

STRATEGIC PLAN FY 2016 ■ 2020

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



Letter from the Command Group

We are One Team.

As One Team, the Defense Threat Reduction Agency, the United States Strategic Command Center for Combating Weapons of Mass Destruction, and the Standing Joint Force Headquarters for Elimination work together to leverage our unique authorities and our world-class professional staff to counter the threat posed by weapons of mass destruction.

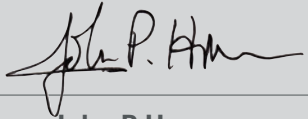
As One Team, we support our nation's nuclear enterprise; provide timely countering weapons of mass destruction expertise, capabilities, and solutions; promote and enable unity of effort; and provide integrated and actionable situational awareness to our stakeholders, allies, and partners.

And as One Team, we understand what it takes to be successful against a challenge that knows no boundaries, continues to test our assumptions of what is possible, and whose consequences remain existential threats to our nation.

With this strategic plan, we have updated our collective approach guiding each of our organizations as they continue to improve, change, and adapt. Our commitment to the mission – to safeguard the United States and its allies from global weapons of mass destruction threats by integrating, synchronizing, and providing expertise, technologies, and capabilities – is supported by the approach we have adopted and the objectives we have chosen.

As we look forward to new partners, and opportunities to enhance our mission, we will be ready to leverage our shared skills and capabilities—ensuring that our Team is always prepared and looking towards the future.

These strategic challenges will continue to demand a premier workforce that can embrace future uncertainty, and deliver the solutions to overcome complex threats. With this strategic plan, we demonstrate our commitment to such an organization, today and into the future, as **One Team, Making the World Safer.**



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Major General, USAF
Acting Director, DTRA/SCC-WMD
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Introduction

Contents

Letter from the Command Group	2
Introduction	3
Mission	4
Vision	5
Values	5
Planning Methodology	6
Strategy Map: Linking Strategy to Vision	6
Goal 1	8
Goal 2	10
Goal 3	13
Goal 4	14
A Strategy-Driven Budget	15
Strategy Management and Execution	15

The Defense Threat Reduction Agency (DTRA), the United States Strategic Command (USSTRATCOM) Center for Combating Weapons of Mass Destruction (SCC-WMD), and the Standing Joint Force Headquarters for Elimination (SJFHQ-E) cooperate as separate organizations, but – as One Team – are linked by a collective commitment to countering the threat of WMD.

With global risk continuing to present new and increasingly complex challenges, a diverse and flexible organization dedicated to the countering weapons of mass destruction (CWMD) mission has never been a greater necessity. Nation-states such as Syria, Iran, and North Korea are just a few of the current and potential escalation points our nation must always be ready to address. The unpredictable nature of violent extremist organizations, and individual terrorists coupled with WMD proliferation, has brought the terrorism and WMD link closer than ever before, requiring new, more innovative solutions.

Of these solutions, we are reexamining our standing relationships to identify new, more creative approaches to shared challenges. Chief among these is our evolving relationship with the Joint Improvised-Threat Defeat Agency (JIDA). On October 1, 2016, JIDA will transition under DTRA as the Joint Improvised-Threat Defeat Organization (JIDO), thus providing tremendous opportunities to leverage the Department of Defense's (DoD) capabilities against both improvised and WMD threats.

We must strive to exploit other significant opportunities that allow us to bring our expertise and capabilities ever-closer to the tip of the spear.

The evolution of the WMD threat, revised policy and guidance, and feedback from our workforce and stakeholders led us to reexamine and update the previous strategic plan. Our revised strategic plan addresses the strategic changes needed to achieve our vision to be the nation's premier CWMD workforce and solutions provider. Most importantly, the strategic plan provides our One Team with the focus required to navigate an uncertain and complex strategic environment by highlighting those areas where increased emphasis or change is most needed to deliver the value stakeholders expect of us, whether we are called to fulfill our role as a Defense Agency, a Combat Support Agency, a Combatant Command Component, or a revolutionary new organization.

