

# US Army Dugway Proving Ground 2015-2024 Strategic Plan



***TEAM Dugway - Empowering the Nation's Defenders***

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## FOREWORD

The Dugway Proving Ground (DPG) 2015-2024 Strategic Plan provides a guide and road map for advancing TEAM Dugway and its capabilities into the future. In the remainder of this document it will simply be referred to as the DPG 2015 Strategic Plan. This is a revision of the DPG 2014 Strategic Plan and reflects input obtained from the Executive Steering Committee of the installation as well as accomplishments from the past year. This will be a dynamic document designed to change with the priorities and needs of the nation's defenders. Annual updates are planned; however updates will be made as significant changes are identified. A current, controlled version of this document can be obtained from the Strategic Planning Point of Contact at DPG below.

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## DPG 2014 STRATEGIC PLAN AUTHORIZATION

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RONALD F. FIZER  
Colonel, CM  
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Date Signed: 2 April 2015

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# DPG MISSION, VISION, AND MOTTO

## DPG VISION STATEMENT (REVISED)

***TEAM Dugway – Professionals providing world class chemical, biological, radiological, and explosives testing and unique support to our Nation’s defenders.***

This revision streamlines the vision; maintaining the emphasis on the core CBRE testing functions of DPG and implying the need to also preserve TEAM Dugway’s capabilities to support CBRE training, Army Unmanned Aerial System (UAS) testing and other evolving mission requirements. It also emphasizes the critical importance of our most important capability – our people and those professionals include the broader support functions, such as garrison management, logistic functions, network maintenance, contracting support, etc. The team concept is integral to achieving this vision.

## DPG MISSION STATEMENT (REVISED)

***U.S. Army Dugway Proving Ground executes effective and efficient testing and support to enable our nation's defenders to counter chemical, biological, radiological, and explosives (CBRE) hazards.***

The combination of Major Range and Test Facility Base (MRTFB) capabilities and other support organizations enable TEAM Dugway to deliver effect support to chemical, biological, radiological, and explosives testing and training. In addition to DPG’s traditional mission supporting CBRE testing, its large land area, high desert terrain (which resembles many world trouble spots), remote geographic location, controlled airspace with proximity to the Air Force’s Utah Test and Training Range (UTTR), and relatively interference-free radio spectrum can support other Department of Defense (DoD) missions which may or may not involve CBRE issues:

- Installation support, including the management of installation services and the delivery of essential support through a network of key partners
- UAS testing and training, to include joint exercises with other military bases;
- Non-DoD chemical-biological (CB) testing and training, as for civilian first responders and public safety professionals;
- Aeronautical and aerospace program support, such as Air Force air-to-ground training from nearby Hill Air Force Base or as a landing zone for some National Aeronautics and Space Administration (NASA) spacecraft such as Project Genesis;
- Joint cruise missile defense testing activities;
- Training and testing ranges for special forces or other military units which may involve novel or specialized weapons or tactics;
- Training ranges for National Guard, reserve forces, or other traditional military units using artillery or maneuver tactics, techniques, and procedures.

## DPG MOTTO

***Empowering the Nation’s Defenders***

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# DPG 2015 CAPABILITIES

## DPG CORE MRTFB CAPABILITIES

The DPG Core MRTFB Capabilities directly support the CBRNE mission (see the Mission Statement on Page 1), particularly in regard to CB warfare defense-related activities. Those capabilities are:

- Chemical Emerging Threat Agent Test Complex
- Biological Agent Test Complex
- Simulant Challenge Test Complex
- Outdoor Range Multi-Use Test Grid Complex
- Meteorological Test Support Complex
- Data Sciences, Modeling and Simulation, and Distributed Testing Complex

Each of these Core Capabilities encompasses a variety of sub-elements, totaling nearly 50 individually-tracked capabilities.

