



STRATEGIC PLAN

BUREAU OF ALCOHOL, TOBACCO, FIREARMS AND EXPLOSIVES

FY 2010 - FY 2016



AT THE
FRONTLINE
AGAINST
VIOLENT
CRIME



STRATEGIC PLAN

FY 2010 - FY 2016

**BUREAU OF ALCOHOL, TOBACCO,
FIREARMS AND EXPLOSIVES**

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MESSAGE FROM THE OFFICE OF THE DIRECTOR

I am pleased to present ATF's Strategic Plan for FY 2010 - FY 2016, which provides broad direction to guide our organization for the next six years. It is our blueprint for the future and articulates how ATF will focus its resources to combat and reduce violent crime and meet future challenges.

ATF is dedicated to protecting our Nation from the illicit use of firearms and explosives in violent crime and acts of terrorism. ATF protects our communities from violent criminals and criminal organizations by investigating and preventing the illegal use and trafficking of firearms, the illegal use and improper storage of explosives, acts of arson and bombings, and the illegal diversion of alcohol and tobacco products.

ATF is at the frontline in the reduction of violent crime. Combating violent crime is our specialty, our niche. ATF's regulatory and enforcement missions are interwoven, providing a comprehensive approach to reducing violent crime, protecting the public, and protecting national security. The integrated efforts of our special agents, industry operations investigators, attorneys, scientists, technical experts, forensic auditors, and administrative professionals allow ATF to effectively identify, investigate, and recommend for prosecution violators of the Federal firearms and explosives laws and ensure that licensees and permittees are operating within established laws and regulations. External partnerships with other Federal, state, local, tribal and international law enforcement entities further enhance this synergy.

Our Strategic Plan defines four mission activities and two management activities as strategic goals. The mission goals in illegal firearms trafficking, explosives, criminal organizations, and fire/arson reflect our core areas of expertise, which we consistently work to strengthen. The management goals — managing our workforce and modernizing our organization — will support our mission and ensure its successful accomplishment.

ATF is committed to a strategic management framework to promote continuous assessment and improvement. The framework focuses on strategic planning, budgeting, performance measurement, and Bureau operations.

Our commitment to the security and safety of the people we serve has never been stronger. I am proud to lead this remarkable organization.



Kenneth E. Melson
Deputy Director,
Bureau of Alcohol, Tobacco, Firearms
and Explosives



AT THE FRONTLINE AGAINST VIOLENT CRIME

The Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) is a law enforcement organization within the U.S. Department of Justice (DOJ). ATF is dedicated to the reduction of violent crime, prevention of terrorism, and protection of our Nation. ATF investigates and prevents crimes that involve the unlawful manufacture, sale, possession and use of firearms and explosives; acts of arson and bombings; and illegal trafficking of alcohol and tobacco products. ATF regulates the firearms and explosives industries from manufacture and/or importation through retail sale. We screen and license entities that engage in commerce in these commodities, and specify the form and content of their business records. In the case of explosives, we have established standards for the safe storage of materials to which licensees must adhere.

ATF uses partnerships in all aspects of our regulatory, law enforcement, training, and forensic mission areas. Our partners include industry groups, professional organizations, international, Federal, state, local, and tribal law enforcement, other Federal and public safety agencies, academia, and the communities we serve. We work closely with all our partners to achieve our mutual goal of reducing violent crime and protecting national security. We rely on industry's support and participation to maximize our effectiveness to prevent violent crime and work with industry to minimize regulatory constraints that hinder legitimate business.

Vision	<p>We are ATF. A dedicated team securing America’s future by accomplishing a critical mission today.</p> <p>We Protect America. We Protect Your Community.</p>
Mission	<p>We are ATF. A unique law enforcement agency in the United States Department of Justice that protects our communities from violent criminals, criminal organizations, the illegal use and trafficking of firearms, the illegal use and storage of explosives, acts of arson and bombings, and the illegal diversion of alcohol and tobacco products.</p> <p>We partner with communities, industries, law enforcement, and public safety agencies to safeguard the public we serve through information sharing, training, research, and use of technology.</p>
Values	<p>We value our people and those we serve.</p> <p>We value professionalism, integrity, diversity, commitment, innovation, and excellence.</p> <p>We value partnerships that promote the safety of our communities.</p>

Figure 1: ATF Vision, Mission, and Values

ATF groups its activities into 10 core functions. Through these 10 core functions ATF reduces violent crime by enforcing federal laws and regulations related to firearms, criminal groups and gangs, explosives, arson, alcohol and tobacco. Appendix B describes how ATF measures performance in each of these 10 core functions.

As further described in this document, ATF’s Strategic Leadership Team has prioritized six of the 10 core functions and developed corresponding strategic goals.

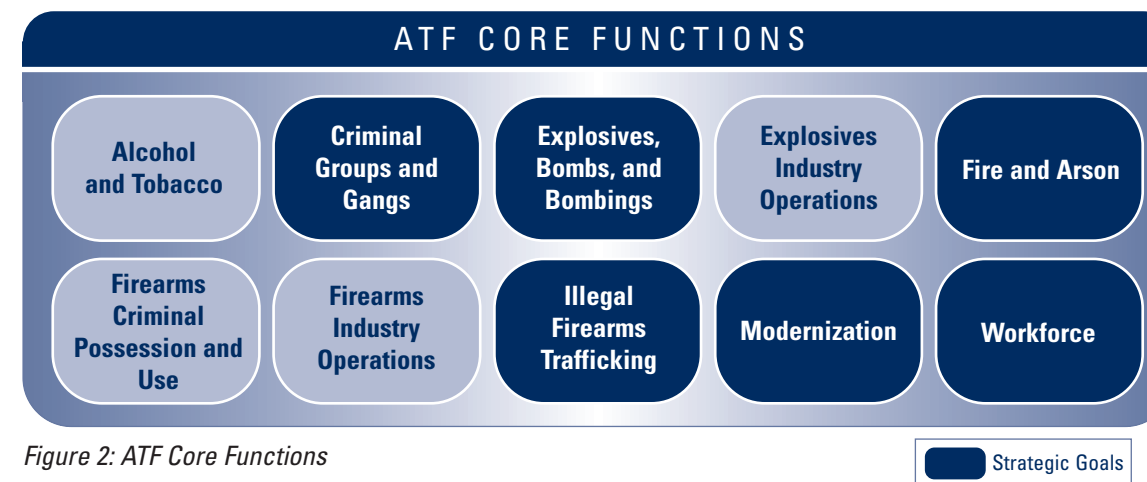


Figure 2: ATF Core Functions

Of our six strategic goals, four strategic goals are mission activities and two strategic goals are management activities. These are:

MISSION ACTIVITIES:

- ❖ Illegal Firearms Trafficking
- ❖ Criminal Groups and Gangs
- ❖ Explosives, Bombs, and Bombings
- ❖ Fire and Arson

MANAGEMENT ACTIVITIES:

- ❖ Workforce
- ❖ Modernization



Our six strategic goals, the challenges and threats to which they respond, and our corresponding programs, strategic objectives, and strategies are described on the following pages.



Figure 3: ATF Strategic Goals: Mission and Management Activities

STRATEGIC GOAL 1 ILLEGAL FIREARMS TRAFFICKING

CHALLENGES AND THREATS IN THE ILLEGAL FIREARMS TRAFFICKING DOMAIN

Firearms violence associated with drug trafficking and violent crime continues to erode the quality of life in many American communities. There is widespread traffic in firearms moving in or otherwise affecting interstate and international commerce. States and cities across the country seek effective programs to reduce or eliminate violent crime by stemming the flow of illegally trafficked firearms into their communities.

Mexico's drug traffickers have aggressively turned to the United States as a source of

firearms and routinely transport firearms from the United States into Mexico. The U.S.-Mexican border is the principal arrival zone for most illicit drugs smuggled into the United States, as well as the predominant staging area for the subsequent distribution of drugs throughout the country. Firearms are an integral part of these criminal enterprises. They are the "tools of the trade" that drug traffickers use against each other as well as against Mexican and American law enforcement officials and innocent civilians on both sides of the border.

Illegal firearms trafficking via the Internet is an emerging threat. The privacy of the Internet makes it an ideal means for gang members, violent criminals, terrorists, and juveniles to traffic and obtain illegal firearms.

ATF'S ROLE IN ELIMINATING ILLEGAL FIREARMS TRAFFICKING

The goal of ATF's illegal firearms trafficking enforcement and industry regulation is to reduce violent crime and protect national security. We investigate and arrest individuals and organizations who illegally supply firearms to prohibited individuals. ATF is the Federal law enforcement organization that regulates the firearms industry. We deter the diversion of firearms from lawful commerce into the illegal market with enforcement strategies and technology. ATF regulates and partners with the firearms industry to promote compliance, to prevent diversion, and to detect those criminals that bring violence to our communities.

ATF's illegal firearms trafficking and violent crime strategies provide state and local govern-



ments a solution for crime that originates within and outside of their jurisdictions.

The focus of the **Integrated Violence Reduction Strategy (IVRS)** is to remove violent offenders from our communities, keep firearms from prohibited possessors, eliminate illegal weapons transfers, and prevent firearms violence through community outreach. IVRS builds upon traditional enforcement efforts with the use of state-of-the-art technology, intelligence and information sharing, industry regulation, and community outreach.

Project Gunrunner is ATF's primary Southwest Border firearms enforcement initiative. The Southwest Border initiative brings together the resources of DOJ's various law enforcement components in a concerted effort to reduce cross-border drug and weapons trafficking and the extremely high level of violence associated with these activities. It is a forceful strategy that meets the threats that affect the U.S.-Mexican border and is consistent with the U.S. Department of State's proposal to address U.S.-based illegal firearms trafficking related to the illicit international drug market. ATF's primary role in this strategy is to stem the trafficking of illegal weapons across the border and to reduce the firearms driven violence occurring on both sides of the border.

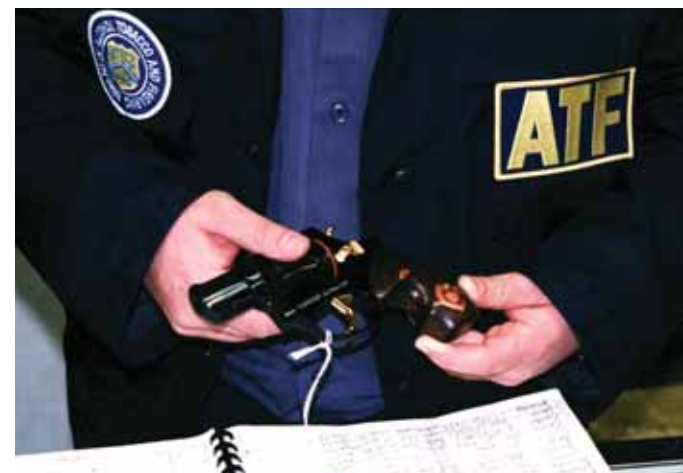
As part of the Southwest Border initiative, ATF's Forensic Science Laboratories (FSLs) analyze recovered firearms for trace evidence, DNA, fingerprints, and tool marks. They also analyze recovered grenades and other explosives to identify the origin of these commodities for U.S. and Mexican law enforcement. To facilitate the cross-border sharing of forensic information, the FSLs are establishing real time access to ATF's National



Integrated Ballistic Information Network (NIBIN) and Spanish eTrace systems for the Government of Mexico.

The **ATF National Tracing Center (NTC)** is the Nation's firearms tracing facility. The regulatory framework established in the Gun Control Act (GCA) establishes the "paper trail" that allows ATF to "trace" each firearm from its point of manufacture or importation to the point of its first retail sale. The NTC traces crime guns for Federal, state, local, and international law enforcement to provide investigative leads. By tracing firearms recovered by law enforcement authorities, ATF is able to discern patterns of names, locations, and weapon types. This information provides invaluable leads that aid in identifying persons engaged in the diversion of firearms into illegal commerce, links suspects to firearms in criminal investigations, identifies potential traffickers, and can detect intrastate, interstate, and international patterns in sources.

