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- As a result of the Department's major investigation of international cartel activity in the food and feed additive industry, Archer Daniels Midland Company (ADM) agreed to plead guilty and pay a \$100 million fine for its role in two international price-fixing conspiracies to eliminate competition and allocate sales in the citric acid and lysine markets worldwide.<sup>3</sup> This was the largest criminal antitrust fine ever and nearly seven times the previous record fine.
  - Two Dutch firms and two Dutch nationals pled guilty and were sentenced to pay fines totaling over \$10 million for their part in a conspiracy to fix the price and allocate market shares worldwide for sodium gluconate. Since sodium gluconate is an industrial cleaner with many applications such as for food service and utensil cleaning, bottle washing, and paint removal, uncovering this conspiracy provided a direct benefit to American consumers.
  - In the Department's investigation of the explosives and ammonium nitrate industries, LaRoche Industries, Inc., Nutrite Corp., and Austin Powder Company pled guilty to fixing prices, agreeing to pay \$10 million in fines. To date, the Department has obtained over \$38 million in criminal fines since the investigation's first case in 1995.

### ***Looking at Mergers to Protect Competition***

Under the Clayton and Hart-Scott-Rodino Acts, the Department is also responsible for screening proposed mergers to prevent unlawful concentrations of economic power. The Antitrust Division determines if proposed mergers are likely to have significant anticompetitive effects. It challenges those it believes will or negotiates tailored remedies that allow the pro-competitive aspects of the transactions to proceed. Mergers that are pro-competition, offering economies of scale and efficiencies that benefit customers, are approved. The Antitrust Division had a record year in FY 1997, ultimately challenging 31 mergers. It formally investigated 277 merger investigations (compared with 235 merger investigations in FY 1996 and 134 in FY 1995). Some highlights follow:

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<sup>3</sup>Because of the direct impact on American consumers, uncovering and prosecuting the citric acid and lysine conspiracies ranks as one of the Department's greatest achievements in the history of antitrust enforcement. Citric acid, a \$1.2 billion a year industry, is a flavor additive and preservative that is used in soft drinks, processed food, detergents, pharmaceutical and cosmetic products—involving hundreds of household foods and products. Lysine is an amino acid widely used by farmers as a feed additive to ensure the proper growth of livestock. The citric acid and lysine conspiracies caused American consumers to pay higher prices for thousands of products.

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- To preserve competition in the defense industry, the Antitrust Division investigated a major defense industry merger, reaching a settlement that allowed the Raytheon Co. to go forward with its \$2.9 billion acquisition of the Defense Systems and Electronics Unit of Texas Instruments. Consent was conditioned upon Raytheon's divestiture of Texas Instrument's monolithic microwave integrated circuit business, including a gallium arsenide foundry facility in Dallas, Texas.
  - The Department acted to protect competition in the skiing industry by requiring conditions in the merger of Vail Resorts and Ralston Resorts. The merger was approved after the parties agreed to sell Ralston Resort's Arapahoe Basin ski resort. Without the divestiture, the parties would have controlled nearly 40 percent of the Colorado Front Range skier market, leading to fewer discounts on lift tickets.
  - The Antitrust Division challenged or modified eight telecommunications transactions during FY 1997. In a significant case, it negotiated a settlement in the \$11.8 billion merger of U.S. West—one of the regional Bell Operating Companies (BOCs)—and Continental Cablevision. The Department required the merging parties to divest Continental Cablevision's interest in Teleport Communications, a competitive local telephone company that competed against U.S. West in major markets dominated by it.
  - In FY 1997, the Antitrust Division challenged six radio mergers, preventing the acquisition of 11 radio stations that would have been anticompetitive in seven different geographic markets around the country. For example, a settlement with the Westinghouse Electric Corporation and Infinity Broadcasting allowed the two companies to complete their \$4.9 billion merger after agreeing to divest radio stations in Philadelphia and Boston.
  - Among the more noteworthy civil antitrust cases was the Antitrust Division's complaint against Rochester Gas & Electric (RG&E), alleging that RG&E entered into an illegal agreement with the University of Rochester to prevent the University from selling or participating in the sale of electricity in competition with RG&E.
  - The Antitrust Division joined the States of Oregon, California, and Washington in filing a consent decree with West Coast crab fishermen to prevent price fixing and boycotts in the crabbing industry.
  - After winning a precedent-setting decision on a preliminary motion, the Antitrust Division successfully settled its lawsuit against Delta Dental of Rhode Island, ending Delta Dental's use of a "most favored nation" clause that raised barriers to competition and discouraged dentists from charging lower prices.

