Performance Goals and Results

Bureau-wide Programs

ATF continued to emphasize a strong and efficient organization in order to accomplish its programmatic goals effectively. The programs that support ATF's three major activities; Reduce Violent Crime, Collect Revenue, and Protect the Public, are highlighted below:

TRAINING

The Office of Training and Professional Development's (TPD) high quality, innovative training programs improve the performance of the Bureau's employees, and enhance the skills of thousands of State, local, and international personnel each year, all in support of ATF's Strategic Plan. These programs are delivered at Bureau Headquarters, the ATF Academy, field divisions, or at various satellite training sites across the country and the world. This year, TPD was honored by the Treasury Department as the model training organization, and the group has served as the benchmark for two other Treasury bureaus.

New Professional Training (NPT) Program CORE Training

The first phase of NPT, which was originally designed for all new ATF employees who were promoted or hired into two-grade interval positions with less than two years of experience at ATF, is now open to all new ATF employees. The overall objective is to orient employees to their roles and responsibilities as they relate to others and the overall mission of ATF. CORE training promotes interaction between ATF occupations and starts the process of building employees' pride in ATF and in one another. Ten classes were conducted at Bureau Headquarters with 205 students participating.

New Professional Joint Agent/ Inspector Training

A record number of new ATF inspectors and special agents completed NPT at the ATF Academy. Joint agent/inspector training consisted of three weeks of training on topics of shared responsibility. NPT affords agents and inspectors the opportunity to build solid working relationships and to learn information uniformly relative to their collaborative responsibilities. At the conclusion of

New Professional Training (NPT) explosives training for agents at the ATF Academy.

joint agent/inspector training, agents receive another 10 weeks and inspectors another six weeks of occupation-specific training on technical issues. There were a total of 168 agents and 72 inspectors trained from January through September.

NPT for New Revenue (Tax) Specialist

NPT for New Revenue Specialists is a three week course that gives ATF's new revenue specialists an overview of the alcohol, tobacco, and firearms industries that they regulate. Topics include the tax system, legal, distilleries, breweries, wineries, Firearms and Ammunition Excise Tax (FAET), interviewing, diversion, and ATF databases. Three courses were held and 69 alcohol and tobacco tax specialists were trained.

Other FY 1999 accomplishments included the following:

☛ Provided 11,183 training courses to ATF employees, including mandatory training requirements, technical, occupational, leadership and employee career programs;

☛ Provided training to 42,202 other Federal, State, local, international law enforcement officers, industry personnel, civilians and civic organizations; topics included arson investigation, explosives identification and regulation, firearms trafficking/identification, gangs, post-blast investigations, advanced interviewing techniques, and firearms serial restoration;

☛ Managed the re-certification of 163 Certified Explosives Specialists (CES); and the re-certification of 73 Certified Fire Investigators (CFIs) to contribute effectively to explosives and arson investigations;

☛ Conducted a two-week Basic Crisis Negotiation Training for newly selected negotiators; ATF's school served as the "benchmark" course for other Federal agencies;

☛ Conducted four Critical Incident Management Systems executive training sessions. Joint field division training sessions began in February and the Critical Incident Management training session will continue until December 1999. This series of training programs, designed by ATF in collaboration with Science Applications International Corporation (SAIC), exposed all 23 field divisions to the theory and principles of a standardized Critical Incident Management system for ATF. ATF's system and associated training have now been designated as the standard to be met by all Treasury enforcement bureaus;

☛ Produced a special video entitled "A Mother's Tears," in response to inquiries from ATF, State and local police departments, and school systems for an "explosives safety" program for juveniles. This video is an interactive explosive safety video for students, parents and educators. "A Mother's Tears" was selected from over 1,000 national and international entries and was bestowed the "Videographer's Award of Distinction" for instructional programming;

☛ Developed and conducted five advanced tactical schools for the regional ATF Special Response Teams (SRTs), equipping them with the latest in tactical techniques;

☛ Planned and executed the Annual Fraternal Order of Police (FOP)/ATF Gang Conference attended by more than 250 state and local officers;

☛ Conducted the annual International Firearms Trafficking seminar in Toronto, Canada; because of its caliber, the course is mandatory training for all personnel in several Canadian law enforcement departments;

