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The OLES Logo

OLES' seal symbolizes its service to the United States, represented by the eagle, stars and stripes, and to the nation's more than 60,000 public safety and security organizations. While the revolver, the flames, the DNA helix, and the gavel represent law enforcement, the fire service, forensic sciences, and criminal justice as a whole, they also represent the overarching concepts of security, safety, knowledge and justice to which OLES is dedicated.
Director’s Foreword

I am pleased to present the Office of Law Enforcement Standards’ (OLES) 10-Year Strategic Plan. It represents our efforts to shape the future and ensure we are doing our best to advance standards, science, and technology for the public safety community. With a compelling vision and clear mission, I am certain that our stakeholders will benefit significantly in the future.

This Strategic Plan is the result of nearly a year of focused collaboration among our staff and stakeholders. It is constructed with their inputs into a strategic planning process that culminated in a three-day off-site in Shepherdstown, West Virginia. As a document that is intended to govern and guide our efforts over the next ten years, this Strategic Plan is deliberately written from a high-level perspective. We did so to empower our staff with the flexibility and freedom to maintain options and pursue opportunities where their contributions can make a positive impact.

This Strategic Plan is a pathway for staff to guide their actions and for stakeholders to evaluate our performance. It embodies our organization’s talent and core capabilities and competencies. The effectiveness of OLES can be witnessed in our past successes and the promise for tomorrow resides in our commitment to excellence. These factors reflect a shared belief within OLES that we must direct our talents to best serve the needs of the public safety community. If implemented to the fullest extent, this Strategic Plan will help us strengthen our partnerships and forge new ones, leverage our broad talents, and increase OLES’ contribution to the improvement of public safety.

I would like to thank our entire team at OLES for their help in constructing this Strategic Plan. It has truly been a collaborative effort and rewarding process. I look forward to working with our stakeholders to achieve our vision.

Best regards,

Mark D. Stolorow
Executive Summary

This 10-Year Strategic Plan establishes a framework for the Office of Law Enforcement Standards (OLES) to focus on producing impactful results for the public safety community. With this Strategic Plan, we have defined a clear strategy towards fulfilling our Vision:

TO FOSTER A SAFE AND SECURE NATION BY EMPOWERING THE PUBLIC SAFETY COMMUNITY AND THE CITIZENS THEY SERVE.

We will fulfill this vision by proactively pursuing our Mission:

TO ENHANCE PUBLIC SAFETY THROUGH EXCEPTIONAL LEADERSHIP, RESEARCH, AND CUSTOMER SERVICE BY ADVANCING STANDARDS, SCIENCE, AND TECHNOLOGY.

We will fulfill our mission by advancing five strategic goals that are performance-based and outcome-oriented:

**Strategic Goal 1: Deliver Sustainable Results.**
We will deliver sustainable results by pursuing existing and emerging technical initiatives that complement program portfolios and capitalize on Core Capabilities and Core Competencies to maintain technical stewardship in performance standards.

**Strategic Goal 2: Practice Strategic Management.**
We will practice strategic management in operational, programmatic, and technical affairs to understand and respond to our customers and their environment, influence priorities and requirements, and exercise options that optimize effective results.

**Strategic Goal 3: Launch Compelling Outreach.**
We will launch compelling outreach by increasing awareness of milestones, successes, and outcomes through measured communication initiatives designed to maintain a trusted dialogue with federal, state, and local stakeholders and engender sustainable strategic partnerships.

**Strategic Goal 4: Cultivate Productive Partnerships.**
We will cultivate productive partnerships by facilitating collaborative decision-making and establishing direct communication channels with our stakeholders to advance the development and promulgation of standards and technologies.

**Strategic Goal 5: Achieve Peak Performance.**
We will achieve peak performance by integrating organizational program areas vertically and horizontally to capture synergy points, thereby maximizing operational performance, positioning as a learning organization, and improving cost-effectiveness.

