



Chemical and Biological Defense Program (CBDP)

Strategic Plan

June 15, 2012



NUCLEAR, CHEMICAL, AND
BIOLOGICAL DEFENSE PROGRAMS

ASSISTANT SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-3050

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The work of the Department of Defense's Chemical and Biological Defense Program (CBDP) has never been more important. The biological and chemical threats facing the United States are changing rapidly. While we still face state-based threats as we did during the Cold War, we must also contend with non-state actors and with more rapid evolution and diffusion of technology. As President Barack Obama's *National Security Strategy* states "There is no greater threat to the American people than weapons of mass destruction," in particular in the hands of terrorists. At the same time, fiscal constraints will continue to require us to be innovative and efficient in considering the ways and means we use to counter this threat.

The 2012 CBDP Strategic Plan responds to both the evolving threat and the fiscal environment by setting a vision to align resources to meet four goals: equipping the force to protect and respond to chemical, biological, nuclear, and radiological (CBRN) threats and effects; preventing surprise by anticipating threats and developing new capabilities for the Warfighter to counter emerging threats; maintaining the infrastructure the Department requires to meet current and future needs; and leading Enterprise Components in integrating and aligning activities.

This Strategic Plan, which benefitted from the insights and input of all Enterprise stakeholders, reflects the need to work strategically with interagency, international, and non-governmental partners in meeting Warfighter requirements. Likewise, it will guide the Enterprise in managing risk, monitoring progress, and ensuring sound business practices.

In these pages you will find an executable vision – one that is timely yet sculpted to remain current as the threats we face continue to evolve. The 2012 Strategic Plan plays a critical role in ensuring that CBDP continues to lead the Nation's efforts to prevent, protect against, and respond to CBRN threats into the future.

A handwritten signature in black ink, appearing to read "A. Weber", written in a cursive style.

Andrew Weber

Table of Contents

Chemical and Biological Defense Program (CBDP) Strategic Plan	1
Chapter 1 Introduction.....	1
Purpose of the Strategic Plan.....	1
CBDP Enterprise Overview.....	1
Chapter 2 Strategic Context.....	4
Chapter 3 Strategy: Vision, Mission, and Goals	6
CBDP Strategy in Brief.....	6
Vision	7
Mission	7
Goal 1: Equip the Force	7
Goal 2: Prevent Surprise	9
Goal 3: Maintain Infrastructure	11
Goal 4: Lead the Enterprise	12
Chapter 4 Balancing Risk.....	15
Types of Risk.....	15
Risk Mitigation Through Resource Allocation	15
Program Management and Oversight to Enable Risk Mitigation.....	16
Chapter 5 Conclusion.....	17
Appendix A: CBRN Defense Capabilities and 2012 Joint Priority List (JPL)	18
Appendix B: CBDP Enterprise Stakeholders	19
Appendix C: Referenced Documents	20
Appendix D: Acronyms and Abbreviations.....	21

Chapter 1 Introduction

Purpose of the Strategic Plan

The Department of Defense (DoD) Chemical and Biological Defense Program (CBDP) Strategic Plan maps the direction of the CBDP (building on the previous plan, published in 2008). It is the product of the CBDP Enterprise Review, conducted in 2012, and reflects input from all CBDP Enterprise stakeholders (see appendix B for list of stakeholders). The documents that inform the Strategic Plan include:

- Sustaining U.S. Global Leadership: Priorities for 21st Century Defense, January 2012
- Defense Budget Priorities and Choices, January 2012
- Guidance for Fiscal Year 2014-2018 Nuclear, Chemical, and Biological Defense Programs
- Program Objective Memorandum Development, December 27, 2011
- 2010 Quadrennial Defense and Nuclear Posture Reviews
- 2010 National Security Strategy
- 2009 National Strategy for Countering Biological Threats
- 2008 Department of Defense Directive 5160.05E
- Public Law 103-160, Section 1703

This document articulates the *Ends* (i.e., the outcomes) that the CBDP Enterprise aims to achieve, and it is complemented by a separate CBDP Business Plan that defines the *Ways* (i.e., the responsibilities and business practices) for managing the enterprise to achieve the *Ends*. The *Means* by which this plan is accomplished is the collaborative planning and programming of CBDP and Service funds, developed in the context of the larger counter Weapons of Mass Destruction (WMD) efforts of DoD and the interagency. This is achieved through the Department's annual Planning, Programming, Budgeting, and Execution (PPBE) process via development of the CBDP Program Objective Memorandum (POM), informed by the ASD(NCB) fiscal guidance, the Program Strategy Guidance (PSG) Implementation Plan (PIP), and input from key Enterprise Stakeholders. The CBDP Enterprise updates the CBDP Strategic Plan quadrennially to reflect changes in the strategic landscape, potential Chemical, Biological, Radiological, and Nuclear (CBRN) threats¹, account for adjustments in the fiscal environment, and inform POM development.

