

APPENDICES

Appendix 1: USCIS Servicewide Domestic Data for Selected Application Types (FY 1992 – 2007 YTD), USCIS Performance Analysis System Data


	1992 Total	1993 Total	1994 Total	1995 Total	1996 Total	1997 Total	1998 Total	1999 Total
Service-wide Total¹								
Initial Receipts	4,234,919	4,498,017	4,137,670	4,878,930	5,447,097	6,276,857	5,562,803	5,398,594
Approved	3,990,705	4,009,598	3,612,379	3,917,624	4,966,986	4,485,217	4,201,666	4,513,318
Denied	217,239	278,930	299,313	347,822	579,822	468,332	491,019	706,151
Percent Denied	5%	7%	8%	8%	10%	9%	10%	14%
Pending (End of	656,065	679,982	987,484	1,667,606	1,651,850	3,050,701	3,891,365	3,972,943
I-485 Adjustment of Status/Green								
Initial Receipts	327,856	385,547	317,164	577,719	646,585	759,500	527,453	456,233
Approved	313,279	353,880	317,544	339,399	505,230	448,044	382,447	264,753
Denied	12,834	14,613	24,215	18,168	36,637	29,930	33,945	35,137
Percent Denied	4%	4%	7%	5%	7%	6%	8%	12%
Pending (End of	120,353	125,253	121,067	320,730	435,250	699,332	808,507	950,987
I-130 Petition for Relative								
Initial Receipts	922,919	736,483	663,472	630,138	708,727	886,053	742,917	466,044
Approved	924,470	776,174	573,339	573,456	692,936	703,925	540,066	401,052
Denied	38,394	54,155	45,874	55,707	65,452	59,897	53,249	48,487
Percent Denied	4%	7%	7%	9%	9%	8%	9%	11%
Pending (End of	130,735	83,897	181,740	230,662	241,745	407,115	554,275	593,235
I-140 Petition for Alien Worker								
Initial Receipts	67,043	50,721	47,130	51,511	61,046	68,824	67,511	78,879
Approved	60,371	55,450	47,563	48,935	55,484	61,367	44,912	50,498
Denied	4,816	4,666	4,750	6,180	8,295	7,508	9,005	8,585
Percent Denied	7%	8%	9%	11%	13%	11%	17%	15%
Pending (End of	4,316	5,272	6,961	5,757	6,743	7,737	20,309	43,418
I-765 Employment Authorization								
Initial Receipts	745,306	801,083	707,222	864,991	952,613	1,160,680	1,211,514	1,357,320
Approved	693,701	643,403	633,998	790,074	875,047	1,037,412	1,139,453	1,192,727
Denied	27,159	33,007	46,216	56,966	63,840	68,130	88,948	65,027
Percent Denied	4%	5%	7%	7%	7%	6%	7%	5%
Pending (End of	48,794	60,261	44,135	70,324	76,674	135,352	114,722	186,056
I-131 Travel Document								
Initial Receipts	216,065	261,596	280,741	283,013	335,426	384,508	453,323	449,438
Approved	209,549	247,701	237,934	254,937	306,552	334,571	475,080	368,664
Denied	8,564	14,302	26,520	28,520	24,429	21,887	31,451	29,690
Percent Denied	4%	5%	10%	10%	7%	6%	6%	7%
Pending (End of	11,490	9,376	27,615	28,187	33,757	78,337	42,418	73,371
I-90 Application to Replace Green								
Initial Receipts	476,789	715,248	543,919	460,753	408,849	321,107	335,956	359,578
Approved	478,825	677,563	436,680	533,237	470,137	248,562	138,900	250,034
Denied	4,419	4,142	6,229	9,934	16,769	11,447	7,541	9,352
Percent Denied	1%	1%	1%	2%	3%	4%	5%	4%
Pending (End of	54,086	37,942	200,324	174,242	44,446	47,886	167,578	170,400
I-751 Removal of Conditions on Residence								
Initial Receipts	92,530	97,748	105,847	112,578	114,231	95,468	119,718	107,422
Approved	80,523	72,217	91,201	94,228	105,988	92,526	85,582	88,873
Denied	6,414	4,250	6,671	3,701	9,359	6,918	3,270	4,070
Percent Denied	7%	6%	7%	4%	8%	7%	4%	4%
Pending (End of	8,888	14,514	20,286	25,762	23,187	26,201	54,005	57,116
N-400								
Initial Receipts	342,238	521,866	543,353	959,963	1,277,403	1,412,712	932,957	765,346
Approved	242,740	346,692	403,513	459,846	1,104,338	582,478	473,152	872,427
Denied	19,293	39,931	40,561	46,067	229,842	130,676	137,395	379,993
Percent Denied	7%	10%	9%	9%	17%	18%	23%	30%
Pending (End of	199,385	269,192	314,236	705,266	684,069	1,440,396	1,802,902	1,355,524
N600/N643 Certificate of Citizenship								
Initial Receipts	28,335	27,963	29,861	33,749	48,549	81,645	68,058	61,162
Approved	24,027	24,069	28,280	26,390	30,730	61,932	50,692	52,956
Denied	1,169	1,725	2,065	1,856	2,226	4,764	4,826	5,350
Percent Denied	5%	7%	7%	7%	7%	7%	9%	9%
Pending (End of	14,164	14,111	10,439	15,458	30,267	51,956	64,443	81,610

¹ Servicewide Totals include all USCIS forms.


