



This We Guard!

**U.S. Army Military District of Washington
& Joint Force Headquarters
- National Capital Region**

USAMDW/JFHQ-NCR



STRATEGIC PLAN

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Commanding General**

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Foreword



We are members of a unique, multi-service 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 Honor Guard at the Tomb of the Unknowns to the intricate coordination of a National Special Security Event, we perform our mission while anticipating and preparing for tomorrow. Each day, we demonstrate the best of the Department of the Army and the United States Northern Command to the Nation and the world.

Today, the Nation and the Department of Defense face new challenges that will require careful thought and innovative solutions. The Strategic Plan is designed to provide us with direction while integrating the USAMDW and JFHQ-NCR missions under a single philosophy of the workplace - Operational Excellence. This direction is captured in four focus areas: Engage, Operationalize, Synchronize and Develop.

The words Engage, Operationalize, Synchronize and Develop are action terms. The Strategic Plan has a comprehensive assessment process which looks not only at the accomplishment of objectives, but also at the desired effects of those objectives. It focuses on our core functions and develops priorities for our activities in a requirements-based resource environment. I will personally oversee progress of the Strategic Plan and supervisors should ensure that their efforts are tied to it.

USAMDW/JFHQ-NCR is a great organization composed of a dedicated team of professionals. We provide the example for both Army and Joint operations and interagency partnering, while accomplishing missions across a wide range of activities. The future will bring us new challenges. The Strategic Plan is structured to prepare us for those challenges and to focus our overall efforts on meeting them.

MG Jeffrey S. Buchanan, Commanding General



STRATEGIC ENVIRONMENT

The U.S. Army Military District of Washington is a Direct Reporting Unit to the Chief of Staff of the Army. The Command exercises geographic senior commander responsibilities over four Army installations (Forts Belvoir and A.P. Hill in Virginia; Fort George G. Meade in Maryland; Fort Hamilton in New York) and one joint base (Joint Base Myer-Henderson Hall in Virginia, which includes Fort Lesley J. McNair in Washington, DC), providing services and resources to customers in support of accomplishing the mission. The senior commander serves as the senior Army representative to the surrounding community, synchronizes and integrates Army priorities and initiatives, and cares for Soldiers, Families, and Civilians.

Since its inception in 2003, the Joint Force Headquarters-National Capital Region has served as United States Northern Command's (USNORTHCOM) standing Joint Force in the National Capital Region (NCR) designed to mitigate regional challenges and safeguard the Nation's capital. A key design efficiency in establishing the JFHQ-NCR was the heavy reliance on the USAMDW to serve as the "core staff" in order to capitalize on existing resources. This dual strategy provides USNORTHCOM a Joint Task Force capability for the National Capital Region, a geographic area which encompasses the District of Columbia and the two adjoining Maryland and four adjoining Virginia counties. In this role the Command has established a collective partnership with the Service Components, the National Guard and more than 100 mission partners as part of a "regional team" focused on safeguarding the Nation's capital.

The USAMDW also serves as the Department of Defense and Department of the Army Executive Agent for Joint and Army ceremonies, as well as musical and special event activities in support of our Nation's civilian and military leaders. In this capacity, the Command coordinates and performs official ceremonies for the Department of Defense, Department of State and The White House; and executes memorial affairs operations at Arlington National Cemetery in honor of our fallen, including providing the Honor Guard at the Tomb of the Unknowns.

The complexity and importance of the Command's sphere of Army and Joint responsibilities, combined with the changing and uncertain security and fiscal environments, creates unique challenges. This dual Army and Joint Command serves a vital mission demonstrating the best of the Department of Defense to the Nation and the world.

GUIDING PRINCIPLE

The Command operates in a complex environment. Everything we do - from the smallest routine task to a possible national-level event - we do to standard. Success in this environment depends on achieving Operational Excellence - a philosophy of the workplace where problem-solving, teamwork, and leadership results in the ongoing improvement in an organization. The process involves focusing on stakeholder needs, keeping employees positive and empowered, and continually improving current activities in the workplace. Operational Excellence embraces each person in the organization.

