Defense Threat Reduction Agency

Strategic Planning

Executive Summary

Making the World Safer

The Defense Threat Reduction Agency

The National Security Strategy of the United States of America, published in March 2006, names combating weapons of mass destruction (WMD) as one of the nation's nine essential tasks to provide enduring security for the American people. This recognition of the value of the fight against WMD validates the Secretary of Defense's 1998 decision to establish the Defense Threat Reduction Agency (DTRA) as a critical element in the Department of Defense's (DoD) response to the WMD threat. This decision sprang from the realization that a single agency could focus and improve the efforts of a number of organizations with expertise and experience in combating WMD.

DTRA is engaged in the global war on terror and is aligned with the White House's attendant strategies – most importantly the National Strategy to Combat Weapons of Mass Destruction – supplying tools, training and services as part of each of the three pillars of that strategy: nonproliferation, counterproliferation and consequence management. DTRA plays a critical role in the effort to "dissuade, deter, and defeat those who seek to harm the United States, it allies, and its partners, through WMD use or threat of use and, if attacked to mitigate the effects and restore deterrence."

The National Defense Strategy of the United States of America, which flows from the National Security Strategy, sets forth DoD's efforts to combat WMD across four types of challenges: traditional, irregular, catastrophic and disruptive. In response, DTRA refocused its efforts, creating six campaigns that seek to answer the questions raised by these challenges now and in the future. The reorganized DTRA is positioned to serve as the principal integrator of intellectual, technical and operational capabilities necessary for both national and military strategies to fight WMD and support the warfighter.

As part of the overall Defense strategy, the 2006 Quadrennial Defense Review designated DTRA "as the primary Combat Support Agency for United States Strategic Command in its role as lead combatant commander for integrating and synchronizing combating WMD efforts." Through this designation, DTRA supports the warfighter and strives to reduce the availability and effectiveness of WMD on the U.S. armed forces. DTRA combats WMD in partnership with the military services, combatant commands, other DoD components, and government agencies, including the Departments of Homeland Security, Energy and State, and the Federal Bureau of Investigation.

The 2006 DTRA Strategic Plan describes how the agency will evolve as the central player in its vital national security mission. It shows how the agency will fulfill its mission through carrying out the six campaigns. It further details how each campaign integrates the combined contributions of all DTRA's people and programs and guides near-term planning and long-term investments to ensure mission success. Finally, it describes how the agency's values and guiding precepts act as behavioral guideposts for DTRA's workforce and support structure.

Future Picture, Vision and Mission

DTRA's strategic planning efforts begin with our vision and mission, which describe the broad aims of the agency. These steer DTRA toward the realization of a future picture, which describes where the agency will be in 15 years. It is designed to provide long-range strategic planning guidance.

Future Picture

DTRA will be the intellectual, technical and operational leader for DoD and U.S. Strategic Command in the national effort to combat WMD. DTRA will be an agile, efficient and integrated organization composed of multitalented, innovative, diverse and principled people.

Vision

DTRA is making the world safer by combating the threat of WMD.

This vision statement stems from the agency's future picture. It is designed to focus DTRA's mission, define the agency's campaigns and provide customers with a bold view of its direction.

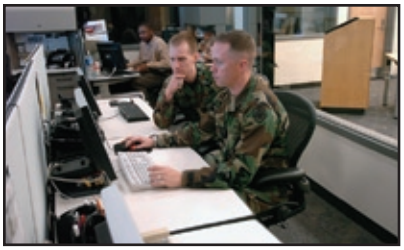
Mission

The mission of DTRA is to safeguard the United States and its allies from weapons of mass destruction (chemical, biological, radiological, nuclear and high-yield explosives) by providing capabilities to reduce, eliminate and counter the threat and mitigate its effects.