Illegal Firearms Trafficking Information and Intelligence: Because of ATF's unique combination of criminal and regulatory authorities under the GCA, the National Firearms Act (NFA), and the Arms Export Control Act (AECA), ATF has developed specialized expertise, information, and intelligence resources to more effectively enforce these laws. ATF intelligence research specialists combine ATF proprietary data (e.g., Multiple Sales and Federal Firearms Licensee (FFL) Out of Business Records) and all source information to identify firearms traffickers, illegal firearms trafficking corridors, and armed violators. ATF intelligence products provide special agents comprehensive information to detect, investigate, apprehend, and recommend for prosecution those individuals or groups of individuals who illegally traffic in or possess firearms. They also assist industry operations investigators (IOIs) in conducting thorough application and compliance investigations. ATF's sharing of our information and intelligence products contributes to our national security efforts.



The **National Integrated Ballistic Information Network (NIBIN)** facilitates the sharing of crime gun evidence across Federal, state, local, tribal and international law enforcement

agencies. Through NIBIN, ATF deploys the Integrated Ballistics Identification System (IBIS) to law enforcement agencies for their use to image and compare crime gun evidence. The NIBIN system enables the quick discovery of links between crimes, and provides law enforcement agencies with access to a valuable intelligence tool. ATF's FSLs analyze evidence recovered in ATF cases using NIBIN, and maintain the system so that it can be used by other law enforcement agencies.



ATF manages the Gun Desk at the **Drug Enforcement Administration's (DEA) El Paso Intelligence Center (EPIC)**. The Gun Desk queries and disseminates crime gun related intelligence information to Federal, state, local, and tribal law enforcement agencies, as well as foreign governments.

The **Federal Firearms Licensing Center (FFLC)** issues Federal firearms licenses. The FFLC processes applications from individuals or businesses seeking to engage in commerce in firearms in accordance with Federal regulations. The FFLC screens all individuals who apply for a Federal firearms license to ensure that felons and other prohibited persons do not gain access to firearms.

Enforcement of the NFA addresses the control of machine guns, short barrel rifles and shotguns, silencers and destructive devices. It requires that firearm importers, manufacturers and makers register NFA weapons. ATF approves or disapproves all NFA transfers and processes all applications and notices to manufacture, transfer, and register NFA items. ATF uses the National Firearms Registration and Transfer Record (NFRTR) to support field FFL inspections and criminal investigations and continually provides technical information to the industry and the public concerning the requirements of the NFA.

The Brady Handgun Violence Prevention Act (Brady Act) requires a check through the National Instant Criminal Background Check System (NICS) for the transfer of every firearm from an FFL to a non-licensee. While the Federal Bureau of Investigation (FBI) or state agencies perform the NICS record checks, ATF analyzes Brady Act denials, and investigates and enforces Brady Act violations, including the actual or attempted acquisition of a firearm by a prohibited person.



ATF regulates the importation of firearms, ammunition, and other defense articles through the issuance of import permits. ATF maintains close liaison with the Department of State and U.S. Customs and Border Protection to ensure that issued permits do not conflict with the foreign policy and national security interests of the United States.

ATF firearms inspection programs ensure that only qualified applicants receive a Federal firearms license. ATF informs the new licensee about regulatory requirements and recommended internal controls that promote compliance and prevent diversion during the course of application inspections. ATF partners with the licensee to improve compliance and recommend internal controls that help safeguard the community. Inspections of FFLs promote voluntary compliance through education, detect the diversion of firearms, if present, and enhance our ability to trace firearms. When willful violations are uncovered, IOIs recommend the revocation of the license and



work with special agents if criminal activity is suspected. ATF uses risk indicators to identify which FFLs should be inspected. This ensures that investigator resources are more efficiently and effectively allocated.



ATF partners with the firearms industry to update members about statutory, regulatory, and policy changes that affect their day-to-day operations. ATF publishes and distributes open letters to all licensees of firearms, ammunition, and other regulated commodities to advise them of important issues that affect their operations. ATF also publishes pertinent articles in its semi-annual FFL Newsletter, on its industry-focused website, and conducts seminars for licensees at various locations across the country.

Firearms Policy in International Agreements: At the request of the Department of State, ATF

represents the firearms policies of DOJ and the United States in international forums such as the United Nations and the Organization of American States. ATF ensures that the international firearms agreements in which the United States participates are consistent with U.S. laws, regulations, policies, and practices. The United Nations Program of Action (reviewed biannually), the Organization of American States convention on firearms (reviewed annually), and the International Tracing Instrument (reviewed in 2008) are just a few of the agreements in which ATF represents the United States in international settings.



Because of the importance and relevance of the issue, illegal firearms trafficking is a strategic goal for ATF. The strategic objectives and strategies related to this goal are provided below.

Strategic Goal: Illegal Firearms Trafficking

Reduce violent firearms crimes by strengthening firearms trafficking intelligence gathering, analysis, inspection, and investigative activity.

Performance Goal Statement:

Reduce the risk to public safety caused by illegal firearms trafficking.

Strategic Objective 1:

Interdict and prevent illegal firearms trafficking.

Strategies

- 1. Deploy Integrated Firearms Enforcement Teams:** Identify, investigate, and dismantle illegal firearms trafficking organizations and individuals engaged in illegal firearms trafficking through the deployment of integrated firearms enforcement teams to identified source areas and trafficking routes.
- 2. Expand Risk-Based Approach to Inspections:** Prevent the illegal trafficking of firearms through expansion of our risk-based approach to inspections while striving to achieve a three-year periodic inspection cycle in partnership with FFLs.
- 3. Enhance Use of Internet Trafficking Units:** Enhance utilization of Internet crime units and Field Intelligence Groups to identify, investigate, and prevent illegal Internet firearms trafficking.
- 4. Increase Targeted Import Inspections:** Prevent the importation of prohibited firearms and firearms kits through a targeted inspection process of inbound shipments and automation of the importation process.
- 5. Increase ATF's Illegal Firearms Trafficking and Technical Training:** Provide ATF personnel, Federal, state, local, tribal, and international law enforcement officers and prosecutors a cooperative investigative framework to combat unlawful access to firearms.
- 6. Advance Uniformity in Crime Gun Recovery Protocols:** Provide leadership in the advancement of uniform crime gun recovery protocols in all law enforcement agencies to enhance the quality of criminal cases referred for prosecution.
- 7. Expand Awareness and Outreach:** Reduce the potential for diversion of firearms into illegal commerce, such as unlawful sales conducted via the Internet or at gun shows through expanded awareness, outreach, and investigation.
- 8. Improve Inventory Control of Firearms Licensees:** Reduce the potential for diversion of firearms into illegal commerce by improving the FFL's inventory control.

<p>Strategic Goal: Illegal Firearms Trafficking Reduce violent firearms crimes by strengthening firearms trafficking intelligence gathering, analysis, inspection, and investigative activity.</p> <p>Performance Goal Statement: Reduce the risk to public safety caused by illegal firearms trafficking.</p>	<p>Strategic Objective 2: Lead the advancement of illegal firearms trafficking intelligence capability through comprehensive information management and research in emerging technology.</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1. Establish a Comprehensive Firearms Tracing Program: Improve our ability to detect and investigate firearms traffickers through a coordinated and comprehensive firearms tracing program. 2. Modernize and Integrate Firearms Databases: Improve our ability to detect, investigate, and deter traffickers by improving the accessibility and accuracy of the ATF firearms-related data through the modernization and integration of our firearms databases. 3. Increase Participation in State Fusion Centers: Expand our ability to identify leads for criminal investigations and inspections through strengthened partnerships with state and local law enforcement, utilizing State Fusion Centers. 4. Enhance Partnerships with Academia: Enhance our partnerships with academia to improve program performance through program review and the development of innovative performance measures. 5. Increase Research and Development in Firearms Technology: Continually build our industry and investigative expertise through research and development in existing and emerging firearms technology. Exploit those technologies with the potential to improve business practices, our ability to regulate industry, and our ability to solve crimes.
<p>Illegal Firearms Trafficking Performance Indicators:</p>		
<ul style="list-style-type: none"> ◆ Number of defendants referred for prosecution, in the given fiscal year, for violations related to firearms trafficking ◆ Number of defendants convicted, in the given fiscal year, for violations related to firearms trafficking, regardless of the year of referral ◆ Estimated number of firearms trafficked ◆ Number of traces submitted ◆ Percent of domestic law enforcement agencies with an e-Trace account ◆ Number of people (ATF employees and Federal, state, local and international law enforcement) receiving firearms investigation training ◆ Percent of firearms traces completed within ten days ◆ Number of NIBIN hits ◆ Number of items entered into NIBIN 		

**STRATEGIC GOAL 2
CRIMINAL GROUPS AND GANGS**

**CHALLENGES AND THREATS
IN THE CRIMINAL GROUPS
AND GANGS DOMAIN**

Criminal groups and gangs affect communities across the country. Once found principally in large cities, violent street gangs now affect public safety, community image, and the quality of life in communities of all sizes in urban, suburban, and rural areas. While



many gangs have members in a number of states and worldwide, the vast majority of gangs operate on local or regional levels.

Gangs remain key distributors of narcotics in the United States and are sophisticated and flagrant in their use of firearms for violence and intimidation. Because gangs frequently use firearms, ATF uses its expertise in illegal firearms trafficking deterrence and enforcement to address violent crime and gang activity.

Violence is not the only form of gang-related criminal activity that threatens the welfare of the public. There is evidence of a link between criminal groups trafficking tobacco and those engaging in acts of terrorism.

**ATF'S ROLE IN DISMANTLING
CRIMINAL GROUPS AND
GANGS**

ATF works to reduce violent crime by targeting and dismantling those criminal groups and gangs that pose the greatest threat to public safety and national security. Through collaboration with Federal, state, local and tribal law enforcement agencies, ATF helps remove violent criminals from our streets. These partnership programs include the following:

Violent Crime Impact Teams (VCITs) are ATF-led, geographically focused enforcement groups composed of Federal, state and local law enforcement officers and prosecutors that remove violent criminals and criminal organizations from the community.



VCIT uses innovative technologies, analytical investigative resources, and an integrated Federal, state, and local law enforcement strategy to identify, disrupt, arrest, and prosecute the criminals and gangs responsible for violent crime in targeted hot spots.



Beyond VCIT, there are numerous other ATF-sponsored inter-agency task forces, which work to disrupt gang activity in communities across America. ATF personnel serve critical roles on these

teams, as they work with other law enforcement partners to coordinate anti-gang efforts. ATF is a managing partner at the National Gang Targeting, Enforcement, and Coordination Center (GangTECC) which serves to coordinate multiagency, multistate gang investigations throughout the country. ATF fully supports the sharing of gang intelligence through the National Gang Intelligence Center (NGIC).

ATF agents investigate the trafficking of contraband tobacco products that deprives state governments of tax revenue and in some cases is linked to the funding of terrorist organizations. ATF enforces the Contraband Cigarette Trafficking Act (CCTA), which focuses on detecting and disrupting tax evasion at the state and excise tax levels. The CCTA is a tool to deprive criminal groups and terrorist organizations of the financial assets gained through the illegal trafficking of cigarettes. ATF's FSLs analyze con-



traband tobacco products to determine their authenticity. ATF trains counterparts in the Department of the Treasury on these analytical techniques where they are used to determine proper classification of tobacco products and applicable tax rates.



The prevalence of criminal groups and gangs means that they are a strategic goal for ATF. Strategic objectives and strategies to dismantle these groups are listed below.