Proactively addressing risk, anticipating what may go wrong, or simply asking when something does not seem right are critical aspects of achieving Operational Excellence. Doing the appropriate thing, the correct way, every time requires vigilance. Errors can occur through the repetitive nature of familiar tasks or similarly, when a task is unfamiliar; in either case, maintaining a "questioning attitude" is essential. Having a questioning attitude should not be perceived as having a lack of trust for others or a belief that your fellow employees are ill-prepared to complete the task at hand. Rather, it comes from a belief that there may be better ways of doing things and the best way to manage/mitigate risks is by proactively identifying and addressing them. This is important because those who do the work are in the best possible position to recognize errors or omissions. We must constantly challenge ourselves by asking four questions:

Are we doing the right things?

Are we doing things right?

What are we missing?

What can we improve?

Operational Excellence is consistently demonstrated in both strategic intent and through our tactical execution. Our Strategic Plan establishes focus areas, goals and objectives. These strategic priorities will be cascaded throughout the command so that directorates have clear and measurable objectives for each of these imperatives, with specifically targeted tasks by which they are directly managed and measured.

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 meet that expectation.

A core function contributes directly to the mission and must be accomplished irrespective of the scale and distribution of resources. They are unique to our organization's role and are the reason customers and stakeholders come to us. The complexity and importance of the Command's sphere of Army and Joint responsibilities, combined with the changing and uncertain security and fiscal environments, will create unique challenges. To be effective and efficient our energy and resource choices will be balanced among the following USAMDW/JFHQ-NCR core functions.

- (B) Mission Command:
 - DRU, JFHQ/JTF Core Staff, ARFOR, Senior Commander
- (B) Official Events (DOD/DA Executive Agent):
 - Armed Forces/Army Ceremonies, Memorial Affairs, Special Events
- (J) Continuity of Government/Continuity of Operations
- (J) Defense Support of Civil Authorities
- (A) Worldwide General Court-Martial Convening Authority Jurisdiction
- (B) Executive Support:
 - Executive Rotary-Wing, Fixed-Wing, White House Master Driver Support, Very Important Persons Protection Support Activity
- (B) Strategic Outreach
- (J) Homeland Defense
- (B) Protection

Notes

- (A) Army
- (J) Joint
- (B) Both Army and Joint

JFHQ-NCR plans, partners, maintains situational awareness, and as directed, employs forces as a Joint Task Force conducting homeland defense and civil support operations to defend and secure the National Capital Region.

As a Direct Reporting Unit, USAMDW exercises geographic senior commander responsibilities over five installations; provides executive, operational, ceremonial and musical support across a full range of worldwide responsibilities; and serves as the Army Forces Component to, and core staff element of, the Joint Force Headquarters-National Capital Region to achieve Army and Joint requirements.

VISION

A dedicated 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.

This We Guard!



FOCUS AREA ONE

Engage

We will work collaboratively with our mission partners, stakeholders and workforce to develop the skills, relationships and processes necessary to provide required support and transition to contingency operations.



Goal 1.1 Sustain Valued Partnerships

Desired Effects:

- Relationships established; business cards exchanged
- Earn the reputation as a trusted mission partner
- Emerging challenges met through a collaborative framework

Goal 1.2 Promote Outreach

Desired Effects:

- Promote understanding and appreciation for HQDA/USNC's mission and importance to the Nation
- Mission partner roles and capabilities understood
- Synergy created through combined exercises

Goal 1.3 Integrate Communication Synchronization Efforts

Desired Effects:

- Command speaks with one voice
- Command viewed in a positive light
- Messages integrated across disparate organizations
- Message(s) understood/accepted by target audience

Goal 1.4 Provide Ceremonial, Musical and Special Events

Desired Effects:

- Executed as planned and to standard
- Intended impact achieved
- Positive feedback received
- Equipment supports planned outcome
- Decentralized execution



FOCUS AREA TWO

Operationalize

We will execute a timely transition from plan to action across the full range of our responsibilities. We must not be late to need.



