

Defense Threat Reduction Agency |
USSTRATCOM Center for Combating Weapons of Mass Destruction |
USSTRATCOM Standing Joint Force Headquarters-Elimination

STRATEGIC PLAN



FY 2013 ■ 2017



FOREWORD



We are The Defense Threat Reduction Agency (DTRA). We are the United States Strategic Command Center for Combating Weapons of Mass Destruction (SCC-WMD). We are the United States Strategic Command Standing Joint Force Headquarters for Elimination (SJFHQ-E).

We are One Team.

We share One Vision - to make the world safer by countering the threats posed by weapons of mass destruction (WMD). Our vision drives everything we do - every day - as we confront this great threat to the American people and our allies.

We share One Mission - to safeguard the United States and our allies from global WMD threats by integrating, synchronizing, and providing responsive expertise, technologies, and capabilities unequalled by our adversaries.

This Strategic Plan transforms these concepts into reality. It defines our approach to what we do, how we accomplish our mission, and how we measure our progress. This plan shapes and guides our current efforts and positions us to anticipate evolving WMD threats to avoid catastrophic operational and technological surprise. It does this through concisely defining the organizational attitudes, attributes, and abilities our Team must adopt to effectively function in support of our national customers and global partners. Our Strategic Plan is a living document that reflects a need for flexibility and innovation in confronting an increasingly dynamic global strategic environment. Our plan, as well as our actions, must continue to evolve in response to the challenges of strategic instability and the requirements of our unique mission.

Our Strategic Plan governs our entire workforce. It embodies the essential attributes of respect, integrity, and professionalism that will be demonstrated by and afforded to all individual team members at all times.

By working as One Team, we bring together our collective expertise and capabilities and we will indeed make the world safer from the threat of weapons of mass destruction. We extend our deepest thanks to each team member for your exceptional professionalism and dedication.



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Executive Director

VISION

One Team, making the world safer by countering the threats posed by weapons of mass destruction.

INTRODUCTION

This Strategic Plan emphasizes our ongoing evolution from a collection of often disparate legacy components into a unified organization functioning as One Team. It is a statement of identity and aspiration. It is a statement of First Principles. This document defines our approach to who we are; what we want to become; how we are going to get there; and how we will measure our progress. By design, our Strategic Plan is a strategic guidance document; it is not meant to be an exhaustive listing of everything we do on a daily basis. The intent of this Strategic Plan is to outline the path to our future, while remaining focused on our vision. As our organization continues to mature, this Strategic Plan will evolve to proactively deal with the changing Countering Weapons of Mass Destruction (CWMD) requirements and challenges of a constantly shifting geopolitical context. We operate in an inherently dynamic environment and this Plan reflects the flexibility necessary to successfully deal with the consequences, challenges, and opportunities of that reality.

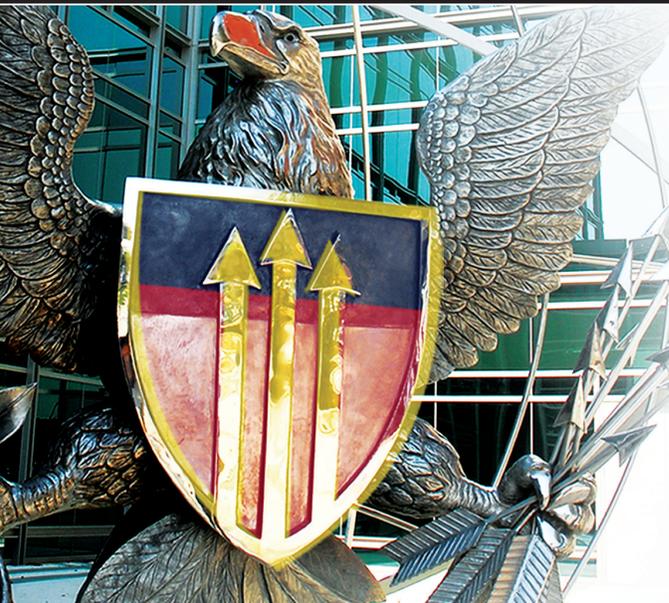
MISSION



Safeguard the United States and its allies from global weapons of mass destruction threats by integrating, synchronizing, and providing expertise, technologies, and capabilities.



