
Explosives Research

As designated by the Department of the Treasury to meet a congressional mandate, ATF completed its study on tagging explosive materials, rendering common chemicals inert, imposing controls on precursor chemicals, researching State-licensing requirements, and researching explosives detection technologies. There are several studies on explosives characteristics and effects, as well as explosives identification and detection, that continue. This research includes the development of a menu-driven post-blast analysis computer protocol, the completion of a comprehensive software database of all explosives experiments conducted to date to serve as an investigative reference tool, and the development of a portable, real-time explosives detector. The studies pursued will also help identify and defend unspecified existing vulnerabilities against terrorism; strengthen physical structures in defense against terrorist attacks involving unconventional, enhanced, and novel improvised explosive devices; and enhance explosives detection technology.

Alcohol and Tobacco Diversion Programs

ATF collects, evaluates, analyzes, and disseminates alcohol and tobacco intelligence and information. Intelligence information and support is both national and international in scope. During FY 2003, ATF directly supported approximately 50 tobacco investigations. Some of these multi-jurisdictional investigations involve multi-million dollar trafficking schemes.

During FY 2003, ATF received information regarding potential criminal violations from industry members, citizen informants, and other sources. This information was further developed through intelligence research and analysis and disseminated to the field through a referral system. Approximately 65 such referrals occurred in FY 2003.

ATF employees provided regular briefings on cigarette trafficking trends and schemes to local, State, and Federal law enforcement and



Part of an Advanced Explosives Destruction Techniques (AEDT) training class at Fort AP Hill, Virginia.

regulatory conferences. In addition, Bureau-training sessions on the value and application of intelligence source and resources provided guidance to assist agents conducting alcohol and tobacco investigations. Presentations related to cigarette trafficking were made at ATF regional Asset Forfeiture seminars and Alcohol and Tobacco Diversion Training sessions.

ATF maintains its constructive working relationship with state governments and with members of the tobacco industry. ATF continues to work with them on matters of mutual concern including counterfeit cigarettes, Internet cigarette sales, and counterfeit tax stamps.

ATF also continued its positive working relationship with the Royal Canadian Mounted Police (RCMP) and the Canadian Customs Revenue Agency (CCRA). In November 2002, RCMP, CCRA, and ATF held the first joint tobacco diversion workshop in Ottawa, Canada. ATF continues to meet regularly with Canadian counterparts to implement proposals from the November workshop.

Bureau-wide Programs and Initiatives

Special Operations Programs

Administering national support programs for law enforcement field activities related to polygraph examinations, undercover investigations, communications support, critical incident management, and special enforcement projects and programs is the responsibility of the Office of Field Operations (FO). FO manages the Emergency Expense Fund, the Special Response Teams (SRTs), and Witness Protection Programs and coordinates the Organized Crime and Drug Enforcement Task Force program (OCDETF) and the Bureau's support mission to the U.S. Secret Service and State Department.

A national tactical team program consisting of 125 highly trained team members, the SRT responds to requests for tactical support throughout the Nation. The basic SRT mission is to save lives through the resolution of conflict produced by criminal elements. The Crisis Negotiator Program Manager coordinates a nationwide negotiator team of 40 skilled members who are experts at resolving critical situations. The Operational Medic Program Manager coordinates the use of 41 personnel trained in providing basic and advanced life support. These programs, when combined, assist the Bureau in enhancing agent safety, protecting the public, and reducing violent crime.

National Enforcement Operations Center (NEOC)

The NEOC provides Bureau-wide tactical communications and maintains criminal and statistical records to support various law enforcement information databases. It is staffed 24 hours a day, and provides various types of communication support to field operational components and Bureau Headquarters. This includes providing assistance to ATF personnel; other Federal, State, and local law enforcement agencies; and the general public, with hotline programs to support Project Safe Neighborhood (PSN).

