

UNCLASSIFIED



# DEFENSE THREAT REDUCTION AGENCY **STRATEGY**

FISCAL YEAR 2021 -2026

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## MISSION

DTRA enables DoD, the USG, and International Partners to counter and deter weapons of mass destruction and improvised threat networks.

## VISION

DTRA is the premier Agency to address WMD challenges. Our innovation and agility mitigate WMD threats, suppress associated threat networks, and empower allies and partners.

## VALUES

### *DTRA Values:*

#### *Trustworth*

Do the right thing, the right way, for the right reasons, regardless of circumstances or consequences.

#### *Mission-Focused*

Understand and meet the operational needs of those we support.

#### *Inclusive*

Sustain dignity and respect by fostering an inclusive, engaged and capable workforce, trusted to take personal initiative, enabled and supported by leadership.

#### *Innovativ*

Be bold with courage to fail and the inspiration to learn and develop creative solutions.

#### *Agile*

Be risk-tolerant and operate at the speed of relevancy.

#### *Soldiers*

Collaborate with and support our partners and each other, always putting the mission first.

**The 2021-2026 Agency Strategy outlines our comprehensive approach to outpace existing and emerging threats. We must use creative approaches at the speed of relevancy, expand the scale and scope of our security cooperation with partners, and leverage our existing expertise across the spectrum of competition and conflict.**

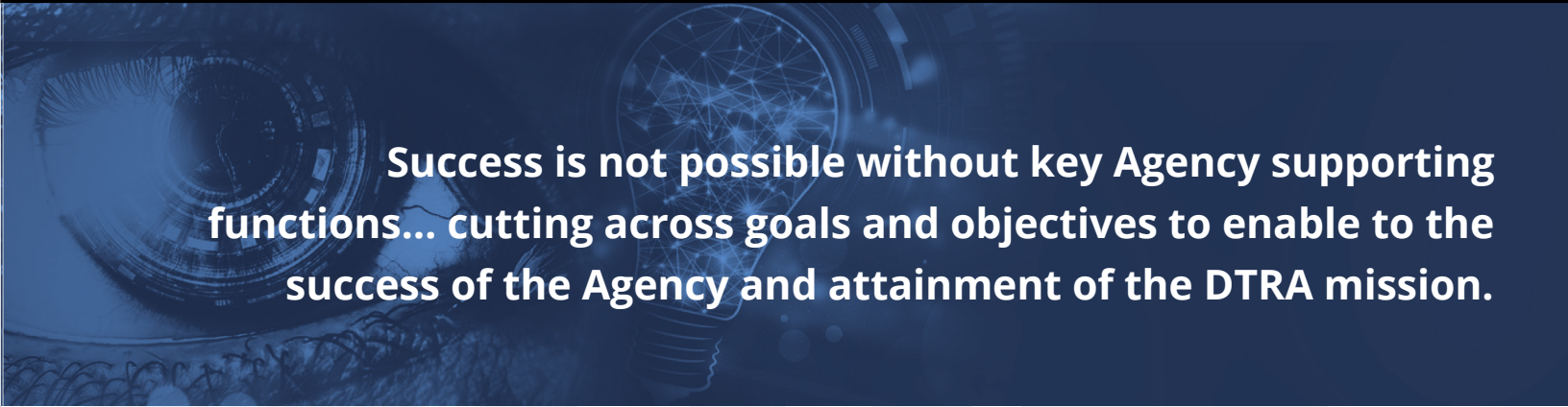
## DEFENSE THREAT REDUCTION AGENCY STRATEGY

## METHODOLOGY:

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The 2021-2026 DTRA Strategy articulates DTRA goals and objectives for the next six years. This document organizes around three main components. The Strategy first describes the future strategic environment in which DTRA expects to operate. The document then identifies Agency goals, the achievement of which will enable DTRA to counter respective challenges. Goals are not listed in order of priority, but rather increasing tension along the conflict continuum. DTRA operates across this continuum. Thus, goals are defined across peaceful cooperation, competition below the threshold of armed conflict, and armed conflict. As a result, goals are mutually supportive. Third, each goal contains several aligned objectives that illuminate and enable the achievement of each goal. DTRA's roles as both a Defense Agency and a Combat Support Agency frame our objectives. Objectives can be proactive and help shape the threat environment or reactive and responsive to customer needs. The description of each objective contains the desired strategic outcome.

