



U.S. ARMY RESEARCH, DEVELOPMENT AND ENGINEERING COMMAND



TECHNOLOGY DRIVEN. WARFIGHTER FOCUSED.

STRATEGIC PLAN

May 2007



The RDECOM 2007 Strategic Plan is also available in PDF downloadable format on the RDECOM website, at <http://www.rdecom.army.mil>

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Commander's Intent

I'd like to introduce the 2007 RDECOM Strategic Plan – our roadmap for the next five years.

As you know, a strategic plan is a blueprint for an organization that lays out a path for fulfilling the organization's vision. This plan is no different.

The intent of this Strategic Plan is to articulate the overall Command direction, goals, objectives and strategic initiatives toward achieving those ends. Due to the depth, breadth and diversity of all subordinate organizations within the Command, it would not be prudent to prescribe a one-size-fits-all approach. Subordinate organizations within RDECOM should follow the spirit and intent of **what** is promulgated in this plan. **How** it is implemented at the local level should follow a common sense approach at the point of execution.

The formation of RDECOM may not have had a noticeable personal impact on all 13,800 individuals working within the Command. For

most of you, not a whole lot has changed in the last three years since RDECOM's inception. Independently, you've always done great things for the Army and our joint forces – that's why today's forces are

unmatched in their lethality, mobility and survivability across the full spectrum of conflict. But imagine what we can accomplish collectively when we integrate the capabilities across the Army's laboratory and R&D Centers. This is precisely why RDECOM was created.



Major General Roger Nadeau
 Commanding General
 U.S. Army Research, Development and Engineering
 Command, (RDECOM)

By consolidating Army Research and Development at the lowest possible Command level, the Army has created the right operating environment to facilitate collaboration, which is absolutely imperative for an Army at war and an Army transitioning to meet the needs of the future. The Army now has an organizational construct that provides a more effective and efficient mechanism to harness the collective Army RD&E organizations to get the right expertise working on a problem. And it's not

always the local or traditional solution. Today, we're able to capitalize on the unprecedented capabilities existing across RDECOM to optimize decisive technology solutions to the

Warfighter, where it's needed, and when it's needed.

Let me assure you that the benefits of the Command are being realized by the War-

fighter and Combatant Commanders, by ASA (AL&T), by the LCMCs, and PEOs/PMs and by TRADOC. And we're just beginning to scratch the surface!

RDECOM's Vision:
Be the world leader in rapid, innovative research, development and engineering for the Warfighter.

RDECOM's Mission:

**Get the right technology to the right place,
at the right time, for the Warfighter.**

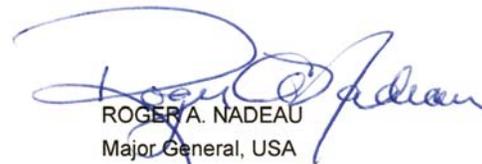
My mission as Commander of RDECOM is to:

- Continue to mature the Command by judiciously executing the Army's strategic vision for RD&E
- Ensure that the Army's RD&E program provides the greatest return on investment for the Warfighter and the taxpayers
- Achieve even better performance by facilitating continuous improvement and focus on our customers
- Instill a culture of innovation and collaboration throughout the Command and throughout the Office of the Secretary of Defense (OSD) research and development (R&D) activities
- Optimize technical solutions, reduce redundancies, and create an environment where all employees have an opportunity to develop to their maximum potential.

Over the next five years, RDECOM will continue to leverage science and technology in order to advance major acquisition programs for the Army and the Joint Force. The most notable of these programs is the Future Combat System – the Army's primary transformation effort and most critical investment. In addition, we will develop and transition technologies in support of the Soldier and Soldier support systems, ammunition programs, extended air defense systems, Land-

WarNet operational capabilities and the restructuring of Army Aviation through modernization of aircraft systems. As the Army undergoes transformation from divisions to modular, brigade-based combat teams with joint expeditionary capabilities, RDECOM will adapt its science and technology solutions to better support the transformation.

This strategy documents a roadmap for our journey forward as we continue to support the Global War on Terrorism (GWOT), the current force and the Army transformation. Let's all do our part to make RDECOM's vision a reality!