## DPG ADDITIONAL CAPABILITIES

Due to its geographically remote location with no nearby towns, and surrounded by unpopulated Bureau of Land Management holdings, the high desert terrain of DPG is well-suited for a variety of military uses that are not directly covered by the Core MRTFB Capabilities. These additional capabilities include:

- The Michael Army Airfield (MAAF) complex, which features:
  - The Rapid Integration and Acceptance Center (RIAC), the Army's UAS test center;
  - A number of dedicated and general use hangar and aircraft-support buildings;
  - Restricted airspace suitable for UASs, cruise missiles, and other standard aircraft; and
  - A runway capable of handling any size aircraft, plus hangar and service facilities.
- Maneuver areas and drop zones for paratrooper and other forces to use as training venues;
- Live fire ranges (artillery, small arms, air-to-ground fire, and other impact areas);
- High-desert range areas with no endangered species; pre-approved for use with many simulants;
- Well-characterized high-desert weather/climate;
- Electronic interference-free (clear spectrum) airspace and range area; and
- A full spectrum of installation support, including:
  - Housing and recreational activities
  - Family support, Child and Youth Services and religious support
  - Retail services
  - Maintenance, Engineering, and Logistical services and support
  - Contracting and Network Management
  - Environmental and Natural Resource management
  - Fire, Security, and Emergency Management



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# DPG 2015-2024 STRATEGIC GOALS

## STRATEGIC PLAN EXECUTION THROUGH GOAL ACCOMPLISHMENT

The TEAM Dugway Vision is *“TEAM Dugway – professionals providing world class chemical, biological, radiological, and explosives testing and unique support to our Nation’s defenders.”* This translates to providing current services in a better way, and new related services that support a broader customer base among our Nation’s defenders. While the Vision states the traditional DPG and WDTC missions involving CBRE testing, the changing nature of threats and adversaries in the world, and the unique terrain and facilities at DPG suggest that a greater benefit to the Nation’s defenders can be offered by expansion of TEAM Dugway capabilities, to include some non-CBRE activities. By developing world class people and facilities that deliver improved and expanded services, we position ourselves to be a valued partner to all international, national and local CBRE defenders. This will be accomplished through the efforts of all TEAM Dugway installation partners working to sustain or improve along four Lines of Effort:

- **Line of Effort 1 – Meet the Needs of New and Existing Customers**
- **Line of Effort 2 – Support a Motivated, Agile Workforce with the Right Skill Sets**
- **Line of Effort 3 – Re-Tool Equipment and Facilities to Align with Future Requirements**
- **Line of Effort 4 – Increase Efficiency and Effectiveness Through Process Improvement**

Successfully executing actions along these four Lines of Effort enable the achievement of the DPG Strategic Vision. Each LOE has supporting tasks and these are generally defined through long range planning within each TEAM Dugway installation partner. The Strategic Plan provides alignment of those task objectives to these four lines of effort. The installation planning process provides a near term review and validation of those priorities and efforts bi-annually during the Installation Planning Board (IPB). The Strategic Plan will be reviewed annually to assess those tasks that are focused on the two to ten year horizon and inform the IPB.



# LINE OF EFFORT 1 – MEET NEEDS OF NEW AND EXISTING CUSTOMERS

TEAM DUGWAY will develop and implement a business strategy to achieve a financially healthy and operationally ready MRTFB to serve the testing and training needs of our nation’s defenders and first responders.

- **Goal:** A published and executed business strategy that delivers growth to the installation.
- **Timeline:** May-15 through Nov-16. See table below for details.
- **Metrics:**
  - Increase reimbursable workload for WDTC by 17% in FY 16 and 67% in FY 24;
  - Installation stakeholders sustain or increase manpower strength proportionately to support test center workload increase, as well as adjunct mission growth on the installation.
- **Tasks Supporting LOE 1:**

Task	Office of Primary Responsibility (OPR)	Projected Completion Date
<b>Establish Business and Marketing Strategy</b>		
Outreach and Marketing Strategy	CO / TD / WDTC	May 2015
<b>Improve Customer Outreach</b>		
Existing Customers	WDTC Divisions / RIAC	Oct 2015
Potential Customers	WDTC Divisions / RIAC	Nov 2016
<b>Improve Communications</b>		
Telecommunications Improvements	NEC	Dec 2015
<b>Customer Service Training</b>		
CPAC Personnel	CPAC	Dec 2015
Customer Service Personnel (TOs, etc.)	Divisions	Oct 2016

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# LINE OF EFFORT 2 – A MOTIVATED, AGILE WORKFORCE WITH THE RIGHT SKILL SETS

TEAM DUGWAY will develop a workforce with the correct skill sets, flexibility, knowledge, and attitude to conduct the mission effectively and efficiently.

