Office of the Deputy Attorney General

Washington, D.C. 20530

September 30, 1994

The Honorable Alice M. Rivlin
Acting Director
Office of Management and Budget
Washington, D.C. 20503

Dear ~~Ms.~~ Alice Rivlin:

I am pleased to provide you with the Department of Justice (DOJ) streamlining plan. We have made considerable progress since submission of our last streamlining plan in July. Each component has submitted new plans, which are summarized in the enclosures. While many of the proposals still require fine tuning, or in some cases further study before implementation can begin, this plan makes every effort to maximize our efficiency and productivity. I'm sure you will agree that this plan is responsive to the goals and objectives of the National Performance Review (NPR).

The enclosed plan highlights strategies we have developed to streamline our organizations, programs, and activities to achieve full-time equivalent (FTE) and cost reductions. We have taken a fresh look at our organizations from the ground up, identifying areas where we can restructure or eliminate activities to better carry out our mission. We propose to reduce or eliminate excessive management layering, administrative overhead, and labor intensive practices wherever possible. The plan identifies ways to increase efficiency and program effectiveness with a goal of reducing staff as required in former Director Panetta's guidance of April 24, 1994.

Before discussing the specifics of our streamlining plan, I would like to take a few moments to point out the fundamental changes we have already taken in the way we do business at the Department. Since arriving at the Department, the Attorney General has been very concerned about the duplication and overlap in the responsibilities and functions of the Department's investigative agencies. During the 1995 budget process, the Attorney General began a thorough review of Department programs with the goal of eliminating unnecessary and wasteful duplication of law enforcement resources. The first step was to cancel the Drug Enforcement Administration's (DEA) planned acquisition of a new office automation system, GAMMA, which was expected to cost up to $500 million. Instead, the Attorney General directed DEA and the Federal Bureau of Investigation (FBI) to develop a joint office automation system. Collaborative efforts in office automation will enhance communications and information sharing between the two agencies by avoiding duplication and incompatibility of office automation equipment. Once completed, investigative files of both agencies will be available to both DEA and FBI agents.

In November 1993, the Attorney General established the Office of Investigative Agency Policies (OIAP) and appointed FBI Director Freeh its first director (DIAP). The office has been charged with coordinating specific activities of the Department's criminal investigative agencies and advises the Attorney General and the Deputy Attorney General on policies, procedures, and activities that warrant uniform treatment and coordination.

Thus far, the DIAP has adopted eight resolutions that address many important law enforcement coordination priorities. The first resolution resulted in the development of a shared drug intelligence data base for use by DEA and FBI agents, which became operational in June 1994. Additional agencies will have access to the data base in the future. Director Freeh has also instituted a study of violent crime resources in the Department to eliminate duplication and competition for resources in the field and determine the best way to serve State and local police agencies. Other resolutions seek to coordinate the budget process for law enforcement agencies, with the ultimate goal of a combined law enforcement budget for the Department; establish a Justice Wireless Users Group to coordinate our participation in the Federal Law Enforcement Wireless Users Group established under the NPR; study the Department's field structure to examine ways to improve coordination among field offices of the various DOJ agencies, including the possibility of consolidating field offices; enhance interagency coordination of drug investigations conducted in foreign countries; and coordinate and oversee aviation policy in the Department.

Another key project, which involves the reinvention of the way we perform one of our core functions, is the development of automated booking stations. All DOJ law enforcement components are cooperating in the development of this project. Automation of the booking process will speed up prisoner processing, save thousands of hours of time now devoted to manual bookings, and improve the utilization and sharing of crucial law enforcement data. This automated system will have the capability to track an offender through the entire criminal justice system. Ultimately, a common information network will be connected to State and local agencies to improve law enforcement effectiveness at all levels of Government.

Similarly, to follow through with the Administration's commitment to making documents more easily accessed through the Freedom of Information/Privacy Acts (FOIPA), a Document Processing System is being developed to automate what is currently an extremely cumbersome manual FOIPA process. The goal of this system is to provide faster, higher quality service to citizens. This system will provide the added benefit of technical compatibility for document interchange between the component originating the documents and Department attorneys handling FOI lawsuits.

In an effort to advance our core missions and concentrate our law enforcement resources in the field, where they are needed most, investigative agencies are transferring over 1,000 agents from headquarters and administrative positions to the front lines. Specifically, the FBI is reassigning 600 special agents from supervisory and administrative positions, half of which are from headquarters, thereby reducing the agent total by nearly 40 percent. The Immigration and Naturalization Service (INS) is redeploying 500 Border Patrol agents to critical positions along the southwest border.

INS, in coordination with the U.S. Customs Service, is reinventing the way the inspections process is administered along the southwest border. Through renewed interagency cooperation INS and Customs have established joint performance standards to measure and track effectiveness of cross designations; coordinated shift scheduling to maximize staffing; implemented cross-training efforts; and established Port Quality Improvement Committees to monitor and steer cooperative initiatives at the ports of entry. INS is also participating with the Executive Office for Immigration Review (EOIR) to streamline immigration processes and increase the availability of immigration judges by video conferencing hearings and allowing INS access to EOIR's computer scheduling system.

As outlined in the streamlining plan, we are committed to take further action to reduce the number of Department personnel consistent with the President's mandate to reinvent Government. We plan to review and simplify internal procedures further and continue to improve the effectiveness of our Federal law enforcement agencies. While we reduce in size, we will still maintain the strength of our law enforcement contingent by increasing the proportion of resources devoted to core law enforcement activities, while reducing administrative overhead. Some of the highlights of our plan are discussed below.

The Department is conducting a major field study that will examine possible areas of fragmentation or duplication among field offices, allowing for consolidation and collocation. Results from the study are anticipated for December. In addition, INS is reviewing its current field structure of districts, sectors, and overseas offices to assess savings and other improvements that could be achieved by consolidating administrative and facility support functions, redefining enforcement and service jurisdictions and de-layering of certain management/supervisory positions. We are also implementing the Government Performance and Results Act aggressively to help us measure the results of our programs. The Justice Management Division (JMD), in an effort to improve its customer service, used reinvention teams to develop ways to reduce costs, streamline, and improve services. JMD is also taking advantage of buyout and early retirement authority to reduce staffing levels, while also increasing reliance on cross-servicing and other contracting arrangements.

All the Department's law enforcement bureaus have reviewed the size and mission of their headquarters' operations with a view to downsizing them wherever possible. The results have been impressive. As discussed above, the FBI is transferring 600 agents from headquarters, or non-investigative positions in the field, to investigative assignments. The U.S. Marshals Service (USMS) will eliminate organizational layers and components within its headquarters and transfer many headquarters' functions and personnel to district offices. The INS has eliminated one of its four regions and restored the authority of regional managers over field operations. It has empowered field operational units to improve the delivery of services to its customers with support, not intrusion, from Washington.

The NPR-targeted personnel areas of accountants, auditors, budget, personnel, and acquisition specialists will be reduced as a result of the streamlining efforts underway at the Department. The Bureau of Prisons (BOP), for example, expects to reduce by 25 percent the number of personnel in these categories by 1999. The USMS has committed to a 42 percent reduction of these positions. Authorities will be delegated, operations will be decentralized, and employees will be empowered to make possible this reduction in administrative personnel. Supervisory ratios will also be increased in all the law enforcement bureaus, reflecting a further enhancement of employee empowerment and delegation of authority.