☛ Provided eight Youth Crime Gun Interdiction Initiative (YCGII) training presentations to 436 Federal, State, and local law enforcement officers. Two additional YCGII presentations were made to 225 ATF agents, ATF inspectors, State and local law enforcement officers, and other non-law enforcement professionals;

☛ Provided international training courses to more than 500 participants, from more than 45 different countries, which included basic and advanced firearms and explosives identification, post-blast investigation, and alcohol and tobacco diversion;

☛ Oversaw the construction of the ATF Academy arson burn cells to be used exclusively for NPT and arson state and local training programs;

☛ Constructed and dedicated an explosives classroom for the sole use of ATF at FLETC to train ATF, state, local, and international students;

☛ Delivered SEMTEX (Seminar in Explosives and Bomb Threat Management) at four U.S. airports to more than 600 law enforcement and airline/airport security personnel;

☛ Developed "Close Quarter Countermeasures" (CQC) training for agents and "Escape and Evasion" training for inspectors; conducted initial training of certified instructors with the goal of training every agent and inspector within the next two years;

ATF agents engage in close-quarter countermeasures (CQC) practical exercise.

☞ Revised ATF's Use of Force Policy and created ATF's Firearms Training Guide, which standardizes agent firearms training nationwide. The program and lesson have been benchmarked by the FBI and the Secret Service;

☞ Developed a National Academy to train Federal, State, and local firearm and toolmark examiners in partnership with the Association of Firearms and Toolmark Examiners (AFTE). The overall objective of this intensive program is to train potential apprenticeship candidates to be firearms examiners. The first 16-week class began began in August 1999.

SCIENCE AND TECHNOLOGY

The Office of Science and Technology/Chief Information Officer (CIO) plays a key role in support of the Bureau's enforcement and revenue programs. The CIO also serves as the senior executive for the Year 2000 Century Date Change Project, an aggressive multi-year, inter-bureau effort to identify and to bring ATF's information technology (IT) and non-IT systems into compliance before the new millennium.

Information Infrastructure

In FY 1998, ATF modernized its IT through deployment of the Enterprise Systems Architecture (ESA), an infrastructure that ensures ATF's strategic and day-to-day business requirements are supported by IT that is secure, reliable, available, Y2K date compliant, and maintainable. ESA provides ATF with the ability to collect, clarify, and communicate the information needed to accomplish its mission to reduce violent crime, collect revenue, and protect the public. In October 1997, ATF awarded a blanket purchase agreement for "seat management" services. Under this unified approach to the management, operation, and maintenance of desktop computing services and the associated network infrastructure, the contractor provides the entire suite of hardware, including: desktop and notebook personal computers (PCs); printers; servers; commercial off-the-shelf (COTS) software and support services in the areas of networks management; operations; training; help desk services and other maintenance support. ATF leases these services as a utility for which ATF pays on a "per seat" basis. The lease approach allows ATF to upgrade the IT infrastructure and to acquire the current technology without having to incur capital ownership costs. As new products become available via the GSA schedule, the seat management contractor is able to make technology "refreshments" available to ATF through modifications of the blanket purchase agreement. This concept should provide cost savings and productivity gains because the common operating environment is continually managed and maintained.

ESA supports approximately 4,100 employees and 1,200 contractor workstations nationwide. Field personnel, i.e., agents, inspectors, and auditors, use notebook PCs with docking stations, and employees and contractor personnel assigned to offices are equipped with desktop PCs. All employee workstations are connected via local area networks (LANs). The LANs are connected via a high-speed, wide-area network that serves as the electronic backbone of ATF's data communications. Every employee is equipped with a Pentium or Pentium II computer running Microsoft Corporation's Windows 95 operating system and the Office 97 Professional Office Suite, anti-virus software, Microsoft Exchange electronic mail, and security software to encrypt data stored on notebook PCs.

