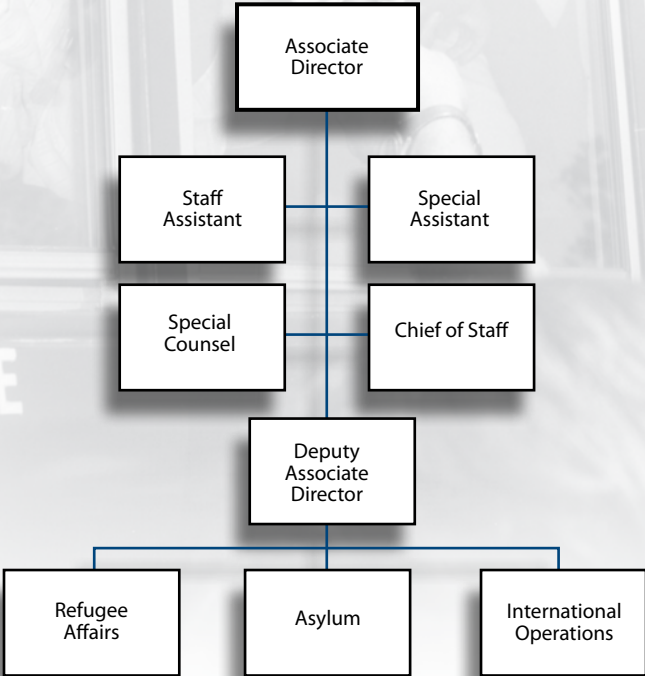
During the past year, the Refugee, Asylum and International Operations Directorate underwent a significant transformation through consolidating a number of functions under the direction of a newly created Chief of Staff position. This reorganization the established of two new branches under the Chief of Staff, Resource Management and Mission Support Branches, responsible for budget, finance, travel, human capital, strategic planning, business analysis, communications and logistic issues for the entire Directorate. This new and more cohesive approach to managing essential support functions is part of a larger effort to efficiently utilize human resources and employ consistent messaging and standardized procedures throughout the directorate.

Refugee, Asylum, and International Operations (RAIO) has three divisions, International Operations, Asylum and Refugee Affairs with a total of 824 employees. The Asylum division has eight Asylum offices in the U.S. International Operations has three overseas district offices (Mexico, Bangkok and Rome) and 30 field offices overseas. In 2007 the Refugee Corps processed refugees in over 69 different counties. RAIO has expanded to meet its growing workload and during the past year have met and exceeded a number of production goals. RAIO could not have accomplished these milestones without efforts of hardworking employees throughout the world. Their outstanding efforts have strengthened USCIS' ability to uphold its humanitarian mission, ensuring that genuine refugees are accorded protection.

USCIS Organizational Chart



Refugee, Asylum and International Operations Directorate



Refugee, Asylum and International Operations Directorate

Asylum Division



Joseph E. Langlois is the Chief of the Asylum Division within the Refugee, Asylum and International Operations Directorate. The mission of the Asylum Division encompasses the management of three main programs: adjudication of affirmative asylum applications, adjudication of applications for suspension of deportation or cancellation of removal under Section 203 of the Nicaraguan Adjustment and Central American Relief Act (NACARA), and credible fear screenings for those in expedited removal. In addition, Asylum Officers conduct reasonable fear of persecution or torture screenings and travel overseas to interview and process refugees for the Refugee Affairs Division.

The Asylum Division guides and oversees the operations of eight asylum offices located in Arlington, VA; Chicago, IL; Houston, TX; Los Angeles, CA; Miami, FL; Newark, NJ; New York, NY; and San Francisco, CA. The Asylum Officer Corps consists of approximately 300 Asylum Officers and 60 Supervisory Asylum Officers. Each field office reports to Asylum Division headquarters. The Asylum Division headquarters office is composed of three separate branches.

The **Operations Branch** is responsible for program and procedural development with respect to all programs managed by the Asylum Division, including the affirmative asylum, credible fear, ABC/Nicaraguan Adjustment and Central American Relief Act (NACARA 203) and reasonable fear programs. The branch develops policy, regulations and procedures and evaluates major Asylum program initiatives.

The **Management Branch** is responsible for oversight of issues related to productivity, logistics and infrastructure. Often coordinating with other Department of Homeland Security and USCIS components, the branch manages finances, statistics, budget, staffing, productivity plans, records, contracts, procurement, correspondence, emergency planning, information management, facilities, property, security, labor-management relations and performance appraisal systems.

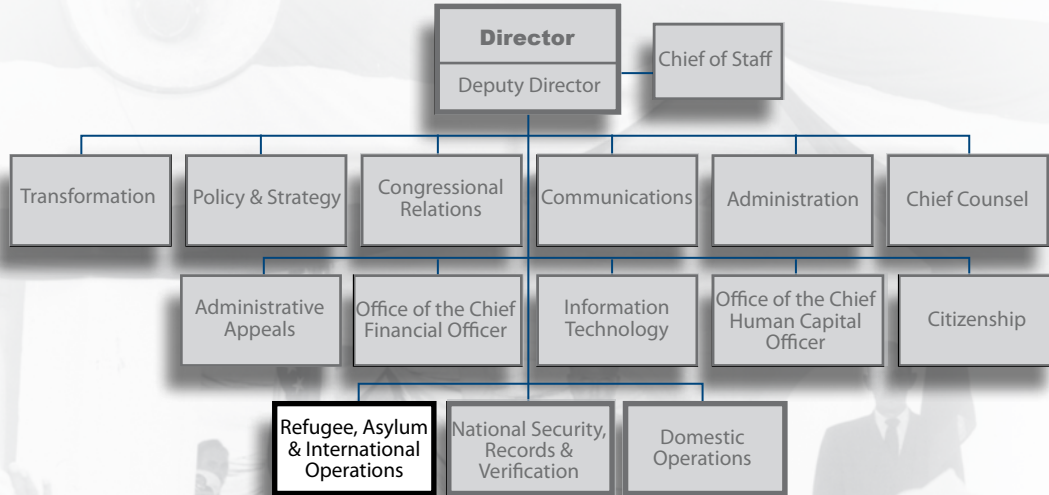
Through its **Training, Research, and Quality Branch (TRAQ)** the Asylum Division conducts quality assurance, develops training programs and compiles and disseminates information on country conditions. TRAQ designs and delivers the mandatory five-week Asylum Officer Basic Training Course for all incoming Asylum Officers. The course covers asylum and refugee law, international human rights law, interviewing techniques, decision-making and decision-writing skills and effective country conditions research skills.

TRAQ reviews sensitive asylum cases and provides legal and policy guidance to ensure consistency within a constantly evolving legal framework and identifies areas and issues requiring additional training. In addition, TRAQ's Country of Origin Information Research Section conducts research on unique cases, disseminates country conditions information and ensures the appropriate use in the asylum decision-making process. As a key measure to ensure quality throughout the Asylum Program, the Asylum Division requires 100 percent Supervisory Asylum Officer review of all asylum decisions, regular supervisory observation of interviews and weekly field training. TRAQ supports these field office efforts by providing guidance and advice to supervisors and quality assurance/training officers in the field.

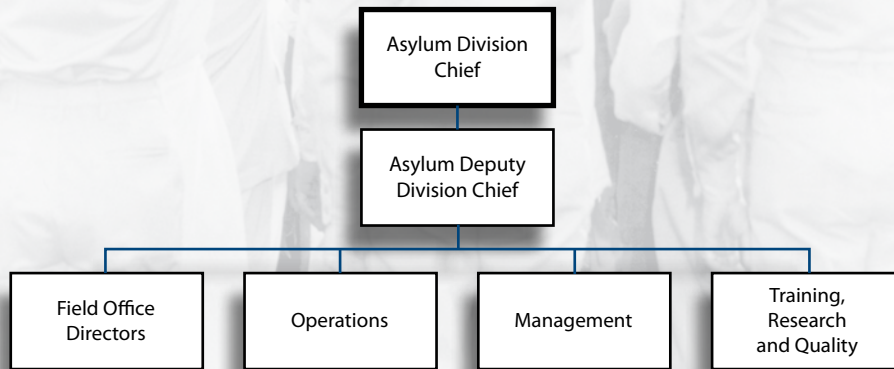


USCIS officer conducts reasonable fear of persecution screening

USCIS Organizational Chart



Asylum Division



Refugee, Asylum, and International Operations Directorate

International Operations Division

Alanna Ow is the Acting Chief of the International Operations Division within the Refugee, Asylum, and International Operations Directorate. With 30 offices located around the world, covering a geographic jurisdiction that includes nearly 200 countries and foreign states, the International Operations Division is the face of USCIS overseas. USCIS international offices play a critical role in extending citizenship and immigration benefits to eligible individuals, exercising vigilance in matters involving fraud detection and national security, sustaining effective intergovernmental liaisons and advancing USCIS strategic priorities in the international arena.



