

STRATEGIC PLAN FY2012 — FY2019



TECHNOLOGY DRIVEN. WARFIGHTER FOCUSED.



COMMUNICATIONS & ELECTRONICS



AVIATION & MISSILE



CHEMICAL & BIOLOGICAL



TANK & AUTOMOTIVE



ARMAMENT



ANALYSIS



RESEARCH LABORATORY



SOLDIER

FOREWARD

The U.S. Army Research, Development and Engineering Command's (RDECOM) Strategic Plan is our roadmap for the next seven years. It articulates our vision, mission, strategic objectives, initiatives, and action plans that will shape and guide RDECOM's future efforts. Our strategic plan is appropriately aligned to the Army Materiel Command's (AMC) Lines of Effort (LOEs), the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT)) Objectives, the Army Campaign Plan Major Objectives, and the Army's Four Imperatives (Sustain, Prepare, Reset, and Transform). Thus, our strategic plan serves as the blueprint for integrating internal efforts with external requirements from customers and stakeholders to provide focused support to the Warfighter.

Our mission is to "Empower, Unburden, and Protect the Warfighter to Provide the Army with the Decisive Edge." We accomplish this by developing, integrating, and accelerating innovative technology and sound engineering solutions to the Warfighter. To effectively do this, we must partner with industry, academia, other service laboratories, Program Executive Offices (PEOs) / Project Managers (PMs), the Lifecycle Management Commands (LCMCs), and other government agencies (OGAs) to leverage technologies developed by others, maximize the use of our research dollars, and provide superior technology to the Warfighter. However, there are rapid changes to our environment that affect the overall complexity of our Research, Development, and Engineering (RD&E) programs. Therefore, we took those environmental concerns into consideration when developing this plan in order to be more agile in an ever-changing environment with decreasing resources and increasing responsibility.

Our ultimate goal is to continuously improve upon everything we do and instill a culture of innovation and collaboration throughout RDECOM. We must not only excel while being fully compliant with laws and regulations, but do so while striving for the highest ethical standards and business acumen. The end result will be better technical solutions for our Warfighters, greater return on investment of the Army's RD&E program, and the creation of an environment where all employees have an opportunity to develop to their maximum potential. We will not settle for less. From concept to capability, RDECOM is technology driven, Warfighter focused.

NICK J. JUSTICE

Major General, United States Army
Commanding

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INTRODUCTION & BACKGROUND

RDECOM is the Army's focal point for developing, integrating, and accelerating innovative technology and sound engineering solutions that provide our Warfighters with decisive and dominant capability where they need it and when they need it. RDECOM, a major subordinate Command of AMC, is unparalleled in its depth and breadth of technical capability, innovation and dedication to provide the Warfighter with the best technology, today and in the future.

RDECOM is a worldwide organization. Headquartered at Aberdeen Proving Ground, Maryland, RDECOM has a research laboratory and Research, Development & Engineering Centers (RDECs) throughout the country and representatives throughout the world. The Command is home to over 16,000 military and civilians, 70% of which are scientists and engineers. They harness the potential of research, development and engineering for the Warfighter on a daily basis.



Figure 1. RDECOM Major Locations

RDECOM ORGANIZATION

RDECOM was officially established in 2004 by consolidating the Army’s RDECs, the Army Research Laboratory (ARL), and the Army Materiel Systems Analysis Activity (AMSAA) into one Command composed of many world-class subordinate organizations (See Figure 2).

The chain of command has each subordinate organization, the Executive Director to the Commanding General (EDCG), the Deputy Commanding General (DCG), and the Command Sergeant Major reporting directly to the Commanding General while the RDECOM Forward Element Commands (RFECs) report to the DCG.

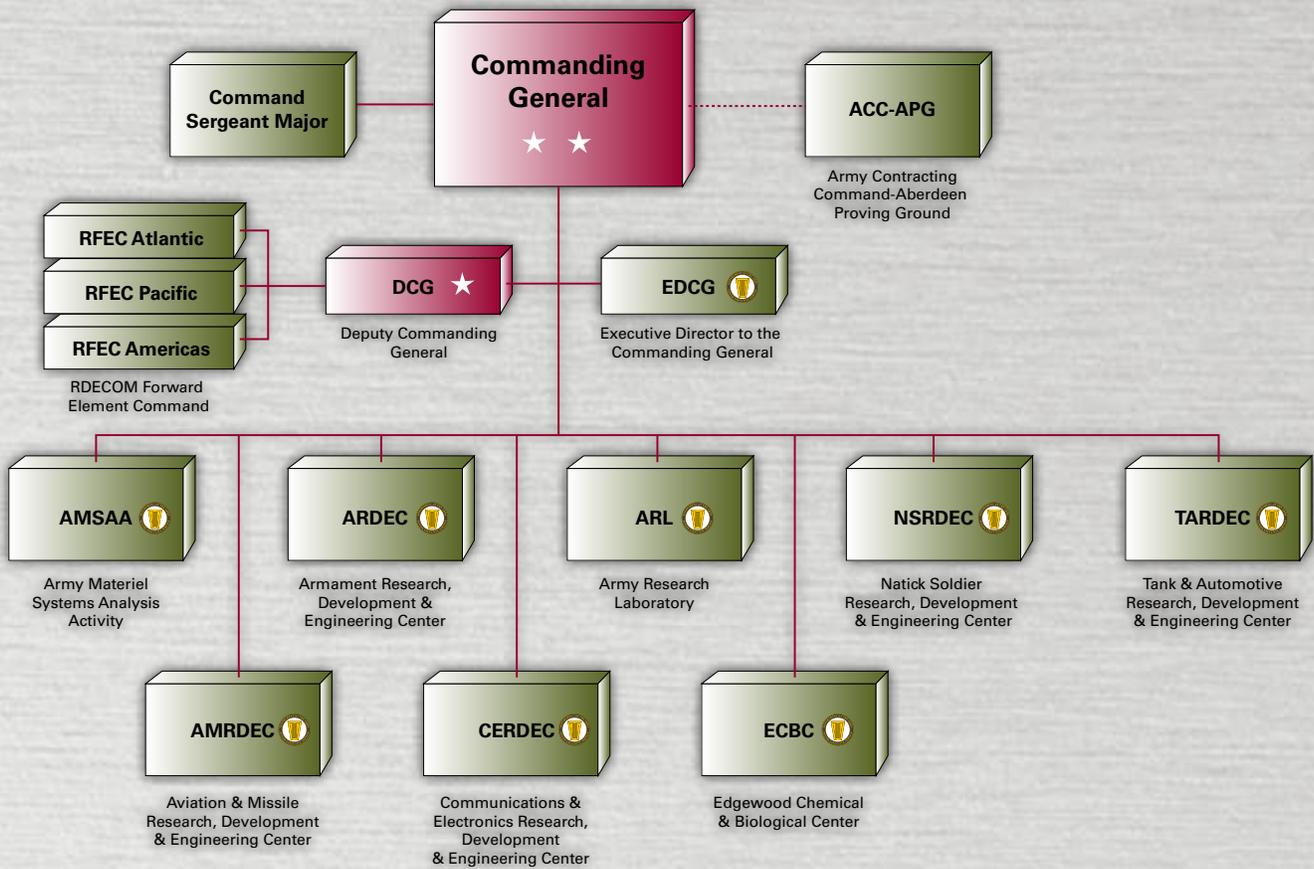


Figure 2. RDECOM Organizational Chart

RDECOM is strategically aligned to all echelons of the operational Army through three RFECs and Field Assistance in Science & Technology (FAST) Science Advisors (See Figure 3). Each RFEC has the dual task of executing the International Technology Center (ITC) and FAST Science Advisor missions. Continental U.S. based FAST Science Advisors are managed by RDECOM Headquarters.