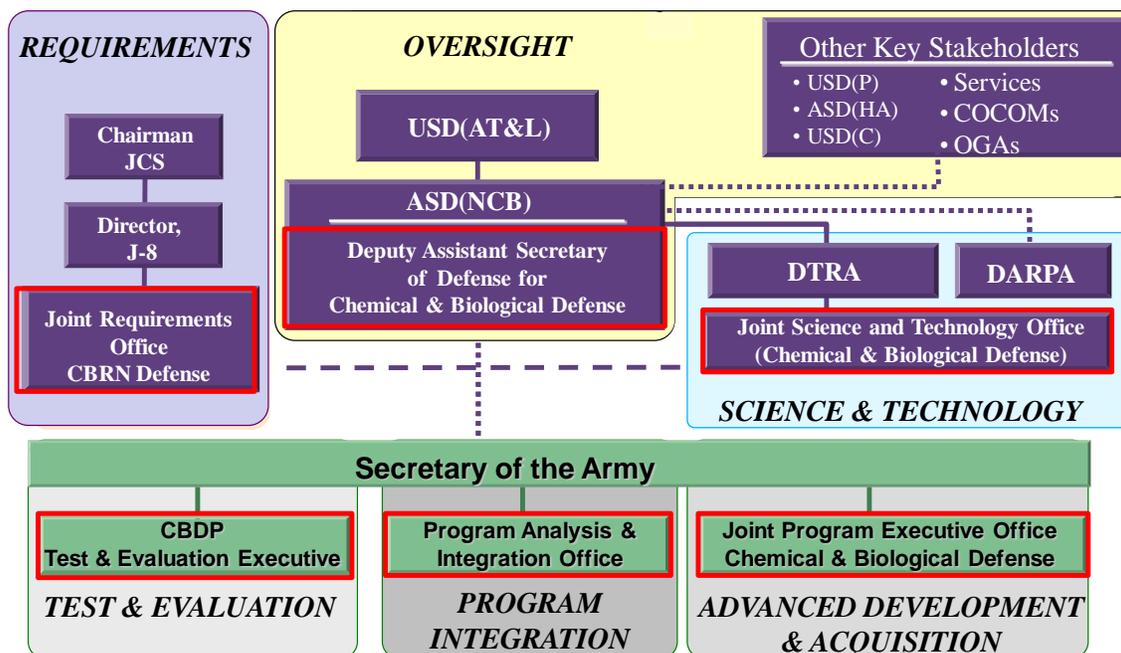
CBDP Enterprise Overview

The CBDP Enterprise includes the components of the Joint Requirements Office for Chemical, Biological, Radiological, and Nuclear Defense (JRO-CBRND), the Joint Science and Technology Office for Chemical and Biological Defense (JSTO-CBD), the Joint Program Executive Office for Chemical

¹ For the purpose of this Strategic Plan, CBRN threats are defined as threats posed by CBRN agents that potentially are capable of a high order of destruction and/or of being used in a manner so as to destroy large numbers of people. CBRN agents are recognized a type of WMD and include both weaponized and non- weaponized (as may be used by terrorists) traditional and non-traditional CBRN warfare agents. These threats also include established and emerging infectious disease agents as well as toxic industrial chemicals when used to cause harm and or otherwise interfere with the DoD mission.

and Biological Defense (JPEO-CBD), the Office of the CBRND Test and Evaluation (T&E) Executive, the Program Analysis and Integration Office (PAIO), and the Executive Agent (EA), identified as the US Army. The CBDP Enterprise also includes stakeholder representatives from the United States Military Services, Combatant Commands (COCOMs), Joint Staff, OSD staff and other DoD agencies, as well as the institutions responsible for researching, developing, and procuring CBRN defense capabilities for the Warfighter. Figure 1 (on the following page) depicts the organizational structure of the CBDP components, and Appendix B lists the key Enterprise Stakeholders. For CBRN defense, the CBDP Enterprise defines Warfighters as those individuals and units from Active and Reserve Components as the force provider, the COCOMs as the executors of military operations worldwide, and those individuals and units in the NG responding to domestic events under control of their Governors, represented within the DoD by the Chief of the National Guard Bureau. The Deputy Assistant Secretary of Defense for Chemical and Biological Defense (DASD(CBD)) leads the enterprise and reports to the ASD(NCB) who serves as the Principal Assistant to the Secretary of Defense on nuclear, chemical, and biological defense programs.

Figure 1: The CBDP Components



Red outline indicates CBDP Component, solid lines represent lines of reporting; dotted lines represent coordination. For additional information, refer to Appendix B

The vision of the CBDP is "A DoD that addresses CBRN threats and minimizes their effects." In support of this vision, the mission of the CBDP is to "Enable the Warfighter to deter, prevent, protect against, mitigate, respond to, and recover from CBRN threats and their effects as part of a layered, integrated defense." Program activities advance Warfighters' ability to execute the four operational elements of CBRN defense, detailed in Figure 2.

Figure 2: CBRN Defense Operational Elements

Sense	Sense assets allow the DoD to continuously provide information about the CBRN situation by detecting, identifying, and quantifying CBRN hazards in air and water and on people, equipment, and the ground.
Shape	Shape assets provide the ability to characterize CBRN hazards for the force commander by collecting, querying, and assimilating information from sensors, intelligence, medical, and other sources. This information is used to help predict future CBRN situations, determine the potential impacts of CBRN hazards, and conduct operational risk management in support of operations.
Shield	Shield assets allow the DoD to protect the Force from harm and operational degradation caused by CBRN hazards. Shield assets prevent or reduce individual and collective exposures to CBRN hazards, prevent or mitigate physiological effects caused by exposure to hazards, and protect critical equipment.
Sustain	Sustain assets provide the DoD with the ability to conduct medical and decontamination actions in order to quickly restore combat power, essential functions, and operations.

Chapter 2 Strategic Context

“The proliferation of nuclear, biological, and chemical weapons technology has the potential to magnify the threats posed by regional state actors, giving them more freedom of action to challenge U.S. interests... Accordingly, the Department of Defense will continue to enhance its capabilities, acting with an array of domestic and foreign partners, to conduct effective operations to counter the proliferation of WMD [weapons of mass destruction].”

— Sustaining U.S. Global Leadership: Priorities
for 21st Century Defense, January 2012

The proliferation of WMD is among the greatest security challenges facing the United States. Accordingly, countering WMD (CWMD) is a top priority identified in U.S. national security policy and strategy. The Secretary of Defense deems CWMD capabilities as critical to future military success and specified CWMD as a priority for continued investment – even in the current fiscal climate.² Such support indicates the CBDP will continue to receive the resources it needs to sustain and strengthen the Nation’s CBRN defenses and preserve critical infrastructure and competencies, while the broader fiscal environment demands that the CBDP seek efficiencies and cost savings.³

The continued high priority afforded to CWMD in recent guidance demands the CBDP achieve enhanced levels of agility and flexibility so it can better anticipate CBRN threats and quickly adapt to support changing military missions and regional priorities, such as those outlined in the Sustaining U.S. Global Leadership: Priorities for 21st Century Defense, January 2012, and the 2006 National Military Strategy for Combating Weapons of Mass Destruction. For example, the shift toward the Asia-Pacific region, while maintaining a regional focus on CWMD in the Middle East, may impact prioritization of individual CBRN threats as well as the type, quantity, and performance of CBRN defensive equipment needed by the Warfighter. Additionally, such a shift demands a focused effort to balance investments in unique CBRN defense capabilities for countering state and non-state aggressors against other competing program priorities.