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## VI. Making the Department More Efficient and More Responsive

**Goal: To provide law enforcement and related services and programs in which the American people have full faith and confidence and to use the taxpayers' money wisely and efficiently.**

The Department continued to push toward accomplishing the Administration's goals for improving the way Government works in people's lives. In 1997, significant progress was made in streamlining and redesigning work processes, integrating emerging technologies, and providing professional and efficient service to the American public—the Department's customers. Through Department-wide restructuring, innovative approaches, and emphasis on customer service and access to Government, the Department promoted organizational effectiveness and reform in coordinating its law enforcement activities, collecting debts owed the United States, and ensuring the integrity of its services.

### Implementing the Government Performance and Results Act

During 1997, the Department continued to move toward full implementation of the Government Performance and Results Act (GPRA). With the Attorney General's personal support for demonstrating program accountability, the Department has been reinvigorating its planning and program management processes, with heightened emphasis on accountability for results. Of specific note—and consistent with a key Results Act requirement—the Department submitted to Congress on September 30, 1997 its first-ever 5-year strategic plan. This plan includes a succinct mission statement, long-range goals and strategies in each of the Department's core functions, and a description of the kinds of information that can be used to assess program performance. The plan also provides a general framework for the preparation of "annual performance plans"—GPRA's second major statutory requirement.

The Department's 1997–2002 Strategic Plan provided important guidance to component organizations as they identified how their own programs and operations fit in with the Attorney General's broader strategies and priorities. Extensive input from all the Department's organizations, as well as from Congressional staff, helped ensure that this first strategic plan was both realistic and

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broad-based. In addition, the Department accelerated the integration of more detailed programmatic information into its budget planning process and related documents. Component organizations now incorporate more extensive performance information in their annual resource requests. This approach seeks to generate information that is realistic and meaningful, not only for internal management purposes, but also for use by external customers.

## **Coordinating DOJ Law Enforcement Activities**

Cooperation among the Department's criminal investigative components continued to garner benefits in FY 1997, as the Department renewed its commitment to a comprehensive law enforcement program that responds to the needs of diverse communities in an effective and efficient way. Monthly meetings between Department attorneys and headquarters personnel of the Federal law enforcement agencies facilitated intelligence sharing and streamlined field operations issues relating to violent crime. Similarly, through efforts coordinated by the National Drug Intelligence Center (NDIC), Department attorneys and Federal agents met with representatives of local law enforcement agencies to address gang violence. This collaborative environment fostered a number of successful initiatives, several of which are described below.

The LECC (Law Enforcement Coordinating Committee) program has become a permanent cornerstone of Federal, State, and local law enforcement efforts. Under the direction of the U.S. Attorneys locally, LECCs continued to bring together Federal agencies, State and local prosecutors' offices, State police agencies, and local sheriffs' and police departments to enhance the effectiveness of the criminal justice system (See Chapter II, "Encouraging the Use of Locality-Based Strategies"). IGA is the Department's official representative to the National District Attorneys Association, and has brokered a relationship with the Nation's prosecutors that has allowed for collaborative partnerships between Federal and local prosecutors for the first time in many years.

To capitalize on the mutually supporting objectives of those agencies with drug law enforcement responsibilities, DEA in FY 1997 continued to implement effective, cooperative drug law enforcement programs. It incorporated such varied approaches as multi-agency drug-related violent crime task forces, community policing, and solid parallel legislative initiatives. The FBI's DRUGX project—a computer-based method for exchanging information among law enforcement agencies—grew in 1997 to approximately 3,000 FBI accounts and 40,000 transactions per month. DEA added 25 more Special Agents to its Caribbean Field Division after a joint DEA/FBI assessment of the crime problem there prompted action by these and other agencies, including INS, the Coast Guard, and USCS.

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Also in FY 1997, the Joint Intelligence Community Law Enforcement Working Group, co-chaired by the Office of Intelligence Policy and Review (OIPR), issued two major reports making recommendations on how information can be more effectively shared between law enforcement and intelligence agencies. The Deputy Attorney General, the Director of Central Intelligence, and the Under Secretary of Treasury have directed that these recommendations be implemented. By chairing the Department Review Committee, supporting the Interagency Security Classification Appeals Panel, and giving advice and assistance to other components, OIPR was heavily involved in the implementation of Executive Orders 12958 and 12968 regarding classification of and access to national security information.

