

NLWJC - Kagan

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Immigration - Naturalization

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Immigration and Naturalization Service

Status of Examinations Fee Account

Exams Fee Account Review--

INS performed a detailed review of the Exams Fee Account to comply with the Congressional mandate to redirect five percent of the account's base budget toward the naturalization initiatives. The Exams Fee account review resulted in a \$38.1 million base reallocation. The review focused on FY 1998 spending for all programs to ensure that resources were available to continue with the improvements in the Naturalization program, to continue with the Service-wide records centralization project, and to provide the required funding for the fingerprint program. A Congressional notification of the base reallocation is currently being prepared by the Department of Justice.

Revenue Received as of April 30, 1998--

As of April 30, the Exams Fee Account has collected a total of \$271 million in application fees, of which \$158,656 is from fees charged for fingerprint processing. The revenue collected to date is 49 percent of the current \$513.4 million projection. The following is an explanation of legislative changes and impact of delayed fee implementation on the Exams Fee account.

- **Legislative changes for 245(i)** - Section 245(i) of the INA allowed aliens who have a current immigration visa number, but who are unlawfully in the United States to remain and adjust their status on payment of a \$1,000 penalty. This section of law was terminated on January 14, 1997, except for those aliens whose sponsors have filed an immigrant visa petition with INS, or an application for labor certification in accordance with Department of Labor regulations. This change decreased the projected volume of applications by 14 percent from FY 1997 to FY 1998 to a total of 214,575.
- **Delayed Implementation of New Fees** - The projected level of resources (\$513.4 million) for the Exams Fee account has already been reduced by approximately \$57.4 million based on the revised schedule for the implementation of new fees compared to the November 1997 estimate when fees were expected to be implemented by August 1, 1998. If the implementation of new fees are not

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effective at the beginning of FY 1999, it will have the following impact on the Exams Fee account:

- **Implementation of new fees in October** - The revenue collected will provide additional resources that will allow INS to reprogram \$97.6 million to address backlog reduction in naturalization applications.
- **Implementation of new fees in November** - The revenue collected will be reduced by \$55.4 million, a 7 percent decrease in revenue from the projected level if the new fees were implemented in October. The Exams Account will have to reallocate base resources even further to cover the revenue shortfall, or reduce the amount of resources planned in the FY 1999 reprogramming request for improvements in the processing of naturalization applications.
- **Implementation of new fees in December** - There will be an \$83 million reduction in revenue received, a 9 percent decrease in revenue from the projected level if new fees are implemented in October. This level of funding would eliminate the possibility of requesting a FY 1999 reprogramming request for reducing the backlog in naturalization applications, and reaching a 10 month processing goal.
- **Implementation of new fees in January** - A decrease of \$110.7 million, a 13 percent loss of revenue from the current projected level if the new fees are not implemented until January 1999. The Exams Fee account would not have the \$97.6 million currently projected in FY 1999 for a reprogramming to address backlog reduction in naturalization applications. In order to provide funds to address backlog reduction, and the FY 1999 budget request, a base reallocation of \$89.6 million would be required. A loss of revenue of this amount, would halt the progress that INS has made in improving the naturalization process and result in a large number of terminations for temporary employees and would eliminate any possibility for INS to reach a 10 month goal for processing naturalization applications.



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FY 1998 Appropriation--

The FY 1998 Appropriation provided an increase of \$196.1 million in the Exams Fee account to address naturalization initiatives. The status of these initiatives is listed below:

- CLAIMS System (\$5,210,000) - Software development is mostly complete and CLAIMS 4.0 is being piloted at the Nebraska Service Center and the Chicago District Office. While CLAIMS 4.0 is not yet performing optimally in either pilot, software changes continue to improve. Simultaneous, CLAIMS IV has been deployed to Texas and California Service Centers, they are processing some applications through CLAIMS 4.0. INS expects to deploy CLAIMS 4.0 to the top 6 cities (Chicago, Miami, Los Angeles, San Francisco, New York City, and Newark) and their sub-offices by the end of FY 1998. Sixty-five percent of their workload will be processed through CLAIMS 4.0.
- Records Centralization (\$11,096,000) - INS is fully prepared to implement this project. A notification was forwarded to congress on November 6, 1997 and INS is awaiting Congressional approval on the location of the facility. Therefore, the vast majority of these resources (\$9.1 million) are held in abeyance awaiting congressional approval. However, plans are underway to utilize these resources to invest in efforts that promote the underlying goals of the RAPID Project. INS will invest in projects that address fundamental records problems that affect the Service as a whole rather than invest in piecemeal, temporary solutions at selected sites.
- Central Index System (\$1,250,000) - resources have been allocated to enhance the Central Index System. IN FY 1998, there is a total of \$2.6 million (\$1.3 million in base resources and \$1.3 million from FY 1998 program enhancements) available for CIS, as of April 30, \$1.6 million has been obligated.
- Records Contract Support (\$4,800,000) - resources has been allocated to provide funds for additional records contract support in district offices and the proportionate amount of obligations should be occurring throughout the year. As of April 30, \$2.2 million has been obligated.



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- Naturalization Ceremonies (\$5,273,000) - \$3.2 million has been allocated for oath ceremonies and \$2.1 million has been allocated for administrative ceremonies, of which \$300,000 has been obligated. A total of \$5.8 million has been obligated for oath ceremonies as of April 30, this amount includes FY 1998 program enhancements and base resources.
- Fingerprint Requirements (130 positions and \$67,000,000) - 75 Application Support Centers (ACS), 51 ASCs co-located within existing INS offices, 44 mobile routes, and 38 designated law enforcement agencies operating under sole source agreements with INS will take all fingerprints for all immigration benefits applications requiring a FBI background check. A \$25 application fee is being collected for fingerprint processing. INS has purchased 100 live scan fingerprint machines and intends to purchase approximately 300 additional machines, once a cost benefit analysis of vendors is complete. All 130 positions have been added to the POST system and recruiting actions are under way.
- 400 Term Positions (\$38,287,000) - Term positions were provided to convert 400 temporary positions to term appointments to process naturalization and adjustment of status applications. Of the 400 term positions, 213 are on-board as of May 12, 32 selected and 54 are in recruitment process.
- Quality Assurance (121 positions and \$10,913,000) - Resources were provided for quality assurance staff to oversee processing of naturalization applications and to provide for the continued audit of the procedures. Of the 121 positions, 60 positions have been deployed to the field, 3 positions to Regional Offices, 11 positions to Internal Audit. The remaining 47 positions are being added to POST for recruitment action. Five positions in Internal Audit and 2 positions in the Office of Naturalization Operations are pending Congressional notification.
- Direct Mail (125 positions and \$33,169,000) - All 80 offices have been transitioned to Direct Mail for all new naturalization applications filed. All 125 positions have been added to POST and 85 are on-board as of April 30. The remaining 40 positions are in the recruitment/hiring process.