Our strategy concentrates our combined energy on becoming an integrated organization that effectively delivers results. Done right, our efforts will help to ensure that the public safety community obtains the standards, protocols, and equipment to meet its needs.
A History of Success

The Office of Law Enforcement Standards (OLES) is a unique standards, science, and technology development organization within the National Institute of Standards and Technology’s (NIST) Electronics and Electrical Engineering Laboratory (EEEL) that collaborates with the public safety community. By functioning as an honest broker that employs an extensive network of relationships, knowledge, skills, and abilities, OLES provides critical services that are reliable, responsive, and designed to advance standards based on user-defined requirements.

OLES’ demonstrated success is reinforced by customer endorsements of the scope, quality, and impact of our work. This has occurred through two means. First, customers have increased our funding over the past decade. Our operating budget increased from approximately $900,000 in 1996 to over $50 million in annual funding in a little over a decade.

Second, the public safety community depends on us to provide counsel and technical assistance in the development of strategy and policy. Because of our insights into the applicability and potential impact of existing and emerging technologies on the front line, we are a trusted strategic counselor with a unique ability to capitalize on relationship networks and become a force multiplier.

As the only organization of its kind, OLES takes pride in ensuring a heightened level of technical sophistication and attention to detail is consistently applied in our work.

Our Demonstrated Success

Since being founded in 1971, OLES has committed itself to quality and excellence in furthering performance standards for critical technologies. By collaborating with technical partners to address increasingly complex challenges, OLES is making extensive contributions to further standards, science, and technology. Through our efforts, we have achieved the following:

- Contributed to saving over 3,000 lives through our work in body armor standards.
- Established enduring partnerships across government and industry.
- Published over 300 standards, guides, and technical reports.
- Instituted an unprecedented nation-wide program to certify Personal Protective Equipment (PPE) for Chemical Biological Radiological Nuclear and Explosive (CBRNE) threats.
- Pioneered pace-setting research in forensic sciences.
- Spearheaded innovative advancements in interoperable communications.
What We Do:

OLES programs have a clearly defined understanding of what we are expected to accomplish. Using disciplined, time-tested approaches towards our work, we focus on:

- Developing performance standards and user guides;
- Publishing comprehensive technical reports;
- Performing applied research using metrology laboratories;
- Creating compliance assessment programs;
- Designing test methods, procedures, and artifact standards; and
- Providing strategic counsel, management, and technical assistance.

How We Do It:

Prior to our inception, the public safety community had little trusted guidance on the safety and security of the equipment and technologies available in the open market. OLES makes a vital contribution. We work closely with a broad array of stakeholders, ranging from the equipment manufacturer and end-user to the engineer and academic, to create minimum performance standards on precisely how equipment is expected to work in application. Working systematically to create these standards, OLES plays a key role in helping the public safety community make informed equipment decisions.

Our Personal Commitment:

OLES team members have a personal stake in their work. We are fully aware and appreciate that our projects and initiatives have an immediate, tangible impact on the quality of life of our fellow American citizens.
Strategic Direction

OLES’ vision, mission, values, and strategic goals and objectives are aligned with those of the U.S. Department of Commerce (DOC), NIST, and EEEL. The following table summarizes the missions and goals of higher-level authorities that OLES will advance through the implementation of this Strategic Plan.

U.S. Department of Commerce

**Mission:** The Department of Commerce creates the conditions for economic growth and opportunity by promoting innovation, entrepreneurship, competitiveness, and stewardship.

**Goals:**
- Maximize U.S. competitiveness and enable economic growth.
- Promote U.S. innovation and industrial competitiveness.

National Institute of Standards and Technology

**Mission:** To promote U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology in ways that enhance economic security and improve our quality of life.

**Goals:**
- Promote innovation, trade, security, and jobs by strengthening the Nation’s measurements and standards infrastructure.
- Pursue organizational excellence.

Electronics and Electrical Engineering Laboratory

**Mission:** To promote U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology, primarily for the electronics and electrical industries, in ways that enhance economic security and promote our quality of life.

