



ATF STRATEGIC PLAN

FISCAL YEARS 2024-2028

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DIRECTOR'S MEMO

I am pleased to introduce our Fiscal Years 2024-2028 strategic plan. Our plan comprises the efforts and commitment of all of ATF to create an actionable roadmap to continue the Nation's fight to disrupt violent crime.

In this strategic planning term, we will focus on ensuring we have a strong infrastructure in place to prepare for a rapidly changing environment, and the ability to respond to challenges that lay ahead. Our goals are future-focused and optimize our resources and the extraordinary employees of ATF:

- › **Achieve Operational Excellence and Agility**
- › **Foster a Responsive Workforce that is Future Focused**
- › **Drive Effective Organizational Communication**
- › **Optimize the Business Environment**

To achieve these goals, the senior executives of ATF will ensure our comprehensive project planning will enable us to excel now and into the future. I encourage you to review the plan and look forward to continuing our work to create safer communities where people can thrive.



STEVEN DETTLEBACH
DIRECTOR



ATF

OUR MISSION:

To conduct investigations utilizing our unique expertise, partnerships, and intelligence to enhance public safety by enforcing the laws and regulations and uphold the Constitution of the United States of America.

OUR VISION:

A leader in the Nation's fight to disrupt violent crime for safer communities.

OUR VALUES:

- › Commit to the health, safety, and well-being of our workforce.
- › Champion diversity, equality, inclusion, and collaboration.
- › Maintain open communication, transparency, and accountability with the communities we serve.
- › Manage our resources efficiently and effectively.
- › Remain agile through continuous learning and self-improvement.
- › Treat everyone with respect and dignity.
- › Uphold the highest levels of integrity and professionalism.



CRIME GUN INTELLIGENCE

DELIVERING ON OUR MISSION

116,233 INVESTIGATIVE LEADS



Generated by 242 NIBIN locations in FY 2020. CGICs use vital tools such as NIBIN to support their mission. Analysts use NIBIN to collect and compare digital scans of guns and cartridge casings found at crime scenes across the country.

26 CGICs ACROSS THE COUNTRY



Crime Gun Intelligence Centers are strategically located across the nation to analyze criminal intelligence and support interagency responses to violent crimes. CGICs disrupt the shooting cycle by identifying and prosecuting shooters and their sources of crime guns.



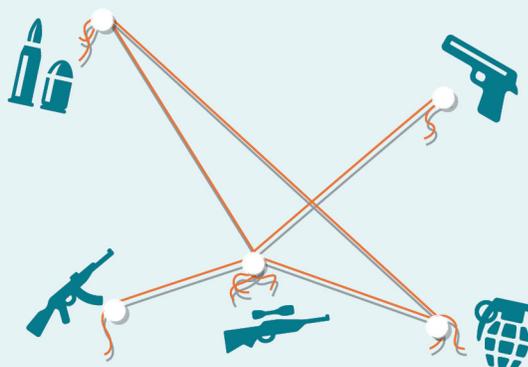
1,437 TOTAL NUMBER

of all laboratory requests for analysis and testing during FY 2022; DNA is a subset of these requests.



490,800 CRIME GUNS

Traced back to their origins by the National Tracing Center in FY 2020, up from 450,000 in 2019.



623,000+

FIREARMS TRACE REQUESTS

Reviewed, analyzed, and processed by the National Tracing Center in FY 2022. eTrace is used by more than 9,300 law enforcement agencies in their investigations, including from more than 50 foreign countries.



5.7M PIECES OF EVIDENCE

There are currently nearly 6 million pieces of ballistic evidence stored in the National Integrated Ballistic Information Network, the only national network that allows for the capture and comparison of ballistic evidence to aid in solving and preventing violent crimes involving firearms.



GOAL 1

ACHIEVE OPERATIONAL EXCELLENCE AND AGILITY

Fully integrate intelligence and investigative work to meet the needs of current and future violent crime trends.

OBJECTIVE 1.1. Create and cultivate an ATF culture that focuses on maximum impact on fighting violent crime by embracing data-driven, intelligence-led enforcement and regulatory activities.