- RDECOM's ITCs are represented at nine locations worldwide. Each ITC has the mission of promoting collaborations between RDECOM

and international researchers to advance science and engineering knowledge and technical capabilities in areas relevant to the overall U.S. Army mission. They identify emerging technologies by supporting cooperative development initiatives and identifying innovative foreign technology solutions.

- The FAST Science Advisor Program includes civilians and uniformed science advisors assigned to Combatant Commands (COCOMs), Army Service Component Commands (ASCCs), Corps Headquarters, and Combat Training Centers (CTCs). They align

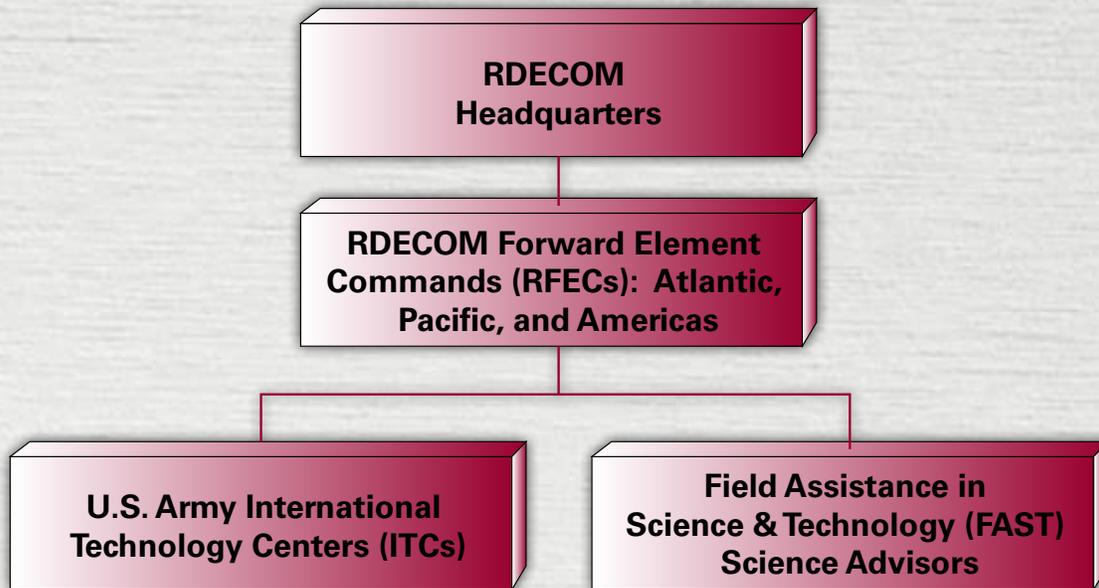


Figure 3. RDECOM, RFEC, ITC, and FAST Relationships

RDECOM to the strategic, operational, and tactical levels of war. Additionally, RDECOM deploys Science and Technology Assistance Teams (STATs) to Iraq and Afghanistan.

- FAST Science Advisors provide technology assistance to Commanders and their staffs with regard to developing technology requirements, assessing unit capability gaps, evaluating new technology

prototypes, and obtaining user feedback on performance of deployed materiel solutions. Information from the FAST Science Advisors is sent directly to RDECOM's research laboratory and engineering centers to quickly develop technology solutions.