Goal 2.1 Provide Timely and Effective Defense Support of Civil Authorities

Desired Effects:

- Command not late to need
- Unity of Effort achieved among NCR mission partners
- RFA/Immediate Response procedures understood by stakeholders
- Capability available and responsive

Goal 2.2 Optimize the JTF Concept of Operations

Desired Effects:

- JTF-NCR role understood by stakeholders
- No notice transition to JTF operations
- Procedures and processes tested/appropriate

Goal 2.3 Optimize Army Forces (ARFOR) Concept of Operations

Desired Effects:

- ARFOR role understood by workforce
- No notice transition to ARFOR operations
- Procedures and processes tested/appropriate

Goal 2.4 Operationalize COOP/COG

Desired Effects:

- COOP/COG plans tested/appropriate
- Alternate site (internal COOP) functional
- Capabilities available and responsive to support mission

Goal 2.5 Protect the Force

Desired Effects:

- Risk Assessments conducted
- Force Health Protection measures implemented
- Ready and resilient workforce



FOCUS AREA THREE

Synchronize

We will facilitate the execution of military operations by coordinating ways and means to provide maximum effect (ends) as an output characterized by Unity of Effort.



Goal 3.1 Provide the Optimum Facilities Possible

Desired Effects:

- Sustainable operational facilities for the command that support missions and formations
- Best possible conditions set for future requirements based on DOD resourcing levels
- Facilities compliant with health, life, safety, environmental guidelines
- Full participant in MILCON/SRM process
- Facilities accurately evaluated via Installation Status Report Infrastructure reporting

Goal 3.2 Balance Finite Resources with-Mission Requirements

Desired Effects:

- Priorities established/balanced
- Core functions resourced (funding/manpower)
- Efficient and effective stewardship of resources
- Accountability for results

Goal 3.3 Enable Garrisons to perform their mission

Desired Effects:

- Effective IMCOM partnership
- Effective Army representation to the surrounding community

- Army priorities and initiatives synchronized
- Garrisons resourced to achieve mission

Goal 3.4 Man, Equip and Train the Force

Desired Effects:

- Stakeholders supported; relevant across spectrum of operations
- Readiness sustained with the right capabilities
- Achieve operational readiness; assets and resources prioritized to meet requirements
- Achieve operational primacy; successfully execute today's mission
- Command trained to operate in a joint environment

Goal 3.5 Implement, Integrate and Sustain C4I Architecture

Desired Effects:

- Secure, reliable, interoperable C4I/Cyber architecture
- Timely decision-making
- Achieves Commander's critical information requirements
- Provides a Common Operational Picture
- Supports current and future information management and dissemination
- Communication interoperability with mission partners



FOCUS AREA FOUR

Develop

We will, as a learning organization, build and enhance our people, culture and processes to achieve operational excellence.



Goal 4.1 Develop our Workforce

Desired Effects:

- Workforce skills achieve mission/stakeholder expectations
- Sense of empowerment through application of improved skills
- Training and developmental opportunities maximized
- Decentralized execution

Goal 4.2 Optimize Workforce Environment

Desired Effects:

- Positive organizational climate
- Employees feel valued
- Workforce capabilities achieve future needs
- Best employees are retained
- SHARP/R2C implemented

Goal 4.3 Deliver Tangible Business Practices

Desired Effects:

- Intellectual capital leveraged/retained
- Effectiveness increased through positive practices
- Efficiency and effectiveness achieved
- Reliable processes are well defined

Goal 4.4 Embrace Lessons Learned Process

Desired Effects:

- Positive improvement is observed
- Lessons are assessed, resolved, documented & exercised







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