While the goals are largely external customer or effects focused, this Agency Strategy recognizes that success is not possible without the key Agency supporting functions of acquisition, human resources, information technology, and other staff functions. These Agency support functions cut across the goals and objectives and enable the success of the Agency and attainment of the DTRA mission.



**Success is not possible without key Agency supporting functions... cutting across goals and objectives to enable to the success of the Agency and attainment of the DTRA mission.**





## STRATEGIC ENVIRONMENT

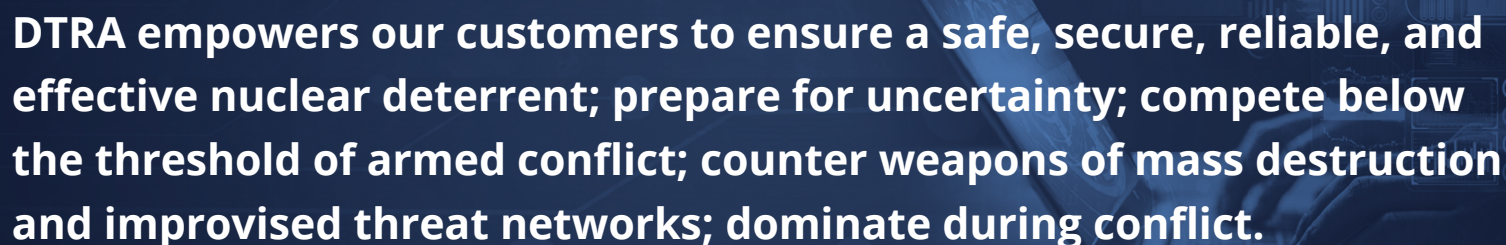
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### *Outpacing the Threats*

The United States faces a complex and volatile security landscape. China and Russia seek regional hegemony and displacement of the United States through competition below the threshold of armed conflict. Both seek to challenge the United States, either within their region or on the global stage. And both seek to undermine or even overturn the international order. North Korea and Iran challenge the security of the United States and our allies. In addition, violent extremists continue to threaten American citizens and interests. For all these actors, nuclear, biological, and/or chemical weapons remain an enduring concern.

Weapons of mass destruction and transnational threat networks offer adversaries the ability to enhance their coercive influence and possibly offset U.S. conventional military advantages. This is not to say that the threat is uniform; each of our potential adversaries maintains or is developing unique capabilities to achieve specific aims.

DTRA is actively adapting to today's global threat environment. The 2021-2026 DTRA Strategy outlines the Agency's comprehensive approach to outpace existing and emerging threats. We must use creative approaches at the speed of relevancy, strengthen our engagement with allies and partners, and leverage our expertise across the continuum of competition and conflict. Taken together, these attributes will provide the capabilities and services required to enable the Joint Force, DoD, and our partners to prevail in conflict and preserve peace through strength.



**DTRA empowers our customers to ensure a safe, secure, reliable, and effective nuclear deterrent; prepare for uncertainty; compete below the threshold of armed conflict; counter weapons of mass destruction and improvised threat networks; dominate during conflict.**



## DEFENSE THREAT REDUCTION AGENCY STRATEGY

## AGENCY GOALS AND OBJECTIVES

### *Ensure, Prepare, Compete, Counter, Dominate*

The Defense Threat Reduction Agency Strategy aligns with, and responds to, high-level Department of Defense guidance, to include the National Defense Strategy, the National Military

Strategy, the Nuclear Posture Review, and the Defense Planning Guidance. Not only does this Strategy support national-level guidance through DTRA's specific goals and objectives, but it also serves as a foundational document for supporting Directorate-level strategies, plans, and associated documents. The DTRA goals cut across a number of DTRA services and capabilities, to include building partner capacity; training, exercising, and planning; developing capabilities; conducting arms control and verification activities; countering threat networks; reducing threats cooperatively; and ensuring nuclear security and surety. Capabilities and services the Agency develops or provides should support one or more Agency goal or objective. Some Agency capabilities and services will support multiple objectives. This will ensure that the time, talent, financial, and material resources on hand are used to support national objectives.