VALUES



Our values allow personnel to achieve their commitment to total customer satisfaction by meeting and anticipating customer needs.

▣ INTEGRITY

Our members exhibit the highest ethical standards. Truth, honesty, and courage are important to us and are crucial to our performance and success. We are faithful stewards of the public trust.

▣ SERVICE

We are proud to serve. We are dedicated to our mission and to meeting the needs of those we support. We are accountable for our actions.

▣ EXCELLENCE

We are the Department of Defense expert in countering weapons of mass destruction. We deliver quality, timely, and operationally relevant solutions.

▣ INNOVATION

We are bold, creative, and adaptive. We explore, evolve, and anticipate solutions to make the world safer from weapons of mass destruction. We manage risk, not avoid it.

▣ TEAMWORK

We are a diverse workforce, empowered to achieve results through building teams and operating as a dynamic unit. Everyone is respected and has an equal opportunity to contribute. We collaborate internally and with our partners and customers, to ensure integrated and synchronized solutions.

STRATEGIC ALIGNMENT



We are a team that is part of a greater team. We hold a proud position of trust in the Department of Defense. We never forget that we are afforded this trust by the American people. We execute our mission on their behalf.

This Strategic Plan incorporates national security and defense strategies, priorities, and policies that provide our organization with the guidance to fulfill our duties. The vision, mission, goals, and objectives that comprise this plan directly support the full spectrum of relevant, articulated strategic guidance. This guidance is derived from a series of documents issued over the past several years, including: the Defense Strategic Guidance, Defense Budget Priorities, National Strategy for Bio-Surveillance, and National Strategy for Countering Biological Threats documents, issued in 2012; the Department of Defense Strategic Management Plan and the National Military Strategy, both issued in 2011; and the National Security Strategy, Nuclear Posture Review, and Quadrennial Defense Review Reports, all issued in 2010.

The National Security Strategy states that “There is no greater threat to the American people than weapons of mass destruction.” Collectively, all these strategic and policy statements emphasize the paramount national security importance of non-proliferation, counter-proliferation, and consequence management. Our Strategic Plan comprehensively addresses these national security priorities to ensure the world is made safer from the catastrophic risk of WMD.

TOP ROW, LEFT: President Barack Obama (far right) and former Secretary of Defense Leon Panetta (far left) paid tribute to Senators Sam Nunn (D-Ga.), retired, (second from left) and Richard Lugar (R-Ind.), retired, (third from left), creators of the Nunn-Lugar Cooperative Threat Reduction (CTR) program during the 20th Anniversary CTR Symposium held December 3, 2012, at the National Defense University.

TOP ROW, RIGHT: Air Force Gen. Robert Kehler, Commander U.S. Strategic Command, Assistant Secretary of Defense for Global Strategic Affairs Madelyn Creedon and Army Maj. Gen. Gregg Martin, President of the National Defense University, participate in a panel discussion during the 20th Anniversary CTR Symposium held December 3, 2012 at the National Defense University.

SECOND ROW, LEFT TO RIGHT: Deputy Secretary of Defense Ashton B. Carter; Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall; Assistant Secretary of Defense for Nuclear, Chemical and Biological Defense Programs Andrew C. Weber.

CWMD STRATEGIC END STATES

We are committed to executing our mission using the following principles:

1. The United States and our allies are neither coerced by the threat of WMD use, nor subject to attack by WMD.
2. Current or potential adversaries' WMD and WMD capabilities are discovered, detected, characterized, disrupted, and contained, or, when directed, eliminated. Where current or potential adversaries do not possess WMD, they are dissuaded or prevented from developing, obtaining, or producing them.
3. The global environment is inhospitable to the unsanctioned possession and proliferation of WMD capabilities.
4. Known WMD stockpiles remain secure.
5. The United States is prepared to defeat WMD attacks and is capable of minimizing the effects of WMD employed against the United States or U.S. interests, including support of civil authorities with consequence management operations.