CBRN threats are dynamic and ever changing. The rapid advancement and global proliferation of biological and chemical capabilities greatly extend the spectrum of plausible actors, agents, concepts of use, and targets. These advances enable states to develop unique CBRN threats with the intent of circumventing our current defenses while simultaneously permitting non-state actors to pursue less sophisticated CBRN threats that nonetheless demand sustainment of those same CBRN defenses. To ensure an efficacious response to these threats, the CBDP continuously and actively develops CBRN defensive capabilities to keep pace with evolving CBRN threats.

²United States. Department of Defense. Office of the Secretary of Defense. *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*. 3 Jan. 2012. Web. <http://www.defense.gov/news/Defense_Strategic_Guidance.pdf>.

³To maintain agility in a constrained fiscal climate, the CBDP can adopt, where appropriate, DoD guidance pertaining to the concept of reversibility such as in Defense Budget Priorities and Choices, January 2012.

Robust passive CBRN defenses contribute significantly to overall CBRN deterrence by denying an adversary the desired CBRN effects on U.S. military forces, allies, and coalition partners. If an adversary assesses that CBRN weapons employed against U.S. forces will be ineffectual, they may be less likely to develop or use them. The scope of U.S. CWMD capabilities may influence an adversary's strategic calculus regarding CBRN weapons. Therefore, the CBDP supports the CWMD community to retain leading capabilities for strategic deterrence by continuing to drive research, development, and acquisition (RDA), and fielding of a broadly based CBRN defense architecture that employs an integrated family of systems to yield a multilayered defense against current and future CBRN threats.

CBDP's contribution to CBRN defense systems remains a key enabler for U.S. capabilities to execute the passive defense mission and enable the other seven CWMD mission areas.⁴ Many tasks and capabilities are common among passive defense, consequence management, interdiction, and elimination. Although certain forces may be specially designed and equipped, COCOMs rely on general-purpose forces to conduct many of these missions. The National Military Strategy for Combating Weapons of Mass Destruction specifies four military strategic objectives:

- Defeat and deter WMD use and subsequent use
- Protect, Respond and Recover from WMD use
- Defend, Dissuade or Deny WMD proliferation or possession
- Reduce, Destroy or Reverse WMD possession

CBRN defense is likely to grow in importance in light of scientific and engineering advances, which afford adversaries potential new capabilities that could challenge America's conventional military superiority and limit our freedom of action. To meet this potential challenge, the CBDP Enterprise must retain a robust physical and intellectual infrastructure with the flexibility to rapidly respond to evolving U.S. military missions, and CBRN threats, in terms of both technological trends and potential adversaries.

In addition, the CBDP Enterprise will support the efforts of the Office of the Assistant Secretary of Defense for Health Affairs (OASD(HA)) and the Armed Forces Health Surveillance Center to advance DoD biosurveillance capabilities, based on mutual agreement, by developing new systems and using existing systems that enable the rapid sharing of environmental, clinical, and other types of data related to real or potential exposures to CBRN materials. The focus of the collaboration would be to provide commanders with timely and actionable information to protect U.S. Military forces, allies, and coalition partners.

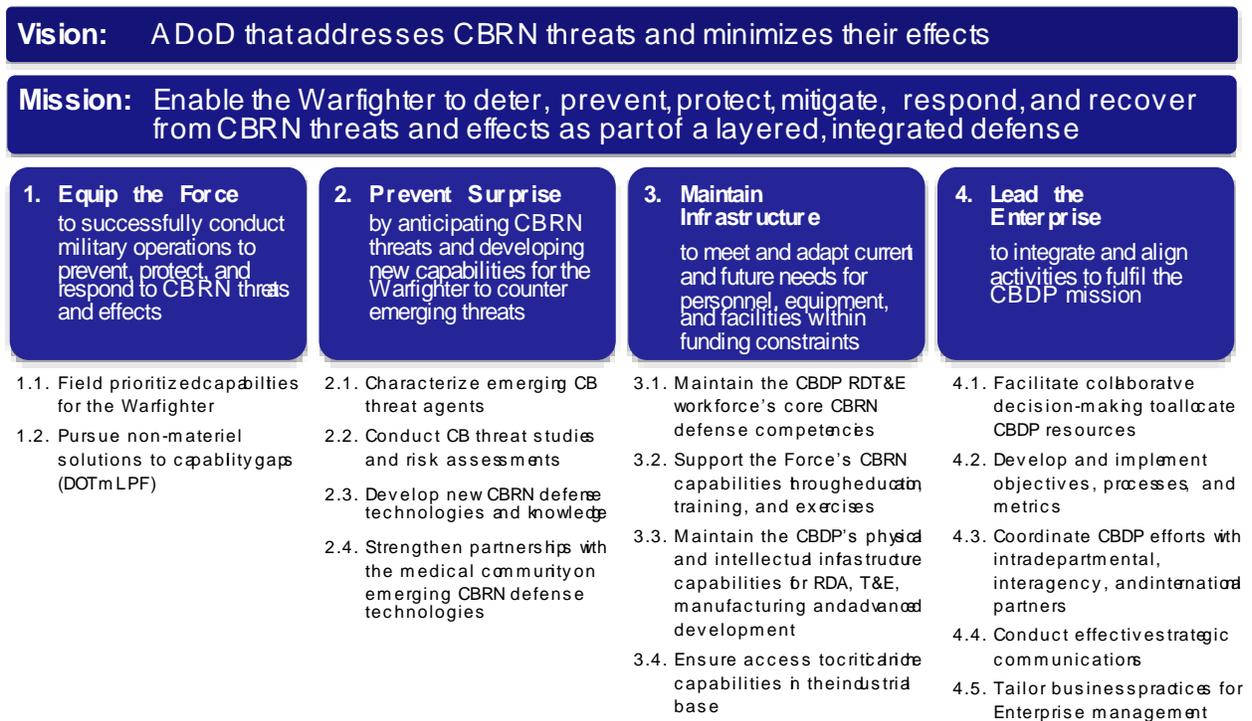
⁴ CWMD Mission Areas: Threat Reduction Cooperation, Security Cooperation and Partnership Activities, Elimination Operations, Interdiction Operations, Offensive Operations (includes information ops), Active Defense, CBRN Passive Defense, and WMD Consequence Management.