ROGER A. NADEAU
Major General, USA
Commanding

Introduction/Background

The U.S. Army Research, Development and Engineering Command (RDECOM) is the Army's focal point for developing and accelerating innovative technology and sound engineering solutions that provide our U.S. forces with decisive and dominant capability where they need it, when they need it. RDECOM, a major subordinate Command of the Army Materiel Command, is unparalleled in its depth and breadth of technical capability, innovation and dedication to provide our U.S. forces with the best technology, today and in the future. From missiles, airframes, combat and tactical vehicles, communications networks and the human-system interfaces that link to the Warfighter, to fundamental items of personal

protective equipment, rations, weapons and ammunition, RDECOM provides the full spectrum of basic research, development, engineering and analysis of Warfighter systems, from concept to capability.

RDECOM is headquartered at Aberdeen Proving Ground, Maryland with laboratories and Research, Development & Engineering (RD&E) Centers throughout the country and representatives throughout the world. The Command is home to 13,800 military and civilians, over 62% of who are scientists and engineers, harnessing the potential of research, development and engineering for the Warfighter on a daily basis.

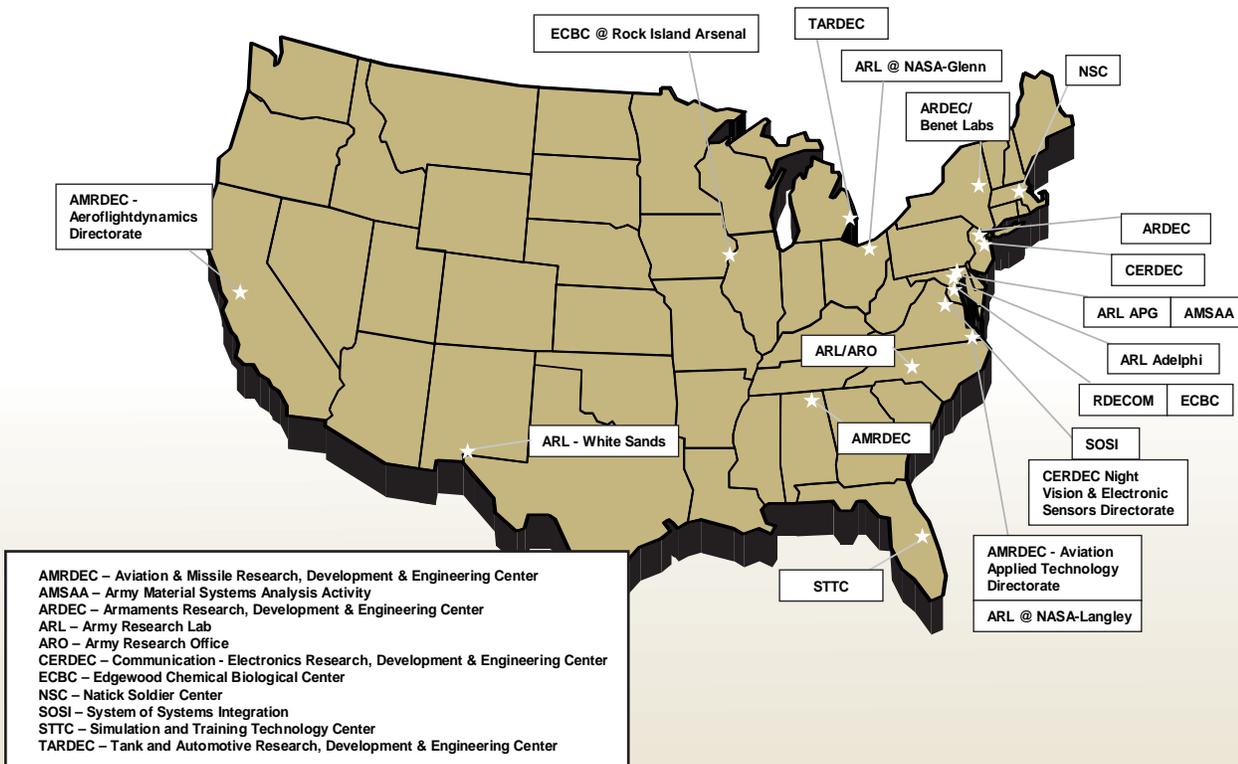


Figure 1, RDECOM Geographic Locations

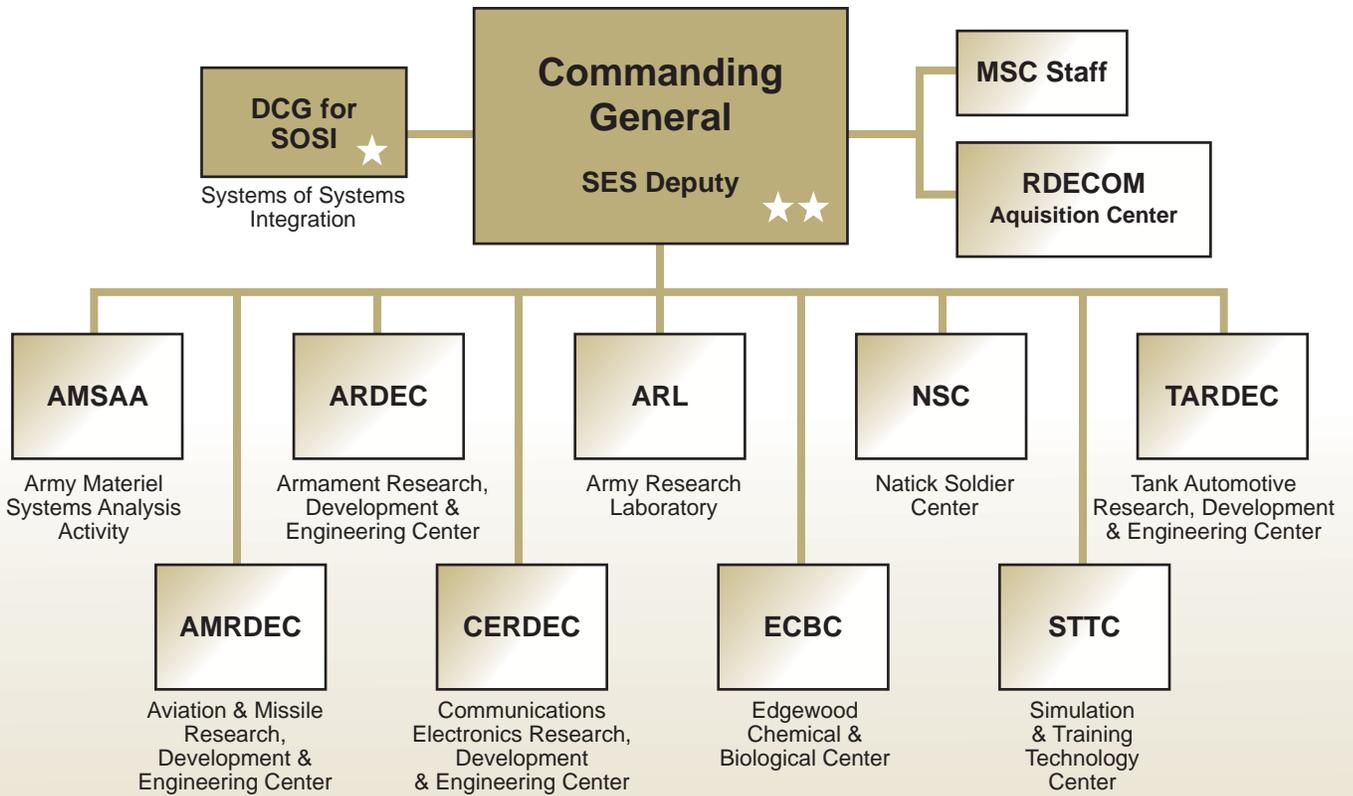


Figure 2, RDECOM Organizational Chart

RDECOM Organization

RDECOM was established in 2004 by consolidating the Army's RD&E Centers, the Army Research Laboratory (ARL), and the Army Materiel Systems Analysis Activity (AMSAA) into one Command composed of many world-class subordinate organizations. The resulting Command is greater than the sum of its parts. RDECOM has the formidable task of executing the Army's overall RD&E investment strategy. Our goal is to provide the Army with the largest possible return on its RD&E investment. Today, this return

on investment is being accomplished by creating stronger, integrated RD&E management; eliminating costly duplicative R&D efforts; leveraging research dollars by fostering collaborative efforts among Army organizations, our sister services, OSD R&D facilities, industry and academia; and by expediting transitions from R&D to Programs of Record with the Life Cycle Management Commands (LCMCs), Program Executive Offices/Program Managers (PEOs/PMs) and other strategic partners.

