
Bureau-wide Programs

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, industry, and international personnel each year, all in support of ATF's Strategic Plan. These programs are delivered at Bureau Headquarters, the ATF Academy, the National Revenue Center, Fort AP Hill, field divisions, and at various satellite training sites throughout the country and the world. Although training of ATF's personnel is part of TPD's commitment to develop a talented and effective workforce, ATF is also charged, as part of its core mission, to train State and local law enforcement, international officials, and industry personnel in ATF's areas of expertise. Additionally, ATF subject matter experts instruct in training programs of other Federal, State, and local governments whose missions intersect with the duties of ATF employees in enforcing laws and regulating industry members and in combating crime and other illegal activities.

New Professional Training - Agents and Inspectors

During FY 2002, 233 special agents and 36 inspectors attended New Professional Training (NPT) at the ATF Academy. With a 6-day training schedule in place, agents receive 12 weeks and inspectors receive 8 weeks of occupation-specific training on technical issues. The curriculum is set to allow 2 weeks of shared training when special agents and inspectors train together on topics of joint responsibility. In FY 2002, the inspector segment of the program underwent major revisions to all lessons and practical exercises, further enhancing the quality of training provided to new employees. NPT affords agents and inspectors the opportunity to build solid working relationships and learn information uniformly relative to their collaborative responsibilities. Since the inception of NPT in FY 1998, 871 agents and 308 inspectors have been trained.

Other FY 2002 Accomplishments

Career/Occupational Development:

- ◆ Expanded ATF's Interstate Nexus training program. A Euro-Nexus class was developed and presented to 45 ATF special agents and 5 firearms enforcement officers at European firearms manufacturers' premises and proof houses.
- ◆ Developed an Advanced Arson and Explosives Investigation Techniques training class that is designed to give ATF special agents the knowledge, skills, and abilities to investigate complex arson and explosives incidents. This training class was delivered to 90 special agents.
- ◆ Redesigned and delivered an Advanced Special Agent Complex Investigation training course to 52 senior special agents. Instructors for this course included teams of ATF agents and attorneys and assistant U.S. attorneys. The course is designed to give ATF agents the knowledge, skills, and abilities to more efficiently and effectively conduct complex investigations using current laws. The course also includes information on ATF resources available and new investigative techniques in firearms trafficking, electronic surveillance, and alcohol and tobacco diversion.
- ◆ Held three advanced courses in International Firearms Trafficking in conjunction with the Provincial Weapons Enforcement Unit, Ontario, Canada, and the National Weapons Enforcement Support Team, Canada Department of Justice. Nearly 300 Canadian law enforcement officers were trained in techniques to detect, investigate, and apprehend criminals who unlawfully traffic firearms between the U.S. and Canada.
- ◆ Developed and presented an Advanced Special Agent Undercover course to 24 ATF special agents. This 2-week course teaches a variety of techniques to enhance the role of the undercover agent in a criminal investigation. Elicitation skills, legal issues, practical exercises, and safety concerns are among the topics covered.

- ◆ Provided training for 250 State, local, and Federal law enforcement officers assigned as coordinators for the Youth Crime Gun Interdiction Initiative (YCGII).
- ◆ Provided Firearms Trafficking/Firearms Tracing training to 150 FBI special agents assigned to Operation Safe Streets (anti-gang initiative). The training was conducted at the FBI National Academy, Quantico, Virginia.
- ◆ Completed the first year of presentations of the newly developed Advanced Alcohol and Tobacco Inspector training course. This training course gives inspectors additional knowledge and skills to conduct inspections to ensure that revenue owed is collected and that products are safe and properly labeled. The course focuses on accounting techniques and product inventories related to revenue and product integrity inspections. Seventy-two inspectors received this training. Plans are underway to develop another course in FY 2003, which will be a prerequisite to the Advanced Alcohol and Tobacco course. This course will combine accounting and business law principles with inspection techniques to prepare students for the complex inspection procedures covered in the Advanced Alcohol and Tobacco course.
- ◆ Trained 140 special agents in post-blast investigations.
- ◆ Sent 40 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.
- ◆ Trained 190 National Response Team members.
- ◆ Trained 26 inspectors in Advanced Explosives Training for Inspectors. As a result of a Memorandum of Understanding with the Defense Security Service (DSS), this course is now available to DSS investigators who will be conducting joint inspections with ATF inspectors in FY 2003. Four DSS employees attended the Advanced Explosives class in FY 2002. Additionally, in June 2002, ATF began teaching the DSS Industrial Specialist basic classes in Linthicum, Maryland.
- ◆ Trained 40 inspectors in Advanced Pyrotechnics. This course was contracted with Dr. John Conkling, an expert in the field of fireworks and energetic materials.
- ◆ Assumed responsibility for providing instructors at the Mine Safety Health Administration (MSHA) inspector basic training classes held in West Virginia. Using an approved TPD lesson plan, inspectors delivered training on ATF explosive regulations, table of distances, and inspection techniques. ATF inspectors taught at two MSHA basic classes in FY 2002.
- ◆ Trained 48 inspectors and a class of 25 management officials, including directors of industry operations and area supervisors, on the techniques and laws governing the collection of firearms and ammunition excise taxes.
- ◆ Implemented new Command and Control training for 80 special agents (GS-1811) first-line supervisors. This training addresses critical decisions and sensitive issues that first-line supervisors are faced with in the field.
- ◆ Conducted training for 63 senior managers (special agents in charge and assistant special agents in charge) in critical decision making on an executive level.
- ◆ Conducted the first large-scale field training exercise for Critical Incident in Seattle, WA, with the Seattle and Phoenix field divisions, for 105 employees.
- ◆ Provided Professional Development Training to 27 Crisis Negotiation Team members.
- ◆ Delivered one firearms trafficking seminar to 70 U.S. attorneys, State and local officers, and ATF agents.
- ◆ Conducted Advanced Training for Intelligence Officers and Intelligence Research Specialists. This training targeted those personnel specifically involved in collecting and disseminating criminal intelligence information.