OBJECTIVE 1.2. Maximize research, cooperation, and innovation to identify emerging trends and new technologies involving violent crime and the regulated industry.

OBJECTIVE 1.3. Expand the National Crime Gun Intelligence Center of Excellence.

OBJECTIVE 1.4. Expand the use of Crime Gun Intelligence tools.

ENTERPRISE RISK FACTORS

- › Budget Uncertainty
- › Schedule Conflicts
- › Construction and Supply Chain Delays
- › Facilities Management and Employee Safety
- › Availability and Implementation of Effective Technology Solutions
- › Data Collection and Analysis Limitations
- › Human Capital Allocation Pressures and Talent Solutions
- › Research Constraints
- › Stakeholder Demands



GOAL 2

FOSTER A RESPONSIVE WORKFORCE THAT IS FUTURE-FOCUSED

Maintain a high-performing inclusive culture that is knowledgeable of teamwork, drives the most creative and effective solutions, and meets the needs of the communities and stakeholders we serve.

OBJECTIVE 2.1. Conduct comprehensive workforce planning by institutionalizing an enterprise-wide staffing strategy that can meet changes in external and internal demands.

OBJECTIVE 2.2. Expand ATF's capacity to efficiently recruit, retain, and place a diverse and qualified workforce that represents the public we serve.

OBJECTIVE 2.3. Evolve a supportive culture that is inclusive of diverse thoughts, backgrounds, ideas, and shares institutional knowledge.

OBJECTIVE 2.4. Improve succession planning and organizational consistency.

OBJECTIVE 2.5. Ensure compensation and performance systems set fair and clear expectations for the employee evaluation and promotion process.

ENTERPRISE RISK FACTORS

- › Budget Uncertainty
- › Lack of Consensus from Directorates
- › Impact of Technology
- › Human Capital Allocation Pressures and Talent Solutions
- › Time Constraints
- › Resistance to Culture Change



GOAL 3

DRIVE EFFECTIVE ORGANIZATIONAL COMMUNICATION

Improve internal and external stakeholder communication through a user-centered design to drive mission awareness and promote knowledge management and sharing of resources, capabilities, and initiatives.

