Professionalism and Infrastructure

For FY 2001, INS requests \$10.1 million to continue improving the institutional development and infrastructure needed to sustain the enormous growth in the workforce over the past several years. This priority provides critical services for balanced support of the service and enforcement missions of the agency. It also ensures that a motivated and diverse workforce is well-trained to do its job. The Professionalism and Infrastructure initiative focuses on improving personnel management and accountability, restoring support staff for operational activities in the Regions and Headquarters, and integrating mission functions and strategies. This initiative will improve INS' ability to provide sustained support of its operational components and specific infrastructure and professionalism objectives to:

- Reduce the shortfall in meeting training requirements;
- Improve professionalism and motivation by effectively managing diversity in the INS workforce and through more flexible career development and geographic mobility strategies; and
- Strengthen organizational discipline and responsiveness by establishing more effective internal communication methods, and by better integrating strategic planning across enforcement and service functions.

Financial Management System

This request for the Federal Financial Management System (FFMS) will further INS' ability to become compliant with requirements of the Chief Financial Officers Act of 1990, and the Government Management Reform Act of 1994, for auditable financial statements that more accurately track the status and use of funds. These resources support the Administration's priorities to enhance professionalism and improve accountability within the INS financial management process. **(\$4.2 million from DOJ's Asset Forfeiture Fund)**

Legal Proceedings Base Shortfall

The INS budget requests 34 attorneys and 16 support staff to partially remedy serious understaffing of the Legal Proceedings Program. The Legal Proceedings Program provides the full range of legal support, including core responsibilities for representing INS before the Immigration Courts and the Board of Immigration Appeals. In addition, recently enacted legislation and new Congressional mandates and resources granted to the Service have increased the need for legal services support of expanded enforcement activities, increased arrests, criminal alien removal programs,

Institutional Removal Programs, anti-smuggling efforts, conveyance seizures, expedited removal proceedings, and mandatory detention and removal of illegal aliens. The U.S. Army Manpower Analysis Agency recently completed a comprehensive review and documented the inadequate staffing needs in a 600-page report. The resources requested provide funding and positions for only a portion of the total documented shortfall. **(\$4.8 million)**

Administrative Center Staffing

Overall base resources for the Administrative Centers are inadequate to meet present commitments, thus resulting in significant backlogs and excessive overtime costs. The Administrative Centers need 30 positions to restore service to an acceptable level to meet needs for contracting, personnel and other administrative services in a growing agency. Current base resources allow only limited guidance and training to implement new initiatives, particularly in customer service areas. **(\$2.0 million)**

Financial and Debt Management Services

• The requested 60 positions will provide INS with a fully operational Debt Management Center (DMC) that will report to the Office of Financial Management. This center will perform all duties and responsibilities for the servicing of deposits and bond receipt administration, as well as the collection and administration of other account-receivable services (e.g., administrative fines and uncollectable checks). Congressional approval of the INS finance restructuring included approval of a DMC for Burlington, Vermont, as well as the Dallas Finance Center. This request is the first step in implementing this plan. This restructuring, together with the implementation of new financial systems, requires additional resources to handle the increasing dataentry workload. This initiative will provide INS with improved financial reports and systems control. **(\$3.3 million)**

FY 2001 Initiatives

(\$ in millions)

Initiative	S&E
Financial Management Systems (Funded from Asset Forfeiture Fund)	[4.2]
Legal Proceedings Base Shortfall	4.8
Administrative Center Staffing	2.0
Financial and Debt Management Services	\$ 3.3
Total	10.1