MISSION: Safeguard the United States by integrating, synchronizing, and

VISION: One Team, One Mission

Customer Expectations

S1. Support warfighters in countering WMD

Functions

F1. Ensure safe, secure, and effective nuclear deterrent

F5. Prevent proliferation and use of WMD

F6. Defend against WMD

Learning & Growth

L1. Plan, operate, and deploy as One Team

L2. Optimize acquisition

Resources

R1. Acquire, develop, and sustain a highly proficient and diverse workforce

Values

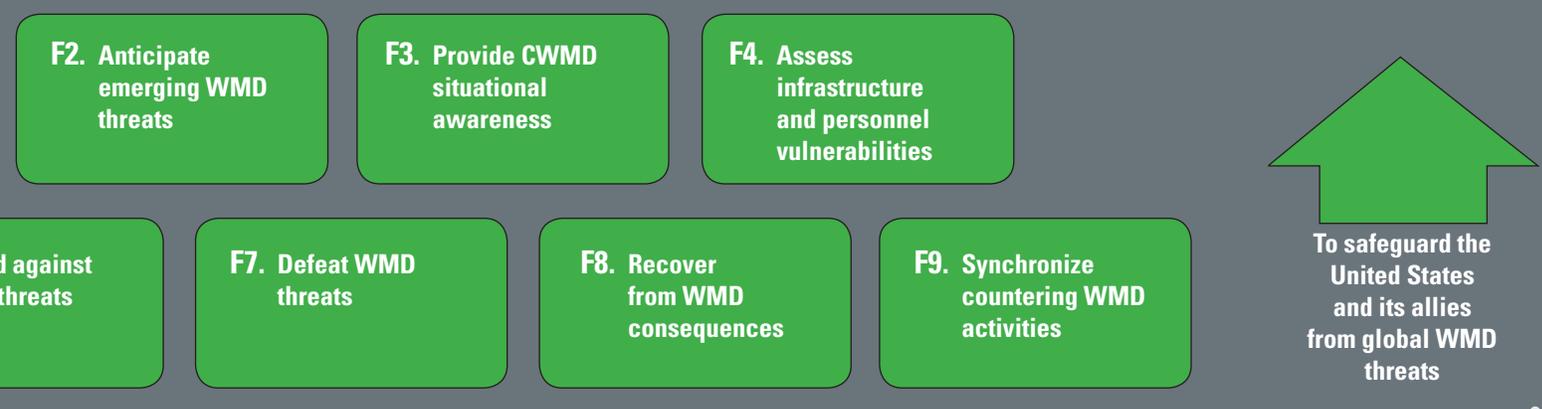
INTEGRITY

INNOVATION

STRATEGY MAP

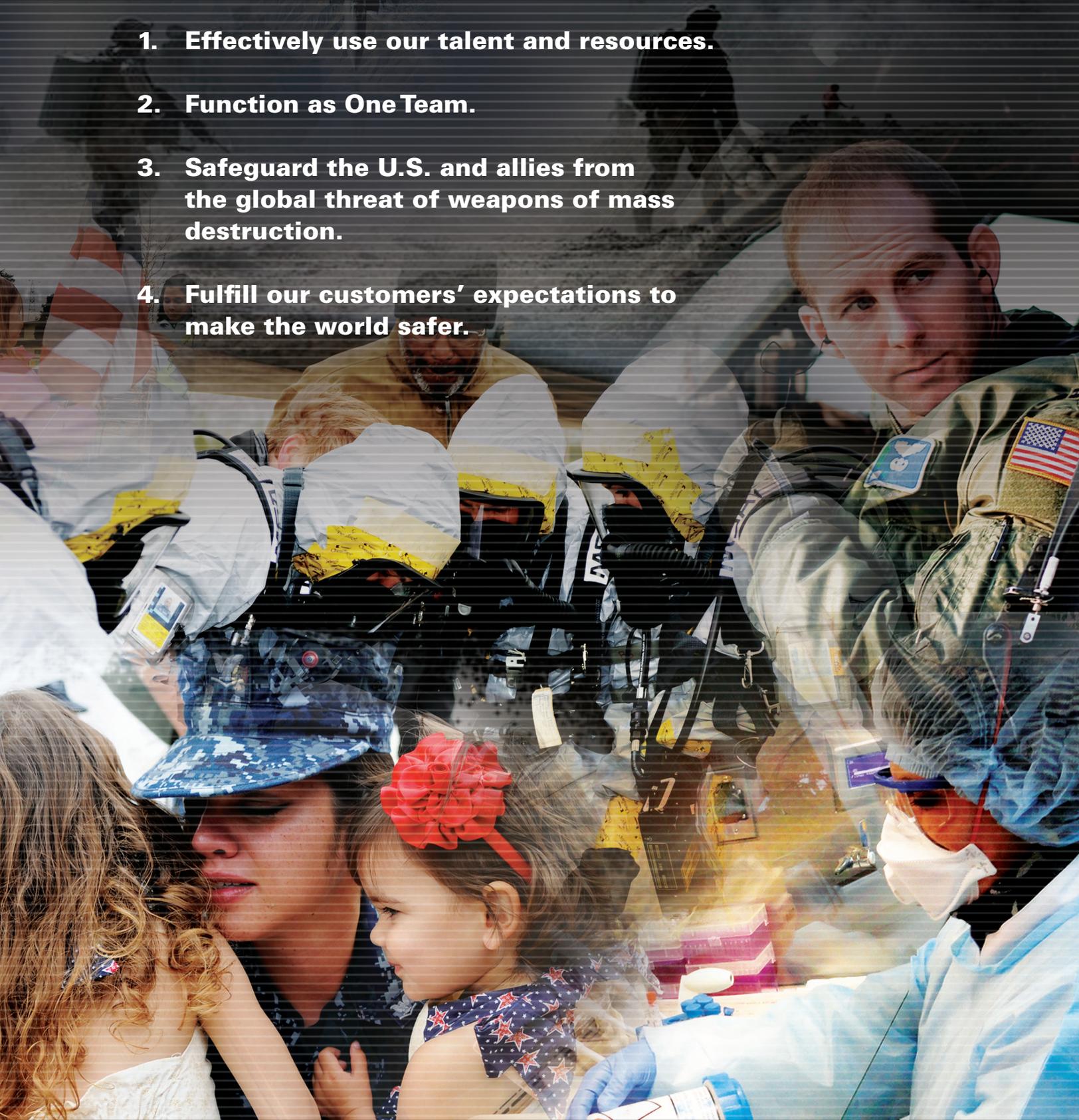
ward the United States and its allies from global weapons of mass destruction threats by
g, and providing expertise, technologies, and capabilities

making the world safer by countering the threats posed by weapons of mass destruction



GOALS

1. Effectively use our talent and resources.
2. Function as One Team.
3. Safeguard the U.S. and allies from the global threat of weapons of mass destruction.
4. Fulfill our customers' expectations to make the world safer.



GOAL 1:



We will effectively use our talent and resources.

Team success can only be achieved if we become a seamlessly integrated organization consisting of the right people, with the right tools, in the right jobs. Meeting this goal makes everything else possible. It requires economic efficiency, organizational effectiveness, and a motivated workforce rewarded on the basis of achievement. Our future will be a results-oriented workplace, where people are proud of their accomplishments and their organization.

OBJECTIVE R1: Acquire, Develop, and Sustain a Highly Proficient and Diverse Workforce.

The Team is dedicated to the proper alignment of the organization, people, facilities, mission, and working environment to support transformation, integration, and efficiency. This is accomplished through recruitment actions to attract a highly qualified, diverse workforce, competitive hiring methods, and compensation to recruit and retain the best people, building more robust education and training programs, and anticipating future personnel capabilities and competencies needed to respond to CWMD threats.

OBJECTIVE R2: Plan, Program, and Execute Funding Corporately.

The Team plans, programs, and executes funding with unity of effort. Team implications will be considered throughout the Planning, Programming, Budgeting, and Execution process to support the CWMD mission.

OBJECTIVE R3: Plan, Use, and Sustain a Safe, Secure, and Effective Infrastructure.