Chapter 3 Strategy: Vision, Mission, and Goals

CBDP Strategy in Brief

The CBDP Strategy sets the Program's direction, priorities, and activities. It articulates the CBDP's overarching vision and mission, which cascade into four strategic goals, each with enabling sub-goals. The CBDP vision statement details the Program's long-term role in ensuring the DoD is prepared to fight and win America's wars unhindered by the effects of CBRN weapons. It is in support of this vision that the mission statement defines the Program's specific purpose and significance; the achievement of this mission helps realize the vision. To support the vision and mission, the CBDP's four strategic goals define the desired programmatic end-states and associated lines of action for the CBDP and its Enterprise Components. Each of these four goals includes sub-goals that further specify discrete, measurable outcomes and activities. All CBDP activities align with the vision and mission statements and support at least one strategic goal and sub-goal. Taken together, the CBDP Strategy implements appropriate CBRN defense policy set by public law, National strategies, Departmental directives and instructions, and higher headquarters' guidance. Figure 3 provides an overarching summary of the CBDP Strategy.

Figure 3: The CBDP Strategy



Vision

The vision for the CBDP is "a DoD that addresses CBRN threats and minimizes their effects." Specifically, the CBDP vision describes two elements of the desired end state for DoD's CBRN defense enterprise: (1) that the CBDP addresses existing and emerging CBRN threats to help avert and prepare for their occurrence; and (2) CBDP capabilities enable DoD continued freedom to act across all military domains. The strategic mission and goals outlined below collectively aim to structure and align CBDP activities toward realization of this singular, overarching vision.

Mission

Consistent with its vision, the CBDP mission is to "enable the Warfighter to deter, prevent, protect against, mitigate, respond to, and recover from CBRN threats and effects as part of a layered, integrated defense." The CBDP mission encompasses support to the Joint Force across the range of military operations (to include conventional, irregular, and homeland defense). The CBDP's core competencies exist to conduct RDA of chemical and biological (CB) defense material and non-material solutions for the Joint Force. The CBDP has the lead role for these functions within the DoD. The CBDP provides limited support for passive defense for radiological and nuclear (RN) threats.

The CBDP Enterprise operates within a "whole of government" framework and in the execution of national strategies uses its infrastructure, workforce, and intellectual products to benefit the Services, COCOMs, other departments and agencies, state and local governments, and allies. For example, the CBDP contributes technical expertise, reach-back, and laboratory-based training and support to those with responsibilities for combating terrorism and responding to CBRN incidents. Maintaining this core competency is essential in order to equip the Joint Force for Crisis Response, Limited Contingency Operations, and Major Combat Operations. The CBDP also supports the Joint Force in CBRN defense support of civil authorities and homeland defense. The CBDP makes its unique skills and resources available to interagency and international partners with an emphasis on achieving mutually beneficial exchanges of information and technology.

As part of a layered, integrated defense against CBRN threats, the CBDP provides effective and, where needed, cutting-edge materiel and non-materiel capabilities that are interoperable within the Joint Force and other DoD and U.S.G. partners undertaking similar activities to counter WMD.

Goal 1: Equip the Force

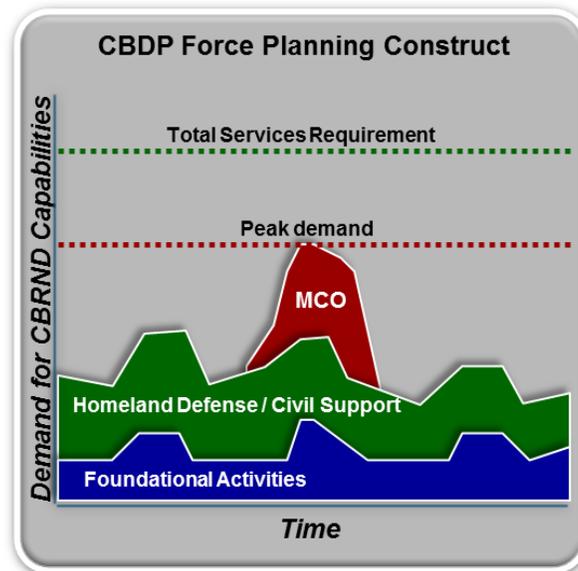
The CBDP's first strategic goal is to "equip the Force to successfully conduct military operations to protect and respond to CBRN threats and effects." To this end, the CBDP, along with the Services, will acquire equipment and materiel in required types and quantities to effectively conduct military operations (including support to civil authorities) within all COCOM areas of responsibility under current CBRN threat conditions. The following three sub-goals detail the specific activities and outcomes that enable sustained achievement of Goal 1.

Sub-goal 1.1: Field prioritized capabilities for the Warfighter

The Research, Development, and Acquisition (RDA) of physical and medical capabilities that enable the Joint Force to maintain freedom of action is a cornerstone of the CBDP Enterprise. The Joint Force has a range of needs and requirements that must be addressed by the CBDP. Specifically, the Joint Force must accomplish assigned missions under CBRN threat conditions, as well as defend against CBRN threats with minimum degradation to warfighter capabilities. To address this need, the CBDP will provide the Services the required types and quantities of modernized equipment to maintain combat power.

The CBRN Joint Priority List (JPL) will continue to detail those capabilities that the Services and COCOMs determine necessary. The CBDP will provide equipment density required to support the demands of the Joint Force. The Program will continue to use the Force Planning Construct as one of several planning tools to better inform leadership on implications to operational readiness based on force sizing changes, in accordance with the QDR. Figure 4 illustrates the types of defense planning scenarios that comprise a Force Planning Construct, and represents the demand for forces over a time.

Figure 4: CBDP Enterprise Force Planning Construct



Using these inputs, CBDP Enterprise leaders will prioritize, allocate resources, and execute RDA aligned to the current CBDP Strategy, CBRN risk and threat assessments, National and Departmental guidance, technological feasibility, resource constraints, and individual RDA program performance and outcomes. The CBDP's Warfighter-focused test and evaluation (T&E) will help CBDP capabilities meet the Services' requirements for operational effectiveness, suitability, and survivability.

