

DEFENSE THREAT REDUCTION AGENCY



DIRECTOR'S STRATEGIC INTENT

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Director's Foreword



September 2022

DTRA Team,

Deter. Prevent. Prevail. These keywords express our strategic priorities to deter strategic attack against the United States and our allies; prevent, reduce, and counter WMD and emerging threats; and prevail against WMD-armed adversaries in crisis and conflict. This document provides my direction to the Agency in support of our national and DoD security strategies by clarifying our priorities, defining our core functions, and identifying essential approaches we must take to achieve our shared objectives while working together to meet new challenges in our mission space. It also codifies our Agency values and responsibilities as leaders in the CWMD community.

In light of the current security environment, our mission has never been more important or urgent. We remain united in the confidence that our work matters – to our national security, to the well-being of our allies and partners around the world, and to the safety and security families and loved ones here at home.

Rebecca K.C. Hersman
Director

Introduction

The United States faces a highly competitive security environment characterized by diverse and dynamic weapons of mass destruction (WMD) risks across multiple domains. Moreover, the complexity of state-based chemical, biological, radiological, and nuclear (CBRN) threats is increasing, compounded by advanced and emerging technologies which can provide adversary WMD programs greater speed, lethality, flexibility, accessibility, and deniability. China and Russia seek to degrade established international norms while rapidly expanding and modernizing their nuclear forces, diversifying advanced conventional systems, and developing CBRN capabilities designed to exploit U.S. and allied vulnerabilities—including within the gray zone short of direct military conflict.

While the threat posed by Russia is acute, China – through rapid strategic military expansion, pursuit of advanced technical capabilities, and an aggressive regional posture – is the pacing challenge. China will continue to use its asymmetric advantage and comparative freedom of maneuver in this operating environment to undertake activities they perceive to be difficult to attribute, low-risk, low-cost, and high-reward. Meeting these challenges requires a holistic response that includes integrated deterrence and a campaign-based approach focusing on countering China's WMD activities.

As China continues to weaken the foundations of a stable and open international system, Iran and North Korea pursue advanced warfighting capabilities that undermine regional security and global stability in ways that pose considerable risk to U.S. strategy and priorities. Additionally, the potential for natural or accidental release of biological pathogens or chemical accidents contribute to an ever-evolving CBRN threat environment.

The Defense Threat Reduction Agency (DTRA) provides unsurpassed counter WMD (CWMD) support to DoD, interagency and international partners, continuously adapting to evolving technical, operational, and geo-strategic demands that determine current and future requirements.

Moving forward, DTRA will sustain focus on its vital support to the Joint Force and Combatant Commands while applying renewed energy toward its Defense Agency role in both traditional and new ways. Cross-agency integration, proactive posturing, and effective partnering within the framework of a campaign-based approach will enable DTRA to deliver solutions that build enduring advantages across the strategic deterrence and CWMD enterprises. The following guidance provides the strategic initiatives, core functions, and essential approaches necessary to shape Agency operations, activities, and investments.

Strategic Priorities

DTRA's strategic priorities are aligned with the priorities of the National Defense Strategy (NDS), the Nuclear Posture Review (NPR), and other strategic guidance documents which direct DoD to meet our national security goals through integrated deterrence, campaigning, and building enduring advantages. DTRA enables the Department to shape the operating environment and reduce risk to national security objectives by providing technologies and integrated solutions for the most intractable WMD problems. DTRA supports whole-of-government efforts to prevent the acquisition, proliferation, and use of WMD and associated materials and to confound the decision calculus of WMD-armed adversaries.

As both a Defense Agency (DA) and Combat Support Agency (CSA), DTRA provides cross-cutting solutions to enable the DoD, the United States Government (USG), and international partners to:

- deter strategic attack against the United States and its allies,
- prevent, reduce, and counter WMD and emerging threats, and
- prevail against WMD-armed adversaries in crisis and conflict.