Leadership Development:

- ◆ Formally established the ATF Leadership Institute, which is a comprehensive, integrated program for identifying, developing, and sustaining high-performing leaders.
- ◆ Added a new course, Leadership Skills for Experienced Managers, to the ATF/University of Virginia curriculum. Nineteen participants completed the training.

State, Local and International Training:

- ◆ In concert with Bureau field offices and other Headquarters directorates, provided training to over 57,000 other Federal, State, local, and international law enforcement officers, industry personnel, civilians, and civic organizations. Topics included advanced explosives investigative techniques, post-blast investigation, advanced explosives destruction techniques, the National Seminar on Terrorism and Explosives (SEMTEX), and International Law Enforcement Academy (ILEA) training.
- ◆ Implemented training necessary to support Project Safe Neighborhoods (PSN), a Presidential initiative. TPD staff occupies key positions within the Department of Justice PSN gun-working group. State, Local and International Training Division (SLITD) personnel have developed a three-phase training program to support the PSN initiative. This training provided instructional support to law enforcement managers, investigators, prosecutors, and uniformed officers to help them understand their role in the initiative. SLITD personnel will continue to be the singular resource for all PSN training initiatives in FY 2003. To date, TPD has provided PSN training to more than 3,000 law enforcement officers and prosecutors.
- ◆ Continued delivery of all internal/external explosive training courses at Fort A.P. Hill, VA. ATF has constructed an explosives range for its exclusive use, and acquired numerous modular buildings for classroom/office space.
- ◆ Delivered 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.

- ◆ Provided funding to 225 agencies to support their participation in the G.R.E.A.T. Program, and 1,578 officers were certified to instruct the G.R.E.A.T. Program.
- ◆ Conducted nine training sessions of ILEA (International Law Enforcement Academies) Budapest and Botswana, to include instruction on firearms and explosives.
- ◆ Provided international training courses to over 1,000 law enforcement officers, from more than 30 countries, which included basic and advanced firearms and explosives identification, firearms trafficking, post-blast investigation, and serial number restoration.
- ◆ Provided 3,000 copies of the Explosive Safety Disposal CD-Roms for distribution to State/local and Federal bomb technicians, ATF certified explosive specialists, and explosive enforcement officers.
- ◆ 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 where no formal training program exists. The sessions were held at the ATF National Laboratory in Rockville, MD. In March 2002, 10 students graduated from the third NFEA that began in March 2001. The NFEA began its fourth academic class in March 2002, which is scheduled for completion in March 2003.
- ◆ Delivered four Advanced Arson for Prosecutors courses for students from Federal, State, and local prosecutors' offices, and delivered two Advanced Cause and Origin/Courtroom Techniques courses for public service employees. To date, the SLITD has provided arson investigator and prosecutor training to 181 students from across the country.

Science and Technology

ATF's Office of Science and Technology (OST) plays a key role in supporting the Bureau's enforcement and revenue programs. OST actively participates in Bureau-wide strategic and budget planning processes to directly support the Bureau's complex law enforcement and regulatory mission. The Directorate also conducts an internal strategic planning process to hold itself accountable for providing timely, innovative, and top-notch products and services. OST provides state-of-the-art and world-renowned science and technology applications to help reduce violent crime, collect revenue, and protect the public.

Information Services

Over the past year, ATF pursued improvements in information systems to enhance support of: ATF agents and inspectors; Federal, State, and local law enforcement partners; and customers in ATF-regulated industries. In FY 2002, ATF identified several urgent information technology (IT) management priorities. The highest priority in the aftermath of September 11, 2001 was supporting homeland security operations by providing ATF employees and law enforcement partners with uninterrupted access to intelligence information needed to execute their missions supporting various task forces across the country.

Another high priority was the improvement of IT management by establishing the Enterprise Architecture (EA) and instituting an effective IT Capital Plan to guide the selection, control, and management of information technology. The EA and the improved IT management processes have reduced duplication and improved information-sharing by consolidating several independent firearm systems into a single integrated system. The ultimate goal is to build information systems that provide investigative information to ATF agents to detect and deter criminal activity. Additionally, the e-Government strategy is focused on providing improvements to revenue collection systems to decrease the burden of ATF's partners in the regulated industries.