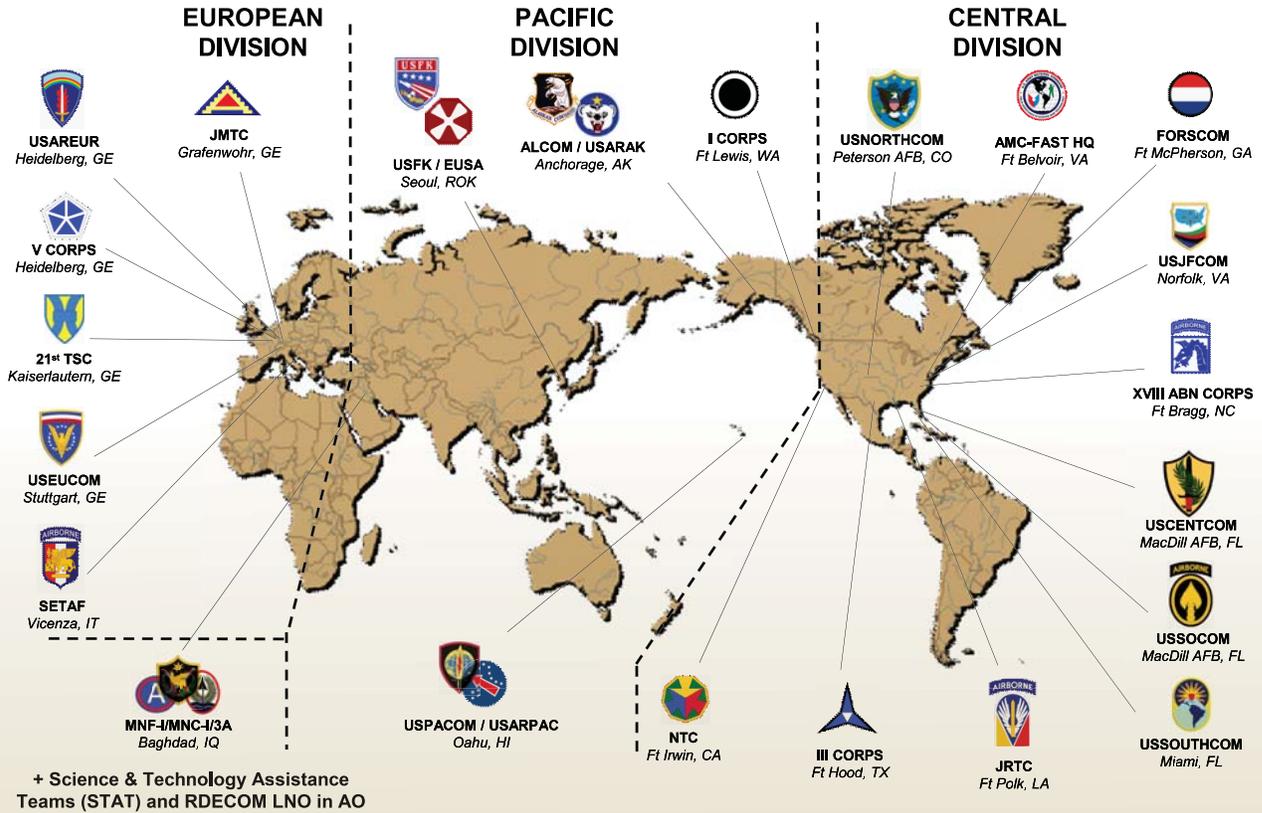


Figure 3, Linkage to Combatant Commanders

RDECOM's vast network not only connects to other Army organizations, but is also strongly linked to our sister services and to OSD RD&E agencies. We also maintain International Technology Centers (ITC) around the world to conduct regional technology watch and deploy Field Assistance in Science and Technology (FAST) liaisons to Combatant Commanders in all theaters, directly linking technology solutions to warfighter requirements in real-time. (See Figure 3 above)

External Environment

Global War on Terrorism (GWOT)

Our nation will continue to be engaged in a long struggle of continually evolving conflict that, as in Afghanistan and Iraq today, will manifest itself in complex, non-traditional and asymmetric challenges including Weapons of Mass Destruction (WMD) and cyberspace. Our adversaries will employ irregular tactics, terror and asymmetric warfare. Our forces must be able to operate effectively within the full spectrum of these threats to include combat operations, stability operations, peace-keeping and nation

building operations. They must also be able to operate as part of joint, interagency and coalition teams. Our forces must be more flexible, rapidly deployable and possess a broader range of capabilities without sacrificing survivability and lethality.