Making the World Safer



MISSION

Each of our three organizations execute different, yet interrelated missions. In order to accomplish these missions, we must maximize cooperation and efficiency within this shared CWMD mission space. To achieve these ends, we have unified our individual missions into a single, shared mission:

Safeguard the United States and its allies from global WMD threats by integrating, synchronizing, and providing expertise, technologies, and capabilities.

Above: Co-located at Fort Belvoir, Virginia, DTRA, SCC-WMD, and SJFHQ-E, represent the center of DoD activities related to countering WMD. This structure was created and expanded to leverage CWMD expertise and capabilities across all three organizations and mission sets, forming the only U.S. Government entity with this type of concentration. (Image courtesy DTRA/SCC-WMD Visual Information Branch)

VISION

Based upon the analysis and results from our strategic planning methodology, we identified areas of emphasis that fall into two broad categories – those focused on engaging our workforce, and those focused on the solutions we provide our stakeholders. Accordingly, the One Team Vision for 2020 focuses on changes that will enable us to deliver optimal solutions:

By 2020, our One Team is the United States Government's (USG) premier CWMD workforce and solutions provider.

Our vision is clear in its challenge for the One Team to be the employer of choice. We want to attract, acquire, and retain the highest caliber personnel. We want engaged leaders to empower One Team members, in a secure, efficient, and rewarding work environment.

With the best people operating in a work environment worthy of their skills and dedication, we can continue to provide top-tier CWMD solutions to our stakeholders. These range from materiel capabilities to authoritative CWMD knowledge and informed counsel, that provide our stakeholders the unparalleled value that only an optimized One Team can deliver.

Values

Our values reflect the commitment to excellence in serving our stakeholders and the way in which we support the defense of our nation and allies.

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 DoD expert in CWMD. 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 WMD. 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.

Planning Methodology

The challenge of accomplishing our shared mission requires a strategic plan that both posits a realistic future state and outlines the path to arrive there. Our strategic plan is the result of a methodology that accounts for, analyzes, and draws conclusions from a number of varied sources, balancing guidance, risk, and opportunity, including:

- ⊙ Policy analysis and alignment to national security and defense strategies, priorities, and policies that provide our organization with the guidance to fulfill our duties;
- ⊙ Scenario-based planning to help anticipate a wide spectrum of evolving threats that inform our strategic perspective of how to mitigate unanticipated strategic and technological surprise;
- ⊙ Interviews and focus groups with our workforce, leaders, and external stakeholders, to gather feedback on our organization as it functions today and on the organization we need to become; and
- ⊙ Strengths, weaknesses, opportunities, and threats workshops to analyze, assess, and prioritize internal and external factors affecting mission accomplishments.

Strategy Map: Linking Strategy to Vision

Preparing the One Team of 2020 to execute our continuing mission requires identifying the changes necessary to achieve future success. The One Team strategy map is a visual representation of the linkage between our future vision and the strategic objectives that will take us there. Each objective is assigned an Objective Champion (OC) who is responsible for planning, coordinating, measuring, reporting, and advocating for that objective. In addition, each OC has a cross-functional team that assists the OC to ensure we take a broad view of the problem and tackle the objective as One Team. Taken together, our objectives can be categorized through four goal-driven perspectives:

- ⊙ Make the world safer by fulfilling our **stakeholders' expectations**;
- ⊙ Safeguard the United States and its allies from WMD through our **internal functions**;
- ⊙ Function as One Team by extending **learning and growth**; and
- ⊙ Effectively use our **resources**.

Our strategy is focused on building an organization that delivers the capabilities our stakeholders demand. The following mission critical functions are the operational link through which these capabilities are leveraged to fulfill our mission:

