DEFENSE THREAT REDUCTION AGENCY

STRATEGIC PLAN

FY 2018-2022

Message from the Director

Our Nation and the Department of Defense (DoD) face an increasingly complex and uncertain geopolitical threat environment, which includes accelerating diverse, dynamic, and growing proliferation risks and weapons of mass destruction (WMD) and improvised threat employment. As the Combat Support Agency responsible for enabling the DoD and the U.S. Government to anticipate, prevent, and respond to these threats, we must be agile, innovative, and provide timely responses and a quick reaction capability. In order to ensure success, we will identify and address changes necessary to confront not only today's challenges, but those we may face in the future.

DTRA's FY 2018-2022 Strategic Plan provides the transformation roadmap needed to meet these challenges. Informed by higher level strategies – including the National Security Strategy, the National Defense Strategy, and the Nuclear Posture Review – and aligned against four Agency Strategic Goals, we have identified eight Strategic Objectives (SO) that cross-cut the Agency. Our commitment to the mission – to enable DoD and the U.S. Government to prepare for and combat weapons of mass destruction and improvised threats and to ensure nuclear deterrence – is supported by the approach we have adopted and the objectives we have chosen.

As we look forward to meeting the needs of our stakeholders, establishing and maintaining effective relationships, and encouraging an innovative climate – we will empower our workforce so we can embrace future uncertainty and deliver the solutions needed to overcome complex threats. Our success is derived from every member of our team.

VAYL OXFORD
Director, Defense Threat Reduction Agency

MISSION & VALUES

Mission

DTRA enables DoD, the U.S. Government and International Partners to counter and deter weapons of mass destruction and improvised threat networks.

Values

- ***Trustworthy.*** Do the right thing, the right way, for the right reasons, regardless of circumstances or consequences.
- ***Empowered.*** Sustain Dignity and Respect by fostering an inclusive, engaged and capable workforce, trusted to take personal initiative, enabled and supported by leadership.
- ***Agile.*** Be risk-tolerant and operate at the speed of relevancy.
- ***Mission-Focused.*** Understand and meet the operational needs of those we support.
- ***Innovative.*** Boldly develop creative solutions to tough problems with license to fail, learn, and succeed along the way.
- ***Selfless.*** Collaborate with and support our partners and each other, always putting the mission first.

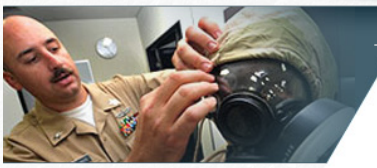
Through the execution of multiple diverse programs, we accomplish our mission and generate the following effects[1] in support of the Combatant Commands and other key stakeholders:

Anticipate & Understand Future Threats

Anticipate and understand future threats, the networks and pathways that lead to their development, and identify proactive measures to counter the threats.

Provide Situational Understanding

Provide situational understanding of current and emerging threats, threat networks, associated risks, and all measures that can be brought to bear to defeat them.



Enable Nuclear Deterrent

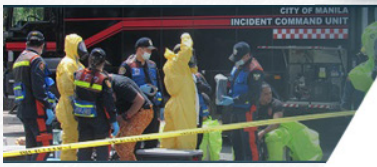
Enable a safe, secure, reliable, and effective Nuclear Deterrent.

Counter Proliferation & Facilitation

Support DoD and USG efforts to counter the facilitation, proliferation, and use of WMD and improvised threats.

Innovate Capability Solutions

Provide innovative solutions to protect against and combat WMD and improvised threats.



Prepare for and Respond to Crisis

Prepare for and enable responses to crises involving WMD; and prepare for, and adapt to, battlefield surprise involving weapons of strategic influence.

1. "Effect" – the result, outcome, or consequence of an action (Joint Publication 3-0, Joint Operations).

METHODOLOGY

Methodology

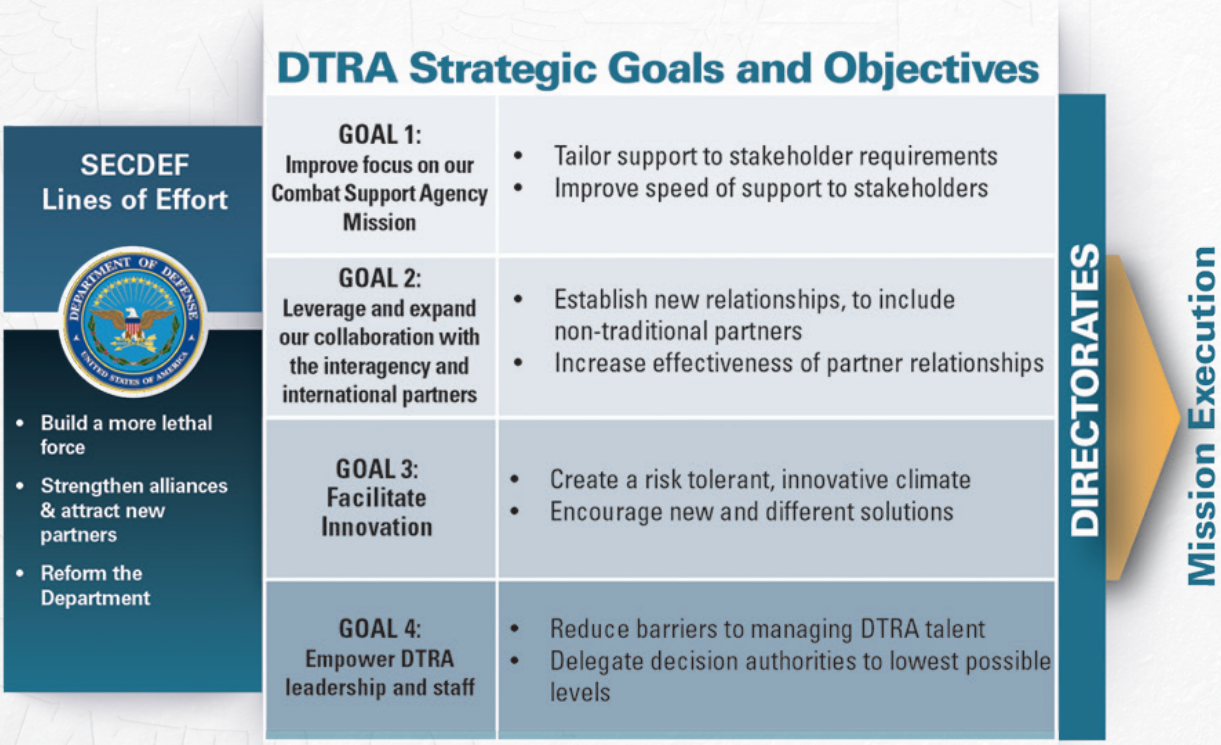
DTRA's Strategic Plan is the result of a methodology that accounts for, analyzes, and draws conclusions from a number of varied sources that balances policy, risk, and opportunity, including:

- Analysis of national security and defense strategies, priorities, and policies;
- 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, focus groups, and crowdsourcing 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 accomplishment.

STRATEGY MAP

Strategy Map

Preparing DTRA to execute our continuing mission requires identifying the changes necessary to achieve future success. The strategy map is a visual representation of the linkage between our future vision and the strategic objectives that will take us there.



GOAL 1: Improve focus on our Combat Support Agency Mission

We will restore focus on our combat support responsibilities and work in partnership with the Combatant Commands to best meet their needs.

SO 1: Tailor support to stakeholder requirements

We will proactively engage the Combatant Commands and other key stakeholders to identify and understand their current and emerging requirements and more effectively allocate and prioritize agency-wide resources to better meet their needs.

SO 2: Improve speed of support to stakeholders

We will improve the speed of support to Combatant Commands and other key stakeholders by delivering the right capability and solution at the right time. We will be proactive, rapid, and efficient by making improvements in requirements definition, contracting, capability transition, and the delivery of information to meet the stakeholder's critical operational needs.

GOAL 2: Leverage and expand our collaboration with the interagency and international partners

We will broaden and further build partnership capabilities both within and outside the U.S. Government and work with the interagency to leverage capabilities and authorities.

SO 3: Establish new relationships, to include non-traditional partners

In order to expose and infuse the agency with new ideas and capabilities, we will develop targeted relationships with non-traditional partners (e.g., industry, universities, think tanks, and research organizations, among others). And, we will engage in collaborative idea generation, research, and analysis in order to broaden and mature these relationships.

SO 4: Increase effectiveness of partner relationships

We will partner with other DoD organizations, the interagency, and international partners to maximize opportunities for mutual success in accomplishing our mission. We will improve information sharing and embrace the Community of Action model to work towards common goals.

GOALS & OBJECTIVES

GOAL 3: Facilitate innovation

We will set the conditions and environment for creative thinking and problem solving to flourish; incentivizing cross-agency collaboration and information sharing will be critical to our success and our ability to better respond to operational needs.

SO 5: Create a risk-tolerant, innovative climate

As a mission-focused Agency, we will transform to a more risk-tolerant organization with a more balanced approach that is proactive, agile, and flexible in meeting enduring, emerging, and future challenges. We will exercise failure-tolerant leadership and value innovation and diversity of ideas.

SO 6: Encourage new and different solutions

We will institutionalize horizon-scanning capabilities to think about the tough problems we will face today and in the future. We must explore the full range of alternative tools, processes, and relationships to solve critical problems. The development and employment of a novel quick reaction capability and approach will be key.

GOAL 4: Empower DTRA leadership and staff

We will empower Agency leadership and staff to focus on our combat support mission.

SO 7: Reduce barriers to managing DTRA talent

Performing our mission requires a diverse and agile workforce with the competence (knowledge, skills, and abilities) to meet rapidly changing challenges. We will create a culture that embraces diversity and inclusion, and allows every employee an equal oppurtunity. We must make it easier to manage human capital and leverage all available authorities and resources to ensure we have the right people in the right jobs at the right time.

SO 8: Delegate decision authorities to the lowest possible levels

We will make decisions at the speed of relevance by improving communication and information sharing and developing practices that facilitate empowered decision-making at the appropriate levels.

DTRA'S DIRECTION

SECRETARY OF DEFENSE

Lines of Effort

- Build a more lethal force
- Strengthen alliances & attract new partners
- Reform the Department

Strategic Imperatives

- Attack the Network
- Information Sharing
- Build Partnership Capacity
- Develop Capabilities

DEFENSE THREAT REDUCTION AGENCY

DTRA Goals	DTRA Objectives	
Improve focus on our Combat Support Mission	Tailor support to stakeholder requirements	Improve speed of support to stakeholders
Leverage & expand collaboration with interagency & international partners	Establish new relationships, including non-traditional partners	Increase effectiveness of partner relationships
Facilitate innovation	Create a risk tolerant, innovative climate	Encourage new and different solutions
Empower DTRA leadership & staff	Reduce barriers to managing DTRA talent	Delegate decision authorities to lowest possible levels

Defense Threat Reduction Agency

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