Science & Technology Funding

The rising costs to train, equip and care for our Soldiers and their Families worldwide is taking a serious toll on the Army. The Army Science and Technology (S&T) budget is frequently targeted as a bill payer for emergent requirements in support of current operations. In this environment, we must become even more effective in balancing our S&T portfolio to support the current force while being mindful not to mortgage support for our future force in the process.

Base Realignment and Closure (BRAC)

An additional complexity in the overall future equation is BRAC, and specifically the relocation of the Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) mission from Fort Monmouth, New Jersey to Aberdeen Proving Ground, Maryland. This is the largest and arguably most significant 2005 DoD BRAC relocation. Also, within the Command, elements of the Army Research Laboratory will be relocating to Aberdeen Proving Ground and an element of the Armaments RD&E Center (ARDEC) will be relocating from Maryland to Picatinny, New Jersey. All 2005 BRAC moves must be completed by September 2011. RDECOM's goal is to accomplish the BRAC directives as efficiently as possible within this timeframe, with minimal disruption to our overall mission and no disruption to GWOT support.

Army Transformation

The Army is building a modular force to sustain a steadily increasing demand for military forces by maximizing unit readiness and availability of forces while ensuring greater stability and predictability for Soldiers and their Families. Army Force Generation (ARFORGEN) is the Army's modular force model to ensure all units are fully ready for deployment with Soldiers, equipment and training before they are scheduled to deploy. The Army Modular Force increases unit readiness and the size of the available force pool to sustain continuous, full-spectrum operations. This modular conversion is focused on Brigade Combat Teams (BCTs). The plan is to create a rotational pool of BCTs across the active and reserve components.

The Future Combat System (FCS) is the Army's primary transformation program and it's most critical investment. This program will pioneer the next generation of warfighting capabilities. FCS includes a new class of manned and unmanned air and ground vehicles, interconnected by a modern communications network to better support and sustain the modular forces. The program is designed to spin out technologies as they are matured to put advanced technologies into the hands of the current force while continuing development of the entire integrated family of systems for the BCT future force.

Strategic Planning Process

The Strategic Management System (SMS) is the Army's construct for linking subordinate organizational goals and objectives to the overall Army strategic vision. It provides a framework for describing, implementing and measuring strategy execution at all levels of the organization. The ends (goals) describe what must be accomplished to support the Army's

strategic vision. The ways (objectives) define how we will accomplish those goals; and the means are the resources required to achieve the goals. Figures 4 and 5 below depict the Department of the Army's and the Army Materiel Command's Strategic Management Systems, respectively.

