

PROGRAM ADMINISTRATION AND SUPPORT

TRAINING

In FY 1995, the Bureau established the Office of Training and Professional Development, dedicated to providing innovative training programs in support of the Bureau's mission. ATF occupations and organization segments are looked at in a "macro" sense, and skills and abilities needed for those occupations and organizations are identified. Formal on-the-job training and certification programs for every group of occupations are being established to serve as building blocks for careers at ATF, thereby improving overall Bureau performance.

During FY 1996, the Bureau initiated the following key programs to enhance performance. These programs reflect the diverse mission responsibilities of ATF now, and in the future:

- a "Training Model" to standardize and ensure consistent methods to measure and improve individual and organization performance;
- continued professional development of current supervisors, managers and leaders;
- external Bureau partnerships for advancing Bureau mission programs and educational opportunities for ATF personnel; and
- tactical and explosives training conducted at the ATF National Academy in Glynco, Georgia, and Fort McClellan, Alabama.

ATF is committed to being the very best world-wide agency for expertise in arson, explosives, firearms, and revenue management. Revitalized and strengthened training in these program areas is emphasized, with a 127 percent increase in specialized training during FY 1996.

State, Local, and International Training

Another major responsibility of the Office of Training and Professional Development is the training of state, local, and international law enforcement officers. In FY 1996, ATF trained more than 10,000 officers worldwide.

Also, in partnership with the Department of State, Office of International Narcotics Matters, and other law enforcement agencies, ATF conducted international post-blast training classes in Glynco, Georgia, for students from Russia, Hungary, Ukraine, Macedonia, Belarus, Moldova, and Poland. ATF often shares policies, procedures, knowledge, and technical expertise with foreign governments. During this partnership endeavor, skilled ATF instructors present comprehensive and informative courses covering explosives theory, team concepts, investigative techniques, reconstruction of crime scenes, post-blast identification, the role of pathologists, laboratory capabilities, and interview techniques. In FY 1996, 119 students were trained.

International crime, particularly organized crime, is increasingly being detected in Western Europe and the United States. The number of criminal enterprises with roots in Central and

Eastern Europe is increasing each year. As a result, the International Law Enforcement Academy Program was established in Budapest, Hungary. ATF special agents provide training in arson and explosives, armed violent gangs, and firearms enforcement. In FY 1996, 199 international law enforcement officers were trained.

AIR OPERATIONS

Aircraft operations provide a specialized investigative tool used to support Bureau investigative priorities. Aircraft are used for suspect surveillance, gathering electronic and video photographic evidence, and enhancing the safety of undercover personnel. In FY 1996, ATF air operations were partially supported by the U.S. Customs Service. Beginning in FY 1997, the U.S. Customs Service will provide ATF with full air support on a reimbursable basis.

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PROTECTIVE OPERATIONS

FY 1996 was one of the most challenging years in ATF history. Besides conducting high-profile, labor-intensive criminal investigations, ATF was a full participant in protective operations for all major national and international events that took place in the United States.

ATF provided special agents to security details for all presidential candidates and their families during the presidential campaign. ATF personnel also provided security for the visit of Pope John Paul II and the opening of the United Nations General Assembly. ATF special agents and inspectors provided security and explosives



At the 1996 Summer Olympics, Special Agents deputize children, asking them to take an oath to remain drug-free.

expertise to the joint law enforcement efforts for the 1996 Olympic and Paralympic games. More than 300 Bureau personnel participated in this joint enforcement partnership.

SCIENTIFIC/INVESTIGATIVE SUPPORT

The Office of Assistant Director (Science and Information Technology)/Chief Information Officer plays a key role in the Bureau's overall enforcement functions.

During FY 1996, the Bureau used the unique capabilities of the Information Services Division and expertise of the scientific laboratories to support several high-profile investigations. These included the Olympic Centennial Park bombing, the TWA Flight 800 investigation, and church fires throughout the Southeast.

Information Services

The Science and Information Technology Information Services Division is responsible for the development, implementation, and maintenance of all Bureau information resources, including all aspects of data processing, communications, and office automation.

In FY 1996, ATF developed the Enterprise Systems Architecture, a multi-year initiative to upgrade its information architecture to provide a modern electronic data processing platform and enhanced technology base for all future development. The Enterprise System Architecture, a critical information technology investment, is an integral part of ATF's strategic plan that is essential to meet the challenges (i.e. Year 2000 Date Compliance Project, Virus Protection) posed by the information age over the next three to five years.

Major components of the Enterprise System Architecture include:

- establishment of a modern backbone communications network capable of transmitting and sharing data simultaneously within and among organizational units via local, metropolitan, and wide area networks;
- deployment of a mix of desktop and notebook personal computers and commensurate training for ATF's entire user community;
- standardization of a software suite consisting of operating systems, telecommunications, database management systems, and applications development tools; and
- upgrade of the mainframe computer environment to add significant functionality.

Laboratory Services

ATF laboratories specialize in examining bombing, arson, and firearms evidence. Control measures are maintained to ensure the quality and integrity of laboratory operations and products. These include:

- Accreditation: ATF's three forensic science laboratories are fully accredited by the American Society of Crime Laboratory Directors, internationally recognized;
- Proficiency Testing: ATF maintains an independent test sample service to ensure individual examiner proficiency;
- Internal Review: All examiner findings are reviewed by a second examiner and a supervisor to ensure accuracy, completeness, and that scientifically valid conclusions have been drawn;

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- Safeguards: ATF employs stringent evidence packaging protocols to detect and guard against contamination among forensic samples and cases; and
- Management: All ATF forensic management personnel are subject matter experts within their specific discipline.