**Goals:**
- Manage strategic trends in Government, the World Economy, and at NIST.
Vision

To foster a safe and secure nation by empowering the public safety community and the citizens they serve.

Mission

To enhance public safety through exceptional leadership, research, and customer service by advancing standards, science, and technology.
Values

Our commitment to observe NIST’s ethical and unbiased principles as we strive to reinforce transparency and trust.

Our dedication to retain specialized knowledge, skills, and abilities as we strive to be a trusted partner.

Our responsibility to understand and meet needs as we strive to work for the benefit of others.

Our pledge to establish enduring partnerships as we strive to achieve mutually beneficial goals.

Our commitment to quickly modify actions and respond to changes as we adapt to circumstances.

Our passion to translate new ideas and knowledge into solutions as we strive to meet real-world needs.

Our pursuit to deliver superior quality as we strive to exceed expectations on performance.
Critical Success Factors

Customer Service

OLES considers customer service to be a factor critical for success. Our aim is to take extraordinary measures to deliver exemplary customer service. Due to the broad scope of our interaction with government and industry, we will develop personal relationships with our stakeholders to fully understand their needs and objectives. We will then tailor our approach to meet these needs and objectives. In doing so, we will recognize and attend to individuals whose needs and priorities require our attention. We will respond to requests for information, products, and services with timeliness and quality. We will address relevant opportunities and challenges as we identify them. Finally, we will share relevant information to help our stakeholders maintain a strong awareness of the environment.

High-Impact Products

OLES considers high-impact products to be a factor critical for success. Our aim is to keep the public safety community one step ahead of the challenges facing them by facilitating technology development and producing standards, user guides, and technical reports that will lead to improvements in the equipment, tools, and technologies they use. To accomplish this, we will proactively perform applied research embodying advanced methods and techniques. We will test these methods and techniques to ensure their quality and effectiveness, as well as identify and incorporate new approaches to conduct our work. Consequently, the outputs of this research – our core products of facilitated technology development, standards, guides, and reports – will be actionable. They will also meet the rigorous quality thresholds demanded by NIST. This product lifecycle will be propelled by a continuum of strategic counsel, management support, and technical assistance. We are committed to nothing less than excellence.
Multi-Lateral Stakeholder Engagement

OLES considers multi-lateral stakeholder engagement to be a factor critical for success. Our aim is to facilitate the development of sustainable partnerships among stakeholders who are focused on furthering the needs of the public safety community. With our expanding network of relationships, we will broker new partnerships to capitalize on joint collaborations for mutual benefit. We will focus on creating communities of practice that are dedicated to specific ends. Some may have limited life spans, while others may gain permanency. In either case, we will expand the knowledge base to ensure that all parties involved are working with accurate and complete information for mutual benefit.

Stable Funding and Resources

OLES considers stable base funding and resources a factor critical for success. Our aim is to anchor ourselves as a self-sustainable entity that operates with stable and diverse funding so that we can be responsive to evolving needs. With our operating budget dependent on the quality of our work, we need to deliver at a superior performance level. It is the only way our funding sources will continue to rely on us and keep us operational. It is also the best means for us to solidify funding across a diverse portfolio of technical initiatives. We will deliver against each aspect of this Strategic Plan as we continue to embrace and improve the factors that have made us successful to date. We will continue to focus on quality and excellence through flexibility and adaptability. And most importantly, we will continue to keep the best interests of the public safety community as the compass in our work.
Core Capabilities

Program Management

ALES ensures its stakeholders’ technical requirements are satisfied on budget, within schedule, and in accordance with performance criteria. We accomplish this by:

- Employing leading-edge thematic program management best practices, lessons learned, methodologies, tools, and processes.
- Managing with a strategic disposition to anticipate and address opportunities, threats, and challenges.

Applied Research

ALES investigates and selects technical areas that warrant investment based on their real-world application by end-users. We accomplish this by:

- Using in-house subject matter expertise in strategic technical areas to supplement research efforts underway by stakeholders.
- Designing and developing systematic methodologies, special studies, and applicable technologies to meet unique technical requirements.