Data Communications Infrastructure

A Frame Relay Network Upgrade Project, initiated in November 1998 and completed in April 1999, consisted of designing, coordinating, implementing, and testing the upgrade of the entire wide area frame relay network. While transparent to the ATF user community, this upgrade increased minimum bandwidth of ATF's wide-area network from 32 kilobytes to 128 Kbs to approximately 200 ATF points of presence in the continental United States. The upgrade provided ATF with the ability to place into production and support many significant software engineering investments such

as ATF's National Field Office Case Information System (N-FOCIS), Forensics Automated Case and Exam Tracking System (FACETS), Firearms Tracing System (FTSWEB), and Online-LEAD. This upgrade has also enabled applications such as Exchange mail and Tivoli to function reliably on the wide-area network. The re-engineering effort provides backup and enhanced stability of the network. The project was a major success by implementing state-of-the-art applications through the network in support of ATF's mission activities.

Laboratory Services

In FY 1999, Laboratory Services, with the support of ATF's Office of Training and Professional Development and the Association of Firearm and Toolmark Examiners, established the ATF National Firearm Examiner Academy in partnership with other Federal, State, and local crime laboratories. The first 16-week class commenced in August 1999. In FY 1999, Laboratory Services also signed a memorandum of understanding with the Virginia Department of Forensic Services related to the examination of gunshot residue evidence.

ATF laboratory chemist analyzes nonbeverage product sample.

In FY 1999, Laboratory Services continued its support and leadership in partnerships with the University of Central Florida (arson and explosives methods); the University of Maryland (fire research center development and staffing); and the National Forensic Science Technology Center (arson training) in St. Petersurg, Florida. In FY 1999, Labora-

tory Services personnel completed 2,673 forensic cases, analyzed 7,980 alcohol and tobacco product samples and processed 7,510 alcohol product formula applications. In addition, Laboratory Services personnel provided 410 days of instruction to ATF and other Federal, State and local law enforcement agencies; spent 176 days providing expert testimony in courts of law; and spent 324 days providing scientific advice and support at ATF-investigated crime scenes.

Audit Services

Audit Services provides an important investigative tool for solving financially-motivated crimes such as arson and bombings-for-profit, and the illegal diversion of alcohol and tobacco products. Forensic auditors investigate and determine the financial condition of businesses or other criminal activities/entities, and their ownership; develop investigative leads and criminal charges through examinations of financial records/transactions; participate in interviews; determine varying categories of fraud; provide pre-trial briefings to the U.S. Attorneys' and State Prosecutors' office; and testify as expert witnesses at trials. This service has continued to expand in order to respond to financial investigations in firearms and drug trafficking, gang-related activities, and money laundering schemes, and has contributed to successful prosecutions in these cases. In FY 1999, eight forensic auditors completed the basic and advanced classes in Computer Investigative Specialist (CIS) training at the Federal Law Enforcement Training Center in Glynco, Georgia, as well as pre-course training in Dallas, Texas. In FY 1999, Audit Services personnel addressed nearly 30 conferences and meetings hosted by State and local fire service and law enforcement agencies, State universities, professional associations, and members of the financial services and insurance industries. Topics addressed at these meetings included financial motives for arson, money laundering, arson for profit, arson for prosecutors, and the financial aspects of church fire investigations.

Technical Support

Technical Support to field agents and inspectors is provided by the Technical Support Division which is comprised of the Technical Operations Branch (TOB), the Radio Branch, and the Visual Information Branch.

TOB has three sections: the Electronic Surveillance/Technical Surveillance Countermeasure Section, the Computer Forensics Section, and a

Logistics Section. TOB purchases investigative equipment, investigative supplies, agent safety equipment including body armor, law enforcement vehicles, and electronic surveillance equipment. TOB evaluates new technology, and trains tactical operations officers and technical enforcement officers.

The Computer Forensics Section provides trained personnel who extract information from seized computers and assist in computer crime and internet investigations. In FY 1999, the TOB hosted the first national planning and technical training conference for the 14 ATF special agents, one inspector, and eight forensic auditors who received training as Computer Investigative Specialists.

The Radio Branch provides a national wireless communications system which is maintained by a network of deployed radio technicians who maintain the ATF Radio infrastructure and provide tactical communication assistance.

The Visual Information Branch provides audio, video, photography and graphic services to ATF.