ATF's Enterprise Architecture Group published the EA document, which provides explicit description of the current and desired relationships among program,

business and management processes and information technology for the Bureau. It describes the current and target architectures, to include the rules, standards, and systems life cycle information needed to optimize and maintain the EA environment. The EA enables the Bureau to support its current systems and provides a roadmap for transition to its target environment. These transition business processes include the capital planning and investment control, EA planning, and ATF systems development life cycle methodologies.

The Information Systems Division (ISD) completed the first total refresh of all ATF computer equipment. The Seat Management program ensures that ATF's strategic mission and day-to-day business requirements are supported by IT that is secure, reliable, available, and maintainable. Seat Management provides ATF the technological ability to collect, clarify, and communicate the information needed to reduce violent crime, collect revenue, and protect the public.

ATF also implemented Service Level Agreements (SLA) for the Seat Management program. The SLAs resulted in an improved rate of calls answered on the first customer attempt, improved escalation procedures for quicker response to high priority problems, reduced customer call abandon rates, improved hardware service response time, and implemented next-business-day restoration of PC and software applications.

The ATF wide area network was transitioned from AT&T to Qwest, which provided an infrastructure capable of moving to the new ATF Headquarters building without interruption of service. The project also provides backup and improved network stability.

Last year, ATF partnered with 50 new crime laboratories to support the National Integrated Ballistics Information Program (see NIBIN). The pilot proved successful, and the remaining 149 locations were installed in FY 2002, allowing State and local law enforcement agencies to compare images of ballistic evidence obtained from crime scenes and recovered firearms.

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. In one month, ATF logged one million minutes of remote access using the VPN.

The ambitious project of standardizing and centrally managing ATF's voice systems continued during FY 2002. 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. Twenty-two of 23 division offices and the three main service centers were completed in FY 2002. The remaining office will be completed when it moves to a new building in the first quarter of FY 2003.

During FY 2002, the Software Management Branch successfully developed and deployed several new applications. The Arson and Explosives Incident System (AEXIS) is a flexible database system that aids in investigating, prosecuting, and tracking of all arson and explosives incidents including stolen and recovered explosives. AEXIS also traces explosives from manufacturer to dealer to suspect. Imaging applications, at both the National Tracing Center and the National Revenue Center, support firearms licensing and revenue collection, respectively. N-SPECT is a computer-based case management tool that provides automated collection, dissemination, management, and analysis of investigative data for inspectors and auditors.

Laboratory Services

The ATF forensic laboratories in San Francisco and Washington were re-accredited by the American Society of Crime Laboratory Directors-Laboratory Accreditation Board in FY 2002. The ATF forensic laboratory in Atlanta was inspected in September 2002, with re-accreditation expected in early FY 2003. ATF labs were the first Federal laboratories to be accredited and have been re-accredited every five years since 1983.

Laboratory Services continued the process for certification of the Alcohol and Tobacco Laboratory (ATL) by the International Standards Organization (ISO).

ISO is the premier accrediting body for public and private analytical laboratories. Inspection by ISO is expected during FY 2003.

The start-up of the new Fire Research Laboratory (FRL) continued in FY 2002, with the hiring of essential technical and administrative personnel. The staff includes eight fire research/protection engineers/scientists and a Certified Fire Investigator/Special Agent. The FRL provided scientific support in several major fire investigations and Fire Investigator training courses. Full operation of the FRL is expected in late FY 2003, with the opening of the new National Laboratory Center in Ammendale, MD, scheduled for January 2003.

The third class of the ATF National Firearm Examiners Academy graduated in FY 2002 and the fourth class began the yearlong program. This unique partnership between Laboratory Services, the Office of Training and Professional Development, and the Association of Firearm and Toolmark Examiners has been a complete success in the forensic science community.

Laboratory Services deployed its second and third Rapid Response Laboratories in FY 2002. They provided mobile laboratory support at the 2002 Winter Olympics in Salt Lake City, Utah, and the National Governors Conference in Boise, ID, in addition to support at major crime scenes. A mobile lab is now stationed at ATF laboratories in Atlanta, San Francisco, and Washington.

The ATL developed a new analytical method to simultaneously screen a wine for more than 120 pesticides. This new method has been employed to identify unauthorized pesticides in wines collected through ATF's alcohol beverage sampling program. The ATL also provided critical scientific support to ATF's tobacco smuggling diversion investigations through the identification of counterfeit tobacco products.

Laboratory Services continued its support and leadership in partnerships with the University of Central Florida (arson and explosives methods), the University of Maryland (fire science), the University of California at Davis (wine varietal authentication), Canada Customs and Revenue Agency (alcohol product analysis), and the U.S. Customs Service (imported tobacco product authentication).

In FY 2002, Laboratory Services personnel completed 3,397 forensic cases, analyzed 6,637 alcohol and tobacco samples, and processed 7,214 alcohol product formula applications. Laboratory personnel also provided 377 days of instruction to ATF and other Federal, State, and local law enforcement agencies; spent 159 days providing expert testimony in courts of law; and spent 228 days providing scientific advice and support at ATF-investigated crime scenes.