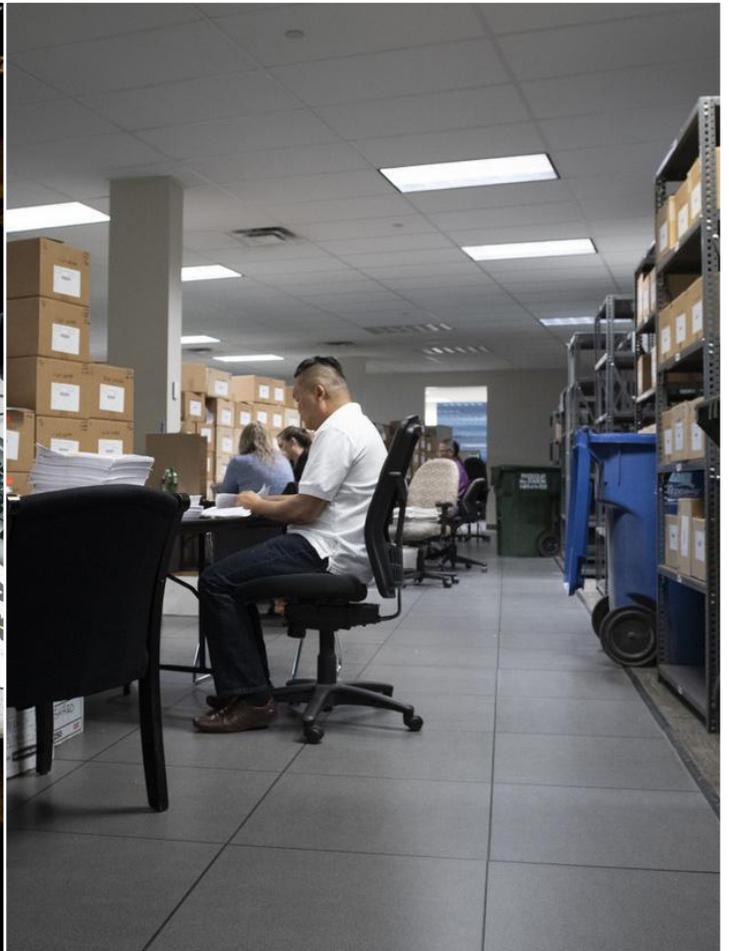
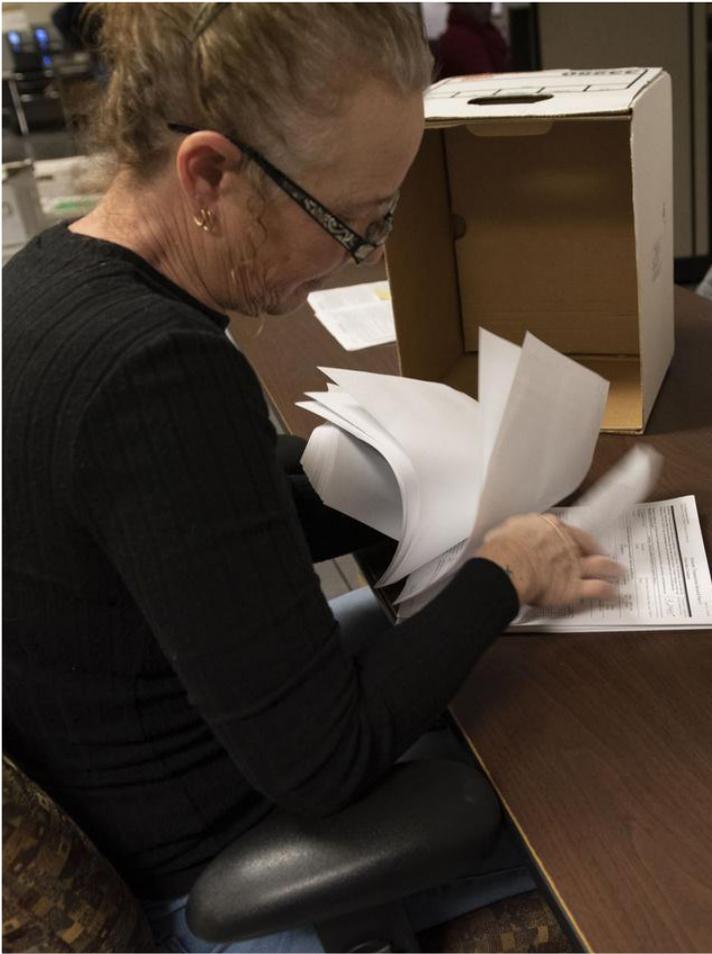
OBJECTIVE 3.1. Standardize and improve internal communication for efficient and effective information sharing.

OBJECTIVE 3.2. Standardize and expand external communication and transparency to promote information sharing and facilitate engagement.

OBJECTIVE 3.3. Engage legislators and policy makers on laws and regulations enforced by ATF with an emphasis concerning current and emerging gun violence and firearms trafficking.

ENTERPRISE RISK FACTORS

- › Budget Uncertainty
- › Resistance to Culture Change
- › Stakeholder and Partner Collaboration
- › Human Capital Allocation Pressures and Talent Solutions
- › Reputational Risk
- › Coordination Challenges



GOAL 4

OPTIMIZE THE BUSINESS ENVIRONMENT

Leverage innovative technologies, tools, and procedures to optimize and digitally transform the business environment to improve how ATF operates.

OBJECTIVE 4.1. Decrease processing times to accelerate ATF service delivery.

OBJECTIVE 4.2. Optimize ATF-wide data and technology modernization, process reengineering, user-focused applications, and trend analysis to further our mission.

OBJECTIVE 4.3. Use consistent data governance across systems.

OBJECTIVE 4.4. Integrate processes to ensure accountability, track progress on projects in real time, decrease redundancies, and arrive at actionable intelligence.

ENTERPRISE RISK FACTORS

- › Budget Uncertainty
- › Initiatives Dependent on ITEM 2.0 Culture
- › Culture Change / Shift in Mindset
- › No Centralized Governance/Software to Support Risk Capture and Evaluation
- › Employee Resources
- › Time Constraints
- › COTS Solutions Availability



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