

DEFENSE THREAT REDUCTION AGENCY | USSTRATCOM CENTER  
For Combating Weapons of Mass Destruction

# STRATEGIC PLAN



FY 2012 ■ 2017





## DIRECTOR'S FOREWORD



The Defense Threat Reduction Agency and United States Strategic Command (USSTRATCOM) Center for Combating Weapons of Mass Destruction's (DTRA/SCC-WMD) core mission – to safeguard the United States (U.S.) and its allies from global Weapons of Mass Destruction (WMD) threats – is a top national priority. The threat is very real and evolving. General Robert Kehler, Commander, USSTRATCOM, has stressed, “Of the threats we face, weapons of mass destruction clearly represent the greatest threat to the American people, particularly when they are pursued or possessed by violent extremists or state proliferators.”

This Strategic Plan will shape and guide the Agency/Center's on-going and future efforts to Counter WMD (CWMD) through innovative, targeted, and efficient means. Included in this plan are four concise and forward-thinking goals, supported with detailed objectives. These goals and objectives will facilitate the development of essential metrics for our Agency/Center to assess our efforts in serving as the most effective combat support entity possible.

This document will guide our entire workforce in their day-to-day operations. It lays out our vision and details the values we expect our workforce to demonstrate. I encourage the men and women of DTRA/SCC-WMD to fully embrace the substance and direction of this plan and employ its principles on a daily basis in order to help accomplish our goals. This is a living document, it will respond as we evolve as an Agency/Center in order to fulfill our unique mission and to meet the demands of the ever-changing security environment.

The most effective and efficient method of CWMD is to develop a layered defense. This requires Interagency collaboration within the U.S. Government (USG) as well as international partners. It is paramount that DTRA/SCC-WMD serve as a catalyst for Interagency cooperation and a facilitator for all CWMD efforts. Our experience in the field and full-time dedication to this effort provides us a unique opportunity to serve as a key integrator for this mission.

I am proud of our Agency/Center's Strategic Plan and believe it will serve as a valuable tool as we work to accomplish our mission and counter the gravest of all threats.

A handwritten signature in black ink, appearing to read 'Kenneth A. Myers'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Kenneth A. Myers  
DTRA/SCC-WMD  
Director

## STRATEGIC CONTEXT



Working with partner agencies across the United States Government (USG), The Defense Threat Reduction Agency and United States Strategic Command (USSTRATCOM) Center for Combating Weapons of Mass Destruction (DTRA/SCC-WMD) are actively pursuing the President's vision for CWMD. We are keeping WMD out of the hands of terrorists by locking down dangerous nuclear and biological materials, destroying legacy weapons, preparing for, and responding to WMD incidents, and developing technologies to prevent, defend against, and counter a WMD attack.

DTRA provided analytical and technical expertise to the negotiation of the New Strategic Arms Reduction Treaty (START) - signed in April 2010 - and will play a central role in the implementation of New START by staffing, training, equipping, and leading United States (U.S.) inspection teams in Russia and escorting Russian inspectors at U.S. facilities.

We are also moving forward in addressing emerging WMD concerns through the expansion of the Nunn-Lugar Cooperative Threat Reduction (CTR) Program to countries outside the Former Soviet Union, including Pakistan, Afghanistan, and select countries in Asia and Africa. For example, DTRA/SCC-WMD is focused on helping African nations secure deadly biological pathogens.

In addition, DTRA/SCC-WMD provided on-the-ground support and technical reachback analysis to crisis and contingency operations. We responded to events in Libya in support of Operations ODYSSEY DAWN and UNIFIED PROTECTOR. At the same time - and on the opposite side of the globe - DTRA/SCC-WMD responded to the March 2011 earthquake and tsunami that impacted Japanese nuclear power reactors, helping to develop courses of action to contain the nuclear release and monitor radiation levels. At the peak level of activity, over 200 DTRA and SCC-WMD personnel daily supported liaisons, planners, and consequence management experts deployed to the U.S. Africa Command in Germany, as well as the U.S. Pacific Command, U.S. Forces Japan, and the U.S. Embassy in Tokyo.

Such integrated and broadened efforts are essential if we are to remain ahead of the WMD threat, which is becoming increasingly complex. No longer is the concern limited to a handful of rogue states. While the May 2011 killing of Osama bin Laden was a significant milestone in the fight against terrorism, Al Qaeda and other violent extremist organizations will continue to pursue WMD as the most aggressive means to threaten the U.S. and its allies.