During FY 2003, the NEOC received approximately 158,700 telephone calls for service from the general public and other law enforcement agencies. NEOC processed 368 hotline referral calls, 784 Federal Firearms Licensee theft calls, and 72 Federal Explosive Licensee theft calls. In addition, NEOC entered 4,136 ATF-wanted persons into the NCIC database, and cleared NCIC records of 4,052 wanted persons upon notification of arrest, 1,455 NCIC fugitive arrests, and 948 NCIC firearms locates. Finally, the Center received 77,738 telecommunications messages from ATF elements, other law enforcement agencies, and various communications centers worldwide.

Secret Internet Protocol Router Network (SIPRNET)

ATF is currently involved in a pilot project with the Department of Justice (DOJ) to obtain access to the Secret Internet Protocol Router Network (SIPRNET). This pilot will basically provide ATF with Internet communications at the SECRET classification level. As part of the pilot, ATF HQ, the Arson and Explosives (A&E) National Repository, and the Washington and Baltimore Intelligence Groups will participate, each group receiving one workstation configuration, with multiple logon accounts. Target implementation dates for the pilot are March/April 2004, with full roll-out over the next 18 to 24 months.

Acquiring SIPRNET access will provide ATF with an automated means of communicating information at the SECRET level. Currently, secure fax and telephones are used to convey SECRET information between ATF HQ and the 23 field divisions. This can be inefficient and extremely time consuming, very often causing information to be transmitted in an untimely manner. SIPRNET will provide timely, effective communication among ATF participants and to other SIPRNET members in the intelligence community (e.g., DOJ, Executive Office of the U.S. Attorney (EOUSA), ATF Central Intelligence Agency Representative, ATF Defense Intelligence Agency Representative, our partners at the National Reconnaissance Office, the National Imagery and Mapping Agency, and the National Security Agency, to name a few).

Joint Worldwide Intelligence Communications System (JWICS)

ATF is involved in a project with DOJ to consolidate ATF's JWICS connection. JWICS provides electronic access to the intelligence community at the Top Secret/Sensitive Compartmented Information (TS/SCI) level. Currently

ATF has a primary node connection to the Defense Intelligence Agency (DIA) for JWICS access. The consolidation project will entail modifying ATF's JWICS access to connect to JWICS through the DOJ connection. ATF should realize considerable cost savings, on a recurring basis, once this consolidation effort is successfully completed.

Interagency Intelligence Partnerships

ATF is represented at the National Drug Intelligence Center (NDIC), El Paso Intelligence Center (EPIC), Federal Crime Enforcement Network (FinCEN), INTERPOL, the FBI Counterterrorism Center (FBI/CTC), Central Intelligence Agency (CIA), Department of Homeland Security (DHS), Defense Intelligence Agency (DIA), and the National Joint Terrorism Task Force (NJTTF). ATF maintains a Memorandum of Understanding with the Nation's six Regional Information Sharing Systems (RISS) agencies, which represent thousands of State and local law enforcement agencies sharing unique and vital intelligence resources.

ATF also:

- continued its support of the FBI Joint Terrorism Task Forces (JTTF) with full-time assignment of special agents across the nation. In addition, ATF has a special agent assigned to represent ATF at the NJTTF at FBI headquarters;
- continued its active involvement in the Law Enforcement Working Group (LEWG). The LEWG is comprised of senior representatives from other Federal law enforcement agencies who seek to help the law enforcement community articulate its needs more effectively to the intelligence community;
- continued its ongoing representation at the executive level in the FBI Strategic Intelligence Operations Center (SIOC); and

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- is involved in the Law Enforcement Information Sharing (LEIS) group. This is an inter-agency organization where ATF employees are assigned to each of the LEIS subcommittees, contribute their expertise in various areas, and facilitate the exchange of information.