The International Operations Division supports the USCIS mission by:

- o naturalizing men and women of the U.S. military stationed throughout the world
- o uniting prospective adoptive parents with disadvantaged children
- o granting parole to individuals who require humanitarian intervention
- o providing resettlement services to certain Cubans and Haitians
- o augmenting efforts to welcome refugees to the U.S.
- o reuniting refugees and asylees with their eligible family members
- o enabling U.S. citizens residing abroad to petition for their immediate family members to become lawful permanent residents of the U.S.
- o engaging in substantive discussions with foreign officials and representatives of international organizations from countries around the world in furtherance of U.S. government interests

The International Operations Division is comprised of three districts located in Mexico City, Mexico; Rome, Italy; Bangkok, Thailand and a headquarters component located in Washington, DC. The Mexico City District oversees operations covering a geographic jurisdiction of approximately sixty-three countries and foreign states throughout Latin America and the Caribbean. The Rome District oversees operations covering a geographic jurisdiction of approximately seventy-eight countries and foreign states throughout Europe, Africa, the Middle East and the former Soviet Union.

The Bangkok District oversees operations covering a geographic jurisdiction of approximately forty-nine countries, foreign states and provinces throughout Asia, the Subcontinent and the Pacific Rim. In addition to a Desk Unit Branch and a Programs Branch, which monitors and refines USCIS operations overseas, the headquarters component is also comprised of a Children's Issues Branch and a Humanitarian Assistance Branch, which were established to manage complex and sensitive programs.

In 2008 and beyond, the International Operations Division plans to:

- o realign and expand its existing presence overseas to best achieve the USCIS mission
- o deploy biometrics capture capability overseas to ensure consistent vetting of individuals seeking immigration benefits
- o implement an effective document verification process, which will assess questionable information originating overseas that is submitted in support of immigration benefits claims
- o expand its liaison role by piloting an exchange program and increasing its participation in international forums and events

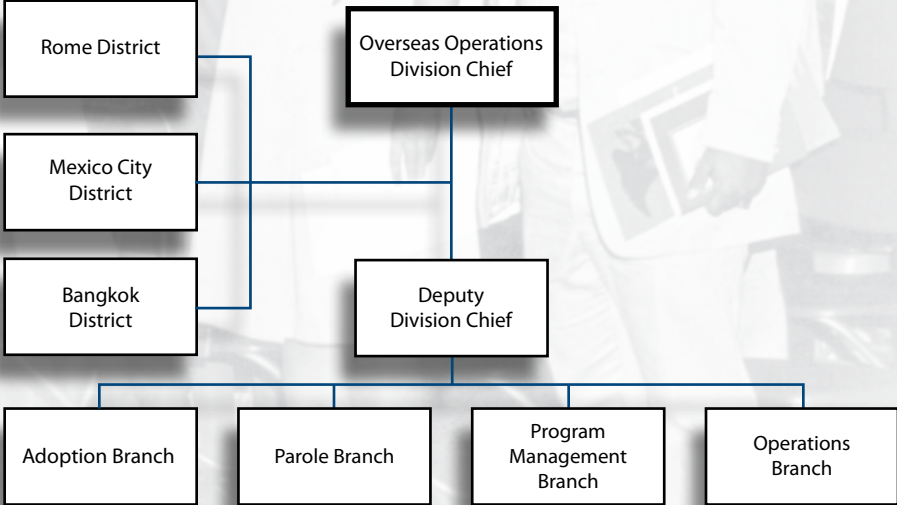


Panama Canal

USCIS Organizational Chart



International Operations Division



Refugee, Asylum and International Operations Directorate
Refugee Affairs Division



Barbara Strack is the Chief of the Refugee Affairs Division (RAD) within the Refugee, Asylum and International Operations Directorate. RAD's primary mission is to offer protection to refugees in accordance with the laws of the U.S. and international obligations. In order to achieve this mission, RAD staff:

- o conducts interviews overseas with refugee candidates identified for possible resettlement in the U.S.
 - o produces high-quality and timely adjudications based upon the results of those interviews
 - o conducts protection screening for migrants interdicted by the U.S. Coast Guard in the Caribbean
-
- o provides training, policy and procedural guidance to officers who conduct refugee adjudications
 - o works in close cooperation with governmental, non-governmental and international organizations, including the Bureau of Population, Refugees and Migration at the Department of State and the U.N. High Commissioner for Refugees, in order to support the annual refugee admissions goal determined by the President
 - o ensures the integrity of adjudications, including liaison with law enforcement, intelligence and national security colleagues

Refugee Affairs Division Refugee Officers, supplemented by overseas district staff and detailees from the Asylum Division and other USCIS programs, traveled to 69 different countries and conducted more than 200 overseas circuit rides to interview 67,606 individuals for refugee resettlement in the U.S. during FY2007.

The Refugee Affairs Division (RAD) continually assesses the status of the U.S. refugee resettlement program and keeps abreast of refugee developments worldwide, in close collaboration with the Department of State. RAD is composed of two branches.

The **Programs Branch** develops policies, procedures, and regulations related to the refugee resettlement program; oversees and coordinates training for officers conducting refugee adjudications and works to ensure the quality and consistency of refugee adjudications. In addition, the program branch manages initiatives to detect and deter fraud in the refugee program.

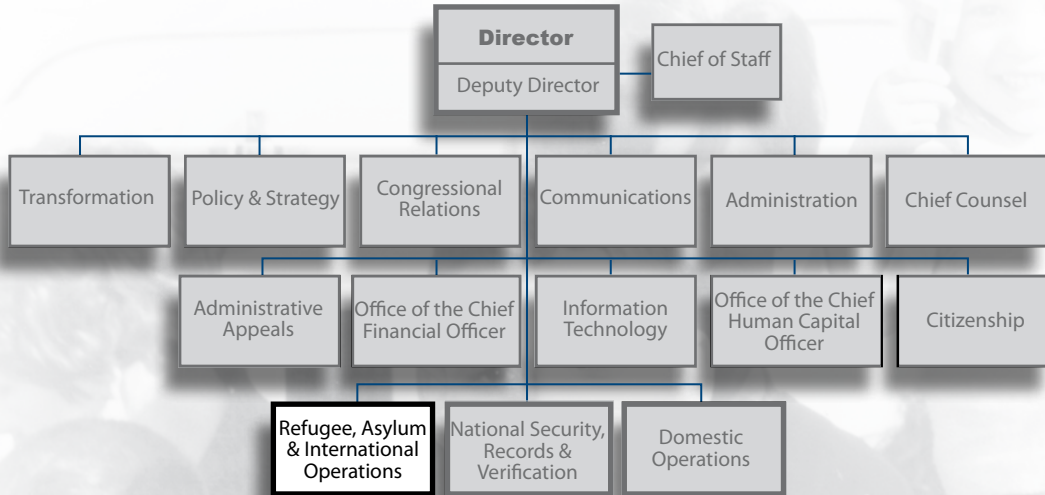
The **Operations Branch** manages the field work to conduct refugee adjudications worldwide, including staffing, training, travel and other coordination necessary to support refugee “circuit ride” trips. The branch oversees the implementation of policy, procedures and regulations related to refugee resettlement.

The Operations Branch coordinates and oversees temporary duty officer activities and works with overseas district offices and partner agencies involved in resettlement activities. This includes supervision of the Refugee Corps, a cadre of officers who spend 50 percent of their time conducting refugee interviews overseas, as well as regional desk officers and a team dedicated to protection screening for interdicted migrants and other Cuba-related responsibilities.

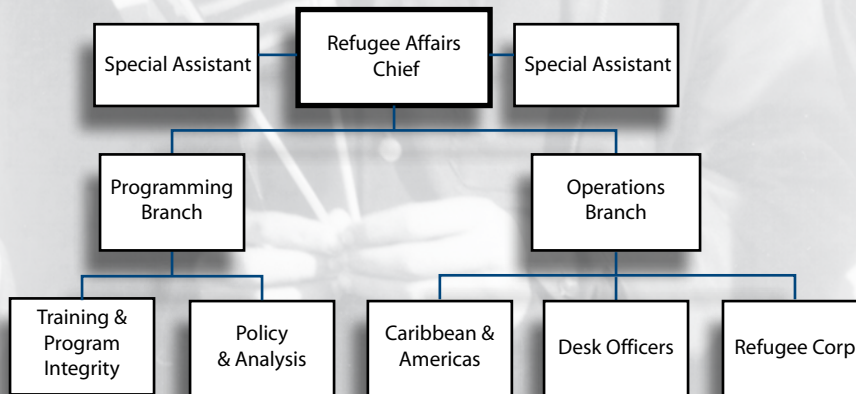


Barbara Strack, Refugee Affairs Chief, addresses audience

USCIS Organizational Chart



Refugee Affairs Division



Security and Integrity

Jan P. Lane is the Chief of the Office of Security and Integrity (OSI). In March 2007, the USCIS Director announced the creation of OSI to enhance existing USCIS functions that focus on management integrity, individual integrity, and securing USCIS employees, facilities, information and operations.