“Workforce” – all TEAM Dugway employees to include managers, workers, and contractors;

“Motivated” – employees collectively enjoy working at DPG and supporting the Mission;

“Agile” – employees can be quickly repurposed to support a variety of activities with no need for personnel actions;

“Right Skill Sets” – those needed to support all future missions and activities as required by customers.

- **Goal:** Restructure the workforce through training, organization, and repurposing to support future workloads.
- **Timeline:** May-15 through Dec-19. See table below for details.
- **Metrics:**
  - Enhanced workforce effectiveness and professionalism (metrics TBD);
  - Improved health of the workforce (reduced sick leave usage, increase participation in recreational activities, etc.; numbers TBD);
  - Improved workforce morale (numbers TBD);
  - Increase in workforce (military, government civilians, and contractors) to support activities, numbers TBD by workload type and quantity.
- **Tasks Supporting LOE 2:**

Task	Office of Primary Responsibility (OPR)	Projected Completion Date
<b>Workforce Health and Welfare</b>		
Publish Wellness Policy	Clinic / DMD	Apr 2015
<b>Employee Training</b>		
Update Certifications and Trainings	OD	Nov 2015
Develop a training program for each member of the workforce	All Supervisors / CPAC / OD	Sep 2018
Identify areas for cross training	WDTC	Sep 2016
Leadership Development	CO	Annually
<b>Certifications</b>		
Enhanced Training Tracker and IDP	OD / NEC	Sep 2015
<b>Organization</b>		
NEC 2020 Realignment	NEC	Dec 2019
<b>Awards and Recognition</b>		
Train supervisors re: updated Awards Process	CO	May 2015

# LINE OF EFFORT 3 – RE-TOOL EQUIPMENT AND FACILITIES TO ALIGN WITH FUTURE REQUIREMENTS

Equipment and facilities at DPG will be built or upgraded to ensure alignment of their capabilities with future mission requirements.

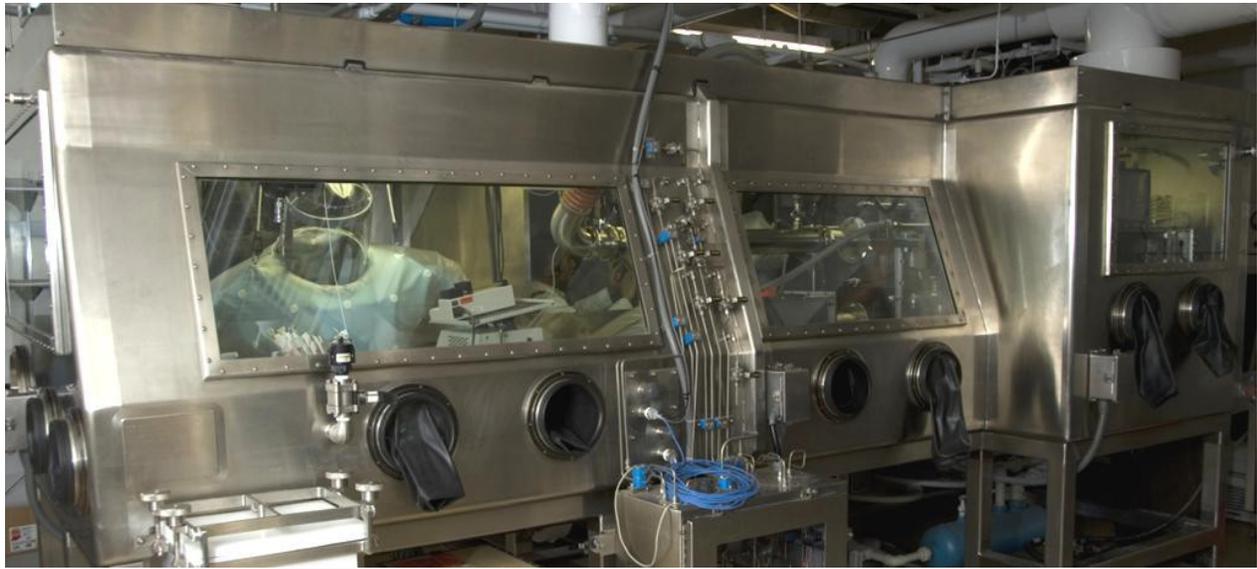
- **Goal:** DPG infrastructure supports all current testing needs and anticipates future requirements
- **Timeline:** Dec-14 through Sep-20 (see table below for details)
- **Metrics:**
  - Reduces by 20% excess facilities and property by 2016, achieve full utilization by 2024;
  - Update environmental and cultural preservation programs in order to support the expansion of testing and training while complying with applicable regulatory guidelines (metric TBD);
  - Complete area beautification of Ditto, Carr, Avery, and Baker by 2020;
  - Fully implement test infrastructure modernization to support full spectrum chemical and biological testing requirements by 2024.
- **Tasks Supporting LOE 3:**

