



ACQUISITION,
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THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

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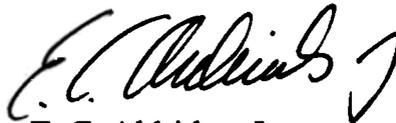
MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Implementation Plan for the Management of the Chemical Biological Defense Program (CBDP)

I approve the Implementation Plan for the Management of the DoD Chemical Biological Defense Program (CBDP) for immediate execution. The Plan is attached. The purpose of this Plan is to define roles and responsibilities and provide implementing procedures for management of the CBDP. The Plan is in accordance with 50 United States Code 1522, and guidance provided in Acquisition Decision Memorandum, "Management of the Chemical Biological Defense Program," dated September 19, 2002, and Joint Requirements Oversight Council Memorandum, "Establishment of the Joint Requirements Office for Chemical, Biological, Radiological, and Nuclear Defense," dated September 9, 2002.

This Plan supercedes the "Joint Service Agreement for Joint Nuclear, Biological and Chemical Defense Management" dated August 1994. The Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs will review this Plan within one year to allow evolution and improvement to the management and execution of the CBDP. Key organizational and managerial aspects of this plan will be codified in a new Department of Defense Directive. The Joint Requirements Office (JRO), Joint Program Executive Office (JPEO), Defense Threat Reduction Agency (DTRA) Science and Technology Manager, and Test and Evaluation Executive, will develop appropriate charters, standard operating procedures and memorandum of agreements with appropriate services and agencies.

In addition, I direct the establishment of the JPEO for Chemical Biological Defense and approve Brigadier General Stephen V. Reeves, United States Army, as the JPEO, effective immediately.



E. C. Aldridge, Jr.

Attachment:
As stated



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Director, Defense Threat Reduction Agency
Director, Joint Requirements Office-CBRN Defense
Joint Program Executive Officer for Chemical Biological Defense

Implementation Plan for Management of the Chemical/Biological Defense Program

1. Purpose/Background

- 1.1 The purpose of this implementation plan is to define roles and responsibilities and provide implementing procedures for management of the DoD Chemical/Biological Defense Program (CBDP) IAW 50 USC 1522 and guidance received in USD(AT&L) Acquisition Decision Memorandum, Subject: Management of the Chemical/Biological Defense Program, dated 19 September 2002, and JROC Memorandum, Subject: Establishment of the Joint Requirements Office for Chemical, Biological, Radiological, and Nuclear Defense, dated 9 September 2002.
- 1.2 Enclosure 1 provides a list of references that apply to the management of the Chemical/Biological Defense Program. Enclosure 2 provides a listing of acronyms.
- 1.3 Background:
 - 1.3.1 On 9 September 2002, the Vice Chairman of the Joint Chiefs of Staff approved a JROC Memorandum to establish a Joint Requirements Office for Chemical, Biological, Radiological, and Nuclear Defense (JRO-CBRN Defense) as a Chairman's Controlled Activity, reporting to the CJCS through the DJ-8. The JRO-CBRN Defense, hereafter referred to as the JRO, will be the CJCS focal point for all CBRN defense issues in passive defense, force protection, consequence management, and homeland security, collaborating with appropriate Joint Staff elements on operational readiness, logistics and sustainment, and policy issues. The JRO will coordinate and integrate requirements for all DoD CBRN defense programs, ensuring that the Services' and Combatant Commanders' requirements are developed and approved in a prompt and efficient manner. In addition, the JRO will develop and maintain a CBRN Defense Joint Operational Concept and Architecture for CBRN Defense and a Joint Service CBRN Defense Modernization Plan, as well as the DoD CB Defense Program Objective Memorandum (POM) Strategy with acquisition community support. The JRO-CBRN Defense was formally established 1 October 2002.
 - 1.3.2 On 19 September 2002, the USD(AT&L) approved an Acquisition Decision Memorandum (ADM), which directed significant changes in the management of the DoD CBDP. Highlights of this ADM include:
 - 1.3.2.1 CBDP remains an Acquisition Category 1D program (subsequently changed on 5 Nov 2002 to Defense Acquisition Executive (DAE) Oversight per USD(AT&L) direction; the CBDP will be managed through the DAB process, but it is not designated as a Major Defense Acquisition Program.)
 - 1.3.2.2 The DAE serves as the Milestone Decision Authority (MDA) for the CBDP.
 - 1.3.2.3 Establishment of a Joint Program Executive Office (JPEO) for the CBDP that reports through the Army Acquisition Executive (AAE) to the DAE.
 - 1.3.2.4 Management and integration of Defense Chemical/Biological (CB) Science & Technology (CB S&T) efforts, including Advanced Concept Technology Demonstrations (ACTDs) is assigned to the Defense Threat Reduction Agency.
 - 1.3.2.5 Pursuant to 50 USC 1522, the ATSD(NCB) shall continue to have responsibility for overall coordination and integration of all activities within the CBDP, to include acquisition policy guidance, interagency and international coordination responsibility, and day-to-day oversight.