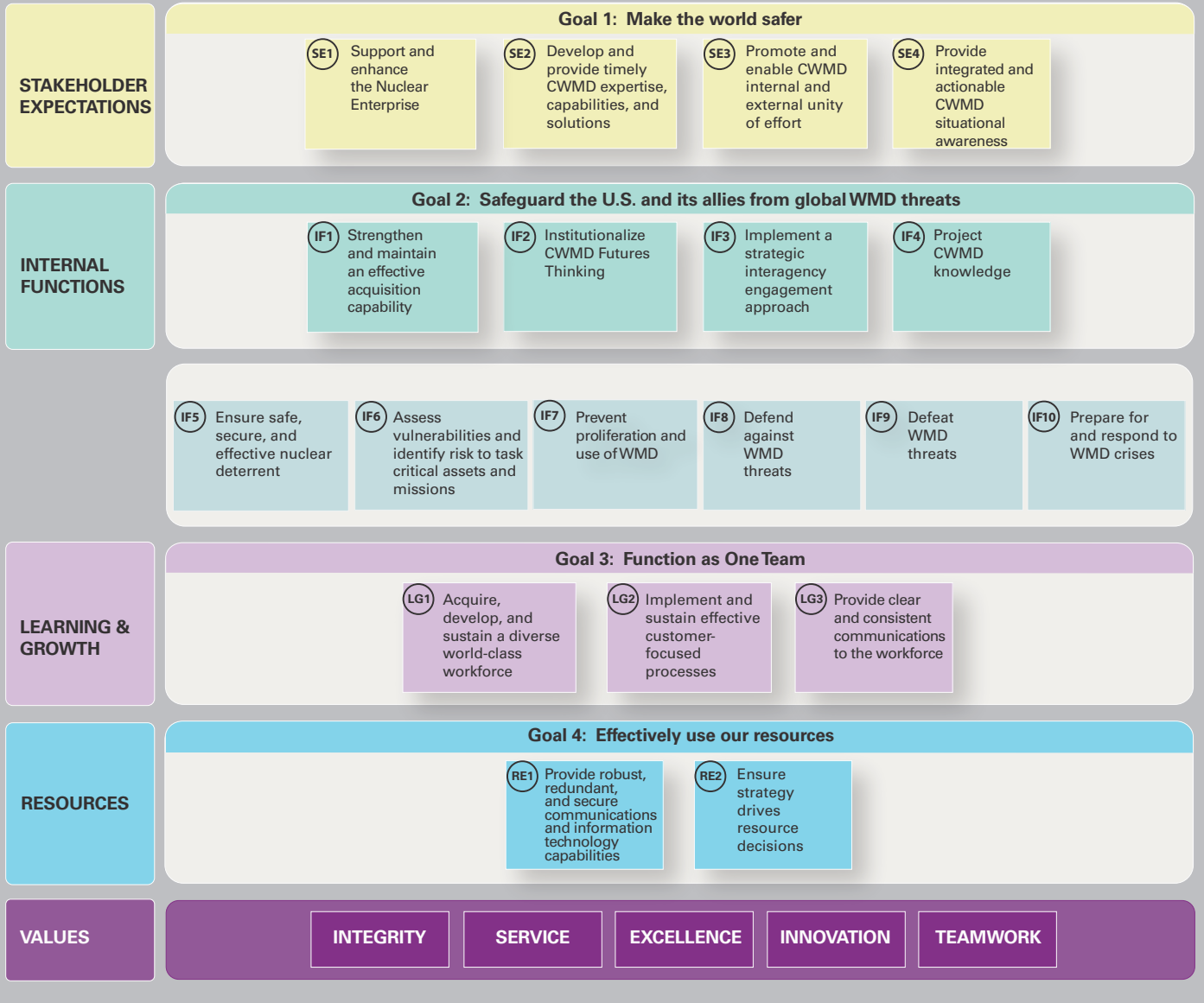
- ⊙ Ensure a safe, secure, and effective nuclear deterrent;
- ⊙ Anticipate emerging WMD threats;
- ⊙ Provide CWMD Situational Awareness;
- ⊙ Assess infrastructure and personnel vulnerabilities;
- ⊙ Prevent proliferation and use of WMD;
- ⊙ Defend against WMD threats;
- ⊙ Defeat WMD threats;
- ⊙ Recover from WMD consequences; and
- ⊙ Synchronize CWMD activities.

STRATEGY MAP



MISSION: Safeguard the United States and its allies from global WMD threats by integrating, synchronizing, and providing expertise, technologies, and capabilities.

VISION: By 2020, our OneTeam is the USG's premier CWMD workforce and solutions provider.



Goal 1:

Make the world safer by fulfilling our Stakeholders' Expectations

Goal 1 identifies what key stakeholders need most from us. Objectives in this goal are related to outcomes the One Team must achieve over a five-year strategic horizon.