Since the establishment of the Office of Security and Integrity (OSI), the office has undertaken a comprehensive review of its functional areas and completed its initial strategic planning process. OSI has reorganized its functions in alignment with the Department of Homeland Security's Office of Security functional areas and lines of business integration and management directives.



In keeping with the Department of Homeland Security's Office of Security business line integration, the head of Office of Security and Integrity (OSI), as the component Chief Security Officer, is organizationally placed at a senior level and included as part of the USCIS strategic leadership team. Further expansion of professional full-time security and investigative personnel at field office locations will provide OSI with the reach and capability to meet its expanded mission requirements and the ability to carry out its significant role in safeguarding the integrity of USCIS' immigration system.

The Office of Security and Integrity (OSI) is staffed with full-time professional federal and contract employees. The Deputy Chief Security Officer (CSO) provides security oversight for more than 220 offices, integrating all core security disciplines; coordinates and develops local security policy and serves as the principal security advisor to senior management. The Deputy CSO leads a team of multi-disciplined security specialists, located nationwide within USCIS' four geographic regions, district offices, service centers and other key facilities.

The USCIS Command Center provides situational awareness, timely information and the USCIS Common Operational Picture to senior leaders and operational managers within USCIS, Department of Homeland Security and across the federal government. USCIS Command Center personnel maintain classified and unclassified communications systems and are on-duty 24 hours a day, seven days a week, responding to internal and external taskings and information sharing as appropriate.

There are seven additional divisions within the Office of Security and Integrity.

The **Physical Security Division** is responsible for establishing active and passive measures designed to prevent unauthorized access to personnel, equipment, facilities, assets and documents and to mitigate the disruption of the USCIS mission. The division is responsible for physical security policy review, development and oversight and provides direct support to USCIS headquarters facilities and to the Regional and Field Security Officers.

The **Personnel Security Division**, headquartered in Burlington, VT, screens all federal and contract employees and applicants for Suitability, Security and National Security Information access in accordance with adjudicative authorities; initiates all background investigations for USCIS federal and contract applicants nationwide and initiates all reinvestigations for current USCIS federal and contract employees.

The Administrative Security Division:

- o provides security policy oversight and programs for protecting information received from the intelligence community
- o develops policy, programs and standards to ensure the protection of collateral classified and sensitive but unclassified/controlled and unclassified information
- o manages the internal security counterintelligence program and the operations security program

The Investigations Division:

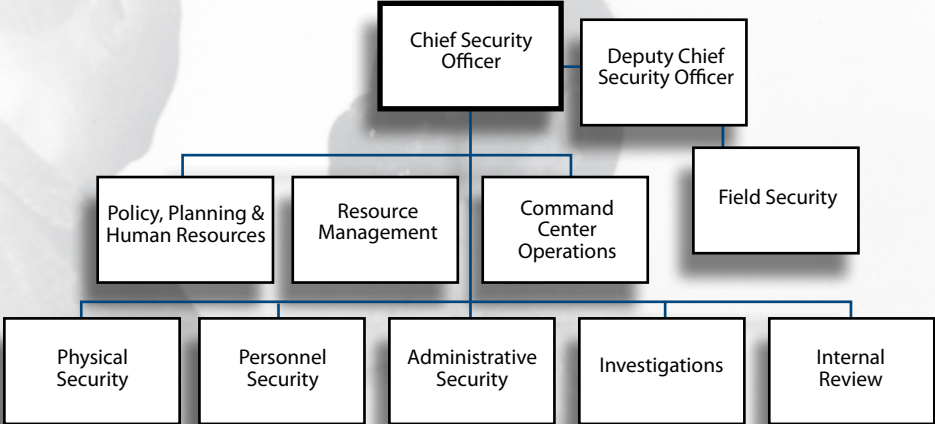
- o receives complaints of alleged USCIS employee misconduct, corruption and fraud
- o plans, organizes and conducts investigations of allegations involving any employee not subject to investigation by the Department of Homeland Security's Office of Inspector General
- o develops investigative procedures and techniques
- o provides policy guidance to investigators and employees assigned to conduct field management inquiries

The Internal Review Division:

- o facilitates Government Accountability Office and Office of the Inspector General review of USCIS functions
- o conducts internal reviews of USCIS operations and offices
- o develops and/or monitors Corrective Action Plans for recommendations until completion
- o assesses risks or vulnerabilities within USCIS functions
manages the Internal Self-Inspection, Tracking and Evaluation program to
- o assess USCIS office compliance with established policies and procedures

The **Policy, Planning and Human Resources and Resource Management Division** provides administrative support to all Office of Security and Integrity staff with responsibility for planning and budgeting functions, internal personnel actions, acquisitions, training, asset management and external communication.

Security and Integrity





*“The National Customer Service Center is a borderless operation that resolves **thousands of calls** for USCIS domestic and international offices on a daily basis. Through increased communication with USCIS offices, employee development and improved management techniques, we have been able to reach more customers and **provide accurate real-time information** in a courteous and professional manner regarding requests on immigration and naturalization benefits and services.”*

***Nancy J. Alby, Director**
Western Telephone Center, Los Angeles, Calif.*



Transformation Program Office



Daniel Renaud is the Chief of the Transformation Program Office. The Transformation Program Office (TPO) was established in February 2006 to transition the agency from a paper-based business model to a centralized and consolidated electronic environment. Transformation Program Office facilitates the development of a flexible and efficient organizational business model supported by an integrated technical environment. TPO provides a centralized management structure to oversee transformation activities within USCIS including the coordination of several initiatives that are converting the current mix of

legacy infrastructure and paper-based business procedures to an electronic-based business process.

This effort will require re-engineering agency-wide business processes and updating information technology systems to provide new capabilities to USCIS employees and customers. The system developed will utilize proven technology to create online customer accounts that will improve the agency's identity management process, delivery of real-time information, account tracking and related activities and reduction in identity fraud.

There are four divisions within the Transformation Program Office:

The **Strategy Division** works with Transformation Program Office (TPO) management to define the scope and direction of the Transformation Program. This division is responsible for determining the long-term vision and deployment strategy for transforming USCIS and meeting specific timeline and budget constraints. The Strategy Division is also responsible for determining the best overall acquisition strategy for transformation-related contracts. Working closely with USCIS management, the Strategy Division ensures that TPO strategies align with USCIS operational objectives and performance goals, the IT Strategic Plan and agency Enterprise Architecture.

The **Increment Management Division** is a major component in the transformation from paper to electronic processes. It is responsible for transitioning management strategies and concepts from theory to application. Division staff:

- o coordinates with other USCIS component offices to manage planned system deployments
- o provides guidance on business and system requirements to development contractors
- o plans the functionality and scope of future increment development efforts

The **Change Management Division** is the voice of the Transformation Program Office (TPO) and is responsible for organizational change management, communications and training. Division staff implements the processes and tools that will allow TPO to engage, empower and educate key internal and external stakeholders throughout the transformation process. As new technology is introduced into the workforce, Change Management staff will analyze the impact of these changes and develop strategies and means to secure stakeholder support.

The **Program Support Division** is responsible for supporting all Transformation Program office activities including:

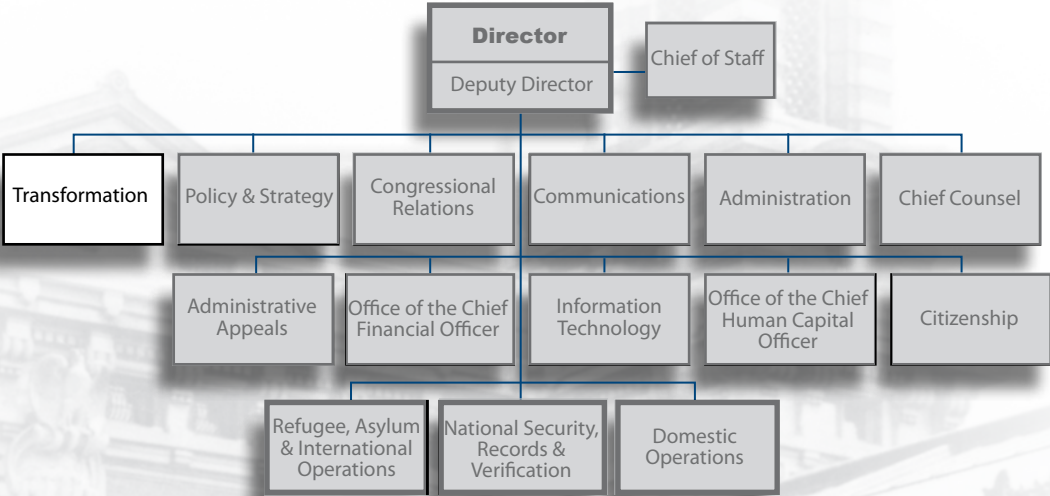
- o scheduling control, project monitoring and reporting
- o acquisitioning of contractors and contract lifecycle management, property management, budget formulation, execution and oversight
- o pilot project risk management and quality assurance
- o data security
- o managing and responding to oversight and budget inquiries from other government entities

The Transformation Program Office has taken the first steps in leading USCIS into a secure digital environment, providing enhanced customer service and offering new opportunities for our employees. These improvements will not only result in better service for more customers, but will also serve to enhance security, deter immigration fraud and improve efficiency.