	2000 Total	2001 Total	2002 Total	2003 Total	2004 Total	2005 Total	2006 Total	Oct. 2006-Apr. 2007
Servicewide Total¹								
Initial Receipts	6,058,298	7,949,554	7,137,988	7,043,721	6,017,694	6,293,255	6,317,159	3,452,386
Approved	5,716,542	6,341,470	6,405,391	5,379,790	6,289,682	6,577,399	5,795,111	3,017,006
Denied	770,762	704,587	796,206	774,989	885,540	902,716	943,779	409,343
Percent Denied	12%	10%	11%	13%	12%	12%	14%	12%
Pending (End of	3,892,056	4,815,869	5,090,511	6,073,156	4,871,014	3,793,841	3,415,409	3,486,838
I-485 Adjustment of Status/Green Card								
Initial Receipts	562,021	754,133	710,244	685,928	601,757	629,568	606,425	380,054
Approved	483,863	695,184	764,252	365,059	604,246	782,475	826,974	338,987
Denied	80,268	126,370	97,603	90,648	138,903	145,101	166,064	55,599
Percent Denied	14%	15%	11%	20%	19%	16%	17%	14%
Pending (End of	1,001,479	971,866	967,249	1,231,321	1,105,867	891,495	569,476	580,507
I-130 Petition for Relative								
Initial Receipts	597,569	1,495,375	714,232	719,837	697,950	661,204	747,012	406,821
Approved	342,260	565,875	695,433	372,188	690,642	1,105,918	777,222	301,773
Denied	41,208	52,306	77,264	71,379	116,289	130,352	127,875	39,625
Percent Denied	11%	8%	10%	16%	14%	11%	14%	12%
Pending (End of	797,343	1,585,410	1,605,016	1,875,108	1,833,905	1,276,598	1,129,602	1,228,079
I-140 Petition for Alien Worker								
Initial Receipts	96,001	137,695	104,361	96,578	80,348	75,009	140,158	114,783
Approved	89,583	99,659	93,533	62,281	67,552	94,211	104,168	65,098
Denied	8,908	14,084	35,866	17,673	18,294	24,325	19,699	10,669
Percent Denied	9%	12%	28%	22%	21%	21%	16%	14%
Pending (End of	48,076	68,928	49,005	67,585	73,595	32,414	50,132	92,356
I-765 Employment Authorization								
Initial Receipts	1,451,527	1,813,479	1,745,976	2,156,095	1,640,703	1,744,961	1,462,583	644,186
Approved	1,325,840	1,698,448	1,573,842	1,977,344	1,694,623	1,541,531	1,188,770	666,484
Denied	65,785	87,519	134,551	169,191	206,236	217,184	186,826	96,372
Percent Denied	5%	5%	8%	8%	11%	12%	14%	13%
Pending (End of	256,451	267,329	392,907	430,306	283,218	274,368	341,571	212,150
I-131 Travel Document								
Initial Receipts	522,054	476,830	471,366	469,962	452,026	379,165	371,880	220,524
Approved	442,421	420,301	447,628	335,035	520,517	391,027	318,021	188,339
Denied	26,005	29,645	31,829	23,182	37,539	30,800	29,649	13,522
Percent Denied	6%	7%	7%	6%	7%	7%	9%	7%
Pending (End of	102,045	116,562	106,237	217,603	108,887	60,770	66,977	84,301
I-90 Application to Replace Green Card								
Initial Receipts	705,086	773,865	880,462	717,174	630,663	681,407	680,957	354,578
Approved	706,196	815,306	668,660	470,286	1,071,443	668,647	632,121	360,549
Denied	11,976	10,696	9,411	19,941	40,035	29,314	50,360	13,537
Percent Denied	2%	1%	1%	4%	4%	4%	7%	4%
Pending (End of	238,631	257,628	500,422	761,953	276,293	244,226	246,491	206,308
I-751 Removal of Conditions on Residence								
Initial Receipts	103,937	56,375	99,752	131,832	163,395	107,031	132,952	77,111
Approved	88,044	53,280	91,157	38,045	115,281	168,825	135,328	68,206
Denied	3,872	4,980	7,342	4,516	7,643	8,342	11,252	5,463
Percent Denied	4%	9%	7%	11%	6%	5%	8%	7%
Pending (End of	84,227	76,965	68,467	159,708	150,523	63,054	40,156	57,486
N-400								
Initial Receipts	460,916	501,646	700,649	523,370	662,794	602,972	730,642	596,363
Approved	898,315	613,161	589,728	456,063	536,176	600,366	702,663	348,719
Denied	399,670	218,326	139,779	91,599	103,339	108,247	120,722	49,925
Percent Denied	31%	26%	19%	17%	16%	15%	15%	13%
Pending (End of	817,431	618,750	623,519	628,025	653,128	552,296	473,467	692,504
N600/N643 Certificate of Citizenship								
Initial Receipts	71,468	70,269	69,943	60,894	59,519	56,321	60,021	42,895
Approved	56,990	84,134	88,312	61,794	61,866	50,288	58,766	34,365
Denied	7,762	11,600	11,243	8,857	8,487	7,428	7,873	4,575
Percent Denied	12%	12%	11%	13%	12%	13%	12%	12%
Pending (End of	95,143	76,454	52,269	43,284	35,618	36,536	28,971	35,618

