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 performance 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:

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

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

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 (fires 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:

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

```
<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Actual</th>
<th>Target</th>
<th>Score (Actual/Target)</th>
<th>Weight (Percent)</th>
<th>Subtotal (Score x Weight)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>65</td>
<td>100</td>
<td>0.65</td>
<td>0.15</td>
<td>0.0975</td>
</tr>
<tr>
<td>B</td>
<td>180</td>
<td>200</td>
<td>0.90</td>
<td>0.75</td>
<td>0.675</td>
</tr>
<tr>
<td>C</td>
<td>50</td>
<td>250</td>
<td>0.20</td>
<td>0.10</td>
<td>0.02</td>
</tr>
</tbody>
</table>

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 division 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

<table>
<thead>
<tr>
<th>Core Functions</th>
<th>Performance Goal Statements</th>
<th>Strategic Objectives</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firearms Industry Operations</td>
<td>Improve public safety by increasing compliance with federal laws and regulations by firearms industry members</td>
<td>Strategic Objective 1: Ensure the effective regulation and oversight of the firearms industry through collaboration with industry partners and consistent inspections</td>
<td>Number of unqualified persons denied access to firearms license through Licensing Center screening and qualification process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategic Objective 2: Increase the effective regulation and oversight of the firearms industry through collaboration with industry partners and consistent inspections</td>
<td>Number of firearms found through the reconciliation process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategic Objective 3: Ensure the effective regulation and oversight of the firearms industry through collaboration with industry partners and consistent inspections</td>
<td>Number of firearms compliance inspections completed annually</td>
</tr>
<tr>
<td>Firearms Criminal Possession and Use</td>
<td>Reduce the risk to public safety caused by criminal possession and use of firearms</td>
<td>Strategic Objective 1: Prevent criminal possession and use of firearms</td>
<td>Number of defendants referred for prosecution, in the given fiscal year, for violations related to firearms trafficking</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategic Objective 2: Lead the advancement of firearms trafficking intelligence capability through comprehensive information management and research in emerging technology</td>
<td>Number of defendants convicted, in the given fiscal year, for violations related to firearms trafficking</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategic Objective 3: Enhance the effective use of firearms trafficking intelligence to support investigations of violent criminal organizations</td>
<td>Number of defendants referred for prosecution, in the given fiscal year, for violations related to firearms trafficking</td>
</tr>
</tbody>
</table>

APPENDIX B: MEASURING ATF’S PERFORMANCE

FY 2010-2016 STRATEGIC PLAN
Reduce the risk to public safety caused by bombs and explosives

Strategic Objectives:
1. Reduce the risk to public safety caused by bombs and explosives by modernizing business processes and systems for improved mission effectiveness and transparency.
2. Strengthen the detection, prevention, and investigation of explosives, bombings, and bombings and bombings.
3. Attract, develop, and retain an expert workforce to execute the ATF mission.

Performance Indicators:
- Number of defendants convicted, in the given fiscal year, for violations related to explosives, regardless of the year of referral.
- Percent of explosives thefts investigated.
- Number of people (ATF employees and federal, state, local, and international law enforcement) trained to investigate and support bomb and arson investigations.
- Number of active Bomb and Arson Tracking System (BATS) users.
- Number of explosives devices recovered.
- 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 people (ATF employees and federal, state, local, and international law enforcement) trained in explosives through the Explosives Licensing Center.

Performance Goals:
- Reduce the loss of tax revenues caused by the criminal use of fire and explosives.
- Improve public safety by increasing compliance with Federal laws and regulations by explosives industry members.

Modernize business processes and systems for improved mission effectiveness and transparency

Strategic Objective 1:
- Deploy a comprehensive management system to promote transparency and sound business practices.

Strategic Objective 2:
- Continually address and mitigate emerging risks, disruptions, investigation and disposal capabilities.

Strategic Objective 3:
- Proactively identify, research, and implement innovative technology to further ATF’s effectiveness.

Performance Goals:
- 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 respondents answering favorably to “Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated” in the Federal workforce survey.
- Percent of Lab infrastructure within its recommended useful life.
- Percent of respondents answering favorably to “Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated” in the Federal workforce survey.
- Job Satisfaction Index score in the Federal workforce survey.
- Recruitment, Development, and Retention Index score in the Federal workforce survey.
- Number of Congressionally mandated International & Domestic and Forensic investigations.
- Number of people (ATF employees and federal, state, local, and international law enforcement) trained to identify and investigate international terrorism.
- Number of people (ATF employees and federal, state, local, and international law enforcement) trained in explosives through the Explosives Licensing Center.
- 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 people (ATF employees and federal, state, local, and international law enforcement) trained in explosives through the Explosives Licensing Center.
- Number of people (ATF employees and federal, state, local, and international law enforcement) trained in explosives through the Explosives Licensing Center.
- Number of people (ATF employees and federal, state, local, and international law enforcement) trained to investigate and support bomb and arson investigations.
- Number of active Bomb and Arson Tracking System (BATS) users.
- Number of explosives devices recovered.
- 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 people (ATF employees and federal, state, local, and international law enforcement) trained to investigate and support bomb and arson investigations.
- Number of active Bomb and Arson Tracking System (BATS) users.
- Number of explosives devices recovered.
- 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 people (ATF employees and federal, state, local, and international law enforcement) trained to investigate and support bomb and arson investigations.
- Number of active Bomb and Arson Tracking System (BATS) users.
- Number of explosives devices recovered.
- 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 people (ATF employees and federal, state, local, and international law enforcement) trained to investigate and support bomb and arson investigations.
- Number of active Bomb and Arson Tracking System (BATS) users.
- Number of explosives devices recovered.
- 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 people (ATF employees and federal, state, local, and international law enforcement) trained to investigate and support bomb and arson investigations.
- Number of active Bomb and Arson Tracking System (BATS) users.
- Number of explosives devices recovered.
- 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 people (ATF employees and federal, state, local, and international law enforcement) trained to investigate and support bomb and arson investigations.
- Number of active Bomb and Arson Tracking System (BATS) users.
- Number of explosives devices recovered.
- 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 people (ATF employees and federal, state, local, and international law enforcement) trained to investigate and support bomb and arson investigations.
- Number of active Bomb and Arson Tracking System (BATS) users.
- Number of explosives devices recovered.
- 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.