



JFHQ-NCR/MDW STRATEGIC PLAN

GUARDIAN
OF THE
NATION'S CAPITAL



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Foreword



We are members of a unique and fascinating organization. Here in our Nation's capital, we fulfill both Army and Joint responsibilities that are incredibly diverse and complex. From the precise discipline of the solitary guard at the Tomb to the intricate coordination of a National Special Security Event, we perform our missions while anticipating and preparing for tomorrow. Each day, we demonstrate the best of the Army and the Department of Defense to the Nation and the world.

Today, the Nation and our Army face new challenges that will require careful thought and innovative solutions. The Strategic Plan is designed to provide us with direction while integrating the MDW and JFHQ-NCR missions into one vision – Operational Excellence. This direction is captured in four focus areas: Engage, Operationalize, Synchronize and Institutionalize.

The words Engage, Operationalize, Synchronize and Institutionalize are action terms. The Plan has a comprehensive assessment process which looks not only at accomplishment of objectives but also the desired effects of those objectives. The plan provides direction that drives development of priorities throughout the organization and sets the stage for our activities in a requirements-based resource environment. I will personally oversee progress of the Plan and supervisors should ensure that all their efforts are tied to it.

JFHQ-NCR/MDW is a great organization. We provide the example for both Joint and Army operations and interagency partnering, while accomplishing missions across a wide spectrum. The future will bring us new challenges. The Strategic Plan is structured to prepare us for those challenges and to focus our efforts on meeting them. Always vigilant!

-- MG Michael S. Linnington, Commanding

Strategic Environment

The complexity and importance of the National Capital Region (NCR), combined with the changing and uncertain security environment and manmade and natural disasters, creates unique homeland security and preparedness challenges. The geographic area encompasses counties in Virginia and Maryland, as well as the District of Columbia. It is the epicenter of all three branches of government, 231 federal departments and agencies, and more than 7,000 political, social and humanitarian non-profit organizations. The NCR is the home to monuments and icons of American life, history, and politics, including some of the most important symbols of national power and democratic heritage. It is a prominent metropolitan center and is home to international business and diplomacy.

Our Organization serves a vital mission representing our Nation and our Army daily on the most public and sensitive stages to our citizens and important representatives from around the world. Meanwhile, we work jointly in preparation to support contingency operations if we are ever called to do so. Our challenge of maintaining excellence in our day-to-day mission while ever preparing to tie together a joint response to an event we hope will never occur is unique. Its importance, however, cannot be understated.



Guiding Principles

We operate in a complex environment. Success in that environment will depend on achieving Operational Excellence. Everything we do – from the smallest everyday task to a possible NSSE – we do to standard. All of our efforts should be directed toward that goal.

Success in achieving Operational Excellence stems from the same things which lead to success in any unit: Discipline and High Standards; Teamwork and Trust; Tough, Realistic, Well-planned, and Safe Training; Soldiers and Civilians that live our Army Values; finally, Caring, Compassionate, Well-trained and Decisive Leadership.

As you move to support the Goals and Objectives set forth in our Strategic Plan, my intent is set forth in my Priorities:

- Achieve Operational Excellence across our mission spectrum*
- Expand and strengthen our trusted partnerships*
- Be prepared to transition to JTF status without notice*
- Gain and maintain all-domain situational awareness*
- Take care of our people and their families; they are our foundation*

Our organization represents the Department of Defense to the Nation and the world. This is an awesome responsibility and makes it critical that we are constantly aware that the readiness, welfare and reputation of MDW and JFHQ-NCR are a shared responsibility. We must build a resilient workforce in order to succeed. Addressing each component of resiliency -- Physical, Mental, Spiritual, Emotional and Social – will allow us to overcome future challenges.

Operational Excellence must be a way of thinking and a way of approaching everything we do. We have an important mission and the American people presume that we are prepared to be successful. We must always be vigilant.



Mission

JFHQ-NCR plans, coordinates, maintains situational awareness, and as directed, partners in the employment of forces as a Joint Task Force to conduct homeland defense and civil support operations in the National Capital Region to mitigate regional challenges.

