

### 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

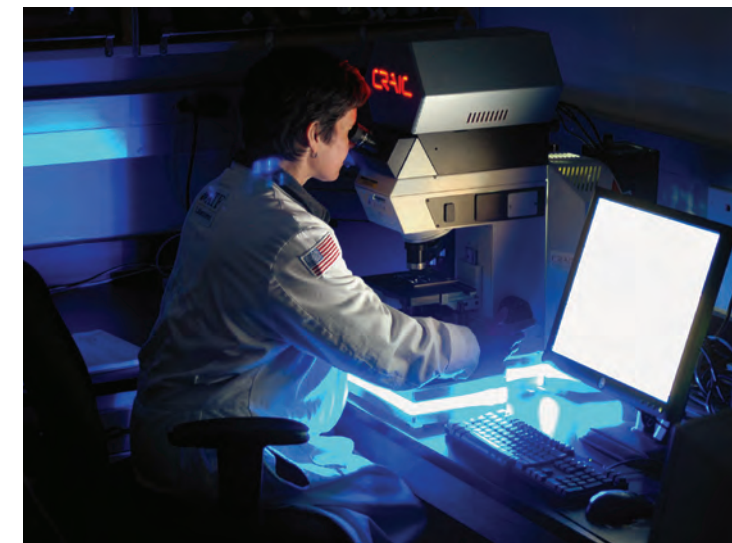
#### EXPANDED USE OF E-GOVERNMENT AND TECHNOLOGY

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><b>Strategic Goal: Modernization</b> Modernize business processes and systems for improved information sharing, knowledge management, and use of innovative technologies to support ATF's critical mission.</p> <p><b>Performance Goal Statement:</b> Modernize business processes and systems for improved mission effectiveness and transparency.</p>	<p><b>Strategic Objective 1:</b> Modernize our approach to business process reengineering to be at the forefront of government management.</p>	<p><b>1. Reengineer Business Processes Bureauwide:</b> 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><b>2. Redesign Management Operations:</b> Improve the efficiency and quality of our management operations by applying industry best practices in business process analysis and redesign.</p>
	<p><b>Strategic Objective 2:</b> Strengthen our capability to capture, manage, and share knowledge Bureauwide and with our partners.</p>	<p><b>1. Consolidate Data Systems:</b> Further strengthen data integrity across the Bureau through consolidation of data systems and elimination of data redundancies.</p> <p><b>2. Standardize the ATF Architecture:</b> 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><b>3. Implement an Innovative Knowledge Management Environment:</b> 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><b>4. Enhance External Information-Sharing Capability:</b> 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><b>Strategic Objective 3:</b> Proactively identify, research, and integrate innovative technology to further ATF's effectiveness in accomplishing our mission.</p>	<p><b>1. Identify Emerging Technologies:</b> Increase our awareness of new technologies' potential applicability to ATF by institutionalizing a proactive approach to explore technological innovations.</p> <p><b>2. Create a Formal Technology Review and Implementation Process:</b> 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