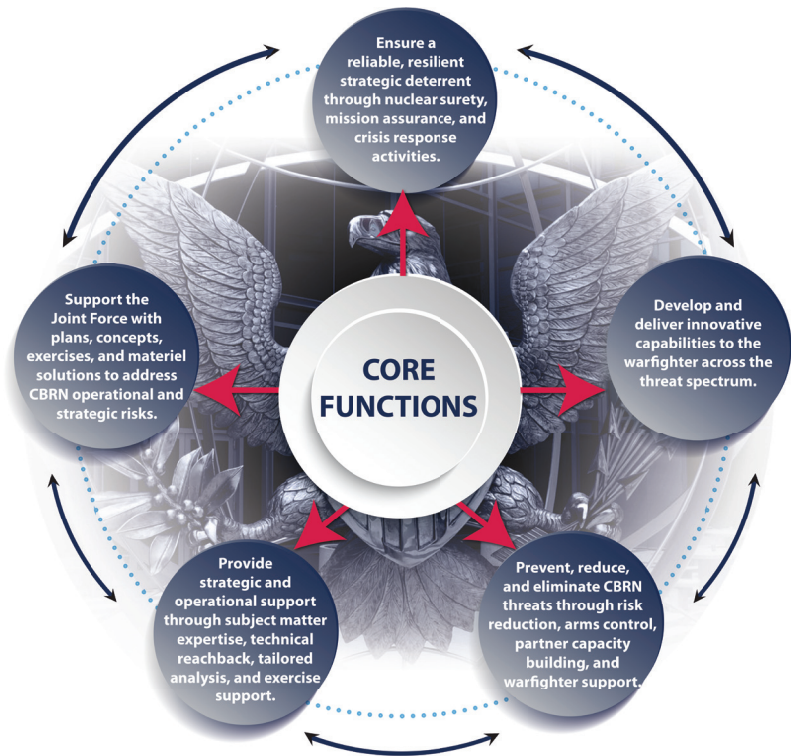
Today's security environment requires that DTRA apply these strategic priorities in a campaign-based approach to our most pressing threat actors: China as the pacing WMD threat, followed by Russia. DPRK and Iran remain major CBRN challenges that pose considerable dangers and a major risk to our national defense strategy priorities if unchecked. CBRN acquisition and use of WMD by non-state actors also remain a legitimate concern, but are secondary in priority with regard to the state-based threats described above.

DTRA Core Functions

DTRA is committed to achieving concrete outcomes and strategic effects through its core functions. Directorates will implement improvements, refinements, and efficiencies to optimize execution in these critical mission areas.

Ensure a reliable, resilient strategic deterrent through nuclear surety, mission assurance, and crisis response activities.

Potential adversaries view nuclear weapons as a means to seek coercive advantage, challenge the United States in crisis and conflict, and potentially decouple the United States from its allies. DTRA supports the U.S. nuclear deterrent through nuclear readiness and modernization, mission assurance, force preparedness and response, and treaty verification. The Agency enhances nuclear force resilience, expands nuclear operations expertise, and improves its capacity to implement current and future verification regimes. In an evolving and complex geopolitical environment, the Agency remains dedicated to maintaining a reliable strategic deterrent while increasing the resiliency of our Joint Force capabilities. DTRA leverages its considerable education, modeling, and assessment resources to ensure the Department's success in this no-fail mission.



Develop and deliver innovative capabilities to the warfighter across the threat spectrum.

The Agency remains a key developer of capabilities to counter WMD threats. The DTRA's portfolio contains critical technologies that enable the Joint Force to disrupt, defeat, disable, and dispose of WMD and enhance deterrence against their potential use. Capabilities developed by the Agency address our intelligence community's hardest problem sets, Joint Force readiness, and the inspection and detection mechanisms that underpin international stability. As the preeminent science and technology leader across the CWMD enterprise, DTRA must maintain its place at the leading edge of innovation. DTRA employs research and development tools and expertise to create novel CWMD solutions and proactively engages with partners to transition these capabilities to the operational force. Enhanced information technology, AI-enabled data retrieval and management, and advanced visualization and decision-support capabilities augment the Agency's enduring detection, protection, and WMD defeat efforts.

Prevent, reduce, and eliminate CBRN threats through risk reduction, arms control, partner capacity building, and warfighter support.