Strategic Goal: Criminal Groups and Gangs		Strategies
<p>Strategic Objective 1: Expand ATF's enforcement efforts to identify, disrupt, and dismantle violent gangs and criminal organizations emphasizing the use of state and local intelligence to identify the worst of the worst offenders.</p> <p>Performance Goal Statement: Reduce the risk to public safety caused by criminal organizations and gangs.</p>	<p>Strategic Objective 2: Increase and improve coordination with our law enforcement partners by effectively gathering, managing, and sharing intelligence to support investigations of violent gangs and criminal organizations.</p>	<p>1. Expand Use of Gang Task Forces: Work with state and local law enforcement to identify gang-related cases where ATF's expertise can have a significant impact, and establish additional gang task forces in high risk areas, utilizing VCIT best practices.</p> <p>2. Leverage Investigative Technology for Complex Cases: Effectively use investigative technology to conduct long term, complex investigations. Identify and attack gang hierarchies to disrupt the command and control structure of gangs whose criminal activity is responsible for violent or firearms-related crime in a community.</p> <p>3. Increase Internal Training on Criminal Groups and Gangs: Develop and deliver specific, in-depth training on criminal groups and gangs, including a basic component for new special agents and advanced training for employees and supervisors.</p> <p>4. Partner with GangTECC for Federal Investigations: Fully participate at both the headquarters and field office level in Federal investigations of regional and national gangs via GangTECC.</p>
		<p>1. Develop and Share Gang Intelligence: Be a leader in developing and sharing gang intelligence by more aggressively using technology to gather, analyze, and disseminate key trends from and to internal components and external partners.</p> <p>2. Participate in Multiagency Systems and Communities of Interest: Fully participate and collaborate in multiagency environments including GangTECC, the GangNet Intelligence Database, NGIC, and communities of interest.</p> <p>3. Create Gang Intelligence Positions: Structure ATF's gang intelligence to support criminal investigations in the field by dedicating positions to gang intelligence issues.</p>

Strategic Goal: Criminal Groups and Gangs (cont.) Make our communities safer by expanding our efforts to identify, target, and dismantle those criminal gangs and organizations that utilize firearms, arson, and explosives in furtherance of violent criminal activity.	Strategic Objective 3: Connect ATF to the communities we serve.	Strategies
Performance Goal Statement: Reduce the risk to public safety caused by criminal organizations and gangs.	Strategic Objective 4: Reduce the trafficking of contraband tobacco products.	<p>1. Expand Gang Training for Our Partners: Expand efforts to provide training for our state and local partners about criminal groups, gangs, and ATF's role in gang investigations, through national conferences, local presentations, and seminars.</p> <p>2. Expand Involvement in GREAT Program: Expand involvement in the Gang Resistance Education and Training (GREAT) program by training special agents to be GREAT instructors to work with at-risk youths and prevent them from joining gangs.</p> <p>1. Deploy Tobacco Trafficking Investigative Groups: Investigate, recommend for prosecution, and seize the assets of criminal organizations that traffic contraband tobacco products.</p> <p>2. Lead and Coordinate with Our Partners: Provide effective leadership in the area of contraband tobacco enforcement. Effectively coordinate with law enforcement and regulatory agencies, domestic and international, the U.S. Attorney's Office, and the tobacco industry.</p> <p>3. Expand Contraband Cigarette Trafficking Training Programs: Improve our ability to detect and investigate contraband cigarette traffickers through the expansion and delivery of high quality, best practice training programs.</p>

Criminal Groups and Gangs Performance Indicators:

- ◆ Number of criminal group or gang related defendants convicted, in the given fiscal year, for violating laws, regardless of the year of referral
- ◆ Number of criminal group or gang related defendants referred for prosecution, in the given fiscal year, for violating laws
- ◆ Number of criminal group or gang related defendants whose cases have the active involvement of state and local law enforcement partners
- ◆ Number of students provided instruction from ATF-certified GREAT instructors

STRATEGIC GOAL 3 EXPLOSIVES, BOMBS, AND BOMBINGS

CHALLENGES AND THREATS IN THE EXPLOSIVES, BOMBS, AND BOMBINGS DOMAIN

Criminal bombings and the illegal use of explosives are a threat to our national security at home and abroad.

The Use of Improvised Explosive Devices (IEDs) in Violent Crime. A common trend emerging in explosives and bombing incidents is the increased use of IEDs. The Internet has made the knowledge available to a broader range of the public than ever before, including those who would use that knowledge to commit violent crimes. Many of the materials required to produce an explosive device are common household goods, available with minimal or no regulation. The law enforcement community must continually adapt our regulatory and investigative practices to address this new reality.

The Link Between Explosives and Terrorism. Terrorists aim to inflict mass civilian casualties and cause maximum losses of life and property, and explosives are typically their weapons of choice. American troops deployed abroad face the constant threat of roadside bombs and improvised explosives, and we cannot ignore the reality that these attacks could one day reach within our borders. While our understanding of terrorist tactics is growing, so do the range of tools and techniques employed by the terrorists. Therefore, it is critically important that we have effective intelligence and robust information-sharing practices, and that

we use innovative research, training, and investigative tactics to meet this evolving threat.

ATF'S ROLE IN INVESTIGATING THE ILLEGAL USE OF EXPLOSIVES, BOMBS, AND BOMBINGS; AND REGULATING THE EXPLOSIVES INDUSTRY

Approximately 99 percent of all bombings in the United States fall under the jurisdiction of ATF. ATF investigates bombings, thefts, recoveries of explosives, and the criminal misuse of explosives, and regulates the explosives industry. Since 1978, ATF has investigated more than 25,000 bombings and attempted bombings, more than 900 accidental explosions, and more than 21,000 incidents involving recovered explosives or explosive devices. The majority of these criminal bombings involved the use of IEDs. ATF also provides our explo-



sive expertise and resources to the investigation of explosives incidents that are classified as “terrorist bombings.”

ATF is recognized for its expertise in bombing and explosives investigations and in the reconstruction of explosives incidents. ATF’s 3,300 special agents, IOIs, Explosives Enforcement Officers (EEOs), and forensic personnel



are each highly trained in the investigation of explosives incidents. ATF trains Federal, State, local, tribal, and international law enforcement agencies in methods and techniques to solve such crimes.

ATF Protects Our National Security. ATF’s contribution to national security is unique. Our agents investigate the criminal misuse of explosives. Our IOIs enforce the comprehensive regulatory provisions of the Federal explosives laws that ensure the safe storage of explosive materials. Our Explosives Detection Canine Program incorporates the research and development of ATF’s Forensic Science Laboratories and the technical expertise of ATF explosives experts into a training regimen that produces an extremely reliable, mobile, accurate, and durable explosives detection tool, capable of assisting law enforcement with the escalating explosives threat faced by communities worldwide. This overarching strategy combines criminal intelligence, investigation, regulation, and canine assets in a concerted effort to protect our nation. Beyond our borders, ATF provides extensive explosives training and explosive detection canines to protect American interests abroad, to include our military troops deployed in Iraq and Afghanistan.

ATF combats the criminal use of explosives by the use of effective intelligence-gathering and aggressive information-sharing practices. We continue to employ state-of-the-art investigative methods, innovative research, and training to meet this evolving threat.

ATF is the only Federal law enforcement agency that regulates the explosives industry. ATF’s criminal and regulatory efforts promote national security and public safety by preventing criminals and terrorists from obtaining explosives for use in bombings. Federal law requires that any manufacturer, importer, or dealer of explosives must have a



Federal explosives license, and anyone who acquires for use or transports explosives must hold a Federal explosives permit or license. The Federal Explosives Licensing Center (FELC) screens license and permit applicants, in conjunction with the FBI, to ensure applicants’ eligibility to lawfully receive and use explosives. ATF informs new licensees and permittees about regulatory requirements, effective internal controls and security measures that promote compliance and prevent diversion. It further screens employees of such licensees and permittees to ensure prohibited persons do not have access to explosives. ATF established standards for the storage of explosive materials and related record keeping requirements to ensure explosives accountability and traceability to which licensees and permittees must adhere. ATF’s IOIs conduct compliance inspections of approximately 11,000 explosives licensees and permittees on a triennial basis to prevent diversion and promote the safe and secure storage of explosives. IOIs also detect and assist in the investigations of the theft, loss, and diversion of explosives.

Industry seminars are conducted to update members about statutory, regulatory, and policy changes that affect their day-to-day operations. ATF publishes and distributes open letters to all explosives licensees and permittees to advise them of important issues that affect their operations. ATF also publishes pertinent articles in its semi-annual *AFT Explosives Industry Newsletter*, and maintains an industry-focused website for licensees and permittees.

SPECIALIZED RESOURCES

The ATF National Center for Explosives Training and Research (NCETR) is a unique center for state-of-the-art explosives training and research, for ATF and our Federal, state, local, tribal, and international partners. The NCETR promotes efficiency through consolidation of other DOJ and Department of Defense (DOD) explosives training, research, and data-sharing efforts. The Nation’s coordinated efforts to confront the threat posed by terrorists and other violent criminals will rise to a new level upon completion of the multi-functional facility. NCETR will provide the highest quality

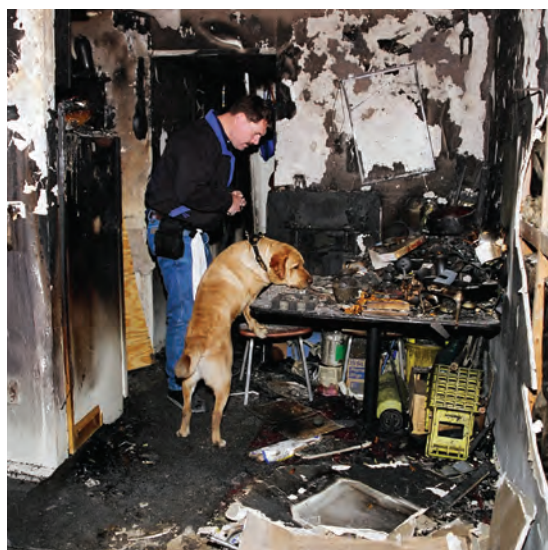


training experience for those on the frontlines of Federal, state, local, and international efforts to prevent and investigate bombings. It will also co-locate cutting-edge training initiatives with the United States Bomb Data Center (USBDC) as well as with explosives laboratories and research facilities.

ATF's **Forensic Science Laboratories (FSLs)** provide expert examination of explosive materials and unexploded IEDs as well as post-blast trace evidence recovered from explosion scenes. The FSLs are collaborating with the explosives industry to compile a comprehensive explosives materials reference library to analyze the physical and chemical properties of explosives for use by the forensic science community. ATF shares its expertise in explosives-related forensics through training provided to domestic and international partners.



ATF's **world-recognized canine training program** produces reliable, mobile, and accurate explosives and accelerant detection canines that are able to assist law enforcement, fire investigators, and military personnel worldwide. ATF's canine training programs are conducted under the supervision of the FSLs to ensure the canines' ability to detect even trace amounts of explosive residues. The Accelerant and Explosives Detection Canine Programs place canines with state and local



agencies to support their arson and explosive investigation activities. Through an agreement with the Department of State's Office of Anti-Terrorism Assistance, the Explosives Detection Canine Program trains explosives detection canines for use in foreign countries in the war against terrorism and to protect American travelers abroad. ATF works with agencies that have received ATF-certified explosives detection and accelerant detection canines and supports those who are without canine services in their communities. ATF coordinates with canine training associations, law enforcement and military agencies to standardize the protocols for training accelerant and explosives detection canines.

The **Special Agent Certified Explosives Specialist (CES) Program** provides special agents with explosives investigative expertise to assist law enforcement at the Federal, state, local, tribal, and international level. The CES acquires explosives expertise through extensive training, and years of experience in the field ensure continued proficiency in all aspects of explosives.

Explosives enforcement officers (EEOs) have extensive experience in explosives and bomb disposal. They render explosive devices safe, disassemble explosive and incendiary devices, and give expert testimony. EEOs also provide



assistance and training in all aspects of explosives-related matters for ATF, as well as Federal, state, local, tribal, and international law enforcement agencies. ATF has the capability to carry out underwater explosives recoveries in an IED response or explosives-related event.