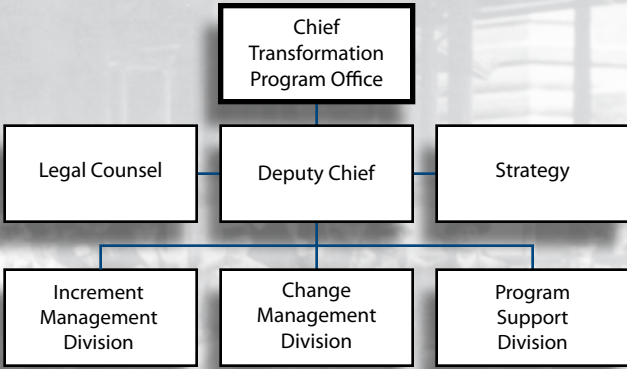


USCIS transitions from paper-based system to electronic environment

USCIS Organizational Chart

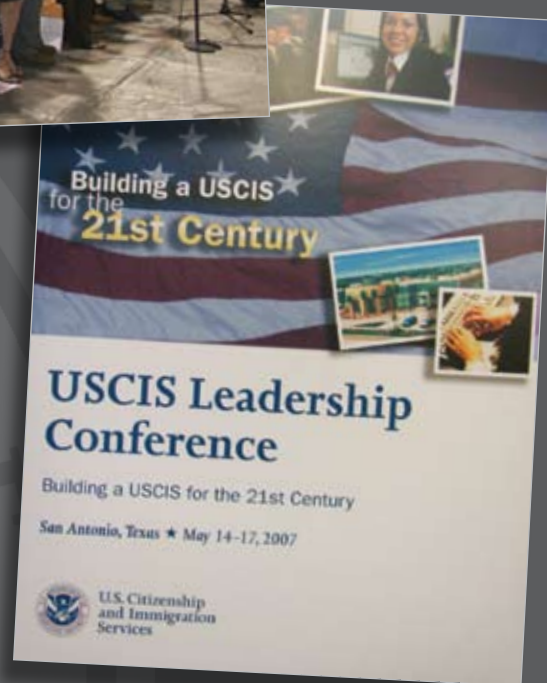


Transformation Program Office



“Looking Back”

This section of the USCIS Annual Report offers a chronological perspective of accomplishments during FY2007. Rewinding the clock back to October 2006, we look back on significant dates where the agency made progress building an immigration service for the 21st century, protecting our homeland and ensuring our national legacy as a nation of immigrants.





October



USCIS launched a joint effort with the Department of State to distribute the USCIS publication, *Welcome to the United States: A Guide for New Immigrants* to immigrant visa recipients overseas. This USCIS immigrant guide contains practical information on finding a place to live,

getting involved in the community, learning English, looking for a job, the rights and responsibilities of permanent residents and how to become a U.S. citizen.

Director Gonzalez attended the ribbon cutting ceremony of the Records Digitization Facility in Williamsburg, KY. During the ceremony, Director Gonzalez unveiled the agency's multi-year plan to digitize paper immigration files and explained the agency's use of this type of modern platform to enhance national security. The Williamsburg facility will digitize millions of paper records and make them instantly available to the various federal agencies that need to access those records around the world.



USCIS opened a new 17,000 square foot office in Cherry Hill, NJ. The five-year, \$1 million project replaces the former 7,600 square foot USCIS facility in Cherry Hill that was overcrowded.

November



More than 200 active-duty service members became America's newest U.S. citizens during special Veterans Day military naturalization ceremonies held in Afghanistan, Iraq and Germany. USCIS Director Gonzalez joined the new citizens to celebrate their accomplishment during the Iraq ceremonies along with U.S.

Ambassador to Iraq, Zalmay Khalilzad and General George Casey, Commander, Multinational Forces – Iraq.



More than 75 men and women from 21 countries now serving in the U.S. Navy, Marines and Coast Guard took the Oath of Allegiance aboard the USS Midway. These service members were sworn in as U.S. citizens on the bow of the same flight deck where more than 225,000 American veterans served during the ship's 47-year career.



Fifteen students completed the 4-week Refugee Officer Training Course held in Washington, DC by the Refugee Affairs Division. The class included 11 new members of the Refugee Corps, three officers from the Hong Kong, Moscow and Rome USCIS offices and a member of the USCIS Office of Chief Counsel.



DHS Secretary Michael Chertoff, USCIS Director Emilio Gonzalez and USCIS Deputy Director Jonathan Scharfen flew to Balad Air Force Base in Iraq to administer the Oath of Allegiance to more than 170 new U.S. citizens during a special Veterans Day naturalization ceremony. USCIS also hosted two additional naturalization ceremonies for immigrant service members serving in Kuwait and Afghanistan. In total, 253 Soldiers, Marines, Sailors and Airmen serving overseas became citizens over the Veterans Day weekend.



USCIS replaced its old website with a new, more effective, redesigned web portal available at the same Internet address, www.uscis.gov. The current uscis.gov web portal is one of the most visited websites in the entire federal government, serving an average of 135,000 daily visitors. Home to the online appointment scheduling program InfoPass, a variety of e-filing options and immigration application downloads, and helpful information for new immigrants and soon-to-be citizens, uscis.gov is often the first point-of-contact for applicants and others looking for U.S. immigration information.

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USCIS Director Gonzalez announced the realignment of the management structure of the agency's regional, district, and field offices to balance workload and personnel among USCIS field offices. "Realigning regional, district and field offices represents the continued progress USCIS is making to increase efficiency, to provide our customers with the timely service they deserve and transform business and management systems to meet the immigration and citizenship challenges of the 21st century," remarked Director Gonzalez. As part of this realignment, USCIS announced the establishment of a new Southeast Regional office in Orlando, Fla.



December

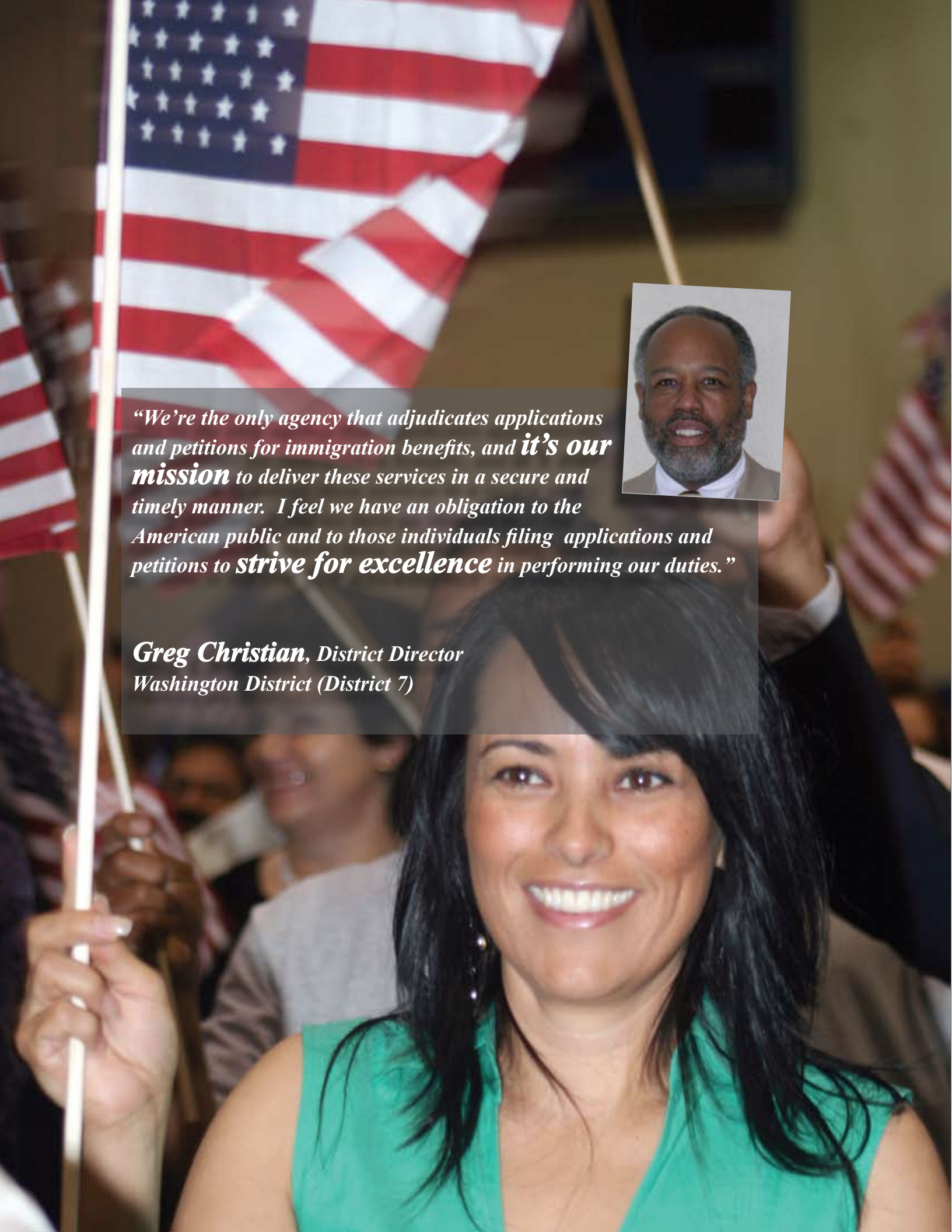


USCIS National Security, Records and Verification Directorate announced the realignment of the management structure of its headquarters Records Division to improve support for the goals and objectives of USCIS. The new structure is designed to enhance current operations to better serve everyone and position the division for the future of electronic records.