Standards Development

ALES develops minimum performance standards in accordance with a proven research process that is tailored to technical requirements. We accomplish this by:

- Publishing guidance, reference materials, studies, and comparable literature to enable informed decision-making among stakeholders.
- Leveraging NIST’s institutional expertise in measurement science, standards, and technology.

Stakeholder Management

ALES defines clear roles and responsibilities between two or more stakeholder groups to establish open communication channels. We accomplish this by:

- Managing expectations on performance and schedule to establish transparency, realism, and productivity in joint efforts and coalitions.
- Organizing issue-specific coalitions and issue champions that enable us to build momentum towards one or more stakeholder goals.
Strategic Brokering

OLES acts as a broker to facilitate communication between groups who mutually benefit from collaboration and coordination. We accomplish this by:

- Leading the completion of technical requirements by sourcing subject matter expertise that matches the needs of end-users and vice versa.
- Marketing the capabilities, needs, and interests of one stakeholder group to another to capture synergies that can advance technical progress.

Outreach and Awareness

OLES communicates success stories to stakeholders to increase awareness of the resources available and benefits gained via partnerships. We accomplish this by:

- Cultivating grassroots support among diverse stakeholder groups to build coalitions that focus on and commit to a specific goal.
- Publicizing the opportunities, challenges, issues, and progress within technical areas among stakeholders to leverage partnerships.

Situational Awareness

OLES shares insights on the end-user’s perspective and their concerns in the field to inform strategic considerations and standards development. We accomplish this by:

- Advising on strategic, operational, programmatic, and tactical execution of technical requirements and emerging challenges.
- Monitoring and reporting on existing and emerging federal, state, and local authorities, policies, and regulations.
Core Competencies (Programs)

Counterterrorism and Response Technologies

OLES’ core competency in Counterterrorism and Response Technologies (CART) consists of subject matter expertise in:

- Chemical Biological Radiological Nuclear and Explosive (CBRNE)
- Personal Protective Equipment (PPE)
- Critical Infrastructure Protection (CIP)
- Trace Explosives and Non-Invasive Technologies
- Less-Than-Lethal (LTL) Technologies
- Radio Frequency Identification (RFID)

Our expertise in these areas enables us to partner with, among others, the U.S. Department of Homeland Security’s (DHS) Directorate for Science and Technology (S&T Directorate), the U.S. Department of Justice’s (DOJ) National Institute of Justice (NIJ), the U.S. Army Edgewood Chemical Biological Center (ECBC), and the Inter-Agency Board (IAB) for Equipment Standardization and Interoperability.

Detection, Inspection, and Enforcement Technologies

OLES’ core competency in Detection, Inspection, and Enforcement Technologies (DIET) consists of subject matter expertise in:

- Concealed Weapon Detection
- Imaging Metrology
- Through-Barrier Sensing, Surveillance, and Imaging
- Weapon Performance Characterization
- Traffic Enforcement Technology

Our expertise in these areas enables us to partner with, among others, NIJ, DOJ’s Federal Bureau of Prisons (BOP), DHS’ Transportation Security Administration (TSA), the U.S. Department of Defense (DOD), the U.S. Department of Energy (DOE), the U.S. Department of Transportation’s (DOT) National Highway Traffic Safety Administration (NHTSA), and the International Association of Chiefs of Police (IACP).
Public Safety Communications Research

OLES’ core competency in Public Safety Communications Research (PSCR) consists of subject matter expertise in:

- Land Mobile Radio Technology
- Broadband Technology
- Interim Interoperability Devices
- Emerging Public Safety Communications Technologies
- Requirements and Architecture Frameworks

Our expertise in these areas enables us to partner with, among others, DHS’ Office for Interoperability and Compatibility (OIC), DHS’ Wireless Public SAFEty Interoperable COMmunications Program (SAFECOM), DOJ’s Office of Community Oriented Policing Services (COPS), and the Telecommunications Industry Association (TIA).