The **USBDC** is the United States' repository for all explosives and arson information and databases. The USBDC is also home to a multilingual explosives intelligence management system that ATF and other nations' law



enforcement agencies use to share information and intelligence on explosives incidents, devices, methods, terrorist groups, and fires worldwide. The USBDC houses the Bomb Arson Tracking System (BATS) that contains



detailed data on more than 185,000 domestic and international arson, explosives, and bombing incidents.

The USBDC maintains a unique set of data associated with the tracing of explosives products in interstate and international commerce from the manufacturer to the end user in support of criminal investigations. The USBDC provides explosives tracing services to law enforcement agencies worldwide to identify suspects involved in criminal violations. ATF traces and maintains the official records for the theft and recovery of foreign and domestic commercial explosives, military explosives and ordnance, and other munitions.

Combined Explosives Exploitation Cells (CEXC) were developed by DOD to provide

immediate, in-theater technical and operational analysis of IEDs used by insurgents. Since March 2005, ATF has deployed personnel to Iraq and Afghanistan to support CEXC activity. ATF explosives experts provide onsite investigative assistance to process post-blast incidents directed at U.S. and allied forces.

The Terrorist Explosive Device Analytical Center (TEDAC) coordinates and manages a unified national effort of law enforcement, military, and intelligence assets to exploit all IEDs of interest to the U.S. Government. An ATF special agent/CES serves as deputy director of the TEDAC, and many ATF CESs and EEOs examine, classify, and disseminate intelligence about IED debris that the CEXCs submit from Iraq and Afghanistan.

Regulating and investigating the illegal use of explosives and bombings is an important part of ATF's work. This strategic goal is outlined below.

<p>Strategic Goal: Explosives, Bombs, and Bombings Advance domestic and international explosives expertise to prevent, detect, and investigate acts of violent crime and terrorism and to enhance public safety.</p>	<p>Strategic Objective 1: Continually address and mitigate emerging explosives and bombing threats by developing and implementing proactive regulatory and investigative tactics.</p>	<p>Strategies</p>
<p>Performance Goal Statement: Reduce the risk to public safety caused by bombs and explosives.</p>		<p>1. Utilize ATF's Specialized Explosives Resources: Utilize ATF's specialized explosives resources, tools, and partnerships with Federal, state, local, tribal, and international law enforcement agencies to thoroughly investigate explosives and bombing incidents.</p> <p>2. Partner with Industry and Public Safety Agencies: Regulate explosives commerce, in partnership with industry and public safety agencies, to ensure compliance with Federal laws and regulations, enhance public safety, and detect and prevent thefts and diversion to violent criminals and terrorists.</p> <p>3. Prevent Misuse of Precursor Materials: Exploit opportunities for preventing the misuse of precursor materials used in homemade and improvised explosives, with particular focus on means of acquisition and distribution, such as the Internet.</p> <p>4. Expand ATF's Laboratory Capacity: Strengthen explosives and bombing incident prevention, detection, and investigation through expansion of ATF laboratory capabilities and capacity.</p>
	<p>Strategic Objective 2: Lead the advancement of worldwide bombing and explosives expertise by conducting in-depth research and analysis and providing high quality training in all facets of explosives storage, detection, disruption, investigation, and disposal.</p>	<p>1. Fully Develop NCETR: Fully develop NCETR as the leading source for explosives and bombing training, research and intelligence sharing.</p> <p>2. Expand ATF's Explosives Research Fellowship Program: Develop innovative solutions to current and future operational threats and challenges through an expanded ATF Explosives Research Fellowship Program.</p> <p>3. Provide Analysis of Explosives and Bombing Trends: Impact governmental policy development and decision-making by providing analysis of trends and research relating to car bombs, suicide bombers, explosives incidents, and terrorist tactics from around the world.</p> <p>4. Increase Explosives Training for Law Enforcement Partners: Provide state-of-the-art explosives training and enhance the explosives-related expertise of Federal, state, local, and international law enforcement agencies and the U.S. military.</p> <p>5. Increase Numbers of Certified Explosives Detection Canine Teams: Increase the numbers of certified Federal, state, local, and tribal explosives detection canine teams trained under the National Certification Standard.</p>

Strategic Goal: Explosives, Bombs, and Bombings (cont.)

Advance domestic and international explosives expertise to prevent, detect, and investigate acts of violent crime and terrorism and to enhance public safety.

Performance Goal Statement:

Reduce the risk to public safety caused by bombs and explosives.

Strategic Objective 3:

Strengthen the detection, prevention, and investigation of explosives and bombing incidents through partnerships, collaboration, and comprehensive intelligence and information sharing.

Strategies

1. Enhance Industry and Public Safety Community Outreach:

Increase awareness of potential misuse of commercially available products used to produce homemade explosives through enhanced industry and public safety community outreach programs.

2. Increase Collaboration in Training and Research:

Exploit the analysis of operational data, validate best practices, and enhance training and research initiatives by sharing information with industry, law enforcement, public safety agencies, the military, and academia.

3. Provide Broader Access to Information via USBDC:

Provide broader access to explosives- and bombing-related information and build a single, universal knowledge base through the USBDC and the use of ATF information-sharing tools by Federal, state, local, and tribal law enforcement and public safety partners.

4. Promote Domestic and International Partnerships:

Proactively foster domestic and international working partnerships to combat the risk to public safety caused by the illegal use of explosives.

Explosives, Bombs, and Bombings Performance Indicators:

- ◆ Number of defendants convicted, in the given fiscal year, for violations related to explosives, regardless of the year of referral
- ◆ Number of defendants referred, in the given fiscal year, for prosecution for violations related to explosives
- ◆ Number of explosive destructions/disposals executed in the interest of public safety
- ◆ Number of explosives devices recovered
- ◆ Number of people (ATF employees and Federal, state, local and international law enforcement) trained in explosives through the National Center for Explosives Training and Research
- ◆ Number of canine teams (ATF and Federal, state and local law enforcement) trained to meet the national odor recognition standard
- ◆ Number of active Bomb and Arson Tracking System (BATS) users
- ◆ Number of BATS accounts

STRATEGIC GOAL 4 FIRE AND ARSON

CHALLENGES AND THREATS IN THE FIRE AND ARSON DOMAIN

Annual Property Loss Due to Arson Remains Significant. The loss of lives and decline in property values that result from arson cases in the United States each year remain significant. In 2007, according to the U.S. Fire Administration (USFA), intentionally set structure fires resulted in an estimated 295 civilian deaths and \$733 million in property damage.

Economic downturns in the United States may lead to an increase in arson for profit. Small business owners and other individuals may feel financial pressure to intentionally burn their properties to collect insurance. As the lead Federal agency for arson investigation, ATF investigates all significant arson cases.

ATF'S ROLE IN INVESTIGATING ARSON

ATF's state-of-the-art technology in fire investigation and research allows the Bureau to serve as a valuable resource to Federal, state, local and tribal partners who are responsible for fire investigation and public safety.

ATF's highly trained and experienced Certified Fire Investigators (CFIs) are our primary resource in fire-related matters. They conduct fire scene examinations, render origin and cause determinations, and provide expert testimony on fire scene determinations. The special agents also lend technical guidance and analysis in support of field arson inves-



tigative activities. CFIs conduct arson-related training for other Federal, state, local, and tribal fire investigators, and conduct research to identify trends and patterns in fire incidents.

ATF's National Response Team (NRT) consists of highly trained special agents, forensic chemists, EEOs, electrical engineers, fire protection engineers, canine handlers, and other technical experts who can be deployed within 24 hours to major explosion and fire scenes anywhere in the United States. The NRT assists Federal, state, local and tribal officers in fire and explosives incidents by providing examinations of the scene, interviews, assis-



tance with the resulting investigations, and expert court testimony.

The International Response Team (IRT) investigates explosives and fire incidents outside the United States. Modeled after the NRT, the IRT also consists of ATF's most experienced investigators, technicians, and forensic experts. The IRT deploys at the request of the Department of State.



The Fire Research Laboratory (FRL) is a critical component to ATF's fire investigation mission. Established to support ATF's arson investigative requirements, the FRL is a unique fire testing facility that can replicate fire scenarios under controlled conditions. The FRL is an innovative resource for law enforcement, fire services, public safety agencies, industry, and academia. Our scientists and engineers use advanced scientific, technical, and educational methodologies to make ATF and its partners leaders in fire investigation science.

ATF is a definitive source of science-based fire investigation training. In partnership with USFA's National Fire Academy, ATF redesigned the Fire/Arson Investigations Course. This curriculum offers current science-based fire origin and cause training to state, local, Federal, and tribal investigators. ATF engineers, special agent/CFIs, and



USFA/ATF contract instructors deliver these classes to fire investigators from across the United States. To complement the new curriculum, ATF contributed significant improvements to the National Fire Academy's training facilities.

ATF's Forensic Science Laboratories (FSLs) specialize in the analysis of physical evidence obtained from fire and explosion scenes. The three labs provide field support nationwide and leadership in the areas of fire debris and



explosives analysis. FSL expertise includes analysis of trace evidence, DNA, fingerprints, and tool marks, and is a major scientific resource in the forensic examination of fire and explosion incidents. In addition, FSL personnel provide critical support to, and share their unique expertise with, partner law enforcement organizations domestically and internationally.



ATF's Financial Investigative Services Division's (FISD) auditors, certified public accountants and certified fraud examiners identify financial incentives and motivations for arson. More broadly, these experts uncover the financial mechanisms that enable a wide range of illegal activities, including firearms trafficking and diversion of tobacco and alcohol products. FISD experts provide critical courtroom testimony that helps to explain the financial motives for crime and the movement of illegal proceeds of those crimes through criminal enterprises and banking systems.



Protecting our country and our communities from the illegal use of fire is one of ATF's key roles and therefore is one of the Bureau's strategic goals.

Strategic Goal: Fire and Arson

Advance the science of fire investigation globally, by setting and delivering the highest standards in response, research, information sharing and training.

Performance Goal Statement:

Reduce the risk to public safety caused by the criminal use of fire.

Strategic Objective 1:

Ensure the highest possible level of investigative response, expertise, and capability at all levels of government.

Strategic Objective 2:

Provide the Nation with a definitive source of technical expertise, research, analysis, and data in the fire discipline using the FRL and other sources of advanced technologies.

Strategies

- 1. Deploy Specialized Resources:**
Make communities safer from fires by stationing expert personnel and specialized resources in targeted areas.
- 2. Provide Ongoing Investigative Assistance at Scenes of Fires:**
Assist Federal, state, local, and tribal fire service/public safety entities at the scenes of fires to help determine the cause(s) of fires and provide ongoing investigative support.
- 3. Enhance Training Programs for Fire Service/Public Safety Community:**
Equip the fire service/public safety community with the most advanced knowledge and technical expertise possible by developing and delivering training programs that will advance their abilities to respond to and investigate fires.
- 4. Support the Judicial Process:**
Ensure arson offenders are punished by supporting the judicial process, including working with Federal and state prosecutors and providing expert testimony in court.

- 1. Increase Fire and Arson Research and Development:**
Advance the science of fire investigation by:
 - a) Conducting research and sharing the results with fire investigators throughout the United States;
 - b) Identifying and evaluating the use and impact of emerging technologies in the fire investigation discipline;
 - c) Providing expert forensic analysis of fire investigation evidence; and
 - d) Making our state-of-the-art facilities available for collaborative research with universities and the commercial sector.
- 2. Share Information with the Fire Investigative Community:**
Bring the fire investigative community, including the private sector, Federal agencies, and local fire departments, together on a national level by capturing its collective knowledge regarding investigative data, research results, fire trends, and technical issues. Share this information in a real-time environment via the USBDC and the FRL.