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- \$14,081,000 for overtime and Service Center contract support to address naturalization backlogs and processing times has been allocated. Only \$1.3 million has been obligated as of April 30; however, there are plans currently being developed to allocate the remaining resources to the field.
- Texas Service Center (\$1,900,000) - \$200,000 has been allocated to the Construction and Engineering program and the remaining \$1,700,000 to the Adjudication and Naturalization program for the expansion of the Texas Service Center. As of April 30, \$1.3 million been obligated for computers, 2D bar code readers, other miscellaneous equipment and facility expansion.

Based on current receipt and planned expenditures carryover into FY 1999 is expected to be minimal. The only known item for which we do not expect to obligate all of the available funding in FY 1998 is the FBI fingerprint reimbursement. As a result of electronically submitting prints to the FBI we anticipate savings in the range of \$8 - \$10 million, part of which will be used to fund DFS refunds and costs of the Kentucky ICPS facility.

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Examinations Fee Account

**Status of FY 1998 Enhancements
(Dollars in Thousands)**

	Received		Obligated		Percent Obligated
	Position	Amount	Position	Amount	
Item: Claims	...	\$5,210	...	\$4,079	78%

Accomplishments:

- At present, INS completed 95 percent of the development work for CLAIMS 4 supporting the Naturalization process. Testing of close-out of ceremonies is the only module remaining to be completed. INS has completed the development of a fingerprint scheduler that will schedule an applicant to the nearest ASC. This feature will ensure appropriate scheduling and improve workflow and production at ASCs. A Fingerprint tracking system was also developed that includes the automated capture of the masthead information for the FBI card in a 2D bar code format to ensure the integrity of the process and minimize errors and data entry costs.
- CLAIMS 4 has been deployed in all four Service Centers as well as the Chicago and Miami District Offices. While CLAIMS 4 is not yet performing optimally, software changes and capacity upgrades continue to be improve performance. INS expects to deploy CLAIMS 4 to the top 6 cities (Chicago, Miami, Los Angeles, San Francisco, New York City, and Newark) and their sub-offices by the end of FY 198. Sixty-four percent of the total workload will be processed through CLAIMS 4.
- INS has also continued its development of the Naturalization Web Page. Currently available is the ability to get information, forms, and take a civic and history self -test online. INS is getting an average of 20,000 visits and 6,100 self-tests a month on the Naturalization page. We also have NATZ news online which is a newsletter that describes ongoing activities.

	Received		Obligated		Percent Obligated
	Position	Amount	Position	Amount	
Item: Records Centralization	...	\$11,096	...	\$4,600	41%

Accomplishments:

- INS is fully prepared to implement the Records Centralization project. A notification was forwarded to Congress on November 6, 1997 and INS is awaiting Congressional approval on the location of the facility. Therefore, the vast majority of these resources (\$6.5 million) are held in abeyance awaiting congressional approval.
- Items funded include contract support for records cleanup in an offsite location (relocating specific and temporary records backlog and cleanup activities), Office of Naturalization data integrity and audit effort to support naturalization re-engineering and backlog reduction, targeted records backlogs initiatives in major districts, training and standard operating procedures revisions and implementation.
- Developed plans to utilize these resources to invest in efforts that promote the underlying goals of the RAPID Project. INS will invest in projects that address fundamental records problems that affect the Service as a whole rather than invest in piecemeal, temporary solutions at selected sites.

	Received		Obligated		Percent Obligated
	Position	Amount	Position	Amount	
Item: Central Index System	...	\$1,250	...	\$942	75%

Accomplishments:

- Resources have been allocated to enhance the Central Index System. In FY 1998, there is a total of \$2.6 million (\$1.3 million in base resources and \$1.3 million from FY 1998 program enhancements) available for CIS, as of April 30, \$1.6 million has been obligated.
- INS has improved its response time in CIS this year by streamlining soundex queries to provide response from 31 minutes to 31 seconds.

Item: Records Contract Support	Received		Obligated		Percent Obligated
	Position	Amount	Position	Amount	
	...	\$4,800	...	\$4,800	100%

Accomplishments:

- Records Contract Support (\$4,800,000) - resources have been allocated to provide funds for additional records contract support in seven locations in various INS District Office.

Item: Naturalization Ceremonies	Received		Obligated		Percent Obligated
	Position	Amount	Position	Amo	
	...	\$5,273	...	\$5,273	100%

Accomplishments:

- \$3.2 million has been allocated for oath ceremonies and \$2.1 million has been allocated for administrative ceremonies and other general expense items relating to the Naturalization process. A total of \$5.8 million has been obligated for these purposes.

Item: Fingerprint Requirements	Received		Obligated		Percent Obligated
	Position	Amount	Position	Amount	
Exams Account	130	\$67,000	...	\$40,000	60%
Salaries and Expenses	...	<u>16,800</u>	...	<u>*2,000</u>	12%
Subtotal	...	\$83,800	...	\$42,000	50%

* Final estimate for fingerprint machines is not complete as of today; however, INS projects \$13 million in obligations in the first week in August.

Accomplishments:

- INS has opened 68 freestanding Application Support Centers (ACS), 52 ASCs collocated within existing INS offices, and as of May 7, 1998, all 41 Designate Law Enforcement Agencies have signed and returned agreements to fingerprint applicants for the INS. The mobile routes are scheduled to be fully operational by the end of July 1998. These offices and mobile units along with 41 designated law enforcement agencies operating under sole source agreements with INS will take all fingerprints for all immigration benefits applications requiring a FBI background check. A \$25 application fee is being collected, since April, for fingerprint processing.
- INS has purchased 100 live scan fingerprint machines and intends to purchase approximately 300 additional machines off the GSA schedule. All 130 positions have been added to the INS' position tracking system (POST) and recruiting actions are under way.