Investigative Case Management System

The foundation of ATF's ability to collect, manage, analyze, and disseminate data is realized through the continuing development of the National Field Office Case Information System (N-FOCIS) application suite. N-FOCIS is comprised of five basic subsystems: N-Force, N-Spect, N-Quire, N-Force Vault, and Text Management System (TMS). N-FOCIS provides the Bureau with an integrated and centralized data management solution that allows for real-time monitoring and oversight of all criminal enforcement and industry operations activities in the field. N-FOCIS provides the platform for analysis of case information to aid in the identification and tracking of criminal enterprises. N-FOCIS is a national program utilized by 95 percent of ATF, which has aided in the implementation of a re-engineering effort. This has resulted in the reduction of operating costs, and increased investigative productivity by automating manual business processes. By replacing laborious business processes with electronic processes, many ATF offices are moving closer to a paperless environment.

N-FOCIS has integrated numerous data systems utilized by ATF. Examples of such integration include the sharing of information between N-FOCIS and the Arson and Explosives Incident System (AEXIS), the Firearms Tracing System (FTS), the ATF NICS Referral database (ANR), the FLS, the Forfeited Asset Tracking System (FASTRAK), and an automated evidence vault management system known as N-Force Vault.

The N-FOCIS database allows ATF to manage and analyze activities in support of numerous government initiatives. Examples of the initiatives

impacted are Project Safe Neighborhoods, Integrated Violence Reduction Strategy, Project Safe Homes, Youth Crime Gun Interdiction Initiative, and Project Exile.

ATF is working to further integrate N-FOCIS with internal and external law enforcement operations systems. ATF plans to develop a means of sharing information between N-FOCIS and ATF'S National Laboratories by integrating with the Laboratory Information Management System (LIMS). This will enable laboratory personnel to have immediate access to field investigative information, necessary for the examination of evidence, and preparation of reports in support of criminal prosecutions. ATF has initiated plans to seek development to share information between N-FOCIS and the Justice Management Division's Joint Automated Booking System (JABS), Regional Informational Sharing System (RISS-NET), and the Executive Office of the United States Attorney's case management system, which is designed to track prosecutions.

Laboratory Services

ATF achieved a major goal in FY 2003 with completion of the new 176,000-square-foot laboratory. The National Laboratory Center (NLC) is the administrative headquarters for ATF laboratory services nationwide and houses the ATF (Washington) Forensic Science Laboratory, the Fire Research Laboratory, and the Department of the Treasury Alcohol and Tobacco Laboratory of the Bureau of Alcohol and Tobacco Tax and Trade. Built in Ammdale, MD, the Rockville, MD, operations relocated to the facility in February 2003. A dedication ceremony on June 16, 2003, gave visitors the opportunity to explore the new facility where crime scene evidence is examined, fire scene investigations are conducted, and illicit alcohol and tobacco trade investigations are conducted. The NLC includes an exhibit hall, audio tour, and a database of the ATF laboratory history.