### *DTRA empowers our customers as they:*

#### *Ensure*

a Safe, Secure, Reliable, and Effective Nuclear Deterrent

#### *Prepare*

For Uncertainty

#### *Compete*

Below the Threshold of Armed Conflict

#### *Counter*

WMD and Improvised Threat Networks

#### *Dominate*

During Conflict



## END-STATE:

### ENSURE A SAFE, SECURE, RELIABLE, AND EFFECTIVE NUCLEAR DETERRENT

**Goal:** *DTRA advances a safe, secure, reliable, and effective nuclear capability.* A robust nuclear deterrent underpins the security of the United States and our allies. China, Russia, and North Korea are modernizing and expanding their nuclear forces. Potential adversaries view nuclear weapons as a means to challenge the United States and its allies. DTRA supports the U.S. nuclear deterrent through nuclear readiness and modernization, mission assurance, force preparedness, and treaty verification. In an evolving and ever complex geopolitical environment, the Agency does its part to ensure that our strategic deterrent remains viable to protect American interests and safeguard international security.

- **Objective:** *Maintain positive control over U.S. nuclear weapons, components, and materials.* DTRA provides monitoring, oversight, assessments, and inspections to maintain nuclear weapons surety. Such efforts ensure that the nuclear force remains ready and secure.
- **Objective:** *Identify and mitigate risk to the nuclear deterrent.* DTRA enhances resilience within our nuclear force through on-site vulnerability and physical infrastructure assessments. DTRA also develops standards to improve force survivability, better protecting key systems from threats such as electro-magnetic pulse. These assessments ensure U.S. nuclear forces remain mission-capable and resilient against current, as well as new and emerging, threats.
- **Objective:** *Sustain and expand readiness to execute nuclear operations, including conventional- nuclear integration (CNI).* DTRA provides specialized joint training, planning, and exercise support that augments the Joint Force's ability to plan for and execute nuclear operations. DTRA strengthens nuclear operations' expertise, to include insight into adversary capabilities and familiarization with CNI concepts across the Joint Force and civilian leadership. This strengthens DoD policymakers, planners, and warfighters' ability to deter nuclear coercion and aggression.
- **Objective:** *Understand nuclear weapons effects and integrate into planning.* DTRA models and illuminates effects from nuclear employment and informs consequence management analysis. Deeper insights allow Combatant Commands (CCMDs) to better meet targeting objectives and improve Joint Force survivability while operating in radiological or nuclear environments.

## DEFENSE THREAT REDUCTION AGENCY STRATEGY

## END-STATE:

## PREPARE FOR UNCERTAINTY

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**Goal:** *DTRA anticipates emerging CBRN challenges and develops solutions proactively to mitigate consequences.* We must expect and hedge against uncertain developments. Over the past ten years—from the Fukushima Daiichi nuclear disaster, to the destruction of declared Syrian chemical weapons at sea, to the Ebola outbreak in West Africa, and to COVID-19—unanticipated chemical, biological, radiological, and nuclear (CBRN) crises demanded rapid solutions. In each case and in unique and tailored ways, DTRA rose to those unexpected challenges. As in the past, agility, adaptability, and flexibility across DTRA will reduce risk from future ‘Black Swan’ events, or any unprecedented and unexpected event, at the time it occurred. These attributes enable Directorates to respond during crises as well as develop solutions that will be applicable to future threats.