The agency's mission takes the vision and the future picture and provides concrete guidance to the agency's workforce, while explaining what it can do for its customers. The designation of DTRA as the primary combat support agency for U.S. Strategic Command in its role as lead combatant commander for integrating and synchronizing combating WMD efforts is testament to the increasing recognition of DTRA's mission within DoD.

Campaigns

DTRA has six unique campaigns, each a focused and integrated effort and series of actions, designed to achieve a measurable goal, to achieve our future picture.



Campaign One:
Create the DoD Center for Global Situational Awareness of WMD

This campaign will develop and sustain the DoD capability to maintain continuous global situational awareness of WMD to support decisive action.

Campaign Two:
Control WMD Materials and Systems Worldwide

This campaign will develop technology, produce concepts of operations, execute operations and programs, and foster international partnerships, in concert with interagency organizations, to support DoD efforts to reduce the size and shape of the WMD threat through cooperative efforts, control WMD materials and systems worldwide, implement treaties, interdict WMD, integrate WMD elimination concepts and technologies, and encourage friendly states to combat WMD.

Campaign Three:
Protect the Department of Defense from WMD

This campaign will employ a systems approach with DoD, inter-agency and international partners. The campaign will conduct research, develop and transition WMD defensive technologies, develop and transition operational concepts, and provide operational capabilities to DoD customers.

Unique Campaigns

Campaign Four:
Provide for Homeland Defense against WMD Threats

This campaign will leverage existing capabilities and develop operating concepts and agency response capabilities, technologies, tools and training to enable DoD crisis and consequence management response and support of civil authorities to prevent or mitigate consequences of WMD attacks on the homeland.

Campaign Five:
Transform the Deterrent

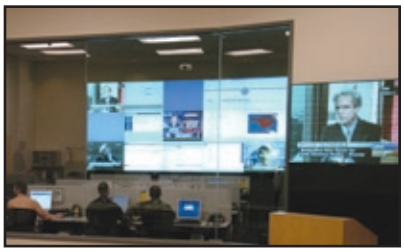
This campaign will support the combatant commanders' ability to hold WMD and the associated infrastructure and leadership at risk through offensive means. Through a cooperative effort, all aspects of offensive operations — including intelligence, conventional and nuclear weapons and combat assessment — will be supported through technology research and development, concept development and operational support to help shape the tailored deterrence.

Campaign Six:
Business Excellence

This campaign will modernize how DTRA engages in business practices, align infrastructure capabilities and improve strategic workforce management to enable DTRA to better achieve its mission through the employment of best business practices. It will seek to revolutionize DTRA business practices to achieve best practice levels in order to improve efficiency and timeliness of business activities and support rapid, effective business decisions while anticipating problems rather than reacting to them.

Current Successes

DTRA has built its reputation by delivering timely and effective tools and capabilities to the warfighter to combat WMD threats worldwide.

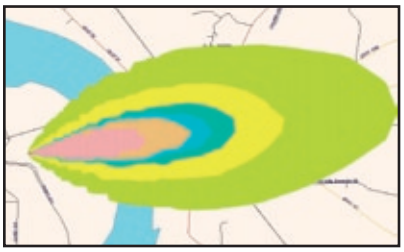


Global Operations Center

The operations center provides 24-hour WMD global situational awareness, integrating analysis and input from the United States and its allies. The center delivers to the warfighter consolidated insights, advocacy, predictive analysis and support across a wide array of activities and programs in the fight against WMD.

Joint Staff Integrated Vulnerability Assessments (JSIVA)

DTRA conducts JSIVAs annually at DoD installations worldwide. The teams determine vulnerabilities and provide options to assist installation commanders in mitigating or overcoming them. DoD guidelines require assessments such as these at each installation at least every three years. The agency also provides education and training assistance so commanders can establish their own teams and increase their anti-terrorism and force protection knowledge base.