The Transport Isolation System or "TIS", a medical containment system, can be loaded onto a C-17 Globemaster III or a C-130 Hercules. (USAF photo)

SE1. Support and enhance the Nuclear Enterprise

As long as nuclear weapons exist, the United States must maintain—without testing—a safe, secure, and effective nuclear deterrent that preserves strategic stability. The One Team supports: sustainment of current and future nuclear deterrent capabilities; implementation of nuclear enterprise review recommendations; and nuclear enterprise recapitalization efforts. To accomplish this, we provide operational and technical advice and support to DoD and USG stakeholders, and cooperate with allies directly and through various fora.

SE2. Develop and provide timely CWMD expertise, capabilities, and solutions

The threat is constantly trying new ways to develop, or acquire WMD. We provide DoD's core intellectual, technical, operational support expertise, practical capabilities, and research and development for countering threats posed by WMD (chemical, biological, radiological, and nuclear) and high-yield explosives. By 2020, we will provide this support to the warfighter in a more expeditious manner without sacrificing accuracy.

SE3. Promote and enable CWMD internal and external unity of effort

Achieving national security goals requires a holistic approach in partnership with stakeholders. To succeed we must achieve unity of effort across the One Team, within DoD (Services, Combatant Commands (CCMDs), Office of the Secretary of Defense, and Joint Staff), the interagency, and international partners. To accomplish our goal we will develop mechanisms and tools that facilitate coordination during planning and execution of operations; enable gap identification; facilitate exercises; and support dissemination of “best practices” throughout the CWMD community of interest.

SE4. Provide integrated and actionable CWMD situational awareness

To facilitate mission accomplishment and provide world-class support to our CWMD partners, the One Team will provide timely and comprehensive access to whole-of-government integrated, analyzed, and authoritative CWMD information that describes the strategic, steady-state environment.

Simultaneously, we will assess the WMD threat and related CWMD

programs to anticipate current and future operational requirements, enabling senior leaders, internally and across the whole of government, to make timely and effective decisions in response to emerging WMD threats and opportunities worldwide.



Onboard the modified U.S. MV Cape Ray, a team of chemists and engineers accomplished their work in international waters on the Mediterranean Sea, representing the first time chemical weapons have been destroyed aboard a ship on the open sea. They neutralized approximately 600 tons of chemical weapons materials, including mustard gas and components for the nerve agent sarin. (Department of Transportation photo)

Goal 2: Safeguard the United States and its allies from global WMD threats through our Internal Functions



Staffers for the U.S. House of Representatives Armed Services Committee tour the U.S. MV Cape Ray. On the tour, they met with DTRA/SCC-WMD and interagency personnel who facilitated the refit of the U.S. MV Cape Ray for on-board destruction of chemical weapons agents. (DTRA/SCC-WMD photo)

Goal 2 identifies the processes we must create or improve to give our stakeholders what they demand. The objectives supporting Goal 2 deliver the Stakeholders' Expectations and the One Team's Vision.

IF1. Strengthen and maintain an effective acquisition capability

To efficiently and effectively provide the goods and services needed to meet mission requirements, the One Team must achieve optimal acquisition outcomes through a fully trained workforce using approved acquisition processes. Specific activities include: revalidating and training the acquisition workforce; creating tools, processes, templates, and examples; and measuring the results.

IF2. Institutionalize CWMD futures thinking

We will meet our stakeholders' expectations for providing integrated, analyzed, and synthesized information/data to prepare decision makers for informed CWMD acquisition decisions and responses to CWMD threats. We will achieve institutionalized CWMD futures thinking by building on existing futures thinking processes and activities to improve their effectiveness, and by initiating new capabilities to fill critical futures thinking gaps. By 2020, we will fully institutionalize a futures thinking mindset and make the One Team an agile, forward-leaning organization that anticipates emerging WMD threats and collaborates across the CWMD community to leverage knowledge and expertise.

