

# STRATEGIC GOAL 5: STRENGTHEN THE INFRASTRUCTURE SUPPORTING THE USCIS MISSION

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

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

**STRATEGIC GOAL 5**

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

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

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

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



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

**OBJECTIVE 5.3: MANAGE FINANCIAL RESOURCES STRATEGICALLY, INCLUDING REVENUE, EXPENDITURES, AND CAPITAL INVESTMENTS**

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

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



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