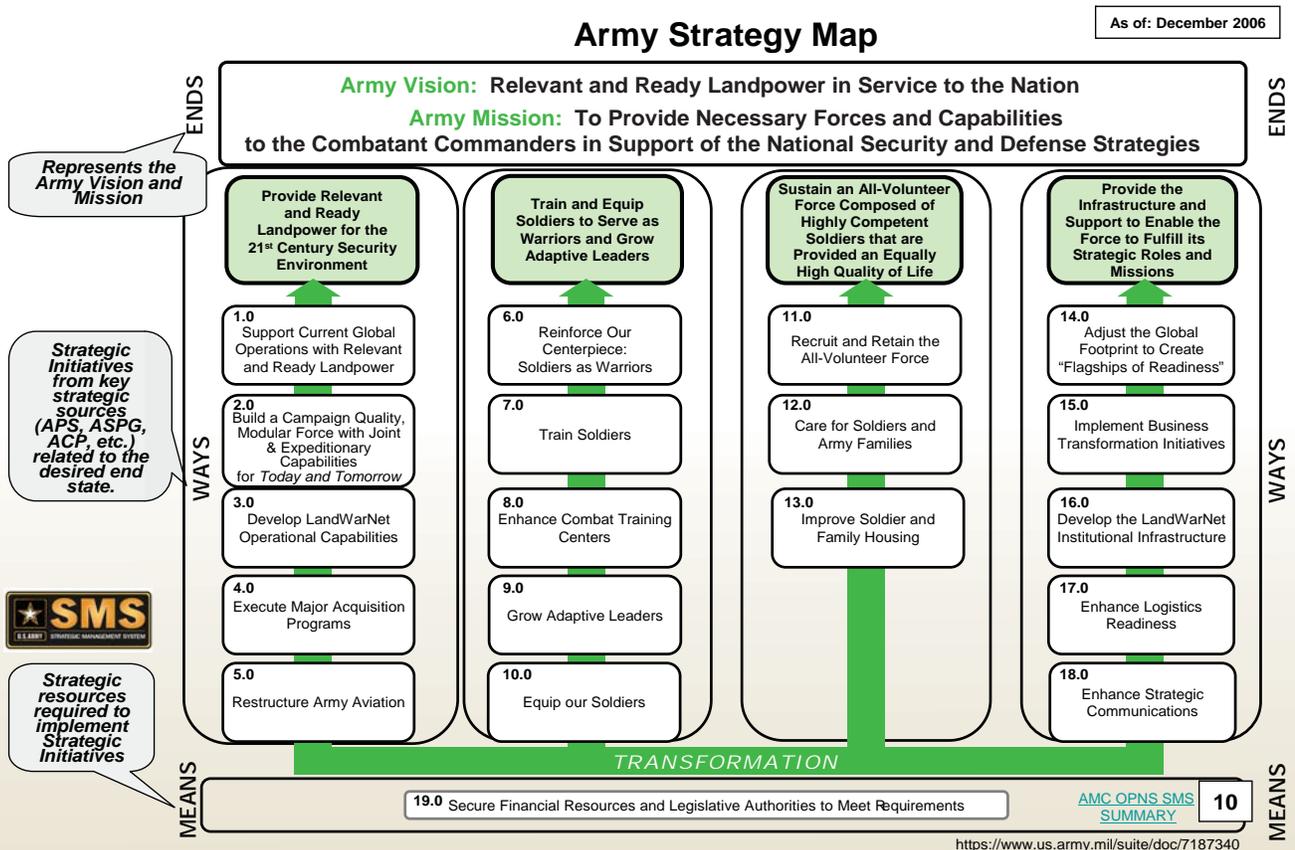


Figure 4, Department of the Army's Strategic Management System



Figure 5, Army Materiel Command’s Strategic Management System

RDECOM Vision:
 Be the world leader in rapid, innovative research, development and engineering for the Warfighter.

RDECOM Mission:
 Get the right technology to the right place, at the right time, for the Warfighter.