Forensic Sciences

OLES’ core competency in Forensic Sciences consists of subject matter expertise in:

- Computer and Digital Forensics
- DNA Technologies
- Fingerprint Processing
- Controlled and Dangerous Substances
- Trace Analysis
- Pattern Evidence
- Firearms and Toolmarks

Our expertise in these areas enables us to partner with, among others, NIJ, DOD, DOJ’s Federal Bureau of Investigation (FBI), DOJ’s Drug Enforcement Administration (DEA), DOJ’s Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), and key thought leaders in the academic community and professional forensic science and criminal justice organizations.

Protective Systems Research

OLES’ core competency in Protective Systems Research (PSR) consists of subject matter expertise in:

- Body Armor
- Ballistic Protection Technologies
- High Strength Fiber Research
- Public Safety Duty Gear
- Personal Protective Equipment (PPE)

Our expertise in these areas enables us to partner with federal, academic, professional, and criminal justice organizations.
Strategic Goal 1: Deliver Sustainable Results

Deliver sustainable results by pursuing existing and emerging technical initiatives that complement program portfolios and capitalize on Core Capabilities and Core Competencies to maintain technical stewardship in performance standards.

Enable Innovation
Contribute to the strategic evolution of technical initiatives as they transition from promising formulation into a real-world application of incremental improvement.

Qualify Investments
Employ a systematic portfolio management process to objectively evaluate return on investment and ensure technical initiatives are prioritized and selected by merit.

Facilitate Success
Subscribe to the strategic priorities, goals, and objectives of institutional parents to ensure technical initiatives contribute to the advancement of NIST and its partners.

Explore Concepts
Invest resources to internally research and incubate nascent concepts and theories that demonstrate potential but do not yet exhibit characteristics that justify steady state funding.

Expand Expertise
Retain technical initiatives as permanent projects to strengthen one or more Core Competencies and exercise the benefits of capitalizing on Core Capabilities.
Strategic Goal 2: Practice Strategic Management

Practice strategic management in operational, programmatic, and technical affairs to understand and respond to our customers and their environment, influence priorities and requirements, and exercise options that optimize effective results.

- **Optimize Performance**: Apply strategic planning, programming, budgeting, and execution to systematically manage effective programs and maximize performance and cost efficiency.

- **Formulate Options**: Formulate alternative approaches to address changes in the external environment that are anticipated to impact operational, programmatic, and technical affairs.

- **Measure Performance**: Measure performance, outcomes, and impact to methodically evaluate organizational progress and demonstrate success in fulfilling the vision and mission.

- **Exceed Expectations**: Deliver exceptional customer service to all stakeholders to maintain a sustainable rapport, meet expectations, and gain insights into needs, requirements, opportunities, and issues.

- **Drive Priorities**: Diversify funding streams through methodical portfolio management to balance priorities and facilitate investment in undercapitalized and emerging technical areas.
Strategic Goal 3: Launch Compelling Outreach

Launch compelling outreach by increasing awareness of milestones, successes, and outcomes through measured communication initiatives designed to maintain a trusted dialogue with federal, state, and local stakeholders and engender sustainable strategic partnerships.

Craft Communication

Build comprehensive communication suites of messaging products, channels, and vehicles that can be tailored to capture the buy-in of target stakeholder groups.

Build Communities

Implement measured outreach initiatives that target one or more stakeholder groups to build coalitions for specific outcomes that result in mutual benefits.

Influence Strategy

Manage stakeholder expectations and perceptions through transparent communication that is created with an appreciation for the goals and objectives of its audience.

Promote Success

Expedite direct communication and collaboration with subject matter experts to access specialized knowledge, skills, and abilities and develop joint research efforts.

Maintain Awareness

Maintain awareness of governmental policies, guidance, and regulations to socialize their effect on the efficacy and impact of technical initiatives.
Strategic Goal 4: Cultivate Productive Partnerships

Cultivate productive partnerships by facilitating collaborative decision-making and establishing direct communication channels with our stakeholders to advance the development and promulgation of standards and technologies.