Task	Office of Primary Responsibility (OPR)	Projected Completion Date
<b>Facilities</b>		
<b>New</b>		
Commission WSLAT	LSD	Jun 2015
Commission Life Sciences Annex	LSD	Dec 2015
MCA modern facility	NEC	Dec 2015
Construct CWA/TIC fixture 4-X staging facility within the fence of the MTF	CTD	Dec 2015
Construct a range-control and communications facility in the Ditto area	WDTC / NEC	Dec 2015
Fixed wing and bulk ground refueling	LRC	Sep 2016
Modern Training Facility	NEC	Dec 2018
Area Distribution Node for Northern Range Sector	NEC	Dec 2018
Replace V-Grid ADN	NEC	Aug 2020
Power Management System	NEC	Sep 2020
<b>Upgrades</b>		
Complete 4165 upgrades/ renovation	CTD	Nov 2015
2-3 Modular SCIFs and update Treaty bldg	WDTC / CI	Dec 2015
Upgrades to Data Center to achieve complete utility redundancy	NEC	Dec 2016

- Tasks Supporting LOE 3 (continued):

Task	Office of Primary Responsibility (OPR)	Projected Completion Date
<b>Processes</b>		
Review growth and potential growth areas for potential equipment and facility needs	Garrison / WDTC / RIAC	Annually
Project lifecycle replacement needs for all equipment and facilities	LRC / Garrison / WDTC / RIAC	Annually
Evaluate Maintenance records	LRC / TMDE	Annually
Establish a tracking system	DPW / LRC	Sep 2017
<b>Beautification</b>		
Phase I Ditto Area beautification complete	Garrison	Jun 2016

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# LINE OF EFFORT 4 – INCREASE EFFICIENCY AND EFFECTIVENESS THROUGH PROCESS IMPROVEMENT

Refine DPG’s processes to provide customers with the best quality testing and training possible, at a reasonable cost and in a timely manner.

- **Goal:** Improve DPG efficiency by 20% while maintaining or improving product quality
- **Timeline:** Oct-14 through Sep-18 (see table below for details)
- **Metrics:**
  - Maintain inspection readiness IAW Commander’s Inspection Readiness Policy (metrics within that document);
  - Maintain compliance with DoD spending targets
  - Greater than 90% readiness rates for equipment and equipment inventory compliance;
  - Reduce accidents and near-misses in 2020 by 25% from 2014 rates;
  - Zero repeat findings during external inspections;
  - Equipment and facilities at DPG will be built or upgraded to ensure alignment of their capabilities with future mission requirements.
- **Tasks Supporting this LOE:**

Task	Office of Primary Responsibility (OPR)	Projected Completion Date
<b>Audit and Inventory</b>		
Develop a process to review track and address external audits	OD	Sep 2016
Implement Army Records Management	Garrison / CPAC	Jun 2016
Phase I ISO 17025 complete	TD	Jan 2017
Accomplish audits for NAF and AF recruitment to ensure quality control methods are in place and correctness of work is accomplished	CPAC	Oct 2014
<b>Efficiency Improvement</b>		
ARTS 2.0 (7 <sup>th</sup> SC Acquisition Process)	NEC	Jan 2015
Identify and map in detail the major processes of each Organization	TD	Sep 2016
Reduce the waste in each process	TD	Sep 2018
Improved spectrum scheduling process	WDTC / RIAC	Sep 2015



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## APPENDIX A. REFERENCES

NOTE: All references except 12 and 13 can be found on open internet web sites.

