

# DEFENSE THREAT REDUCTION AGENCY



# DIRECTOR'S STRATEGIC INTENT

2022-2027

**REVISION**  
FEBRUARY 2024

# Director's Foreword

February 2024

DTRA Team,

Deter. Prevent. Prevail. These keywords express our strategic priorities to deter strategic attacks 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 outlines my 2024 Initiatives and cross-agency efforts in support of our national and DoD security strategies to enhance efforts on critical activities and investments while adhering to our priorities, performing our core functions, and enabling efforts through our essential approaches.



Over the next year, the agency will address identified gaps and augment our core functions through five cross-agency initiatives designed to spark an innovative and collective approach to tackle pressing global challenges.

In light of the current security environment, our mission has never been more important. 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 of 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.

***“The United States faces dynamic and evolving WMD threats. DTRA’s integrated, holistic approach addresses the reality of today’s threat environment while anticipating future emerging challenges.”***

***-Director Rebecca Hersman***

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. 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 reiterates the enduring nature of our strategic priorities, core functions, and essential approaches, as well as the need to continue to lead with our values. Our five cross-cutting 2024 Initiatives will focus on a renewed corporate mindset to address some of our most pressing organizational and institutional challenges.

# Strategic Priorities

DTRA's strategic priorities are aligned with the priorities of the National Defense Strategy (NDS), the Nuclear Posture Review, 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.

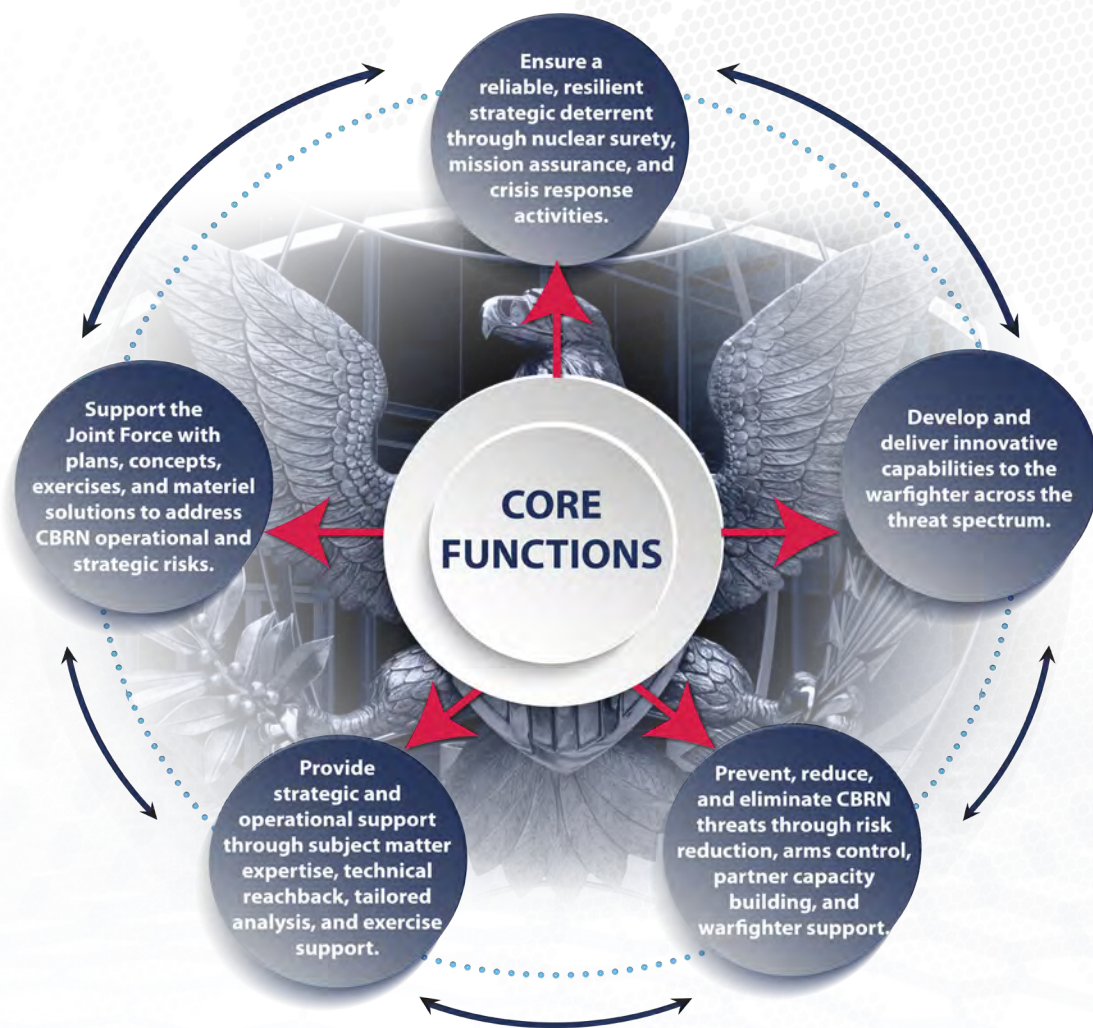
***As both a Defense Agency and Combat Support Agency, DTRA provides cross-cutting solutions to enable the DoD, the United States Government (USG), and international partners to:***