- **Cultivate Partnerships**: Build and expand enduring relationships across diversified stakeholders to create positive feedback loops that constructively benefit all community partners.

- **Mobilize Networks**: Socialize relationship networks among stakeholder groups to demonstrate value propositions and cultivate strategic partnerships en route to a critical mass and economies of scale.

- **Broker Expertise**: Inform stakeholders of collective Core Capabilities, Core Competencies, knowledge base, and resources, services, and products to build sustainable partnerships and develop programs.

- **Organize Opportunities**: Recognize synergies between two or more stakeholder groups to organize partnerships and collaborations that are more likely to be successful together than as independents.

- **Multiply Insights**: Incorporate strategic, operational, programmatic, and technical insights into end-user requirements to create more effective performance standards and test methods.
Strategic Goal 5:
Achieve Peak Performance

Achieve peak performance by integrating organizational program areas vertically and horizontally to capture synergy points, thereby maximizing operational performance, positioning as a learning organization, and improving cost-effectiveness.

- Capitalize Synergies
  Promote cross-program communication, coordination, and collaboration to identify and capitalize on synergy points that improve performance, cost effectiveness, and service delivery.

- Institutionalize Knowledge
  Institutionalize knowledge through a vibrant culture that embraces the behavioral habits of a learning organization to compel continuous improvement across programs.

- Motivate Learning
  Share knowledge through open, free, and trusted communication channels to encourage learning and foster dynamic functional and technical growth.

- Enforce Efficiency
  Maintain a clear understanding of roles, responsibilities, and expectations to focus personnel on priorities and reduce the likelihood of overextending scarce resources.

- Energize Growth
  Enable continuous knowledge creation, accessibility, management, and sharing to foster collective growth and strengthen expertise, Core Capabilities, and Core Competencies.
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<tr>
<th>ABBREVIATION</th>
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<tr>
<td>ATF</td>
<td>Bureau of Alcohol, Tobacco, Firearms and Explosives</td>
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<td>BOP</td>
<td>Bureau of Prisons</td>
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<tr>
<td>CBRNE</td>
<td>Chemical Biological Radiological Nuclear and Explosive</td>
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<td>CIP</td>
<td>Critical Infrastructure Protection</td>
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<td>COPS</td>
<td>Office of Community Oriented Policing Services</td>
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<td>CART</td>
<td>Counterterrorism and Response Technologies</td>
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<td>DEA</td>
<td>Drug Enforcement Administration</td>
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<td>DHS</td>
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<td>DIET</td>
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<td>Deoxyribonucleic Acid</td>
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<td>U.S. Army Edgewood Chemical Biological Center</td>
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<td>EEEL</td>
<td>Electronics and Electrical Engineering Laboratory</td>
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<td>FBI</td>
<td>Federal Bureau of Investigation</td>
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<td>IAB</td>
<td>InterAgency Board for Equipment Standardization and Interoperability</td>
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<td>IACP</td>
<td>International Association of Chiefs of Police</td>
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<td>LTL</td>
<td>Less-Than-Lethal</td>
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<td>National Highway Traffic Safety Administration</td>
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<td>National Institute of Justice</td>
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<td>National Institute of Standards and Technology</td>
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<td>Office for Interoperability and Compatibility</td>
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<td>ABBREVIATION</td>
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<td>OLES</td>
<td>Office of Law Enforcement Standards</td>
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<td>PPE</td>
<td>Personal Protective Equipment</td>
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<td>Directorate for Science and Technology</td>
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<td>SAFECOM</td>
<td>Wireless Public SAFety Interoperable COMmunications Program</td>
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<td>Weapons and Protective Systems</td>
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Appendix B
Strategic Plan Traceability

OLES directly supports the following goals, objectives, and priorities in higher-level strategic plans within DOC, NIST, and EEEL. Goals, objectives, and priorities not explicitly mentioned are being furthered through OLES’ peripheral activities.