Fire and Arson Performance Indicators:

- ◆ Number of defendants convicted, in the given fiscal year, for violations related to arson, regardless of the year of referral
- ◆ Number of defendants referred, in the given fiscal year, for prosecution for violations related to arson
- ◆ Number of people (ATF employees and Federal, state, local and international law enforcement) trained to investigate and support Federal arson cases
- ◆ NRT Satisfaction Rating (%) related to arson
- ◆ Annual number of fire research activities conducted in support of criminal investigations



STRATEGIC GOAL 5 MODERNIZATION

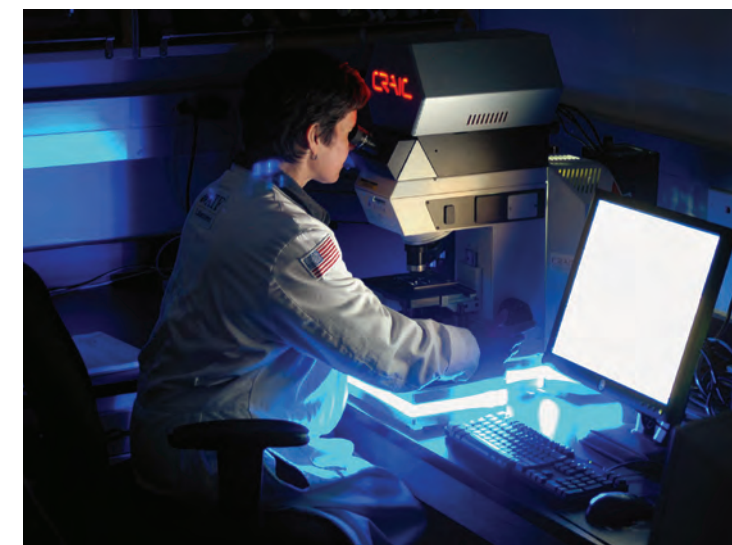
EXPANDED USE OF E-GOVERNMENT AND TECHNOLOGY

Government agencies are pursuing and integrating cost-effective information technology into everyday business. Driven by the E-Government Act of 2002 and subsequent presidential initiatives around transparency and openness, government agencies have been directed to ensure that information technology systems are funded, developed, and operated in a manner that manages risk, provides the greatest level of performance, and offers robust services to citizens. With anticipated expansion of these initiatives and programs, government agencies must commit to continuously improving performance, service, and security. ATF is working diligently to share information and standardize information-sharing policies.

ATF'S CURRENT SYSTEMS, SERVICES, AND MODERNIZA- TION ACTIVITIES

ATF delivers a variety of technological services and information to its employees and to its external law enforcement and industry partners. Examples include ballistics imaging through NIBIN, firearms tracing through eTrace and the NTC, requests to import firearms using the online e-Form 6, and bomb and arson information through BATS. Additionally, ATF shares, to the extent permitted by law, information from its internal case management and intelligence-gathering system throughout the law enforcement community. Given the critical importance of this

information to the effective execution of ATF's and its partners' missions, it is imperative that these systems provide integrated, seamless, reliable, and readily available access to relevant data. Accordingly, we continuously improve our data capabilities so that timely and integrated information is available for ATF employees and, as appropriate, ATF's Federal partners, industry members, stakeholders, and the public.



Automation and e-Government: In expanding e-Government, ATF has upgraded BATS, using architecture that allows ATF to expand the user population in a safe, secure, and consistent manner. The expansion assisted DOJ in meeting the Office of Management and Budget (OMB) mandate to authenticate at least one public access system in FY 2006 in support of DOJ's Law Enforcement Information Sharing Program (LEISP) and OneDOJ.

The National Tracing Center (NTC) works with firearms manufacturers and wholesalers to decrease completion time and reduce costs associated with traces. Ongoing investments in eTrace specifically, and ATF's firearms



information systems more broadly, will improve the range and quality of services and information provided by the NTC.

ATF has also implemented a portfolio management tool that closely aligns ATF's investments with its mission and ensures that ATF's information technology investments deliver enhanced capability.

Information Sharing: ATF works with DOJ and its components to share information efficiently and seamlessly with other law enforcement partners. LEISP and OneDOJ enhance

the ability of special agents and IOIs to share investigative information to link and solve complex cases that involve explosives, arson, or firearms. The National Field Office Case Information System (NFOCIS) enhances ATF's ability to collect, disseminate, manage, and analyze data by providing an integrated and centralized data management solution that allows for oversight of all criminal enforcement and industry regulatory operations in the field.

Modernization is a strategic management goal for the Bureau, and steps for accomplishing it are outlined below.

Strategic Goal: Modernization		Strategies
<p>Strategic Goal: Modernization Modernize business processes and systems for improved information sharing, knowledge management, and use of innovative technologies to support ATF's critical mission.</p> <p>Performance Goal Statement: Modernize business processes and systems for improved mission effectiveness and transparency.</p>	<p>Strategic Objective 1: Modernize our approach to business process reengineering to be at the forefront of government management.</p>	<p>1. Reengineer Business Processes Bureauwide: Further strengthen the alignment of business processes to strategic goals and technology through a reengineering initiative, focusing on continuous process improvement and ensuring that processes are reengineered prior to being automated.</p> <p>2. Redesign Management Operations: Improve the efficiency and quality of our management operations by applying industry best practices in business process analysis and redesign.</p>
	<p>Strategic Objective 2: Strengthen our capability to capture, manage, and share knowledge Bureauwide and with our partners.</p>	<p>1. Consolidate Data Systems: Further strengthen data integrity across the Bureau through consolidation of data systems and elimination of data redundancies.</p> <p>2. Standardize the ATF Architecture: Move to a more simplified and standardized technical architecture that maximizes flexibility, efficiency, and scalability, and that adopts and embraces common solutions and services wherever practicable.</p> <p>3. Implement an Innovative Knowledge Management Environment: Strengthen our ability to capture and disseminate real-time information throughout ATF, through migration to a process and service-centric knowledge management environment that eliminates stovepipes and makes integrated data available seamlessly to those who need it, through common access points and using common tools.</p> <p>4. Enhance External Information-Sharing Capability: Support law enforcement missions, industry operations, and intelligence gathering and dissemination by developing a robust information-sharing capability and encouraging broad participation so that our partners and ATF employees have mutual access to information that supports our mission.</p>
	<p>Strategic Objective 3: Proactively identify, research, and integrate innovative technology to further ATF's effectiveness in accomplishing our mission.</p>	<p>1. Identify Emerging Technologies: Increase our awareness of new technologies' potential applicability to ATF by institutionalizing a proactive approach to explore technological innovations.</p> <p>2. Create a Formal Technology Review and Implementation Process: Evaluate new technologies in a streamlined, effective manner through creation of a formal process for technology review and investment decisions; enable rapid adoption of transformational technology.</p>

Modernization Performance Indicators:

- ◆ Percent customer satisfaction
- ◆ Number of databases normalized, standardized, and NIEM conformant
- ◆ Number of common services provided
- ◆ Percent of ATF databases or functionality made available through a common services platform
- ◆ Percent of technology service categories within a current ATF enterprise standard
- ◆ Percent of investment \$ expenditures in alignment with enterprise standards
- ◆ Percent of technology capital investment compared to operating expenditures
- ◆ Percent of Lab infrastructure within its recommended useful life
- ◆ Percent of NIBIN infrastructure within its recommended useful life



**STRATEGIC GOAL 6
WORKFORCE**

**CHANGING WORKFORCE
COMPOSITION**

According to data from the U.S. Census Bureau, the U.S. population is undergoing a major change. In 2050, the Census Bureau estimates that less than 46 percent of the population will be non-Hispanic white, 15 percent will be African American, the Hispanic population will grow to 30 percent, and the Asian and Pacific Islander group will grow to 9.2 percent. Government agencies, including ATF, will market their careers to diverse demographic groups and increase their cultural diversity and understanding.

The “baby boomer” population is reaching retirement age. The Office of Personnel Management (OPM) predicts that 61.3 percent of the Federal workforce will retire before 2016. Government agencies must develop a new group of leaders and redesign knowledge management to plan for the potential loss of institutional knowledge and experience that will result from these retirements.



A new generation of workers will soon enter the Federal government. “Generation Y” consists of 75 million people who will enter the workforce in this decade. To attract, develop, and retain members of this talent pool and prepare them to become future leaders, government agencies, including ATF, need to modify workplace cultures, programs, and policies to meet their changing demands.

**ATF'S CURRENT WORKFORCE
ACTIVITIES**

Our workforce is ATF's core resource. Execution of our mission requires the skill and commitment of everyone in ATF. Our workforce is highly skilled, motivated, and committed to the service of our nation.



Training and Professional Development: ATF provides a comprehensive integrated leadership development program to support current and future supervisors, managers, and executives in the continuous development and enhancement of their leadership competencies. Employees have opportunities to enhance specific job skills and pursue



various career development activities through a wide variety of technical and professional skills training classes.

ATF leverages technology to provide increased training opportunities for employees through an extensive e-learning program. Employees have continual access to a suite of over 1,500 business and IT skills courses and an online reference library. ATF's virtual classroom capability allows students to attend and participate in courses taught by live instructors on the Internet, as part of a podcasting effort. This virtual classroom captures the knowledge and expertise of experienced special agents and is available throughout the Bureau. The ATF Learning Management System streamlines and automates the training request and approval processes, tracks all training completions, and supports the creation and approval of Individual Development Plans (IDPs).

Work/Life Balance Activities: ATF uses numerous work/life balance programs to increase employee satisfaction. These include

telework, flexible work weeks, retirement planning, and a pay demonstration program that links pay increases to performance. ATF also provides financial rewards to employees who obtain job-related certificates, licenses, and diplomas, and offers retention, relocation, and recruitment bonuses to provide greater opportunities for high performers. Other programs available to all employees include public transportation incentives, a health improvement program, employee recognition, and employee assistance.

Hiring Programs: ATF seeks to know the communities we serve by incorporating their diversity and cultures into our organization. ATF embraces the distinct role that diversity serves in achieving our success. ATF uses four types of hiring programs to ensure that ATF has an avenue to acquire the highest qualified individuals. ATF uses Merit Promotion to recruit and select candidates with civil service



competitive status. Delegated Examining Unit (DEU) authority allows ATF to hire candidates who do not have competitive status, either within or outside of government. Special agents and IOIs are hired under Excepted Service authority. Special hiring

programs are used to hire veterans and persons with disabilities. Programs for veterans include the Veterans' Preference, Veterans Recruitment Appointment (VRA) authority, and the Veterans Employment Opportunities Act (VEOA). The "Operation Warfighter" program allows ATF to further focus on veterans' opportunities.

Alignment to DOJ's Strategic Plan. DOJ's mission is "...to enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide Federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans."

The three primary DOJ strategic goals for FY 2007 - FY 2012 are:

- ◆ Prevent terrorism and promote the Nation's security;
- ◆ Prevent crime, enforce Federal laws, and represent the rights and interests of the American people; and
- ◆ Ensure the fair and efficient administration of justice.

As a critical component of DOJ, ATF shares this vision and dedication to the American people and is committed to meet the strategic goals set forth by DOJ. Furthermore, in accordance with the DOJ Management Initiatives and Human Capital guidance, ATF will focus its resources and attention on business modernization and workforce strategies. The figure below illustrates the alignment of ATF's strategic goals with DOJ's strategic goals.


	DOJ Strategic Plan FY 2007-2012		
	Goal 1: Prevent Terrorism and Promote the Nation's Security	Goal 2: Prevent Crime, Enforce Federal Laws and Represent the Rights and Interest of the American People	DOJ Management Initiatives
Explosives, Bombs, and Bombings	✓	✓	
Illegal Firearms Trafficking	✓	✓	
Criminal Groups and Gangs	✓	✓	
Fire and Arson	✓	✓	
Workforce			✓
Modernization			✓

Figure 4: Alignment to DOJ Strategic Plan



Figure 5: Strategic Management Approach

Strategic Management Approach. The Office of Strategic Management (OSM) facilitated the development of this Strategic Plan, which is an ongoing Bureauwide effort. Key players in this endeavor include members of the Strategic Leadership Team (SLT), which consists of ATF's Director, Deputy Director, Assistant Directors, and Deputy Assistant Directors. In addition, cross-functional Strategic Priority Action Committees (SPACs), comprised of senior level managers and subject matter experts, developed the strategic objectives and strategies linked to the strategic goals. Internal stakeholders at



headquarters and the field reviewed this Plan, and their input is incorporated into the Plan. ATF has institutionalized a management process and structure to implement the Strategic Plan. The Strategic Management Approach is a roadmap to measure progress towards meeting the plan, link the budget to strategic goals, and adjust the plan according to changing external conditions and priorities. Using the Strategic Management Approach, the SLT, SPACs, and OSM work in coordination to move through all five steps in the cycle. The SPACs develop action plans for all of the goals, strategic objectives, and strategies. These action plans identify the operational processes, skills and technology, human capital information, and other resources required to implement the goals and strategies.