Item: 400 Term Positions	Received		Obligated		Percent Obligated
	Position	Amount	Position	Amount	
	...	\$38,287	...	\$19,877	52%

Accomplishments:

- Term positions were provided to convert 400 temporary positions to term appointments to process naturalization and adjustment of status applications. Of the 400 term positions, 239 are on-board as of June 6, and 161 are in recruitment process. In addition, due to the

fact that position came on-board later than originally planned, approximately \$8 million of this amount was spent on temporary clerical support.

Item: Quality Assurance	Received		Obligated		Percent Obligated
	Position	Amount	Position	Amount	
	121	\$10,913	58	\$5,961	55%

Accomplishments:

- Quality Assurance - Resources were provided for quality assurance staff to oversee processing of naturalization applications and to provide for the continued audit of the procedures. Of the 121 positions, 60 positions have been deployed to the field, 3 positions to Regional Offices, 11 positions to Internal Audit (of which 5 positions are pending Congressional notification). The Office of Naturalization Operations will also receive 2 positions that are also pending Congressional notification. The remaining 47 positions for the field are being added to POST for recruitment action. Of the 58 positions on board, a portion of the positions have filled critical district adjudication officer positions needed to address the surge in applications and the remaining have been assigned to quality assurance initiatives.

Item: Direct Mail	Received		Obligated		Percent Obligated
	Position	Amount	Position	Amount	
	125	\$33,169	98	\$31,000	93%

Accomplishments:

- All 80 offices have been transitioned to Direct Mail for all new naturalization applications filed. All 125 positions have been added to INS' position tracking system (POST) and approximately 98 are on-board as of June. The remaining 27 positions are in the recruitment/hiring process.

	Received		Obligated		Percent Obligated
	Position	Amount	Position	Amount	
Item: Overtime and Service Center Contract Support	...	\$14,081	...	\$5,739	41%

Accomplishments:

- The \$14,081,000 for overtime and Service Center contract support to address naturalization backlogs and processing times has been allocated. Of that amount, \$5,738,690 has been obligated to date and plans are underway to utilize the remaining resources during the fourth quarter.
- Specifically, \$2,063,000 was allocated to buildout space and move files in Los Angeles, \$875,690 has been allocated to pay for detailees to support backlog reduction efforts in Arlington, Charlotte, Miami, New York City, San Jose, and San Francisco, and \$2,800,000 has been allocated to pay for overtime, contract support, and equipment for all district offices.

	Received		Obligated		Percent Obligated
	Position	Amount	Position	Amount	
Item: Texas Service Center	...	\$1,900	...	\$1,900	100%

Accomplishments:

- \$200,000 has been obligated by the Construction and Engineering program and the remaining \$1,700,000 to the Adjudication and Naturalization program for the expansion of the Texas Service Center purchase of computers, 2D bar code readers, other miscellaneous equipment and facility expansion.

	Received		Obligated		Percent Obligated
	Position	Amount	Position	Amount	
Item: Revocations	27	\$3,400	12	\$1,644	48%

Accomplishments:

- The Central Revocation Unit currently has 5 attorneys (detailed) located in Headquarters (CNN building) and 7 newly hired attorneys are on-board in field offices. The remaining 8 attorneys will be filled with Honor Graduates entering on duty at the end of the fiscal year.

- As of June 18, the Central Revocation Unit has finalized 3,968 of the approximately 6,300 cases referred from the various audits conducted by KPMG Peat Marwick, Justice Management Division, and INS. Notices of Intent to Revoke (NOIR) have been issued in 2,507 cases, and 1,461 cases are not legally sufficient to proceed with revocation.
- More than 1,400 responses have been received to date, and more than 650 hearings have been requested, with more than 100 having been held.
- The Revocation Unit has issued 45 final decisions, 6 cases affirming naturalization, 27 cases terminating administrative proceedings, and 13 cases revoking naturalization. Although policies and procedures for revocation hearings and final decision have been developed, our resources are currently devoted primarily to the issuance of NOIRs within the two year limitations period. We remain on target to issue all legally sufficient NOIRs in a timely manner.

	Received		Obligated		Percent Obligated
	Position	Amount	Position	Amount	
Total FY 1998 Enhancements	273	\$213,179	168	\$127,815	59%

FY 1999 Budget Proposal

Fixing the naturalization system is the agency's top priority, and our focus has been and will continue to be improving customer service while ensuring integrity in the system. We have made tremendous progress in the last year. Of particular note are the opening of new Application Support Centers, which will greatly reduce inconvenience to applicants of having to retake prints and shorten the turnaround time for completing FBI background checks. We have also deployed INS' Direct Mail process to all four Service Centers and all offices for all new naturalization applications filed. This allows applicants to send in their applications to one of the agency's four highly automated Service Centers rather than presenting that application in person. This allows the District Offices to focus their resources on adjudicating applications and conducting interviews. Direct mail also allows INS to pre-process the naturalization applications at one site, using standardized, quality controlled procedures. Also, we have installed the new CLAIMS 4.0 software in our key Service Centers and key District's to process new naturalization applications. This will ensure consistency and include checks and balances that prevent applications from moving forward before all steps have been completed, including FBI background checks. And finally, we have implemented and continue to follow the Quality Assurance practices and procedures (NQP3) that were instituted in FY 1997. INS completed its training and continues to ensure its full implementation. These changes have laid the groundwork for INS to deliver better service to its customers.

However, despite these efforts and our recent infusion of resources in the Exams Fee account, the Service-side of INS remains under funded and is continuously out paced by the tremendous growth we have experienced in the past few years. We want not only to handle this growth, but to excel at it. This package requests \$222 million in additional resources (both Exams Fee account and Salaries and Expenses Appropriation) that will allow us to face the challenges we are experiencing on the Service-side. The initiatives range in scope from backlog reduction, to infrastructure requirements, to bringing our information and application systems into a more modern age.

At present, the Exams Fee account receipts will not cover this aggressive level of program enhancements. The Fee account does not have the additional funding or the flexibility in using available receipts to meet these demands. We are at a crossroads. We can continue to make incremental changes as receipts become available, or we can request a combination of receipts and appropriated resource to bring these issues to the forefront and take a more proactive approach to address the Service-side issues-- Aggressive Backlog reduction in both Naturalization and Adjustment of Status applications, Improved Customer Service, and Modernized access and use of information whether its obtaining status information or utilizing that information to adjudicate applications for benefits.

