



FEDERAL COMMUNICATIONS COMMISSION
ENFORCEMENT BUREAU

Memorandum

DATE: March 10, 2015

TO: Enforcement Bureau Field Staff

FROM: Travis LeBlanc, Chief, Enforcement Bureau and Jon Wilkins, Managing Director

SUBJECT: Management Recommendations Regarding Enforcement Field Modernization Phase I

CC: Ana Curtis, President, NTEU Local 209

The current model of the Field was adopted approximately 20 years ago. While our field operations have served a vital part of the agency's mission, significant technological changes and increasing resource limitations require a fresh look at this operating model. In October 2014, the Enforcement Bureau (Bureau) and the Office of the Managing Director (OMD) embarked on an effort to modernize the Bureau's Field operations. This project sought to ensure that the Field's structure, operations, expenses, and equipment were properly aligned with the Commission's overall mission and resources.

As part of this effort, the Commission engaged outside consultants to conduct an independent analysis of the operating model. Over a five-month period, they collected input from more than 160 employees, outside experts, and internal and external stakeholders. They also closely reviewed prior studies, the Enforcement Bureau Automated Tracking System, and the field operations of other government agencies.

The Bureau and OMD management have used this data and analysis as input in formulating a recommendation to the Commission. We believe that our recommendation to the Commission more efficiently uses Commission resources while simultaneously making significant progress in modernizing our methods and meeting our enforcement responsibilities in the 21st Century. The recommendation consists of:

Aligning our Field focus with the priority of securing networks and resizing our Field resources to support this mission:

- Adjusting the primary focus of the geographically deployed Field offices to radio frequency spectrum enforcement
- Adjusting from 63 to 33 field agents in the Enforcement Bureau
- As part of the 33, staffing out of the Columbia, Maryland office a "Tiger Team" of field agents that will be flexible enough to support other high-priority initiatives of Enforcement Bureau or other Headquarter entities
- Requiring all field agents to have electrical engineering backgrounds to support the primary focus on RF spectrum enforcement
- Standardizing both our investigation and sanction processes to facilitate delivering high-impact work for our constituents in an efficient manner and increasing training on such standardized processes

Reducing administrative overhead expended to manage and support Field Operations:

- Streamlining our Enforcement Field management structure from 21 director positions to 5 director positions, increasing the median reports per manager from 4 employees currently to 10 employees
- Reducing from 10 to 3 administrative support positions

Downsizing our field office footprint to improve the efficiency of our resource expenditures:

- Downsizing our geographic footprint from 24 sites to 8 sites, with pre-positioned equipment in several other select cities, with emphasis on population/spectrum use density
 - Maintaining offices in or near New York City; Columbia, Maryland; Chicago; Atlanta; Miami; Dallas; Los Angeles; and San Francisco
 - Pre-positioning equipment in or near several other cities, initially including Kansas City; Denver; Salt Lake City; Phoenix; Seattle; San Juan; Anchorage; Honolulu; and Billings, Montana
- Modifying our current leased facilities to improve our resource efficiency in line with several other federal agencies
 - Working with our lessors in some locations to downsize our footprint
 - Relocating field offices to proximately located FCC owned property in or near Columbia, Maryland; San Francisco; and Atlanta

Focusing the Equipment Development Group on managing the entirety of our deployed equipment and developing mobility solutions to support the Field's mission

- Consolidating the overall equipment management function into our Equipment Development Group, based in Atlanta, to drive economies of scale and increased utilization opportunity
- Developing agent mobility and equipment portability solutions to increase our response time capability
- Establishing beneficial partnerships between the Field and other organizations that may support increasing our effectiveness in delivering against the mission

Implementing a nationwide outplacement effort to assist all affected employees

- Program will assist displaced employees in finding positions in the public or private sectors, including other vacancies within the Commission for which they are qualified and selected.

We recognize that you undoubtedly have many questions about the recommendation and the process for moving forward. Accordingly, we will have a briefing later this week to discuss the recommendation in more detail.