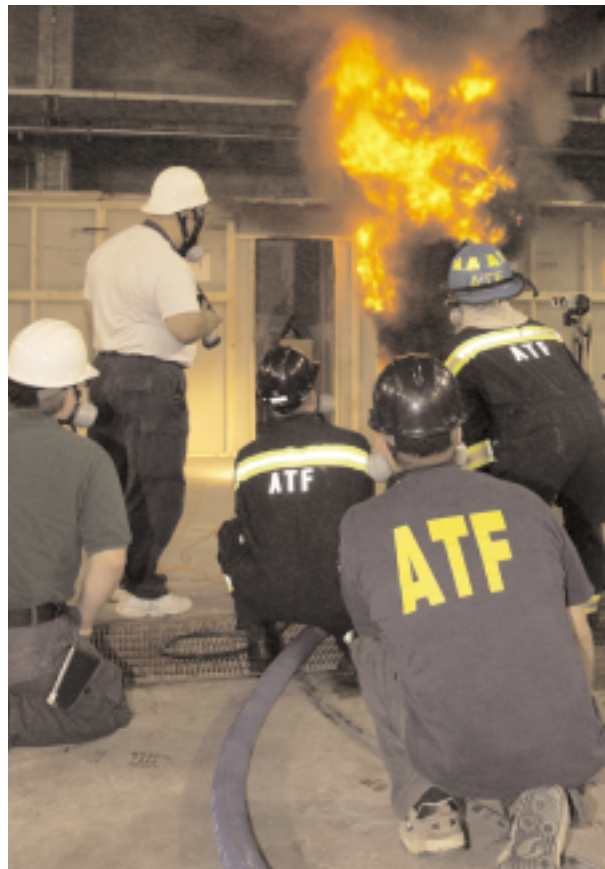


The new National Laboratory Center at Ammendale, Maryland.

The NLC provided key forensic support in the DC area sniper investigation in October–November of 2002. The expertise of the ATF firearms examiners, fingerprint specialists, and forensic chemists was used at all sniper shooting scenes. An ATF firearms examiner processed all of the ballistic evidence associated with the investigation. The NLC also deployed the mobile laboratory to many of the sniper shooting scenes.

With the capture of Birmingham bombing suspect Eric Rudolph, the ATF Laboratories became an integral component in the preparation of the prosecution’s case. The Forensic Science Laboratory–Atlanta took the lead in working with the Federal agencies involved in the case.

In FY 2003, Laboratory Services personnel completed 3,772 forensic cases; provided 461 days of instruction to ATF and other Federal, State, and local law enforcement agencies; spent 314 days providing expert testimony in courts of law; and spent 552 days providing scientific advice and support at ATF-investigated fire scenes.



ATF personnel simulating a fire of a test structure, at the Fire Research Laboratory in Ammendale.

Technical Services

Consolidated within the Office of Science and Technology, technical services encompass:

- the purchase of investigative equipment, investigative supplies, and agent safety equipment, including body armor, law enforcement special purpose vehicles, and electronic surveillance equipment;
- electronic surveillance in support of field divisions and the evaluation of new technology;
- the application of advanced computer technology to digital evidence seized by the Bureau. Recently, ATF undertook the development of a new Cybercrime program. This program was created to allow special agents to investigate violations of ATF-enforced laws and gather criminal intelligence information on the Internet;
- the operation and maintenance of a national wireless communications system;
- an interagency effort involving the Departments of Justice, Homeland Security, and Treasury to develop a consolidated nationwide infrastructure. The Integrated Wireless Network (IWN) would support the infrastructure needs of all the components and bureaus of DOJ, DHS, and Treasury; and
- the processing of several thousand requests for audio/visual, video production, graphics, and photographic support from internal ATF and external customers including the Department of the Treasury and international, State, and local law enforcement agencies and organizations.

Continuity of Operations (COOP)

In FY 2003, ATF conducted the build out, installation, and configuration of the Headquarters Alternate Operating Facility (AOF) COOP Center in Martinsburg, WV, to include alternate minimal functional capability for the NEOC, Headquarters

Emergency Management Operations Center (HEMOC), Critical Incident Management Support Team (CIMST), and the new COOP Control Center staffed by Directorate representatives. ATF outfitted numerous Headquarters facility-assigned official vehicles with ATF radios to enhance mobile communications capabilities to ensure communication during the COOP relocation process during business hours.

Other enhancements in support of COOP included expanding the emergency management staff, making technological improvements to HEMOC, conducting awareness training for Headquarters employees on Weapons of Mass Destruction, and training Headquarters facility floor evacuation teams. Additionally, ATF established a shelter-in-place program for the Headquarters facility and the Headquarters AOF COOP Center to include water and food rations and established an IntraWeb page containing employee emergency preparedness references and guidance.

System Operations Security and Standardization

Secure remote access for ATF's traveling community of employees was accomplished this year using the ATF Virtual Private Network (VPN). The VPN provides a secure medium to access the ATF network and its resources. The VPN can support up to 1,500 simultaneous connections, providing users access to mission-critical data and business applications. One million two hundred thousand minutes of usage are logged each month, providing connectivity to ATF remote users using VPN and dial up.