Today's security environment requires that DTRA apply these strategic priorities in a campaign-based approach, focused on China as the pacing threat, followed by Russia as the acute threat, and Democratic People's Republic of Korea and Iran as high-risk regional destabilizers 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.**

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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. DTRA 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.**

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The agency remains a key developer of capabilities to counter WMD threats. 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 DTRA address our intelligence community's hardest problem sets, Joint Forces 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.**

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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. DTRA 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.

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

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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, 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 the 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.**

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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. DTRA 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.

# CORE FUNCTIONS

**DTRA's core functions contain many enduring tasks and respond to rapidly evolving technological and operational challenges. High agency-wide capabilities, proactively engage emerging risks and a dangerous security environment. These essential approaches**

## **CAMPAIGNING**

DTRA 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.

## **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 in a single directorate or program. Information stove-pipes and operational silos impede our ability to address complex challenges. To execute DTRA's mission, empowerment of the rich talent and expertise across the organization is key to collaboratively put the right tools, resources, and capabilities into the hands of decision-maker 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.

# **APPROACHES**



responsibilities as well as new efforts and initiatives to account for. However, DTRA requires new approaches to better leverage and challenges, and prioritize resources across a complex. Approaches are:

## 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 Department of Defense. Through continuous and proactive engagement, DTRA will help build the collaborative partnerships necessary to prevent and deter global WMD threats.

## POSTURING

DTRA 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 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 Defense Agency and Combat Support Agency 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 will rely on advanced analytics, knowledge and data management, and information-sharing technology to anticipate support requests and enhance Agency responsiveness.

# DIRECTOR'S INITIATIVES

The Defense Threat Reduction Agency's (DTRA) 2024 Initiatives and cross-agency efforts for the next year will enhance focused efforts on critical activities and investments while adhering to our priorities, performing our core functions, and enabling efforts through our essential approaches. By continuing to align operations, activities, and investments (OAls) across three broad areas – mission, people, and improving the agency – we will delineate between efforts that require further development, institutionalization, sustainment, or new ways to meet current and emerging challenges. In so doing, these updated initiatives allow senior leaders to identify critical areas of execution, resourcing, and organizational modifications for decision.

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 innovatively tackle new and pressing challenges. The following initiatives seek to elevate unique problem sets that require additional attention and focus from a strategic, agency-wide perspective.

Over the next year, DTRA will address identified gaps and augment our core functions through the following five cross-agency initiatives designed to deliver expedited results by leveraging integrated, task-organized approaches to develop new capabilities and innovative solutions to these pressing problems.

# DIRECTOR'S INITIATIVES

# 2024 INITIATIVES

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**Operationalize Campaign Approaches**



**Modernize and Enhance Data Analytics and Dynamic Decision Support**



**Strengthen Future Arms Control**



**Build an Integrated and Forward-Thinking Agency**



**Advance the Workforce of the Future**

## 1

# Operationalize Campaign Approaches

*Military member briefs Brigadier Brett Chaloner (right), Commander of the Australian Army's 13th Brigade on the capabilities of a U.S. Army High Mobility Artillery Rocket System (HIMARS) launcher during an open day for 13 Brigade members and guests at Irwin Barracks, Karrakatta, near Perth in Western Australia.*

*Photo by:  
Sgt. Keaton Habeck,  
U.S. Army*

The National Defense Strategy calls on the Department of Defense to utilize campaigning approaches to set conditions and shape the environment so the U.S. can prevail in competition and conflict against our most formidable strategic challenges. DTRA will align programs, activities, and investments according to a campaign-based approach, focused on China as the pacing threat, Russia as the acute threat, and North Korea and Iran as high-risk regional destabilizers. DTRA's wide range of global activities and actions across the five core functions must be connected and coordinated to maximize impact. DTRA's campaign plans are living documents that must drive agency-wide activities and investments.