The Team will efficiently and effectively use its facilities, equipment, utilities, and other elements of its infrastructure in a sustainable manner, demonstrating responsible stewardship in supporting mission needs.

GOAL 2:



Function as One Team.

We are an organization of diverse talents dedicated to one common vision and mission. We will succeed as one unified entity. Our actions are fully integrated, synchronized, and coordinated with our customers and partners. We are dedicated to a functional environment that optimizes agility, communication, and collaboration. Streamlined decision-making and operational processes characterize our evolving identity. We envision a future as a dynamic results-oriented institution with minimal bureaucracy, maximum accountability, and exceptional work-force empowerment.

OBJECTIVE L1: Plan, Operate, and Deploy as One Team.

DTRA/SCC-WMD and SJFHQ-E jointly plan, prepare, train, exercise, operate, and execute integrated/synchronized solutions and responses to contingencies. The Team accomplishes this through appropriate organizational linkages, collaboration, and communication.

OBJECTIVE L2: Optimize Acquisition.

The Team focuses on continuously improving its acquisition program. By leveraging the expertise of highly qualified acquisition members and responsibly executing effective processes and programs, the Team exploits acquisition proficiencies across the full spectrum of the entire acquisition enterprise from cradle to grave.

OBJECTIVE L3: Standardize and Streamline Operational and Business Processes.

The Team will continuously improve technical, operational, and business processes to employ efficient, integrated practices in the application of resources (including cost, schedule, performance, and risk management) in accomplishing our mission.

OBJECTIVE L4: Deliver Integrated, Mission-Driven Information Systems and Solutions.

The Team provides increasing value through greater leveraging of information to affect better decision making towards accomplishing the CWMD mission. The focus is on information, enabled by technology and provided to users in a timely, effective, and secure way. Information capabilities provide support across the Team's entire CWMD mission, from protecting and sharing information, to services that enable planning, analysis, research, reporting, and decision-making activities. The Team is committed to keeping its information capabilities modernized and responsive to ever-changing mission needs.

OBJECTIVE L5: Promote Transparency and Accountability in Decisions Made at the Appropriate Level.

The Team conducts internal decision-making processes in a manner promoting mutual understanding among all participants and demonstrating unity of purpose and action. Decisions should be made at the appropriate level, promote transparency, and ensure accountability.

GOAL 3:



Safeguard the United States and its allies from Global WMD Threats.

This goal reflects our core team mission. We execute that mission through application of a suite of “World Class” talents that cannot be found anywhere else. The dynamic nature of the global threat environment requires us to confront today’s WMD threats, and to anticipate emerging threats and adversaries. We must be prepared to redefine core concepts such as deterrence, and deal with new types of weapons. Prevailing in the status quo is no longer good enough. New tools and expertise will be required. We will not be complacent; yesterday’s victories are history, and today’s capabilities can quickly grow obsolete. Success in this type of world will be defined in environments that will challenge our comfort zones. Our Team must be prepared to execute our mission and abilities in every type of operating environment and under every type of circumstance imaginable.

OBJECTIVE F1: Ensure a Safe, Secure, and Effective Nuclear Deterrent.

The Team logistically supports the U.S. nuclear stockpile; assesses, inspects, and exercises safety, security, and effectiveness of the stockpile; educates the nuclear community; and advises senior policy makers. In addition, The Team supports the effectiveness of the nuclear deterrent by providing: tools and analysis for effective targeting; methods to evaluate the consequences of execution of a given course of action; and survivability standards, technology, and testing to ensure that mission critical systems can complete their intended functions even when exposed to a nuclear weapons effects environment.

OBJECTIVE F2: Anticipate Emerging WMD Threats.

The Team will be an agile, forward-leaning organization that anticipates emerging WMD threats and collaborates across the CWMD community to leverage knowledge and expertise to achieve unity of effort. A blending of finished intelligence, futures analysis capabilities, research, and engineering innovation will facilitate realization of holistic approaches for WMD threat anticipation. Proactive critical thinking that blends assessment of current, traditional threats in consonance with perspectives on complex future challenges will lead to recognition of anticipatory and potential pathways to explore for CWMD.