A chemist prepares a sample for arson analysis

Audit Services

The Audit Services Division (ASD) continues to conduct financial investigations in direct support of the Office of Field Operations in criminal enforcement investigations such as arsons and bombings-for-profit, alcohol and tobacco diversion, firearms and drug trafficking cases, gang-related activities, and money-laundering schemes. In addition to these investigations, ASD developed forensic auditors to serve as computer investigative specialists. This allows ASD to respond to scenes where computer equipment or computer data is present, and to examine and eventually process as evidence in support of criminal and financial investigations.

Major ASD accomplishments during FY 2002 include the renewal of licensure from the National Association of State Boards of Accountancy (NASBA), and the development and implementation of Career Professional Training (CPT). NASBA certification provides the credentials for ASD to develop and present its own training courses that provide its forensic auditors

with mandatory Continuing Professional Education (CPE) credits, and reduce CPE costs.

The CPT programs have been developed to provide introductory, intermediate, and advanced forensic accounting and auditing education to forensic auditors. CPT includes a matrix of prerequisite training and education for forensic auditors that drives the annual Individual Development Plan, the annual CPE requirements, and the budget formulation and execution process for training.

Technical Services

The Technical Services Division provides technical support to field agents and inspectors, and comprises the Technical Operations Branch (TOB), Computer Forensics Branch, Radio Communications Branch, and the Visual Information Branch.

TOB has two sections: Electronic Surveillance, which includes Technical Security Countermeasures and Logistics. TOB purchases investigative equipment; investigative supplies; agent safety equipment, including body armor; law enforcement special purpose vehicles; and electronic surveillance equipment. TOB evaluates new technology and trains field Tactical Operations Officers and Technical Enforcement Officers.

The Computer Forensics Branch provides trained personnel who extract information from seized computers and assist in computer crime and Internet investigation. In FY 2002, the Computer Forensics Branch trained eight computer investigative specialists (CIS) in the Basic Evidence Recovery School and 11 in the Advanced Evidence Recovery School. Additional advanced training included Internet Investigative Techniques and Redhat Linux training.

The Radio Communications Branch provides a national wireless communications system, managed by a network of deployed radio technicians who maintain the ATF Radio infrastructure and provide tactical communication assistance. The branch is also actively involved with the Department of the Treasury, other Treasury bureaus, and the Department of Justice in the development of a consolidated nationwide wireless integrated infrastructure.

The Visual Information Branch processed several thousand requests for audio/visual, graphics, and photographic support from internal ATF and external customers including the Departments of the Treasury and State and local law enforcement agencies.

e-Government Program

Both the Government Paperwork Elimination Act (GPEA) and the President's Management Agenda are driving agencies to develop solutions for using technology to update transactions with citizens, businesses, and other government agencies. To meet the requirements of GPEA, ATF will automate 147 of its 185 external forms, prioritizing them by most frequently filed by regulated industries and the public. Security and privacy concerns are paramount in ATF's research for the most appropriate level of e-signature for each form. Adhering to OMB and Treasury requirements, ATF must determine the most effective type of e-signature for each form.

Preparing to meet the mandates of GPEA, ATF continued working on two primary infrastructure projects that are essential in developing the capability to conduct electronic business transactions with the regulated industries and law enforcement agencies. The previously mentioned Firearms Integrated Technology (FIT) will integrate and consolidate the current 19 independent systems that contain data on the firearms and explosives industries into three databases. The FIT project includes upgrades and integration of the firearms tracing systems. The Integrated Revenue Information System (IRIS) project will integrate and consolidate the current five independent systems that contain data on the alcohol, tobacco, and firearms manufacturing industries into a single system.

Full electronic transactions with industry require the completion of specific phases of these projects. In the interim, ATF is developing measures to achieve a lesser degree of electronic commerce with ATF's external customers. For example, certain forms are being offered on ATF's Internet site in fillable format. The e-Government Program Office is also assisting with the ATF Pay.gov project, which enables tobacco industry members to file operating reports on-line. During FY 2002, \$3.75 billion in tobacco excise tax collections were processed through Pay.gov.

Public & Governmental Affairs

The Public & Governmental Affairs 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, and correspondence for the Director.

Inspection

ATF maintains an Office of Inspection (OI) 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 OI conducts employee integrity investigations, both criminal and administrative, and other sensitive investigations assigned by the Director.

The OI Inspections Division is responsible for inspecting (on a three-year cycle) all directorates in the field and at Headquarters, and associated administrative functions. These inspections determine administrative and operational efficiencies, and ensure that component offices are in compliance with ATF and Treasury rules and regulations.

The OI Investigations Division reviews all complaints and allegations involving personnel to determine if an investigation is warranted. Every effort is made to investigate these allegations in a timely manner to resolve issues that impact upon the Bureau and employees. The Investigations Division remains sensitive to the rights of employees and balances that with the obligation to conduct thorough investigations. The Division also provides training to all employees in order to prevent misconduct, and as a result, reassures the public that ATF adheres to the highest standards of ethics and integrity.

The OI Personnel Security Branch is responsible for conducting background investigations for all tentatively selected ATF applicants and certain contractors assigned to Bureau projects or those working in ATF space. The Personnel Security Branch conducts periodic reinvestigations on current employees, including the reinvestigations of all noncritical positions every 5 years, as mandated by Executive Order 12958. The Branch is also responsible for position sensitivity and debriefing of employees at Headquarters who are resigning or retiring from ATF.