As DTRA operationalizes and standardizes its campaign approach process, we will implement improvements, refinements, and efficiencies to optimize agency-wide activities and account for rapidly changing technical, operational, and geostrategic challenges throughout competition, crisis, and conflict. This initiative will sustain and institutionalize current cross-cutting efforts while innovating across the agency to identify and deliver new capabilities and solutions to emerging problems.

Effective campaigning requires organizational and operational innovation to drive change across the agency. As part of this initiative to operationalize campaigning, DTRA will assess and restructure its forward footprint to meet the needs of our pacing challenges while tailoring expertise and allowing greater agility and responsiveness to Combatant Command needs. A signature part of this process is re-posturing the agency to better meet the pacing challenges posed by China. In particular, the agency will develop a deeper partnership and presence with Australia, focused on enhanced operational and exercise support, expanded research and development, technical information sharing, and coordinated regional partner engagements. In addition, the agency will continue to evaluate its forward posture to rebalance between embedded and reach-back capabilities

and deepen its partnership with USSTRATCOM in light of growing nuclear risks from state actors. This evolution improves the efficiency and effectiveness of agency-wide capabilities and further enhances DTRA's reach across the Indo-Pacific. In addition, DTRA will utilize matrixed campaign operational planning teams to drive functional effects against other strategic priorities that reveal, delay, degrade, or disrupt emerging chemical and biological weapons programs before any potential future use. These will include focused efforts on countering novel chemical and biological capabilities and improving hard target defeat capabilities aligned with our priority campaigning efforts.



# 2

## Modernize and Enhance Data Analytics and Dynamic Decision Support

Over the next year, DTRA will leverage its cross-agency capabilities to enhance modeling, simulation, visualization, and decision support – internal to the agency and external to partners and customers throughout phases of competition, crisis, and conflict. To produce influential information in the current national security environment, DTRA will develop integrated dynamic data visualization for its Combatant Command support, 24/7 reach-back, and cross-agency operating picture in shareable, interoperable, transferable, flexible, and sustainable ways. While modernizing our support capabilities, we will further enhance our posture for the future by advancing our facilities and infrastructure to meet the needs of a modern, Artificial Intelligence (AI)-enabled digital work environment. This includes establishing effective development, security, and operations platforms for internal and external development to produce, field, and sustain software tools at digital-age speeds. In addition, we must develop data analytics and high-performance computing infrastructure that delivers multi-level security decision-making information on operationally informed timelines. These efforts must also align with an effective data strategy that provides enduring capabilities. Achieving information superiority requires an integrated, whole-of-agency approach that addresses the reality of today’s threat environment while anticipating future emerging threats.

DTRA must enhance its capabilities for success in a data-driven future. DTRA will establish and resource a Chief Digital and Artificial Intelligence Office, leading us toward a more agile, innovative, and data-centric organization. The breadth to which quality data and responsible AI will impact each Directorate, team, and individuals in performing their duties cannot be overstated. All leaders and executors alike must apply a collaborative, data-driven lens across all mission and business operations in the digital era. As an agency, we must increase our data acumen to effectively govern, manage, employ, analyze, and present data to inform DTRA and our partner’s decisions. In addition, by breaking down silos and facilitating cross-functional collaboration, DTRA seeks to unlock the full potential of our data, creating a catalyst for informed decision-making and enhanced mission effectiveness and efficiency.