OBJECTIVE F3: Provide CWMD Situational Awareness.

The Team characterizes the WMD threat and proliferation situation for national defense decision makers through the rapid integration, management, and display of information and the conversion of that information to knowledge. The Team will conduct and ensure the evaluation, integration, and analysis of WMD-related information to support this critical requirement and will monitor the overall strategic situation to effect timely decisions.

OBJECTIVE F4: Assess Infrastructure and Personnel Vulnerabilities.

The Team safeguards DoD's workforce and ensures the survivability of national and theater critical systems by providing operational and analytical support to the DoD components and other U.S. Government (USG) organizations for mission assurance, critical infrastructure, antiterrorism, and force protection. The Team researches WMD effects and develops protection technologies to ensure continued system operability and joint force operations after exposure to WMD events.

OBJECTIVE F5: Prevent Proliferation and Use of WMD.

The Team will implement provisions of and pursue innovative technologies for treaty monitoring and verification in support of national interests. In coordination with other government agencies and global partners, the Team will work collaboratively with partners to reverse WMD programs; account for, secure, and safeguard WMD-related material and expertise; and prevent and detect the acquisition and proliferation of WMD and related materials and expertise. The Team will build partner capacity to counter WMD proliferation across borders and remain vigilant in the critical mission of increasing barriers to WMD proliferation and use.

OBJECTIVE F6: Defend Against WMD Threats.

The Team provides and develops capabilities and expertise to prevent or protect against an adversary's use of WMD. Specifically, the Team provides physical and medical countermeasure technology development to support warfighter defense. The Team provides 24/7 CWMD expertise and reachback to the United States Government and partners. The Team provides specialized assistance to augment combatant command capabilities as required.

OBJECTIVE F7: Defeat WMD Threats.

The Team develops and provides capabilities and expertise to disrupt, disable, neutralize, or eliminate an adversary's WMD and/or its use against U.S. strategic interests.

OBJECTIVE F8: Recover from WMD Consequences.

The Team develops capabilities and provides expertise to understand and mitigate the effects of a WMD attack, and to aid in the restoration of essential operations and services. The Team plans, develops, and synchronizes Consequence Management Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy capabilities to establish and maintain coordination of incident management entities at all levels.

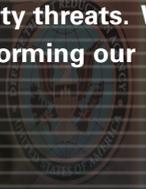
OBJECTIVE F9: Synchronize Countering WMD Activities.

The Team synchronizes DoD, Interagency, and international CWMD activities. A fully synchronized approach entails working with partners to fully understand the operating environment. The Team provides synchronized support to the warfighters, the interagency, allies, and partner nations across the full spectrum of WMD threats and CWMD mission areas.

GOAL 4:

Make the World Safer.

The United States is a global power, with global interests and allies. Our unified team mission is to guard our nation and allies against the global WMD threat. Isolation from the rest of the world is not viable. Our national security depends upon working together with our allies to defend our common interests and overcome common threats. Our nation is made safer when our world is made safer. We will achieve this organizational goal through proactive support to the warfighter by countering WMD. We lead President Obama's "Whole of Government" approach to the global WMD threat by synchronizing our efforts nationally with other agencies and globally with our allies. Our support to a safe, secure, and credible strategic deterrent is critical to reducing both current and evolving national security threats. We dedicate ourselves to transforming our vision into reality.





OBJECTIVE S1: Support Warfighters in Countering WMD.

DTRA, SCC-WMD and the SJFHQ-E's (altogether "The Team's") CWMD expertise, fully-integrated structure, and processes provide responsive, agile, and streamlined support to warfighters. Proactively involved in assessing and understanding emerging threats, the Team operates on the cutting edge to keep warfighters prepared to counter WMD. The Team provides capabilities to prepare, prevent, protect, respond, and restore or—when directed—eliminate or defeat adversarial WMD and precursors.

OBJECTIVE S2: Lead by Synchronizing Nationally and Partnering Globally.

Leading with the strength of a multidisciplinary organization and external relationships, the Team leverages multiple sources of expertise and optimizes capabilities to organize national resources for countering WMD. The Team is committed to collaborating with Interagency, international, and DoD partners, including industry and academia, to accomplish USG CWMD goals.