USCIS announced that all employee credentials have been personalized and shipped to duty locations around the country for local distribution. The credentials were produced at the secure card production facility using a new identification management system database that links employee information to secure property inventory. The credential itself was designed

by the Integrated Document Production Branch of USCIS and combines the physical appearance of the legacy paper credential with a number of enhanced security features embedded into serialized plastic cardstock.





*“We’re the only agency that adjudicates applications and petitions for immigration benefits, and **it’s our mission** to deliver these services in a secure and timely manner. I feel we have an obligation to the American public and to those individuals filing applications and petitions to **strive for excellence** in performing our duties.”*



Greg Christian, District Director
Washington District (District 7)

January



USCIS launched a new web-based service allowing customers to submit their change of address online. USCIS processes more than one million of these requests each year. "Not only is this a terrific service for our customers, in the

long run it is a great cost and time saver," said USCIS Director Gonzalez. "USCIS is continuing to retool the agency to get as much efficiency from automation as possible."

USCIS Las Vegas held a special naturalization ceremony for 47 new Americans presided over by Judge Lloyd D. George of the U. S. District Court for the District of Nevada. Students from the fifth grade class at the Roberta C. Cartwright Elementary School attended the ceremony to participate and observe the civic process through which foreign-born persons become U.S. citizens.



Four Outstanding Americans by Choice were recognized by USCIS Director Gonzalez at a special White House ceremony. The Outstanding American by Choice initiative recognizes the significant achievements of naturalized U.S. citizens. Through civic participation, professional achievement, and responsible citizenship, recipients of this honor have demonstrated their commitment to our Nation and to the common civic values that unite us as Americans.

February

Question
80



Name one right or freedom guaranteed by the first amendment.

The rights of freedom of religion, of speech, of the press, of assembly, and to petition the Government

USCIS began to administer the new naturalization pilot exam to approximately 6,000 volunteer citizenship applicants nationwide. New questions focused on the concepts of democracy and the rights and responsibilities of citizenship. The exam pilot program allows USCIS to work out any problems and refine the exam before it is fully implemented nationwide in 2008.



Deputy Director Jonathan "Jock" Scharfen traveled to Africa to observe USCIS Refugee Corps Officers on duty. USCIS established the Refugee Corps in 2006 to adjudicate applications for refugee resettlement in the United States. Like Asylum Officers, Refugee Officers must complete specialized training in immigration and refugee law, human rights issues and interview techniques. While on temporary

duty assignments at USCIS International Offices, Refugee Officers conduct individual interviews to determine whether an applicant is eligible for refugee resettlement in the U.S.

March

Three soldiers and a Marine became U.S. citizens at Walter Reed Army Medical Center. Not only did the four immigrants sign up to defend their adopted home, these brave patriots were injured while serving their adopted nation, deployed in Iraq. Department of Homeland Security Secretary Michael Chertoff administered the Oath of Allegiance and Director Gonzalez was on hand to congratulate the new Americans and thank them for their sacrifice.



Sharpening the focus on management integrity and critical security functions, USCIS Director Gonzalez established the Office of Security and Integrity. This new office realigns internal review and management integrity functions located in the Financial Management Division's Office of the Chief Financial Officer with operations of the current Office of Security and Investigations. "Realigning these critical functions will elevate USCIS' security and integrity portfolios consistent with organizational, functional and resource goals," said Director Gonzalez.



USCIS Director Gonzalez announced the future construction of four new USCIS facilities in Florida. These full service offices will serve as a future model for USCIS operations in the 21st century. As part of a national pilot program, USCIS will renovate or replace 36 offices across the country over the next three years.

USCIS Director Gonzalez testified before the House Appropriations Committee, Homeland Security Subcommittee in Washington, DC. During his testimony, Director Gonzalez outlined the work of immigration reform.



Members of the U.S. military services became new citizens during a special naturalization ceremony held during the opening of the new USCIS Chicago Office. This naturalization ceremony was the first conducted at the new downtown location.

April

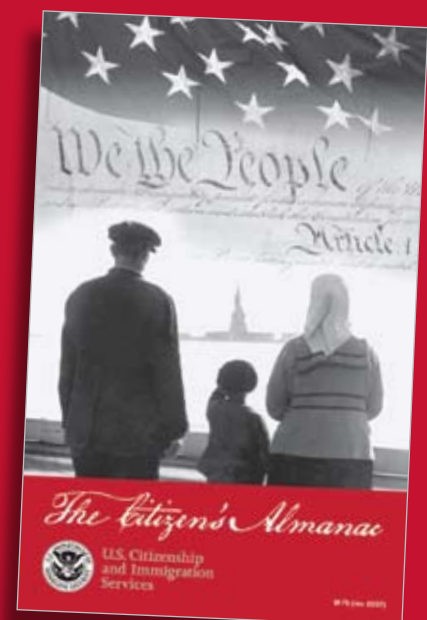


More than 6,000 men and women became America's newest citizens during two naturalization ceremonies at the Miami Beach Convention Center. USCIS Director Gonzalez presided over the ceremonies and administered the Oath of Allegiance.

USCIS Director, Gonzalez was on hand for the official grand opening of the Atlanta Field Office. The new field office was modified to provide full service immigration services and the resources necessary to accommodate more than 500 customers each day and to replace an overcrowded, inefficient 1940's era facility.



USCIS introduced *The Citizen's Almanac*, linking our newest citizens with the rich civic history of Americans. "By continuing to learn about the founding ideals, achievements and history of the United States, our new Americans will preserve and ensure freedom and liberty for future generations." said USCIS Deputy Director Jonathan "Jock" Scharfen. In an effort to enhance the naturalization process for the more than 700,000 new citizens the United States welcomes each year, USCIS will distribute *The Citizen's Almanac* to new citizens at all naturalization ceremonies.





Mrs. Lynne Cheney, wife of Vice President Dick Cheney and former chairman of the National Endowment for the Humanities, participated in a special naturalization ceremony at the National Archives. After delivering the keynote address, Mrs. Cheney presented America's 20 newest citizens with their Certificates of Citizenship along with signed copies of *The Citizen's Almanac*.



Secretary of State Condoleezza Rice and USCIS Director Gonzalez hosted a naturalization and Outstanding Americans by Choice ceremony in the Benjamin Franklin Room at the Department of State in Washington, DC. 50 candidates for U.S. citizenship were naturalized during this inspiring ceremony. Director Gonzalez administered the Oath of Allegiance and Secretary Rice delivered the keynote address to the new citizens.

At the inaugural SES Leadership Summit hosted by USCIS Director Gonzalez, USCIS senior staff dialogued with global leaders in government, academia and business on the topic of leadership. The speakers who headlined the summit, including U.S. Senator John Cornyn, commended USCIS leadership for staying focused on its core mission to protect America, shared best practices for solving complex problems and equipped them with the tools to lead effectively in a dynamic environment.



May



President Bush, along with USCIS Director Gonzalez, participated in a meeting on immigration and assimilation at Asamblea de Iglesias Cristianas, Centro Evangelistico, in Washington, DC. During this event, President Bush and Director Gonzalez met with members of the local community to promote teaching and learning English as a Second Language (ESL) courses. The patriotic assimilation of immigrants is one of the President's five

principles of comprehensive immigration reform. "One aspect of comprehensive immigration reform is to help people assimilate into America," President Bush said. "Part of that is to have a comprehensive strategy to help people learn the English language and to learn the history and traditions of the U.S."

USCIS welcomed 28 new American citizens from 18 countries during a special naturalization ceremony held at the annual Public Service Recognition Week exhibit on the National Mall in Washington, DC. Whenever possible, USCIS hosts naturalization ceremonies at historic sites and national landmarks that help foster an increased appreciation of our American traditions and civic legacies amongst those naturalized.