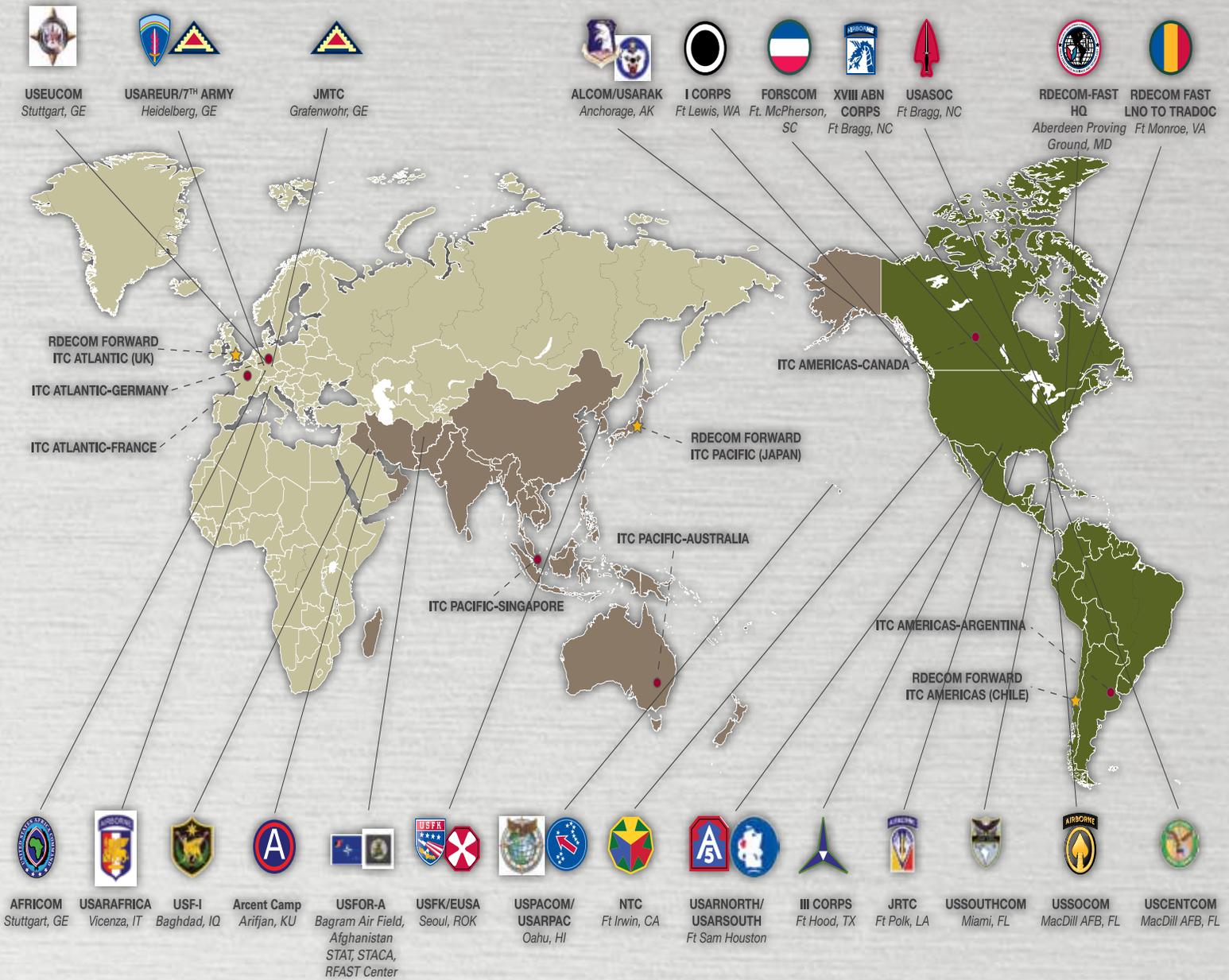


Figure 4. RDECOM's Alignment to the Operational Army

Through its eight subordinate organizations, RDECOM provides the full spectrum of basic research, development, engineering, and analysis of innovative technologies from concept to capability within four business areas. Our business areas form the foundation from which the strategic plan is created and also directly align to strategic objectives 4.0 – 7.0 within the “Our Business” section of the strategic plan. RDECOM has the task of executing the Army’s overall RD&E investment strategy in a legally and ethically compliant manner within each business area. Therefore, we focus our collective efforts on providing the Army with the largest possible return on its RD&E investments. This return on investment is achieved by leveraging research dollars and fostering collaborative efforts, expediting transitions from research and development to Programs of Record (POR), creating stronger, integrated RD&E management, and eliminating duplicative RD&E efforts.

RDECOM’s Four Business Areas:

- Integrate Research, Development and Engineering Efforts Across the Command to Enable our Nation and Army to be Responsive and Dominant Across the Spectrum of Operations** – RDECOM integrates RD&E efforts through a concept known as the Technology Focus Team (TFT) and System Integration Domain (SID) construct. The TFTs provide a comprehensive view of technologies with the goal of formulating and documenting technology investment strategies and technology roadmaps for the future. The seven TFT areas include: Lethality, Protection, Networks, Power & Energy, Sensors, Mobility & Logistics, and Human Dimension & Training. The SIDs focus on technology transition and are responsible for leading the integration of capabilities within a domain (i.e., Air, Ground, Effects, Warfighter, Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR), and

Chemical, Biological, Radiological, Nuclear, high-yield Explosives (CBRNE)).

The TFTs coordinate Army and Joint requirements and plans with the SIDs. These integration efforts include Command-wide outreach efforts and partnerships, both domestic and international, to enable better coordination with the Warfighter and a better understanding of fielded capabilities. Our formalized partnerships leverage programs that create opportunities to work collaboratively using shared laboratories, personnel, facilities, equipment and other resources. The TFT / SID construct leverages all of these efforts to coordinate and integrate cost effective solutions that address current, near, mid and far term Warfighter needs.

- Accelerate Technology Transition to the Warfighter by Operationalizing and Aligning RDECOM to Army and COCOM Strategic Priorities** – The RFECs are deployed in strategic locations around the world and consist of two distinct sub-elements, FAST Science Advisors, and the ITCs, with two specific missions.

FAST Science Advisors, assigned to COCOMs, ASCCs, Corps Headquarters, and CTCs align RDECOM to the strategic, operational, and tactical levels of war. At the strategic and operational levels, FAST Science Advisors assist COCOMs and ASCCs in shaping, responding, and preparing for their missions in support of the Nation’s strategic objectives. FAST Science Advisors also provide technology and engineering expertise to Commanders and their staffs with regard to the rapid identification and acquisition of desired technologies. At the tactical level, STATs, embedded within warfighting units, capture emerging needs and then work with RDECOM’s RDECs and the PEO / PM community to develop prototype solutions, which can be successfully transitioned to production and fielding.

ITCs foster collaboration between RDECOM’s research laboratory and RDECs and the international scientific community. ITCs engage with foreign partners to advance science, technology, standardization and interoperability in areas relevant in the mid to far term.

These forward deployed elements strongly support COCOM Theater Security Cooperation Plans and align RDECOM’s technology base to the near, mid and far term requirements of the Army.

- Maximize our Nation’s Investment in Advanced Research and Technology Innovation in Support of Army Modernization** – RDECOM executes an annual Science & Technology (S&T) portfolio of approximately \$1.6 Billion per year allocated by the Department of Army to conduct Basic Research (Budget Activity [BA] 6.1), Applied Research (BA 6.2), and Advanced Technology Development (BA 6.3). Beginning with Basic Research, RDECOM’s research laboratory investigates scientific phenomena and determines how and if it can be applied to military unique items as well as novel approaches to solve problems with broad and, at times, unforeseen applications by investing in the basic sciences (e.g., biology, chemistry, physics) for the far term. The knowledge gained from Basic Research is used to address existing military problems or to address new technology concepts for the midterm (i.e., Applied Research). Advanced Technology Development efforts provide a deliberate path for technology spirals to acquisition programs in the near term. These also enable rapid insertion of new technologies into fielded systems as well as limited numbers of technology prototypes. The RDECs prove the concept, inform the combat development process, and provide the acquisition community with evidence of the technology’s relevance to satisfy system requirements.

RDECOM seeks to maintain a balanced and responsive portfolio, which requires

simultaneous and sustained funding across all three primary S&T budget components. This balance supports the Army Modernization Strategy (AMS) by rapidly fielding the best technologies to the Current Force, upgrading and modernizing existing systems, and investing in far term research to prepare for the future. Therefore, RDECOM’s focus is to leverage and maximize our S&T investments to support AMS in the interest of National Security.

- Enhance Engineering Services and Support** – RDECOM provides engineering services and support to PEOs / PMs, LCMCs, and other customers for the development of technical specifications, administration of contractual efforts, technical oversight of programs, engineering configuration management, hardware and software development efforts, parts obsolescence management, and sustainment engineering support for spares and repair parts.

Rapid prototyping is another engineering service provided by RDECOM. Prototype Integration Facilities, commonly known as PIFs, fill a very specific niche in their ability to develop concepts and engineering designs for rapid conversion into prototypes for immediate use by the Warfighter or for transition to Depots / Arsenal for full scale production. Many of RDECOM’s subordinate organizations have either a special facility that is designated as a PIF or have a PIF capability. The PIFs focus on the development and fabrication of prototypes in limited quantities rather than mass production. Predominately funded by customer reimbursable dollars (BA 6.4), the goal of each PIF is to produce results as quickly as possible at the lowest possible cost.

RDECOM is customer reimbursable funded to conduct all engineering services and support. Therefore, the vast majority of our engineering work is performed with funding received from PEOs / PMs, LCMCs, and OGAs.

PORTFOLIO MANAGEMENT PROCESS

RDECOM manages its portfolio by task organizing under the TFT / SID construct. Task organizing under the TFT / SID construct allows us to objectively examine our investments, infrastructure, human capital, and end products in order to forecast future S&T investments. This construct also provides us with the ability to eliminate redundant capabilities and

(POM). The SIDs ensure that the technologies are transitioned to systems. They also work collaboratively to guide budget build and budget execution to ensure technologies are integrated into Capability Packages. A Capability Package includes a set of projects that will demonstrate a capability within a specific time frame.