The SPACs review and revise ATF's outcome-based performance measures that demonstrate the value that ATF brings to the public. The Strategic Plan also drives ATF's budget. The SPACs and SLT work to formulate budget requests and use the goals, strategic objectives, and strategies laid out in the Strategic Plan as a guide. OSM facilitates this process and provides strategic guidance, support, and coordination.



The aforementioned groups continue to oversee the implementation of the Strategic Plan to ensure that ATF's actions are in line with its stated goals. ATF continually strives towards measureable results that reduce violent crime and make America safer.



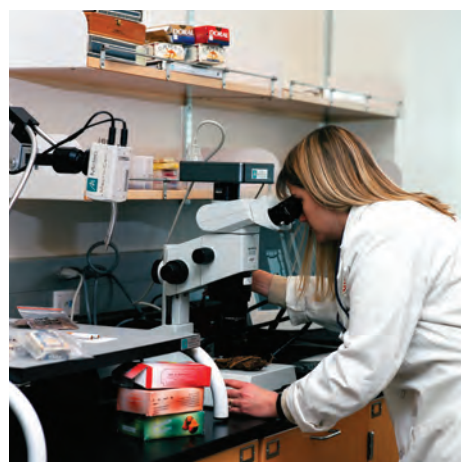
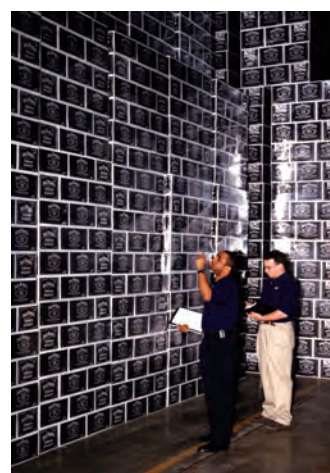
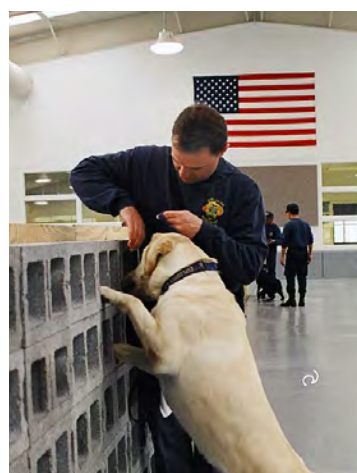
ATF considers strengthening its workforce to be a strategic management goal, as shown below.

<p>Strategic Goal: Workforce Attract, develop, and retain an expert workforce to execute the ATF mission in the emerging business environment.</p> <p>Performance Goal Statement: Attract, develop, and retain an expert workforce to execute the ATF mission.</p>	<p>Strategic Objective 1: Implement a comprehensive recruitment strategy focused on selecting a diverse and committed workforce.</p>	<p>Strategies</p> <p>1. Market Work/Life Flexibility and Employee Incentives: Attract top candidates to our workforce by building a culture that supports work/life flexibility options and employee incentives.</p> <p>2. Utilize Targeted Recruitment Programs: Enhance the diversity and skill of our workforce through targeted recruitment programs designed to reflect the population we serve.</p> <p>3. Establish Critical Mix of Professional Disciplines: Establish the right critical mix of professional disciplines, and administrative and technical personnel, to respond successfully to the multidimensional aspects of our mission.</p> <p>4. Ensure Rapid Recruitment and Integration: Ensure candidates are rapidly recruited and integrated into our workforce by streamlining application and selection procedures, and efficiently conducting a high quality clearance process.</p>
	<p>Strategic Objective 2: Foster retention and career advancement by providing opportunities for the continuous professional development of every employee.</p>	<p>1. Offer Innovative Benefits, Flexible Work, and Recognition Programs: Increase employee job satisfaction through an integrated retention program that includes meaningful work, innovative benefits, flexible work options, and effective recognition programs.</p> <p>2. Enhance Training and Professional Development Opportunities: Enable our employees' continued self-development through enhanced training and development opportunities that meet their needs at all stages of their careers.</p> <p>3. Implement Targeted Leadership Development Program: Enhance accountability and overall workforce performance by providing a comprehensive integrated leadership development program that supports current and future supervisors, managers, and executives in the continuous development and enhancement of their leadership competencies.</p>

<p>Strategic Goal: Workforce (cont.) Attract, develop, and retain an expert workforce to execute the ATF mission in the emerging business environment.</p> <p>Performance Goal Statement: Attract, develop, and retain an expert workforce to execute the ATF mission.</p>	<p>Strategic Objective 3 Streamline the complaint and disciplinary processes to fairly and expeditiously address and resolve workplace disputes.</p>	<p>Strategies</p> <p>1. Enhance the Dispute Resolution Program: Foster an environment of open communication and respect in the workplace by emphasizing the use of Alternative Dispute Resolution (ADR) to resolve workplace disputes informally at the lowest possible level to minimize organizational disruption, preserve internal and external relationships, and efficiently utilize the Bureau's financial and human capital resources.</p> <p>2. Provide Management and Employees the Resources Needed to Proactively Resolve Workplace Disputes: Support a healthy work environment by developing and implementing education and training programs that assist managers and employees in addressing and resolving workplace disputes.</p> <p>3. Improve the Efficiency of the Discrimination Complaint Process: Promote a discrimination-free work environment by preventing, processing and resolving workplace disputes in a timely and effective manner. Continue to explore innovative ways to improve the overall management of the complaint process.</p>
	<p>Strategic Objective 4: Develop and implement succession strategies to transfer knowledge to and foster leadership in the next generation.</p>	<p>1. Increase Mentoring, Training, and Development Opportunities: Develop the next generation of ATF leaders through focused mentoring, training, and developmental opportunities.</p> <p>2. Implement Knowledge Transfer and Succession Planning: Improve our retirement and attrition forecasting capability and align the results to a targeted recruitment plan and a process for transferring knowledge.</p> <p>3. Strengthen Relationships with Former ATF Employees: Strengthen relationships with retirees and other former ATF personnel to encourage their participation in recruitment, mentoring, training, and advocacy.</p>

Workforce Performance Indicators:

- ◆ Recruitment, Development, and Retention Index score in the Federal workforce survey
- ◆ Job Satisfaction Index score in the Federal workforce survey
- ◆ Personal Work Experience Index score in the Federal workforce survey
- ◆ Leadership Index score in the Federal workforce survey
- ◆ Performance Culture Index score in the Federal workforce survey
- ◆ Percent of respondents answering favorably to "Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated" in the Federal workforce survey
- ◆ Percent of respondents answering favorably to "Prohibited Personal Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated" in the Federal workforce survey
- ◆ Learning (Knowledge Management) Index score in the Federal workforce survey



**APPENDIX A:
POLICY ENVIRONMENT**

ATF's operations are guided by Federal statutes, the Code of Federal Regulations, formal memoranda of understanding, international partnerships, and policy guidance. Federal statutes, such as the GCA, the NFA, the Arms Export Control Act, and sections of the Organized Crime Control Act of 1970 (including the Safe Explosives Act) govern

ATF's critical mission activities. ATF enforces these statutes and regulations with a multi-disciplined and balanced approach, in accordance with guidance issued by DOJ.

In accordance with Presidential Directives, ATF will continue to play a key role in shaping the national response to domestic incidents and coordinating efforts with partners to ensure safety for all Americans.

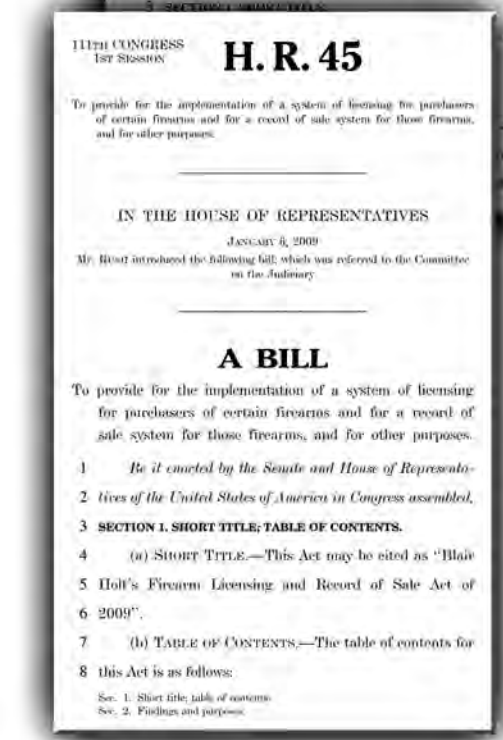
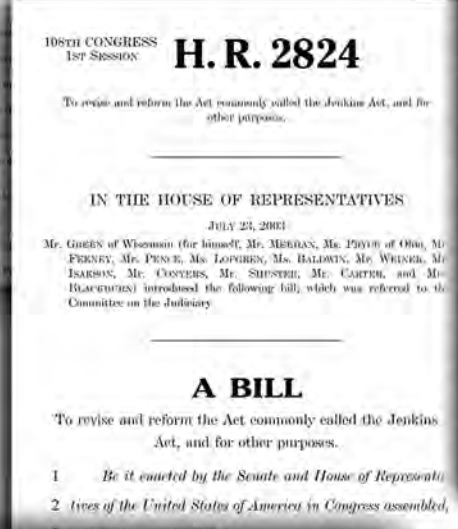
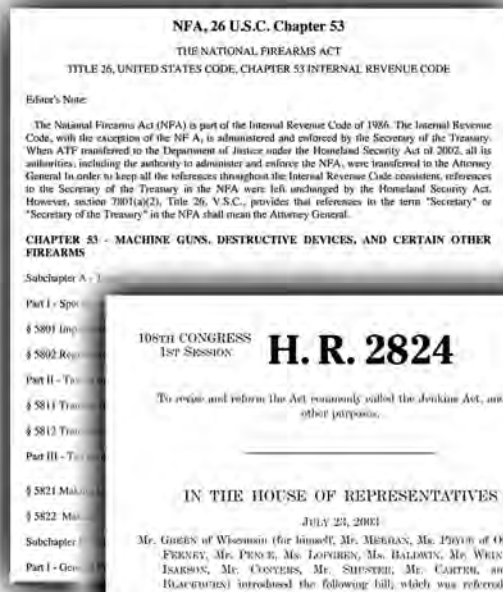


Figure 6: Policy Environment for ATF Strategy

LAWS	FOCUS
U.S. Code (U.S.C.) Chapter 40 27 CFR Part 555	Explosives
18 U.S.C. Chapter 44 27 CFR Part 478	GCA
18 U.S.C. Chapter 59	Liquor Trafficking
18 U.S.C. Chapter 114 27 CFR Part 646	Trafficking in Contraband Cigarettes
22 U.S.C. 2278 27 CFR Part 447	Importation of Defense Articles
26 U.S.C. Chapter 53 27 CFR Part 479	NFA: Firearms and Destructive Devices
18 U.S.C. 1952 and 3667	Interstate non-Federally Tax-paid Liquor Trafficking
15 U.S.C. 375-378	Jenkins Act: Registration and Record Keeping Requirement for Interstate Cigarette Sales
18 U.S.C. 1956 and 1957 insofar as they involve violations of: 18 U.S.C. 844(f) or (i) (relating to explosives or arson) 18 U.S.C. 922(l) (relating to the illegal importation of firearms) 18 U.S.C. 924(n) (relating to illegal firearms trafficking) 18 U.S.C. 1952 (relating to traveling in interstate commerce in aid of racketeering enterprises insofar as they concern liquor on which Federal excise tax has not been paid) 18 U.S.C. 2341 - 2346 (trafficking in contraband cigarettes) Section 38 of the Arms Export Control Act, as added by Public Law 94-329, § 212(a)(1), as amended, 22 U.S.C. 2778 (relating to the importation of items on the U.S. Munitions Import List, except violations relating to exportation, in transit, temporary import, or temporary export transactions) 18 U.S.C. 1961 (Racketeer Influenced and Corrupt Organizations, or RICO, Act) insofar as the offense is an act or threat involving arson that is chargeable under State law and punishable by imprisonment for more than one year	Money Laundering