The litigating components of the Department have found that increasing their use of automated systems has permitted them to reduce the ratio of secretarial/clerical support to professional positions. From this, flows an opportunity for restructuring or re-engineering of administrative subunits that will result in FTE and dollar savings. Most of the position savings associated with this strategy, or the other right-sizing plans envisioned by the legal divisions, will occur through attrition or through the offering of early retirement or buyout packages. In addition, several litigating components are in the process of implementing major reorganizations to reduce layers of bureaucracy, flatten management structure, and combine like functions to ensure adequate resources are available for core functions. When combined with reprogramming and other resource reallocation mechanisms, these various approaches will offset the need to seek program increases for expanded workload, and move resources away from lower to higher priority work.

Several other DOJ initiatives, including the indexing of civil penalties and improving the professionalism of the USMS, await further congressional action. The accomplishments that I have highlighted are only a few of several that are underway within the Department.

Our plan strives to meet the 1999 FTE target of 100,200; however, as a result of congressional add-ons in 1995 and Department efforts to implement the Crime bill, few FTE reductions will take place in 1996, requiring the bulk of our streamlining initiatives to take place in 1997 and beyond. In 1995, Congress provided Department components with 1,640 FTE in excess of the President's request. Complicating this further is the requirement to provide additional FTE for the activation of new prison facilities. As a result, we are unable to meet the OMB FTE targets solely through streamlining.

Furthermore, the FTE goals set out in the streamlining plan are dependent, to some extent, on successful completion of several critical studies. Through a contract with the National Academy of Public Administration, we are committed to explore the potential of expanding the scope of activities carried out by the private sector for the U.S. Trustees program. Legislation would be required to privatize U.S. Trustees' functions.

Similarly, DOJ law enforcement bureaus will vigorously pursue contracting options to reduce the demand for permanent government employees, thus making the work force more flexible in the event of shifting workload demands. Most notably, INS and BOP will explore the potential for savings through contracting out the operation of their detention facilities. The Department's streamlining plan proposes a phased in approach, with contracting beginning in 1996 and proceeding through 1999, so that by that time all detention facilities would be under contract arrangements. Of course, this proposal will be studied to determine its viability and, if viable, its implementation monitored carefully to ensure its success.

The plan also includes a portion of FTE that is unallocated in each year. Under recently revised assumptions to achieve a goal of 15 percent overcrowding in Federal prisons, reducing earlier projections by 1,328 FTE, BOP will still be required to activate new institutions between 1996 and 1999. BOP is committed to reducing 2,309 FTE through streamlining administrative functions and reducing correctional staff once new facilities come on line, and we are also willing to study the privatization of detention facilities to potentially reduce BOP's FTE requirements by another 3,660. Even though, in total these initiatives reflect a savings of 7,297 FTE from previously planned levels, we are still unable to identify specific plans to cut these FTE any further.

However, we will continue to study options to reduce this unallocated FTE reduction. We anticipate that the field restructuring study, when completed, will reduce this unallocated FTE. However, given our responsibilities to implement the recently enacted Crime bill and to activate new prison facilities, we find it difficult to reach these targets through streamlining and restructuring alone. Therefore, we will continue our review of current missions and objectives to see if some functions can be further consolidated, reduced, or abolished.

I am firmly committed to this endeavor and look forward to working with you.

Sincerely,

Jamie S. Gorelick
Deputy Attorney General

Enclosures

cc: Elaine Kamarck
Senior Policy Advisor
to the Vice President

Department of Justice Streamlining Plan

October 1994

DEPARTMENT OF JUSTICE

STREAMLINING PLAN

CONTENTS

DEPARTMENT OF JUSTICE STREAMLINING PLAN

EXECUTIVE SUMMARY

In his September 11, 1993 memorandum, the President directed each agency to prepare a streamlining plan that would show how it would restructure its workforce in order to achieve the work force reductions recommended by the National Performance Review (NPR). These NPR recommendations were set into law by the Federal Workforce Restructuring Act of 1994, which required a reduction of 272,900 Federal employees by 1999. Included in this number is the already planned reduction of 100,000 employees by FY 1995, that was required in Executive Order 12839, dated February 10, 1993.

The Department's FY 1995 budget request proposed to reduce its FY 1995 full-time equivalent (FTE) employment by the amount required to achieve its portion of the mandated 100,000 position cut. However, Congress subsequently added 1,640 FTE above the President's request to enable the Department to carry out its missions and the Administration's initiatives. The Department has also received increases to implement the recently-enacted Crime bill. Nevertheless, this plan reflects the necessary reductions to achieve a 1999 FTE ceiling of 100,200.

In accordance with the Federal Workforce Restructuring Act of 1994 and the President's directives, the Department of Justice (DOJ) has developed a plan to streamline its organizations, programs, and activities to achieve FTE and cost reductions. We have taken a fresh look at our organizations from the ground up, identifying areas where we can restructure or eliminate activities to better carry out our mission. We propose to reduce or eliminate excessive management layering, administrative overhead, and labor intensive practices wherever possible. The plan identifies ways to increase efficiency and program effectiveness with a goal of reducing staff as required. All organizations within the DOJ have provided plans that reflect the initiatives of the NPR. The initiatives contained in most of the plans include the evaluation and analysis of missions and functions, possible span of control, attrition rates, field and headquarters' structures, and organizational layering.

The attached FTE Profile chart reflects reductions that the Department will need to take to reach the proposed targets. However, we find it difficult to reach these proposed targets through streamlining and restructuring alone. As a result of the congressional add-ons, few FTE reductions will take place in 1996, requiring the bulk of our streamlining initiatives to take place in 1997 and beyond. Therefore, we are reviewing current missions and objectives to see if some functions can be further consolidated, reduced, or abolished.

ACTIONS WE HAVE ALREADY TAKEN

The Department has already made fundamental changes in the way we do business. Since arriving at the Department, the Attorney General has been very concerned about the duplication and overlap in the responsibilities and functions of the Department's investigative agencies. During the 1995 budget process the Attorney General began a thorough review of Department programs with the goal of eliminating unnecessary and wasteful duplication of law enforcement resources. The first step was to cancel the Drug Enforcement Administration's (DEA) planned acquisition of a new office automation system, GAMMA, which was expected to cost up to $500 million. Instead, the Attorney General directed DEA and the Federal Bureau of Investigation (FBI) to develop a joint office automation system. Collaborative efforts in office automation will enhance communications and information sharing between the two agencies by avoiding duplication and incompatibility of office automation equipment. Once completed, investigative files of both agencies will be available to both DEA and FBI agents.

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In addition to the items discussed above, specific component efforts that are already in place to further efficiencies of Department operations include:

<u>Bureau of Prisons (BOP)</u>

- Developed plans to safely accommodate an overcrowding level of 15 percent versus the previous goal of 2 percent overcrowding by 1999, which eliminates the need for construction of some facilities and, consequently, staffing and funding from previously planned levels to operate them. This results in savings of 1,328 FTE from previously planned levels.

Immigration and Naturalization Service (INS)

- Automation of some inspection tools will result in a savings of 10 FTE in 1996, and is expected to achieve total savings of 310 FTE by 1999.

- Consolidation and automation of application processing operations that will result in a savings of 75 FTE in 1996, and a total savings of 540 FTE by 1999.

U.S. Marshals Service

- Elimination of all intermittent Deputies and temporary personnel by October 1, 1995, which will eliminate 141 FTE in 1996 and beyond.

- Empowerment of employees by reducing agency regulations. This has resulted in the elimination of over 700 pages from the USMS Manual.