Hazard Prediction and Consequence Assessment

DTRA developed and maintains software to provide the warfighter and emergency first responders with the means to accurately predict the effects of hazardous materials released into the atmosphere, and their impact on civilian and military populations. The system uses advanced weather analysis and atmospheric behavior models to model hazards accurately and rapidly. This reachback capability supports consequence assessment and management, response and recovery from WMD hazards.

Current Successes

Hard Target Defeat

DTRA develops and demonstrates technologies, tactics, techniques and procedures to hold at risk and defeat critical military targets protected in tunnels and other deeply buried, hardened facilities. This program draws on and integrates capabilities from the intelligence community, tactics from the operational and warfighting community, and emerging technologies from the science and technology community. Recent examples include development of thermobaric warheads and enhanced-blast Hellfire missiles for Operation Enduring Freedom and planning and targeting for Operation Iraqi Freedom.

Domestic Nuclear Event Attribution (DNEA)

DTRA is managing the DNEA program to rapidly and accurately assign responsibility for a nuclear or radiological incident. This program focuses, integrates and improves techniques and procedures to analyze debris and combine intelligence and law enforcement information to determine the design, designers and origin of a nuclear or radiological incident. Program partners include the departments of Homeland Security, Justice and Energy, eight national laboratories and the intelligence community. The program began in 2000, and DTRA achieved initial operating capability on December 31, 2005.

Clean Audit Opinion

The Defense Department has made achieving a department-wide "clean audit" of its financial statements a top priority. A clean audit reflects employment of superior management and keen oversight of financial statements and associated business operations. DTRA continues to demonstrate business management success and fiscal responsibility, receiving four clean audit opinions in a row, and is committed to continued financial and managerial excellence.

The Way Forward

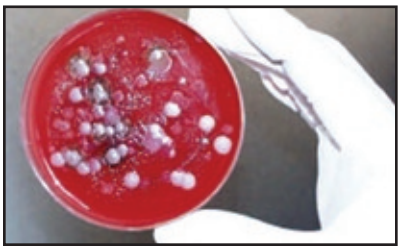
Below are examples of key elements of the six agency campaigns to be conducted over the next several years.

The U.S. Strategic Command Center for Combating WMD (SCC-WMD)

DTRA is the home of the USSTRATCOM SCC-WMD. The SCC-WMD was created to integrate and synchronize DoD-wide efforts in direct support of USSTRATCOM's global mission to combat WMD. The Quadrennial Defense Review highlighted DTRA's role in this area and DTRA will continue to augment its attendant capabilities. The SCC-WMD achieved its initial operational capability in January 2006 and continues to expand the range of products and services to combat WMD for USSTRATCOM.

Weapons Elimination

DTRA is working with the U.S. Army's 20th Support Command (Chemical, Biological, Radioactive, Nuclear, and High-Yield Explosives) to provide them with capabilities to serve as a joint task force for WMD elimination missions by 2007. DTRA has a long record of success in the cooperative elimination of WMD and related systems in the former Soviet Union. WMD elimination missions in other areas, such as planning performed by the agency to support Operation Iraqi Freedom, have provided valuable experience and important lessons learned.



Joint Chemical-Biological Defense Program

DTRA manages DoD's science and technology efforts in support of the Joint Chemical and Biological Defense Program. Technology developed under this program will enable the warfighter to survive and effectively conduct military operations in the presence of chemical and biological hazards. One portion of this program, mandated by the Quadrennial Defense Review, will develop broad-spectrum countermeasures with applicability to genetically-engineered biological threats.

The Way Forward

Defense Threat Reduction University

DTRA is developing a Defense Threat Reduction University, focused on providing coordinated education, training and research on the full range of WMD-related topics. This capability will function at the international, federal, state and local levels and is being developed in collaboration with the Pentagon, the military services, the combatant commands and the Joint Staff.

Global Strike

DTRA is working with USSTRATCOM on Global Strike, a portfolio of programs to develop, integrate and demonstrate improved capabilities to find, characterize, plan, execute and assess limited-duration, rapid response strikes. These Global Strike projects will provide enhanced strike modeling and simulation, sensor capabilities for battle damage assessments and validated weapon concepts and employment tactics.