- **Objective:** *Prepare Agency plans and personnel for crisis or contingency operations.* DTRA develops plans to operate during a variety of crises and restore steady-state operations when appropriate. Multi-disciplinary response teams are identified and trained prior to crisis and are ready to act upon notification. DTRA captures lessons learned to enable further readiness improvement. Contingency planning ensures effective operations during potential future emergencies.
- **Objective:** *Provide CBRN expertise to military and civilian customers.* DTRA provides specialized technical expertise and predictive capabilities to enhance CBRN preparation and response activities. DTRA subject matter experts provide unique knowledge to inform decision-making during CBRN-related incidents, thereby strengthening the USG’s ability to respond.
- **Objective:** *Advance allies’ and partners’ capability to identify, prevent, prepare for, and respond to CBRN incidents.* DTRA prepares, equips, and trains international partners to address CBRN incidents, whether natural, accidental, or intentional. This includes biosurveillance and nuclear detection as well as other programs. Improved partner capability and capacity enable those nations to better protect their populations and forces from CBRN hazards, as well as support USG operations globally.
- **Objective:** *Identify and evaluate emerging threats.* DTRA assesses developments among scientific disciplines, technologies, and materials that may shape or advance CBRN threats and opportunities. DTRA sponsors research, studies, strategic dialogues, symposia, workshops, and exercises designed to anticipate and prepare for the future environment. Rigorous threat analysis and assessments inform capability development decisions and plans to offset and respond to emerging threats.



## END-STATE:

# COMPETE BELOW THE THRESHOLD OF ARMED CONFLICT

**Goal:** *DTRA enhances the Department of Defense's ability to counter revisionist powers' foreign influence and military forces across the globe.* China, Russia, Iran, and North Korea seek to leverage their influence below the threshold of armed conflict as a means to undermine

U.S. and allied interests. Potential adversaries are applying civil, military, and sub-state capabilities to achieve their ends. This includes information warfare, proxy operations, and subversion. As a result, DTRA's mission to enable the Department of Defense extends into competition. The Agency executes programs that help counter competitors' influence on a global scale. DTRA empowers Combatant Commands to compete through counter threat strategies. The Agency leverages and expands collaboration with international partners to strengthen U.S. influence where revisionist powers and rogue states are eager to develop or expand their malign influence.

- **Objective:** *Adapt the counter threat network toolkit to Great Power Competition.* DTRA adapts the counter threat methodology to enable the Joint Force to better compete and win below the threshold of armed conflict. Such efforts generate new opportunities for the USG to recognize and exploit adversary vulnerabilities.
- **Objective:** *Engage with allies and partners across the globe.* DTRA collaborates with international partners to support the United States as the preferred security partner of choice. Through the use of FVEY Exchange and Liaison Officers and Combatant Commander Representatives, we deepen and strengthen these key strategic partnerships. While at the same time DTRA establishes new strategic dialogues and training cooperation with non-traditional partners on a broad scope of issues. Engagement programs bolster partnerships in regions where revisionist powers seek to undermine U.S. objectives.
- **Objective:** *Implement arms control agreements.* DTRA performs sensitive, on-site inspections to enhance stability and transparency. With revisionist powers modernizing their nuclear forces and pursuing novel chemical and biological weapons, DTRA's ability to provide unique insights into strategic capabilities is critical to understanding adversary force posture.
- **Objective:** *Prepare for future monitoring and verification requirements.* DTRA assesses USG objectives for future arms control treaties and confidence-building agreements, and explores potential requirements therein. DTRA efforts improve USG readiness and ability to develop and implement future verification regimes, while also protecting U.S. equities during and after negotiations.

## DEFENSE THREAT REDUCTION AGENCY STRATEGY

## END-STATE:

## COUNTER WEAPONS OF MASS DESTRUCTION AND IMPROVISED THREAT NETWORKS

**Goal:** *DTRA identifies options and opportunities to disrupt weapons of mass destruction and improvised threat networks.* Rogue regimes and violent extremist organizations (VEOs) remain threats to U.S. security. Iran, North Korea, and VEOs rely on a complex web of civilian, military, and proxy agents to obtain or proliferate weapons or dual-use capabilities, including items associated with WMD. DTRA enhances the capacity of key U.S. partners to understand, disrupt, secure, interdict, and defeat WMD and improvised threats. Exposing and countering adversary networks and pathways remains an important responsibility. DTRA plays a key role in illuminating adversary threat networks.