As more actors seek access to WMD, the technology is also becoming more accessible. DTRA/SCC-WMD is helping the warfighter stay ahead by rapidly transitioning innovative operational and technological solutions to eliminate and defend against adversaries' WMD capabilities. For example, in January 2010 DTRA completed a multi-year development and demonstration of the Massive Ordnance Penetrator (MOP) - a 30,000-pound conventional penetrating weapon designed to defeat hardened, deeply buried targets - and transitioned the program to the U.S. Air Force for integration with the B-2 bomber and fielding under a Quick Reaction Capabilities program.

In this dynamic and challenging environment, DTRA/SCC-WMD must plan and act deliberately, yet remain agile. This is why the Strategic Plan has been developed as a "living document" that will grow and change with DTRA/SCC-WMD's mission. In a constrained resource environment, such planning must include the activities of the Department of Defense (DoD), Interagency, and international partners, as well as industry and academia, creating efficiencies through cooperation. DTRA/SCC-WMD has positioned itself as a leader in integrating and synchronizing CWMD efforts for DoD and the nation.

## INTRODUCTION

This new plan emphasizes transformation and incorporation of DTRA/SCC-WMD, and the Standing Joint Force Headquarters-Elimination (SJFHQ-E) into one CWMD enterprise. Objectives are based on stakeholder requirements and senior level priorities. By design, this plan does not capture everything the Agency/Center does on a daily basis to meet every objective. Objectives are attained by successfully completing initiatives. As such, the initiatives in this plan move the Agency/Center into the future rather than reflect day-to-day business required to maintain the status quo. As the Agency/Center continues to mature, the Strategic Plan will evolve as well; both reacting to the changing environment, as well as proactively seeking future goals and actions based on calculated assessments of the CWMD strategic environment.



## VISION

To make the world safer by countering the threats posed by Weapons of Mass Destruction.



## MISSION

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

# STRATEGIC ALIGNMENT



Our Strategic Plan supports national and defense strategies, priorities, and policies. The Agency's vision, mission, goals, objectives, and initiatives directly support strategic guidance articulated within the National Security Strategy, National Defense Strategy, National Military Strategy, Quadrennial Defense Review, and Nuclear Posture Review. The National Security Strategy states that WMD poses the greatest threat to the American people. Collectively these strategies consistently outline the national security importance of non-proliferation, counterproliferation, and consequence management. The DTRA/SCC-WMD Strategic Plan comprehensively addresses these national security priorities to ensure the world is safer from the devastating effects of WMD. The Strategic Plan's goals and objectives directly contribute toward the achievement of U.S. Strategic Command strategic military objectives and the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs (ASD(NCB)) strategic end states

**Furthermore, the DTRA strategic plan goals and objectives also support all four strategic priorities for CWMD as articulated by the Under Secretary of Defense for Policy:**

1. Increase barriers to WMD proliferation and use
2. Increase the ability to identify, evaluate, prioritize, and mitigate emergent WMD threats
3. Develop layered and integrated defenses to WMD
4. Manage WMD threats that emanate from failing or fragile states and ungoverned spaces.

## VALUES

### CWMD Strategic End States

1. The United States and its allies are neither coerced by the threat of WMD use, nor attacked 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.



The Agency/Center's values empower both the organization as a whole and the individuals who make DTRA/SCC-WMD a premier defense and combat support agency. These principles underpin everything the Agency/Center does, how it executes its mission, and guides its internal activities.

They also reflect the traits of the individuals that comprise the Agency/Center and enable it to perform its critical CWMD mission. Integrity, Service, Excellence, Innovation, and Teamwork thus define DTRA/SCC-WMD and its talented workforce who tirelessly work to safeguard our nation.

▣ **INTEGRITY:** We are an Agency with 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.