The CBDP also will continue to assess materiel performance after fielding to the Joint Force. It will monitor the performance and outcomes of each CBDP RDA program and maintains awareness of Service, NGB, and COCOM assessments of CBRN defense readiness and risk. Based on the feedback generated from these activities, the CBDP Enterprise will adjust the capabilities developed and fielded to address Warfighter requirements.

Sub-goal 1.2: Pursue non-materiel solutions to capability gaps (doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTmLPF))

DOTmLPF provides the foundation for operational support to the Joint Forces to counter CBRN threats. All CBDP solutions have the potential to impact DOTmLPF. The CBDP Enterprise will contribute to the improvement of the Services CBRN defense systems by addressing gaps in multi-Service and Joint CBRN defense doctrine, tactics, techniques, and procedures, Joint training, leader development and education, and support to COCOM exercises. Likewise, the CBDP Enterprise will facilitate identification and creation of Joint efficiencies through integration and synchronization across CBRN defense DOTmLPF and partner with DoD organizations responsible for training, including the United States Army CBRN School (USACBRNS) for CB warfare defense training, U.S. Army Medical Command (MEDCOM), and the Defense Medical Readiness Training Institute (DMRTI) for medical CBRN defense training.

Goal 2: Prevent Surprise

The second strategic goal is to "prevent surprise by anticipating CBRN threats and developing new capabilities for the Warfighter to counter emerging threats." In pursuit of this goal, the CBDP Enterprise will collaborate with partners in the intelligence, science, engineering, and medical communities to identify, study, and prioritize potential emerging CB threats and their impact on the Warfighter. The CBDP will also assess the associated capability gaps and develop solutions for the Joint Force to address these CB threats. Through these activities, the CBDP will prepare the Warfighter by providing predictive and defensive capabilities in advance of adversary use of new CB agents. The following four sub-goals detail the specific activities and outcomes that support sustained achievement of Goal 2.

Sub-goal 2.1: Characterize emerging CB threat agents

Advancements in biology and chemistry as well as natural evolution can result in new CB agents and new threats the Warfighter must be prepared to counter. To prevent surprise by a novel CB agent, the CBDP Enterprise —via the JSTO-CBD, Component science and technology (S&T) laboratories, DARPA, and other government and academic partners— will identify and study such CB agents to scientifically characterize and validate the hazard they could pose to the Warfighter. The CBDP will provide the capability to conduct basic science research into the full spectrum of CB agents adversaries could use against the Warfighter. Specific efforts to characterize hazards associated with novel or existing agents will be informed by what is known regarding adversary

intent and activities. The products of these studies will be incorporated into operational risk assessments (detailed in Sub-goal 2.2) and will help guide the development of new materiel and non-materiel capabilities for the Warfighter (detailed in Sub-goal 2.3).

Sub-goal 2.2: Conduct CB threat studies and risk assessments

Information derived from the characterization of CB agents, as detailed in Sub-goal 2.1 (above), must be fully analyzed to determine the hazards and risks such agents can pose to Joint Force operations, both in the homeland and in theater. The CBDP Enterprise will collaborate with the Department of Homeland Security (DHS), and other appropriate U.S.G. partners and foreign allies to leverage risk assessment methodologies and data in a manner that enables a holistic understanding of the risks from novel CB agents and how they may impact our Forces. In collaboration with the Services, the CBDP will utilize these risk assessments to inform decision-making regarding development of new CB defense capabilities (detailed in Sub-goal 2.3).

Sub-goal 2.3: Develop new CBRN defense technologies and knowledge

Novel CB threat agents may challenge existing defense capabilities, necessitating new or augmented systems to protect the Warfighter and permit sustained operations. The CBDP will leverage the products of novel CB agent studies and risk assessments, as well as broad knowledge of current and emerging CB defense technologies to develop and deliver new, validated systems (in the form of Warfighter capabilities or enablers of such capabilities), as well as expertise (in the form of scientific and operational insights and assessments), to the Joint Force, U.S.G. partners, and allies so that they may more effectively defend against CBRN threats.

Sub-goal 2.4: Strengthen partnerships with the medical community on emerging CBRN defense technologies

To protect the Warfighter against novel CB threats, the CBDP will leverage scientific and medical advances to enable cutting-edge and broad-spectrum capabilities that address current threat agents as a model for rapid response to novel CB threats that may arise in the future. To promote collaboration in the assessment and evaluation of such emerging medical technologies, CBDP will strengthen collaboration with Office of the Assistant Secretary of Defense for Health Affairs(OASD(HA)), as well as with Surgeons General and medical leadership in the Services, COCOMs, and the Joint Staff. Objectives for these strengthened partnerships will include: (1) pursuing medical countermeasures, to include manufacturing and regulatory science technologies to meet emerging threats, (2) advancing next-generation diagnostics capabilities, (3) enabling provision of CBRN-related data to support comprehensive health surveillance for the Joint Force, (4) conducting medical T&E, and 5) improved sensors/detectors and dosimeters that will detect/sense/measure concentration levels in the air, water, and soil at levels that pose a long term health risk to the warfighter. Furthermore, the Program will seek to leverage relationships with OASD(HA) and other DoD, interagency, and international medical partners (as appropriate) to

jointly develop standardized technological platforms (and required DOTmLPF integration) that enable these objectives and create efficiencies and synergies of scale.

Goal 3: Maintain Infrastructure

The third strategic goal is to "maintain infrastructure to meet and adapt current and future needs for personnel, equipment, and facilities within funding constraints." To achieve this goal, the CBDP will coordinate with Service and DoD partners to ensure funding is appropriately provided for facility and equipment maintenance and modernization, as well as workforce development. In sum, this support is critical to sustain the infrastructure that conducts S&T discovery; systems development, manufacturing, and acquisition; testing and evaluation, as well as provides the Services and COCOMs with additional capabilities to meet their responsibilities for training, organizing, and equipping the Joint Force. The CBDP will seek to recapitalize, modernize, and expand (as needed) its infrastructure to state-of-the-art standards as current threats and technologies evolve and new ones emerge. In addition, as part of its core mission, the CBDP will ensure that its performers are compliant with standards set forth by regulatory agencies in a manner that enables mission execution without any operational pause. The following four sub-goals detail the specific activities and outcomes that support sustained achievement of Goal 3.