USAMDW serves as the Army Forces Component to, and core staff element of, the Joint Force Headquarters-National Capital Region, and provides executive, operational, ceremonial and musical support across a full spectrum of worldwide responsibilities to support our Nation's leaders.



Vision

An indispensable team of professionals committed to the security of the National Capital Region and demonstrating the best of the Department of Defense to the Nation and the world.

Always Vigilant!



Focus Area One – Engage

We will work with our partners, our stakeholders and our people to develop the skills, relationships and processes necessary to provide world class support and seamlessly transition to contingency operations if the need ever arises. We will continually demonstrate the best of DoD to the Nation and the world.

Goal 1.1 Sustain Valued Partnerships

Desired Effects:

- *Relationships necessary for smooth joint operations are established before they are needed*
- *Mechanisms necessary for coordinating and integrating with our partners are developed*

Measurement Indicators:

- *Establishment of standard plans*
- *Survey of Partners*
- *Participation of Partners in Command sponsored events and Joint exercises*
- *Information sharing between our Partners and the Command*





Goal 1.2 We will Promote Outreach

Desired Effects:

- *Further the prestige of our Nation and the US Army*
- *Demonstrate the commitment and readiness of the Army*
- *Increase understanding of JFHQ-NRC role in contingency situations*

Measurement Indicators:

- *Stakeholder surveys*
- *Partnership contacts*
- *Website and social media contacts*

Goal 1.3 We will Integrate Strategic Communication in support of Army/USNORTHCOM efforts

Desired Effects:

- *Ensure that we speak with one voice*
- *Support the Army's and USNORTHCOM's direction*
- *Multi-layered approach to maximize effectiveness*

Measurement Indicators:

- *Enhanced coordination of events*
- *Workforce Survey*
- *Event assessments*

Focus Area Two – Operationalize

We will demonstrate our readiness to transition from plan to action across the full spectrum of missions. We will support contingency response events not a moment too soon nor a minute too late and smoothly integrate DoD support to civilian authorities.

Goal 2.1 We will Provide Timely and Effective Defense Support to Civil Authorities

Desired Effects:

- *Smooth transition to provide support to Civil Authorities when directed*
- *Standard Operating Procedures and Interoperability with our partners*
- *Seamless integration of all supporting organizations into operations*

Measurement Indicators:

- *Prepare and brief DSCA Requirement Process to our partners*
- *Prepare, brief and test CONEMP with FEMA Region III*
- *Partnership surveys*
- *Exercise results*

Goal 2.2 We will Optimize the JTF Concept of Operations

Desired Effects:

- *Clear understanding of how JTF-NCR will operate in contingency operations*
- *Smooth implementation of JRSOI procedures*
- *Identification of requirements necessary to perform our mission*
- *Train the way we fight*

Measurement Indicators:

- *CONOPS implementation*
- *Workforce survey*
- *Exercise results*



Goal 2.3 We will Optimize Army Forces (ARFOR) Concept of Operations

Desired Effects:

- *Clear understanding of how the Army Forces will operate*
- *Incorporation of all subordinate units in CONOPS*
- *Identification of requirements necessary to perform our mission*
- *Train the way we fight*

Measurement Indicators:

- *Published ARFOR Concept of Operation*
- *Workforce survey*
- *Exercise results*

Goal 2.4 We will Operationalize COOP/COG

Desired Effects:

- *Operational capability during all contingencies*
- *Smooth transition to alternate location*
- *Flexible response to contingency environment*

Measurement Indicators:

- *Revise COOP Plan*
- *Training, Testing and Evaluation Plan implemented*
- *Exercise Results*

Goal 2.5 We will Protect the Force

Desired Effects:

- *Command operations take place in a secure environment*
- *Plans for various contingencies are developed and tested*
- *Equipment and procedures are in place*

Measurement Indicators:

- *Threat, Crime and Readiness report analysis*
- *Employee survey*
- *Army Inspection Reports*



Focus Area Three – Synchronize

We will act to ensure our current capabilities support those missions which might be necessary in the future.