Cooperative threat reduction, treaty implementation and verification, and building partner capacity efforts, in collaboration with USG and international partners, improve DOD's ability to interdict WMD proliferation, secure vulnerable WMD materials and promote and implement effective arms control. By combining innovative technology with sustained engagement and security cooperation initiatives, DTRA enhances U.S. and partner nation abilities to mitigate the dangers posed by nuclear, chemical, and biological weapons, as well as advance delivery systems and other enabling technologies. The Agency continues to shape growth and stabilization across Cooperative Threat Reduction programs with a focus on developing sustainable capacity-building efforts that reinforce networks with allies and partners. DTRA also supports warfighter requirements to deny and disrupt adversaries from acquiring WMD materiel and delivery systems.

Provide strategic and operational support through subject matter expertise, technical reachback, tailored analysis, and exercise support.

DTRA provides a wide range of expert support across operational and scientific disciplines, technologies, and materials to address threats posed by WMD, associated delivery systems, and enabling technologies. DTRA supports the warfighter with tailored capabilities designed to enable operational CWMD missions. Agency subject matter experts, analysts, planners, and strategists examine the challenges of competition and conflict with WMD-capable adversaries and the means to overcome them. As part of the Defense Intelligence Enterprise, DTRA's intelligence support activities advance analysis and information-sharing efforts through thoughtful collaboration with community partners. External research efforts, table-top exercises, workshops, and other mechanisms help DTRA understand the future CBRN threat landscape to prepare for crisis or conflict related to WMD. DTRA's forward presence among DoD Combatant Commands and other key organizations ensures the Agency's efforts are fully integrated across DoD and broader USG. These efforts include a focus on exercise support tools, data visualization, and interactive platforms.

Support the Joint Force with plans, concepts, exercises, and materiel solutions to address CBRN operational and strategic risks.

Plans, concepts, and exercises enable DoD to prepare to deter and defeat WMD-armed adversaries. DTRA mitigates the risks and consequences of conflict by developing CWMD technical solutions, highlighting warfighting challenges and adversary vulnerabilities, and supporting DoD CWMD plans and exercises. The Agency provides the Joint Force, allies, and partners with unique insight into adversary WMD force posture, doctrine, and systems. In particular, DTRA examines how potential adversaries plan to employ and integrate WMD during conflict to inform concepts of operation and materiel solutions U.S. and allied forces need in a WMD battlespace.

Essential Approaches

DTRA's core functions contain many enduring tasks and responsibilities as well as new efforts and initiatives to account for rapidly evolving technological and operational challenges. However, the Agency requires new approaches to better leverage agency-wide capabilities, proactively engage emerging risks and challenges, and prioritize resources across a complex and dangerous security environment. These essential approaches are: campaigning, integrating, partnering, and posturing.

1. Campaigning

The Agency will implement a campaigning approach to synchronize operations, activities, and investments against our most pressing challenges. In a resource-constrained environment, the range of activities and actions across DTRA's core functions must be connected and coordinated to maximize impact. Conducting trade-off analysis on an agency-wide basis allows the organization to prioritize resources that buy down risk. As the pacing challenge for the Department, China is the central focus of DTRA's campaign efforts. DTRA's campaigning approach will work in close concert with the Joint Force, orienting activities to support Combatant Command CWMD operational plans that offset China's ability to develop advanced WMD and dual-use capabilities, coerce potential partners, and prepare for conflict in a WMD environment. Similar campaign approaches for Russia, North Korea and Iran will be developed over time.

2. Integrating

DTRA will reinforce a culture of integration across organizational and functional boundaries. In a joint, all-domain environment, most Agency missions do not fit neatly within a single directorate or program. Information stove-pipes and operational silos impede our ability to address complex challenges. To execute the Agency's mission, DTRA must empower the rich talent and expertise across the organization to collaboratively put the right tools, resources, and capabilities into the hands of decision-makers and operators. Agency elements will fulfill support requests in a coordinated and thorough manner in order to produce the best results. As appropriate, cross-organizational working groups will facilitate integrated approaches, task-organized to our most pressing challenges.