Figure 5. TFT/SID construct

assess the need for divestiture. The primary goal for organizing under this construct is the ability to address Warfighter needs in an integrated, efficient, and cost-effective manner for the efficient use of resources.

Figure 5 illustrates how RDECOM utilizes Command-wide resources (i.e., People, Places, Purse) to plan, organize, and execute technology development and integration activities under the TFT / SID construct. The TFTs focus on developing cross-cutting technologies to enable critical Warfighter capabilities. The TFTs also work collaboratively to guide long term technology investments as depicted in our Program Objective Memoranda

The TFTs, SIDs, and Senior Leadership work collaboratively to develop, integrate, and manage the RDECOM portfolio by following a six step process. The outputs of the six step process include Capability Roadmaps, Technology Roadmaps, and the Technology Area of Interest Paper. The Technology Area of Interest Paper highlights priority gaps with regard to the development of new programs, which focus RDECOM's future S&T investments. The combined outputs of the six step process are then used as inputs to formulate the integrated POM that is submitted to ASA(ALT) and AMC.

TFT / SID Six Step Process:

Step 1. Collection of Warfighter Needs

The SIDs, with support of the TFTs, work in close coordination with the customer interfaces to the Warfighter (e.g., COCOMs, Training and Doctrine Command (TRADOC), PEOs / PMs, and Army leadership, etc.) to ensure the maximum collection and management of all Warfighter needs.

Step 2. Consolidation of Capability Needs

Consolidation of Warfighter needs into capability needs is an iterative process between the SIDs and the Warfighter customer interface to further translate the stated operational need into a

capability need. The output is a consolidated list of actionable Warfighter capability needs traceable to their operational need.

Step 3. Capability Gap Analysis & Priorities

The SIDs perform a capability gap analysis. A capability gap is the difference between a Warfighter capability need and the combination of what is currently at Warfighter disposal and the anticipated capabilities from currently funded efforts. This gap analysis identifies the capability shortfalls that must be addressed by future S&T programs in order to achieve the objective end states. These capability gaps are then prioritized by timeframe and investment bands and aggregated into Capability Roadmaps. The final activity in this step is RDECOM Board of Directors’ (BoD) approval of the Capability Roadmaps.

Step 4. Technology Identification & Proposal Formulation

The TFTs review the capability gaps and associated Capability Roadmaps to determine specific technology investment needs. In the near term, the needs are captured as technology gaps and are used to formulate proposals for new or modified programs for implementation in the following Fiscal Year. Under this step the TFTs perform a technology gap analysis, which determines the gap between the desired end states and what is currently available from existing products and S&T programs. The technology gaps are provided to the RDECs and ARL to formulate proposals for new programs or changes to existing programs. During the proposal formulation process, significant

coordination occurs between the TFTs, SIDs, and the anticipated customer communities. Longer term technology investment needs are aggregated as Technology Roadmaps, in support of Capability Roadmaps, that are used to guide the POM.

Step 5. Proposal Evaluation & Review

Vetted proposals are reviewed by the TFT, SID, and stakeholder communities to determine which proposals will produce the greatest value to the Warfighter with appropriate levels of cost and risk. During this analysis, a risk assessment is also conducted, which takes into the consideration the likelihood of the technology being transitioned into a POR. The results are then presented to the RDECOM BoD with the goal of approving the proposed projects.

Step 6. Command Decision

The RDECOM BoD reviews and approves the S&T program proposals.

Beginning with Basic Research and Applied Research (BA 6.1 and 6.2), Figure 6 illustrates how research efforts conducted at ARL are transitioned to the RDECs. The RDECs accept the technologies from ARL with the purpose of advancing technology development (BA 6.3) to enable technology transition, which ensures Warfighter requirements are addressed. As technologies transition from ARL to the RDECs and subsequently to the PEO / PM communities, the SIDs ensure technologies are integrated and transitioned effectively and efficiently in their respective domain.

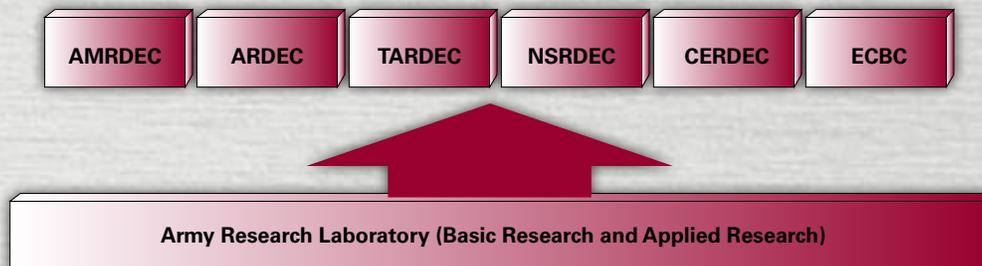


Figure 6. Transition of ARL Basic Research and Applied Research to the RDECs.

STRATEGIC PLANNING PROCESS

The Strategic Planning Process is an annual event that aligns the execution of the Portfolio Management Process (i.e., TFT / SID Six Step Process), the development of an integrated POM, and the assessment of the RDECOM Strategic Plan in order to drive the organization toward continual improvement in pursuit of providing the Warfighter with the best integrated RD&E solutions (See Figure 7).

The Strategic Planning Process begins with the establishment and the assessment of a Command-wide baseline. The Command-wide baseline topics include, but are not limited, to:

- Responsiveness to the Warfighter;
- Financial status and execution;
- Customer and stakeholder feedback;
- Alignment of RD&E work to core competencies;
- Collaborative efforts among subordinate organizations;
- Technology integration;
- Technology transition;
- Measurement data (i.e., Measures of Performance);
- Human capital;
- Partnerships;
- Outreach efforts;
- Facilities, equipment, Information Technology (IT) infrastructure;
- Continuous process improvement; and,
- Assessment of the external environment (i.e., geographical, economic, social and technological)

As the baseline is determined, the following customer and stakeholder information is consolidated as the first step toward creating the capability and technology roadmaps:

- Capabilities documents
- Operational Need Statements (ONS) / Joint Urgent Operational Need Statements (JUONS);
- Feedback from the Warfighter;
- ASA(ALT) priorities;
- Warfighter Outcomes (WFOs) from TRADOC; and,
- Senior Leadership direction

Once consolidated, a capability gap analysis is performed to identify research and development (R&D) objectives that will produce the greatest impact to address Army priorities, consistent with available resources and acceptable levels of risk. The results of the gap analysis and the Command-wide baseline are presented to the RDECOM BoD to determine RDECOM's R&D priorities. These priorities are used to develop the Capability and Technology Roadmaps that determine how RDECOM will focus its future S&T investments to provide capabilities focused on Army needs. This information is submitted to ASA(ALT) as the RDECOM integrated POM. After the POM is submitted to ASA(ALT), the Strategic Plan is updated, if necessary, to capture any changes to the Command's strategic direction / focus.

The Strategic Planning Process is a self-assessing and self-correcting process that incorporates the results of measurements to provide valuable information with regard to performance and effectiveness that will feed the next iteration of the strategic plan.