U.S. Department of Commerce
Strategic Plan FY2007 – FY2012

Goal 1: Maximize U.S. competitiveness and enable economic growth for American industries, workers, and consumers.

- Objective 1.4: Position small manufacturers to compete in a global economy.
- Raise the productivity and competitiveness of small manufacturers.

Goal 2: Promote U.S. innovation and industrial competitiveness.

- Objective 2.1: Advance measurement science and standards that drive technological change.
  - Promote innovation, facilitate trade, and ensure public safety and security by strengthening the Nation’s measurement and standards infrastructure.
  - Increase public access to worldwide scientific and technical information through improved acquisition and dissemination activities.

National Institute of Standards and Technology
Strategic Plan FY2010

Goal 1: Promote innovation, trade, security, and jobs by strengthening the nation’s measurements and standards infrastructure.

- Objective 1.b: Assure the availability and efficient transfer of measurements and standards capabilities to manufacturing and service industries, universities, and other R&D-intensive organizations.

Goal 5: Pursue Organizational Excellence.

- Objective 5.a: Increase NIST’s impact by focusing on the customer.
- Objective 5.b: Increase NIST’s impact by focusing on our people.
- Objective 5.c: Leverage information science and technology.
National Institute of Standards and Technology
Three-Year Programmatic Plan FY2010 – FY2012

Goal 1: To focus on our mission and role to promote innovation and industrial competitiveness.

Goal 2: To focus new NIST activities on national priorities.

Goal 3: To maximize the efficiency and effectiveness of NIST programs.

Objectives and Priorities for NIST 3-Year Programmatic Plan:

- Focus new activities on critical national priorities.
- Strengthen NIST’s laboratories and facilities to ensure U.S. leadership in measurement science and focus this capability on addressing key measurement barriers.
  - Improve NIST facilities and equipment.
  - Promote cutting-edge measurement research at the frontiers of science and technology.
  - Improve strategic planning and responsiveness to stakeholders to optimize program effectiveness and efficiency.
- Stabilize, fortify, and fully leverage the Technology Innovation Program, the Hollings Manufacturing Extension Program, and the Baldrige National Quality Program to promote innovation, industrial competitiveness, and sustainable economic growth.
- Maximize NIST’s impact through effective collaboration and coordination.
  - Expand collaboration with companies, universities, and states to leverage NIST capabilities and advance innovation at regional and national levels.
  - Enhance support of other Federal agencies in meeting U.S. Government needs for voluntary consensus standards.
Electronics and Electrical Engineering Laboratory
Strategic Plan FY2007

- Position EEEL to support the objectives of the President’s American Competitiveness Initiative.
- Adapt the way EEEL does business, and the business EEEL does, to help our customers be competitive in the “flat world.”
- Expand domestic and international collaborations in support of the EEEL mission.
- Bring EEEL into the 21st century in developing information technology solutions for internal and external collaborations.
- Invest in the current and future excellence of EEEL by identifying and appropriately resourcing the Laboratory’s highest priority programs.
- Provide the critical measurement services required by our customers in a cost effective manner, and with an improved turn-around time that doesn’t compromise quality.
- Lead NIST in addressing critical national needs in homeland security, and deliver needed electromagnetic measurement solutions.
- Explore opportunities for and potential benefits of strategic research partnerships.
- Support EEEL staff in achieving the world’s highest possible recognition.
- Nurture the “bottom-up” EEEL culture of innovation and collaboration.
- Develop and communicate Laboratory goals and priorities with all staff, to enable them to maximize their contributions and to proactively manage their own career directions.
- Provide customers with “measurement solutions” for their highest priority measurement needs.
- Improve NIST-wide recognition of EEEL Boulder projects and personnel, and enhance cross-division and cross-campus communication and collaboration including short- and long-term visits.
- Nurture and train the next generation of EEEL leaders and support diversity of people and talents.
- Add technical staff in key areas.
Action #1:
Create and maintain a 2-Year Road Map

**Purpose:** Articulate OLES’ philosophical vision, mission, and priorities in the language of the public safety community to demonstrate that it is taking concerted actions and making internal investments to improve its strategic, operational, programmatic, and technical capabilities.