Justice Management Division

- Establishment of Justice Management Division's reinvention teams to improve customer service, develop ways to reduce costs, streamline, and improve services.

- Implementation of Government Performance and Results Act to help measure the results of programs.

- JMD is taking advantage of buyout and early retirement authority to reduce staffing levels, while also increasing reliance on cross-servicing and other contracting arrangements.

ADDITIONAL STREAMLINING INITIATIVES PLANNED

We are committed to take further action to reduce the number of Department personnel consistent with the President's mandate to reinvent Government. We plan to review and simplify internal procedures further and continue to improve the effectiveness of our Federal law enforcement agencies. While we reduce in size, we will still maintain the strength of our law enforcement contingent by increasing the proportion of resources devoted to core law enforcement activities, while reducing administrative overhead. Highlights of our plan are discussed below.

The Department is conducting a major field study that will examine possible areas of fragmentation or duplication among field offices, allowing for consolidation and collocation. Results from the study are anticipated for December. In addition, INS is reviewing its current field structure of districts, sectors, and overseas offices to assess savings and other improvements that could be achieved by consolidating administrative and facility support functions, redefining enforcement and service jurisdictions and de-layering of certain management/supervisory positions.

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The NPR-targeted personnel areas of accountants, auditors, budget, personnel, and acquisition specialists will be reduced as a result of the streamlining efforts underway at the Department. The Bureau of Prisons (BOP), for example, expects to reduce by 25 percent the number of personnel in these categories by 1999. The USMS has committed to a 42 percent reduction of these positions. Authorities will be delegated, operations will be decentralized, and employees will be empowered to make possible this reduction in administrative personnel. Supervisory ratios will also be increased in all the law enforcement bureaus, reflecting a further enhancement of employee empowerment and delegation of authority.

The litigating components of the Department have found that increasing their use of automated systems has permitted them to reduce the ratio of secretarial/clerical support to professional positions. From this, flows an opportunity for restructuring or re-engineering of administrative subunits that will result in FTE and dollar savings. Most of the position savings associated with this strategy, or the other right-sizing plans envisioned by the legal divisions, will occur through attrition or through the offering of early retirement or buyout packages. In addition, several litigating components are in the process of implementing major reorganizations to reduce layers of bureaucracy, flatten management structure, and combine like functions to ensure adequate resources are available for core functions. When combined with reprogramming and other resource reallocation mechanisms, these various approaches will offset the need to seek program increases for expanded workload, and move resources away from lower to higher priority work.

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Specific component plans for possible restructuring or reduction are itemized below. The functions highlighted are not all inclusive and are meant to serve as examples.

Drug Enforcement Administration

- Eliminating the marijuana eradication and demand reduction programs, for a savings of 79 FTE.

- Restructuring foreign offices and contracting for foreign office support, for a savings of 82 FTE.

Immigration and Naturalization Service

- Transfer of employer sanctions enforcement to the Department of Labor.

- Consolidation and automation of applicant processing operations through the use of service centers, form centers and automated telephonic information activity, for a savings of 540 FTE by 1999.

- Explore the potential to expand the use of the private sector for the management of INS detention facilities, which could result in savings of between 250 and 600 FTE by 1999.

Bureau of Prisons

- Streamlining administrative functions and reducing correctional staff once new facilities come on line, resulting in a savings of 2,309 FTE by 1999.

- Privatizing detention facilities will be investigated, which could result in a savings of 3,660 FTE.

U.S. Marshals Service

- Eliminating organizational layers and components within headquarters.

- Transferring many headquarters functions to district offices, which will allow for the reduction of 159 FTE by 1999.

Tax Division

- Administrative functions, such as the separate budget and finance staffs, will be consolidated; and other units, such as the procurement and services staffs, will be reorganized in order to yield headquarters administrative personnel reductions.

- Elimination of the Division's travel office is planned.

Criminal Division

- Separating the violent crime function now in the Terrorism and Violent Crime Section (TVCS) to create the new Violent Crime Section and merging the terrorism function now in TVCS with the Internal Security Section to create the new National Security Section.

- Merging selected units in the Office of Enforcement Operations with legal advisors from the General Litigation and Legal Advice Section.

Civil Division

- Transferring the Radiation Exposure Compensation program to the Department of Energy and transferring the Childhood Vaccine Injury Program to the Department of Health and Human Services. These initiatives should result in savings of 56 FTE.

Civil Rights Division

- An internal reorganization is planned that would eliminate independent sections which have similar enforcement missions, thus avoiding any possibility of duplication of effort while cutting back administrative overhead and reducing supervisory positions.

Antitrust Division

- The division is reorganizing and streamlining its operations, with the goal of increasing the level of civil enforcement and improving the Division's ability to litigate merger cases.

U.S. Trustees

- Explore the potential of privatizing the regulatory and administrative functions of the program. The study of these functions will begin in October 1994, and a recommendation is anticipated by May 1995. This proposal, if feasible, would require congressional action, bur could result in savings of 1,000 FTE.

UNALLOCATED FTE

While our plan strives to meet the 1999 FTE target of 100,200, as a result of congressional add-ons in 1995 and Department efforts to implement of the Crime bill, few FTE reductions will take place in 1996, requiring the bulk of our streamlining initiatives to take place in 1997 and beyond. In 1995, Congress provided Department components with funding for 1,640 FTE in excess of the President's request. Complicating this further is the requirement to provide additional FTE for the activation of new prison facilities. As a result, we are unable to meet the OMB FTE targets solely through streamlining.

Our streamlining plan includes a portion of FTE that is unallocated. Under recently revised assumptions of a 15 percent overcrowding level in Federal prisons, reducing earlier projections by 1,328 FTE, BOP will still require over 10,000 FTE to activate new institutions between 1996 and 1999. BOP is committed to reducing 2,309 FTE through streamlining administrative functions and reducing correctional staff once new facilities come on line, and we are also willing to study the privatization of detention facilities to potentially reduce BOP's FTE requirements by another 3,660. Even though in total these initiatives reflect a savings of 7,297 FTE from previously planned levels, we are still unable to identify specific plans to cut these FTE any further.

However, we will continue to study options to reduce this unallocated FTE reduction. We anticipate that the field restructuring study, when completed, will reduce this unallocated FTE. However, given our responsibilities to implement the recently enacted Crime bill and to activate new prison facilities, we find it difficult to reach these targets through streamlining and restructuring alone. Therefore, we will continue our review of current missions and objectives to see if some functions can be further consolidated, reduced, or abolished.