*U.S. Cyber Command members work in the Integrated Cyber Center, Joint Operations Center at Fort George G. Meade, Maryland.*

*Photo by:  
Josef Cole,  
U.S. Cyber Command*



# 3

## Strengthen Future Arms Control

*DTRA Director Rebecca Hersman traveled to the Republic of Kazakhstan for key leader engagements and site visits to commemorate 30 years of nonproliferation cooperation between the Agency and Kazakhstan.*

*Photo by:  
Andrea Chaney,  
DTRA Public Affairs*

DTRA launched the Over-the-Horizon Arms Control (OTHAC) Initiative in 2022 to envision long-term future arms control, with a focus on three to fifteen years into the future. The goals of the OTHAC Initiative include identifying risk reduction opportunities, confidence-building measures, and developing innovative technical verification capabilities and operational concepts, as well as partnerships to realize these goals. Over the last year, existing arms control agreements, particularly the New START and Conventional Armed Forces in Europe treaties, have faced growing challenges. And yet, cooperative, voluntary, and transparent means to reduce threats to regional and global stability remain vital capabilities. Therefore, the agency will sustain treaty obligation capacity while accelerating its ability to anticipate and adapt for future arms control and risk reduction requirements.

DTRA will identify options for investment in projects and facilities supporting robust technical, operational, and human capital solutions addressing future verification and risk-reduction challenges and explore new lines of effort in bio-monitoring, nuclear and dual-capable systems, advanced conventional weapons, and space-related systems. DTRA will train a qualified and adaptable cadre of inspectors, linguists, and related specialists to support future arms control requirements by realigning human and financial resources and emphasizing collaboration with U.S. and international partners. Essential collaborations with the National Nuclear Security Administration, the White House Office of Science and Technology Policy, and the U.S. Department of State will grow in importance and must be institutionalized into persisting relationships. We will also work with allies, partner nations, and international organizations to develop new tools and concepts, including an Arms Control Center of Excellence, certification training and exercises for inspection activities, and a pilot project designed to identify and evaluate verification requirements and standards for conventional capabilities that could be the subject of

future arms control agreements. As this initiative transitions into an enduring agency capability, its commitment to addressing new challenges, such as the ongoing deterioration of Cold War and post-Cold War arms control frameworks, remains unwavering.



# 4

## Build an Integrated and Forward-Thinking Agency

Preparing for future global trends is a national security imperative requiring strategic foresight, particularly given current global instability. Shaping the future in the face of uncertainty is critical to this effort and requires unconventional thinking, allowing us to sense, shape, and readily adapt with flexibility. Based on the NSS and the NDS, DTRA must engage a whole-of-agency approach to validate assumptions, analyze drivers, and understand future uncertainties through an iterative process with constant re-evaluation by a diverse team of subject matter experts. Processes that foster faster, more corporatized decision-making and flexible management of resources will allow the agency to meet its mission even as threats grow and resources tighten.

In DTRA's continuing efforts to align investments and resources to strategic priorities, the agency is launching a Strategic Resource Board (SRB) to serve as a consistent senior leader forum for transparent, cross-cutting agency resourcing decisions. Central to this effort is developing a more dynamic and corporately organized resource management process. The SRB will facilitate better alignment of OALs against our most pressing challenges consistent with our campaigning approach. Through tools like the mission-scoping analysis framework, DTRA will orient activities to support Combatant Command CWMD operational plans that offset an adversary's ability to develop advanced WMD and dual-use capabilities, coerce potential partners, and prepare for conflict in a WMD environment through innovative solutions. Reducing risks in a resource-constrained environment through trade-off analyses on an agency-wide basis allows the organization to prioritize resources.

The agency must ensure our information and facilities are suitable for the modern digital environment, secure in the face of growing cyber and information based threats, and support the growing demand for classified workspace. An agency-wide understanding of current and future needs and requirements is essential, including telework and conferencing capacity, secure, reliable, and modern IT infrastructure. In addition, DTRA will provide decision support assistance to the Joint Force and Combatant Commands through a common platform that is adaptable to all Combatant Commands for adaptability and future capability enhancements.

Finally, as DTRA transitions its intelligence resources and authorities to the Defense Intelligence Agency, it will do so in a way that preserves and expands mission support while protecting DTRA employees. DTRA will ensure the Department and agency have the necessary foundational and actionable intelligence on foreign WMD programs while also leading the Department in operationalizing CWMD intelligence.