3. Partnering

DTRA's enduring partnerships at the international level, as well as across the DoD and United States Government (USG), are among the Agency's greatest strengths. DTRA must bolster and expand these relationships to better align with the whole-of-government activities targeting CWMD challenges. The Agency will ensure shared understanding of roles and capabilities among our diverse body of stakeholders. Our approach will also include renewed emphasis on collaboration and integration with allies and partners in ways that build enduring advantages for DoD. Through continuous and proactive engagement, DTRA will help build the collaborative partnerships necessary to prevent and deter global WMD threats.

4. Posturing

The Agency must take an anticipatory approach to enhance readiness, responsiveness, and resiliency across the organization. DTRA must transition away from a primarily reactive posture to a more proactive one that enables the Agency to better anticipate and prioritize requirements. This includes positioning Agency resources and personnel in a manner that maximizes their effectiveness while reducing risk to mission across the spectrum of conflict. DTRA will take a deliberate risk assessment approach in accordance with our DA and CSA responsibilities. We will utilize planning and decision-support processes to determine appropriate steady-state and crisis postures and ensure seamless continuity of operations. It is also imperative that DTRA consider how to best manage and position low-density/high-demand assets upon which the Department relies for CWMD actions. DTRA's will rely on advanced analytics, knowledge and data management, and information-sharing technology to anticipate support requests and enhance Agency responsiveness.

Director's Initiatives

DTRA's core functions represent our enduring approach to deter, prevent and prevail against WMD threats. Even as these essential activities continue, the Agency must seek to tackle new and pressing challenges in innovative ways. The following initiatives seek to elevate particular problem sets that require additional attention and focus from an agency-wide perspective. These problem sets include:

- the rapid decline in existing arms control even as the strategic imperative for risk reduction grows;
- the growing complexity and escalatory challenges surrounding regional WMD use and crisis response;
- the impact of the information environment on DTRA operations, activities, and investments; and
- the need to rapidly evolve the Agency's ability to recruit and retain a technically skilled and diverse workforce.

Over the next year, the Agency will address these gaps and augment our core functions through four cross-agency initiatives designed to deliver expedited results by leveraging cross-agency task-organized approaches to deliver new capabilities and solutions to these pressing problems.

Strengthen Future Arms Control

DTRA has a long history of preventing WMD proliferation and use through threat reduction and arms control efforts. We will leverage our unique expertise to identify opportunities to anticipate and address arms control and risk reduction opportunities through the development of technical verification capabilities, innovative operational concepts, and complementary international partnerships. The Agency can contribute to future arms control by developing and testing the viability of technological solutions and operational concepts that support a whole-of-government approach to limit, reduce, or mitigate those challenges.

DTRA will identify priority risk areas and lead the development of novel risk mitigation approaches, to include potential non-treaty, norms-based arms control efforts and efforts related to the space domain. We

will emphasize collaboration with allies and partners to seek greater gains in the areas of biotechnology, advanced missile threats, space, cyber, and digital technologies that relate to CWMD. Further, the Agency will ensure a trained and qualified workforce of inspectors and operators is ready to support future arms control opportunities.

Prepare for WMD Crisis Events

DTRA will prioritize crisis readiness for WMD use by state actors, to include the potential for limited nuclear use, across a range of scenarios. DTRA will identify both internal and CWMD enterprise gaps, seams, and risks to align our crisis decision-making with the Department and the USG, and ensure we can support our partners during moments of acute crisis. DTRA will implement the Agency's enhanced crisis response framework and develop crisis readiness training and exercises while improving cross-DoD, interagency, and international cooperation for regional WMD crisis preparedness.

This initiative reinforces planning support to improve the collective nuclear deterrence posture and resilience of the Joint Force, our allies, and partners while strengthening our combined ability to counter, disrupt, or defeat our adversaries' WMD modernization efforts. These efforts will include identification and development of needed capabilities that help us better assess the risks and impacts of WMD use.

Adapt to the Information Environment

Our competitors seize on opportunities within the information environment to advance narratives that challenge U.S. CWMD activities. To counter this threat, DTRA must proactively endeavor to broaden information sharing, strengthen capacity building efforts with partners, anticipate vulnerabilities within the information environment, and support activities that allow the USG to characterize and attribute WMD-related events and disinformation campaigns.