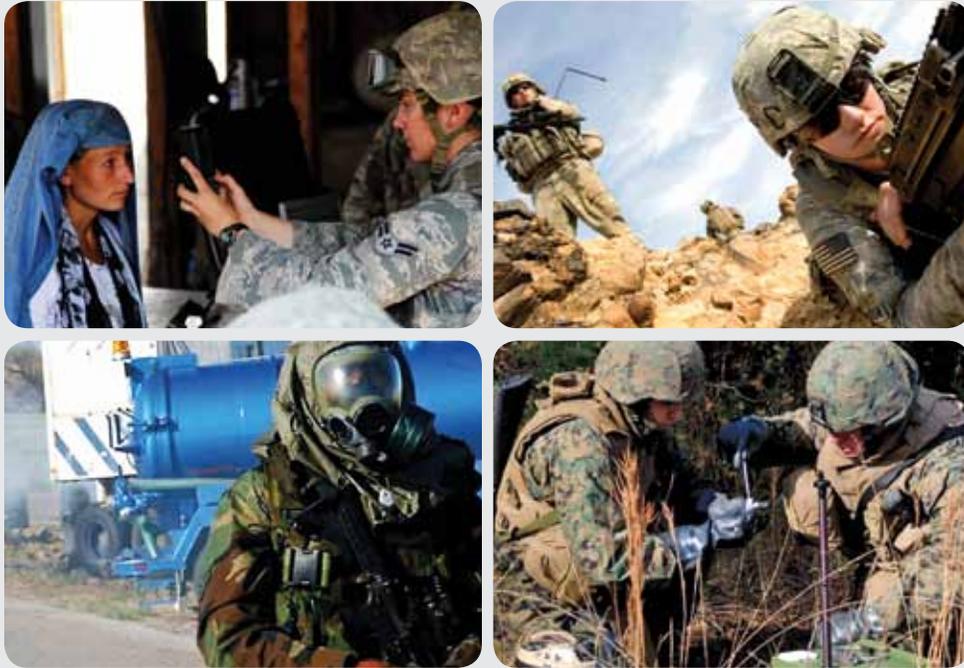
▣ **SERVICE:** We are proud to serve. We are dedicated to our mission and to meeting the needs of those we support. We are accountable for our actions.

▣ **EXCELLENCE:** We are the DoD expert in countering WMD. 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 reduce risk; we do not avoid it.

▣ **TEAMWORK:** We are a diverse workforce, empowered to achieve results through building teams and operating as a dynamic team. Everyone is respected and has an equal opportunity to contribute. We collaborate across the Agency, and with our partners and customers, to ensure integrated and synchronized solutions.

## GOALS



1. Support the Warfighter to develop, synchronize, and execute CWMD plans and activities across the full spectrum of operations.
2. Be the premier integrator and provider of CWMD expertise and capabilities.
3. Implement CWMD activities through Interagency and international partnerships.
4. Apply a Strategic Focus to People, Processes, and Infrastructure.

## GOAL 1:



### Support the warfighter to develop, synchronize, and execute CWMD plans and activities across the full spectrum of operations.

DTRA/SCC-WMD enables warfighters and allies to counter WMD threats rapidly, effectively, efficiently, and as far from our shores as possible. Our intellectual, technical, and operational expertise will provide diverse capabilities that support CWMD efforts across the full spectrum of operations.

**OBJ 1.1: Collaborate with warfighters on decisions to reduce the WMD threat.** DTRA/SCC-WMD actively synchronizes and supports warfighter requirements to determine effective, efficient, integrated, and mutually supportive WMD threat reduction and mitigation decisions.

- ▣ Ensure Combatant Commanders' (CCDRs) CWMD-related campaign and contingency related plans identify the full spectrum of CWMD capabilities and activities by Fiscal Year 2014 (FY14).
- ▣ Develop Red Team assessment capacity to assess mission vulnerabilities in response to new customer requirements to protect U.S. personnel and mission critical assets by 1QFY13.

**OBJ 1.2: Enable informed warfighter decisions.** DTRA/SCC-WMD facilitates critical situational awareness and access to technical data that allows CCDRs to execute operations efficiently and effectively. Capabilities to enable informed decisions are integrated into the DTRA/SCC-WMD Operations Center. DTRA/SCC-WMD actively seeks opportunities to support warfighter capabilities.

- ▣ Optimize the DTRA/SCC-WMD Operations Center to inform senior leader decision-making by FY14.
- ▣ Facilitate the development of an institutional, government-wide situational awareness systems capability that promotes knowledge and information sharing in the CWMD community by FY15.
- ▣ Develop, populate, promote, and deploy the CWMD Advocacy Support Tool (CAST) by the end of FY13 to provide to the CWMD community the capability to comprehensively visualize CWMD capability development data and understand the relationships between requirements, gaps, solutions, and programs to inform advocacy and Planning, Programming, Budgeting, and Execution (PPBE) activities.