The ambitious project of standardizing and centrally managing ATF's voice systems continued during FY 2003. In addition to completing all 23 field division and three main service centers, ATF has standardized 58 percent of the field office phone systems. This standardization project allows for future routing of voice over the secure ATF wide area data network, and centralizes management of the Public Branch Exchanges and Voice Mail Systems. The standardization allows

agents to relocate operations to any office without learning a new phone system. This standardization project allows ATF to implement Voice over IP (VoIP) trunking between these locations in a disaster recovery mode.

ATF has implemented a Microsoft Active Directory domain structure and consolidated over 190 file servers into one. Moving to an Active Directory domain structure for user network authentication and file sharing allows ATF to develop a more robust security posture, while increasing system performance more than 30 percent. It centralizes user domain and administration functions and provides an easier method to develop our stringent domain security policies. This singular enhancement has greatly improved our ability to protect ATF's network from malicious attacks, and strengthens access control capabilities, ensuring only those users with a need-to-know requirement can get access to the information.

E-Government Program

ATF's Firearms Integration Technology (FIT), which involves the integration of 20 systems into three databases, is the cornerstone of facilitating transactions with citizens, regulated industry members, and other government agencies. Completion of each phase of the FIT project results in web-enabled business transactions with ATF's external customers.

As part of its implementation of the SEA, ATF deployed a web-based solution to enable citizens to submit new explosives permit applications, and for ATF to issue new Explosives Limited Permits to intrastate users of explosives in May 2003. Also in 2003, ATF successfully deployed "eForm 6," a web-based application that provides the firearms industry with electronic submissions of applications to import firearms, ammunition, and implements of war. eForm 6 provides industry with the ability to review application status and approved applications on-line.

In September 2003, ATF successfully deployed the Bombing and Arson Tracking System (BATS), which is a web-based application that allows Federal, State, and local law enforcement to enter bombing and arson incidents into

ATF's database; this helps local law enforcement officers and fire investigators to identify serial offenders.

ATF continued to make progress in supporting and participating in the OMB Quicksilver initiatives. The Quicksilver initiatives are government-wide initiatives to integrate agency operations and IT investments. The goal of these initiatives is to eliminate redundant systems and significantly improve the government's quality of customer service. To date, ATF is currently participating in the following Quicksilver initiatives: E-Clearance, E-Records, E-Rulemaking, E-Authentication, and E-Training.

Inspection

ATF's Office of Inspection (OI) has primary responsibility for the planning, administration, and implementation of all inspection and internal affairs for ATF.

OI appraises the effectiveness of operations; assesses the quality of management and supervision; and determines adherence to organizational policies, regulations, and procedures. To accomplish this, OI inspects all administrative and operational activities of ATF field divisions and Headquarters offices on a three-year cycle. These inspections ensure that component offices are in compliance with ATF and Justice rules and regulations. During FY 2003, OI conducted 18 full-scale inspections for a total of 140 offices in Headquarters and in the field.

OI conducts employee misconduct and integrity investigations, either criminal or administrative, as well as other sensitive investigations assigned by the Director; and reports to the Inspector General, Department of Justice, on matters involving significant investigations. When investigating complaints or allegations of improper conduct, embezzlement, attempted bribery, acceptance of bribes, gifts, or gratuities, where an employee of ATF is involved, OI remains sensitive to the rights of employees and balances that with the obligation to conduct a thorough and timely investigation. OI provides specialized training to all employees in order to prevent misconduct, and the training reassures the

public that ATF adheres to the highest standards of ethics and integrity.

OI conducts background investigations for all tentatively selected ATF applicants, contractors, task force officers, and others having access to ATF automated systems, ATF proprietary information, and/or unescorted access to ATF space. In addition, OI also conducts periodic reinvestigations on current employees, per Department of Justice guidelines and in accordance with Executive Order 12968, Access to Classified Information, and issues National Security clearances as needed. During FY 2003, OI processed a total of 2,707 background investigations. These included 618 backgrounds for new special agents, inspectors, and other professional series and support staff; 1,372 backgrounds for contractors and task force officials; and 717 updates and upgrades on ATF personnel.