IF3. Implement a strategic interagency engagement approach

Enhance One Team situational awareness of partners' CWMD roles and responsibilities, authorities, capabilities, and plans to ensure engagements achieve transparency, unity of effort, and efficient use of resources towards CWMD activities. This is accomplished through information sharing, strengthened relationships, new collaborative opportunities, and strategic alignment of One Team objectives by 2020.

IF4. Project CWMD knowledge

The threat of WMD continues to undermine global security. To counter this threat, the One Team must maintain awareness of WMD threats and actors by rapidly sharing information and increasing collaboration across the One Team and the interagency to realize the goal of maintaining CWMD situational awareness for the Department, the interagency, and international partners by 2020.

IF5. Ensure safe, secure, and effective nuclear deterrent

The One Team has unique technical and operational expertise to support DoD's efforts to implement recommendations of the 2014 DoD Nuclear Enterprise Review. The One Team logistically supports the United States' nuclear stockpile; assesses, inspects, and exercises safety, security, and effectiveness of the stockpile; develops capabilities; educates the nuclear enterprise; and advises senior policy makers to support the implementation of short- and long-term recommendations of the 2014 DoD Nuclear Enterprise Review. The One Team provides tools and analysis for effective targeting; methods to evaluate course of action's consequences of execution; nuclear survivability standards, technology, and testing for mission critical systems; technology and methods to improve national technical nuclear forensics capabilities; operational and technical advice and support to DoD and USG stakeholders; and cooperation with allies.

IF6. Assess vulnerabilities and identify risk to task critical assets and missions

DoD and other USG organizations must safeguard and protect physical and information capabilities critical to performance of assigned missions at the strategic theater level of war. Our Joint Mission Assurance Assessment teams conduct 40 Joint Staff assessments per year to assist in identifying vulnerabilities and recommending options to reduce risk and improve mission assurance. We will provide premier full-spectrum assessments; recommend doctrine, organization, training, materiel, leadership and education, personnel, and facilities solutions to address deficiencies; research protection and mitigation techniques; and assist other organizations to grow/sustain their internal assessment capabilities.

IF7. Prevent proliferation and use of WMD

The potential acquisition and use of WMD poses a threat to United States national security and peace and stability around the world. We will reverse WMD programs, prevent the proliferation of WMD across international borders, and implement the provisions of nonproliferation treaties using innovative solutions. Working with partner countries, USG stakeholders, and international organizations, we will build capacity and capability to detect, secure, make safe, report, and eliminate WMD.

IF8. Defend against WMD threats

DoD requires the capability to locate, identify, and defend against adversary WMD threats. Accordingly, the One Team develops and delivers timely capabilities and expertise to provide CCMDs with necessary training, tools, and physical and medical countermeasures that enable safe and effective conduct of CWMD missions. Specifically, this includes locating/sensing WMD threats in both permissive and non-permissive environments; providing physical and medical countermeasures against those threats; delivering 24/7 CWMD expertise to the USG; and augmenting CCMD capabilities as required.

IF9. Defeat WMD threats

The June 2014 DoD Strategy for CWMD directs maintaining and extending the ability to conduct specialized pathway and WMD defeat missions by developing and fielding tailored kinetic and non-kinetic capabilities to neutralize or destroy weapons and agents, delivery systems, and materials facilities and processes, including the functional or structural defeat of hardened targets. The One Team develops and provides capabilities and expertise to delay, disrupt, neutralize, or destroy an adversary's WMD and/or its use against United States strategic interests across the kill chain.

IF10. Prepare for and respond to WMD crises

In order to reduce the likelihood, necessity, and risk of deploying USG capabilities, and to solve challenges identified by the Guidance for Employment of the Force and theater campaign plans, the One Team enhances the capability of CCMDs, DoD components, and key foreign partners to prepare for and respond to worldwide WMD/chemical, biological, radiological, or nuclear crises. The One Team accomplishes this through training, exercises, operational planning, crisis action planning, technical advice and assistance, and by leveraging unique authorities to train and equip key partner nation first responders (civil and military) in order to develop and sustain regional capabilities.

Goal 3: Function as One Team by extending Learning and Growth

Goal 3 is focused on the ways in which the One Team must evolve internally. Objectives in this goal are enterprise-wide, and provide necessary support to achieve Goals 1 and 2.