Appendix 2: International Visits


Australia. The Ombudsman traveled to Australia in mid-August 2006 to exchange views with Australian government entities regarding immigration-related issues such as migration, detention, integration, citizenship, processing, and customer service. The Ombudsman had extensive discussions with Australian immigration officials, including the Commonwealth Ombudsman, on practices and systems related to the delivery of information, public outreach, and resolving complaints. U.S. Embassy Canberra and the Consulate General Sydney arranged a full schedule of meetings with Australian officials, including with the public and national radio as part of the Embassy's speaker program. The Ombudsman explained the role of this office and exchanged views on immigration.


Among the government contacts the Ombudsman met in Sydney were the New South Wales (NSW) Deputy State Director, the NSW Detention Review Manager, officials of the Australian Migrant English Programme, and the Auburn Migrant Resource Center. In Canberra, the Ombudsman's hosts included several Assistant Secretaries in the National Office, including the First Assistant Secretary in the Citizenship, Settlement, and Multicultural Affairs Division, and the Commonwealth Ombudsman. 

Canada. The Ombudsman met with Citizenship and Immigration Canada (CIC) officials and stakeholders about immigration best practices and processes.

Best practices include: (1) a CIC values and ethics code; (2) senior public servants perform naturalization ceremonies; (3) two-year and six-week rotational assignments for domestic officers to work at CIC; (4) case conferencing where CIC officers share details of specific cases with other CIC officers to help clarify points and develop ideas; (5) call center operators having full access to CIC immigrant databases with case information; and (6) CIC plans to introduce email at its call centers as a way to inquire about case status and/or case comments and concerns. 

Italy. The Ombudsman visited Rome to review operations at the USCIS Rome District Office and to participate in meetings at the U.S. Embassy, International Organization of Migration Mission, Italian Ministry of Interior, and the UNHCR Regional Office. Issues identified include:

(1) Military naturalization. Overseas operations facilitate USCIS efforts to conduct military naturalization ceremonies. Interviews to validate military naturalization applicants' backgrounds are frequently conducted via video teleconference. 

(2) Refugee processing. USCIS obtains fingerprints for certain refugee applicants and conducts post-adjudication DNA testing for Form I-730, follow-to-join refugee petitions, applicants. 

Appendix 3: USCIS Facilities Visited

Number	Date Visited	Facility
1	9/11/2003	Administrative Appeals Unit
2	9/16/2003	New York District Office
3	9/18/2003	Miami Asylum Office
4	9/18/2003	Miami District Office
5	9/19/2003	Orlando Application Support Center
6	9/19/2003	Orlando Sub-Office
7	9/23/2003	Los Angeles Applicant Support Center
8	9/23/2003	Los Angeles District Office
9	9/24/2003	California Service Center
10	9/24/2003	Western Region Office
11	9/25/2003	Central Region Office
12	9/25/2003	Dallas District Office
13	9/26/2003	Texas Service Center
14	10/15/2003	San Antonio Application Support Center
15	10/15/2003	San Antonio District Office
16	11/6/2003	Detroit Applicant Support Center
17	11/6/2003	Detroit District Office
18	11/7/2003	Chicago Asylum Office
19	11/7/2003	Chicago District Office
20	12/12/2003	Washington District Office
21	12/23/2003	Baltimore District Office
22	1/15/2004	San Juan Applicant Support Center
23	1/15/2004	San Juan District Office
24	1/21/2004	Phoenix District Office
25	2/11/2004	Kansas City District Office
26	2/12/2004	Missouri Service Center
27	2/13/2004	National Records Center
28	3/23/2004	New York District Office
29	3/30/2004	Dallas District Office
30	3/31/2004	Central Region Office
31	3/31/2004	Texas Service Center
32	4/13/2004	Western Region Office
33	4/13/2004	California Service Center
34	4/14/2004	Los Angeles District Office
35	4/15/2004	San Diego District Office
36	5/3/2004	Chicago District Office
37	5/3/2004	Chicago Lockbox
38	5/4/2004	Chicago Asylum Office
39	5/14/2004	Tampa Sub-Office
40	7/16/2004	New York District Office
41	7/21/2004	Atlanta District Office
42	7/22/2004	USCIS Academy at the Federal Law Enforcement Training Center (FLETC)
43	7/26/2004	Vermont Service Center
44	7/28/2004	Eastern Region Office
45	7/28/2004	Eastern Forms Center
46	7/29/2004	Nebraska Service Center