Sub-goal 3.1: Maintain the CBDP research, development, and test & evaluation (RDT&E) workforce's core CBRN defense competencies

The CBDP's most important asset is its people. Maintaining a world-class professional workforce is critical to the long-term success of the CBDP. As such, the CBDP will place emphasis on optimizing the recruitment, development, training, and retention of its workforce. To inform this process, the CBDP Enterprise will continually identify, assess, and strengthen those CBRN Defense workforce competencies that are deemed critical for addressing current and novel threats in the context of this Strategic Plan. The CBDP Enterprise will promote professional military and developmental education for its workforce. The Office of the DASD(CBD) will periodically survey the CBDP workforce to seek their views, assess their satisfaction and fitness, and gain their perspective on challenges and opportunities as well as options for improving the CBDP.

Sub-goal 3.2: Support the Force's CBRN capabilities through education, training, and exercises

To be fully effective, fielded CBDP capabilities must be reinforced through the provision of related non-materiel support, such as training and exercises. Service and COCOM efforts to improve the Warfighter's CBRN defense skills and competencies through training, organizing, and equipping, is a critical enabler of the CWMD mission. The CBDP will support Service and COCOM activities in this regard, to include providing technical and organizational support for CBRN defense exercises and joint training, doctrine, and tactics, techniques, and procedures. Finally, the CBDP will further

support the Joint Force by providing "reach-back" to subject matter experts with unique expertise in CBRN technical and operational matters.

Sub-goal 3.3: Maintain the CBDP's physical and intellectual infrastructure capabilities for RDA, T&E, manufacturing, and advanced development

The CBDP workforce and physical infrastructure are fundamentally interdependent – without one, the value of the other is considerably diminished. To meet the unique demands placed upon the CBDP, its world-class workforce requires access to reliable and – where appropriate – cutting edge equipment, laboratories, and facilities. The Office of the DASD(CBD) will engage CBDP components, Services, and other Enterprise partners to ensure critical RDT&E infrastructure is appropriately assessed, sized, located, and equipped to support CBDP RDA in the context of this Strategic Plan. In addition, the CBDP will identify and implement a path forward for resourcing intramural partners in a manner that promotes synergy and efficiency, enables workforce sustainment and development, and allows DoD to fully leverage the unique benefits provided by an engaged partnership with its intramural CBRN experts. This will ensure the CBDP and its components represent a base of CBRN defense knowledge providing information, insight, and experience necessary for achieving its core mission.

Sub-goal 3.4: Ensure access to critical niche capabilities in the industrial base

The unique and broad materiel requirements facing the CBDP Enterprise demand an appropriately wide community of extramural partnerships. The CBDP components recognize the critical role of our external partners in everything from basic research through specialized manufacturing of high precision materials. CBDP components will continue to identify and pursue, as appropriate, contract solicitations, grants, or agreements that properly engage and leverage these partners to conduct activities in a manner that sustains unique capabilities critical to the continued success of the CBDP Enterprise in meeting the needs of the Warfighter and the Nation.

Goal 4: Lead the Enterprise

The fourth strategic goal is to "lead the Enterprise Components to integrate and align activities toward fulfillment of the CBDP mission." To enable effective coordination and execution, the CBDP leadership must implement and adhere to straightforward, transparent, and collaborative business practices⁵ that broadly engage the CBDP Enterprise in a manner that enables timely and informed decisions. These practices must be tailored to drive efficient and effective execution of CBDP activities, rapidly identify shortfalls in planning and execution and enable corrective action, and permit clear and consistent communication of CBDP products and impacts. In addition, these practices will be periodically reviewed and, as necessary, adapted to reflect evolving CBRN threats and Warfighter needs, operational and fiscal realities, and changes to National and Departmental

⁵ The CBDP Business Plan details the CBDP's governance and decision-making, portfolio management, performance and outcome measurement, and communication practices.

policies and guidance. The following six sub-goals detail the specific activities and outcomes that support sustained achievement of Goal 4.

Sub-goal 4.1: Facilitate collaborative decision-making to allocate CBDP resources

The unique nature of CB threats, coupled with the fundamental realities of the physics, biology, chemistry, and engineering that underlie CB defense, means that for at least the immediate future, the CBDP will face a large number of needs against a broad spectrum of CB threats. In the current fiscal climate, we must anticipate that the scope of these needs will exceed the resources available to address them, requiring the CBDP leadership to make hard choices regarding CBDP priorities. The CBDP Enterprise will conduct such planning and consideration of prioritization options in a collaborative and transparent manner with all stakeholders properly represented. It will ensure that necessary information is provided so decision makers can make effective and efficient resourcing decisions that account for trade-offs within the CBDP goals.

Sub-goal 4.2: Develop and implement objectives, processes, and metrics

As the sole DoD provider of material and non-material solutions for CB threats to the Joint Force, the CBDP cannot afford to fail in its mission. Accordingly, the CBDP Enterprise must be capable of ensuring that its products and expertise are having a significant positive impact on improving the readiness of the Joint Force to address CBRN threats. To this end, the CBDP Enterprise will develop and employ measures and metrics that enable ongoing awareness of the program's effectiveness as well as its performance. Also, as a Major Defense Acquisition Program, the CBDP will continue to provide integrated processes and tools with common outcome measures that assure Enterprise-wide accountability through compliance with applicable regulations, policies, statutes, and guidance through DoD-wide practices and metrics.

Sub-goal 4.3: Coordinate CBDP efforts with interdepartmental, interagency, and international partners

The CBDP Enterprise is engaged in wide ranging intradepartmental, interagency, and international activities. In order to ensure these efforts are efficient, coordinated, and aligned with national level priorities, the CBDP shall manage and oversee activities and initiatives amongst its constituent funded components to ensure the fulfillment of CBD mission, and support broader DoD and national objectives. To do this, the Office of the DASD(CBD) will serve as the central oversight agent and relationship manager for existing international and interagency RDA efforts, as well as newly developed engagements. This entails the active senior level portfolio management of these engagements, the validation of activities to ensure sound and outcome oriented work efforts, and the development of strategic, forward looking approaches to these relationships (versus reactive management). In addition, the CBDP Enterprise will serve as the CWMD integration entity for related programmatic efforts to ensure a coherent "whole of U.S. Government" approach to meeting mission requirements as well as broader NCB, DoD, and national objectives.