**Milestones:** Complete this action by dedicating personnel to:
- Create an action oriented 2-Year Road Map that defines the programmatic actions and milestones that need to be completed to fulfill the 10-Year Strategic Plan during Government Fiscal Year 2010 and 2011.
- Implement programmatic actions at the OLES corporate level and program-specific level by assigning roles and responsibilities to program managers who function as Champions.

Action #2:
Develop and maintain Strategic Program Management Plans

**Purpose:** Guide resource allocation, investment management, actions, and milestones so that programs can develop their capabilities and competencies to better support the public safety community through technical excellence, impactful results, and performance efficiencies.

**Milestones:** Complete this action by dedicating personnel to:
- Develop a Strategic Program Management Plan for each Core Competency (Program) to align program-specific and individual employee activities and accomplishments with the Strategic Plan and Road Map.
- Identify, in the Strategic Program Management Plan, technical priorities, opportunities, and challenges that can be addressed over a 1- to 2-Year time horizon; and trace them to the Strategic Plan and Road Map.
Action #3:
Measure performance against the Strategic Plan and Road Map

**Purpose:** Ensure a bottom-up strategic implementation approach is being employed in which personnel, programs, and business support teams are committed to and focused on implementing activities and undertaking initiatives that are directly supportive of one or more goals and objectives outlined in the Strategic Plan and Road Map; and taking corrective action, when necessary, to synchronize affairs.

**Milestones:** Complete this action by dedicating personnel to:

- Operationalize a Strategic Planning Committee (SPC) that meets on a quarterly basis to investigate, discuss, evaluate, and further progress against the Strategic Plan and Road Map at an OLES corporate level and program-specific level.
- Structure monthly Program Management Reviews (PMR) to align with the Strategic Plan, Road Map, and Strategic Program Management Plans for each program team and proactively manage strategic implementation.

Action #4:
Maintain a rolling Strategic Planning Process

**Purpose:** Identify new or emerging strategic issues, opportunities, and challenges that need to be addressed through short- or long-term actions so that OLES can function as an entity that is strategically-managed, performance-based, and results-oriented.

**Milestones:** Complete this action by dedicating personnel to:

- Evaluate and refresh the Strategic Plan on a triennial basis to ensure all elements are current, accurate, and complete relative to internal modifications made to address changes in the environment. The triennial process should be managed by the SPC, begin during Quarter (QTR) 2 of the third year, and fulfill the following milestones between QTR 2 and 4:
  - **QTR 2:** Perform a Needs Assessments and Strengths, Weakness, Opportunities, and Threat (SWOT) Analysis
  - **QTR 3:** Organize and facilitate a two to three day Strategic Plan off-site
  - **QTR 4:** Refresh the Strategic Plan, Road Map, and Strategic Program Management Plans

- Evaluate and refresh the Road Map on an annual basis to ensure all goals and strategic issues are current, accurate, and complete relative to the accomplishments at both an OLES corporate level and program-specific level. The annual process should be managed by the SPC, begin during the third quarter of each year, and fulfill the following milestones between QTR 3 and 4:
  - **QTR 3:** Evaluate goals and strategic issues for currency, applicability, and traceability to the Strategic Plan
  - **QTR 4:** Organize and facilitate a one day planning session and refresh the Road Map

- Evaluate and refresh the Strategic Program Management Plans on a real-time basis to anticipate and address technical priorities, opportunities, challenges, and operational and programmatic strategic issues. The real-time refreshment should occur on at least a monthly basis by having each program make changes as new information is retained. They should also ensure data is fully incorporated and revisions made by the last business day of each month. This has the by-product milestone of strengthening PMRs by presenting updated information and identifying points for reach back and resource allocation.
# Appendix D

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