DEPARTMENT OF JUSTICE
FTE PROFILE – FY 1993 to FY 1999

APPROPRIATION	FY 93 BASE	FY 94	FY 1995 PRES REQ	FY 1995 ENACTED	FY 96	FY 97	FY 98	FY 99
DISCRETIONARY								
FUNCTIONAL CODE: 750								
FEDERAL BUREAU OF INVESTIGATION	24,734	24,099	23,121	24,591	24,447	24,361	24,071	22,741
DRUG ENFORCEMENT ADMINISTRATION	7,311	6,534	6,401	6,685	6,545	6,423	6,299	6,173
IMMIGRATION AND NATURALIZATION SERVICE.	11,723	11,935	12,835	13,530	14,256	14,136	13,897	13,382
FEDERAL PRISON SYSTEM:								
SALARIES AND EXPENSES	23,461	23,246	26,042	26,042	28,978	31,211	32,043	30,908
NAT'L INSTITUTE OF CORRECTIONS	53	52	51	51	51	51	50	48
BUILDINGS AND FACILITIES	321	317	296	296	324	356	362	344
FEDERAL PRISON INDUSTRIES	1,628	1,638	1,723	1,723	1,851	1,947	1,953	1,919
COMMISSARY FUND	431	446	464	464	510	553	581	584
TOTAL, FEDERAL PRISON SYSTEM	25,894	25,699	28,576	28,576	31,714	34,118	34,989	33,803
U.S. MARSHALS	3,828	3,705	3,752	3,837	3,852	3,810	3,758	3,702
OFFICE OF JUSTICE PROGRAMS	352	358	364	431	527	527	527	527
U.S. ATTORNEYS	9,239	9,227	9,084	9,245	9,272	9,176	8,904	8,558
GENERAL ADMINISTRATION	1,375	1,360	1,357	1,453	1,565	1,554	1,517	1,499
OFFICE OF THE INSPECTOR GENERAL	435	416	408	408	403	394	386	375
COMMUNITY POLICING	..	..	..	98	310	310	310	310
WEED AND SEED FUND	7	7	7	7	7	6	6	6
NATIONAL DRUG INTELLIGENCE CENTER	..	..	222	222	222	222	222	204
WORKING CAPITAL FUND	706	761	751	751	723	711	695	671
U.S. PAROLE COMMISSION	125	98	93	93	78	53	4	..
GENERAL LEGAL ACTIVITIES	3,895	[3,859]	[3,896]	[3,906]	[3,874]	[3,802]	[3,688]	[3,614]
SOLICITOR GENERAL	N/A	52	54	51	51	51	51	51
TAX DIVISION	N/A	672	637	637	626	619	605	584
CRIMINAL DIVISION	N/A	769	740	773	742	722	712	700
CIVIL DIVISION	N/A	1,024	1,019	1,050	1,077	1,057	998	994
ENVR. & NAT'L RESOURCES	N/A	670	724	706	698	687	670	648
LEGAL COUNSEL	N/A	42	41	41	41	41	41	41
CIVIL RIGHTS	N/A	562	567	583	575	562	549	536
INTERPOL	N/A	68	65	65	64	63	62	60
ANTITRUST DIVISION	456	438	398	391	391	391	391	391
COMMUNITY RELATIONS SERVICE	120	120	117	117	114	112	110	108
U.S. TRUSTEES	738	776	761	761	769	769	90	90
CRIME CONTROL FUND	..	..	1,269	..	..	..	..	..
SUBTOTAL, DOMESTIC DISCRETIONARY	90,938	89,392	93,412	95,102	99,069	100,875	99,864	96,154
FUNCTIONAL CODE: 150								
FOREIGN CLAIMS SETTLEMENT COMMISSION	12	13	9	9	9	9	9	8
SUBT, DISCRETIONARY AUTH	90,950	89,405	93,421	95,111	99,078	100,884	99,873	96,162
MANDATORY								
PRE-MERGER FILING FEES	148	204	292	443	443	443	443	443
U.S. TRUSTEES	437	312	330	321	321	321	..	..
DIVERSION CONTROL FEE	..	554	584	584	572	560	548	537
IMMIGRATION USER FEE	2,720	3,006	2,945	3,201	3,201	3,171	3,142	3,138
IMMIGRATION LEGALIZATION	69	58	58	58	58	58	58	58
IMMIGRATION EXAMINATIONS FEE	4,049	3,518	4,163	3,715	3,634	3,403	3,217	3,098
LAND BORDER INSPECTION FEE	31	30	30	30	30	30	30	30
BREACHED BOND/DETENTION FUND	18	42	48	48	48	48	48	48
SUBT, FEE-FUNDED ACCOUNTS	7,472	7,724	8,450	8,400	8,307	8,034	7,486	7,352
TOTAL, DEPARTMENT OF JUSTICE	98,422	97,129	101,871	103,511	107,385	108,918	107,359	103,514
UNALLOCATED	N/A	N/A	N/A	N/A	(3,585)	(6,318)	(5,959)	(3,314)
OMB CEILING	N/A	N/A	N/A	N/A	103,800	102,600	101,400	100,200

FTEPRO2

DEPARTMENT OF JUSTICE

STREAMLINING – FY 1993 to FY 1999

	FY 1993 Base	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	% CHANGE
FTE	98,422	97,567	103,511	107,385	108,918	107,359	103,514	5.17%
Supervisors	14,528	14,148	14,211	14,012	13,309	12,109	10,956	–24.59%
Supervisory Ratio[1]	1: **5.78**	1: **5.90**	1: **6.28**	1: **6.66**	1: **7.18**	1: **7.87**	1: **8.45**	
Headquarters staff[2]	20,194	19,518	19,012	18,416	17,728	16,953	16,022	–20.66%
Personnel specialists	1,854	1,812	1,783	1,820	1,728	1,606	1,464	–21.04%
Budget specialists	448	457	448	447	431	412	388	–13.39%
Acquisition specialists	708	739	733	772	746	695	634	–10.45%
Accountants and Auditors	1,596	1,658	1,649	1,698	1,616	1,512	1,394	–12.66%

NOTE: FTE for NDIC are not included in these classifications. Community Policing and the Crime Control Fund FTE for OJP are not included because organizational structures have not been determined.

[1] Over one–half of the Department's staff are law enforcement officers and attorneys. Supervisory personnel in these categories devote approximately a third of their time to operational responsibilities, e.g. performing investigations and writing legal briefs.

[2] Allocating a law enforcement or attorney supervisor's time to operational responsibilities, as described in footnote #1, would result in ratio of 1: **10.69.**

DEPARTMENT OF JUSTICE
SUMMARY OF COMPONENT STREAMLINING PLANS

Federal Bureau of Investigation

The Federal Bureau of Investigation (FBI) seeks to reduce its staffing by 1,850 full-time equivalent (FTE) to meet its prescribed streamlining targets. The FBI's streamlining plan accomplishes a reduction of 1,484 FTE through decreases of 845 FTE in the Criminal, Security, and Other budget activity; 438 FTE in the Law Enforcement Support budget activity; and 201 FTE in the Program Direction budget activity. These FTE cuts are amortized over 1996 (144 FTE), 1997 (86 FTE), 1998 (290 FTE), and 1999 (1,330 FTE); however, 366 FTE to satisfy the 1,850 FTE requirement are currently unallocated, and they are distributed over 1997, 1998, and 1999 by 25 FTE, 25 FTE, and 316 FTE, respectively.

The FBI's streamlining plan documents many affirmative re-engineering initiatives dating back to 1987. Since then, the FBI has employed a formal strategic planning process to document organizational focus and direction for its programs. Coupled with the regular program reviews conducted by both the FBI's Office of Inspections and the Office of Planning and Evaluation, the FBI has benefitted from continuous organizational leadership and progressive management change.

One recent re-engineering/streamlining effort, PROJECT FORGE, produced numerous proposals for realigning the organizational structure, reducing the bureaucracy, and flattening the management hierarchy of the FBI. PROJECT FORGE also identified many resource redundancies in the budget, personnel, automation, and analytical functions of the FBI. In addition to the PROJECT FORGE proposals, Director Freeh recently redirected 600 special agents from administrative and supervisory positions to field investigative activities. Aside from enhancing investigative efforts, this initiative has the secondary benefit of tightening the organizational structure at FBI Headquarters.