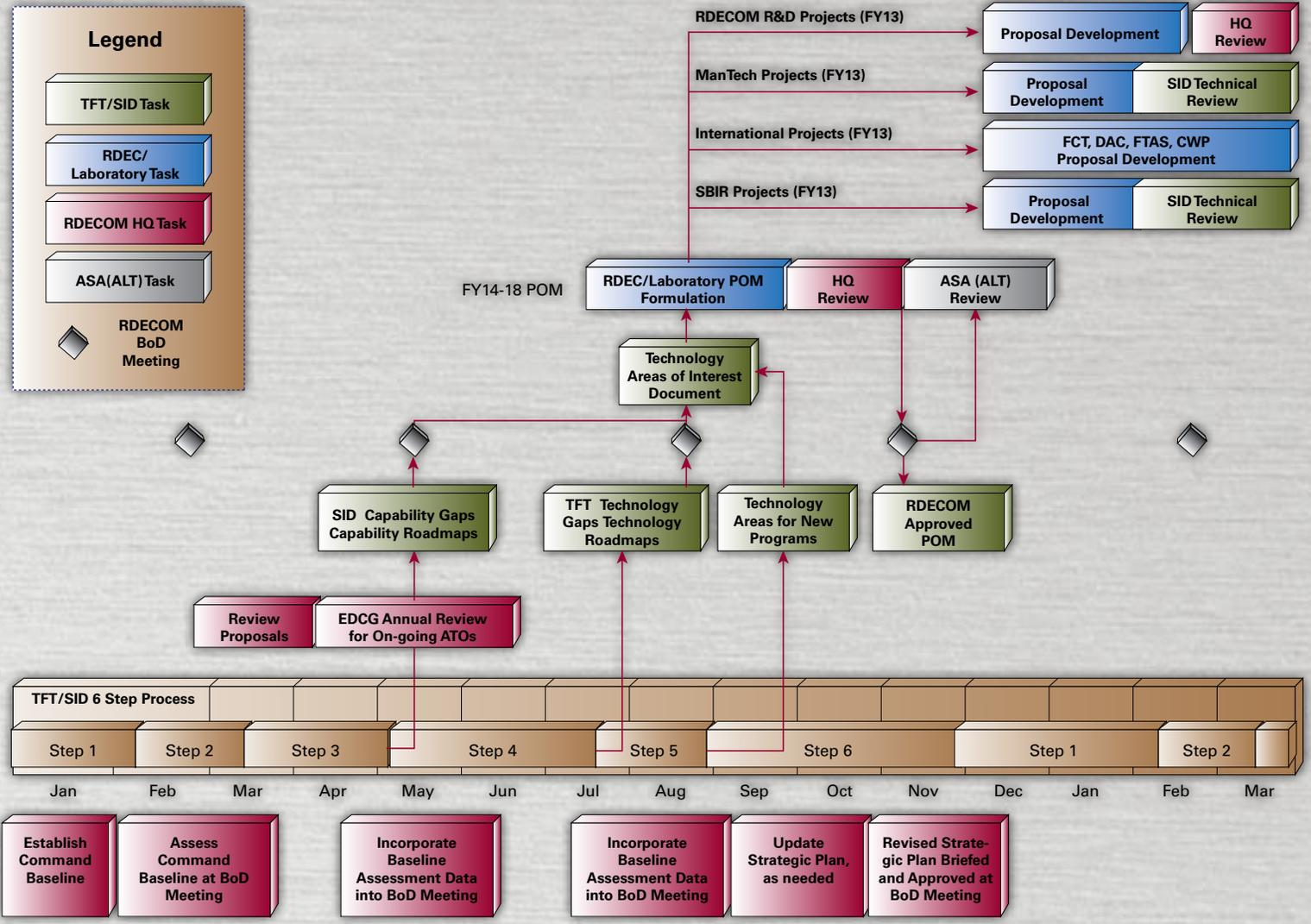


Figure 7. Strategic Planning Process

STRATEGIC PLAN STRUCTURE AND METHOD

The RDECOM Strategic Plan hierarchy is depicted in Figure 8. It provides the foundation for Senior Leaders of the organization to come together to develop and implement a strategy based upon a shared vision and mission. At the peak of the pyramid, the vision describes the desired end state Senior Leaders are trying to achieve. The mission is a succinct statement of the organization’s enduring purpose. The strategic objectives highlight the direction and focus of the strategic plan while the initiatives provide more specificity with regard to “what” will be accomplished. Each initiative is then translated into one or more action plans, which detail “how” the strategic plan will be

realized. As progress is made, the initiatives and supporting action plans are updated accordingly to continually support the strategic objectives.

RDECOM measures its progress through Measures of Performance and Measures of Effectiveness. Measures of Performance are tactical and evaluate action plan performance as it relates to resources and timeliness. Measures of Effectiveness support the strategic objectives and assess progress towards meeting the end state. While strategy is developed from the top of the pyramid and moves downward, execution of that strategy, including measurement and monitoring, begins at the bottom and moves upward.

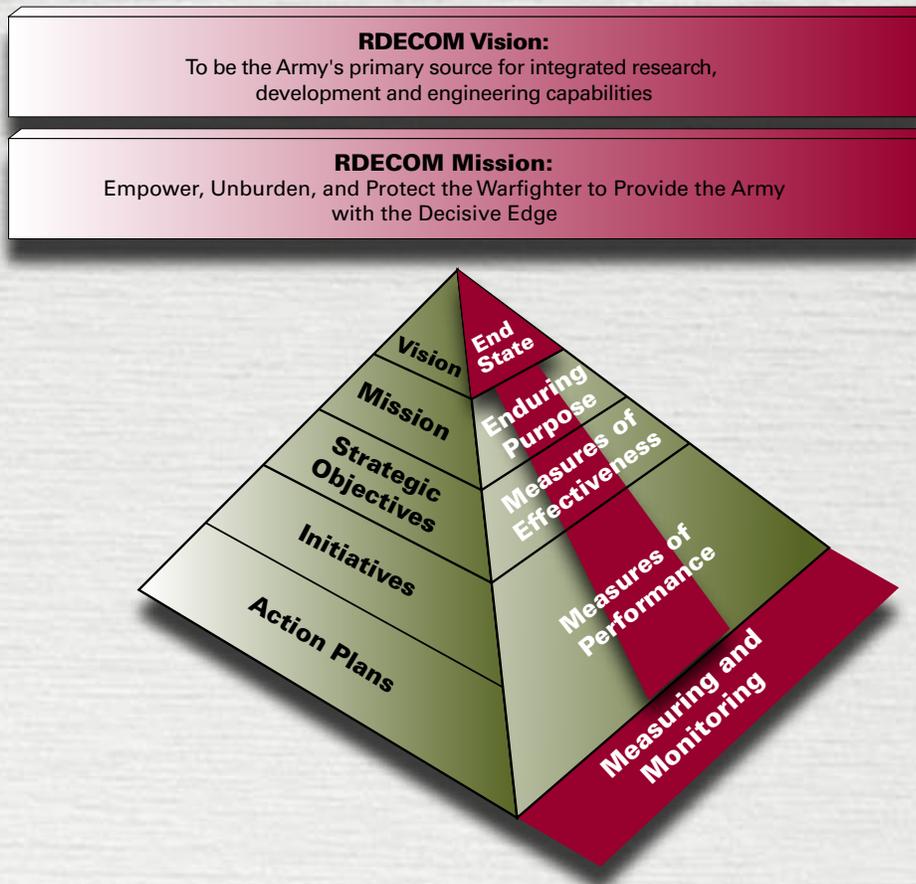


Figure 8. Strategic Plan Structure and Method

STRATEGIC ALIGNMENT

Alignment to Higher Headquarters and Beyond

RDECOM’s strategic objectives align with the AMC LOEs, the ASA(ALT) Objectives and the Army Campaign Plan Major Objectives, as

appropriate. RDECOM reviews higher-level documentation to ensure proper alignment as strategies are reviewed and updated.