Audit Services

The Bureau's Audit Services Division provides another important investigative tool for solving arson-for-profit crimes. During FY 1996, auditors provided support in 290 criminal investigations and were heavily involved with investigations of the rash of church fire arsons. Auditors determine the financial condition of the business and the suspect, develop investigative leads and criminal charges through examinations of financial records, participate in conducting interviews, assist the case special agent in determining if an insurance claim is fraudulent, and ultimately, provide expert witness testimony at trial.

INSPECTION SUPPORT

The Bureau maintains an Office of Inspection with primary responsibilities to plan, direct, and coordinate inspection and internal affairs activities. It appraises the effectiveness of operations, assesses the quality of management and supervision, and determines adherence to organizational policies, regulations, and procedures. The Office of Inspection is also responsible for conducting employee integrity investigations, either criminal or administrative, as well as other sensitive investigations assigned by the ATF Director.

SPECIAL OPERATIONS SUPPORT

A special operations enforcement support unit is assigned several unique responsibilities that support specific Bureau mission objectives:

- technical intelligence;
- polygraph examinations;
- airborne operations;
- undercover investigations;
- coordination of mission support to the U.S. Secret Service and Department of State;
- coordination of gang enforcement projects and programs;
- management of the witness protection program; and
- management of seized and forfeited property.

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MANAGEMENT ACTIVITIES

Management support functions are grouped into five primary areas: management analysis, financial management, personnel management, administrative programs, and procurement. The Office of Assistant Director (Management)/Chief Financial Officer provides leadership, coordination, and direction and works in partnership with other senior Bureau officials in these and other areas.

Recent management accomplishments include:

- the collocation of 64 of 80 criminal and regulatory field offices, reducing overall space needs, increasing

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- the sharing of resources, and reducing rental costs;
- receipt of the Department of the Treasury Small Business Management Award;
- continued aggressive efforts to obtain and maintain an unqualified opinion on financial statements and to successfully address the Office of Inspector General FY 1995 reported internal control weaknesses;
- revision of the Bureau budget activity structure that resulted in a stronger and clearer linkage to the Bureau’s strategic and budget planning;
- assistance with the development of Bureau-wide performance measures in accordance with requirements contained in the Chief Financial Officers Act of 1990 and Government Performance and Results Act of 1993;
- signing of an agreement with the Department of Defense to implement the automated Injury and Unemployment Compensation Tracking System, which will yield new efficiencies and cost savings for the Bureau;
- continued aggressive efforts to select commercial off-the-shelf central personnel management systems to better serve employees and meet external stakeholder requirements;
- progress with the ATF headquarters building relocation plan; and
- significant improvements to ATF physical security procedures of space in the wake of recent national criminal acts against Government facilities.

INTO THE FUTURE

ATF's vision in approaching the twenty-first century is "Working for a Sound and Safer America Through Innovation and Partnerships."

To support this long-term effort, the Bureau will work to provide the highest levels of expertise, leadership, and knowledge in its mission areas. The Bureau will continue to support and develop its partnerships with regulated industry members, other Federal agencies, the international community, and state and local governments. ATF's goal is to concentrate on its unique Federal enforcement capabilities to best serve its customers and not duplicate the work of others. By accomplishing this goal, ATF will become more effective, more efficient, and more sensitive to community and customer needs.

ATF has identified certain key priorities for meeting the goals in the vision and mission statements: developing a state-of-the-art technology infrastructure and effectively managing and sharing unique ATF intelligence and information assets. The Bureau will assist in minimizing regulatory burden while promoting voluntary compliance with the laws and regulations.

ATF's goals also include the fair and accurate collection of excise and special occupational taxes, and licensing and permit fees. To this end—simultaneously with the consolidation and streamlining of operations—the Bureau is overhauling its technical services and tax processing functions to meet the demands of the twenty-first century.

ATF will, to the maximum extent feasible, implement a paperless tax and permit monitoring environment. Upgraded computer capability will enhance analysis so that the paperwork burden on industry and ATF is reduced. Partnership opportunities with state counterparts will be enhanced as

statistical and technical regulatory data increasingly become available on-line.

ATF will continue its strong focus on industry and law enforcement training through seminars for industry members in firearms, arson and explosives, alcohol, and tobacco. Seminars for Federal, state and local law enforcement, and international agencies will focus on post-blast explosives and complex firearms trafficking investigations. The Bureau remains the foremost training provider for arson investigations to the insurance industry, state and local law enforcement, and Federal prosecutors. As ATF is given new legislative authorities, it will work in partnership with others. In the short term, the Bureau will work to develop national canine certification standards, a national repository for explosives, and a study of taggants for marking explosives.

ATF will continue to define and develop the most effective organizational structure for meeting its mission. Currently, several proposals are under review to combine the Criminal and Regulatory Enforcement field and headquarters activities. The goals of these efforts are to streamline functions and better serve ATF's customers and stakeholders.