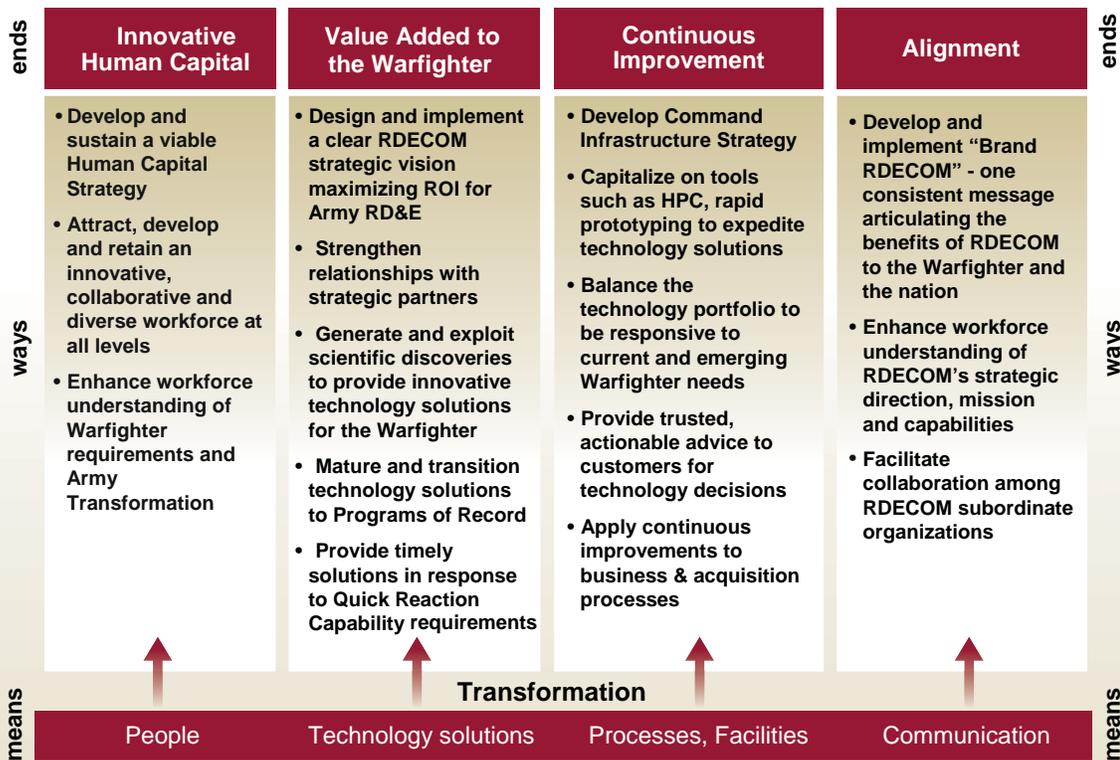


Figure 6, RDECOM Strategic Management System

Figure 6 is RDECOM's Strategic Management System (SMS). RDECOM's SMS directly aligns RDECOM's strategy with both the Army Materiel Command's strategic vision and the Department of the Army's strategic vision.

RDECOM's strategic planning process began with review of the Command's mission and vision statements. These defining statements establish the overall framework under which all Command efforts and activi-

ties evolve. Next, four major goals were developed focusing on Innovative Human Capital, Value Added to the Warfighter through decisive technology, Continuous Improvement through customer focus and Alignment within the entire Command. Supporting each goal are enabling objectives that target opportunities to capitalize on Command strengths and opportunities or mitigate identified weaknesses and threats. Finally, supporting each enabling objective are specific strategic initiatives that form an Action Plan for achieving

each goal. These initiatives define what specifically will be accomplished by whom, within what timeframe, and the desired outcome with associated metrics for tracking performance. Figure 7 below illustrates this alignment process.

designed to cascade down to subordinate organizations within the Command and to individuals within the subordinate organizations as performance objectives. This alignment ensures that everyone within the Command understands their vital role in fulfilling RDECOM's mission and vision.

The Commander's intent is that the Strategic Plan drives all Command implementation plans to include: the Science & Technology Portfolio, Budgets, Human Capital, Corporate Communications, and Infrastructure, as well as all subordinate strategic plans. As a means of alignment and overall performance evaluation, the strategic initiatives within the plan are



Figure 7, RDECOM Strategic Planning Hierarchy

RDECOM's Strategic Goals and Supporting Objectives

The ideal end-state of RDECOM is to be a fully integrated RD&E organization that maximizes every dollar of investment by operating as effectively and efficiently as possible. Everything we do has value. Our workforce is innovative, diverse and totally customer focused. Our culture is one of true collaboration and all aspects of our organization are aligned toward achieving the same vision.

Goal 1: Innovative Human Capital

Shape the workforce to meet current and future needs of the Warfighter.

- 1.1 Develop and sustain a viable Human Capital Strategy aligned with the Command Strategic Plan.
- 1.2 Attract, develop and retain an innovative, collaborative, and diverse workforce at all levels.
- 1.3 Enhance workforce understanding of Warfighter requirements and Army Transformation.

Figure 8, Goal 1: Innovative Human Capital

Goal 2: Value Added to the Warfighter

Provide the Warfighter a decisive edge through Research, Development and Engineering.

- 2.1 Design and implement a clear RDECOM strategic vision maximizing ROI for Army RD&E.
- 2.2 Strengthen relationships with RDECOM partners
 - a) Army, Other Services and Other Government Agencies
 - b) Industry, Academia and Allies
- 2.3 Generate and exploit scientific discoveries to provide innovative technology solutions for the Warfighter.
- 2.4 Mature and transition technology solutions/capabilities to Programs of Record (POR).
- 2.5 Provide timely solutions in response to Quick Reaction Capability requirements from the field.

Figure 9, Goal 2: Value Added to the Warfighter

Goal 3: Continuous Improvement

Optimize business and acquisition operations to ensure efficient and effective delivery of products to our customers.

- 3.1 Develop a Command Infrastructure strategy to support RD&E excellence.
- 3.2 Capitalize on tools such as High Performance Computing, rapid prototyping, modeling, simulation, experimentation and wargaming to integrate, validate and expedite technology solutions.
- 3.3 Balance the technology portfolio to be responsive to current and emerging Warfighter needs.
- 3.4 Provide trusted, actionable advice to our customers for sound technology decisions.
- 3.5 Apply continuous improvements to business and acquisition processes to ensure customer focus, quality and efficiency.

Figure 10, Goal 3: Continuous Improvement

Goal 4: Alignment

Ensure that everyone within the Command understands their vital role in fulfilling RDECOM's mission and vision.