## **Collecting Debts Due the United States**

In FY 1997, the Department collected \$1.97 billion in cash receipts in the recovery of both criminal and civil debts—the most it has ever recovered in cash in a single year. The previous record was set in FY 1994, when the Department collected \$1.83 billion. But these figures represent only part of the debt collection program. In addition to returning substantial sums of money to the Federal Treasury, the Department's efforts help protect the integrity of Federal programs that offer assistance to citizens, enforce the laws that protect our citizens and the environment, and provide assistance to the victims of crime.

Congress authorized the Attorney General to use up to 3 percent of collected civil debts for the administration of the Department's debt collection efforts. The Department used this revenue source in 1997 to reduce administrative burdens and provide needed resources for front-line "debt collectors." Accordingly, funds were allocated to locate debtors; contract with investigators, accountants, and statisticians to find hidden assets; fund system enhancements for civil debt collection processing and tracking activities; and support teams trained to investigate civil fraud and other financial misconduct against the United States.

A significant portion of these recoveries is the result of debt collection litigation by U.S. Attorneys on behalf of Federal agencies for the collection of defaulted loans, overpayments, and administratively assessed penalties. In an effort to improve communication and coordination with the U.S. Attorneys' "debt collection clients," representatives of the Executive Office for U.S. Attorneys met on a regular basis throughout the year with the Departments of Education, Agriculture, Health and Human Services' Public Health Service, Veterans Affairs, and Housing and Urban Development; the Small Business Administration; and the Environmental Protection Agency. During 1997, the U.S. Attorneys' offices handled 45,015 new civil debt collection referrals and reported over \$1.7 billion in cash and other recoveries.

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In addition to collecting civil debts for Federal agencies, the U.S. Attorneys' offices are responsible for enforcing the collection of unpaid fines and restitution imposed in Federal court in criminal cases. Most fine payments are deposited into the Department's Crime Victims Fund for distribution to State victim assistance programs. In 1997, the Crime Victims Fund received deposits of \$363 million as a result of criminal prosecutions. Additionally, more than \$37 million was collected as restitution on behalf of Federal agencies. To further this effort, the Executive Office for U.S. Attorneys informed hundreds of prosecutors, probation officers, and collection personnel about new restitution laws at local training programs sponsored by U.S. Attorneys' offices throughout the country.

The Affirmative Civil Enforcement (ACE) Program remains an essential part of the U.S. Attorneys' efforts to recover funds wrongfully paid by the United States. U.S. Attorneys' offices actively pursue the recovery of public funds in such areas as health care fraud, defense procurement fraud, financial institution fraud, and program fraud, e.g., public housing and food stamp fraud. During 1997, the U.S. Attorneys filed 2,553 ACE cases. A total of 2,181 cases were also terminated. ACE recoveries increased dramatically during 1997, with more than \$1 billion recovered by the U.S. Attorneys' offices. At the end of 1997, 4,045 ACE cases were pending.

In 1997, the Civil Division, which represented the United States in more than 23,000 cases, had a record-breaking year in its "stewardship" of the public fisc. Roughly 20 percent of the cases handled by the Civil Division are filed by the Government. These cases seek to recoup hundreds of millions of dollars arising from fraud, bankruptcy, and loan defaults. Working with the U.S. Attorneys, more than \$1.4 billion in judgments and settlements were secured. Moreover, \$4.5 billion in claims against the Government were successfully overturned by the Civil Division.

In FY 1997, more than \$4.5 million was collected from inmates through the Inmate Financial Responsibility Program (IFRP). Included in these collections were payments from inmates to help cover their cost of incarceration and fines handed down at their sentencing. BOP will continue to use the IFRP module in SENTRY—its online offender tracking system—to automate inmate payments to the Department's Debt Accounting Operations Group, thus saving staff time and ensuring accuracy of inmate accounts.

During FY 1997, the Tax Division successfully defended against more than \$114 million in tax refund claims and also obtained, by settlement or collection, more than \$64 million in affirmative recoveries. The Division's litigation establishes or affirms interpretations that result in large indirect savings to the U.S. Treasury. For example, in *Unum v. United States*, an insurance case recently affirmed by the court of appeals, Tax Division litigators protected the Treasury from a claimed refund of approximately \$80 million. Based on the claimed deduction of \$652 million, however, the total effect of the case, on other tax years, is estimated to be in the range of \$350 to \$400 million, including interest. The same issue is also

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presented in other insurance cases, representing approximately \$1 billion in tax revenue.