- ▣ Develop a comprehensive consequence management training program for key Combatant Command (CCMD) staff members and other stakeholders by FY14.
- ▣ Pursue applied research and high performance computing to advance complex phenomenology, modeling, and simulation capabilities to support the development of the next generation of reach-back systems for the warfighter by FY16.

**OBJ 1.3: Provide the warfighter with comprehensive, innovative capabilities to outpace the threat.** DTRA/SCC-WMD provides advanced technologies and operationally relevant support capabilities that improve and facilitate CWMD warfighting efforts. Innovative solutions will begin with collaboration across the DoD and intelligence community (IC) to synchronize CWMD technical and analytic capabilities and functions. To outpace the threat, DTRA/SCC-WMD will continue to develop offensive capabilities to hold WMD threats at risk and capitalize on increasing the probability of surviving a WMD attack, as well as speeding the recovery from any such attack.

- ▣ Develop a holistic chemical, biological, radiological, and nuclear (CBRN) threat detection and search portfolio that provides a pre-release, in-field, near real time confirmatory analysis capability and integrates passive, active, and alternative approaches across the detection Science and Technology (S&T) spectrum by FY17.
- ▣ Pursue and develop disease surveillance, threat detection, point of need diagnostics, and broad spectrum medical countermeasure technologies to modernize WMD defense capabilities in support of the Pandemic Influenza, Infectious Disease and other USG bio-surveillance planning initiatives by FY17.

**OBJ 1.4: Provide operational and technical support for a safe, secure, and effective nuclear deterrent.** DTRA/SCC-WMD manages and supports programs to ensure the safety, security, accountability, control, reliability, and effectiveness of the U.S. nuclear deterrent. The Agency/Center will enhance the nuclear deterrent in key areas such as surety, stockpile management, nuclear policy and doctrine, nuclear workforce management, training and education, and operational impacts of nuclear battlefield employment/effects; and develop hardening technologies and expertise to support U.S. Strategic Systems.

- ▣ Develop more effective and efficient knowledge management tools to preserve historical nuclear weapons effects and test data and transform accessibility to critical test information by FY15.
- ▣ Support the strategic deterrent and global strike capabilities through preservation and enhancement of nuclear targeting analysis and planning tools, as well as expertise, by FY17.

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**OBJ 1.5: Expand and integrate chemical and biological activities throughout the DTRA/SCC-WMD portfolio.** DTRA/SCC-WMD will strike the optimal balance and visibly lead the integration of chemical and biological activities into the organization's core mission area.

- ▣ Integrate mature chemical and biological solutions into the DTRA/SCC-WMD operational programs in support of the Warfighter by FY17.
- ▣ Apply a comprehensive systems approach to integrate cross-functional CBRN enabling technologies in: modeling and simulation; persistent intelligence, surveillance and reconnaissance; data to decision support tools; and international programs to decrease unnecessary redundancy and eliminate duplication of effort by FY17.
- ▣ Develop a Bio Materials Information Program (BMIP) to provide a consolidated knowledge base of dangerous biological material holdings worldwide by FY17.

## GOAL 2:



Be the premier integrator and provider of CWMD expertise and capabilities. DTRA/SCC-WMD is sought for CWMD expertise and partnership by the USG and internationally. By providing agile, anticipatory, and responsive capabilities and leadership, DTRA/SCC-WMD enhances broad domestic and global relationships united by a common vision.

**OBJ 2.1: Discover, develop, acquire, and exploit cutting edge knowledge and technology.** DTRA/SCC-WMD is at the forefront of innovation and state-of-the-art technology, techniques, and procedures that lead to operationally significant and timely solutions for preventing, detecting, identifying, characterizing, and countering WMD threats. Science, Technology, Engineering and Mathematics (STEM) expertise is critical to exploiting the discovery of cutting edge technology. Equally important is DTRA/SCC-WMD's coordination and integration of its RDT&E programs with Service and USD(AT&L) S&T programs to improve the sharing of CWMD knowledge.

- ▣ Modernize tactical low-visibility radiological/nuclear search operational and technical capabilities to locate and characterize WMD threats in support of the CCDRs and other USG agencies by FY16.
- ▣ Strategically monitor and support the health of the industrial base to exploit available technological advancements in CWMD by FY17.
- ▣ Become a central hub to facilitate and integrate USG interaction with international partners centered on CWMD expertise, technology, and innovation by FY17.