WHY THE FEE ACCOUNT CANNOT SUPPORT THIS LEVEL OF ACTIVITY:

Proposed New Fees: As you know, after conducting an extensive study of our fee structure, INS knows the fees we are collecting do not cover the real cost of doing business. Our fees have not increased in over four years despite the increase in the cost of processing immigrant benefit application and petitions. The cost of processing immigration adjudication and naturalization applications and petitions has risen primarily because of salary and benefit increases (increased by 9 percent alone in the past three years), price increases for general expense and support cost, and the cost of infrastructure and program improvements. We have a proposal to correct that situation; however, that proposal will only cover the cost of new applications received after the new fees are in place, it does not cover the over 1 million pending applications that have already been collected that are short in some cases by 50 percent of the required costs.

Re-direction of INS' 245 (I) Penalty Fee- Recent amendments to section 245(I) of the Immigration and Nationality Act re-directed the penalty revenue received from 245 (I) applicants to be deposited into the Breached Bond Detention Fund and be made available for detention and deportation activities, resulting in a loss of almost \$160 million from penalty fees in FY 1998, and potentially another \$100 million in FY 1999.

Legislatively Mandated Expenditures- The available resources in the Exams Fee account are also limited because the cost of programs, like asylum and refugee services, are provided free of charge to applicants. Also, over the years, Congress has moved program that were previously funded by appropriated resources, into the Exams Fee account, thereby further constraining the Exam Fee account's flexibility. In total, INS funds over \$130 million in Legislatively mandated non-revenue generating programs.

Exams Fee Account Base- In response to Congressional direction, INS performed a detailed review of the Exams Fee account to reallocate \$38.1 million in base resources for additional Naturalization spending. The review focused on FY 1998 spending for all programs funded in the Exams Fee account, including the Inspections and International Affairs programs. INS has and continues to move in the direction of ensuring that the most critical activities are funded with the available resources and the base is accounted for.

Requested Increases

	Position	Amount
Item: Staffing Backlog		
Adjudications and Naturalization		
Naturalization	300	\$26,009
Adjustment of Status	190	10,571
245 (I) Clean-up & Centralized Address Change at SCs.	...	3,200
Clerical Support (Natz and Adj. Of Status)	...	7,500
Overtime		6,850
Oaths		2,401
Reprint expired fingerprints		2,225
IRM		790
Total	490	\$59,546

- Taking the time to understand and work with the community, as well as giving each customer the time and attention he or she deserves is in large part a function of having the right number of staff and the right staff to do the job. Backlog reduction, however, is not an overnight process. Personnel resources, other than overtime funding, require recruiting, hiring, security clearances, and training before they have an effect on pending caseload. Therefore, we must act now in securing additional resource to address the backlog in applications. INS currently lacks sufficient staff dedicated to service functions. Adjudicators are needed to examine the applications and administrative staff is needed to provide clerical help and answer incoming calls. The huge rise in applicants has not been matched by a concurrent increase in staff to process their paperwork and interview them. This has not only contributed to longer waiting times, but it has also consumed the time and attention of staff, making it harder for them to give each customer the quality of service they deserve.
- The addition of 490 officers to augment current staff assigned to naturalization and adjustment processing will be sufficient to reduce the backlog to six and five months, respectively, by the end of FY 2000. The assumption is based on the funding availability as of November 1998, new staff on board by April and fully productive by June 1, 1999, at 12 completions per day per officer for naturalization and 8 completions per day for adjustments. This production level is based on the assumption of full staffing of current personnel assigned to adjustment processing, and continuation of present receipt levels. In addition, several efforts are in place to increase INS efficiency through automation, standardization of quality procedures, which will minimize case deferrals, and better use of statistical data as a production management tool. The new staff in conjunction with improved processing procedures will result in meeting the processing time goal for FY 2000.

- In addition, there are specific Information Resource Technology (IRM) requirements for the following: Specialized extracts and Pic lists automation (\$250,000); special processing in ASC for backlog fingerprint cases (\$300,000), specialized application training for new staff (600 staff--\$240,000).

Item: Service Centers	Position	Amount
Adjudications and Naturalization Service Centers IRM	...	\$3,200
	...	145
Total	...	\$3,345

- This item will allow INS to reduce the number of pending applications from the current 870,000 to 450,000 by the end of third quarter FY 1999 (June 30, 1999). It also provides specific IRM enhancements for special processing and synchronization of cases in C3/RNACS.

Item: Direct Mail - Final Phase	Position	Amount
Facilities	...	\$12,000
INS Staff	164	11,508
Contract Staff	...	6,000
IRM	...	16,212
Remaining Office deployment that need high end TIP	...	9,250
Total	164	\$54,970

- At the end of FY 1999, Direct Mail infrastructure requirements will be completed. These resources will allow INS to move other than N-400 forms, refugee Asylum 485s, EADs and NACARA applications into the Direct Mail process. In addition, IRM will deploy CLAIMS 4 to all adjudicators and 10 percent of clerical support. Other IRM enhancements include: hardware, software, Central Repository Backup System, SMS Server upgrade, upgrade of tape for MRD, upgrade/expand INSDIRECT System to support increase in active cases.

Item: Comprehensive Telephone Center	Position	Amount
Telephone Center	122	\$31,450
Total	122	\$31,450

- In addition to strengthening the way we handle the information that related to our customers internally, we have begun to create better ways of communicating with them externally. We want to make sure that people do not have to come to an INS office every time they need information. Although we have made some improvements in our phone systems, it is still not good enough, particularly in the Western part of the country. We have given our customers the option of telephoning a centralized information office or using the Internet to get basic facts and forms, but both our Western Phone Center and our Web site need to be improved.
- In 1996, INS created two Phone Centers where customers can call for answers on eligibility for benefits, application procedures and individual case status. The Eastern Phone Center enables people for the first time to call INS toll free 24 hours a day for recorded messages and from 8-6 for personal assistance. In FY 1998, we planned to made the same toll-free service available to our customers in the West, but had to reduce the funding we had set aside for that due to priority issues in Naturalization application processing.
- We carefully monitor our performance at each of these centers because we want to deliver service on par with industry standards. The industry standard is to answer calls within 45 seconds. We are close in the Contract Phone Center (Baltimore) at 1 minute but the Eastern Phone Center at 6 minutes, and the Western Phone Center remains at 10 minutes. Similarly, the average industry standards for those caller who hang up before their call is answered is 2 percent, we are currently at 4 percent in the Contract Phone Center, 24 percent in Eastern Phone Center and 53 percent in the Western Phone Center.
- This initiative includes 10 management staff, 112 information officers, and 274 contract customer service representatives. This fully functional nationwide phone system (1-800) is estimated to be able to handle 15 million calls per year to bring us to industry standards--less than 1 percent busy rate and a wait time of less than 1 minute.