The FBI's streamlining plan also discusses modern re-engineering efforts that have produced measurable FTE savings, as found in the FBI's reorganization of the Criminal Investigative Division which resulted in an FTE savings of 26 percent (42 FTE) for the Division.

Also, the plan evidences many "good government" initiatives pursued through resource restructuring and the by-passing of layered bureaucracy. The consolidation of the Waterbury and Hartford Connecticut Resident Agencies is exemplary of the FBI's efficiency efforts. Furthermore, Director Freeh's delegation of case decision autonomy to FBI field offices has dramatically reduced the bureaucracies in administrative oversight and unnecessary reporting requirements. Director Freeh has approved additional re-engineering activities as recently as September 14, 1994.

Finally, the plan analyzes potential streamlining sources through enhanced Department of Justice (DOJ) agency coordination. These involve heightened coordination of training activities, laboratory management, aviation fleet management, and hiring standards between the FBI and other DOJ agencies.

Drug Enforcement Administration

Drug Enforcement Administration's (DEA) streamlining plan addresses initiatives that are consistent with the goals of the National Performance Review (NPR). The combined actions will result in the potential reduction of 559 workyears, with 264 workyears realized in headquarters from a combination of organizational reductions, consolidations, and process/program restructuring. The field offices will contribute a reduction of 248 workyears through selected enforcement mission refocusing and contracting of foreign office support positions. A total of 47 workyears will be reduced in the drug diversion fee account staffing.

DEA has identified potential streamlining actions that will be implemented from 1996 through 1999. Additional initiatives will continue to be identified as the process evolves to meet the streamlining goals. The actions currently planned fall into several categories, and are listed below.

Eliminating duplicate functions or organizational elements that are not central to DEA's mission, such as the marijuana eradication and demand reduction programs, resulting in a savings of 79 FTE.

Consolidating functions and offices to reduce duplication and layers of authority, refine responsibilities, and put more resources in the field. This includes merging analytical and evaluation functions, and consolidating graphics functions, resulting in a savings of 33 FTE.

Decentralizing authority and responsibility to field offices to reduce paperwork delays and provide more latitude in decision-making, such as decentralizing travel authority, resulting in a savings of 5 FTE.

Reducing programs and positions to eliminate unneeded costs, staffing, and layers of authority. An example is reducing Deputy and Special Assistant positions, and broadening spans of control, resulting in a savings of 240 FTE.

Other reviews will examine specific programs to use resources better and save costs. Two examples are the operation of DEA's aviation and legal programs, resulting in a potential savings of 34 FTE.

DEA's role will shift slightly to improve working relationships with other Federal agencies that have an interest in drug enforcement to include: closer coordination on operational matters, joint operations where practical, and intelligence sharing. DEA will continue to cultivate relationships with State and local law enforcement agencies through training, guidance, and joint efforts. More emphasis will be placed on expanding joint efforts with Federal, State, and local agencies in addressing violence prone drug gangs and traffickers. DEA will also review its role in South American countries, in particular to train host country law enforcement personnel in operational techniques instead of DEA leading operational efforts in these countries. DEA is also reviewing its Targeted Kingpin Operations and the use of wire intercepts to ensure that these programs are maximizing their utilization of resources.

For 1996, DEA will implement new staffing standards to reduce domestic office supervisors. DEA will proceed with closing select foreign offices, and contracting foreign support positions. In addition, DEA will consolidate like functions at headquarters, decentralize travel authority, reduce unnecessary paperwork and publications, and continue its general streamlining activities. Reviews of operational priorities are on-going, as are reviews of all of our standard practices.

Immigration and Naturalization Service

The Immigration and Naturalization Service's (INS) streamlining plan addresses its commitment to change the way it does business in the future. INS's plan will reduce its FTE by a total of 1,673 through 1999 by implementing the following changes: contracting with the private sector for services; increasing automation; consolidating administrative offices; and transferring employer sanctions enforcement to the Department of Labor (DOL). INS already contracts out a significant portion of its detention operations, and intends to pursue further its use of contracting of detention operations. In addition, INS will continue to analyze ways in which INS and the Customs Service can consolidate and improve land border operations. These reductions are offset by an increase of 779 FTE needed to implement the immigration initiative in the Crime Bill.

Contracting out Detention - INS will continue to pursue its use of contractor-owned and operated facilities and contract personnel in its detention operations. Based on cost-benefit analysis and review of additional functions to be performed by the private sector, these efforts may result in potential savings of between 250 and 600 by 1999.

Technological Enhancements - INS's increased use and expansion of INSPASS, APIS, and other automated inspection tools will result in a savings of 10 FTE in 1996, and total savings of 310 FTE by 1999. This is because an automated system will allow INS to store and retrieve information and files electronically; thereby allowing it to reduce staff devoted to file maintenance.

Transfer Employer Sanctions Enforcement to DOL - The transfer of some employer sanctions compliance inspections to the DOL would result in a total savings of 6 FTE in 1996.

Reduce Unnecessary Administrative Procedures - INS will consolidate and automate its administrative functions and capitalize on changes to Federal government procurement procedures to result in a savings of 58 FTE by 1999.

Customer Service Improvements - INS will continue its efforts to consolidate and automate its application processing operations through the use of Service Centers, Forms Centers, and automated telephonic information activities. These efforts will result in a savings of 75 FTE's in 1996, and total savings of 540 FTE by 1999.

Field Structure Review - INS intends to review its current field structure of districts, sectors, and overseas offices to assess savings that could be achieved by consolidating administrative and facility support functions, redefining enforcement and service jurisdictions and delayering of certain management/supervisory positions. This will result in a savings of 30 FTE in 1996, and total savings of 155 by 1999.

Bureau of Prisons

The Bureau of Prisons (BOP) develops goals and monitors progress through its formal strategic planning process. This process has helped to identify strengths and weaknesses, assess and prioritize tasks, and focus resources toward the highest priorities. BOP also has a formal cost containment goal, and has identified numerous accomplishments related to that goal in its streamlining plan. In addition to the personnel reductions that BOP projects between 1996 and 1999, by 1995 BOP will have already reduced its work-year level by the equivalent of over 10 percent of the 1992 level.

To keep pace with the growing Federal prison population, BOP plans to open several new prisons between 1996 and 1999. As these new prisons open and overcrowding decreases, the BOP will become more manageable, allowing BOP to implement its streamlining plan aggressively. By committing to an overcrowding goal of 15 percent over capacity instead of the previous target which sought an overcrowding rate of near zero, BOP has reduced future personnel requirements by 1,328 positions. Between 1996 and 1999, BOP's streamlining efforts, including a commitment to study privatization of Federal detention facilities, could result in a savings of 5,969 FTE from the 1995 estimate. This includes 3,660 FTE as a result of privatizing existing and planned Federal detention facilities, 606 positions in targeted administrative areas and 1,703 other positions that will likely include further reductions in administrative areas.

Supervisory Ratios - BOP's current supervisor to subordinate ratio is 1:5.9. BOP plans to achieve a ratio of 1:10 or higher by the end of FY 1999 by reducing intermediary supervisory positions that were created primarily to help prepare for the unprecedented number of new employees hired in the past few years as the prison population and capacity have expanded.