LAWS (cont.)	FOCUS (cont.)
Any offense relating to the primary jurisdiction of ATF which the United States would be obligated by a multilateral treaty either (1) to extradite the alleged offender or (2) to submit the case for prosecution if the offender were found within the territory of the United States; and Subject to the limitations of 3 U.S.C. 301, exercise the authorities of the Attorney General under section 38 of the Arms Export Control Act, 22 U.S.C. 2778, relating to the importation of defense articles and defense services, including those authorities set forth in 27 CFR Part 47.	Money Laundering





APPENDIX B: MEASURING ATF'S PERFORMANCE

ATF has developed a Performance Index to measure ATF's 10 core functions as well as the strategic goals and strategic objectives outlined in this Plan. The Index includes a per-

formance goal statement for each core function to provide comprehensive tracking and measurement of ATF's performance across the enterprise. ATF's outcome-based performance goal statements are shown below:

CORE FUNCTION	PERFORMANCE GOAL STATEMENT
Illegal Firearms Trafficking	Reduce the risk to public safety caused by illegal firearms trafficking
Firearms Criminal Possession and Use	Reduce the risk to public safety caused by criminal possession and use of firearms
Firearms Industry Operations	Improve public safety by increasing compliance with Federal laws and regulations by firearms industry members
Criminal Groups and Gangs	Reduce the risk to public safety caused by criminal organizations and gangs
Explosives, Bombs, and Bombings	Reduce the risk to public safety caused by bombs and explosives
Explosives Industry Operations	Improve public safety by increasing compliance with Federal laws and regulations by explosives industry members
Fire and Arson	Reduce the risk to public safety caused by the criminal use of fire
Alcohol and Tobacco	Reduce the loss of tax revenues caused by contraband alcohol and tobacco trafficking
Modernization	Modernize business processes and systems for improved mission effectiveness and transparency
Workforce	Attract, develop, and retain an expert workforce to execute the ATF mission

In the Index, each performance goal statement aligns with specified strategic objectives and their corresponding performance indicators. This structure allows ATF to evaluate performance at each level: enterprise, budget decision unit, core function/performance goal statement, and strategic objective, using performance indicators to track progress against targets.

ATF, the Index number moves up or down and portrays the progress made against pre-established performance goal statements.

The Index measures progress against quantifiable goals or targets. ATF has established a target for each performance indicator included in the Index based on historic performance and

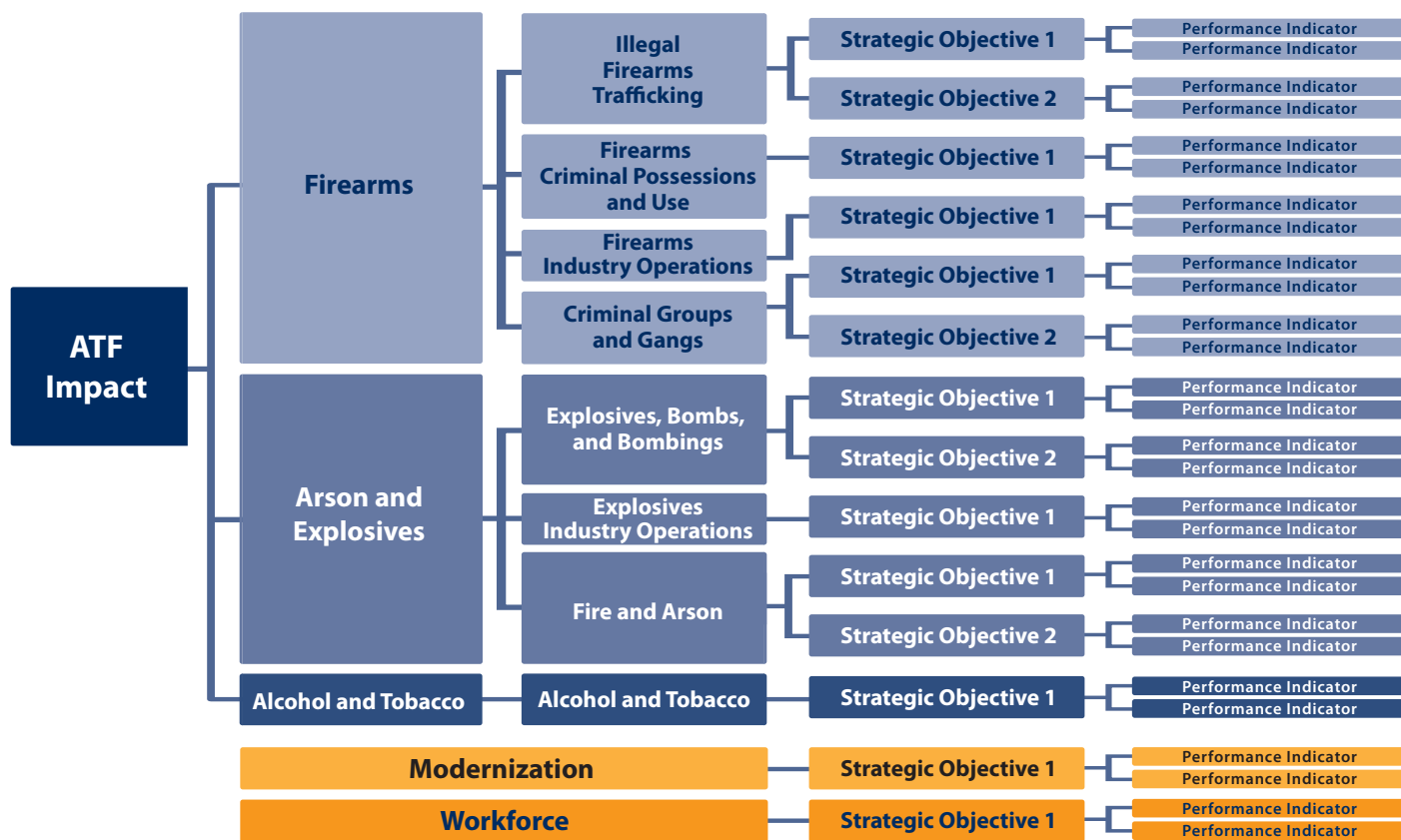


Figure 7: Conceptual Illustration of ATF Performance Index

Applying an index to gauge performance is a widely accepted practice for compiling multiple performance indicators into a single number. Examples of indices used elsewhere in the Federal government include the Environmental Protection Agency's UV Index and the FBI's annual calculation of a crime rate, resulting in the FBI Uniform Crime Report. As used at

ATF's current or anticipated operating environment. OSM will guide the Bureau to update the targets every year in conjunction with the development of the Bureau's budget submission. The Bureau can establish interim goals to reflect progress within an annual period (e.g., quarterly).

Each piece of the Index (performance indicator, strategic objective, performance goal statement, and budget decision unit) has been assigned a weight to show its strength relative to the overall Index. The weight assigned to each of the performance indicators is based on the indicator's consistency with four criteria: mission impact, program relevance, data availability, and whether the measure is fully within ATF's control (for example, recommendations for prosecution are fully controlled by ATF, while actual prosecutions are managed by DOJ). ATF also assigned weights to strategic objectives and performance goal statements, based on professional best judgment regarding the Bureau's goals and input

from the ATF Performance Measurement Working Group. Weights are assigned to ATF's budget decision units (firearms, arson and explosives, and alcohol and tobacco) in accordance with established Congressional reprogramming thresholds among these mission areas.

The Index is a compilation of mathematical calculations that combine ATF's actual progress toward targets, and the weight of the performance indicator, strategic objective, performance goal statement, and budget decision unit. The calculations to determine the values for each level of ATF's Performance Index are as follows:

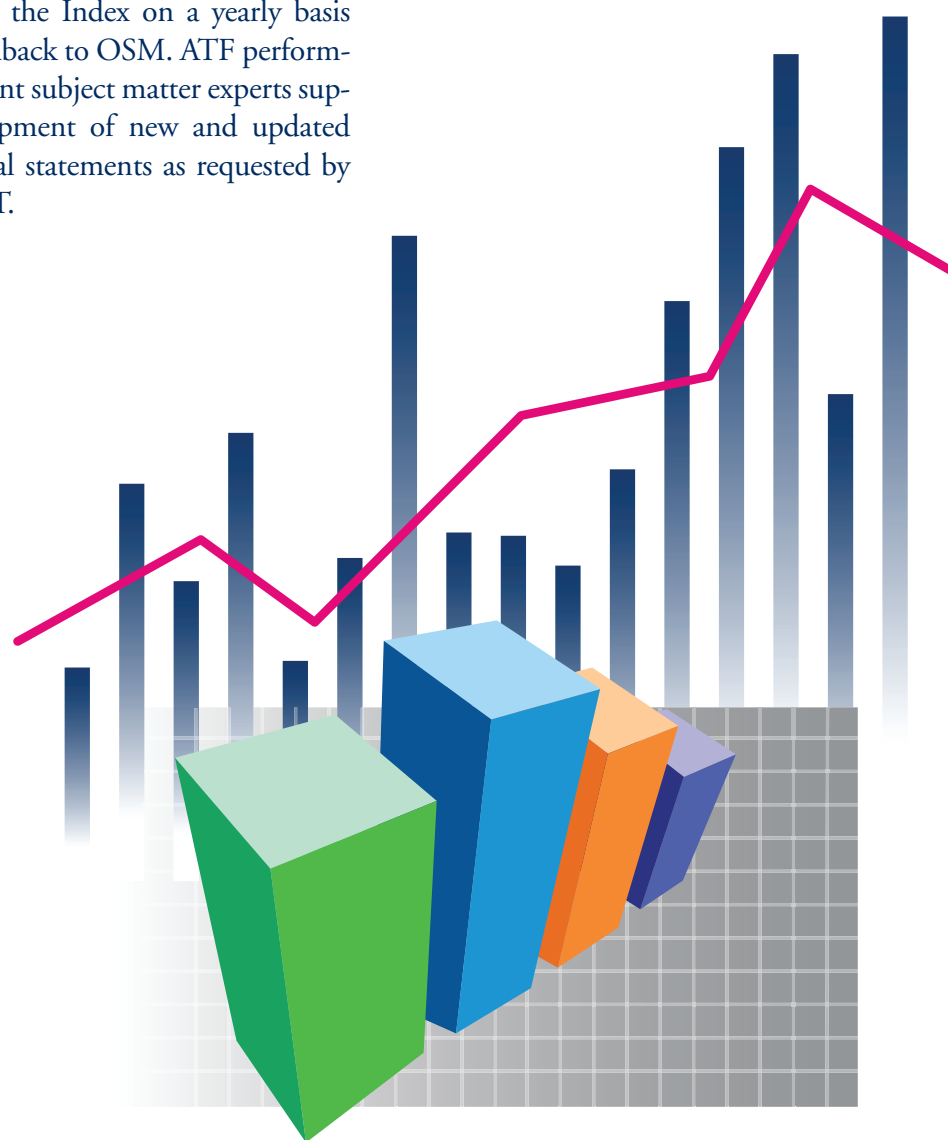
Per Performance Indicator:	Actual ÷ Target x Weight of Performance Indicator
Per Strategic Objective:	Sum of Performance Indicator Subtotals
Per Performance Goal Statement:	Sum of Strategic Objective Totals x Weight of Performance Goal Statement
Per Budget Decision Unit:	Sum of Performance Goal Statement Subtotals x Weight of Budget Decision Unit
ATF Performance Index:	Sum of All Budget Decision Unit Subtotals

The calculations at the performance indicator and strategic objective levels are displayed in the example below.