- 4.1 Develop and implement "Brand RDECOM" – one consistent message articulating the benefits of RDECOM to the Warfighter and the nation.
- 4.2 Enhance workforce understanding of RDECOM's strategic direction, mission and capabilities.
- 4.3 Facilitate collaboration among RDECOM subordinate organizations.

Figure 11, Goal 4: Alignment

Conclusion

This Strategic Plan provides a cohesive blueprint for achieving RDECOM's vision to Be the world leader in rapid, innovative research, development and engineering for the Warfighter.

By focusing our collective efforts on four major goals,

- Innovative Human Capital
- Value added to the Warfighter
- Continuous improvement
- Alignment within the Command

RDECOM will continue to provide our Warfighters the right technology to the right place, at the right time. From concept to capability, RDECOM is technology driven, Warfighter focused.

Acronyms

ADC	Agile Development Center	CSLMO	Civilian Senior Leader Management Office
AIDE	Agile Integration, Demonstration and Experimentation	C3T	Command, Control, & Communications (Tactical)
AETF	Army Evaluation Task Force (formerly EBCT)	C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance
AMC	Army Materiel Command	DARPA	Defense Advanced Research Projects Agency
AMRDEC	Aviation & Missile Research, Development & Engineering Center	DC	Deputy to the Commander
AMSAA	Army Materiel Systems Analysis Activity	DCG	Deputy Commanding General
AO	Action Officer	DEA	Data Exchange Agreement
ARCIC	Army's Capabilities Integration Center (part of TRADOC)	DOD	Department of Defense
ARDEC	Armaments Research, Development & Engineering Center	DOE	Department of Energy
ARFORGEN	Army Force Generation	ECBC	Edgewood Chemical, Biological Center
ARL	Army Research Laboratory	FAST	Field Assistance in Science and Technology
ASA (ALT)	Assistant Secretary of the Army, Acquisition, Logistics & Technology	FCS	Future Combat System
ASTWG	Army Science & Technology Working Group	FCT	Foreign Comparative Testing
ATEC	Army Test & Evaluation Command	GWOT	Global War on Terrorism
ATO	Army Technology Objective	HBCU/MI	Historically Black College or University/ Minority Institution
AWG	Asymmetric Warfare Group	HPC	High Performance Computing
BAA	Broad Agency Announcement	HS/HD	Homeland Security/Homeland Defense
BRAC	Base Realignment and Closure	IEWS	Intelligence, Electronic Warfare & Sensors
BCT	Brigade Combat Team	ILIR	In-House Laboratory Innovative Research
BOD	Board of Directors	ITC	International Technology Center
CG	Commanding General	JIEDDO	Joint Improvised Explosive Device Defeat Organization
CERDEC	Communications and Electronics Research, Development & Engineering Center	JRTC	Joint Readiness Training Center

Acronyms (continued)

LCMC	Life Cycle Management Command	SMS	Strategic Management System (formerly Balanced Scorecard)
LNO	Liaison Officer	SOSI	Systems of Systems Integration (RDECOM)
MCA	Military Construction, Army	STAT	Science & Technology Assistance Teams
MILCON	Military Construction	STTC	Simulation and Training Technology Center
MOA	Memorandum of Agreement	TARDEC	Tank and Automotive Research, Development & Engineering Center
MURI	Multidisciplinary University Research Initiative	TRADOC	Training and Doctrine Command
NSC	Natick Soldier Center	TRL	Technology Readiness Level
NTC	National Training Center	TTA	Technology Transition Agreement
OCI	Office of Continuous Improvement (RDECOM Lean Six Sigma)	WMD	Weapons of Mass Destruction
OSD	Office of the Secretary of Defense	3IA	International, Interagency, Industry and Academia (SOSI Directorate)
PBD	Program Budget Decision		
PEO	Program Executive Office		
PM	Program/Product Manager		
POM	Program Objective Memorandum		
POR	Program of Record		
QRC	Quick Reaction Capability		
QRPF	Quick Reaction Prototyping Facility		
R&D	Research and Development		
RD&E	Research, Development & Engineering		
RDEC	Research, Development & Engineering Center		
RDECOM	Research, Development & Engineering Command		
REF	Rapid Equipping Force		
ROI	Return on Investment		
S&T	Science & Technology		
SBIR	Small Business Innovation Research		
SME	Subject Matter Expert		

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STRATEGIC PLAN





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