Special Operations

The Special Operations Division (SOD), Office of Field Operations, administers 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. In addition, the Division 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.

SOD comprises the Polygraph, Undercover, Critical Incident Management, and Enforcement Support Branches, and the National Enforcement Operations Center (NEOC).

The Polygraph Branch provides investigative support to law enforcement through operational program development, management direction, and resource coordination. During FY 2002, polygraph examiners conducted 300 criminal examinations of suspects, informants, and witnesses; 125 of which were related to arson, 55 to explosives, 87 to firearms, 9 to homicides, 7 to tobacco, and another 17 categorized as "other." Overall results included 5 pre-test confessions, 33 post-test confessions, 52 admissions, 10 incriminating statements, and 56 investigative leads. Also, Attaché offices, DEA, and the U.S. Marshal Service requested ATF to polygraph persons from foreign countries who are assigned to work with U.S. offices in those countries. ATF conducted 80 foreign screening examinations, in

which polygraphers were able to provide a definite opinion as to whether the person passed or failed the exam in 91% of the exams.

FY 2002 pre-employment polygraph screening exams conducted for 231 job applicants produced a 72% pass rate, a 20% rate of significant responses to relevant questions, and a 6% rate of "No Opinion."

As an internal control measure, each polygraph examination is confirmed by a quality control review to ensure the integrity of the process and adherence to Federal polygraph standards.

The mission of SOD's Undercover Branch is to enhance agent safety and undercover operations security. The Branch provides the necessary resources to support agents and conduct assignments nationwide.

The National Enforcement Operations Center (NEOC) provides Bureau-wide tactical communications and maintains both 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 office 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.

During FY 2002, the NEOC received approximately 53,800 telephone calls for service from the general public and other law enforcement agencies. The Center assisted in 9,125 hotline calls, 698 Federal firearms licensee calls, and 150 National Response Team/Special Response Team callouts. In addition, the Center processed 3,184 National Instant Criminal Background Check System (NICS) referrals, entered 2,884 ATF-wanted persons into the National Crime Information Center (NCIC) database, and cleared NCIC records of 2,669 wanted persons upon notification of arrest. Finally, the Center received 71,463 telecommunications messages from ATF elements, other law enforcement agencies, and various communications centers worldwide.

The Critical Incident Management Branch (CIMB) provides the Bureau with a systematic process for

managing or responding to incidents that arise from all types of criminal investigations. It assists field personnel in the successful resolution of the most volatile or threatening situations encountered by ATF special agents. The CIMB comprises the Critical Incident Management, Tactical Support, and Tactical Response Sections and manages the SRT, Crisis Negotiator, and Operational Medic Support Programs.

The Special Response Teams (SRT) Program Manager coordinates a national tactical team program consisting of 125 highly trained team members. These teams respond 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.

During FY 2002, the SRTs conducted 130 high-risk operations, including protection details, surveillances, armed suspect/barricade situations, arrests of fugitives, and search and arrest warrants.

ATF Medics, providing support to all ATF directorates during FY 2002, conducted 413 medical operations. Supported missions included high-risk enforcement operations and training exercises, search and arrest warrants, protection details, and surveillances.

The Enforcement Support Branch oversees multiple programs, including Airborne Support Operations, Electronic Facial Identification, Organized Crime and Drug Enforcement Task Forces, Victim-Witness Assistance Program, and National Special Security Events (2002 Winter Olympics, North Atlantic Treaty Organization celebrations, International Monetary Fund conferences, and United Nations conferences). In addition, the Branch coordinates ATF assistance to the U.S. Secret Service and State Department for protective missions.

Strategic Intelligence

Strategic intelligence continues to remain a critical business tool by which ATF successfully accomplishes its strategic goals of reducing violent crime, collecting revenue, and protecting the public.

Intelligence Programs and Field Intelligence Capability

The Intelligence Division recently realigned the structure of its operations to better reflect ATF's core missions: Firearms, Alcohol and Tobacco, and Arson and Explosives. With this structure in place, the Intelligence Division and field intelligence groups are better positioned to aggressively pursue these areas of responsibility.

The Intelligence Division provides intelligence support and training opportunities for all Field Intelligence Group Supervisors, Intelligence Officers, and Intelligence Research Specialists. The Division also provides assessments of intelligence trends and patterns.

ATF has Field Intelligence Groups at each of the 23 field divisions throughout the United States. The Intelligence Groups utilize the varied experience and training of special agents, intelligence research specialists, industry operations inspectors, and support staff. The groups continue to focus on tactical intelligence to enhance and support field division criminal enforcement activities.