RDECOM Strategic Objectives	AMC LOEs	ASA(ALT) Objectives	Army Campaign Plan Major Objectives
1.0 Manage Resource Portfolio to Maximize Delivery of Capabilities	LOE #3: Provide Capability-Based Solutions	2.2 Enhance Life Cycle Management by Adopting an Enterprise Outlook and Approach	6.5 Assess and Sustain Essential Industrial Base Capabilities
	LOE #5: Allocate and Apply Resources Efficiently and Effectively	4.6 Improve Management of Resources	9.5 Strengthen Financial Management
2.0 Recruit, Develop, and Retain a Diverse, Agile, World-class Workforce	LOE #4: Cultivate a Trained and Ready Workforce	3.0 Transform the Acquisition Workforce Enterprise	5.1 Transform the Acquisition Workforce Enterprise
		3.1 Ensure Acquisition Corps Leadership Development	
		3.2 Promote Workforce Professional Development	
		3.3. Improve the Strength and Proficiency of our AL&T Workforce	
3.0 Sustain, Modernize, and Acquire State-of-the-Art Facilities, Equipment, and IT Infrastructure	LOE #2: Sustain Units for Full Spectrum Operations	4.5 Improve Tradecraft in Services Acquisition	9.0 Transform Business Operations
		5.0 Support and Enhance the Efficiency of the AL&T Infrastructure	
4.0 Advance Research and Technology Innovation	LOE #3: Provide Capability-Based Solutions	5.3 Provide Enabling Enterprise and Business Technologies	9.6, 9.7 Transform Business System Information Technology and Governance
		1.1 Maintain a Leading Edge in Technology	5.6 Maintain a Leading Edge in Technology
		4.1 Assess and Improve Army Industrial Base Capabilities	
5.0 Accelerate Technology Transition to the Warfighter	LOE #2: Sustain Units for Full Spectrum Operations	5.3 Provide Enabling Enterprise and Business Technologies	5.0 Equip the Army for Full Spectrum Operations
		1.0 Equip the Army for the 21st Century	

RDECOM Strategic Objectives	AMC LOEs	ASA(ALT) Objectives	Army Campaign Plan Major Objectives
	LOE #3: Provide Capability-Based Solutions	1.1 Maintain a Leading Edge in Technology 1.3 Develop Policy and Methodology to Support Urgent Equipping Needs	6.0 Sustain the Force for Full Spectrum Operations
6.0 Enhance Engineering Services to PEOs / PMs, LCMCs, and OGAs	LOE #2: Sustain Units for Full Spectrum Operations	1.1 Maintain a Leading Edge in Technology	5.6 Maintain a Leading Edge in Technology
7.0 Integrate Research, Development and Engineering Efforts	LOE #1: Perform Equipment Reset and Materiel Integration in Support of ARFORGEN	1.0 Equip the Army for the 21st Century	5.0 Equip the Army for Full Spectrum Operations
	LOE #2: Sustain Units for Full Spectrum Operations	1.1 Maintain a Leading Edge in Technology	5.6 Maintain a Leading Edge in Technology
		2.1 Ensure Weapons Systems Supportability Throughout the Life Cycle	6.0 Sustain the Force for Full Spectrum Operations
8.0 Engage Strategic Stakeholders	n/a	5.1 Communicate for Strategic Effect	n/a
9.0 Improve Command-wide Business Processes to Support Efficiency Initiatives	LOE #5: Allocate and Apply Resources Efficiently and Effectively	1.3 Develop Policy and Methodology to Support Urgent Equipping Needs	6.4 Transform the Contracting Enterprise
		4.2 Transform Contracting Enterprise to Support Army's 21st Century Acquisition Requirements	9.0 Transform Business Operations
		5.2 Continuously Improve Performance Processes and Procedures	9.2 Harmonize the Acquisition and Fielding Processes
10.0 Incorporate Customer Feedback	n/a	5.2 Continuously Improve Performance Processes and Procedures	n/a

Alignment within RDECOM

RDECOM’s eight subordinate organizations execute their specific strategic plans that align to and support the overall Command strategy, as appropriate. Each subordinate organization

is responsible for updating its plan in order to appropriately nest with the RDECOM strategic plan.