Sub-goal 4.4: Conduct effective strategic communications

The CBDP Enterprise serves to domestically and internationally represent both the vision and capabilities inherent in CB programmatic activities. This accomplishes two purposes: (1) to convey accurate and effective messages to key international and interagency partners the enterprise's priorities and efforts; and (2) to communicate to external audiences DoD's chemical and biological defense capabilities in a manner that further deters the development and use of CB weapons or materials by state and non-state actors. To achieve this sub-goal, the Office of the DASD(CBD) will work across the enterprise to develop a coherent plan and facilitate coordinated messaging.

Sub-goal 4.5: Tailor business practices for Enterprise management

The CBDP implements business practices across a number of components that execute the CBDP Strategy without the benefit of a single chain of command. To execute this, components interact through business practices such as: managing an integrated CBDP portfolio in accordance with DoD priorities and resources, coordinated with annual POM processes; facilitating transitions among CBDP Components; integrating and aligning funding and management responsibilities for CBDP Enterprise infrastructure; and providing planning guidance to infrastructure owners to facilitate tailoring of workforce and facilities. The CBDP will commit to continuous process improvement. The CBDP will continue to improve its business practices to ensure they are collaborative and transparent while maintaining focus on producing new capabilities for the Warfighter while reducing overhead.

Chapter 4 Balancing Risk

Types of Risk

Achievement of the CBDP Mission in the current era of increasing CBRN threats requires proactive mitigation of a number of well-understood risks. The expected environment of continued fiscal constraint through the planning period will require astute and agile balance in the allocation of finite CBDP resources.

The 2010 Quadrennial Defense Review identifies four categories of risk for consideration:

- **Operational Risk:** *the ability of the current force to execute strategy successfully within acceptable human, materiel, financial, and strategic costs.* The CBDP mitigates operational risk by fielding appropriate and sufficient countermeasures and equipment that support Warfighter requirements.
- **Force Management Risk:** *the ability to recruit, retain, train, educate, and equip the All-Volunteer Force, and to sustain its readiness and morale.* Mitigation of force management risk requires sufficient training, education, and doctrine for the Warfighter and across the CBDP Enterprise.
- **Future Challenges Risk:** *the capacity to execute future missions successfully, and to hedge against shocks.* The CBDP mitigates future challenges risk through sustaining and evolving a robust set of RDT&E capabilities.
- **Institutional Risk:** *the capacity of management and business practices to plan for, enable, and support the execution of DoD missions.* The CBDP uses management and business practices to enable end-to-end alignment across the Enterprise Components and allocate resources to mitigate risk.

CWMD risks can be mitigated through a number of levers, to include strategy, policies, and resources. The CBDP mitigates the risks encountered in the environment expected over the planning period by deliberately balancing the allocation of program resources.

Risk Mitigation Through Resource Allocation

The current and projected fiscal climate suggests flat CBDP budgets in the short to mid-term. As such, the CBDP Enterprise faces a significant risk that its resources may not sufficiently fund all of the desired investments in CBRN defense. In essence, the CBDP manages a zero-sum game, as expanded investment in one area translates to a decreased resourcing in another. Consequently, the CBDP analyzes and articulates its rationale for investing in one area as opposed to another, and subsequently, the Program makes informed trade-offs in resource allocation in order to strike and balance among risk factors. The annual POM reflects these trade-offs. Figure 5 provides example risk balance factors the Program considers during POM development.

Figure 5: CBDP Enterprise Example Risk Balance Factors

Chemical Threats	<i>and</i>	Biological Threats
Medical Countermeasures	<i>and</i>	Physical Countermeasures
Legacy Equipment	<i>and</i>	Equipment Modernization
RDT&E Investments	<i>and</i>	Procurement
Intramural RDT&E Investment	<i>and</i>	Extramural RDT&E Investment
U.S.G. Capabilities Sustainment	<i>and</i>	Industrial Base Sustainment
Evolutionary Developments	<i>and</i>	Revolutionary Developments
Technology “push” Initiatives	<i>and</i>	Technology “pull” Initiatives
Across CBRN Defense Operational Elements: Sense, Shape, Shield, and Sustain		
CBRN Defense Applications	<i>and</i>	Broad-based U.S.G. CBRN Applications

Program Management and Oversight to Enable Risk Mitigation

CBDP Enterprise management, governance, and oversight practices are essential to effective Program risk mitigation. The CBDP Overarching Integrated Product Team (OIPT) serves as a single-tiered CBDP Defense Acquisition Board-like body to support oversight of the CBDP. The Program Analysis and Integration Office (PAIO) provides oversight of acquisition, budgetary processes, and program guidance. Accountability for program outcomes is achieved through adherence to Enterprise-wide metrics. Such metrics, described in the CBDP Business Plan, inform Enterprise leadership decision making in proactively managing and mitigating Program risk with respect to the risk balance factors shown in Figure 5.

Chapter 5 Conclusion

The CBDP Strategic Plan aligns the Program’s objectives and activities with National and Departmental priorities for CBRN defense while striving to meet Services and COCOM requirements. It articulates the CBDP vision and mission for advancing CBRN defense, focusing efforts across the CBDP Enterprise to identify, strengthen, and sustain core competencies needed to achieve priority objectives. The Strategic Plan places these priorities in the context of current strategic factors, including the fiscal environment, continuing advancements in science and technology, and the evolution of CBRN threats. Consistent with these factors, the Strategic Plan highlights the need for all members of the CBDP Enterprise to pursue the CBDP mission with interagency, interdepartmental, and international partners in a “whole of government” manner that achieves mutual benefit through reciprocity and parity of effort. Finally, the Strategic Plan summarizes the enterprise management processes that the CBDP leadership employs to optimize execution and oversight, to include the development and application of Enterprise-wide metrics to gauge progress, outcomes, and successes.