Partnerships

ATF's external intelligence partners are key contributors to the Strategic Intelligence Plan and are the means by which ATF ensures full contribution to the nation's law enforcement and intelligence communities. ATF is represented at the National Drug Intelligence Center (NDIC), El Paso Intelligence Center (EPIC), Financial Crime Enforcement Network (FinCEN), INTERPOL, the FBI Counter-terrorism Center (FBI/CTC), Central Intelligence Agency (CIA), Greenquest, Office of Homeland Security (OHS), and the National Joint Terrorism Task Force (NJTTF). Also, the Intelligence Division has National Security Agency (NSA) representation at Bureau Headquarters. ATF maintains a

Memorandum of Understanding with the Nation's six Regional Information Sharing Systems (RISS), which represent thousands of State and local law enforcement agencies sharing unique and vital intelligence resources. During FY 2002, the Intelligence Division reviewed thousands of intelligence community electronic messages for violations of ATF's core mission areas.

During FY 2002, the Intelligence Division increased its support in the FBI Joint Terrorism Task Forces (JTTF) across the Nation by assigning 63 full-time special agents. ATF also assigned a special agent to represent ATF at the NJTTF at FBI Headquarters. Representation of ATF special agents on these task forces complements the Bureau's unique knowledge and expertise in explosives and firearms violations with the FBI's expertise in terrorism matters.

The Intelligence Division is actively involved in the Law Enforcement Working Group (LEWG). The LEWG comprises 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. An ATF assistant director currently chairs the LEWG. Also, ATF has established ongoing representation at the executive level in the FBI Strategic Intelligence Operations Center (SIOC).

Technological Advancements

In FY 2002, ATF enhanced Phase II of N-FOCIS (National Field Office Case Information System), the multi-phased, state-of-the-art automated case management/intelligence reporting system. N-FOCIS comprises four companion applications: N-FORCE, N-QUIRE, N-SPECT and Text Management System (TMS) for special agents and for industry operations inspectors. This product suite assists in the collection, dissemination, management, and analysis of investigative and inspection information. The secure centralized information repository, fed by N-FOCIS applications, streamlines business processes and provides an analytical component for managing complex investigations.

Being a central information repository, N-FOCIS allows ATF to analyze and fully exploit investigative intelligence,

and epitomizes the strength and unique value of ATF's combined law enforcement and industry operations enforcement missions. During FY 2002, the Intelligence Division provided in-service training to many of ATF's 23 field division special agents, investigative assistants, inspectors and computer specialists on the use of N-FOCIS applications. ATF has expanded N-FOCIS functionality by integrating it with several key ATF applications, including the National Tracing Center's Firearms Tracing System (FTS) database, the ATF NICS Referral (ANR) database, and the National Arson and Explosives Repository's Arson and Explosives Information System database.

Development is underway to link N-FOCIS with the Asset Forfeiture and Seized Property Branch's FASTRAK database. ATF plans to integrate the National Revenue Center, the National Tracing Center, National Arson and Explosive Repository, and the Intelligence Division's Management System. This integration will establish N-FOCIS as the Bureau's information backbone supporting its strategic goals.

In FY 2002, the Intelligence Division released the N-QUIRE application for production. N-QUIRE replaces the Advanced Serial Case Management system as the Bureau's primary lead tracking system, and is a component of N-FOCIS. N-QUIRE will be integrated with ATF's investigative reporting system, N-FORCE, and will offer ATF a technologically advanced and user-friendly investigative management tool.

Operational Security

The Office of Operations Security (OPSEC) maintains the integrity of ATF's mission by reducing the potential for compromise of ATF operations and information. OPSEC provides support to large-scale operations by participating in their planning and providing vulnerability/risk assessments to ensure the protection of ATF's critical assets.

During the events of September 11, 2001 the OPSEC Office provided support to the New York Field Division and staffed the Critical Incident Management Support Team Command Post. The OPSEC Officer ensures the integrity of all ATF information and operations in

response to acts of terrorism. In FY 2002, the OPSEC Office conducted 30 Vulnerability/Risk Assessments on ATF operations and personnel. These assessments were conducted both domestically and internationally to ensure the safety of ATF personnel and operations. OPSEC performed several Risk Assessments for the 2002 Olympics, including threat assessments and tactical vulnerability assessments, to reduce ATF operational vulnerabilities during the games.

The OPSEC Office maintains the highest standard of Operations Security by its constant interaction with other law enforcement agencies to ensure that the most current intelligence data is used to determine any potential threats or vulnerabilities to the integrity of ATF operations.

Chief Counsel

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 operates under general direction of the General Counsel and the Associate General Counsel (Enforcement) of the Department of the Treasury.

The ATF Office of Chief Counsel has offices in both Headquarters and the field. In Headquarters, the Office of Chief Counsel has five legal divisions: Administration and Ethics; Alcohol and Tobacco; Disclosure and Forfeiture; Firearms, Explosives and Arson; and Litigation. These legal divisions 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.

There is a Counsel office co-located with 18 field divisions and the National Revenue Center, and an ATF attorney collocated with the ATF Academy at FLETC. A Division Counsel office will open in the Louisville Field Division in FY 2003. When the rollout of field

Counsel offices has been completed, Counsel offices will be co-located with all 23 field divisions. Each field Counsel office provides legal advice related to specific cases, operations and initiatives implemented by its client field division, represents ATF in administrative proceedings, and is an integral part of each division's management team.