OBJECTIVE S3: Support the Strategic Deterrent.

Strategic Deterrence is vital to national security and global stability. The United States' flexible strategic deterrent must be safe, secure, and effective to dissuade countries from doing us harm and to reassure allies and partners of U.S. resolve. The Team executes its mission to provide operational and technical support to U.S. and allied deterrent capabilities and to improve national technical nuclear forensics capabilities.

ASSESSMENT AND ACCOUNTABILITY



Our Team is dedicated to promoting organizational transparency and accountability. We are committed to an empowered workforce fully involved in decisions made at the appropriate level and with the right priorities.

The next phase in managing our strategy is delivering on the promise of the organization envisioned in this document. Our determination to streamline and functionally realign our internal processes to more effectively reflect the needs of our customers has already begun to yield results. Our long-term institutional transformation is designed to improve our culture. Our aim is to become more responsive and cost-efficient in a time of both fiscal restraint and increasingly complex operational requirements. Along with this significant program of structural reform, our Team has established a unified performance measurement system to gauge our effectiveness and adjust our efforts as necessary. Quarterly Strategic Management Reviews apply qualitative and quantitative metrics to determine our progress in achieving strategic goals and objectives. These reviews ensure that key activities undertaken in support of our mission are objectively measured for continued compliance with governing plans of action and milestones, quality standards, and continued relevance. State-of-the-art automated strategic planning and information management tools are incorporated into this process to aid and refine these critical assessments. This multi-faceted strategic management approach promotes an organizational end-state that maximizes functional utility and minimizes bureaucracy.

SUMMARY

Weapons of mass destruction

pose a critical threat to the national security of the United States and are a fundamental challenge to global stability. Our mission is to safeguard our country and our world from this threat. This Strategic Plan articulates, in clear and precise language, our commitment to this mission. It represents our unified team dedication to one vision. It serves, to ally and adversary alike, as a statement of who we are and what we stand for.

The challenges we face are bigger than any of us individually. Working together as One Team, combining all the talents and capabilities we have as one organization, makes us stronger than any of the challenges we will encounter today and in the future.

GLOSSARY

Key Activity: Programs and functions that move our organization into the future. Key activities turn strategy into operational and actionable items; they close the gap between today's state and a desired future. Key activities answer the question, "What must an organization implement to meet its strategic objectives?"

Mission: A brief, concise definition of an organization's basic purpose.

Performance Measures: Objective metrics used to provide an analytical basis for decision-making and to focus attention on what outcome matters most. They are criteria defining success, and may be both qualitative and quantitative in nature. Performance measures answer the question, "How is the organization progressing in meeting its strategic objectives?"

Plan of Action and Milestones (POAM): A list of major programmatic milestones and tasks with corresponding completion percentages, ownership, and dates for action. This is the primary method of tracking progress of key activities.

Strategic Goal: Overarching, brief statement of intent that provides focus for planning. Strategic goals are used to group multiple strategic objectives related to a goal. Accountability can be assigned at the goal level.

Strategic Objective: Broadly defined outcome that an organization must achieve, in conjunction with other related objectives, to accomplish a goal.

Strategic Plan: The Team approach which defines its mission, vision, goals, and means of accomplishing a desired outcome. A strategic plan also defines the means used to measure an organization's progress in addressing specific problems, needs, or challenges.

Strategic Management: An ongoing process that defines an organization's mission, vision, and objectives, develops policy and plans, and allocates resources designed to achieve these objectives, and determines methods to evaluate organizational performance.

Strategic Management System: A repeatable system that allows strategy development and clarification, aligns resources and activities to the strategy, and communicates and monitors progress for an institution.

Strategy: A prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational ideas.

Vision: A quantifiable statement which outlines an organization's future success over the next strategic planning horizon.

ONE TEAM MISSION



**Defense Threat Reduction Agency/USSTRATCOM Center for Combating Weapons
of Mass Destruction/USSTRATCOM Standing Joint Force Headquarters-Elimination**

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