Strategic Workforce 2010

DTRA is committed to recruiting, developing and retaining a highly talented and diverse workforce. The agency attracts the best talent through recruitment, university partnerships, job fairs, conferences and advertising. Through individualized development plans, mentoring, rotational assignments, formal training and internal promotion, DTRA ensures that its employees have the skills to succeed. DTRA was among the first defense agencies to join the DoD's National Security Personnel System in 2006, and will use this new system to meet its strategic workforce needs.

Values

DTRA's values allow agency personnel to meet their commitment to total customer satisfaction by meeting and anticipating customer needs.

Successful organizations thrive on values that encourage all employees to perform to their utmost. DTRA recognizes that spreading the agency's values throughout the workforce requires strong leadership commitment. The agency's values, displayed in its products and services, play an important role in the life of the agency and ensure mission success.

Our People: We are a diverse and ever-improving workforce, empowered to achieve. Everyone has equal opportunity to contribute to a dynamic team that recognizes effort and results. Our families are important. We enjoy our work.

Integrity: Top to bottom, we are an agency with the highest ethical standards. Our word is our bond. We are faithful stewards of the taxpayers' trust.

Excellence: We deliver quality, timely solutions. We are committed to continuous improvement.

Innovation: We leverage individual creativity through teamwork. Risks are managed, not avoided.

Precepts

DTRA's precepts help employees understand behavioral expectations, embody the agency's values and perform the mission.

These precepts provide the guidelines for all employee interactions.

Reward excellence

The agency will hire, reward and promote employees based upon merit. This enables the agency to acquire, keep and foster the best talent available.

Communicate honestly

The agency must communicate in a timely and accurate way, while safeguarding protected information, so that employees and the public can understand the agency, its mission and its programs.

Collaborate internally and externally

DTRA leverages its resources best through a team approach to solving problems for the warfighter. The same approach is extended to cooperation with external organizations.

Serve patriotically

The agency serves the national interest best by supporting the objectives of the White House, DoD, the military services and the combatant commands.

Act mindfully

Everything the agency and its employees do is subject to scrutiny. Each employee is responsible for behaving ethically, and each must be mindful that the agency's reputation is critical to serving its customers.

Our People

Our people make it possible to move DTRA toward fulfilling its mission. They are guided daily by the agency's values and precepts. DTRA's future goals are attainable because of the continuous development of our diverse, innovative and skilled workforce.

Courses, programs, training and outreach increase the effectiveness of the agency's personnel. By developing the individual, the team and agency as a whole benefit from their improved skill sets. It is the workforce's continued leadership and dedication that allows DTRA to look to the future.

Leadership and Development

DTRA strives to foster leaders and empowers them to achieve. Leadership courses are tailored to the employees' skill sets. These courses give them the tools to improve their leadership abilities. Through mentoring programs at DTRA, the employees also increase their knowledge, sharing, innovation, collaboration and organizational skills.

Sustainment

DTRA aims to continue and enrich each employee's academic and scholarly pursuits. Academic programs allow employees to obtain their bachelor's degree, master's degree or doctorate in fields related to their jobs. Employees can also expand their scope of knowledge right at their desk through online training programs in professional development.

Revitalization

DTRA seeks to hire a highly talented and diverse workforce. Students are hired within the agency to encourage their involvement in the federal government. The agency participates in outreach programs that focus on partnerships with educational institutions, as well as other government agencies and private companies, to increase our diverse applicant pool.

Balancing Work and Life

DTRA wants to help employees balance work and family responsibilities. Work Life programs and policies include child care, counseling, leave options, relocation assistance and flexible work schedules. These programs positively impact employee productivity, recruitment, retention and absenteeism. The agency is committed to creating a family-friendly work environment for all employees.

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