The Office of Chief Counsel maintains two databases that are essential to the management of client issues and to the provision of consistent legal advice nationwide. The Chief Counsel Management System (CCMS) is the case management system. It provides the Office of Chief Counsel the ability to maintain a computerized record of all legal case files within the Office, to track the legal advice provided to ATF clients, to track the progress of a particular case, and to ensure the consistency and accuracy of legal advice. CCMS is utilized by Counsel offices Bureau-wide. FY 2002 improvements to the system provided greater security and enhanced management controls. Chief Counsel Document System (CCDOCS) is an internal research database used nationwide by the Office of Chief Counsel. It contains precedent ATF Counsel opinions and other reference materials and legal documents relevant to ATF's enforcement mission. CCDOCS was recently upgraded to provide greater search speed and search capability, and currently contains opinions and reference materials from the last 50 years.

The Chief Counsel serves as the Deputy Ethics Official for ATF and is responsible for administering the ATF Ethics program. Two years ago, the Chief Counsel centralized the Ethics program into ATF Headquarters and dedicated a full-time attorney to the program to ensure consistent and accurate ethics advice. The Ethics program covers a number of components, including the annual submission and review of financial disclosure forms (Standard Forms 278 and 450). ATF's Ethics Program also includes a training component that provides an initial ethics orientation for new employees and mandatory annual training for each ATF employee. The Office of Chief Counsel also provides ethics counseling and advice services for employees. Advice is provided on topics that include Outside Employment/Activities, foreign and domestic gifts, travel reimbursements from non-Federal sources, and

post-Federal government service employment restrictions. Also, the Office of Chief Counsel has established an Ethics website providing the most current information on Government ethics.

The Office of Government Ethics (OGE) conducted a recent audit of the ATF Ethics program, and commended ATF ethics officials on “centralizing and overhauling the program and instituting the many processes and procedures that aid in running its successful ethics program.” OGE also indicated that many processes developed by ATF would be suitable for implementation in other ethics offices throughout Treasury.

Management

To support the Bureau’s mission, the Office of Management (OM) administers ATF’s core business processes: finance, human resources, procurement, property, physical security and safety, and administrative programs.

OM’s three internal goals are: (1) improving financial performance and resource utilization, (2) enhancing performance measures, and (3) focusing more effectively on business life and safety programs.

FY 2002 Accomplishments

President’s Management Agenda:

- ◆ ATF was one of the first Treasury bureaus to meet the Secretary’s mandate to close the books within three workdays following an accounting period, and consistently adhered to Federal Accounting Standards Advisory Board (FASAB) standards and all OMB and Treasury guidance concerning financial reporting.
- ◆ The OM staff, Financial Management Division, and the Strategic Planning Office formed a partnership for integrating budget performance and results into the new strategic plan.
- ◆ The Bureau moved further in the direction of e-government by putting directives and forms on the ATF IntraWeb, developing a full service human resources web page, and piloting the Treasury Franchise Activity for the GoTo.gov copier initiative. In FY 2002, ATF expanded business case development beyond traditional IT projects to include real property and motor vehicle fleet.
- ◆ ATF formed a Competitive Sourcing Team to ensure accomplishment of mandated goals and development of action plans and milestones for accomplishing the Bureau’s competitive sourcing goals. Between July and September, the Bureau raised the President’s scorecard from red (unlikely to meet goals) to yellow (meeting scheduled goals, with delays).
- ◆ ATF exceeded the President’s Management Agenda for performance-based service contracts.

Human Resources

- ◆ **Demonstration Project:** Congress extended the authority to continue this human resources project for an additional year. ATF’s summary report was accepted by the Department and forwarded to Congress. Additional resources were devoted to the day-to-day operations of the project, which constitutes a completely separate human resources program, involving different compensation, hiring, grievance, promotion, awards, and allowance programs and processes.
- ◆ **Performance Appraisal System:** Rolled out an extremely innovative new performance appraisal system for all special agents in the Bureau. The new system became operational on July 1, 2002, after extensive Bureau-wide training. It creatively combines the best features of a number of different performance appraisal systems and is intended to foster an open and honest dialogue between employees and their supervisors and, ultimately, lead to improved employee performance and morale. All feedback on the new system has been very positive.
- ◆ **Promotion Assessment:** Adopted a new state-of-the-art promotion system for the selection of first-line supervisory special agents. This new system incorporates a Promotion Assessment Center, which

will enable ATF to objectively select the best candidate for the job, while at the same time helping employees develop to their maximum potential by identifying their strengths and areas in need of improvement. Last year, assessment exercises were finalized and pilot-tested. The Bureau's first Assessment Center will be held in October 2002, with approximately 200 GS-13 special agents participating.