Full implementation of this Strategic Plan permits the CBDP Enterprise to continue to effectively meet today’s highest priority needs for CBRN defense solutions while achieving the agility and flexibility necessary to rapidly adapt to the evolving strategic landscape. The CBDP Enterprise is a “Joint Force Multiplier” preparing Warfighters who are robustly, trained, equipped, and resourced to complete missions in CBRN environments now and in the future. This CBDP Strategic Plan is the roadmap to ensure that DoD’s CBRN defense capabilities are “second to none,” fulfilling the needs of the Warfighter and preserving the security and freedom of our Nation.

Appendix A: CBRN Defense Capabilities and 2012 Joint Priority List (JPL)

- **Sense**
 - JPL 1: Chemical Point Detection
 - JPL 2: Chemical Standoff Detection
 - JPL 3: Biological Standoff Detection
 - JPL 5: Biological Point Detection
 - JPL 7: Field Analytics
 - JPL 8: CBRN Reconnaissance
 - JPL 13: Radiological Standoff Detection
 - JPL 14: Medical Diagnostics
 - JPL 15: Radiological Point Detection
 -
- **Shield**
 - JPL 4: Respiratory and Ocular Protection
 - JPL 10: Biological Prophylaxis
 - JPL 11: Chemical Prophylaxis
 - JPL 16: Percutaneous Protection
 - JPL 21: Radiological Prophylaxis
 - JPL 23: Expeditionary Collective Protection
 - JPL 28: Fixed Site Collective Protection
- **Shape**
 - JPL 6: Integrated Early Warning
 - JPL 12: Medical Surveillance
 - JPL 19: Battle or Operating Environment Analysis
 - JPL 20: Battle or Operating Environment Management Systems
 - JPL 27: Methods of Control
- **Sustain**
 - JPL 9: Personnel Contamination Mitigation
 - JPL 17: Equipment Contamination Mitigation
 - JPL 18: Biological Therapeutics
 - JPL 22: Chemical Therapeutics
 - JPL 24: Radiological Therapeutics
 - JPL 25: Fixed Site Contamination Mitigation
 - JPL 26: Remains Disposition
 - JPL 29: Hazardous Waste Control

Appendix B: CBDP Enterprise Stakeholders

- Executive Agent (EA), identified as the US Army
- Services (Army, Navy, Marines, and Air Force)
- Combatant Commands (COCOMs)
- Special Operations Command (SOCOM)
- National Guard Bureau (NGB)
- Office of the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs / Chemical and Biological Defense Programs (OASD(NCB/CB))
- Program Analysis and Integration Office (PAIO)
- Joint Requirements Office for Chemical, Biological, Radiological, and Nuclear Defense (JRO-CBRND)
- Defense Threat Reduction Agency's (DTRA) Joint Science and Technology Office for Chemical and Biological Defense (JSTO-CBD)
- Joint Program Executive Office for Chemical and Biological Defense (JPEO-CBD)
- Office of the CBRND Test and Evaluation (T&E) Executive
- Office of the Assistant Secretary of Defense for Homeland Defense and American Security Affairs (OASD(HD&ASA))
- Office of the Assistant Secretary of Defense for Global Strategic Affairs (OASD(GSA))
- Office of the Assistant Secretary of Defense for Health Affairs (OASD(HA))
- Defense Logistics Agency (DLA)
- DoD CB Defense Laboratories (MRMC, MRICD, MRIID, AFRL, and ECBC)
- Director of OSD Cost Assessment and Program Evaluation (CAPE)
- Office of the Undersecretary of Defense (Comptroller)
- Office of the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs

Appendix C: Referenced Documents

- Sustaining U.S. Global Leadership: Priorities for 21st Century Defense, January 2012
- Defense Budget Priorities and Choices, January 2012
- Guidance for Fiscal Year 2014-2018 Nuclear, Chemical, and Biological Defense Programs Program Objective Memorandum Development, December 27, 2011
- 2010 Quadrennial Defense and Nuclear Posture Reviews
- 2010 National Security Strategy
- 2009 National Strategy for Countering Biological Threats
- 2008 Department of Defense Directive 5160.05E

Appendix D: Acronyms and Abbreviations

ASD(GSA)	Assistant Secretary of Defense for Global Security Affairs
ASD(HA)	Assistant Secretary of Defense for Health Affairs
ASD(HD&ASA)	Assistant Secretary of Defense for Homeland Defense and American Security Affairs
ASD(NCB)	Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs
CB	Chemical and biological
CBDP	Chemical and Biological Defense Program
CBRN	Chemical, biological, radiological, and nuclear
CBRND	Chemical, biological, radiological, and nuclear defense
COCOM	Combatant command
COTS	Commercial, off-the-shelf
CWMD	Countering weapons of mass destruction
DASD(CBD)	Deputy Assistant Secretary of Defense for Chemical and Biological Defense Programs
DARPA	Defense Advanced Research Projects Agency
DHS	US Department of Homeland Security
DoD	US Department of Defense
DOTMLPF	Doctrine, organization, training, materiel, leadership, personnel, and facilities
FOUO	For official use only
HHS	US Department of Health and Human Services
JCS	Joint Chiefs of Staff
JPL	Joint Priority List
JPEO-CBD	Joint Program Executive Office for Chemical and Biological Defense
JPME	Joint Professional Military Education
JRO-CBRND	Joint Requirements Office for Chemical, Biological, Radiological, and Nuclear Defense
JSTO-CBD	Joint Science and Technology Office for Chemical and Biological Defense
MCO	Major Combat Operations
MEDCOM	US Army Medical Command
O&M	Operation and Maintenance
OASD(HA)	Office of the Assistant Secretary of Defense for Health Affairs
OGA	Other Government Agency
OIPT	Overarching Integrated Product Team
OSD	Office of the Secretary of Defense
POM	Program objective memorandum
RDA	Research, development, and acquisition

RDT&E	Research, development, test, and evaluation
RN	Radiological and nuclear
T&E	Test and evaluation
TMA	TRICARE Management Activity
US	United States
USACBRNS	US Army Chemical, Biological, Radiological, and Nuclear School
USD (P)	Under Secretary of Defense for Policy
USD(C)	Under Secretary of Defense (Comptroller)
USG	United States Government
WIPT	Working-Level Integrated Product Team