Privatization of Detention - BOP currently operates seven detention facilities, which are located in Chicago, Los Angeles, San Diego, Miami, New York, Brooklyn, and Guaynabo, Puerto Rico. Contracting out these facilities would result in an FTE savings of 1,964. Between 1996 and 1999, five additional detention facilities are slated to activate. This includes facilities in Hawaii, Seattle, Philadelphia, Houston, and a permanent facility in Brooklyn. Contracting out these facilities would result in an additional FTE savings of 1,696. While these potential savings are being included in the streamlining plan, further study is required to determine the relative benefits and costs resulting from privatization, as well as the feasibility of contracting out these Federal facilities. As a first step, the detention facility needed in Hawaii is proposed as a contract facility in the 1996 budget request to the Office of Management and Budget.

Reductions in Administrative Areas - The BOP has 2,424 positions identified as being in the areas targeted for reduction (personnel, budget, finance, procurement). Provided certain conditions are met related to regulatory changes, BOP's goal is to reduce these positions by 25 percent (606 positions) between now and the end of fiscal year 1999. This can be accomplished through human resource, finance, and procurement reform efforts that have already begun and through such measures as developing service centers at strategically located BOP facilities in order to consolidate administrative functions.

Other Reductions (tied to overcrowding reductions) - The BOP estimates that as a direct result of increases in prison capacity and the concomitant decrease in overcrowding, personnel levels can be reduced by approximately 1,703 positions. Of course, personnel levels cannot be drawn down prior to the point in which overcrowding reaches a relatively safe level, which BOP predicts will be during 1996. Implementation of staff reductions at institutions must then occur incrementally in order to protect staff, inmates, and public safety.

Timetable for FTE Reductions

BOP is committed to achieving the required reductions as soon as possible, but care must be exercised to ensure that reductions are not implemented so quickly as to jeopardize the safety of BOP staff and inmates. Also, if feasible, the privatization of detention facilities should be implemented prudently. The following is a timetable for the streamlining plan, which represents a reduction of over 20 percent from the 1995 level.

FTE Reductions

Reduction	1996	1997	1998	1999	Total
Privatize Detention	163	640	1,020	1,837	3,660
Administrative	23	77	253	253	606
Other	0	300	600	803	1,703
Subtotal Savings:	186	1,017	1,873	2,893	5,969
FTE Avoidance resulting from 115% overcrowding goal	0	67	62	1,199	1,328
Total:	186	1,084	1,935	4,092	7,297

This timetable will enable BOP to: better ensure safety and security; monitor the effect of streamlining efforts on work products; make adjustments to its plans when necessary; and reduce positions through attrition and staff transfers.

United States Marshals Service

The United States Marshals Service (USMS) will reduce its FTE level by 300 from its 1995 ceiling in order to meet its 1999 streamlining target. This reduction is offset by increases of 165 FTE necessary to staff new courthouses opening in 1996. USMS will accomplish this reduction by means of two initiatives.

The first initiative is the elimination of all intermittent Deputies and temporary personnel. These personnel will be separated by October 1, 1995, thereby eliminating the 141 FTE that they would generate in 1996 and beyond. The second initiative is the reorganization of USMS headquarters functions. USMS will eliminate organizational layers and components within its headquarters and transfer many headquarters functions to district offices. This effort will allow for the reduction of 159 FTE by 1999. Headquarters positions will be eliminated through USMS's normal attrition of 35 to 40 headquarters personnel per year, and through the filling of district vacancies with headquarters personnel. This effort will require the continuation of the existing hiring freeze at headquarters.

The USMS plan addresses several streamlining goals. Headquarters staff will be reduced by 25 percent between 1995 and 1999, and targeted occupations will be reduced by 42 percent. Authority for several functions, including procurement, background investigations, recruiting, and high profile operations, will be delegated to district offices. Operations will be decentralized by placing Court Security Inspectors under the direction of district offices, rather than headquarters, and by eliminating Seized Asset Division regional offices. Employees will be empowered by reducing agency regulations. This effort is already under way and has resulted in the elimination of over 700 pages from the USMS Manual.

In order to allow district offices to assume their new responsibilities, USMS plans to reduce the effort required by district offices to accomplish their current responsibilities. USMS has already reduced the administrative burden on district offices by eliminating the duplication of certain financial records for headquarters. USMS also plans to reduce financial management requirements for district offices by paying district contract guards through the National Finance Center (NFC), which will relieve districts of the responsibility of calculating taxes for guards. Information technology, in the form of automated booking stations, will reduce the time required by district offices to process prisoners.

USMS will not make significant progress at improving its supervisory ratio. While USMS's supervisory ratio at headquarters will improve from 1:4 in 1995 to 1:12 in 1999, its agency-wide ratio will only improve from 1:4 to 1:5. Because USMS must maintain many offices with 10 or fewer employees in order to staff all Federal court facilities, it is difficult to eliminate supervisors in district offices.

Office of Justice Programs

The 1999 streamlining ceiling for the Office of Justice Programs (OJP) is 527 FTE. This FTE target includes a reduction of 29 FTE from the 1995 enacted level of 431 FTE and a 1996 increase of 125 FTE for the annualization of positions associated with new Crime Bill programs. At present, OJP's on-board strength is approximately 325 employees. OJP will review all new positions on a case-by-case basis to ensure the judicious use of resources in line with streamlining goals and mission objectives, while at the same time ensuring critical crime bill programs are managed properly.

Executive Office for United States Attorneys

Consistent with the basic premise of the NPR, the Executive Office for United States Attorneys (EOUSA) has already implemented the idea of empowering individuals in the field with decision-making responsibilities. Many delegations of authority have been given directly to field components in the areas of financial and personnel management. In future years, the United States Attorneys (USAs) will pursue opportunities to streamline the operations of both the EOUSA and the USA offices (USAOs). The USAs, however, will not be able to achieve the full targeted cut back without making reductions in legal programs. To do so would reduce their ability to provide adequate support for the work of the attorneys.

The USAs have identified several streamlining opportunities. Among its ongoing or planned efforts are:

Streamlining plans will be submitted by the 25 largest USAOs. Actions and processes for streamlining, that are identified by these offices, will be applied to other offices where appropriate;

Ongoing efforts, such as the field office study, will result in recommendations for streamlining and savings. These recommendations will be implemented where appropriate; and

The ratio of clerical/secretarial support to attorneys will be reviewed. Increased use of automation and other factors should provide the opportunity to restructure these ratios and provide savings.

While the USAs are committed to achieving the targeted FTE reduction, they have not yet determined how to distribute 351 of the targeted 727 FTE.

For FY 1996, the EOUSA will reduce its FTE level from 210 to 197; a decrease of 13 workyears. EOUSA plans to re-engineer the evaluation and review process, restructure the Administrative Unit, revise other work processes and reduce the Personnel Staff as a result of increasing the delegation of personnel authorities to the field. These reductions will be achieved through attrition.

Justice Management Division

Overall Strategy

The Justice Management Division (JMD) streamlining plan encompasses all activities performed by JMD. This includes those funded through the JMD/Appropriated and those provided through the Department's Working Capital Fund. JMD essentially provides centralized administrative services to all components of the Department (except the FBI). Therefore, all FTE reductions achieved in JMD are responsive to the NPR.

Near-Term Initiatives

Taking Advantage of Buyout and Early-out Authority - JMD is using buyout and early-out authority to meet its streamlining targets. It is expected that approximately only forty percent of these positions will be backfilled.

Changes in Delivery of Payroll and Automated Legal Research (ALR) Services - To improve customer service in the provision of payroll services, JMD entered into a cross-servicing arrangement with the NFC. Also, in response to a contractor's decision to no longer provide essential ALR services, JMD has significantly changed the way that these services are provided to components. These two actions, taken together, resulted in JMD executing a reduction-in-force as a method of reducing staffing levels in the payroll and

ALR functional areas. Many of the affected employees were reassigned to vacancies in other functional areas within JMD, resulting in a net savings of 28 FTE.