Today's dynamic information environment requires that we also cultivate a culture of information resiliency within our own programs and activities. We will do this by establishing mission-driven data management systems and accelerate decision-making processes using advanced analytics (artificial intelligence, machine learning, and data science) approaches. These capabilities will enhance our interagency and partner engagements and increase awareness of threats to our CWMD missions. We will also develop resiliency training and education tools within the Agency to better prepare our workforce to operate in this environment.

Build the Workforce of the Future

A renewed emphasis on recruiting, retaining, and empowering a diverse, equitable, inclusive, and highly-skilled workforce will ensure the Agency can sustain the human capital advantage needed to meet the CWMD challenges of the future. As DTRA moves forward to strategically manage its total force, DTRA must focus on key human capital initiatives that address current and future requirements. To address this, the Agency will develop a human capital forecasting and analytics capability that serves to support personnel management, including recruiting and job progression. The complexity of DTRA's mission demands that we implement innovative ways to recruit, hire and retain the highest quality civilian and military talent.

DTRA's leaders must also evolve to create a more agile and responsive workplace. Supervisors should take the initiative to adapt and modernize processes within their purview, provide avenues for professional growth, and remove barriers that impede their teams' success. The Agency will continue to promote rotational details, joint duty assignments, and other skill-broadening opportunities as avenues of experiential growth within the workforce while also establishing effective reintegration strategies for personnel returning from these temporary assignments. DTRA must inspire a culture that embraces effective business practices and prioritizes professional development to achieve a human capital advantage in a competitive labor market.

Leading with our Values

In the face of growing WMD threats and intensified strategic completion, DTRA's mission has never been more pressing. Sustaining excellence within our core functions while adapting and innovating to meet new and emerging challenges in ways that leverage the talent across both our DA and CSA functions is essential. The Agency cannot meet these challenges and deliver on our responsibilities to the broader CWMD enterprise if we lose sight of our responsibilities as leaders in this field. Our leadership principles must guide our actions, encourage our workforce, and align with the importance of our mission. As Agency leaders we must be:

Team Oriented

- o This Agency is large, complex, diverse, and dispersed, but we must still aspire to be a single cohesive team. We will emphasize transparency and open lines of communication as the foundation of teamwork. Historical stovepipes must be replaced with Agency-wide integration and we must enhance our ability to anticipate customer needs during crisis, synchronize our considerable resources to increase effectiveness, and work with key partners where our purposes align. It is only through teamwork that the Agency's strategic priorities can be realized.

People Centric

- o People are our most valuable resource. DTRA possesses extensive capabilities designed to tackle a wide range of WMD challenges, but these are nothing without the human capital required to develop and implement them. The Agency must maximize the strategic impact of its human capital through innovative partnerships and provide pathways for career growth. We must embrace an environment in which all people are valued, and diversity of thought, perspective, background, and identity are embraced and encouraged.

Mission Focused

- o DTRA's CWMD mission is both complex and dynamic—one that spans the continuum from adversary threat conceptualization to U.S. forces' attack mitigation and recovery. However, every member of our DTRA team is united in purpose that our work matters—to our national security, to the well-being of Allies and partners around the world, and to the safety and security of family and loved ones here at home.

Conclusion

As China and Russia expand their WMD capabilities and challenge the international order, DTRA is preparing for, and responding to, the current and emerging WMD threats that pose the gravest risks to our nation. Forthcoming Agency planning guidance and action plans will provide the way ahead for executing our core functions and implementing the Agency strategic initiatives highlighted here. DTRA, as the pre-eminent CWMD agency in the USG, must ensure we are prepared to meet the challenges of our evolving security environment. We will continue to provide the necessary capabilities, expertise, and programs to support a robust defense against WMD that ensures the United States and its allies are able to deter, prevent, and prevail across the global security environment.

Everything we do at DTRA comes down to one thing: protecting the American people and our way of life. We must prevent, reduce, and counter current and emerging WMD threats, sustain a safe, secure, and effective nuclear deterrent, and enable the Joint Force, Allies, and partners to compete and win against WMD-armed adversaries.



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