Item: Improve Records Program	Position	Amount
Records Program	...	\$13,500
Total	...	\$13,500

- INS is in the process of centralizing all of INS' records (over 25 million files located in 80 different offices), so that we can improve the way we handle customer's case information.
- In November we asked Congress to approve a comprehensive plan to move our paper records out of file rooms into a central facility where they will be reconciled with information in our automated computer databases. This will allow INS to rely more on electronic data available. Outdated, decentralized record keeping is the reason for lost files--a problem that creates delays for people at the beginning and end of the application process. For example, if we can't find a naturalization applicant's permanent file, our Service Center must wait three months before creating a temporary file and moving the application forward. If the permanent file is never found, that person's case must be reviewed by a supervisor before it is granted--an extra step that can further slow the case.
- Whether or not we centralize, resources in records will be required to invest in the field offices to implement new and standardized procedures, a revised management structure, and an oversight program. Part of the resources requested will provide the equipment and training required to implement these.
- Additional changes will need to be made to the current records locations in the areas of the mailrooms, new shelving and auditing supplies, and other capital assets that will be required by the changes in our customer operations because of backlog reduction and full Direct Mail implementation.
- Finally, we will be targetting specific records backlogs in the field that are part of the Naturalization casework backlog such as overdue files requests, resolution of lost files, and closing out of cases.

Item: Customer Service	Position	Amount
Customer Service	...	\$3,000
Total	...	\$3,000

- A plan for instituting a customized, service-wide Customer Service Training has been developed. The training programs described in the plan have been piloted in several field sites. These pilots have taught us a great deal about the criteria that will be required in order to make a positive, service-focused change in our culture. The following are the three criteria.
- Make the term “customer service” meaningful for each INS employee regardless of job function. Many employees do not see a practical connection between their work and customer service. Because of this, they tend to view leadership’s vision as platitudes.
- Use customer service as an organizing principle as INS moves toward significant changes in its organizational structure.
- Establish a strategic, long-term service improvement program that factors in all levels of the organization. Involve top leadership in a structure to ensure coordination of all service improvement efforts. This recognizes that customer service is not relegated to a buffer group, but that it is integral to the way our business is run.

Item: Claims 4 Development-Non-Naturalization Applications	Position	Amount
Claims 4	...	\$15,410
Total	...	\$15,410

- Begin installing a new computer database and tracking system, called CLAIMS 4, that will allow our offices to share individual case information and enable our staff and our customers to quickly check the status of cases. It will also help strengthen our quality assurance process by ensuring that cases move forward only when each step in the application process is appropriately completed.

Item: Quality Assurance	Position	Amount
Quality Assurance	58	\$9,070
Total	58	\$9,070

- **Positions:** The FY 1999 enhancements will allow INS to fully implement quality assurance within the Naturalization process and expand coverage to the Service's other benefits programs. Initial emphasis will be directed to the Adjustment of Status process and records.
- **Information Systems Modifications:** Some quality assurance functions can be performed more productively through the use of automation to identify populations, determine samples, develop processes to identify errors for correction, compile results, and analyze data for assessment. During FY 1999, INS will identify the requirements and design, develop, test, and field modifications to CLAIMS 4.0 to automate these functions. In addition, INS will identify current and proposed information systems used in the functions for which quality assurance procedures and instruments will be developed in the out years, to begin systems planning and development of quality assurance functions.
- **Contract Support:** Continued contractor participation in monitoring Naturalization Quality Assurance and expand coverage into other benefits functions.
- **Travel:** To support the general travel required for the requested staff.

Item: ICPS	Position	Amount
Out source EAD Card Production		\$2,400
Out source INS ICPS Staff		2,400
Overtime for Card Production (SC)		100
Total	...	\$4,900

- In order to meet Employment Authorization Document (EAD) demand, it would be more efficient and effective for the government to outsource card production to a contractor. INS would provide the consumables and the task order for the contractor to produce the card on an ICPS card production machine. Monthly card production estimates would be 140,000 cards and a cost/benefit analysis has already been commissioned by INS.

- Overtime needs for ICPS operation will be great. It is estimated that the annual cost of overtime will be \$144,000 or half year cost of \$75,000.
- Currently, INS is dedicating 27 FTE's to the ICPS program. Under the current proposal, the service centers would need a total of 15 FTE-P's and 48 FTE-O's, four lead operators and 12 operators at each center to run a 24 hour shift, 7 days a week.

Item: Decentralize District Office Facilities based on ASC locations	Position	Amount
Two Pilots	...	\$800
Total	...	\$800

- In an effort to improve customer service, INS is redesigning the way services are provided to its customers. INS will take advantage of new technologies and economies of scale, and move much of the applications processing and provision of customer information to large, centralized facilities where service can be provided more quickly, cheaply, and in a standardized fashion. This will allow INS to change the role of the field offices from having to provide all support services (i.e. records maintenance, application data entry) to focusing on customer services that require face-to-face meetings or outreach. Building on the success of the application support centers, INS will move towards placing large numbers of smaller offices in close proximity to our customers. These funds will pay for contract support to design the process flow and layout of these smaller offices in order to provide service as quickly and efficiently as possible while standardizing the look and feel of future field offices. In addition, the funds will pay for the buildout and rent for two pilot offices.
- INS wants to develop "Immigration Services" offices that will provide a range of services from fingerprinting to interview to testing. Depending on community needs, some offices may be configured as full-service centers and others will serve as satellite locations to perform specific functions. Like the application support centers, these offices will be located in immigrant communities, where public transportation and parking is accessible. Each is being designed with standard, customer-friendly features, like comfortable waiting areas, clear signage and some evening and weekend hours.

Item: Field Office ADP Support	Position	Amount
ADP Support	...	\$12,870
Total	...	\$12,870

- Increase field Office ADP support to average office support of less than 1:60 (52 ADP staff). Specifically for large offices, a 1:60 and Service Centers (12 per Service Center). This support will provide onsite help desk services, network administration, local systems backups, and troubleshooting. This will allow the offices to keep pace with the additional automation that has been provided to the field in support of a more modernized application and adjudication process.