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**OBJ 2.2: Organize the CWMD Community.** DTRA/SCC-WMD leads and organizes the CWMD community of interest by leveraging expertise and relationships throughout the USG to provide comprehensive, coordinated, efficient, and effective CWMD solutions.

- ▣ Develop, implement, and lead a whole-of-government approach to cooperatively engage partner or new nations to reduce WMD threats globally by FY14.
- ▣ Coordinate and serve as executive secretary for Flag/Executive level CWMD community of interest fora by FY14.

**OBJ 2.3: Accomplish USG CWMD goals.** DTRA/SCC-WMD leads and executes operations and activities to achieve the nation's CWMD strategic goals.

- ▣ Develop scorecard for USG CWMD strategic goals by FY13.
- ▣ Support the establishment of the "Standing Joint Force Headquarters for Elimination" to support CCMDs operational and contingency requirements by FY13.

**OBJ 2.4: Achieve global recognition as the premier CWMD Center of Excellence.** DTRA/SCC-WMD integrates and synchronizes CWMD efforts throughout the USG and international communities, and produces timely, responsive, efficient, and effective CWMD solutions globally to become recognized as a CWMD Center of Excellence.

- ▣ Communicate DTRA/SCC-WMD's portfolio of capabilities to USG and international stakeholders to create new and strengthen existing partnerships by FY13.

## GOAL 3:



Implement CWMD activities through Interagency and international partnerships. DTRA/SCC-WMD coordinates, facilitates, and executes cooperative engagement activities by establishing and maintaining Interagency and international partnerships. These partnerships provide comprehensive efforts to reduce WMD threats worldwide.

**OBJ 3.1: Collaborate with Interagency partners to define a “whole of government” approach for CWMD internationally.** DTRA/SCC-WMD promotes a common vision of CWMD goals, improves Interagency relationships, and provides expertise to synchronize and coordinate an international approach to threat reduction.

- ▣ Establish greater DTRA representation at CWMD Interagency Policy Committees (IPCs and sub-IPCs) by FY14.
- ▣ Develop a global S&T engagement strategy that not only encompasses traditional technology harvesting, but also supports broader DoD & USG CWMD objectives in international relationships by FY13.

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**OBJ 3.2: Strengthen and develop international and multilateral relationships.** DTRA/SCC-WMD fosters international partnerships by providing leadership, technical, and operational capabilities to build global CWMD expertise.

- ▣ Build partner capacity to interdict WMD in new/key partner countries by FY14.
- ▣ Develop DTRA's plan for expanding the Proliferation Prevention Program and International Counterproliferation Program globally and integrate into DTRA's regional strategies by FY13.
- ▣ Develop regional engagement strategies informed by DoD and Interagency strategic guidance and CCDR priorities to drive and prioritize DTRA/SCC-WMD's efforts globally by FY14.

**OBJ 3.3: Execute security cooperation and regional engagement activities.** DTRA/DTRA/SCC-WMD strategically plans for and executes activities that are supported by Interagency partners and international and multinational relationships. As a means to accomplishing this, the organization builds sustainable relationships and international capacity to prevent, reduce, and respond to WMD threats globally through international S&T engagement.

- ▣ Establish nuclear Centers of Excellence in India and China by FY13.
- ▣ Develop and execute a whole-of-government supported Consequence Management Assistance Program to build consequence management capacity in two to three targeted partner nations per year.
- ▣ Institutionalize CWMD-T Seminar at the Marshall Center and expand to other regional centers by FY13.

**OBJ 3.4: Achieve optimal threat reduction (including global nuclear security).** DTRA/SCC-WMD provides expertise and capabilities world-wide that support partner and regional efforts to secure and/or eliminate vulnerable material. The Agency/Center reduces the opportunities for proliferation and enables elimination by improving monitoring and verification technologies, collaborating with the broader arms control community, implementing Nunn-Lugar cooperative threat reduction programs, and ensuring the Agency/Center and other DoD components are organized, trained, and equipped to undertake on-site inspections and support existing and future arms control agreements.