Royal Jordanian Air Force (JAF) and Jordanian Royal Medical Services Fast Response Team personnel, with Colorado Army National Guard and JAF Chemical Support Unit instructors observing, process role players through the 4-Line Mass Casualty Decontamination System (MCDS). The 4-Line MCDS equipment was procured by DTRA for the Hashemite Kingdom of Jordan to be able to respond to, operate in, and mitigate the effects of a chemical-biological weapon incident. (DTRA/SCC-WMD photo)

LG1. Acquire, develop, and sustain a diverse world-class workforce

Performing One Team missions now and in the future requires a diverse, world-class workforce. To meet this objective, we will acquire highly qualified individuals, train and develop employees, and sustain employee knowledge and satisfaction. We will accomplish this through civilian hiring and military requisitioning, executing a training and development program, and sustaining employee satisfaction.

LG2. Implement and sustain effective customer-focused processes

In support of becoming the premier CWMD solutions provider, we must streamline or eliminate overly complex processes. We will select the right processes for improvement and commit to measuring return on investment. We will build upon reliable and repeatable processes that are adaptive and responsive to the customer and ultimately return resources to the mission, meet customer needs, and produce verifiable results.

LG3. Provide clear and consistent communications to the workforce

Effective communication improves morale, understanding, and teamwork, all of which increases employee trust, satisfaction, productivity, accuracy, and efficiency. We will improve communication throughout the Agency/Center so employees at the non-supervisor level are informed as well as employees at the supervisor level and above. We will utilize a cross-Agency/Center team to identify communication gaps, and develop specific actions to improve top to bottom communication.

Goal 4: Effectively use our Resources

Goal 4 addresses how we use, manage, and protect our resources – the foundation of our strategy.

RE1. Provide robust, redundant, and secure communications and information technology capabilities

CWMD mission success is dependent upon timely and secure acquisition, processing, and dissemination of information.

We will provide communication and information technology capabilities and user support encompassing voice, data, audio video/video teleconference, office automation, infrastructure, end-user devices, and specialized mission and computing requirements at each appropriate classification level.

RE2. Ensure strategy drives resource decisions

We will continue to mature and refine the corporate process to ensure strategy drives resource decisions. The process needs to be transparent, understood by the organization, and facilitate senior leadership participation. It is important to be the best stewards of applying finite resources against a complex and dynamic mission space where demand for the One Team's CWMD expertise is ever-increasing.



The Operations Division provides 24/7/365 situational awareness to DTRA, SCC-WMD, and SJFHQ-E Leadership through the Joint Operations Center (JOC) by tracking current worldwide operations, developing and maintaining a common operational picture, and synchronizing the organizations' global operations. (DTRA/SCC-WMD photo)

Strategy-Driven Budget

On March 18, 2015, during a briefing to the House Armed Services Committee (HASC), Secretary of Defense Ashton Carter emphasized that budgeting must follow strategy: "The Defense Department needs your [HASC] support for this budget, which is driven by strategy, not the other way around."

In line with Secretary Carter's guidance, we are continuing to mature our strategy-driven budget process to enable us to more effectively prioritize mission activities and balance immediate operational requirements with future capabilities. Our Budget-to-Strategy Committee allows OCs to advocate for resources necessary to provide capabilities (expertise, services, and technical solutions) to meet our objectives. Overall priorities, fiscal realities, and risk are discussed, with final decisions based on how best to meet strategic goals and mission priorities in a resource-constrained environment.

Strategy Management and Execution

Our One Team is dedicated to promoting organizational transparency and accountability, and has established a unified performance measurement system to gauge our effectiveness and adjust our efforts as necessary. Strategic Management Reviews apply qualitative and quantitative metrics to determine our progress in achieving strategic goals and objectives, and provide our senior leaders with a forum to discuss strategic challenges, identify opportunities, allocate resources, and adjust course as needed.

As we consider how our strategy impacts the critical activities we carry out on a daily basis, the relationship is simple – our strategy will continue to focus on building a future organization that can deliver the capabilities our stakeholders demand. Our operational activities focus on putting those capabilities to work to fulfill our mission. Together, they deliver the exceptional value that our stakeholders have come to expect.



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