## **Ensuring Integrity**

During 1997, the Department continued progress in aggressively carrying out the President's regulatory reinvention initiatives. As a result, existing regulations were clarified and streamlined, and new regulatory requirements were designed to eliminate unnecessary burdens while promoting more effective compliance.

In 1997, the Department continued to implement policies designed to ensure that its employees, particularly Department attorneys, adhere to the highest ethical standards in performing their law enforcement responsibilities. These initiatives included continuing to increase the size of the Office of Professional Responsibility (OPR) to address allegations of misconduct against Department attorneys; conducting expedited investigations of judicial findings of attorney misconduct; pursuing integrity investigations to completion; cooperating with State bar licensing authorities; and issuing public summaries of the results of OPR investigations in appropriate cases. These and other integrity program initiatives have gone a long way to assure both the legal community and the public at large that Department attorneys will conduct themselves in accordance with the ethical standards expected of the Department of Justice.

## ***Inventing New Processes***

During 1997, the Executive Office for U.S. Attorneys revamped its evaluation program to place more emphasis on capturing and sharing best practices and on reporting Department priority programs and initiatives. The evaluation program prevents waste, loss, unauthorized use, or misappropriation in Federal programs through on-site reviews of internal management controls, as required under the Federal Managers Financial Integrity Act (FMFIA). On-site evaluations were conducted in 31 U.S. Attorneys' offices during 1997.

Equally important to meeting the regulatory and statutory requirements, the evaluation program provides on-site management assistance to the U.S. Attorneys and a forum for evaluators and evaluated offices to share information and innovative ideas. The program also serves as a resource for the Attorney General to determine how Department law enforcement priorities are being addressed and to report successes in areas such as violent crime initiatives and task forces, victim assistance, health care fraud, affirmative civil enforcement, and child support recovery.

The INS reinvented its internal review capability by using a team-based process designed to identify and highlight indicators of

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problems in INS field offices. The INS Process for Excellence and Comprehensive Tracking, or “INSpect” initiative, provides a comprehensive review of a field office’s operations, covering as many as 17 functions. Twelve (12) individual field office reviews were completed, with nine special reviews of INS-operated detention facilities.

### ***Emphasizing Ethics and Integrity***

Additional benefits can result from efforts to educate and deter employees from engaging in misconduct. To educate Department employees on ethics, the consequences of misconduct, and the preservation of the public trust, OIG agents conducted 90 integrity awareness briefings, reaching over 2,470 employees. In response to a Department recommendation, EOIR’s Office of General Counsel supplemented its oral and written ethics opinions by offering formal ethics training to field offices in the largest cities.

To help ensure the integrity, effectiveness, and efficiency of Department programs, the OIG continued to work with Department managers to investigate possible impropriety, receiving in FY 1997 more than 6,000 allegations of employee misconduct. While the overwhelming majority of these cases proved to be unsubstantiated, OIG investigations resulted in the arrest of 53 Department employees. Judicial action resulted in \$4.5 million in fines, recoveries, and orders of restitution, with 73 employees and 4 contractors receiving disciplinary action, including 19 terminations. In addition, the OIG audited various Department programs, including fuel purchases, third-party draft checks, and use of administrative overtime, recommending significant changes to current Department policies, procedures, and practices.

A number of recent OIG investigations have been of significant interest to the American public and Congress and of vital importance to the Department. In the past year, the OIG completed an investigation of procedures within the FBI Laboratory, making recommendations for analyzing evidence in explosives-related cases. This investigation focused on some of the most significant cases handled by the Department, such as the World Trade Center and Oklahoma City bombings. The FBI’s Office of the General Counsel worked with OIG in its laboratory examination and is helping to implement report recommendations, issued in April.

In 1997, the Justice Management Division’s (JMD’s) Departmental Ethics Office (DEO) distributed its computer-based ethics training program called Quandaries. Quandaries, in a “game” format, was designed to be user friendly and fun to play. The interactive design makes it an effective training tool, illustrating not just the letter of the rules, but also the “grey” areas where good judgment is necessary for government to work at its best. DEO gave a copy of the game to all Executive Branch agencies, and it is also available from the Department of Justice Internet website. Quandaries can be used at individual PC workstations, including a laptop, or in a group setting.