Item: Re-engineering Business Process of Other Applications	Position	Amount
Naturalization Testing	...	\$5,000
N-400 Production	...	1,200
N-400	...	2,000
Total	...	\$8,200

- INS will establish an interagency agreement with the Department of Justice to provide contractor support for INS' efforts to re-engineer all benefit applications, and continue KPMG reviews. INS used this method to re-engineer the Naturalization process in FY 1998. The continuation of this project will provide for standardization of operating systems, methods, and tools to complete all adjudication application processes.
- The contractor will be required to examine program organization, facilities issues, information and computer technology, organizational culture, external and internal communications, and the management structure. This will enable a new process and realize benefits through integrated project coordination and management to address the wide range of implementation issues. This process will enhance integrity, streamline processes, reduce paperwork, and improve customer service.

Item: Revocation	Position	Amount
Legal Proceedings		
Examiners	20	\$1,900
Investigators	19	2,451
Contract Interpreters	...	188
Total	39	\$4,539

- As of June 8, 1998, the central revocation unit has finalized 3,968 of the approximately 6,300 cases referred from the various audits conducted by KPMG Peat Marwick, Justice Management Division, and INS. NOIR's have been issued in 2,507 cases, and 1,461 cases are not legally sufficient to proceed with revocation. More than 1,400 responses have been received to date, and more than 650 hearings have been requested, with more than 100 having been held. The central revocation unit has issued forty-six final decisions, six cases affirming naturalization, twenty-seven cases terminating administrative proceedings, and thirteen cases revoking naturalization. Although policies and procedures for revocation hearings and final decisions have been developed, our resources are currently devoted primarily to the issuance of NOIR's within the two year limitations period. We remain on target to issue all legally sufficient NOIR's in a timely manner.
- An additional 20 examiners will be deployed to those districts with the largest revocation caseload. Personnel already designated and trained in revocation will remain as the full-time revocation examiners as there is inadequate resources and time to retrain new personnel. These examiners must be assigned full-time for revocation cases, whether on detail or back in their home district.
- Also, 19 investigators will be required in those districts where the revocation caseload is the greatest. These investigators will be responsible for coordinating service of NOIR backlogs in the district, and working with exams and counsel to ensure that all necessary follow-up investigation is performed on all revocation cases, whether at the administrative or judicial revocation phase.
- In many cases, interpreters will be necessary to hold a meaningful hearing in a revocation case. Service personnel are often not able to adequately perform this function in an independent manner. Thus, it is necessary to contract with professional organizations to provide interpreters as necessary. An estimate of the need for interpreters indicates that as many as 750 cases may require their services.

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	Position	Amount
GRAND TOTAL	873	\$221,600

**Immigration and Naturalization Service
FY 1999 Budget Package
(Dollars in Thousands)**

Assumption I:

-- New Fees implemented on
October 1, 1998

Examinations Fee Account--

-- Available Resources	\$57,000-\$97,000*
--Projected Obligations	\$57,000-\$97,000

Appropriated Resources--

Salaries and Expenses	\$164,600-\$124,600
-----------------------	---------------------

Total Reproramming Request \$221,600

Assumption II:

-- New Fees implemented on
November 1, 1998, loss of \$55,000

Examinations Fee Account--

-- Available Resources	\$1,600-\$41,600
--Projected Obligations	\$1,600-\$41,600

Appropriated Resources--

Salaries and Expenses	\$222,000-\$180,000
-----------------------	---------------------

Total Reproramming Request \$221,600

Assumption III:

-- New Fees implemented on
December 1, 1998, loss of \$83,000

Examinations Fee Account--

-- Available Resources	\$-26,000 - \$14,000
--Projected Obligations	\$-26,000 - \$14,000

Note: General base reduction due to delay in new fees and preliminary indication of a reduction in Naturalization applicants

Appropriated Resources--

Salaries and Expenses	\$247,600-\$207,600
-----------------------	---------------------

Total Reproramming Request \$247,600

* NOTE: Range is based on early indications that Naturalization applications receipts may be lower than anticipated for FY 1998 and FY 1999.

June 24, 1998

**Immigration and Naturalization Service
Examinations Fee Account
FY 1999 Reprogramming Requirements
(Dollars in Thousands)**

Item	Pos	Amount
Staffing Backlog		
Adjudication and Naturalization		
Naturalization	300	\$26,009
Adjustment of Status	190	10,571
Clerical Support (Natz and Adj of Status)		7,500
Overtime		6,850
Oaths		2,401
Clean-up and Address Correction		3,200
Reprint expired fingerprint		2,225
IRM		790
Subtotal	490	59,546
Service Centers		
Service Centers	...	3,200
IRM	...	145
Subtotal	...	3,345
Direct Mail - Final Phase		
Facilities	...	12,000
INS Staff	164	11,508
Contract Staff	...	6,000
IRM	...	16,212
Remaining Office deployment that need high end TIP	...	9,250
Subtotal	164	54,970
Comprehensive Telephone Center		
Telephone Center	122	31,450
Improve Records Program		
Records Program	...	13,500
Customer Service		
Customer Service	...	3,000
Claims 4 Development - Non-Naturalization Applications		
Claims 4	...	15,410
Quality Assurance		
Quality Assurance	58	9,070
ICPS		
Out source EAD Card Production	...	2,400
Out source INS ICPS Staff	...	2,400
Overtime for Card Production (Service Center)	...	100
Subtotal	...	4,900
Decentralize District Office Facilities based on ASC Locations		
Out source EAD Card production	...	800
Field Office ADP Support		
ADP Support	...	12,870
Re-engineering Business Process of Other Applications		
Naturalization Testing	...	5,000
N-400 Production	...	1,200
N-400	...	2,000
Subtotal	...	8,200
Revocation		
Staff	39	4,539
Total	873	221,600

Revised: June 10, 1998; based on March 18, 1998 Fee Projection Group Meeting

EXAMS FEE ACCOUNT PROJECTED BALANCES
FYs 1996, 1997, 1998 and 1999
(DOLLARS IN MILLIONS)