FY 1999 highlights included:

☞ Implemented a National Uniform Contract which provides uniforms, supplies, and safety equipment to Special Agents and Inspectors;

☞ Processed 2,717 requests for audio/visual, graphics, and photographic support from internal ATF customers as well as external customers including the Department of the Treasury, and State and local law enforcement agencies.

LIAISON AND PUBLIC INFORMATION

The Liaison and Public Information office serves as principal advisor on matters relating to the public, media, and industry information, and policies and compliance with the Freedom of Information and Privacy Acts. The office establishes and maintains Embassy contacts and police official liaisons, and reviews responses to all inquiries received from the Department of the Treasury and Congressional offices, as well as correspondence for the Director.

ATF has expanded its Internet site to include ATF and Treasury reports, field division web sites, links to the <u>Federal Register</u>, access to on-line alcohol labels, and bomb threat prevention information. The web site continues to be positively received. Visits to the site have increased from 2,500 per day in 1998 to more than 120,000 per day. Congressional offices, the public, and members of the industries that ATF regulates visit the site daily. In 1999, ATF received approximately 13,000 e-mail queries from the public, the media, and industry members. ATF's Intranet service is an internal "bulletin board" designed and updated daily to provide information on ATF's activities, programs, forms, publications, current events, and initiatives to ATF employees. This service is also linked to the Treasury Intranet.

INSPECTION

ATF 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, and conducting all background investigations on new ATF hires.

SPECIAL OPERATIONS

This division within the Office of Field Operations provides support services including polygraph examinations; airborne operations; assistance for undercover investigations; coordination of mission support for major events such as the Olympic Games, for the U.S. Secret Service, the Department of State, and the United Nations; participation in gang enforcement programs; management of the Witness Security Program; and coordination of ATF's Critical Incident Management System.

During FY 1999, polygraph program examiners conducted approximately 400 examinations of suspects, informants, and witnesses. Of the tests conducted, conclusive opinions were rendered over 90 percent of the time.

The National Communications Center/Enforcement Operations Center provides Bureau-wide tactical communications and record communications support and access to various law enforcement information databases. During FY 1999, the National Communications Center/Enforcement

Operations Center received and assisted in 316 hotline calls and 1,786 Federal firearms licensee calls, and 60 National Response Team/Special Response Team callouts. Additionally, this Branch processed 119 Be Aware For America Program calls reporting suspicious activity concerning ammonium nitrate, and 1,636 National Instant Criminal Background Check System (NICS) referrals.

Critical Incident Management support coordinates the Special Response Team, Crisis Negotiations Program, and Operational Medical Support Program. During FY 1999, a full-time contingent of Special Response Team personnel was established. Each of the five regional Special Response Teams include a supervisor, an investigative assistant, and nine operators. In addition, ATF implemented a Critical Incident Management System (CIMS), which is a uniform approach to prepare for, respond to, and support critical incidents, major/complex investigations, and significant enforcement operations. CIMS has standardized ATF's efforts to integrate other Federal, State and local emergency resources in response to critical incidents. In FY 1999, the Critical Incident Management Branch assisted in implementing CIMS training for all field managers and Headquarters personnel.

The Enforcement Support Program oversees ATF's participation in the Interagency Crime Drug Enforcement (ICDE) Task Force Program. ATF's existing enforcement strategies direct special agents to target violent organizations using firearms, arson, or explosives, and to target active felons who are violent recidivists using or possessing firearms or explosives. Per ICDE guidelines, ATF has established nine full-time coordinators who are collocated in office space furnished by the core city U.S. attorney's office. There is also one program manager assigned to ATF Headquarters. ATF receives funding on a reimbursable basis to support this program. The Enforcement Support Branch also oversees ATF's support to the U.S. Secret Service and the Department of State with reference to major events. The Branch coordinated ATF's support of the United Nations General Assembly, the 50th anniversary of NATO, and training for the 2000 Presidential campaign.