Chief Counsel

With attorneys located in both Headquarters and the field, ATF's Office of Chief Counsel provides a full range of legal support to the Bureau's varied missions. The Chief Counsel is a member of the Executive Staff and principal legal advisor to the Director, Deputy Director, and Assistant Directors. The Chief Counsel also serves as ATF's Deputy Ethics Official and is responsible for overseeing ATF's centralized ethics program. The program covers a number of components, including ethics counseling, training, financial disclosure, outside employment and post-employment, and Hatch Act restrictions.

The four Headquarters' divisions (Administration and Ethics; Disclosure and Forfeiture; Firearms, Explosives, and Arson; and Litigation) provide legal advice on specific programs and national initiatives implemented by the Bureau. They also prepare, review, or assist in the preparation of proposed legislation, regulations, and executive orders relating to the laws affecting and enforced by ATF; make recommendations to the Department of Justice concerning litigation involving ATF; and represent the Agency in personnel litigation.

Outside of Headquarters, ATF has co-located an ATF attorney with the ATF Academy at FLETC and maintains a Counsel office in 18 of its 23 field divisions. ATF's goal is to co-locate a Counsel office in each of the remaining field divisions. As an integral part of each division's management team, each field Counsel office is charged with providing legal advice related to specific cases, operations, and initiatives implemented by the client field division; representing ATF in administrative proceedings; and providing training.

Training

ATF's Office of Training and Professional Development (TPD) manages ATF's training programs for ATF's own employees, as well training programs for State and local law enforcement, international officials, and industry personnel in ATF's areas of expertise. The launching of *learn.atf* represents a significant milestone in how ATF trains its own employees (see page 2). In recognition of its contribution to ATF's mission, ATF's Leadership Institute received the Training Officers Conference's (TOC) 2003 Distinguished Service Award for Management of the Human Resource Development Program.

New Professional Training—Agents and Inspectors. During FY 2003, 176 special agents attended New Professional Training (NPT) at the ATF Academy. There were no inspector classes delivered during this time period. With the graduation of the final NPT agent class of FY 2003 (NPT-307), the ATF Academy has surpassed the mark of 1,000 special agents trained since the inception of NPT in FY 1998.

Career/Occupational Development.

Training in this area included the following:

- One Basic Firearms Interstate Nexus Training Class (18 students), one Advanced Ammunition Training Class (14 students), and two Advanced Interstate Nexus Training Classes (32 students).

- Two advanced Canadian Firearms Trafficking Techniques courses in conjunction with the Provincial Weapons Enforcement Unit, Ontario, Canada, and the National Weapons Enforcement Support Team, Canada Department of Justice, for 150 Canadian law enforcement officers and 60 ATF agents and inspectors. Held two additional advanced Firearms Trafficking Techniques courses for another 100 ATF employees.
- Three Alcohol and Tobacco Diversion Training classes to 109 ATF employees and 20 non-ATF participants. Held an Alcohol and Tobacco Diversion Workshop to develop scenario-based as well as counterfeit cigarette and tax stamp identification practical exercises.
- Command and Control classes to provide instruction on operational topics for 79 agent first-line supervisors.
- The training of 150 special agents in post-blast investigations.
- Critical Incident Decisionmaking Training for 60 senior ATF managers. Designed to address the decisionmaking process during critical incidents, this course reviews the significance of the relationship between the overall command of an incident and the command of the tactical response functions.
- Two Advanced Arson and Explosives Investigation Techniques training classes to 77 special agents.
- The sponsoring of 43 ATF employees who are classified as explosives specialists, National Response Team members, or fire investigators to the Hazardous Materials Incident Response School, presented by the Environmental Protection Agency.
- Multi-divisional large-scale field training exercise for Critical Incident Management in Tampa, FL, with the Miami, Nashville, and Tampa Field Divisions for approximately 300 participants.
- The training of 62 special agents and 50 inspectors in Chemistry of Pyrotechnics. In addition, ATF began to host advanced explo-

sives training classes specifically for non-special agent supervisors. A total of 24 regulatory supervisors attended a Pyrotechnics for Inspectors class.