STRATEGY MAP

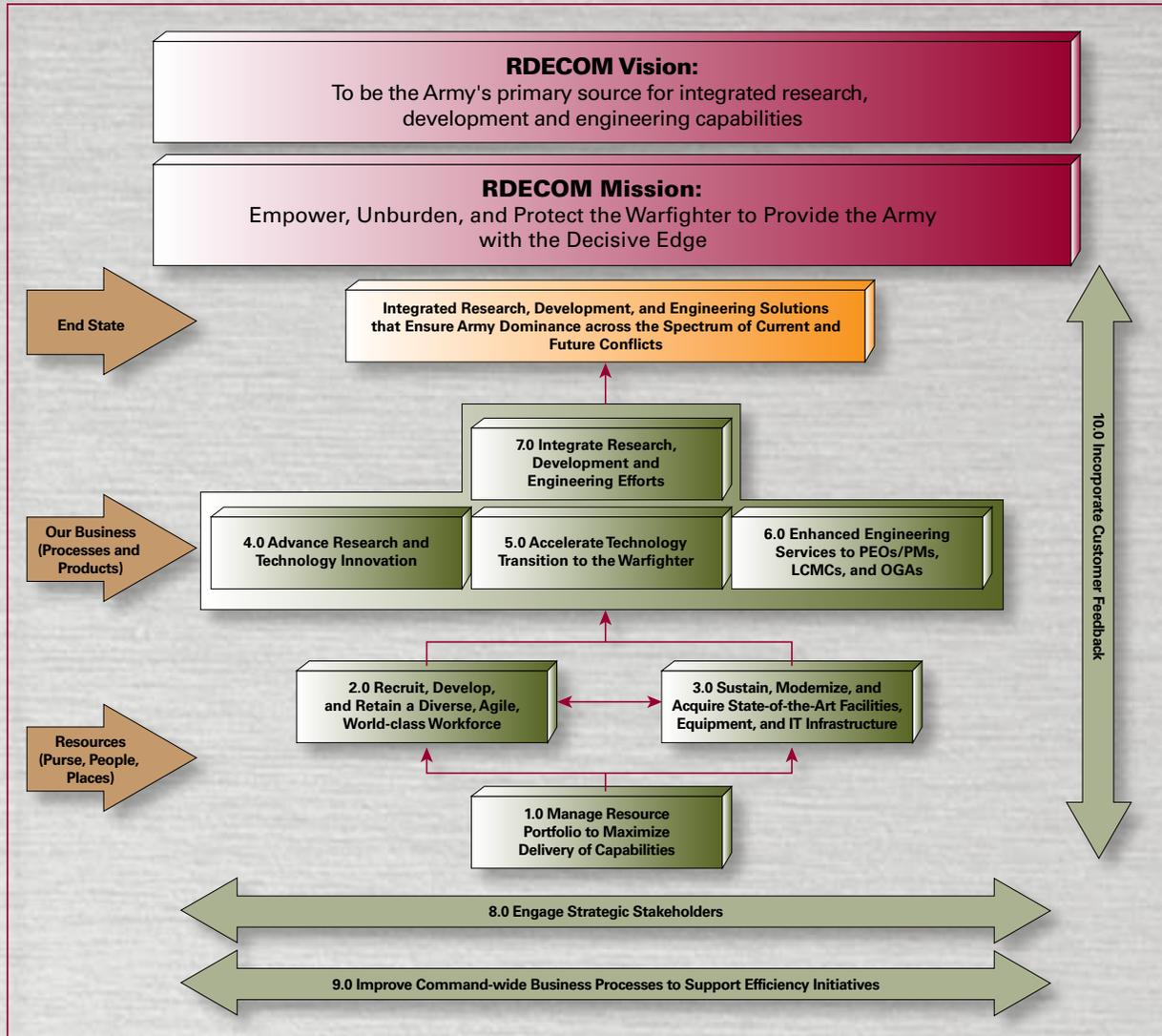


Figure 9. Strategy Map

The Strategy Map is a communication tool that illustrates the pathway to achieving the contributions RDECOM provides to the Army in support of the overall Command mission and vision. The map is comprised of 10 strategic objectives. The relationships among strategic objectives 1.0 – 7.0 are expressed through the use of cause-and-effect arrows. RDECOM’s “Resources” form the foundation of the Command and consist of the resource portfolio (strategic objective 1.0), human capital (strategic objective 2.0) and facilities and infrastructure (strategic objective 3.0). This foundation leads

to and supports RDECOM’s four business areas (strategic objectives 4.0 – 7.0) described as “Our Business.” The Resources (Purse, People, Places) and Our Business (Processes and Products) strategic objectives work in concert to provide integrated RD&E solutions that ensure Army dominance across the spectrum of current and future conflicts.

Strategic objectives 8.0 – 10.0 are essential and enduring components of the strategic plan that extend vertically and horizontally to provide continual support to strategic objectives 1.0 – 7.0.

STRATEGIC OBJECTIVES, INITIATIVES & MEASURES

RESOURCES (Purse, People, Places)

RDECOM’s Resources (strategic objectives 1.0 - 3.0) provide the foundation that sustains all activities that are performed on a daily basis in support of the Command’s mission:

- Purse (strategic objective 1.0): Developing and managing a resource portfolio will provide a more comprehensive financial picture, enabling more effective resource-informed decisions on where to focus future investments.
- People (strategic objective 2.0): Our Human Capital Strategic Plan will build upon the strengths of the RDECOM workforce, assess future Human Capital needs, and provide the necessary structure to sustain a comprehensive, integrated approach

to supporting a highly effective and performance-based organization.

- Places (strategic objective 3.0): The sustainment, modernization, and acquisition of state-of-the-art research and development facilities, equipment, and IT infrastructure are necessary enablers to providing our Warfighters with cutting-edge technology to succeed across the spectrum of current and future conflicts.

The desired outcome of strategic objectives 1.0 – 3.0 is to achieve total asset visibility over the resource portfolio, human capital, and facilities / infrastructure so that Senior Leaders can make fact based decisions in real-time for the efficient use of resources.

Strategic Objectives	Initiatives
<p>1.0 Manage Resource Portfolio to Maximize Delivery of Capabilities</p>	<p>1.1 Ensure customer reimbursable work aligns to RDECOM’s core competencies</p>
	<p>1.2 Reduce indirect costs to maximize efficient use of resources</p>
	<p>1.3 Monitor financial execution of direct funding streams (Research, Development, Test & Evaluation (RDT&E), Operation & Maintenance, Army (OMA)) to allow for better decision making on future investments</p>
<p>2.0 Recruit, Develop, and Retain a Diverse, Agile, World-class Workforce</p>	<p>2.1 Ensure the RDECOM Workforce Plan aligns to and supports the Command’s core competencies and mission requirements</p>
	<p>2.2 Utilize best practices in talent acquisition to acquire and optimize on-boarding of new employees Command-wide</p>
	<p>2.3 Ensure the Command-wide Workforce Development Plan is implemented and empowers employees to reach their full potential</p>

Strategic Objectives	Initiatives
	2.4 Actively manage workforce retention efforts, including matrixed engineers, to optimize the workforce Command-wide
	2.5 Actively manage Command-wide succession planning processes to optimize leadership competency
	2.6 Ensure effective Knowledge Management and Transfer processes are utilized Command-wide
	2.7 Regularly evaluate and adjust human capital measures and data to empower and support RDECOM management at all levels
3.0 Sustain, Modernize, and Acquire State-of-the-Art Facilities, Equipment, and IT Infrastructure	3.1 Baseline and assess facilities, equipment, IT infrastructure with respect to RDECOM's core competencies
	3.2 Establish a Command Master Plan that supports RDECOM's core competencies
	3.3 Strategically engage with external organizations to establish and strengthen support for priority facility investments
	3.4 Evaluate the readiness of facilities, equipment, and IT infrastructure

Our Business (Processes and Products)

Strategic objectives 4.0 – 7.0 align to the directives outlined within the Charter of August 2002 that established RDECOM as a Major Subordinate Command (MSC) of AMC. Each strategic objective within “Our Business” is home to numerous business and technical processes that result in products that contribute to the overall value RDECOM provides to the Army. The outcomes for each strategic objective are defined below, which shape and focus our action plans.

that utilizes internal and external resources in a coherent and coordinated fashion to generate leap-ahead capabilities that are critical for maintaining the Army's technological advantage into the future, 2) improved collaborations between ARL Applied Research and the RDECs to accelerate the vertical transition of technologies, and 3) an increase in the number of technologies accepted by the PEOs / PMs

- Advance Research and Technology Innovation (strategic objective 4.0):
 - The outcomes include 1) an integrated, Command-wide basic research program

- Accelerate Technology Transition to the Warfighter (strategic objective 5.0):
 - The outcome includes an increase in the transition of technologies to the Warfighter

in support of current operations through solid partnering between RDECOM and the COCOMs and echelons below that enable the rapid spinout of technologies to meet immediate Warfighter needs