47	7/31/2004	Omaha District Office
48	9/20/2004	San Jose Sub-Office
49	9/20/2004	San Francisco District Office
50	9/21/2004	Anchorage District Office
51	9/23/2004	Seattle District Office
52	9/29/2004	Corbin Card Production Facility
53	9/29/2004	Pearson Contract Corbin Call Center
54	9/30/2004	Louisville Sub-Office
55	10/12/2004	Buffalo District Office
56	10/13/2004	Cleveland District Office
57	10/14/2004	Detroit District Office
58	10/15/2004	Chicago District Office
59	10/28/2004	Tampa Sub-Office
60	11/3/2004	Central Region Office
61	11/4/2004	Dallas District Office
62	12/9/2004	Philadelphia District Office
63	12/10/2004	Newark District Office
64	1/4/2005	Central Region Office
65	1/4/2005	Dallas District Office
66	1/5/2005	Dallas District Office
67	2/22/2005	Norfolk Sub-Office
68	2/24/2005	Washington District Office
69	2/28/2005	National Benefits Center
70	3/1/2005	National Benefits Center
71	3/2/2005	National Records Center
72	3/3/2005	Seattle District Office
73	3/21/2005	Dallas District Office
74	3/21/2005	Central Region Office
75	3/21/2005	Texas Service Center
76	3/22/2005	Texas Service Center
77	3/23/2005	Western Region Office
78	3/23/2005	California Service Center
79	3/24/2005	California Service Center
80	4/4/2005	Chicago Lockbox
81	4/5/2005	Vermont Service Center
82	4/6/2005	Vermont Service Center
83	4/7/2005	Eastern Region Office
84	8/8/2005	Phoenix District Office
85	8/8/2005	Phoenix Call Center
86	8/9/2005	Los Angeles District Office
87	8/9/2005	Los Angeles Call Center
88	8/10/2005	Los Angeles Lockbox
89	8/10/2005	Los Angeles Asylum Office
90	8/11/2005	San Diego District Office
91	8/11/2005	Chula Vista Satellite Office ¹
92	8/24/2005	Boston District Office
93	8/29/2005	El Paso District Office

94	8/29/2005	Ciudad Juarez Sub-Office
95	8/31/2005	Houston District Office
96	9/1/2005	Dallas District Office
97	9/2/2005	Texas Service Center
98	9/26/2005	Orlando Sub-Office
99	9/27/2005	Miami District Office
100	10/25/2005	California Service Center
101	10/26/2005	California Service Center
102	11/15/2005	Hartford Sub-Office
103	11/17/2005	Chicago Lockbox
104	11/18/2005	National Benefits Center
105	11/20/2005	National Records Center
106	1/30/2006	Charlotte Sub-Office
107	1/31/2006	Atlanta District Office
108	1/31/2006	Atlanta Application Support Center
109	2/1/2006	Jacksonville Sub-Office
110	2/2/2006	West Palm Beach Sub-Office
111	3/1/2006	Pittsburgh Sub-Office
112	3/13/2006	Los Angeles District Office
113	3/15/2006	California Service Center
114	3/16/2006	Chula Vista Satellite Office
115	3/28/2006	New York District Office
116	3/29/2006	New York Tier II Call Center
117	4/18/2006	Portland, ME District Office
118	4/19/2006	Vermont Service Center
119	4/20/2006	St. Albans Sub-Office
120	4/20/2006	Field Support Center, Office of Procurement (Williston, VT)
121	4/21/2006	Eastern Region Office, VT
122	4/21/2006	Eastern Forms Center
123	5/12/2006	Orlando Sub-Office
124	5/25/2006	Dallas District Office
125	8/3/2006	Honolulu District Office
126	8/3/2006	Honolulu Application Support Center
127	8/28/2006	Kansas City District Office*
128	8/29/2006	Burlington Region Office*
129	9/13/2006	Des Moines Sub-Office*
130	9/13/2006	St. Paul District Office
131	9/14/2006	Chicago District Office
132	9/15/2006	Chicago Asylum Office
133	9/15/2006	Chicago Lockbox
134	9/19/2006	New York District Office
135	9/25/2006	Denver District Office
136	9/26/2006	Sacramento Sub-Office Office
137	10/3/2006	National Records Center