The 2007 USCIS Leadership Training Conference, "Building a USCIS for the 21st Century," began in San Antonio, Texas. In addition to setting the pace and tone for the conference, Director Gonzalez outlined some of his 2007 objectives and engaged in in-depth dialogue with leadership regarding the year ahead.





Director Gonzalez administered the Oath of Allegiance and gave congratulatory remarks to 100 new U.S. citizens from 42 nations at George Washington's Mount Vernon Estate. The new Americans included four members of the U.S. armed forces. Ms. Liza Wright, Assistant to President Bush and Director of the Presidential Personnel Office delivered an inspiring keynote address.



Active duty military men and women from 24 nations took the Oath of Allegiance and became America's newest citizens during two special all-military naturalization ceremonies held at Bagram Air Field in Afghanistan and the U.S. Consulate in Munich, Germany. USCIS Deputy Director Jonathan "Jock" Scharfen joined

the new citizens in Munich to celebrate their accomplishment. "This Memorial Day week we naturalized a very special group of men and women who, through their military service, have already pledged to defend with their lives the very liberties that they had yet to secure for themselves" said Scharfen, who is a retired Marine Colonel. "It is altogether fitting that we now welcome them as our fellow U.S. citizens."

June



USCIS Director Gonzalez and Congressman David E. Price (NC-4), Chairman, House Appropriations Subcommittee on Homeland Security was on hand to participate in the official ground breaking ceremony for a new field office in Raleigh-Durham, N.C. The 22,000 square foot facility will allow USCIS to provide the most efficient customer service possible to more than 400 individuals each day. The Raleigh facility is a fully customized building with an Information Counter, Adjustment of Status and Naturalization Units and spacious, comfortable waiting areas for the applicants. Naturalization ceremonies will also be done on site. The new office is scheduled to open to the public in 2008.



DHS Secretary Michael Chertoff and USCIS Deputy Director Jonathan "Jock" Scharfen attended a demonstration of the E-Verify system hosted by a participating employer in the Virginia area. Nationwide, over 92 percent of employer queries processed through the Basic Pilot system are confirmed within seconds and more than 27,000 American employers use the Basic Pilot system.



USCIS Director Gonzalez hosted the 2007 Director's Award Ceremony in Washington, DC. The event celebrated the outstanding work and dedication of this year's award recipients, who provided innovative solutions to complex challenges and demonstrated commitment and determination in addressing USCIS national security, customer service and organizational excellence goals. Director Gonzalez handed out 26 awards in 12 categories to various individuals and groups within USCIS.

USCIS Deputy Director Jonathan “Jock” Scharfen delivered closing remarks at the conclusion of the five-day seminar on National Security Leadership and Decision-Making at the National Defense University. Twenty USCIS participants attended this custom executive education program, which was specially designed with the unique needs of USCIS in mind. Students left the seminar with a heightened awareness of the national security threats and vulnerabilities and the importance of strengthening multi-agency collaboration in combating the threats of the 21st century.



USCIS Director Gonzalez was joined by Anna Escobedo Cabral, Treasurer of the United States, and other members of the Task Force on New Americans, to formally introduce the Task Force’s first-year major initiatives and officially launch the federal government’s new website for new immigrants, www.welcometousa.gov.

July



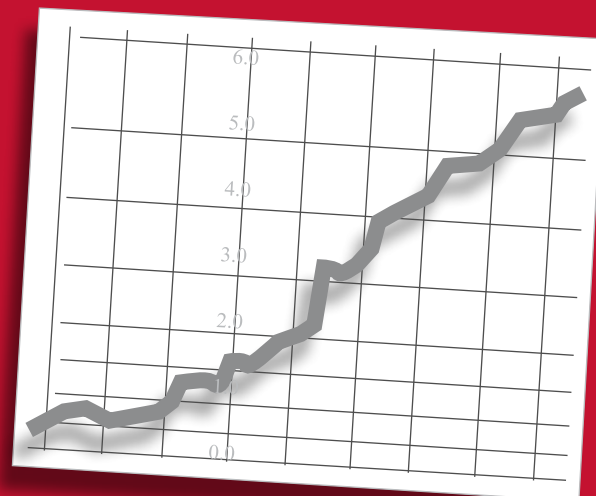
USCIS introduced the short film, *A Promise of Freedom: An Introduction to U.S. History and Civics for Immigrants*, to 100 new citizens during a naturalization ceremony in Philadelphia, P.a. Developed in partnership with the National Constitution Center, the 12-minute film focuses on the history and founding of our nation, the important rights and responsibilities of U.S. citizenship and the contributions

of immigrants throughout our history. The film is designed for use by community groups, public libraries and adult educators.



USCIS commemorated America's 231st year by welcoming more than 4,000 new citizens during naturalization ceremonies held around the world and throughout the U.S. USCIS personnel naturalized more than 425 active-duty members of the U.S. Armed Forces in Iraq, Guam, Germany, Kuwait and South Korea and USCIS Director Gonzalez administered the Oath of Allegiance to more than 1,000 new citizens during an event held at Disney World.

In July and August, USCIS received nearly 2.5 million applications and petitions, compared to 1.2 million applications received during the same period last year.





USCIS launched its first pilot program to test the web-based information management tool known as the Secure Information Management Service (SIMS). USCIS deployed SIMS to process inter-country adoption applications domestically and internationally in selected cities. Ultimately, USCIS plans to expand the SIMS business model nationwide to include all agency petitions and applications, a change that will allow USCIS to more efficiently process its workload and improve customer service in the future.



USCIS Director Gonzalez administered the Oath of Allegiance to 25 of America's newest citizens, including 13 members of the U.S. military, at a special citizenship ceremony. Secretary James Nicholson, Department of Veteran Affairs, delivered the keynote address.



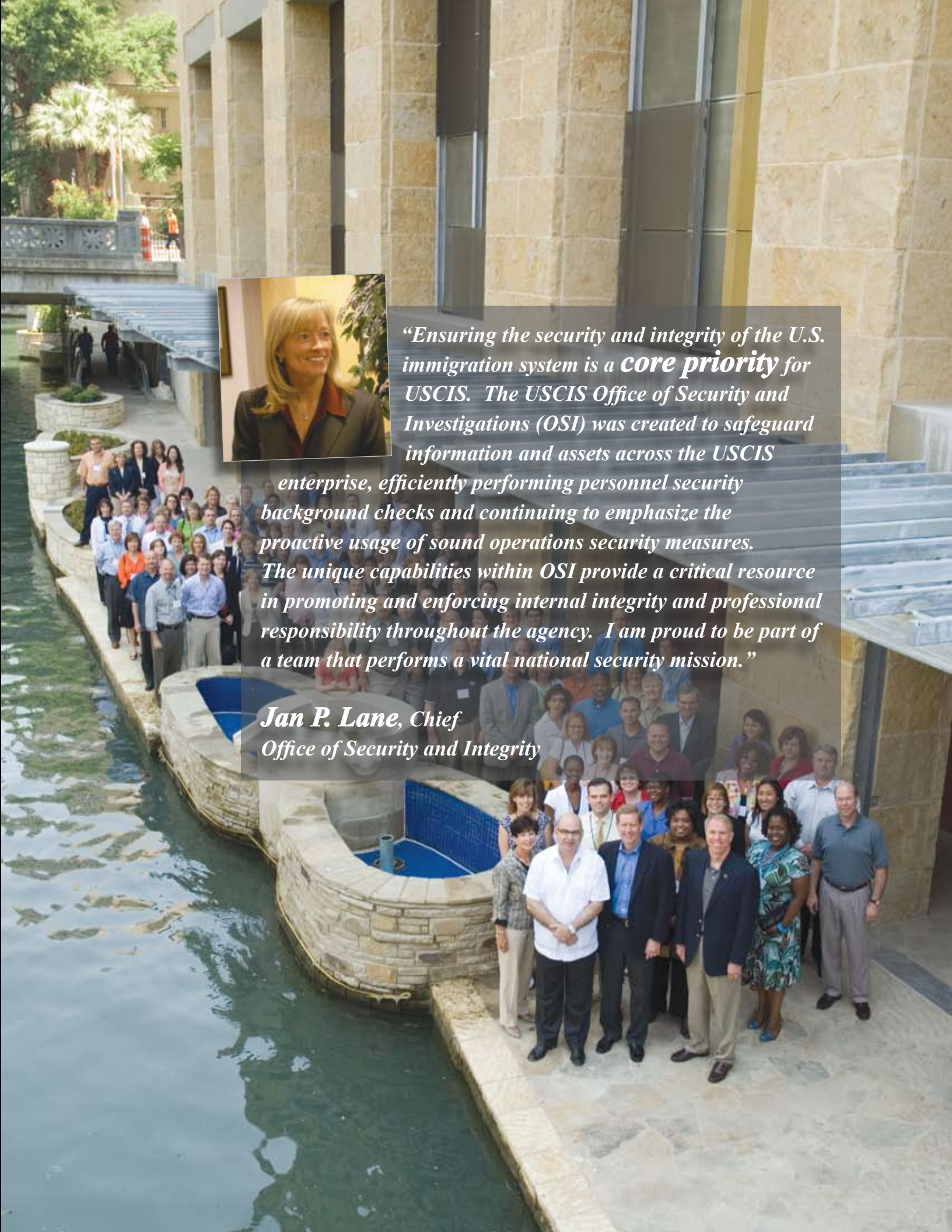
The new USCIS fee schedule became effective, increasing application and petition fees, on average, by about 66 percent. The new fees directly correspond to the growing costs of administering a secure and efficient immigration system for the 21st century and will enable USCIS to continue to enhance its national security capabilities, modernize its systems, collect detailed biometrics from every applicant, and improve service delivery and efficiency.