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The Merit System Protection Board, at the Department's request, conducted a comprehensive survey on the extent of sexual harassment within the Department. Information on the survey results was made available to employees and managers Department-wide. As a result of the survey's findings, all components were required to individually develop and implement written plans for the prevention and elimination of sexual harassment. The Department is also exploring the possibility of establishing an ombudsman program to provide an alternative avenue for individuals to bring forward issues of sexual harassment.

## **Promoting Organizational Effectiveness**

The Department worked closely with its client agencies to upgrade technology, improve service to customers, and discover new and better approaches to conducting the business of Government. Justice component agencies also worked with each other to improve operations and make more resources available on the Internet and through other electronic means.

### ***Doing It Better***

The U.S. Trustee Program this past year promulgated two rules to improve the efficiency and integrity of the bankruptcy process: (1) a rule finalized in June 1997 prohibiting standing trustees from hiring relatives and engaging in dealings with themselves and related parties will help ensure the fair, impartial administration of the office, maximize the efficiency of case administration, and avoid improprieties; (2) a rule finalized in October 1997 formalizes procedures enabling trustees to seek swift and fair review of the agency's final action and, if not satisfied with the decision, to seek judicial review under the Administrative Procedure Act in the district court.

The trustee program has worked closely with the Bankruptcy Review Commission (BRC), created by Congress in October 1994 to study the Federal bankruptcy system and recommend improvements. It has actively participated in numerous public forums and prepared discussion papers to assist the BRC in its deliberations. In its final report to Congress on October 20, 1997, the BRC described the U.S. Trustee Program as "an indispensable part of the bankruptcy system."

The OIG promotes fiscal effectiveness in the Department through its work under the Chief Financial Officers Act of 1990 (CFO Act) and the Government Management Reform Act of 1994 (GMRA) in overseeing the preparation of audited financial statements of most Department accounts. The OIG oversaw the preparation of the first Department-wide financial statement audit, a massive effort that will help the Department conduct its business with

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greater efficiency and accountability. Several of the issues identified in this process were indeed material items under the FMFIA. Correcting them will significantly improve management throughout the Department.

BJA and the OJP Information Systems Division were recognized with Vice President Gore's "Hammer Award" for their redesign of the application process for the Local Law Enforcement Block Grants program. The reinvention team redesigned and shortened the application form, reducing the time to apply for Federal funds and increasing BJA's efficiency in processing applications and awards. OJP is looking for ways to apply this technology to improve other grant programs. In FY 1998, for example, the Crime Act programs will move to a paperless application and award process.

DEA, too, is committed to eliminating waste and duplication while maximizing the effectiveness and productivity of the agency. In FY 1997, DEA completed a reorganization of its Intelligence Division to keep pace with the changing nature of the international drug trade and the need to strengthen law enforcement cooperation. Its new intelligence structure will help DEA improve its ability to target drug threats, steer resources, support field operations, and serve and inform authorities at all posts in the drug battle.

After more than 2 years of study, the Tax Division in 1997 implemented a significant restructuring of its non-attorney workforce to provide the support needed for the efficient handling of its litigation. Generally, the restructuring plan results in streamlined operating procedures, revised position descriptions and performance work plans, and development of performance measurements to monitor results. The Tax Division has also adopted a team-oriented approach, with litigation teams composed of attorneys, paralegals, and litigation assistants at set ratios, depending on the unit. Together with its restructured workforce, the litigation teams will increase the Tax Division's efficiency and effectiveness.

As members of the Detainee Health Care Issues Laboratory, BOP's Health Services Division, in cooperation with USMS and INS, is working on developing a common infectious disease screening database for Federal detainees. Communication and containment procedures regarding tuberculosis and other infectious disease cases are expected to improve as a result.

### ***Making the Most of Technology***

In 1997, for the first time, all material in the U.S. Attorneys' USABook Computer Legal Research Program—containing non-policy resource materials like Department memoranda, case summaries, monographs, model forms, and other useful items—was made available on CD-ROM. These advances provide desktop access to the materials for all litigating staffs throughout the Department.