138	10/11/2006	Newark Asylum Office*
139	10/25/2006	California Service Center*
140	10/27/2006	Sacramento Sub Office*
141	11/8/2006	Vermont Service Center*
142	11/14/2006	Digitization Center, Kentucky
143	11/14/2006	Tier 1, Call Center in Kentucky
144	11/29/2006	Los Angeles Asylum Office*
145	12/11/2006	Harlingen District Office
146	12/12/2006	Texas Service Center
147	12/12/2006	Dallas District Office
148	12/12/2006	Chicago Lockbox*
149	1/10/2007	Arlington Asylum Office*
150	1/18/2007	New York Asylum Office*
151	1/30/2007	Miami District Office
152	1/31/2007	West Palm Beach Field Office
153	2/1/2007	Tampa District Office
154	2/1/2007	Miami Asylum Office*
155	2/2/2007	Orlando Field Office
156	2/12/2007	New York District Office
157	2/21/2007	Newark District Office
158	2/21/2007	Office of Contracting in Burlington*
159	2/21/2007	Vermont Service Center*
160	2/22/2007	Philadelphia District Office
161	3/8/2007	Baltimore District Office
162	3/17/2007	Rome, Italy Field Office
163	4/16/2007	El Paso Field Office
164	4/17/2007	Oklahoma City Field Office
165	4/18/2007	National Benefits Center
166	4/18/2007	National Records Center
167	4/26/2007	Washington District Office
168	5/8/2007	Nebraska Service Center

¹ Omitted from 2006 Report in error.

* Offices visited by Ombudsman's staff members.

Appendix 4: Homeland Security Act Excerpts**Homeland Security Act Sections 451, 452, and 453
(6 U.S.C. §§ 271, 272, and 273)****SEC. 451. ESTABLISHMENT OF BUREAU OF CITIZENSHIP AND IMMIGRATION SERVICES.**

(a) ESTABLISHMENT OF BUREAU-

- (1) IN GENERAL- There shall be in the Department a bureau to be known as the 'Bureau of Citizenship and Immigration Services'.
- (2) DIRECTOR- The head of the Bureau of Citizenship and Immigration Services shall be the Director of the Bureau of Citizenship and Immigration Services, who--
 - (A) shall report directly to the Deputy Secretary;
 - (B) shall have a minimum of 5 years of management experience; and
 - (C) shall be paid at the same level as the Assistant Secretary of the Bureau of Border Security.
- (3) FUNCTIONS- The Director of the Bureau of Citizenship and Immigration Services--
 - (A) shall establish the policies for performing such functions as are transferred to the Director by this section or this Act or otherwise vested in the Director by law;
 - (B) shall oversee the administration of such policies;
 - (C) shall advise the Deputy Secretary with respect to any policy or operation of the Bureau of Citizenship and Immigration Services that may affect the Bureau of Border Security of the Department, including potentially conflicting policies or operations;
 - (D) shall establish national immigration services policies and priorities;
 - (E) shall meet regularly with the Ombudsman described in section 452 to correct serious service problems identified by the Ombudsman; and
 - (F) shall establish procedures requiring a formal response to any recommendations submitted in the Ombudsman's annual report to Congress within 3 months after its submission to Congress.
- (4) MANAGERIAL ROTATION PROGRAM-
 - (A) IN GENERAL- Not later than 1 year after the effective date specified in section 455, the Director of the Bureau of Citizenship and Immigration Services shall design and implement a managerial rotation program under which employees of such bureau holding positions involving supervisory or managerial responsibility and classified, in accordance with chapter 51 of title 5, United States Code, as a GS-14 or above, shall--
 - (i) gain some experience in all the major functions performed by such bureau; and
 - (ii) work in at least one field office and one service center of such bureau.

- (B) REPORT- Not later than 2 years after the effective date specified in section 455, the Secretary shall submit a report to Congress on the implementation of such program.
- (5) PILOT INITIATIVES FOR BACKLOG ELIMINATION- The Director of the Bureau of Citizenship and Immigration Services is authorized to implement innovative pilot initiatives to eliminate any remaining backlog in the processing of immigration benefit applications, and to prevent any backlog in the processing of such applications from recurring, in accordance with section 204(a) of the Immigration Services and Infrastructure Improvements Act of 2000 (8 U.S.C. 1573(a)). Such initiatives may include measures such as increasing personnel, transferring personnel to focus on areas with the largest potential for backlog, and streamlining paperwork.
- (b) TRANSFER OF FUNCTIONS FROM COMMISSIONER- In accordance with title XV (relating to transition provisions), there are transferred from the Commissioner of Immigration and Naturalization to the Director of the Bureau of Citizenship and Immigration Services the following functions, and all personnel, infrastructure, and funding provided to the Commissioner in support of such functions immediately before the effective date specified in section 455:
 - (1) Adjudications of immigrant visa petitions.
 - (2) Adjudications of naturalization petitions.
 - (3) Adjudications of asylum and refugee applications.
 - (4) Adjudications performed at service centers.
 - (5) All other adjudications performed by the Immigration and Naturalization Service immediately before the effective date specified in section 455.
- (c) CHIEF OF POLICY AND STRATEGY -
 - (1) IN GENERAL- There shall be a position of Chief of Policy and Strategy for the Bureau of Citizenship and Immigration Services.
 - (2) FUNCTIONS- In consultation with Bureau of Citizenship and Immigration Services personnel in field offices, the Chief of Policy and Strategy shall be responsible for--
 - (A) making policy recommendations and performing policy research and analysis on immigration services issues; and
 - (B) coordinating immigration policy issues with the Chief of Policy and Strategy for the Bureau of Border Security of the Department.
- (d) LEGAL ADVISOR-
 - (1) IN GENERAL- There shall be a principal legal advisor to the Director of the Bureau of Citizenship and Immigration Services.
 - (2) FUNCTIONS- The legal advisor shall be responsible for--
 - (A) providing specialized legal advice, opinions, determinations, regulations, and any other assistance to the Director of the Bureau of Citizenship and Immigration Services with respect to legal matters affecting the Bureau of Citizenship and Immigration Services; and
 - (B) representing the Bureau of Citizenship and Immigration Services in visa petition appeal proceedings before the Executive Office for Immigration Review.