Administratively Confidential

New Fees: October 1998

	FY 1997	FY 1998	FY 1999	FY 2000
	Actual	Projected *	Projected	Projected
Carryover Balance: Regular Exams	238.9	228.0	0.0	49.5
Carryover Balance: Land Border	13.1	23.0	18.9	15.3
Receipt Projections:				
Regular Exams Receipts: 1/				
Naturalization		162.5	351.3	351.3
Other Adjudications		290.4	452.4	458.4
245(i)**		39.8	45.8	45.6
Proposed Fingerprint Surcharge 1/		40.8	56.2	56.2
Subtotal	\$630.6	533.5	905.7	911.5
Fees for Services Receipts:				
Fees for Services		19.7	19.1	19.1
New Fees:				
CIPRIS				7.8
NACARA				12
Subtotal	\$0.0	\$0.0	\$0.0	\$19.8
Recovery of Prior Year Obligations	11.9	5.7		
Total Resources Available	\$881.4	\$809.9	\$943.7	\$1,015.2
Obligations				
Exams Account	\$487.0	\$547.7	\$561.3	\$566.3
Fee for Services (Includes NIIS Reprog.)		\$23.8	\$22.6	\$17.2
Conference Agreement for FY97 Budget: (Transfers funding from VCRTF to Exams Fee)				
Asylum Processing	\$29.6			
Automation/Infrastructure for Exams Programs	\$26.9			
FY 1997 First Reprogramming (app'd 2/97)	\$48.7	\$19.7		
FY 1997 First Reprogramming (App'd 2/97) Adjustment for First Reprogramming based on Congressional Action		(\$1.8)		
FY 1997 OIG Reprogramming	\$4.0	\$3.7	\$3.7	\$3.7
FY 1997 Second Reprogramming	\$34.3			
Subtotal, Base Resources		\$593.1	\$587.6	\$587.2
Annualization of Approved Reprogramming		\$34.3	\$0.0	\$0.0
DOJ Oversight		\$5.0	\$0.0	\$0.0
Total, Base Obligations		\$632.4	\$587.6	\$587.2
Congressional Action on FY 1998 Budget:				
Program Increases		\$196.1	\$205.3	\$205.3
Base Reductions		(\$1.9)		
Base Realignment		(\$38.1)	(\$38.1)	(\$38.1)
FY 1998 Reprogramming - OIG		\$2.5		
Total, Congressional Action		\$158.6	\$167.2	\$167.2
FY 1999 Preliminary Reprogramming			\$97.6	\$84.6
FY 1999 Budget Request			\$26.5	\$26.5
Total Estimated Obligations	\$630.5	\$791.0	\$878.9	\$865.5
				\$66.6
Carryforward	\$250.9	\$18.9	\$64.8	\$83.1

*Source for revenue projection: The fee group projections of March 18, 1998

**Assumes \$130 application fee and \$75 of \$1,000 penalty fee to cover costs of processing 24¹ application after Jan. 1, 1997 (H.R. 2202) (General Counsel's legal opinion dated 1/14/97)

^Source: SF-133 Report on Budget Execution (9/30/97).

1/ Assumes that the new fees go into effect on October 1998. Also assumes that a \$25.0 surcharge for fingerprinting process in April 1998 for benefit applications.

2/ The obligations for FY 1998 congressionally approved FY 1998 budget requests and reprogramming items

3/ Assumes the continuation of 245(i) for eligible applicants who have apps pending for (I-130) by Jan. 14, 1998.

immig-naturalization

▶ **Julie A. Fernandes**
06/24/98 04:14:50 PM
.....

Record Type: Record

To: Elena Kagan/OPD/EOP, Maria Echaveste/WHO/EOP
cc: Laura Emmett/WHO/EOP, Leslie Bernstein/WHO/EOP
Subject: Naturalization

Elena/Maria:
FYI. Tomorrow morning, Steve Mertens and I are going to meet with budget folks from INS and DOJ to begin to get more specific budget information from them re: naturalization (how much money is generated for the exams-fees account; how is it spent; etc). We will also renew our request for them to develop the kind of outline for moving forward that Michael suggested (including performance measures, concrete steps, and a timeline).

julie

immig - naturalization

▶ Julie A. Fernandes
06/17/98 02:05:50 PM
.....

Record Type: Record

To: Elena Kagan/OPD/EOP
cc: Laura Emmett/WHO/EOP
Subject: Naturalization

Elena,
FYI. I attended a meeting yesterday with Maria and OMB (Michael Deich and Steve Mertens) re: naturalization. Maria is interested in developing a "good government" plan to reform the naturalization process (as you know, there is now an almost 2 year backlog on naturalization applications). In the past, INS has asked for more appropriated funds for naturalization, but has been unable to come up with a plan for how to spend the \$ and how that spending would reduce the backlog or improve efficiency. Deich suggested that Maria ask us and OMB to work with INS over the next several weeks on a plan for moving forward with goals, steps and a timetable. Maria will likely call a meeting soon with INS, OMB and us to suggest this.

Julie

▶ **Julie A. Fernandes**
06/22/98 07:07:42 PM
.....

Record Type: Record

To: Elena Kagan/OPD/EOP, Maria Echaveste/WHO/EOP
cc: Laura Emmett/WHO/EOP, Leslie Bernstein/WHO/EOP
Subject: INS naturalization

FYI. I just heard from DOJ that the House Judiciary Committee is not marking up Smith's naturalization bill this week. However, DOJ will continue to work on a views letter in preparation for when it does get marked-up.

Julie

Maria Echaveste

06/15/98 09:55:43 AM

Record Type: Record

To: Julie A. Fernandes/OPD/EOP, Michael Deich/OMB/EOP
cc: Elena Kagan/OPD/EOP, Michelle Crisci/WHO/EOP, Karen Tramontano/WHO/EOP
bcc:
Subject: Re: INS -- naturalization

Julie--your suggestions sound good and you should go ahead and tell Julie Anbender to proceed; however, I think it would be a good idea if we could meet internally over the next week to work on improving naturalization--Michael--do you think we could speak about this? Leslie--please try to schedule a mtg with Julie F, ask Janet M who the right person is, Micahel Deich, Karen--if anyone thinks that anyone else should be added to the list let Leslie know.
Julie A. Fernandes

Julie A. Fernandes
06/12/98 11:45:16 AM
.....

Record Type: Record

To: Maria Echaveste/WHO/EOP
cc: Miriam H. Vogel/WHO/EOP
Subject: INS -- naturalization

Maria,
I just spoke with Julie Anbender from the INS. She would like guidance from us on how to proceed to address the naturalization crisis (including the Smith legislation). According to Anbender, the INS needs more money to effectively address the naturalization backlog, and has plans to raise the fees to generate this money. However, Doris has made a committment not to raise fees until they have seen progress in backlog reduction (they have seen no progress to date).