- ◆ **HR Connect:** Since its inception, ATF continues to be the lead Treasury bureau in the implementation of the HR Connect system. This year, HR Connect began to fulfill its potential to streamline HR processes beyond the "back-end" processing capabilities that were deployed 3 years ago. Managers have been given the capacity to initiate employee personnel actions on-line. This automated SF-52 will soon be further enhanced to allow managers to request actions not associated with current employees, e.g., recruit actions. This manager self-service (MSS) functionality also provides instant on-line access to a wide range of employee data and standardized real-time reports. In order to publicize and facilitate the culture change, the HR Connect project manager personally visited every field division and directorate to deploy the module, brief managers and supervisors, ensure that the data was clean, answer questions, and train the users.
- ◆ **NTEU Contract:** A new negotiated agreement was finalized and implemented during the fiscal year. The previous agreement, initiated several years ago, had become a year-to-year contract.
- ◆ **Streamlined and Automated Vacancy Announcements:** As a result of the anthrax crisis that nearly shut down the mail service to Bureau Headquarters and our own mail facility, the Personnel Division established a new method for accepting applications. Working with the Department, ATF developed an on-line application process that bypasses the mail service while still meeting OPM requirements.
- ◆ **GS-13 Full Performance Level for Agents:** The full performance level for agents was raised to the GS-13

level. This change will greatly streamline the promotion process for ATF agents, properly place the responsibility for determining promotions with Management, and eliminate appeals regarding promotions to the GS-13 level.

- ◆ **Flexiplace Pilot:** The Personnel Division coordinated the implementation of the pilot flexiplace program in the field, and is developing an approach to incorporate mandated hoteling for the new Headquarters building in an expansion of the pilot.
- ◆ **OWCP (Office of Worker's Compensation Program):** The OWCP staff was expanded to provide more expedient processing of claims and supporting documentation, follow-up, claims examining, and responsiveness to employee/manager inquiries. Plans for FY 2003 include more aggressive and thorough review of existing claims, with the goal of reducing OWCP costs. ATF has significantly reduced erroneous OWCP charges per pay period. The Treasury Department's Office of Safety, Health and Environment recognized ATF's accomplishment in significantly reducing costs and has shared our model for data collection and cost monitoring with all Treasury bureaus.
- ◆ **Foreign Language Program:** ATF implemented a new process for foreign language awards in response to ongoing concerns from Hispanic agents. The new process properly credits "street" language skills as opposed to more formal language usage and bases the awards on usage.

Health, Safety, and Security

- ◆ ATF addressed special demands that exist since September 11, 2001 in the areas of physical security, Continuity of Operation (COOP), other emergency management functions, and space, as follows:
- ◆ Within 24 hours of the World Trade Center attack, moved the New York Field Division to emergency operating space. The field division moved to a permanent location with space for 104 employees on March 18, 2002. This rapid space acquisition occurred at a time when the New York real estate market was extremely strained.

- ◆ Identified anthrax spores in our mailroom, arranged for decontamination, and provided extensive guidance to employees on handling mail and on other issues relating to anthrax.
- ◆ Completed the ATF Hazardous Exposure and Protection Program directive. ATF is involved in Bureau-wide implementation, which includes acquisition and distribution of protective equipment, training, testing, and medical surveillance. Also, this major effort addresses the health risks associated with investigation of fire scenes.
- ◆ Implemented Treasury's Safety and Health Information Management System (SHIMS) and Safety Trend Analysis Reports (STAR) to automate and enhance input and access to data on safety and health issues and provided guidance to employees and managers on these systems.
- ◆ Implemented an enhanced Safety Inspection Program.
- ◆ Settling the \$630,000 claim with Xerox Corporation for \$368,000, without going to court or arbitration.
- ◆ Improving acquisition planning with Bureau customers by supporting stricter year-end deadlines.
- ◆ Processing the disposal of 7,839 property assets.
- ◆ Completing a 100% physical inventory and establishing the baseline perpetual inventory of 6.8 million rounds of ammunition. This inventory, required by the Office of Inspector General, was accomplished in less than 30 days.
- ◆ Consolidating the Shipping and Receiving and Mailroom operations to maximize the use of contractors. This consolidation provides greater efficiency in support services for all HQ and satellite offices.

Resources Management

ATF demonstrated dynamic approaches to programs and solutions, enhancing the use of technology in financial and property operations by:

- ◆ changing from separate credit cards for small purchases, travel, and fuel to an integrated charge card with Bank of America.
- ◆ initiating a "smart card" proof-of-concept initiative with other Treasury bureaus and the General Services Administration.
- ◆ initiating a pilot program to increase the purchase card limit to \$25,000 for cardholders who receive specific training. This will both expedite the purchase process and materially decrease the number of requisitions, allowing procurement personnel to focus on larger acquisitions.
- ◆ Supporting the upgrade of 9,666 information technology assets to all Bureau offices, and ensuring their accurate entry in the official Property Management System. The value of these computers and equipment was in excess of \$16 million. ATF also supported the donation of excess computers to qualified schools and assisted in the disposal of obsolete equipment.
- ◆ Developing workload tracking reports in Business Objects software to ensure management oversight of the acquisition function.
- ◆ Devising an acquisition strategy for vehicle disposals using a small business contractor. This program won the Treasury's Small Business Award. This effort reduces the overall number of Bureau vehicles by expediting disposals, and supports the Bureau's compliance with E.O. 13149 "Greening the Government."

Other FY 2002 accomplishments included:



Left: Part of a Canine Training Center, Front Royal, VA. This 23,000 square foot facility houses both administrative offices and the classroom for the canine training.

Below: Classroom where canines learn their identification and discrimination capabilities for accelerant and explosives detection.