(e) BUDGET OFFICER-

(1) IN GENERAL- There shall be a Budget Officer for the Bureau of Citizenship and Immigration Services.

(2) FUNCTIONS-

(A) IN GENERAL- The Budget Officer shall be responsible for--

- (i) formulating and executing the budget of the Bureau of Citizenship and Immigration Services;
- (ii) financial management of the Bureau of Citizenship and Immigration Services; and
- (iii) collecting all payments, fines, and other debts for the Bureau of Citizenship and Immigration Services.

(f) CHIEF OF OFFICE OF CITIZENSHIP-

(1) IN GENERAL- There shall be a position of Chief of the Office of Citizenship for the Bureau of Citizenship and Immigration Services.

(2) FUNCTIONS- The Chief of the Office of Citizenship for the Bureau of Citizenship and Immigration Services shall be responsible for promoting instruction and training on citizenship responsibilities for aliens interested in becoming naturalized citizens of the United States, including the development of educational materials.

SEC. 452. CITIZENSHIP AND IMMIGRATION SERVICES OMBUDSMAN.

(a) IN GENERAL- Within the Department, there shall be a position of Citizenship and Immigration Services Ombudsman (in this section referred to as the 'Ombudsman'). The Ombudsman shall report directly to the Deputy Secretary. The Ombudsman shall have a background in customer service as well as immigration law.

(b) FUNCTIONS- It shall be the function of the Ombudsman—

- (1) to assist individuals and employers in resolving problems with the Bureau of Citizenship and Immigration Services;
- (2) to identify areas in which individuals and employers have problems in dealing with the Bureau of Citizenship and Immigration Services; and
- (3) to the extent possible, to propose changes in the administrative practices of the Bureau of Citizenship and Immigration Services to mitigate problems identified under paragraph (2).

(c) ANNUAL REPORTS-

(1) OBJECTIVES- Not later than June 30 of each calendar year, the Ombudsman shall report to the Committee on the Judiciary of the House of Representatives and the Senate on the objectives of the Office of the Ombudsman for the fiscal year beginning in such calendar year. Any such report shall contain full and substantive analysis, in addition to statistical information, and--

(A) shall identify the recommendations the Office of the Ombudsman has made on improving services and responsiveness of the Bureau of Citizenship and Immigration Services;

- (B) shall contain a summary of the most pervasive and serious problems encountered by individuals and employers, including a description of the nature of such problems;
 - (C) shall contain an inventory of the items described in subparagraphs (A) and (B) for which action has been taken and the result of such action;
 - (D) shall contain an inventory of the items described in subparagraphs (A) and (B) for which action remains to be completed and the period during which each item has remained on such inventory;
 - (E) shall contain an inventory of the items described in subparagraphs (A) and (B) for which no action has been taken, the period during which each item has remained on such inventory, the reasons for the inaction, and shall identify any official of the Bureau of Citizenship and Immigration Services who is responsible for such inaction;
 - (F) shall contain recommendations for such administrative action as may be appropriate to resolve problems encountered by individuals and employers, including problems created by excessive backlogs in the adjudication and processing of immigration benefit petitions and applications; and
 - (G) shall include such other information as the Ombudsman may deem advisable.
- (2) **REPORT TO BE SUBMITTED DIRECTLY-** Each report required under this subsection shall be provided directly to the committees described in paragraph (1) without any prior comment or amendment from the Secretary, Deputy Secretary, Director of the Bureau of Citizenship and Immigration Services, or any other officer or employee of the Department or the Office of Management and Budget.
- (d) **OTHER RESPONSIBILITIES-** The Ombudsman—
- (1) shall monitor the coverage and geographic allocation of local offices of the Ombudsman;
 - (2) shall develop guidance to be distributed to all officers and employees of the Bureau of Citizenship and Immigration Services outlining the criteria for referral of inquiries to local offices of the Ombudsman;
 - (3) shall ensure that the local telephone number for each local office of the Ombudsman is published and available to individuals and employers served by the office; and
 - (4) shall meet regularly with the Director of the Bureau of Citizenship and Immigration Services to identify serious service problems and to present recommendations for such administrative action as may be appropriate to resolve problems encountered by individuals and employers.
- (e) **PERSONNEL ACTIONS-**
- (1) **IN GENERAL-** The Ombudsman shall have the responsibility and authority--
 - (A) to appoint local ombudsmen and make available at least 1 such ombudsman for each State; and
 - (B) to evaluate and take personnel actions (including dismissal) with respect to any employee of any local office of the Ombudsman.
 - (2) **CONSULTATION-** The Ombudsman may consult with the appropriate supervisory personnel of the Bureau of Citizenship and Immigration Services in carrying out the Ombudsman's responsibilities under this subsection.
- (f) **RESPONSIBILITIES OF BUREAU OF CITIZENSHIP AND IMMIGRATION SERVICES-** The Director of the Bureau of Citizenship and Immigration Services shall establish procedures requiring a