- ▣ Integrate activities, deployments, and capabilities that support campaigns to counter WMD by FY15.
- ▣ Over the next five years, aggressively expand DoD Nunn-Lugar Cooperative Biological Engagement Programs in support of the National Strategy for Countering Biological Threats.
- ▣ Secure and account for known weapons grade material globally or build partner capacity to do the same.

## GOAL 4:



### Apply a Strategic Focus to People, Processes, and Infrastructure.

DTRA/SCC-WMD's success is dependent upon integrating its people, processes, and infrastructure. By examining, revitalizing, and re-framing our strategies and processes, updating our Information Technology (IT) and acquisition solutions, and fostering a high quality, diverse, and motivated workforce, the Agency/Center remains a premier DoD organization.

**OBJ 4.1: Create a strategy driven budget.** DTRA/SCC-WMD strategically manages, aligns, and prioritizes its activities, programs and resources to effectively and efficiently achieve its mission and strategic objectives. An integral element of this is fostering and sustaining a culture of continuous process improvement.

- ▣ Establish an independent Cost Analysis and Program Evaluation (CAPE)-like function within DTRA/SCC-WMD to inform decision making by FY13.
- ▣ Institutionalize a process that allocates resources against the Strategic Plan and external guidance by FY13.

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**OBJ 4.2: Improve communications with all stakeholders.** DTRA/SCC-WMD effectively communicates to governmental and public audiences; provides DoD and Congress necessary information; assists the workforce in understanding the DTRA/SCC-WMD strategic direction; and expands USG and international partners' understanding of our capabilities.

- ▣ Employ deliberate and innovative means to communicate the Director's vision, priorities, and strategic direction to the workforce and all stakeholders by FY13.

**OBJ 4.3: Provide mission focused IT capabilities that are modern, robust, secure, and cost effective.** DTRA/SCC-WMD operates and maintains IT capabilities that aggregate, process, manage, fuse, synchronize, protect, and share complex information and services to enable planning, analysis, research, reporting, and decision-making activities. These efforts leverage proven technologies, as well as industry and government best practices, to improve overall effectiveness and efficiency.

- ▣ Implement the DTRA/SCC-WMD Enterprise Cloud to provide on-demand and secure computing, communications, and IT applications by FY14.
- ▣ Establish an integrated IT governance framework and supporting processes encompassing all DTRA/SCC-WMD IT activities and solutions across the entire IT investment lifecycle by FY14.

**OBJ 4.4: Achieve acquisition excellence Agency-wide.** DTRA/SCC-WMD builds and operates a mission-focused acquisition capability that provides rapid and effective support to fulfill critical mission requirements and needs.

- ▣ Evaluate Agency acquisition/program management skill levels and training needs; develop/implement a plan to address skills gaps and training needs by FY13.
- ▣ Execute and administer the DoD Contracting Officer Representative (COR) Tracking Tool plan and supporting program by 2QFY12.

**OBJ 4.5: Lead and Manage the Workforce Strategically.** Achieve and maintain dominance in attracting personnel with strong leadership, management, technical, operational, and other functional skills. Develop, recruit, and retain scientific, technical, business, and organizational leadership to shape today's dynamic and interconnected environment and stay ahead of tomorrow's changing threats.

- ▣ Implement a DTRA/SCC-WMD leadership and management training and evaluation program by FY13 that fosters a high quality, diverse, and motivated workforce.
- ▣ Implement a DTRA/SCC-WMD strategic workforce plan in FY12 which strategically recruits, acquires, develops, and retains critical talent to ensure corporate knowledge is sustained and the Agency/Center is prepared for evolving mission requirements.

## ASSESSMENT AND ACCOUNTABILITY



DTRA/SCC-WMD is committed to accountability and transparency. Writing a strategic plan describes what we are going to do. The next step is doing what we say we will do and measuring the effectiveness. As such, DTRA/SCC-WMD established a performance measurement system consisting of quarterly Strategic Management Reviews (SMRs). Strategic measures are applied to each objective, and plans of action and milestones (POAMs) are developed for each initiative. To further enhance DTRA/SCC-WMD's strategic management processes, an automated dashboard will be employed. These critical assessment pathways are reviewed quarterly by the Director and his senior leadership.

## SUMMARY



Weapons of Mass Destruction are a critical threat to our Nation. The DTRA/SCC-WMD role is vital to engaging and countering this threat. This Strategic Plan lays out the critical strategic objectives the Agency/Center must achieve in order to make the world safer. It aligns to and supports both DoD and National Strategy. DTRA/SCC-WMD personnel involvement and engagement is required for success.

