
Management's Discussion and Analysis

MISSION AND ORGANIZATIONAL STRUCTURE

The Bureau of Alcohol, Tobacco and Firearms (ATF) is a Federal law enforcement organization that serves as the nation's expert on four highly regulated consumer products: alcohol, tobacco, firearms, and explosives. These products require special attention because of the important social consequences resulting from their misuse or abuse. ATF represents a uniquely concentrated resource for providing investigative, regulatory, tax collection, technical, scientific, and legal expertise relating to these products. This unique combination of tools and skills allows ATF to provide a focused, flexible, and balanced approach to protecting the public's legitimate access to these commodities while fighting unlawful use and trafficking.

ATF's national headquarters, located in Washington, DC, includes offices that develop major policies and programs in accordance with the applicable laws and regulations that ATF enforces. ATF executive structure consists of the Director, Deputy Director, Chief Counsel/Deputy Chief Counsel, and the Assistant Directors for Field Operations; Firearms, Explosives and Arson; Alcohol and Tobacco; Inspection; Public and Governmental Affairs; Management/Chief Financial Officer; Science and Technology/Chief Information Officer; and Training and Professional Development. These executives form the core of the Bureau's Strategic Leadership Team and Investment Review Board. The Office of the Director includes the Deputy Director; Chief of Staff; Ombudsman; the Executive Assistant for Equal Opportunity, and the Strategic Planning Office.

Geographically, ATF has offices in major U.S. cities, as well as in Guam, the Virgin Islands, and Puerto Rico; personnel are also assigned in Mexico, Canada, Colombia, and France. The field structure comprises 23 field divisions strategically located throughout the United States, with a single executive heading each office and having responsibility for all law enforcement, industry regulation, and revenue activities assigned within the Office of Field Operations. Plans are under-way for field divisions to have on-site legal and forensic

audit support and equal opportunity policy advisors. At this time, ATF has Counsel offices in 18 field divisions (Atlanta, Baltimore, Boston, Charlotte, Chicago, Columbus, Dallas, Detroit, Houston, Los Angeles, Miami, Nashville, New York, Philadelphia, Phoenix, San Francisco, Tampa, and Washington), a Counsel office at the National Revenue Center, and an attorney at the ATF Academy. The Chief Counsel has also selected the Division Counsel for Louisville, whose office will open in FY 2003.

The Office of Equal Opportunity has five Equal Employment Opportunity (EEO) Managers, one each in San Francisco, Chicago, New York, Dallas, and Atlanta. Each field division has been assigned to one of these EEO Managers. The position in San Francisco is vacant and expected to be filled in early FY 2003.

In addition, ATF operates the following service centers and training facilities throughout the United States:

- National Tracing Center in Falling Waters and Martinsburg, WV
- National Licensing Center in Atlanta, GA
- National Revenue Center in Cincinnati, OH
- Laboratories in Maryland, Georgia, and California
- Canine Training Center in Front Royal, VA
- ATF Academy, at the Federal Law Enforcement Training Center (FLETC) in Glynco, GA

ATF's Internet site contains supporting documentation and reference materials on ATF programs. It can be accessed at <http://www.atf.treas.gov>.

MAJOR CHALLENGES FACING ATF

Disaster Recovery

Quickly recovering mission-critical applications to support ATF's mission is the highest priority in the information technology area. ATF has acquired the necessary computer storage and communication devices to replicate mission-critical applications and databases between ATF Headquarters and an off-site data center. In the event of a loss of Headquarters, all operations can be hosted at an off-site location. This will ensure continuity of major business processes in the event of a natural disaster, act of terrorism, or war. When fully implemented in early FY 2003, ATF will have the capability to "fail-over" operations from the off-site location to ATF Headquarters.

Relocation of the National Laboratory Center

ATF is continuing to address the unique challenges of relocating the National Laboratory Center (NLC) to Ammdendale, Maryland. The NLC includes three ATF laboratories: the Forensic Science Laboratory – Washington (FSL-W), the Alcohol and Tobacco Laboratory (ATL), and the new Fire Research Laboratory (FRL). A 5-year effort has culminated in the construction and ownership of this world-class facility that will support ATF's regulatory and investigative requirements well into the future, and the development of a one-of-a-kind fire research center to support fire investigations.

The NLC will relocate from its Rockville-leased space in January 2003. The objective is to make the relocation as seamless as possible for internal and external customers, while continuing to provide high-quality and timely service. Hurdles include (1) relocating and recalibrating a range of sophisticated instrumentation, (2) installing custom-designed fire measurement equipment, and (3) commissioning Fire Center burn cells and pollution

abatement equipment to ensure safe fire testing performance. The FSL-W and ATL are expected to be fully operational shortly after the move. Fire Center commissioning is scheduled to begin in late spring 2003, and the entire NLC will be fully operational by the end of fiscal year 2003.

ATF Security Advisory System

ATF has developed a Security Advisory System (SAS) that conforms with the national alert system issued by the Office of Homeland Security in accordance with Homeland Security Presidential Directive 3. The five graduated Threat Condition levels are designed to provide a consistent frame of reference and common vocabulary to alert ATF employees concerning the risk of terrorist attacks. ATF's SAS identifies protective measures at all five levels, which reduces vulnerability to terrorist attacks and provides enhanced security to personnel, facilities, and operations in the United States and abroad.

The SAS ensures greater coherence and integration of protective measures in ATF offices nationwide. Included in the measures are mobilization and/or repositioning of resources and teams of specialized personnel. ATF's operational decisions at a specific advisory level will be driven by analysis and evaluation of threat information in conjunction with other Federal, State, and local law enforcement agencies.



*Above: ATF's firearms reference collection contains over 5,000 weapons.
Below: A canine enforcement team searches a crime scene for evidence.*