- Enhance engineering services to PEOs / PMs, LCMCs, and OGAs (strategic objective 6.0):
 - The outcomes are 1) integrated cross-Command engineering skill sets and teams that possess the necessary expertise to enable systems of systems solutions to address Army top priorities and 2) matured capabilities such as systems engineering and project

management to improve and standardize Command-wide RD&E efforts

- Integrate research, development and engineering efforts (strategic objective 7.0):
 - The outcome is fully integrated research, development and engineering solutions that leverage internal resources, partnerships within the Department of Defense (DoD), international engagements, and collaborations with OGAs, industry and academia to deliver timely, innovative, integrated, and cost effective solutions to the Warfighter

Strategic Objectives	Initiatives
4.0 Advance Research and Technology Innovation	4.1 Improve the integration of basic research by: <ul style="list-style-type: none"> • Leveraging Army Research Organization’s (ARO) Basic Research program; and, • Increasing the use of STs to efforts conducted across the Command
	4.2 Accelerate the development and insertion of new technologies into programs of record that improve Warfighter capabilities
	4.3 Engage with foreign partners through the ITCs to advance science and engineering knowledge and technical capabilities
5.0 Accelerate Technology Transition to the Warfighter	5.1 Improve quick reaction capabilities (i.e., rapid prototyping, Rapid Equipping Force (REF), REF 10-Liners, Requests for Information (RFIs), ONS / JUONS) to accelerate solutions to the field
	5.2 Expand collaborations between RFECs and COCOMs to shape requirements & investment decisions and identify future strategies in order to proactively address Warfighter needs.
6.0 Enhance Engineering Services to PEOs / PMs, LCMCs, and OGAs	6.1 Employ engineering skill sets / teams across the Command to enable integrated systems of systems solutions

Strategic Objectives	Initiatives
	6.2 Align RDECOM with the Weapons Systems Acquisition Reform Act (WSARA) of 2009 to apply systems engineering and project management principals to Command-wide programs
7.0 Integrate Research, Development and Engineering Efforts	7.1 Refine and institutionalize the TFT / SID construct in order to roadmap future investments
	7.2 Synchronize Command-wide efforts to track projects, project execution, and deliverables for increased visibility and fact-based decision making
	7.3 Align available resources to Army top priorities through an integrated POM submission

Strategic Communications

RDECOM actively participates in diverse engagements and outreach, to include technology exhibitions, symposia, Science, Technology, Engineering, Mathematics (STEM) programs, and recruiting functions in order to foster information exchange, collaboration and promulgation of Army technology priorities.

Interaction with the STEM community, through national K-12 outreach programs and college-level recruiting functions, serves to position RDECOM as an active proponent of STEM education and a workplace of choice for rewarding RD&E careers. Attracting scientists and technologists to RDECOM is critical to the future of the Army’s RD&E capability.

Event participation, including technology exhibitions and symposia, allows RDECOM to interface directly with customers and stakeholders in order to better understand requirements, capabilities and needs. These forums create opportunities for face-to-face communication about our unique value proposition and provide venues to generate awareness of Army technologies. We generate this awareness by proactively communicating with our customers and stakeholders through the use of synchronized themes, messages, and integrated products.

Strategic Objective	Initiatives
8.0 Engage Strategic Stakeholders	8.1 Generate awareness of RDECOM priorities through proactive engagements with customers and stakeholders
	8.2 Coordinate and synchronize STEM programs Command-wide to strengthen outreach efforts that cultivate enhancements in STEM education and ignite interest in STEM career fields

Continuous Process Improvement

Strategic objectives 9.0 and 10.0 are combined under one heading “Continuous Process Improvement” as both contribute to improving internal processes that directly impact the services RDECOM provides to the Warfighter.

- Improving our Command-wide business processes to support higher-level efficiency initiatives will ensure that RDECOM is

operating in an efficient, effective and cost conscious manner

- Actively soliciting customer feedback within and beyond the organization, and using the feedback to make informed decisions will provide RDECOM with the necessary data and information to improve upon its overall support to the Warfighter

Strategic Objectives	Initiatives
9.0 Improve Command-wide business processes to support efficiency initiatives	9.1 Reduce duplication and increase efficiencies by identifying, assessing, and improving Command-wide business processes
10.0 Incorporate customer feedback	10.1 Improve engagements with internal and external customers to enhance RDECOM’s support to the Warfighter

CONCLUSION

The strategic plan provides a cohesive blueprint for achieving RDECOM's vision to be "The Army's primary source for integrated Research, Development & Engineering capabilities." By focusing our collective efforts on our 10 strategic objectives and supporting initiatives, RDECOM will create the platform from which to position its RD&E capabilities for success in the next decade and beyond. Our efforts will yield a Command that is integrated, efficient, agile, collaborative, state-of-the art and innovative in order to keep

pace with the increasingly complex demands on our Warfighters. And, we will demonstrate the ability to respond to an ever-changing environment with decreasing resources and increasing responsibility. The end result will be better technical solutions for our Warfighters, greater return on investment of the Army's RD&E program, and creation of an environment where all employees have an opportunity to develop to their maximum potential. From concept to capability, RDECOM is technology driven, Warfighter focused.

APPENDIX: ACRONYMS

ACC-APG	Army Contracting Command – Aberdeen Proving Ground
AMC	Army Materiel Command
AMRDEC	Aviation & Missile Research, Development & Engineering Center
AMS	Army Modernization Strategy
AMSAA	Army Materiel Systems Analysis Activity
ARDEC	Armament Research, Development & Engineering Center
ARL	Army Research Laboratory
ARO	Army Research Office
ASA(ALT)	Office of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology
ASCC	Army Service Component Command
BA	Budget Activity
BoD	Board of Directors
CBRNE	Chemical, Biological, Radiological, Nuclear, high-yield Explosives
CERDEC	Communications & Electronics Research & Development Engineering Center
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance & Reconnaissance
CTC	Combat Training Center
COCOM	Combatant Command
DCG	Deputy Commanding General
DoD	Department of Defense
ECBC	Edgewood Chemical Biological Center
EDCG	Executive Director to the Commanding General
FAST	Field Assistance in Science and Technology
IT	Information Technology
ITC	International Technology Center
JUON	Joint Urgent Operational Need
LCMC	Lifecycle Management Command
LOE	Line of Effort
MSC	Major Subordinate Command
NSRDEC	Natick Soldier Research, Development & Engineering Center
OGA	Other Government Agency
OMA	Operation & Maintenance, Army
ON	Operational Need
PEO	Program Executive Office
PIF	Prototype Integration Facility

PM	Project Manager
POM	Program Objective Memorandum
POR	Program of Record
R&D	Research & Development
RD&E	Research, Development & Engineering
RDEC	Research, Development & Engineering Center
RDECOM	Research, Development & Engineering Command
RDT&E	Research, Development, Test & Evaluation
REF	Rapid Equipping Force
RFEC	RDECOM Forward Element Command
RFI	Request for Information
STEM	Science, Technology, Engineering, Mathematics
S&T	Science & Technology
SID	System Integration Domain
STAT	Science and Technology Assistance Team
TARDEC	Tank & Automotive Research, Development & Engineering Center
TFT	Technology Focus Team
TRADOC	Training and Doctrine Command
WFO	Warfighter Outcome
WSARA	Weapons Systems Acquisition Reform Act

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