Long-Term Initiatives

Automated Data Processing (ADP)/Telecommunications - ADP and telecommunications functions will be reexamined. JMD expects to reprioritize its efforts in these areas to respond to changes in customer demands and to adopt more efficient new technologies and processes. This will take several years or more to develop and implement, but from FY 1997 through FY 1999, FTE levels are expected to be reduced.

Reevaluation of Building and Warehouse Services - JMD's building and warehouse services functions will be reevaluated over the next several years. Based on changes related to these functions, FTE savings of 20 are anticipated in this functional area.

Strategic Mission Review - JMD is involved in an on-going reinvention project. During FY 1994, phases one and two of reinvention were completed. Through this continuing process, JMD will seek ways to improve its functions and potentially reduce FTE levels further.

Executive Office for Immigration Review

Executive Office for Immigration Review (EOIR) has received significant program increases as a result of the recently enacted crime legislation. The new resources, totalling 224 FTE by 1996, will be funded through the Violent Crime Reduction Trust Fund (VCRTF) established by the legislation. This fund is supported by savings derived from FTE reductions across the government.

Base Program - EOIR's base program includes 572 FTE in 1995. Its streamlining reduction target translates into 46 FTE by 1999. EOIR currently averages approximately 5 percent attrition annually. Given historical and current hiring and attrition statistics, the reduction will be achievable by simply not filling certain vacancies. EOIR will reduce supervisors, headquarters staff and field office support staff. The plan represents a 16 percent reduction to headquarters staff. While the plan calls for field office support staff reductions through attrition, the FTE losses would adversely affect EOIR's capacity to support immigration judges and may result in reductions in FTE associated with judges. Other NPR target positions cannot be reduced beyond current levels, particularly in consideration of the need to support an additional 224 FTE by 1996. EOIR's challenge will be to keep increases to these positions to a bare minimum.

VCRTF - As evidence of EOIR's commitment to the spirit of the streamlining effort, the resources contained in the VCRTF reflect a supervisory ratio of 1:15 and do not add to the current level of organizational layers.

Office of the Inspector General

The Office of the Inspector General (OIG) streamlining initiatives are aimed at personnel reduction, simplification of organization and administrative processes, and elimination of unnecessary layers of management. Although the streamlining initiatives are focused on the NPR targeted positions, some of the reductions are taken from operations because the base OIG NPR targeted population is so small. The following positions have been identified for elimination by FY 1999: in FY 1996: 1 personnel specialist; 1 budget specialist; and 3 additional headquarters staff; in FY 1997: 4 headquarters staff, 3 auditors and 2 unallocated positions. These include 2 supervisors; in FY 1998: 3 auditors and 5 unallocated positions; and in FY 1999: 4 auditors and 7 unallocated positions. This includes 1 supervisor.

The OIG will lose several headquarters staff, including supervisory and administrative personnel through retirement or attrition. The functions performed by these staff will be reassigned, and the vacancies will not be filled. Headquarters positions targeted for reduction in which staff remain will be transferred to field operations. In addition, the OIG will not fill vacant special agent, program analyst and audit positions. The net result will be a reduction from the FY 1995 FTE level of 408 FTE to 375 FTE.

As a part of our continued efforts to improve operations, we plan to:

Review the potential merging of certain operational functions. This may reduce the number of supervisors, as well as the number of support personnel, while expanding operations.

Review the current field structure to determine the most cost-effective and efficient structure possible. This will include a review of OIG headquarters and field operations and the relationships with current and future Department installations and offices.

Review options for consolidation of administrative functions. The Management and Planning Division provides budget, finance, personnel, automation and other logistical support. Each operating division has an administrative liaison staff. We will assess the functions of the administrative staffs to determine if any duplication exists and consider alternatives.

General Legal Activities

Collectively, the General Legal Activities (GLA) components have identified workyear reductions of 292 FTE.

While many of the planned reduction initiatives are unique to the respective components, common themes for staffing reductions include: increased reliance on office automation through the implementation of Justice Consolidated Office Network; hiring freezes and attrition; and offers for buyouts and early retirement.

In addition, several litigating components are in the process or implementing major reorganizations to reduce layers of bureaucracy, flatten management structure and combine like functions to ensure adequate resources are available for core functions.

Further, reprogramming actions and resource reallocations will be used to meet staffing needs wherever possible, offsetting the need to seek program increases. To the extent that these actions will also eliminate NPR targeted slots, this policy will avoid staffing growth and further the achievement of NPR goals.

Following are component-specific plans to further the streamlining initiative:

Tax Division

To reach its streamlining objective the Tax Division would target for elimination certain NPR-identified positions and functions. Specifically the Division's travel office would be eliminated, two senior supervisory senior executive service positions would be relinquished, and the attorney to secretary ratio would be increased. In addition certain administrative functions, such as the separate budget and finance staffs, would be consolidated; and other units, such as the procurement and services staffs, would be reorganized in order to yield headquarters administrative personnel reductions. These streamlining initiatives should result in a savings of 53 FTE.

Criminal Division

Separate the violent crime function now in the Terrorism and Violent Crime Section (TVCS) to create the new Violent Crime Section and merge the terrorism function in TVCS with the Internal Security Section to create the new National Security Section.

Merge selected units in the Office of Enforcement Operations with legal advisors from the General Litigation and Legal Advice Section (GLLA). The litigators from GLLA will be assigned to Attorney General priorities within the Criminal Division.

Merge the Office of Policy and Management Analysis and the Office of Legislation.

Merge the Money Laundering Section (MLS) and the Asset Forfeiture Office.

Transfer of Freedom of Information/Privacy Act Unit and the international prisoner transfer function from the Office of Enforcement Operations to the Office of Administration.

Transfer the Computer Crime Unit from GLLA to the Fraud Section.

Transfer 4 attorneys formerly assigned to MLS to the Narcotics and Dangerous Drug Section.

These streamlining initiatives should result in a savings of 73 FTE.

Civil Division

Following appropriate Congressional action, transfer responsibility for the Administration of the Radiation Exposure Compensation program from the Civil Division to the Department of Energy. Similarly, the Division will transfer responsibility for defending claims brought under the Childhood Vaccine Injury Program to the Department of Health and Human Services.

These initiatives should result in a savings of 56 FTE.

Environment Division

Slow affirmative litigation and devote less time to litigation related activities.

Decentralize litigation support contract management.

Delegate more work to client agency counsel and the U.S. Attorneys.

Reduce or eliminate the number of amicus curiae filings.

These streamlining initiatives should result in a savings of 58 FTE.

Civil Rights Division

The Civil Rights Division would achieve its streamlining goals largely through the combination of attrition with a hiring freeze on NPR targeted positions. In addition, an internal reorganization is anticipated which would eliminate independent sections which have similar enforcement missions, thus avoiding any possibility of duplication of effort while cutting back administrative overhead and reducing supervisory positions. These streamlining initiatives should result in a savings of 47 FTE.

Antitrust Division

The Antitrust Division (ATR) streamlining plan contemplates a reorganization that would actually save 89 FTE in 1995. ATR plans to reinvest these FTE back into other areas of workload. In part, the rationale for reinvestment of this FTE is based on the fact that in

1995 nearly one-half of the funding available to ATR is fee-generated; and, therefore, from a funding standpoint, reinvestment is revenue-neutral. ATR is considering the following options that would yield 89 FTE:

Close 2 of its 7 field offices, resulting in a savings of 32 FTE.