1. Department of Defense, *Quadrennial Defense Review Report*, February 2010.
2. Department of Homeland Security, *Quadrennial Homeland Security Review Report*, February 2010.
3. Office of the Director of National Intelligence, *Quadrennial Intelligence Community Review*, 2009; and the Department of State, *Quadrennial Diplomacy and Development Review*, 2010.
4. Department of the Army, *2012 Army Strategic Planning Guidance*, April 2012.
5. US Army Test and Evaluation Command, *2011 Army Test and Evaluation Enterprise Strategy*, 2011.
6. Office of the President of the United States, *National Strategy for Biosurveillance*, July 2012.
7. Office of the Under-Secretary of the Army, Test and Evaluation Office, *Army Test and Evaluation Strategic Plan*, 2007.
8. US Army Test and Evaluation Command, *Strategic Plan 2012-2017 (Draft)*, January 2012.
9. Joint Program Executive Office for Chemical and Biological Defense, *Strategic Plan FY13-18*, June 2012.
10. Joint Science and Technology Office for Chemical and Biological Defense of the Defense Threat Reduction Agency, *Science and Technology Strategic Plan (Draft)*, August 2012.
11. Office of the Assistant Secretary of Defense, CBDP, *The Chemical and Biological Defense Program (CBDP) Business Plan*, 31-Oct-12.
12. US Army DPG Proving Ground, Utah, *Garrison DPG Strategic Plan*, 19-Feb-09.
13. Dugway Proving Ground (DPG), *Unmanned Aerial System (UAS) -- Strategic Planning Charter*, Feb-09.

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# APPENDIX B. EXTERNAL ORGANIZATIONS' STRATEGIC PLANNING

The strategic planning strategies and strategic plans for superior organizations to DPG (Army Test and Evaluation Command [ATEC], Deputy Undersecretary of the Army for Test & Evaluation [DUSA T&E], Department of the Army [DA], Department of Defense [DoD]) and those of DPG's most important customers (Joint Program Executive Office [JPEO], Defense Threat Reduction Agency [DTRA]/Joint Science & Technology Office [JSTO], and the Department of Homeland Security [DHS]) are summarized in the following paragraphs. While the Garrison and UAS planning documents listed as Items 12 and 13 are not external to DPG, the higher headquarters for those two organizations are external to DPG and its traditional CBRE chain-of-command. The following is an executive summary of the major objectives found in the referenced documents (Appendix B) as they relate to the TEAM Dugway mission:

## Strategic Planning Sources Relevant to DPG:

- 1. Quadrennial Defense Review Report, February 2010 (Reference 1):** A DoD-level view of the future, with most priorities focused on current in-theater operations. CBRNE and/or UAS issues were mostly aimed at counter-proliferation of weapons of mass destruction {WMD}, but mention was made of the need for protecting the homeland from WMD attacks, improving domestic improvised explosive device (IED) defense capability, increasing understanding of potential WMD threats, and expanding use of UAS technology for intelligence, surveillance, and reconnaissance.
- 2. Quadrennial Homeland Security Review Report, February 2010 (Reference 2):** A similar DHS view of the future, focused on terrorism and other calamitous events that could happen domestically (i.e., hurricanes, earthquakes, epidemics, etc). CBRNE and/or UAS issues focused on preventing unauthorized acquisition or use of CBRNE materials and capabilities, enhancing preparedness for terrorist attacks to include emerging threats, and mitigating hazards after attacks including emergency response and cleanup.
- 3. Quadrennial Intelligence Community Review; Quadrennial Diplomacy and Development Review (Reference 3):** The Quadrennial Intelligence Community and Diplomacy and Development reviews address WMD counter-proliferation in very general terms but nothing else about CBRNE issues, thus they are not used as source documents for this strategic plan. They are listed here to show that the concerns of the intelligence community and Department of State {DoS} were considered.
- 4. 2012 Army Strategic Planning Guidance (Reference 4):** A DA document whose CBRNE and/or UAS elements detailed providing trained CBRNE forces for domestic operations, countering WMD threats and mitigating their effects, supporting civil authorities, and increasing counter-proliferation capabilities (which includes detection, identification, and elimination). Non-CBRNE activities mentioned include sustainable energy practices and infrastructure upgrades.
- 5. 2011 Army Test and Evaluation Enterprise Strategy (Reference 5):** This document lists the CBRNE-related strategic goals from the Program Objective Memorandum (POM) FY (fiscal year) 13-17 as operate the Army Chemical Biological Defense Program (CBDP) MRTFB, invest toward emerging threats and advanced technologies, expand test and evaluation (T&E) standards development, and leverage field exercises and training. Listed test Lines of Operation for Transformation, which directly relate to POM objectives, were: balance the workforce, invest in test capability and modernization, integrate testing cradle-to-grave in programs, test capability divestment, and test more efficiently and effectively.