formal response to all recommendations submitted to such director by the Ombudsman within 3 months after submission to such director.

(g) OPERATION OF LOCAL OFFICES-

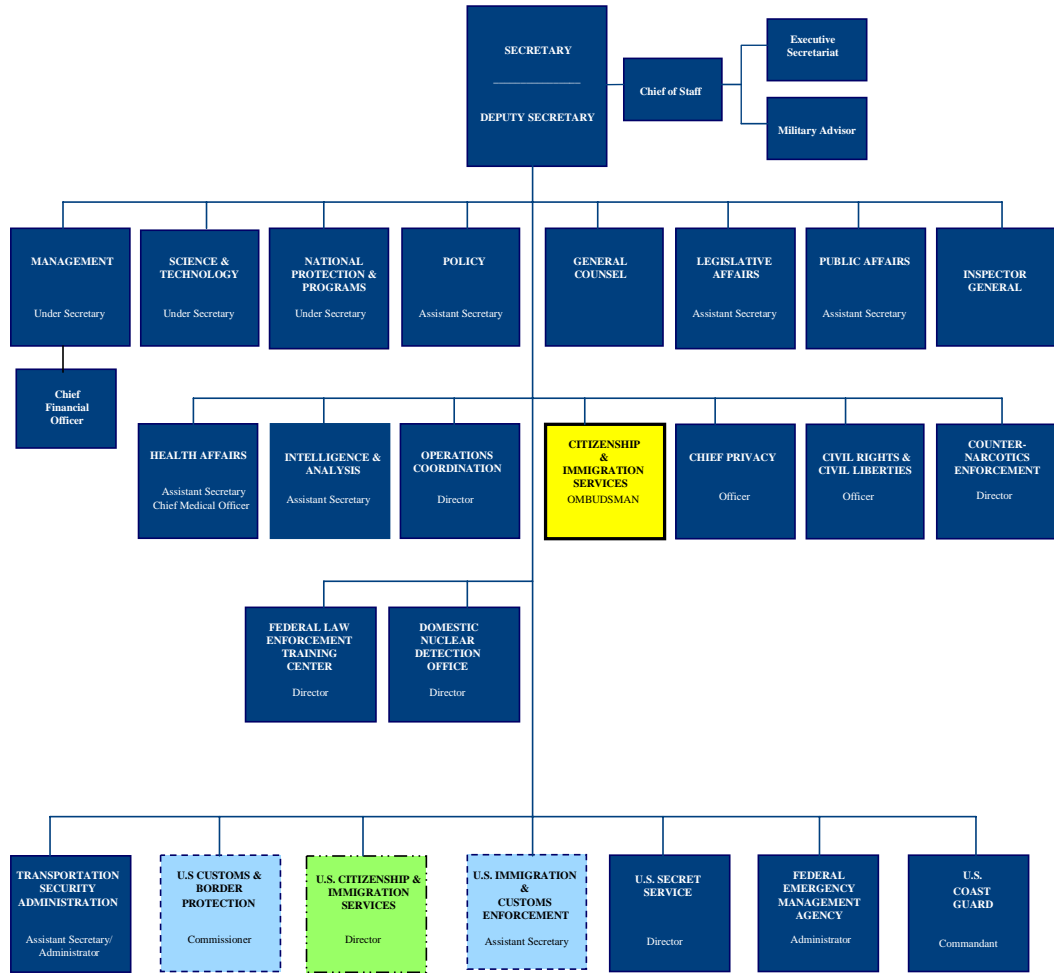
- (1) IN GENERAL- Each local ombudsman--
 - (A) shall report to the Ombudsman or the delegate thereof;
 - (B) may consult with the appropriate supervisory personnel of the Bureau of Citizenship and Immigration Services regarding the daily operation of the local office of such ombudsman;
 - (C) shall, at the initial meeting with any individual or employer seeking the assistance of such local office, notify such individual or employer that the local offices of the Ombudsman operate independently of any other component of the Department and report directly to Congress through the Ombudsman; and
 - (D) at the local ombudsman's discretion, may determine not to disclose to the Bureau of Citizenship and Immigration Services contact with, or information provided by, such individual or employer.
- (2) MAINTENANCE OF INDEPENDENT COMMUNICATIONS- Each local office of the Ombudsman shall maintain a phone, facsimile, and other means of electronic communication access, and a post office address, that is separate from those maintained by the Bureau of Citizenship and Immigration Services, or any component of the Bureau of Citizenship and Immigration Services.