*“Ensuring the security and integrity of the U.S. immigration system is a **core priority** for USCIS. The USCIS Office of Security and Investigations (OSI) was created to safeguard information and assets across the USCIS*

enterprise, efficiently performing personnel security background checks and continuing to emphasize the proactive usage of sound operations security measures. The unique capabilities within OSI provide a critical resource in promoting and enforcing internal integrity and professional responsibility throughout the agency. I am proud to be part of a team that performs a vital national security mission.”

***Jan P. Lane, Chief**
Office of Security and Integrity*



August



USCIS implemented several changes benefiting prospective adoptive parents who experience delays finalizing their adoptions. Adjudicating applications to adopt foreign-born children involves some of the most complex decision-making within immigration services. USCIS now permits prospective adoptive parents to receive one no-charge extension of the approved Application for Advance Processing of Orphan Petition if they have not already submitted a petition to classify an orphan as an immediate relative. These modifications will help families to continue the adoption process without incurring additional expense.

USCIS launched a dedicated, toll-free Military Help Line, 1-877-CIS-4MIL (1-877-247-4645) for service members and their families to call for help with immigration services and benefits. During August, the Help Line received more than 2,500 calls from members and family members of the Armed Services. In addition to the help line, USCIS developed a special web page that contains information and links to services specifically for the military and their families.

Military Help Line

Immigration Services (USCIS) family direct access to information through a dedicated toll-free Military Help Line, 1-877-CIS-4MIL (1-877-247-4645). This service is available for armed services members and their family to obtain information about immigration and citizenship. It is available from 8 a.m. to 5 p.m. through Friday, excluding federal holidays.

list you with the following:
about your submitted N-400, I-485
new mailing address or
new duty station
application filed with USCIS

USCIS Military Help Line

A Direct Connection to USCIS for Immigration Benefits and Services

1 877 CIS 4MIL ★ 1 877 247 4645

U.S. Citizenship and Immigration Services

about posthumous citizenship for a deceased armed services member

1 877 CIS 4MIL ★ www.uscis.gov/military (1 877 247 4645)

U.S. Citizenship and Immigration Services

M471 (8/07)

USCIS kicked off construction for a new Detroit Field Office. USCIS Director Gonzalez and Congressman John Conyers Jr. (MI-14), Chairman, House Judiciary Committee were on hand to turn the first spades of dirt. The new building is a two-story office designed to create a welcoming, secure environment for both USCIS employees and visitors seeking immigration services and benefits.



Department of Homeland Security Secretary Michael Chertoff and Secretary of Commerce Carlos M. Gutierrez announce the start of the E-Verify program. E-Verify is a re-branding of its predecessor, the Basic Pilot/Employment Eligibility Verification Program, which has been in existence since 1997. E-Verify is a partnership between DHS and the Social Security Administration. The primary goal of E-Verify is to protect jobs for authorized U.S. workers and ensure a legal workforce in the U.S.



USCIS Director Gonzalez attended a groundbreaking ceremony in Miami, marking the official start of construction on a new USCIS field office location at 59th Avenue and Miami Gardens Drive. With expected completion in July 2008, this new location will provide a full-suite of immigration services to the public, in a modern facility. Miami District officials anticipate being able to provide service to more than 350 customers daily.

September



Increased applications and petitions filed with USCIS allowed the agency to hire 1,500 new adjudicators and other support staff. Once these new employees complete our enhanced BASIC training and practicum, they will be deployed to USCIS offices nationwide.



Director Gonzalez inaugurated the first-ever BASIC class at the USCIS Academy in Glynco, Ga. The BASIC course is an intensive ten week training program for residential employees. As the cornerstone of the USCIS Academy, BASIC will help develop a first-class officer corps that is job-ready and cross-trained in a wide-range of disciplines and competencies.

More than 23,000 men and women across the country became United States citizens during naturalization ceremonies hosted by USCIS to commemorate Citizenship Day and Constitution Week.





USCIS Director Gonzalez welcomed 17 service members as new citizens at Fort McHenry outside Baltimore. The historic monument and national shrine provided a special opportunity for Director Gonzalez to also recognize six service members and naturalized citizens as Outstanding Americans by Choice. “You patriots came to this country, like millions of others from all around the world, simply seeking the chance for a better life. You didn’t come here to fight, you came here to be free,” Director Gonzalez addressed the new citizens.

USCIS completed a redesign of the naturalization test administered to prospective Americans. The revised 100 questions and answers emphasize the fundamental concepts of American democracy, focusing on the rights and responsibilities of citizenship and the basic values we share as Americans.



During a small, private ceremony held in his Washington, DC office, Director Gonzalez presented Ms. Ayaan Hirsi Ali with her Permanent Resident Card. An outspoken defender of women’s rights in Islamic societies, Ms. Hirsi Ali was born in Mogadishu, Somalia. She escaped an arranged marriage by immigrating to the Netherlands in 1992, and served as a member of the Dutch parliament from 2003 to 2006. While in parliament, she worked on furthering the integration of non-Western immigrants into Dutch society, and on defending the rights of women in Dutch Muslim society.

Americas Region



European Region

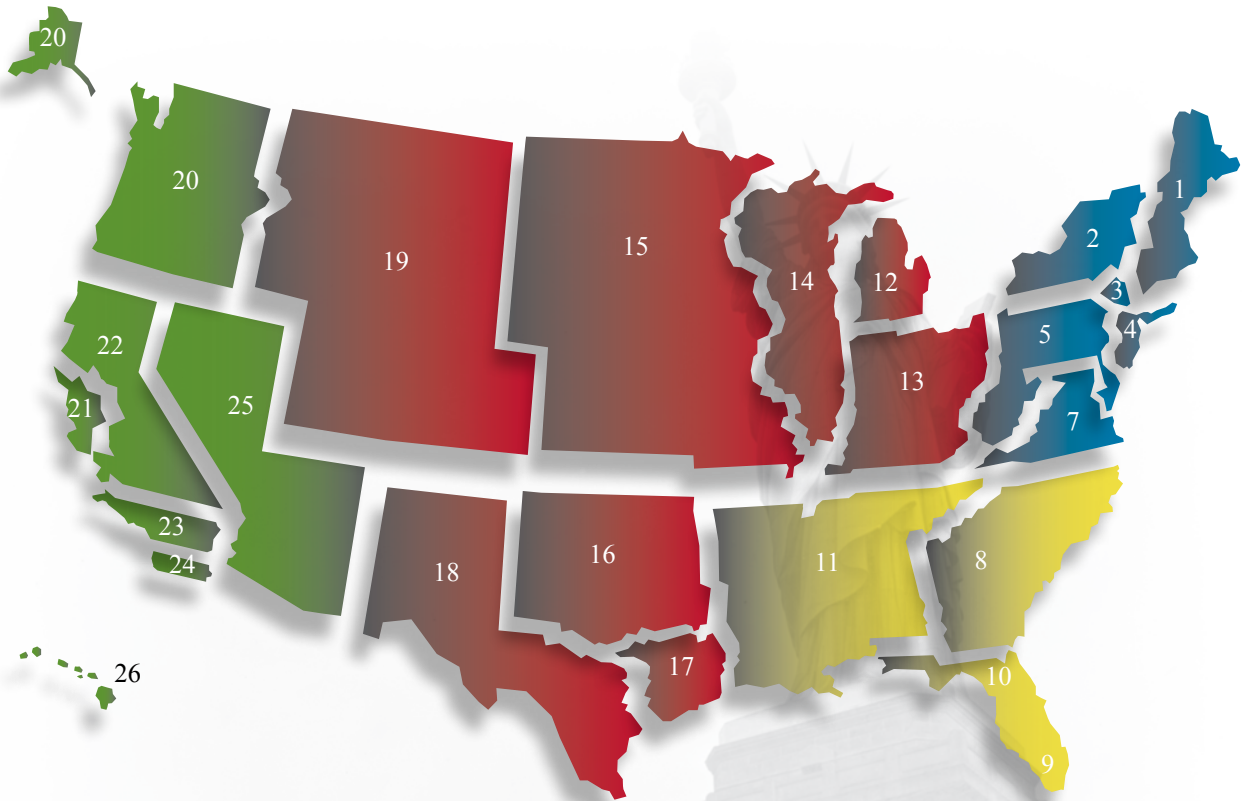


Asia Region



* USCIS International District Offices

Domestic Map



WESTERN REGION

LAGUNA NIGUEL

- District 20**
Seattle
Anchorage
Portland
Spokane
Yakima
- District 21**
San Francisco
Fresno
- District 23**
Los Angeles
San Bernadino
Santa Ana
- District 24**
San Diego
- District 25**
Phoenix
Las Vegas
Reno
Tucson
- District 26**
Honolulu
Hagatna, Guam