- Collaboration with The Institute for Intergovernmental Research in the delivery of Intelligence Counterterrorism Training.

State, Local, and International Training.

Training in this area included delivering the following courses:

- Eleven 2-week Advanced Explosives Destruction Techniques courses to State and local bomb technicians from around the country.
- Four 2-week Advanced Explosives Investigative Techniques (post-blast) courses to State and local investigators.
- Six 1-week Post-Blast Investigative Techniques courses for Regional Security Officers (RSOs) assigned to the Department of State Diplomatic Security Service (DSS). These RSOs are responsible for security at U.S. embassies around the world. These courses will continue for newly hired DSS agents.
- Eleven 1-week Post-Blast Investigative Techniques courses to State and local investigators in locations around the country.
- Two 2-week Complex Arson Investigative Techniques courses at the Federal Law Enforcement Training Center (FLETC) in Glynco, GA, to State and local arson investigators.
- Three 2-week Advanced Cause and Origin/Courtroom Techniques courses at FLETC to State and local arson investigators.
- Twelve 1-week Serial Number Restoration courses for State and local police forensic laboratory personnel. These courses are delivered in police forensic laboratories around the country.
- Four 10-week Explosives Detection Canine Handler courses for State, local, other Federal, and international agencies. Delivered one 5-week Accelerant Detection Canine Handler course for State and local fire investigators.

In addition, ATF

- Provided international training courses to more than 700 law enforcement officers from more than 40 countries, which included firearms and explosives identification, small arms trafficking, post-blast investigation, and serial number restoration.
- Completed one and started another session of the ATF National Firearms Examiner Academy (NFEA). This is a unique and innovative yearlong training program designed to provide training for apprentice/entry-level firearms examiners from Federal/State/local law enforcement agencies in which no formal training program exists. The sessions were held at the ATF National Laboratory in Rockville, MD. In March 2003, 12 students graduated from the fourth NFEA that began in March 2002. The NFEA began its fifth academic class in March 2003, which is scheduled for completion in March 2004.

Management and Administration

ATF's Office of Management (OM) supports ATF's operations by administering its core business processes of finance, human resources, procurement, property, physical security and safety, and administrative programs.

ATF Reorganization. An unanticipated FY 2003 challenge was the split of ATF into two separate bureaus (i.e., the Bureau of Alcohol, Tobacco, Firearms and Explosives and the Alcohol and Tobacco Tax and Trade Bureau) to reside in two separate departments, namely the Departments of Justice and the Treasury, respectively, as mandated by the Homeland Security Act. This organizational change had an impact on all parts of ATF—program areas as well as support areas.

ATF had 60 days from the passage of the Homeland Security Act to split itself into two separate entities and to “stand up” a new organization. ATF met the mandated deadline, completing all reorganization tasks by January 24, 2003, the official transition deadline, in this unprecedented restructuring. With little direction, ATF employees

were challenged to complete an inordinate amount of tasks in a limited amount of time. For instance, the Office of Management's Personnel Division completed 20,000 personnel actions in 60 days, including correcting salaries, transitioning thrift savings plan loans, and ensuring internal personnel systems remained aligned with the National Finance Center payroll system, thus ensuring that all employees were paid on time. Other divisions within OM divided the ATF financial information into the two components; assigned contracts and requisitions to the appropriate organization; acquired space for 11 TTB locations; assisted with the design and distribution of TTB credentials and visible badges; and provided extensive support for TTB documentation needs in printing, forms design, directives preparation, records management, and mail management.