6. **National Strategy for Biosurveillance, Office of the President of the United States, July 2012 (Reference 6):** This Presidential strategy for improving detection and characterization of biological hazards as part of a homeland anti-terrorism initiative is relevant to WDTC's Life Sciences Division. The major goal of the strategy is to achieve a well-integrated national biosurveillance enterprise. The strategy lists four core functions of the biosurveillance enterprise as detection, identification, communication, and hazard prediction. In addition, four enabling capabilities to strengthen biosurveillance were given: capability integration, building capacity, fostering innovation, and strengthening partnerships.
7. **The Army Test and Evaluation Strategic Plan, 2007 (Reference 7):** Published from the Test and Evaluation Office, Office of the Under Secretary of the Army, this document is relevant because DPG is a test center funded in part by the T&E Office. However, the five-year-old document is dated and lays out four goals that include associated strategies and initiatives; the goals are: workforce improvement, T&E infrastructure improvement, improve T&E data quality, and exercise better business practices during T&E.
8. **US Army Test and Evaluation Command Strategic Plan 2012-2017 (Draft) (Reference 8):** The final version of this document was not available, but its publication was imminent and the data listed below were taken from an ATEC briefing describing its content. ATEC strategic goals are to add value to the Warfighter, improve test efficiency and effectiveness, develop the workforce, and improve organizational and fiscal management.
9. **Joint Program Executive Office for Chemical and Biological Defense (JPEO-CBD) Strategic Plan FY13-18 (Reference 9):** The JPEO-CBD represents most of the Army acquisition programs that relate to CBRNE detection, protection, decontamination, or communication. Consequently, JPEO-CBD is one of DPG's most important customers. Their strategic plan lists five overarching strategies, each with several objectives supporting it: joint acquisitions, processes, strategic communications, people, and infrastructure.
10. **The Science and Technology Strategic Plan, Joint Science and Technology Office for Chemical and Biological Defense (JSTO-CBD) of the Defense Threat Reduction Agency (DTRA), 13-Aug-12 (Draft) (Reference 10):** DTRA/JSTO are DoD agencies that sponsor research and development of technologies that apply to CBRNE defense and are important customers for DPG as their activities affect the entire CBRNE defense community. The draft strategic plan contains four focus areas: biosurveillance, medical countermeasures, threat activity sensing and reporting, and rapid response and restoration.
11. **The Chemical and Biological Defense Program (CBDP) Business Plan, Office of the Assistant Secretary of Defense, CBDP, 31-Oct-12 (Reference 11):** CBDP is the top DoD office for setting priorities and distributing funding for chemical and biological defense programs. Their strategy is overarching and of major importance. CBDP identifies four main strategic goals with a number of sub-goals: equip the warfighter, anticipate threats, maintain infrastructure, and lead the enterprise.
12. **Garrison Dugway Strategic Plan, DPG, Utah, 19-Feb-09 (Reference 12):** The strategy for the DPG Garrison aligns primarily with the strategy of its higher headquarters, the Installation Management Command (IMCOM). This plan identifies seven strategic goals: improvements to leadership, workforce, processes, infrastructure, information management, energy usage, and environmental protection.
13. **DPG Unmanned Aerial System (UAS) -- Strategic Planning Charter, Feb-09 (Reference 13):** This charter addresses strategic planning as it relates to UAS activities at DPG. It currently addresses the strategic planning process and does not specify a vision or specific goals for UAS activities, but is referenced here for completeness and to establish continuity with future UAS planning.