STRATEGIC INTELLIGENCE

The critical tool of strategic intelligence support remains a vital force multiplier by which ATF successfully accomplishes its strategic goals of reducing violent crime, collecting revenue, and protecting the public. Major milestones in this third year of ATF's five year Strategic Intelligence Plan which were reached in FY 1999 include:

Intelligence Division Re-engineering

The Intelligence Division was re-engineered and expanded from two to five branches to serve the needs of the Bureau and its customers better. These branches are:

- Domestic Operations Branch
- Major Case Branch
- Transnational Analysis Branch
- Domestic Analysis Branch
- Intelligence Systems Branch

Five Branch Chiefs who constitute a management team that ensure a horizontal business process of mutual support were recruited and selected to head these branches. Additionally, a Deputy Division Chief was appointed to assist the Division Chief in oversight and coordination of this expanded structure.

Field Intelligence Capability Expansion

In FY 1999, ATF began establishing Intelligence Field Offices at each of its 23 field divisions strategically located throughout the United States. These intelligence field offices meld the training and experience of special agents, intelligence research specialists, industry operations inspectors, and support staff who focus on providing tactical intelligence support for their respective field divisions and their external law enforcement partners. Each intelligence field office is supervised by a special agent group supervisor who is a member of the field division's management team. The intelligence field offices will be coordinated by, and will work in conjunction with, the Intelligence Division to form a bureau-wide intelligence infrastructure. Recruitment, selection, and training efforts are currently underway to fully staff these offices.

Partnerships

ATF maintains intelligence liaison positions with the National Drug Intelligence Center (NDIC), El Paso Intelligence Center (EPIC), Financial Crime Enforcement Network (FinCEN), Interpol, the National Security Agency (NSA), the Central Intelligence Agency (CIA), and the Federal Bureau of Investigation Counter Terrorism Center (FBI/CTC). Furthermore, ATF maintains a Memorandum of

Understanding (MOU) with the nation's six Regional Information Sharing Systems (RISS) which represent thousands of state and local law enforcement agencies, pledging to share unique and vital intelligence resources. These external partners are a key component of ATF's Strategic Intelligence Plan and the means by which ATF maximally contributes to the nation's law enforcement and intelligence communities. During FY 1999, the Intelligence Division established a Firearm Trafficking Desk within EPIC as a service to EPIC members. This unit initiates firearm traces from information collected by EPIC, and forwards the results along with firearm trafficking leads to the originating agencies and appropriate ATF field offices.

Technological Advancements

In FY 1999, Phase 1 of a multi-phased state-of-the-art automated case management/intelligence reporting system entitled N-FOCIS (National Field Office Case Information Systems) was implemented bureau-wide. N-FOCIS is comprised of two companion applications entitled N-FORCE for special agents, and N-SPECT for industry operations inspectors. Both eliminate redundant manual data entry on hardcopy forms and provide a comprehensive reporting and information management application in a secure electronic environment. N-FOCIS constitutes an on-line case management system and electronic central repository of information that allows ATF to analyze and exploit investigative/intelligence information fully to achieve its strategic goals of reducing violent crime, collecting revenue, and preventing violent crime. N-FOCIS epitomizes the strength and unique value of ATF's combined, complementary criminal and industry operations enforcement missions. During FY 1999, special agents, investigative assistants, and inspectors in 23 field divisions were trained on the use of the N-FOCIS applications. Over 4,000 investigations initiated in FY 1999 were entered into N-FOCIS. Plans are underway to expand the N-FOCIS functionality and to integrate N-FOCIS with several key ATF applications including the National Revenue Center, the National Tracing Center, National Arson and Explosive Repository, and the Intelligence Division's Text Management System. This integration plan establishes N-FOCIS as the Bureau's information backbone supporting its Strategic Goals.

Noteworthy accomplishments during FY 1999 include:

☞ Bureau-wide deployment and training of the N-FOCIS programs, N-SPECT and N-FORCE;

☞ Approximately 4,300 investigations entered into N-FORCE;

☞ 2,800 users trained in N-FORCE and 750 in N-SPECT;

☞ Initial concept design for Phases II and III system enhancements (i.e., Arson/Explosives repository integration, Criminal Enforcement Management Information System (CEMIS) data conversion, increased management report functionality, additional systems integration, etc.);

☞ Activating Intelligence Response Teams in support of the following major investigations/ events:

- Eric Rudolph manhunt in Andrews, North Carolina – 5,663 investigative leads tracked;
- Littleton, Colorado, high school shooting incident – 69 investigative leads tracked;
- Vail, Colorado, ski resort arson – 328 investigative leads tracked;
- Seattle, Washington, serial arsonist – 300 investigative leads tracked;
- Indiana County courthouse bombing incident – 150 investigative leads tracked;
- Chicago Latin Kings street gang – 236 investigative leads tracked;
- Atlanta serial church arsons – 250 investigative leads tracked;
- American University, Washington, DC, arson – 106 investigative leads tracked;
- Arson murder in Wheeling, West Virginia, that killed five children – 236 investigative leads tracked;
- Church arson (Jay Ballinger, serial church arsonist) in which a fireman was killed – currently under indictment on 29 counts;
- The NATO 50 event in Washington, DC;
- The murder trial of the violent anti-government Kehoe brothers in Little Rock, Arkansas;

☞ Assisted the Department of Energy (DOE) with on-site threat assessments of six special nuclear materials facilities across the United States;

☞ Prepared the 3rd Annual National Church Arson Task Force Report to be released under the signature of the President of the United States;

☛ Reviewed over 107,000 intelligence community electronic messages;

☛ Provided 35 foreign travel briefs to ATF personnel travelling internationally;

☛ Assumed a lead role in the National Violence Against Health Care Provider Task Force, wherein 1,350 investigative leads have been analyzed since the Task Force's inception in December 1998;

☛ Developed and presented intelligence training curriculum to all ATF intelligence officers, intelligence research specialists, newly hired special agents and inspectors undergoing New Professional Training, personnel undergoing alcohol and tobacco diversion investigation training, special agent supervisors at the first-line and mid-management level, and all personnel undergoing Critical Incident Management and Response Team training.

LEGAL

ATF's Office of Chief Counsel provides a full range of legal support to the agency's varied missions. The Chief Counsel is a member of the Executive Staff and principal legal advisor for the Director, Deputy Director, and Assistant Directors. The Chief Counsel operates under general direction of the General Counsel and the Associate General Counsel (Enforcement) of the Department of the Treasury.

Attorneys advise ATF personnel on issues related to alcohol, tobacco, firearms, explosives, arson, and administrative law. 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 ATF in administrative proceedings.

In December 1997, ATF's Strategic Leadership Team approved a plan to place attorneys in each field division office. The Division Counsel in each field division office would serve as a member of the Division Director's field management team. In 1999, ATF has made significant progress in realizing this goal. The attorneys in place are not only contributing to the quality of the product produced by the field investigators, but they have contributed to the effective management of field divisions. ATF has attorneys in 15 of 23 field divisions and plans to have all of its field divisions

staffed with attorneys by FY 2003. The integration of legal services into the field structure will serve ATF well while encountering the ever-increasing challenges presented by ATF's mission.

MANAGEMENT

The Office of Management provides leadership and works in partnership with other senior Bureau officials in executing ATF's core business processes (finance, human resources, procurement, and administrative programs) to support the Bureau's mission.

In Fiscal Year 1999, the office focused on operating in a fiscally sound manner, meeting external mandates, protecting Bureau resources, and improving customer service. Specific accomplishments include:

☛ Led the effort that resulted in ATF receiving an Unqualified Audit Opinion for the fifth consecutive year;

☛ Implemented the Welfare to Work program, a Presidential initiative designed to provide individuals an opportunity to learn skills and good work habits. (Employees are hired at the GS-01 level, under a temporary appointment and may be converted to a permanent appointment after three years of qualifying service and satisfactory performance. Positions filled under this program count against the Treasury's FTE allowance). The Bureau hired five employees under this program in FY 1999. Additionally, a new applicant database was developed to enhance and expedite this hiring process in the future;

☛ Converted ATF's financial system from a mainframe to client-server environment and deployed the system to over 500 users nationwide. This conversion moves ATF closer to its financial management vision of 100% electronic transaction processing, real time financial data, and integration with other major systems. This conversion will also:

  ● eliminate "cuff" financial records to remove audit findings associated with the reconciliation of two systems;
  ● facilitate cost accounting data on Bureau programs;
  ● allow Program Managers to incorporate financial data into everyday decision making;