Example of Strategic Objective Calculation					
Performance Indicator	Actual	Target	Score (Actual/Target)	Weight (Percent)	Subtotal (Score x Weight)
A	65	100	0.65	0.15	0.0975
B	180	200	0.90	0.75	0.675
C	50	250	0.20	0.10	0.02
Sum of Totals =					0.7925
Example of Strategic Objective Value (Sum x 100) =					79.25%

The sum of the strategic objectives respective to each performance goal statement is then multiplied by the weight assigned to the performance goal statement. The sum of the budget decision unit subtotals establishes the score of the ATF Performance Index.

The SLT may change which performance indicators are included in the Index at any time, but recognizes that such changes may positively or negatively affect the Index. The SLT will review the Index on a yearly basis and provide feedback to OSM. ATF performance measurement subject matter experts support the development of new and updated performance goal statements as requested by OSM or the SLT.



ATF PERFORMANCE MEASUREMENT INDEX

Core Functions	Performance Goal Statements	Strategic Objectives	Performance Indicators
Illegal Firearms Trafficking	Reduce the risk to public safety caused by illegal firearms trafficking	Strategic Objective 1: Interdict and prevent illegal firearms trafficking	Number of defendants referred for prosecution, in the given fiscal year, for violations related to firearms trafficking Number of defendants convicted, in the given fiscal year, for violations related to firearms trafficking, regardless of the year of referral Estimated number of firearms trafficked
		Strategic Objective 2: Lead the advancement of firearms trafficking intelligence capability through comprehensive information management and research in emerging technology	Number of traces submitted Percent of domestic law enforcement agencies with an e-Trace account Number of people (ATF employees and Federal, state, local and international law enforcement) receiving firearms investigation training Percent of firearms traces completed within ten days Number of NIBIN hits Number of items entered into NIBIN
Firearms Criminal Possession and Use	Reduce the risk to public safety caused by criminal possession and use of firearms	Strategic Objective 1: Interdict and prevent criminal possession and use of firearms	Number of defendants charged with firearms related offenses who were convicted, in the given fiscal year, regardless of the year of referral Number of defendants referred for prosecution, in the given fiscal year, for violations related to firearms Number of crime guns taken off the streets
Criminal Groups and Gangs	Reduce the risk to public safety caused by criminal organizations and gangs	Strategic Objective 1: Expand ATF's enforcement efforts to identify, disrupt, and dismantle violent gangs and criminal organizations emphasizing the use of state and local intelligence to identify the worst of the worst offenders	Number of criminal group or gang related defendants convicted, in the given fiscal year, for violating laws, regardless of the year of referral Number of criminal group or gang related defendants referred for prosecution, in the given fiscal year, for violating laws
		Strategic Objective 2: Increase and improve coordination with our law enforcement partners by effectively gathering, managing, and sharing intelligence to support investigations of violent gangs and criminal organizations	Number of criminal group or gang related defendants whose cases have the active involvement of state and local law enforcement partners
		Strategic Objective 3: Connect ATF to the communities we serve	Number of students provided instruction from ATF-certified GREAT instructors
Firearms Industry Operations	Improve public safety by increasing compliance with Federal laws and regulations by firearms industry members	Strategic Objective 1: Ensure the effective regulation and oversight of the firearms industry through collaboration with industry partners and consistent inspection	Number of unqualified persons denied access to firearms licenses through Licensing Center screening and qualification process Number of firearms found through the reconciliation process Number of firearms compliance inspections completed annually Percent of licensed retail dealers and pawn brokers who have received a compliance inspection by ATF in the previous five years Initial number of firearms that inspected industry members are missing from inventory and cannot account for through required records Percent of licensed retail dealers and pawn brokers who have received an inspection (qualification and/or compliance) by ATF in the previous five years Number of inadmissible firearms denied import authorization into the U.S. through the import permit process Number of illegal NFA transfers prevented through the transfer application process Percent of trace requests that are unsuccessful because of poor records by retail dealers and pawnbrokers Percent of ATF license actions upheld by judicial rulings Percent of import permits processed within 45 calendar days Percent of complete firearms license applications acted upon within 60 days Number of ATF presentations and seminars on firearms

ATF PERFORMANCE MEASUREMENT INDEX (CONTINUED)

Core Functions	Performance Goals Statements	Strategic Objectives	Performance Indicators
Explosives, Bombs, and Bombings	Reduce the risk to public safety caused by bombs and explosives	Strategic Objective 1: Continually address and mitigate emerging explosives and bombing threats by developing and implementing proactive regulatory and investigative tactics	Number of defendants convicted, in the given fiscal year, for violations related to explosives, regardless of the year of referral Number of defendants referred, in the given fiscal year, for prosecution for violations related to explosives Number of explosive destructions/disposals executed in the interest of public safety Number of explosives devices recovered
		Strategic Objective 2: Lead the advancement of worldwide bombing and explosives expertise by conducting in-depth research and analysis and providing high quality training in all facets of explosives storage, detection, disruption, investigation and disposal	Number of people (ATF employees and Federal, state, local and international law enforcement) trained in explosives through the National Center for Explosives Training and Research Number of canine teams (ATF and Federal, state and local law enforcement) trained to meet the national odor recognition standard
		Strategic Objective 3: Strengthen the detection, prevention, and investigation of explosives and bombing incidents through partnerships, collaboration, and comprehensive intelligence and information sharing	Number of active Bomb and Arson Tracking System (BATS) users Number of BATS accounts
Fire and Arson	Reduce the risk to public safety caused by the criminal use of fire	Strategic Objective 1: Ensure the highest possible level of investigative response, expertise, and capability at all levels of government	Number of defendants convicted, in the given fiscal year, for violations related to arson, regardless of the year of referral Number of defendants referred, in the given fiscal year, for prosecution for violations related to arson Number of people (ATF employees and Federal, state, local and international law enforcement) trained to investigate and support Federal arson cases NRT Satisfaction Rating (%) related to arson
		Strategic Objective 2: Provide the nation with a definitive source of technical expertise, research, analysis, and data in the fire discipline using the Fire Research Lab and other advanced technologies	Annual number of fire research activities conducted in support of criminal investigations
Explosives Industry Operations	Improve public safety by increasing compliance with Federal laws and regulations by explosives industry members	Strategic Objective 1: Ensure the effective regulation and oversight of the explosives industry through collaboration with industry partners and consistent inspection and compliance of licensees	Percent of explosives industry members that have been inspected (qualification and/or compliance) in the past three years Number of unqualified persons denied access to explosives licenses and permits through screening and qualification process through the Explosives Licensing Center Percent of explosives thefts investigated Number of ATF presentations and seminars on explosives
Alcohol and Tobacco	Reduce the loss of tax revenues caused by contraband alcohol and tobacco trafficking	Strategic Objective 1: Reduce the trafficking of contraband alcohol and tobacco products	Number of defendants convicted, in the given fiscal year, for violation of the alcohol and tobacco laws, regardless of the year of referral Total dollar value of all assets seized in alcohol and tobacco cases Number of defendants referred, in the given fiscal year, for prosecution for violation of alcohol and tobacco laws

ATF PERFORMANCE MEASUREMENT INDEX (CONTINUED)

Core Functions	Performance Goals Statements	Strategic Objectives	Performance Indicators
Modernization	Modernize business processes and systems for improved mission effectiveness and transparency	Strategic Objective 1: Modernize our approach to business process reengineering to be at the forefront of government management	Percent customer satisfaction
		Strategic Objective 2: Strengthen our capability to capture, manage, and share knowledge Bureau-wide and with our partners	Number of databases normalized, standardized, and NIEM conformant Number of common services provided Percent of ATF databases or functionality made available through a common services platform Percent of technology service categories within a current ATF enterprise standard Percent of investment \$ expenditures in alignment with enterprise standards
		Strategic Objective 3: Proactively identify, research, and integrate innovative technology to further ATF's effectiveness in accomplishing our mission	Percent of technology capital investment compared to operating expenditures Percent of Lab infrastructure within its recommended useful life Percent of NIBIN infrastructure within its recommended useful life
Workforce	Attract, develop, and retain an expert workforce to execute the ATF mission	Strategic Objective 1: Implement a comprehensive recruitment strategy focused on selecting a diverse and committed workforce	Recruitment, Development, and Retention Index score in the Federal workforce survey
		Strategic Objective 2: Foster retention and career advancement by providing opportunities for the continuous professional development of every employee	Job Satisfaction Index score in the Federal workforce survey Personal Work Experience Index score in the Federal workforce survey Leadership Index score in the Federal workforce survey Performance Culture Index score in the Federal workforce survey
		Strategic Objective 3: Streamline the complaint and disciplinary processes to fairly and expeditiously address and resolve workplace disputes	Percent of respondents answering favorably to "Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated" in the Federal workforce survey Percent of respondents answering favorably to "Prohibited Personal Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated" in the Federal workforce survey
		Strategic Objective 4: Develop and implement succession strategies to transfer knowledge to and foster leadership in the next generation	Learning (Knowledge Management) Index score in the Federal workforce survey

APPENDIX C: GLOSSARY OF ACRONYMS

AECA	Arms Export Control Act	FSLs	Forensic Science Laboratories	OMB	Office of Management and Budget
BATS	Bomb Arson Tracking System	GangTECC	National Gang Targeting, Enforcement, and Coordination Center	OPM	Office of Personnel Management
CCTA	Contraband Cigarette Trafficking Act	GCA	Gun Control Act	OSM	Office of Strategic Management
CES	Certified Explosives Specialist	GREAT	Gang Resistance Education and Training	RICO	Racketeer Influenced and Corrupt Organization
CEXCs	Combined Explosives Exploitation Cells	HSPD	Homeland Security Presidential Directive	SICA	Central American Integration System
CFI	Certified Fire Investigator	IBIS	Integrated Ballistics Identification System	SPAC	Strategic Priority Action Committee
CFR	Code of Federal Regulations	IDP	Individual Development Plan	SLT	Strategic Leadership Team
DEA	Drug Enforcement Administration	IED	Improvised Explosive Device	TEDAC	Terrorist Explosive Device Analytical Center
DEU	Delegated Examining Unit	IOI	Industry Operations Investigator	USBDC	United States Bomb Data Center
DOJ	Department of Justice	IRT	International Response Team	U.S.C.	U.S. Code
DOD	Department of Defense	IVRS	Integrated Violence Reduction Strategy	USFA	U.S. Fire Administration
EEO	Explosives Enforcement Officer	LEISP	Law Enforcement Information Sharing Program	VCIT	Violent Crime Impact Team
EPIC	El Paso Intelligence Center	MOU	Memorandum of Understanding	VEOA	Veterans Employment Opportunities Act
ETAPS	Explosives Threat Assessment and Prevention Strategy	NCETR	National Center for Explosives Training and Research	VRA	Veterans Recruitment Appointment
FBI	Federal Bureau of Investigation	NFA	National Firearms Act		
FEL	Federal Explosives Licensee	NFOCIS	National Field Office Case Information System		
FELC	Federal Explosives Licensing Center	NFRTR	National Firearms Registration and Transfer Record		
FEP	Federal Explosives Permittee	NGIC	National Gang Intelligence Center		
FFL	Federal Firearms Licensee	NIBIN	National Integrated Ballistic Information Network		
FFLC	Federal Firearms Licensing Center	NICS	National Instant Criminal Background Check System		
FISD	Financial Investigative Services Division	NRT	National Response Team		
FRL	Fire Research Laboratory	NTC	National Tracing Center		

[1] "An Older and More Diverse Nation by Midcentury." U.S. Census Bureau News. August 14, 2008. <http://www.census.gov/Press-Release/www/releases/archives/population/012496.html>





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