I have asked Julie for the following:

- 1. A draft letter from the AG strongly opposing the Smith legislation (she is going to find out from her leg. folks when the full committe hearing is scheduled to take place)
2. An outline of how much it would cost to make real progress in backlog reduction (including specifics on how the dollars would be used).
3. An options paper on where the money could come from. According to Julie (and consistent with what the advocates told us) some money from the exams fee account is used for non-immigrant services uses (such as international enforcement efforts). One option may be to modify the way that the account is structured to allow the money collected to be used only for immigrant services operations.

immig - structural reform
and
immig - naturalization

▶ Julie A. Fernandes
06/19/98 06:36:05 PM

.....

Record Type: Record

To: Elena Kagan/OPD/EOP
cc: Laura Emmett/WHO/EOP
Subject: FYI: INS Restructuring Legislation/Naturalization Funding

Elena,
FYI. Here is a summary from Steve Mertens of our status with INS reform and the Smith naturalization bill.

julie

----- Forwarded by Julie A. Fernandes/OPD/EOP on 06/19/98 06:54 PM -----

Steven M. Mertens

06/19/98 06:03:21 PM

Record Type: Record

To: See the distribution list at the bottom of this message
cc:
Subject: FYI: INS Restructuring Legislation/Naturalization Funding

FYI: Attached is a wrap-up of INS-related issues --

Restructuring Legislation: INS is still redrafting its restructuring legislative package. They plan to incorporate OMB's suggested expansion of the restructuring section in this revised draft. The draft is with the Commissioner and INS has told me it plans to submit a redrafted bill to the Department on Monday, June 22.

Hill Action: As a follow-up to Julie Fernandes' note, Lamar Smith's Immigration Subcommittee will not markup the Rogers-Reyes restructuring bill on Tuesday as expected. Apparently Chairman Hyde told Rogers that he was not using the Judiciary Committee to further the ends of the appropriators. As a result, the mark-up is off -- which may weaken Rogers resolve/ability to include an INS restructuring proposal in the CJS appropriations bill -- but I wouldn't bet on it.

Michael, you may want to raise the INS restructuring issue with the AG and Director on Tuesday to determine whether the Department and OMB will support a veto threat if restructuring along the lines of Reyes (two bureau within Justice) is included in CJS.

Naturalization: INS is still talking about some type of budget amendment to supplement FY 1999 for naturalization. They wanted to call Maria again. I told them not to -- that the WH would contact them about a follow-up meeting. I also said that from the DPC/OMB perspective INS must justify its current use of resources and outline a coherent backlog reduction plan prior to any discussion of additional resources. I also told INS and the Department that they should not be

floating any funding proposals to the WH that did not clear/having the blessing of the Department. I understand that Colgate told INS that seeking a supplemental appropriation at this time was "nuts."

Please contact Julie or I if we can answer any further questions. Thanks.

Message Sent To:

Michael Deich/OMB/EOP
Julie A. Fernandes/OPD/EOP
Kenneth L. Schwartz/OMB/EOP
David J. Haun/OMB/EOP
Ingrid M. Schroeder/OMB/EOP
Kimberly A. Maluski/OMB/EOP

immig - naturalization

U.S. Immigration and Naturalization Service Office of Naturalization Operations

Los Angeles Update - May 7, 1998

Background

The number of applicants for U.S. citizenship has increased to historic levels in recent years—more than quadrupling from 342,000 in 1992 to 1.4 million in 1997. The total number of citizenship applications pending was an estimated 1.8 million as of September 1997. Various factors have significantly increased the number of applications received by the Immigration and Naturalization Service (INS) nationwide. The two major related reasons for the dramatic application increase—and the resultant application backlog—include:

- More immigrants became eligible for U.S. citizenship. More than 3 million immigrants were granted amnesty from 1987 to 1988 and have now more than fulfilled their five-year requirement for eligibility.
- Changes in federal law have contributed to an influx of applications. Lawful permanent resident immigrants may have been motivated to apply for citizenship in record numbers—especially those who recently became eligible for U.S. citizenship—after passage of the 1996 Welfare Reform Act which eliminated some benefits for non-citizens.

INS' efforts over the past year to rebuild the naturalization system and improve the integrity and quality of application processing also produced short-term increases in the backlog. Over the past 12 months, INS has instituted a new nationwide fingerprinting system to increase customer convenience, minimize errors and speed processing. Newly implemented quality control and integrity verification measures significantly improved the security of the naturalization program—but consequently increased processing times for applications as INS personnel were trained and became more familiar with the new procedures.

What Has Been Done?

Since the Los Angeles District represents about 25 percent of our caseload, INS has used about one-third of the resources available this year to reduce the backlog in L.A. INS is committed to reducing the backlog of applications, and eventually reducing the processing times for each INS application. In the last several months, the District has already implemented a variety of programs to reduce the backlog, including:

Los Angeles District Update**Page 2**

- **Increased** the adjudications officers assigned to naturalization from 48 to 80 since February 1998.
- **Increased** the number of clerks assigned to naturalization from 55 to 81 since February 1998.
- **Increased interviews.** Adjudications officers interviewed 19,080 citizenship applicants in April 1998—as compared to 5,247 interviews in December 1997.
- **Increased processing of applications.** The Los Angeles District completed 19,663 applications in March 1998—as compared to 4,484 in December 1997.
- **Created** a totally new nationwide in-house fingerprinting process to minimize errors and speed processing.
- **Opened** 11 Application Support Centers in Los Angeles for fingerprinting. Of those, two temporary Application Support Center sites have been dedicated to re-fingerprinting applicants whose prints have expired.
- **Completed** re-fingerprinting 10,000 of an estimated 150,000 cases with expired prints (older than 15 months).

What Activities Are in Process Now?

- **Re-hiring** retired INS officers who possess valuable adjudications experience;
- **Continuing to increase** the number of adjudications officers and clerks assigned to specifically attack the naturalization backlog;
- **Adding** \$600,000 in overtime and general backlog reduction expenses;
- **Hiring** more high school and college students to provide clerical support;
- **Re-fingerprinting** all applications over 12 months old at a rate of 3,000 per week. (To ensure that only qualified applicants are selected to become U.S. citizens, criminal checks with the FBI are conducted as close to the naturalization oath ceremony as practical.)
- **Initiating** a centralized system for reviewing and expediting cases “on hold” to bring them to completion;
- **Renovating** existing structures to acquire additional building space;
- **Converting to electronic fingerprinting.** Most of INS’ fingerprinting stations will eventually use electronic equipment to take fingerprints. This system, which is being implemented on a pilot basis, is expected to further reduce the overall INS application processing time.

INS’ Los Angeles District serves the counties of: Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara, San Luis Obispo and Ventura.