- make ATF compliant with Federal Y2K and electronic commerce standards; and
- handle financial documents electronically;

☛ Administered the transition from the American Express and Rocky Mountain Visa credit cards, for travel and purchase, respectively, to Citibank MasterCard. The new MasterCards became effective on November 30, 1998. Over 5,000 combined travel and small purchase cardholders were converted. Procedures were also published for the cardholders;

☛ Implemented a process whereby all ATF employees were notified electronically when travel reimbursements were deposited into their bank accounts;

☛ Expanded the time and attendance system coding to track payroll costs at the project level in the last quarter of FY 1999 – thus moving closer to capturing all expenses by Bureau activity, program, and project – and production of cost of operations financial statements;

☛ Chaired the newly established E-Commerce Subcommittee of the Treasury Chief Financial Officer's Council;

☛ Modified its organizational coding structure to support the finances of a new Field Operations structure comprised of over 2,000 ATF employees;

☛ Developed and implemented a vault inventory (bar code) system at two major field sites to track asset forfeiture and seized property more efficiently;

☛ Conducted three Asset Forfeiture and Seized Property Conferences attended by 170 ATF supervisors;

☛ Initiated and performed a Job Analysis Study of all special agent positions to improve the hiring, performance reviews, and promotion assessment processes. A draft of the job analysis report will be issued in late Fall of 1999, at which time ATF can begin to work on the planned follow-on initiatives, such as revising the appraisal system for special agents and designing a promotion assessment system;

☛ Substantial progress was made on the acquisition of land for ATF's new National Laboratory and Fire Research Center. The intended construction is to begin in January 2000, with planned occupancy in the summer of 2001;

☛ Substantially completed the construction of a new Canine Training Center, which provides state-of-the-art facilities for training ATF handlers and canines. The 24,000 square-foot facility located in Front Royal, VA will house a staff of 21 personnel;

☛ Created the Special Agent Recruitment Center (SARC) in October 1998, to place a special emphasis on new agent hiring. A new applicant tracking system was implemented in FY 1999, and was made available for use by the Field Operations and Inspection offices. SARC (in partnership with Field Operations, Office of Inspection, Chief Counsel, and Office of Personnel Management) reported that 3,673 candidates applied for agent positions; 1,288 were interviewed; 381 selections were made; 200 new agents were on board by the end of FY 1999; and 57 applicants were cleared for employment in FY 2000.

Additionally, there were 4,010 candidates that applied for ATF Inspector positions in FY 1998. Of this pool, 550 candidates are currently in the interview stage, 163 selections have been made, 97 new inspectors were on board by the end of FY 1999, 36 offers were declined, and 21 selections are pending the background investigations and medical clearances;

☛ Developed assessment and installation procedures for security systems using a nationwide vendor. Security systems upgrades are complete at the 90 facilities identified for upgrades. Also, Deployable ID Media and Intrusion Detection systems were designed and developed. Successful FY 1999 deployments of portable security systems were made as follows: (a) Vail, Colorado, Arson Task Force; (b) Little Rock, Arkansas, Critical Incident Management Response Team; (c) Denver Critical Management Response Team; (d) Nashville, Tennessee, Crime Conference, and (e) Chicago and Detroit Field Division, Critical Incident Management Response Training;

☛ Awarded five requirements with 8(a) firms, pursuant to Section 8(a) of the Small Business Act, the Department of the Treasury and the Small Business Administration's Memorandum of Understanding for Streamlined 8(a) Contracting. This process has worked favorably in

cases where the program office needs supplies or services expeditiously. Additionally, the Bureau has also identified a requirement under Treasury's Mentor-Protege Program for EEO counseling services. ATF was the first of twelve Treasury bureaus to enter into a contract under the program, and was recognized by the Treasury's Deputy Assistant Secretary;

☛ Trained and certified property custodial officers at ATF Headquarters (by the National Property Management Association, a group affiliated with property management professionals). This initiative has provided better training for employees in the property management arena. (There are plans to expand this process to field personnel in FY 2000);

☛ Made significant improvements in the seat management inventory of Information Technology (IT) equipment in FY 1999. A 100% inventory of IT equipment was completed and procedures refined.