The Executive Office for U.S. Attorneys remained at the forefront of the emerging technologies associated with "standards-based"

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video teleconferencing, which allows increased teleconferencing usage and affordability. Video teleconferencing enables the Department to reduce travel, increase meeting attendance, extend training audiences, and provide a safer and more secure environment for certain aspects of litigation, including less movement of witnesses and prisoners. During 1997, the Executive Office for U.S. Attorneys installed video teleconferencing systems in all staffed U.S. Attorneys' offices.

Because the Department is continually vulnerable to the threat of hackers, domestic and international—as witnessed by the breach of its website—the OIG issued a report summarizing the results of computer security audits of various Department components. The OIG also completed an audit of computer security at DEA and, based on repetitious findings in several components, is performing additional audits of computer system security. The OIG will continue to make the strengthening of computer security within the Department a high priority and will review the vast expenditures on various high-technology initiatives throughout the Department to ensure that funds are wisely and properly spent. Separately, the Department treats ADP (automated data processing) security as a material weakness under FMFIA and has adopted a Department-wide corrective action plan.

The Department's Information Technology (IT) Investment Board—established by the Attorney General and comprised of the Department's senior leadership—provides needed strategic perspectives on the use of Department resources to achieve the Attorney General's goal of deploying and maintaining information systems that are interoperable, secure, and accessible to all users that need them. The IT Investment Board is part of the Information Management and Security Staff within JMD. In 1997, the Department's Chief Information Officer (CIO) convened a series of intradepartmental working groups, including representatives from 16 component organizations, to design a new IT management process to ensure that major investments are carefully planned and selected, that risks are identified and effectively managed, and that performance measures are developed and systematically tracked. A key element of the new process is the Preliminary Review and Evaluation Panel (PREP), an interdisciplinary, intradepartmental group of mid- to senior-level staff with both program and technical knowledge and experience. The role of the PREP is to review and assess proposals on behalf of the CIO and to make recommendations to the CIO based on their assessment.

### ***Innovating Through Justice Performance Review Laboratories***

Attorney General Reno established the Justice Performance Review (JPR) to coordinate implementation of the Administration's National Performance Review and related government improvement

## JustWorks Works

**O**ne of the 1997 JustWorks program winners is INSPASS, the INS Passenger Accelerated Service System designed to speed the entrance inspection of pre-screened international travelers who pose little or no risk to our country's security. Using ergonomic hand readers, ATM-type plastic cards imbedded with computerized data, and state-of-the-art computer systems, INSPASS automatically screens the pre-approved travelers each time they come into the United States, saving enormous amounts of time.

initiatives within the Department. The JPR Team has carried out a wide variety of management improvement initiatives, concentrating on three approaches: (1) involving Departmental employees in identifying and solving problems; (2) developing pilot improvement projects known as reinvention laboratories; and (3) recognizing and promoting proven best practices, through the JustWorks Program, (see sidebar, "JustWorks Works") to encourage their implementation and adoption and to build momentum for future innovation.

JPR developed and provides oversight to a reinvention laboratory program designed to field test more effective and cost-efficient methods of providing services and products. In 1997, the Department launched four new labs that are proceeding with their work. They include:

- *Comprehensive Automated Personnel Processing System (CAPPS)*: Seven Department divisions and bureaus are working together to design, develop, and evaluate automated methods for personnel recruitment, rating and ranking, hiring, position classification, new employee in-processing, and processing personnel actions.
- *Department of Justice Training Institute*: This multicomponent lab will identify and test competency-based training and development programs for Department executives and managers to build the workforce of the future.
- *SECLEAR (Background Investigation) Lab*: The SECLEAR lab team will streamline and automate the background investigation processing capabilities at DEA with the help of other Department bureaus and the Office of Personnel Management. Improvements will reduce the paperwork, time, and personnel resources required to complete investigations.
- *Electronic Document Exchange (EDE)*: In 1997, the Executive Office for U.S. Attorneys assumed leadership of the EDE lab, which will identify a secure, reliable, and rapid electronic document exchange environment for Government litigation documents. The lab team is participating in a pilot project with the U.S. District Court for the District of New Mexico to test a paperless court filing system. Based on the success so far, nine additional pilots will be established in 1998.

Additionally, in September 1997, the Attorney General approved a request by the USMS Director to establish a new 3-year lab aimed at obtaining USMS accreditation by the Commission on Accreditation for Law Enforcement Agencies.

Many other Department laboratories have produced positive results and provided unprecedented opportunities for Department components and, in some cases, other departments to work together to reengineer processes, reduce costs, and provide better service to