CENTRAL REGION

DALLAS

- District 12**
Detroit
- District 13**
Cleveland
Cincinnati
Columbus
Indianapolis
Louisville
- District 14**
Chicago
Milwaukee
- District 15**
Kansas City
Des Moines
Omaha
St. Louis
St. Paul
- District 16**
Dallas
Oklahoma City
- District 17**
Houston

SOUTHEAST REGION

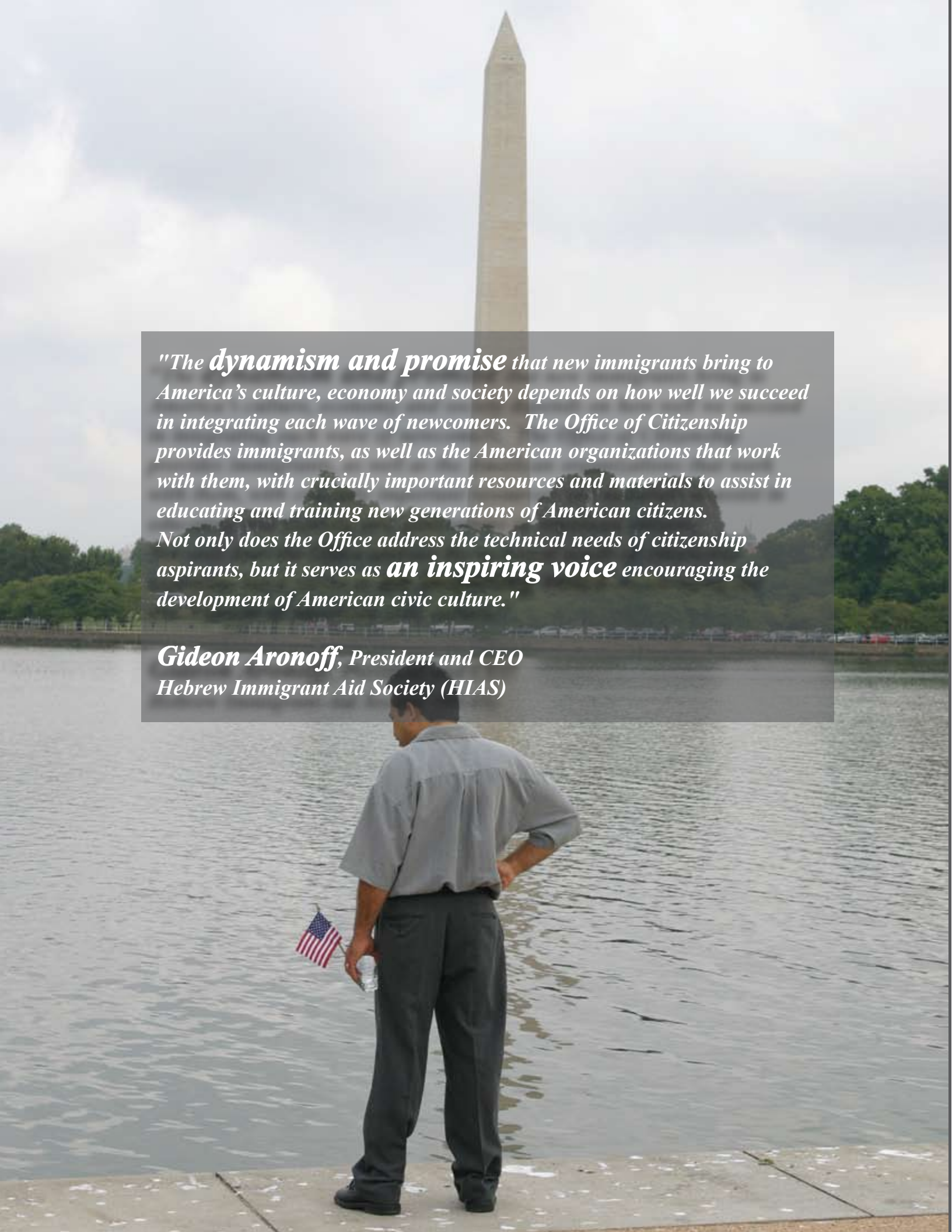
ORLANDO

- District 8**
Atlanta
Charlotte
Charleston
- District 9**
Miami
Charlotte Amalie
San Juan
- District 10**
Tampa
Jacksonville
Orlando
West Palm Beach
- District 11**
New Orleans
Ft. Smith
Memphis

NORTHEAST REGION

BURLINGTON

- District 1**
Boston
Manchester
Portland
Providence
- District 2**
Buffalo
Albany
Hartford
St. Albans
- District 3**
New York City
- District 4**
Newark
Mt. Laurel
- District 5**
Philadelphia
Pittsburgh
- District 6**
Baltimore
- District 7**
Fairfax
Norfolk
Washington, DC

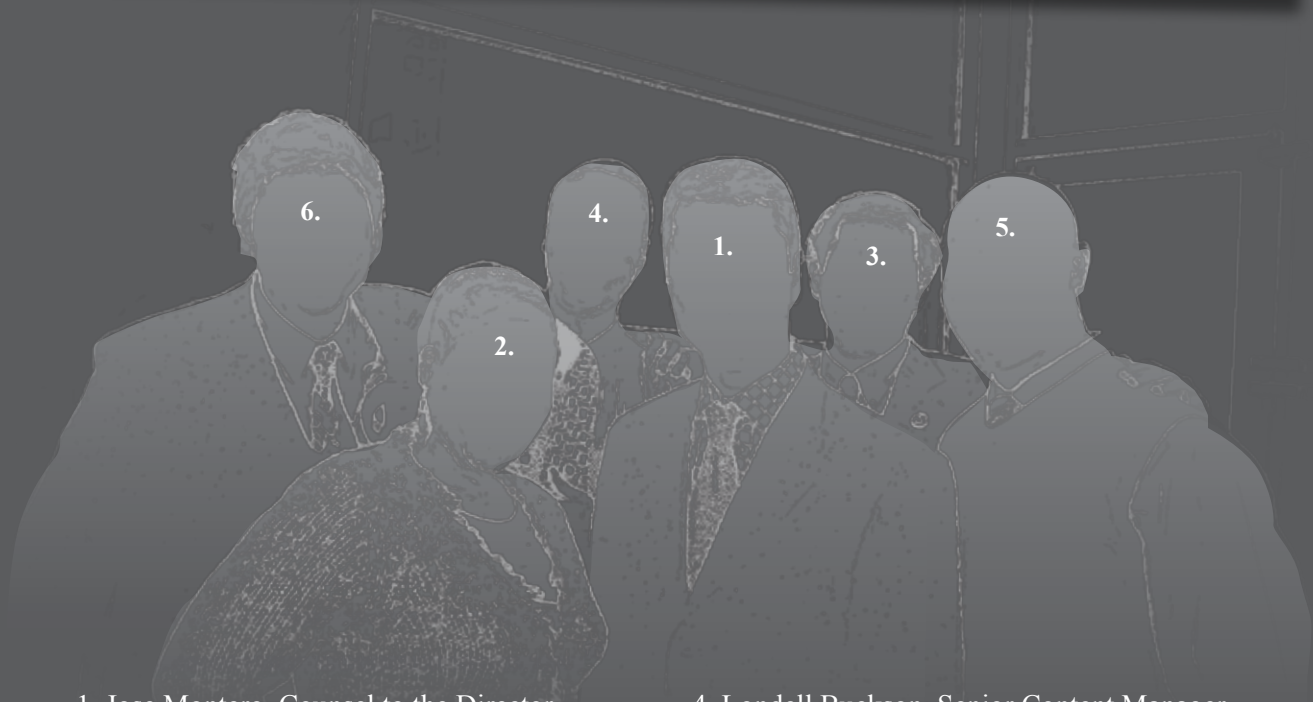


*"The **dynamism and promise** that new immigrants bring to America's culture, economy and society depends on how well we succeed in integrating each wave of newcomers. The Office of Citizenship provides immigrants, as well as the American organizations that work with them, with crucially important resources and materials to assist in educating and training new generations of American citizens. Not only does the Office address the technical needs of citizenship aspirants, but it serves as **an inspiring voice** encouraging the development of American civic culture."*

***Gideon Aronoff**, President and CEO
Hebrew Immigrant Aid Society (HIAS)*



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