Reduce the size of its financial analysis staff, resulting in a savings of 5 FTE.

Reduce the number of selected staff providing policy advice, resulting in a savings of 7 FTE.

Contract out some routine litigation support functions currently performed by ATR staff in Washington, resulting in a savings of 4 FTE.

Recommend Freedom of Information Act processing be centralized in the Department, resulting in a savings of 6 FTE.

Institute an individual antitrust leniency policy, resulting in fewer investigations and litigation, resulting in a savings of 3 FTE.

Issue intellectual property guidelines, resulting in fewer investigations and litigation, resulting in a savings of 3 FTE.

Enhance management of the Division through ADP systems, such as a personal computer local area network, expanded communications network, and CD-ROM technology for a savings of 26 FTE by 1999.

Issue international guidelines, resulting in fewer investigations and litigation, resulting in a savings of 3 FTE.

Community Relations Service

The Community Relations Service (CRS) will have to reduce its 1995 workyear ceiling of 117 by 9 workyears in order to reach its streamlining goal of 108 workyears by 1999.

By the close of 1996, CRS will eliminate through attrition and through position modification, 3 headquarters positions. As actual FTE reductions in CRS will be accomplished through attrition, specific job categories cannot be identified.

CRS will meet the remainder of its reduction, totalling 6 workyears, through attrition. CRS' attrition rate has averaged 3 percent, and results in slightly over 3 vacated positions per year. In order to meet the planned reduction, CRS would backfill 1 of 3 positions vacated each year (or fewer if attrition drops).

United States Trustees

The United States Trustee (UST) program could be reduced by as many as 1,000 workyears in FY 1998 pending the results of a study on whether to privatize the regulatory and administrative functions of the program while still maintaining Federal oversight. The Department anticipates funding a study by the National Academy of Public Administration, which should be completed by next spring. This study will assess the feasibility and cost-effectiveness of using the private sector to perform the bulk of UST's regulatory and administrative functions. After reviewing the study's findings and recommendations, the Attorney General will determine the merits of implementing any changes to the current UST structure. Congressional action would be required to implement such a proposal.

FACSIMILE COVER SHEET

DEPARTMENT OF THE TREASURY

OFFICE OF THE UNDER SECRETARY-ENFORCEMENT

OFFICE OF POLICY DEVELOPMENT

DATE:

TO: José Cerda

PHONE: FAX: 456-7028

FROM: Rebecca Hedlund

TELEPHONE:

FAX: 202-622-1452 or 202-622-7493

MESSAGE/COMMENT: As discussed — I mis-~~[illegible]~~ remembered when I said it was on youth violence — it's more general. Sorry

NUMBER OF PAGES (INCLUDING COVER SHEET) 5

FY 1996 CRIME BILL FUNDING ($32.5m)

(dollars in millions)

Part I. Integrated Violence Impact Alliance (IVIA)

A. Firearms Crime Coordinator Portion ($10.9)

7.5 State & Local [Allotted to 25 State and local sites @ $300k (3 FTE - Officer, Prosecutor & Support) per site]
3.4 ATF costs for 25 ATF Coordinators @$136k per FTE
$10.9 Subtotal VCC — **25 FTE**

B. Strategic intelligence Enhancements ($19.1)

10.4 State & Local [10 State and local sites @ $190k/site for IBIS/Ceasefire; 25 sites Tracing @ $340k]
5.8 ATF cost for 69 FTE @ $74k per FTE [lab operators, support staff]: 5 agents @ $136k — **74 FTE**
2.9 State & Local costs for ATF Training, NTC Contract, and Programming Support/Training Supplies]
$19.1 Subtotal IBIS/Tracing

Part II. G.R.E.A.T. Program

$2.5 [0 FTE] State & Local Cooperative Agreements — **0 FTE**

Summary of Total Costs:

	($000s)	FTE
State & Local Allotments: IVIA	$20.8	0
State & Local Allotments: G.R.E.A.T.	2.5	0
Subtotal Crime Bill State & Local Allotments:	**$23.3**	**0**
ATF FTE + Admin. Costs	9.2	99
Subtotal Crime Bill Costs:	**$32.5**	**99**
Base Resources G.R.E.A.T. Program	7.5	12
Total Funding	**$40.0**	**111**

INTEGRATED VIOLENCE IMPACT ALLIANCE

- Utilizes related strategies to form effective alliances
  - Firearms Crime Coordination Group links state and Federal prosecution
  - Strategic Intelligence Enhancements link state and Federal investigative efforts
  - GREAT program provides partnership for prevention
- All three components stress forming alliances that bring the best assets of state and federal law enforcement together to counter violent crime
- Benefits brought by ATF:
  - experienced personnel
  - information
  - unique assets possessed in addressing firearms matters

FIREARMS CRIME COORDINATION GROUP

- Linking of Federal and local interests in investigation and prosecution of firearms crimes

- ATF proposes for selected high crime areas:

  - Establishing special agent positions - Violent Crime Coordinators

  - Like number of ATF funded State and local officers

  - ATF funded state prosecutors cross designated for Federal crimes - ensures consistency of prosecution; responses to the public demand for coordinated law enforcement efforts in prosecution of violent offenders

  - ATF funded intelligence analysts or paralegal - ensures analyses and usable intelligence for further cases on interstate trafficking

- Groups would review, evaluate, and intake violent criminal firearms cases; most violent career criminals would be directed to federal system

  - Strict prosecution criteria and accepting referrals frees more ATF special agents to pursue other investigations

  - Ensures cases of Federal interest are pursued - complex interstate trafficking conspiracies - thefts from federally licensed dealers

- States would focus on crimes of importance to them, e.g. juvenile firearms violence

- Training provided to agencies to illustrate the effectiveness of ATF's jurisdiction

- The Bureau's primary goal of removal of the most violent members of society through formal coordination of Federal, State and local assets

STRATEGIC INTELLIGENCE ENHANCEMENTS

- Provides focus to deny criminals access to firearms through expanded use of intelligence and technology

- Cornerstones are major ATF tools: National Firearms Tracing Center and Integrated Ballistic Identification System (IBIS)

- National Tracing Center

  - ATF funded state and local firearms tracing positions and technical support in selected locations; increased level for states with more firearms oversight responsibilities

  - Ties a state asset to the collection and flow of firearms intelligence information

  - Project LEAD technology vital part of identifying trafficking patterns

  - Intelligence Analysis Unit to be established on-site at Tracing Center

  - ATF inspectors to concentrate on pre-application and problem dealers

  - Intelligence gained would be channeled into investigation of cross jurisdictional/interstate firearms trafficking organizations

- Integrated Ballistic Information System

  - Provide technical equipment and training to have state and local agencies input ballistic information

  - ATF maintains cross-jurisdictional network

  - IBIS valuable in solving local crime; link with tracing process to provide trails from firearms sources to violent criminals

GREAT PROGRAM

- Crime Bill funding of $2.5M will be used to continue funding existing cooperative agreements at a reduced level.

- Base funding of $7.5M will be used to fund the remaining existing cooperative agreements at a reduced level and to fund a total of 12 FTE. These FTE will support training of local law enforcement officers, review and evaluate the curriculum and program, and to execute and audit the recurring cooperative agreements.

- No new cities will be funded in FY 1996.

- No less than 75% of all amounts will be used to fund existing agreements.