Sustained DTRA engagement and security cooperation improves partner nations' capability to apply steady pressure and disrupt direct and indirect sources of support.

- **Objective:** *Reduce proliferation threats.* DTRA builds capabilities that prevent the movement of WMD-related materials across the globe. DTRA also prepares our partners to understand and disrupt threats posed by WMD networks by securing vulnerable CBRN-related material. These efforts reduce the potential for CBRN employment against U.S. and allied populations and forces.
- **Objective:** *Develop, test, and evaluate specialized capabilities to protect against and defeat WMD.* DTRA builds specialized offensive and defensive capabilities tailored to counter illicit procurement and WMD threats. Such solutions enable U.S. and international partners to find, fix, analyze, and defeat WMD threats. DTRA also provides specialized capabilities to allow military forces to operate in contaminated environments.
- **Objective:** *Adapt new technologies to counter WMD and improvised threats.* DTRA adapts new technologies to strengthen CCMD's capacity in countering WMD. Leveraging new capabilities enhance the DoD's ability to plan against current and emerging threats and disrupt adversary networks.

**DTRA enhances the capability and capacity of the Joint Force and key U.S. partners to understand, disrupt, secure, interdict, and defeat WMD.**

## END-STATE:

### DOMINATE DURING CONFLICT

**Goal:** *DTRA enhances the Joint Force ability to win conflicts, defeat adversary WMD capabilities, and mitigate the effects from WMD employment.* U.S. Forces deter aggression and

preserve peace. Should deterrence fail, the Joint Force must be prepared to dominate the battlespace. Today, adversaries have determined that WMD is critical to shape the battlespace, exert coercive influence, and to achieve military aims. The Agency's enduring mission is to enable the Joint Force to overcome WMD employment and win future conflicts. DTRA delivers expertise and products to counter WMD and improvised threats. The Agency's efforts include developing, testing, and transitioning tools to Services and Combatant Commanders. We also engage with allies and partners to disrupt weapons of mass destruction during conflict.

- **Objective:** *Neutralize WMD threats in crisis and conflict.* DTRA develops capabilities to enable the Joint Force to eliminate adversary WMD. The Agency's ability to be agile, responsive, and creative during such contingencies will help tip the balance between success and failure in crisis and conflict.
- **Objective:** *Inform CCMD planning through WMD expertise.* DTRA enables a decisive Joint Force by providing CWMD subject matter expertise to warfighter planning efforts. DTRA subject matter experts strengthen CCMD target characterization and consequence of execution for WMD and hard targets. A well-prepared Joint Force denies the adversary any perceived advantage from the first use of WMD.
- **Objective:** *Integrate international partners into coalition operations.* DTRA performs combined training and exercises to improve interoperability for coalition operations. Greater interoperability reduces coalition vulnerability to CBRN and allows U.S. Forces to address other global challenges.
- **Objective:** *Understand adversaries' WMD doctrine and posture.* DTRA employs its unique knowledge to understand how potential adversaries think about employing and integrating strategic capabilities during conflict. Insights generated from DTRA activities, such as table-top exercises, seminars, and research studies, illuminate potential WMD warfighting challenges and adversary vulnerabilities.



## CONCLUSION

### *Meeting Tomorrow's Challenges Today*


We are the Defense Threat Reduction Agency. We are prepared to meet the challenges of the current and evolving security environment. We stand ready to strengthen Warfighter, USG customers, allies, and partner's efforts as we deter and compete with China and Russia, and limit the threats posed by Iran and North Korea. As we look to the future, we will meet uncertainty without flinching, whether that uncertainty is from a naturally occurring pandemic, an unanticipated technological breakthrough, or a radiological disaster. We have and will continue to counter weapons of mass destruction, associated networks and the violent extremists who seek to develop and exploit both. And we will always ensure that the Joint Warfighter can not only survive, but prevail in any WMD-armed conflict.



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Vayl S. Oxford

Director, Defense Threat Reduction Agency



**DTRA enables the Joint Force and Combatant Commands to win conflicts, defeat adversary WMD capabilities, and mitigate the effects from WMD employment.**



***Defense Threat Reduction Agency***

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