*DTRA workforce attend the P3S Senior Leader panel to attain a more informed understanding of dynamic processes, from soliciting novel inputs and ideas to outlining the cost and benefits of decisions and gaining consensus.*

*Photo by:  
Chris Nicely,  
DTRA Visual  
Information Division*



# 5

## Advance the Workforce of the Future

Recruiting, retaining, and empowering a diverse, equitable, inclusive, and highly skilled workforce remains vital to ensuring our human capital advantage. As DTRA sustains strategic management of its total force, we must make progress on critical human capital initiatives that address current and future requirements. Our retention strategies will include agency initiatives to accelerate hiring and onboarding for hard-to-fill positions, share best practices, and utilize and expand innovative approaches to meet the needs of our workforce. Effective human resource management also requires human capital forecasting and analytics capability that supports personnel management, including recruiting and job progression.

As DTRA continues to evolve through a more agile and responsive workplace, supervisors will adapt and modernize processes within their purview, provide avenues for professional growth, and remove institutional barriers. Through a strengthened talent management process, the agency will improve governance oversight and accountability for career development. Operationalizing the Talent Management Board as a corporate means to promote and enhance our workforce and build opportunities for our highest performers will be essential. In addition, the agency will continue to champion rotational details, joint duty assignments, and other skill-broadening opportunities for experiential growth within the workforce while establishing effective reintegration strategies for personnel returning from these temporary assignments.

In 2024, the agency will continue to promote diversity, equity, and inclusion efforts as essential elements for building and sustaining the workforce of the future and institutionalizing cultural change throughout the agency. Leveraging vital survey data such as that provided by the FEVS, the agency will continue to expand critical

initiatives within the Human Capital Roadmap to reduce feelings of exclusion, harassment, or perceived serious climate issues across the agency through transparent communications and concrete actions.

*DTRA members convene to receive instruction on Emergenetics, a workplace process that boosts employee performance, engagement, and retention.*

*Photo by:  
Chris Nicely,  
DTRA Visual  
Information Division*





# Leading with our Values

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In the face of growing WMD threats and intensified strategic competition, 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 Defense Agency and Combat Support Agency 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

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

The DTRA workforce is 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. Embracing a climate in which all people are valued, and diversity of thought, perspective, background, and identity are appreciated is key to an inclusive work environment.

## Mission Focused

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.

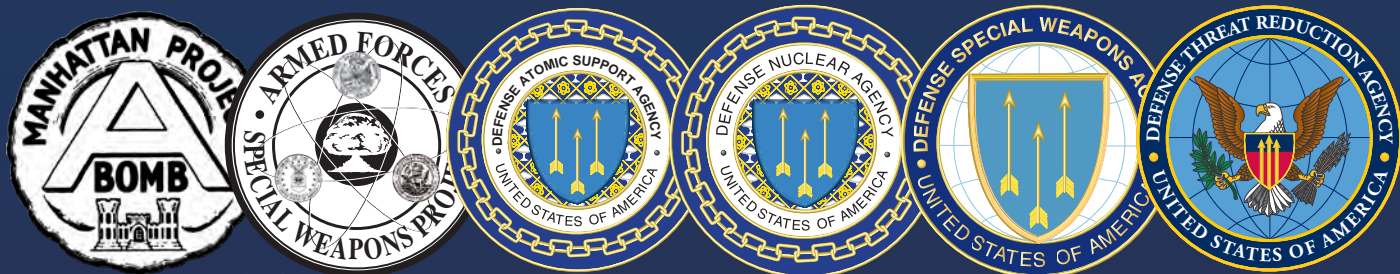


# **DTRA's history is long and storied. We trace our roots all the way back to the Manhattan Project in 1947.**

**A mission that began strictly as a weapons development program, quickly adapted to include weapons effects and survivability, as nuclear technology proliferated. During the Cold War, DTRA turned to stockpile stewardship and hardening targets. Post-Cold War, DTRA implemented non-proliferation and arms control activities, and in the 1990s began to delve into expanded definitions of Weapons of Mass Destruction, including chemical and biological threats.**

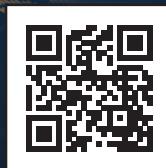
**DTRA was established in 1998, and since that time has been entrusted with some of the Department's most critical "emerging threat" missions. We have developed knowledge and capabilities to counter and defeat not only chemical, biological, radiological, and nuclear threats, but matured the DoD counter-Improvised Explosive Device (C-IED) and counter-small Unmanned Aerial Systems (sUAS) portfolios, before transitioning these programs successfully to the U.S. Army.**

**As technology changes – as the United States National Security landscape changes – DTRA leads the way to deter, prevent, and prevail against WMD and emerging threats.**





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