Goal 3.1 We will Provide Premier Facilities

Desired Effects:

- *Identify needs and requirements necessary to fulfill our mission now and in the future*
- *Gain funding for construction and maintenance for superior facilities*

Measurement Indicators:

- *Development of facilities requirements plan*
- *Worker Survey*
- *POM status and Construction*

Goal 3.2 We will Steward Finite Resources w/Mission Requirements

Desired Effects:

- *A rigorous and thorough process ensuring that requirements are properly prioritized and funded*
- *Fair, effective and efficient use of funds*
- *Highly capable force within fiscal constraints*
- *Establish a culture of efficiency and effectiveness*

Measurement Indicators:

- *Analysis of Army/Joint Financial reporting data*
- *Analysis of funding assigned to the priority list*
- *Analysis of Obligation plans and actual expenditures*





Goal 3.3 We will Support Our Garrisons

Desired Effects:

- *Enhanced and systematic staff communication*
- *Advocacy of Garrison requirements*
- *Clear understanding of responsibilities*

Measurement Indicators:

- *Garrison and Command needs identified and communicated*
- *Staff coordination results*
- *Workforce Surveys*

Goal 3.4 We will Support the Force

Desired Effects:

- *3d US Infantry, Army Air Operations Group, and The US Army Band are properly supported in manpower, equipment and facilities*

Measurement Indicators:

- *Manpower authorizations*
- *POM requirements identified and submitted*
- *Unit transition status*
- *Equipment status reports*

Goal 3.5 We will Integrate Communication Architecture

Desired Effects:

- *Operation synchronization through information/knowledge sharing*
- *Assure C & I service availability*
- *Establish a long range IT resource plan*

Measurement Indicators:

- *Employee survey*
- *Exercise results*
- *IT resource plan*

Focus Area Four – Institutionalize

*We will make our vision part of our organization in everything we do.
We will tie everything we do to our mission.*

Goal 4.1 We will Document Processes

Desired Effects:

- *Documented processes that can be easily understood in times of crisis*
- *Clear understanding of organization structure and duties by everyone in the Command*
- *An organization ready for impact*

Measurement Indicators:

- *Workforce survey*
- *Process mapping events*
- *Continuity books for each leader*

Goal 4.2 We will Deliver Tangible Business Processes

Desired Effects:

- *Mapped and Streamlined processes*
- *Increased management flexibility as a result of elimination of wasteful steps*
- *Lean concepts accepted and used across the Command*

Measurement Indicators:

- *Number of process improvement events*
- *Employee Survey*

Goal 4.3 We will Provide Preeminent Ceremonial, Musical and Special Events

Desired Effects:

- *Demonstration of the best of DoD*
- *World class execution*
- *Flexible support of our Leaders*

Measurement Indicators:

- *Event After Action Reports*
- *Audience surveys*
- *Formal and informal feedback*

Goal 4.4 Enhance Readiness

Desired Effects:

- *Better mission effectiveness*
- *Coordinated and efficient approach to exercises*
- *Flexible and informed workforce*
- *Lessons learned are routinely incorporated*

Measurement Indicators:

- Exercise results
- Employee Surveys
- Plans are current and validated

Goal 4.5 We will Optimize Workforce Environment

Desired Effects:

- A Command climate where employees feel valued and appreciated
- Training and developmental opportunities are maximized across the Command
- Each member of JFHQ-NCR and MDW understands their role and career path
- Mastery of the skills necessary to perform in no fail situations

Measurement Indicators:

- Implementation of recruitment, development and mentorship plans
- Workforce Survey
- Training opportunities and course completions

Goal 4.6 We will Embrace the Lessons Learned Process

Desired Effects:

- Determine and establish best practices
- Share our experiences with others
- Develop our people

Measurement Indicators:

- Corrective Action Board results
- Exercise performance
- Observation data base utilization