SEC. 453. PROFESSIONAL RESPONSIBILITY AND QUALITY REVIEW.

- (a) IN GENERAL.—The Director of the Bureau of Citizenship and Immigration Services shall be responsible for—
 - (1) conducting investigations of noncriminal allegations of misconduct, corruption, and fraud involving any employee of the Bureau of Citizenship and Immigration Services that are not subject to investigation by the Inspector General for the Department;
 - (2) inspecting the operations of the Bureau of Citizenship and Immigration Services and providing assessments of the quality of the operations of such bureau as a whole and each of its components; and
 - (3) providing an analysis of the management of the Bureau of Citizenship and Immigration Services.
- (b) SPECIAL CONSIDERATIONS.—In providing assessments in accordance with subsection (a)(2) with respect to a decision of the Bureau of Citizenship and Immigration Services, or any of its components, consideration shall be given to— H. R. 5005—66
 - (1) the accuracy of the findings of fact and conclusions of law used in rendering the decision;
 - (2) any fraud or misrepresentation associated with the decision; and
 - (3) the efficiency with which the decision was rendered.

Appendix 5: DHS Organization Chart

Department of Homeland Security Organizational Chart



- Part of the former INS which was combined with part of U.S. Customs
- Formerly part of the INS Immigration Services Division
- Newly created agency under Homeland Security Act

As of June 6, 2007 from www.dhs.gov

 <h2 style="margin: 0;">Homeland Security</h2>	<p style="margin: 0;"><i>Office of the Citizenship and Immigration Services Ombudsman</i></p> <p style="margin: 0;">U.S. Department of Homeland Security Mail Stop 1225 Washington, DC 20528-1225</p>
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Appendix 6: Biography of Prakash Khatri, Ombudsman

Prakash Khatri was appointed as the first Department of Homeland Security (DHS), Citizenship and Immigration Services Ombudsman in July 2003 by Secretary Tom Ridge. The Ombudsman assists individuals and employers who experience problems with United States Citizenship and Immigration Services (USCIS). He also identifies systemic problems with USCIS processes and recommends solutions. Mr. Khatri has provided executive leadership, vision, and direction to this office from its inception as a one-person entity to its authorized total of 24 full time staff plus six contractor staff.

As the Ombudsman, Mr. Khatri has made numerous recommendations to the Director of USCIS for changes to the immigration benefits process based on data collected through various outreach activities including: traveling to over 150 USCIS and other DHS facilities, meeting with DHS immigration officials, and conferring with countless private individuals and community based organizations. Mr. Khatri also meets with federal and state government leaders as well as stakeholder organizations to learn of the difficulties they experience with USCIS. In addition, Mr. Khatri has served as an advisor on numerous DHS immigration reform initiatives and acted in a key leadership role for the DHS Second Stage Review's Immigration Policy Team.

Mr. Khatri earned his B.A. from Stetson University (1981) and J.D. from Stetson University College of Law (1983). Mr. Khatri was admitted to the Florida State Bar in 1984, and at the age of 22 was the youngest attorney in the state's history. He was among the first 35 members of the Florida Bar to pass the Immigration and Nationality Board Certification examination. Mr. Khatri subsequently served on the Florida Bar Immigration and Nationality Board Certification Committee where he developed and evaluated board certification exams.

In private practice, Mr. Khatri spent almost two decades representing individuals and businesses from more than 100 countries in the area of immigration law providing strategic planning and visa processing advice to corporate clients. He also conducted immigration seminars in Taiwan, India, and South Africa.

Mr. Khatri also worked for five years as Manager of Immigration and Visa Processing for Walt Disney World in Florida. While working for Disney, Mr. Khatri traveled to U.S. consular posts in more than 18 countries. At Disney, he developed and implemented an automated high-volume visa processing system and other innovations that reduced unnecessary paperwork and improved efficiencies related to handling employee visa applications.

In addition to serving as a former President of the Central Florida Chapter of the American Immigration Lawyers Association, Mr. Khatri is a past President of the Asian-Pacific American Heritage Council of Central Florida.