## GLOSSARY

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**Alignment:** The process that links the Enterprise/Staff Office activities (e.g. goals, objectives, initiatives, plans, processes, and resources) to the Agency/Center's strategy.

**Continuous Process Improvement:** An organizational transformation effort utilizing industry-proven methodologies to increase process efficiency by streamlining business processes, both operational and administrative.

**Customer:** Actual and potential users of DTRA/SCC-WMD products, programs, or services. Customers include the end users of DTRA/SCC-WMD products, as well as others who might be their immediate purchasers or users. These others might include distributors, agents, or organizations that further process our product as a component of their product.

**End State:** A set of required conditions that defines the achievement of objectives.

**Initiative:** Strategic Initiatives are programs and functions that move the Agency/Center into the future. Initiatives turn strategy into operational terms and actionable items, provide an analytical underpinning for decisions, and provide a structured way to prioritize projects according to strategic impact. Strategic Initiatives answer the question, "What must the organization implement to meet its Strategic Objectives?"

**Measure:** A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect.

**Mission:** A brief, easy to understand narrative, that defines the basic purpose of the Agency/Center and is consistent with the Agency/Center's core programs and activities expressed within the broad context of the national problems, needs, or challenges the Agency/Center faces.

**Partner:** Individual or organization who joins with other individuals or organizations in an arrangement (partnership) where gains and losses, risks and rewards, are shared among the partners. Such sharing includes interests as well as resources and capabilities.

**Partnership:** Those key organizations or individuals who are working in concert with DTRA/SCC-WMD to achieve a common goal or to improve performance. Typically, partnerships are formal arrangements for a specific aim or purpose, such as to achieve a strategic objective or to deliver a specific product.

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**Performance Measures:** Metrics used to provide an analytical basis for decision making and to focus attention on what matters most. Performance Measures answer the question, “How is the organization doing at the job of meeting its Strategic Objectives?”

**Plan of Action and Milestones (POAM):** A compiled list of major milestones and tasks with corresponding completion percentage, ownership, and dates for action. A POAM is not a program plan; but incorporates milestones from multiple program plans. This is the primary method of tracking progress of initiatives.

**Stakeholder:** All groups that are or might be affected by an organization’s actions and success. Examples of key stakeholders might include customers, the workforce, partners, collaborators, governing boards, suppliers, taxpayers, regulatory bodies, policy makers, funders, and local and professional communities.

**Strategic Engagement:** Information gathered and international activities conducted to identify, synchronize, and capitalize on opportunities to inform, educate or to obtain advocacy of government officials and partners on DTRA/SCC-WMD missions, capabilities, accomplishments, and initiatives in order to achieve desired outcomes fully supportive of countering WMD.

**Strategic Goal:** Overarching, brief statement of intent that provides focus for planning. Strategic goals are used to group multiple strategic objectives.

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

**Strategic Management System:** A system that aligns organizational activities to the vision and strategy of the organization, improves internal and external communications, and monitors organization performance against strategic goals.

**Strategic Management Tool:** A semi-standard structured report supported by proven design methods and automation tools that can be used by managers to codify, communicate, and continuously evaluate a strategic management system.

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**Strategic Objective:** Broadly defined outcome that an organization must achieve to accomplish a goal.

**Strategic Plan:** The Agency/Center's approach to defining its mission, goals, and the means by which it will measure its progress in addressing specific problems, needs, or challenges to create a desired future.

**Strategic Planning:** A disciplined process to produce a plan that translates the vision into broadly defined goals, objectives, and a sequence of steps (initiatives) to achieve them.

**Strategic Workforce Planning:** A systematic, continuous process that aligns strategic planning, human capital management, and resource management to meet current and future organizational goals, mission requirements, and objectives through an analysis of current and future demands of the workforce versus available workforce supply to support the mission.

**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 objectives.

**Vision:** A statement which outlines an organization's picture of where it wants to be in the future.

**Warfighter:** Any individual, regardless of rank or position, responsible for making operational decisions which result in the use of military forces. This includes everyone from the President, deciding whether or not to commit troops to battle, to the individual Soldier, Sailor, Airman, and/or Marine deciding whether or not to fire.

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***Making the World Safer***





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