The DOJ's Office of Inspector General listed this organization change in its report *Top Management Challenges—2002 List*. Through extensive planning, leadership and sound judgment, and effective use of resources, ATF was able to surmount the difficulties of this challenge.

New ATF Headquarters. OM is leading the effort to obtain new secure facilities for ATF and to relocate employees and mission operations resulting from requirements established after the 1995 Oklahoma City bombing. The new facility is being constructed utilizing DOJ Level IV and the Interagency Security Council (ISC) Level D criteria designations. It will provide the Federal Government with a world-class Federal building and serve as an example of the integration of security and open design. ATF's move to the new Headquarters on New York Avenue is scheduled during FY 2006, with construction contract award scheduled for December 2004 and full construction to begin in February 2005.

As a full partner with GSA on the new ATF HQ project, final site design approvals were received from Federal and local authorities, including the National Capital Planning Commission (NCPC), Commission of Fine Arts (CFA), and District of Columbia Government, as well as the District of Columbia Historic Preservation Office. ATF provided agency representation and

contract oversight during the construction contract process. ATF also served on the selection board for \$8 million in GSA contract awards for construction management and site excavation.

Financial Management. In accordance with statutory requirements, ATF uses electronic funds transfer (EFT) for bill payments. Currently, ATF pays 99 percent of all travel payments and in excess of 94 percent of all commercial payments via EFT.

In 2003, ATF entered into a task order with the Bank of America under the GSA Smart Pay program to implement an integrated charge card program. The card consolidates the separate business lines of travel, fleet, and purchase into a single card. One of the benefits of the integrated card is an enhanced internal control of managing charge card delinquencies. If an employee becomes 60 days overdue on the individually billed portion of his/her account (i.e., travel), then the card is suspended so that the employee cannot use the card for any purchases. With individual profiles, employees can be given access to only those business lines that they need.

Human Resources. ATF has expanded its use of the automated human resource system (HR Connect) to manage its personnel actions. The objective is to create a paperless environment to facilitate processing these actions and to provide improved customer service. To date, managers and/or their proxies have initiated over 15,000 personnel actions in HR Connect. Available now to every ATF employee, they can now use Employee Self Service (ESS) via HR Connect to review a wide variety of their own personnel data and update some of it on-line. More than 95 percent of all employees have used HR Connect in some capacity. The data in HR Connect are being used to feed data to other important ATF systems, such as the E-learning system. ATF's goal is the continued expansion of technology for the employee application and selection processes and for data exchanges with other ATF systems

OM coordinated the implementation of the pilot flexiplace program in the field, and is developing an approach to incorporate flexiplace in the new Headquarters building in an expansion of the pilot. The Office of Management recently implemented a six-month pilot for nonbargaining unit employees, which expired in January 2004.

Having a fully staffed workers' compensation team has enabled specialists to better manage claims on a daily basis including better and consistent follow-up with supervisors, managers, employees, and Department of Labor. The Safety and Health Information Management System (SHIMS) reporting system allows on-line electronic initiation of workers' compensation claims and has now been fully deployed throughout ATF. ATF uses SHIMS data for safety investigations in responses to claims for on-the-job injuries and/or illnesses. By submitting claims electronically, claimant and Workers' Compensation Specialists received claim numbers and claims status at a much faster rate.

Office of Workers' Compensation Program (OWCP) costs were down \$19,079 according to 3rd quarter FY 2003 statistics. Medical costs were down \$40,604 and fatal compensation payments were down \$40,063. These numbers may be attributed to ATF's implementation of its law enforcement training, particularly tactical and new professional training.

Mail Security. As a result of the anthrax contamination in ATF Headquarters in October 2001, ATF searched for an off-site facility to house the mail handling operations, in conjunction with building storage requirements and shipping/receiving operations. This effort culminated in the acquisition of a site in Cheverly, MD. Occupancy is expected in early 2004. This initiative enhances the safety and security for all Bureau employees by screening and opening all mail and parcels prior to delivery.