- 1.3.2.6 Funding for the CBDP continues to reside in a Defense-Wide account as specified in 50 USC 1522.
- 1.3.2.7 DTRA continues to perform funding management functions under the oversight of the ATSD(NCB).

1.3.3 The ADM further directed establishment of this management structure and the JPEO upon approval of an implementation plan to execute these decisions.

2. Application and Scope

2.1 The provisions of this implementation plan apply to:

- 2.1.1 The processes of conducting planning, programming, budgeting, and execution of CBRN defense research, development and acquisition; and programming and budgeting for CBDP equipment, sustainment, and training costs.
- 2.1.2 The process for establishing military requirements for CBRN defense.
- 2.1.3 The process for test and evaluation of CBRN defense programs.

3. Roles and Responsibilities

3.1 Office of the Secretary of Defense (OSD).

3.1.1 USD(AT&L)/DAE.

- 3.1.1.1 MDA for overall program and key selected CBD systems.
- 3.1.1.2 Approve Overarching CBDP Strategic Plan.
- 3.1.1.3 Delegate MDA authority to AAE for selected programs.
- 3.1.1.4 Establish an OSD CBDP Overarching Integrated Product Team (OIPT).
- 3.1.1.5 Chair DAE Oversight Reviews for the CBDP.
- 3.1.1.6 Approve recommended POM and submit to SECDEF.

3.1.2 ATSD(NCB).

- 3.1.2.1 Serve as the single office within OSD responsible for overall coordination and integration of the DoD CBDP medical and non-medical program in accordance with 50 USC 1522.
- 3.1.2.2 Exercise oversight of CB Defense programs.
- 3.1.2.3 Chair, permanent CBDP OIPT.
- 3.1.2.4 Staff appropriate DAE Oversight and MDA documentation.
- 3.1.2.5 Provide oversight for funds allocation for Defense-Wide account.
- 3.1.2.6 Develop and approve OSD CBDP Program Strategy Guidance document.
- 3.1.2.7 Review the Secretary of the Army recommended POM; make recommendations and forward to USD(AT&L).
- 3.1.2.8 Act as the OSD level program resource sponsor throughout all phases of the PPBS process (BES/PBD/PDM/PB).
- 3.1.2.9 Coordinate, develop and approve the Annual Report to Congress on the Department's Chemical and Biological Defense Program.
- 3.1.2.10 Coordinate, develop and approve the Annual CBDP Performance Plan required by the Congress.
- 3.1.2.11 Conduct program oversight (performance-based) activities.
 - 3.1.2.11.1 CBDP Oversight Process.
 - 3.1.2.11.2 Technology Area Review and Assessment (TARA) (in conjunction with DDR&E).

- 3.1.2.12 Serve as Primary Action Officer (PAO) for Congressional and DoDIG/GAO issues relating to the CBDP.
- 3.1.2.13 Serve as primary OSD point of contact for the CBDP on working groups and committees within the Interagency and International CB Defense community.
- 3.1.2.14 Exercise life cycle oversight of research, development, and acquisition (RDA) and sustainment for equipment and material related to chemical, biological, radiological, and nuclear material consequence management (CBRN-CM), including Civil Support Teams RDA.
- 3.1.2.15 Oversee USD(AT&L) CB defense related acquisition issues dealing with terrorism, domestic preparedness and force protection issues related to the overall assigned Homeland Defense missions of the Department of Defense.
- 3.1.2.16 Oversee and approve all common use CB models and simulations employed by the DoD or used in support of DoD planning, decision support, training, and operations, as delegated by the USD(AT&L).
- 3.1.2.17 Provide staff supervision to the DATSD(CBD), who is the principal deputy for CBDP matters, and the primary staff action office for ATSD(NCB) responsibilities.
- 3.1.2.18 Ensure medical aspects of the CBDP program are coordinated with the Armed Services Biomedical Research Evaluation and Management (ASBREM) Committee.

3.2 Chairman, Joint Chiefs of Staff.

3.2.1 J-8 (JRO-CBRN Defense).

- 3.2.1.1 Serve as the principal Joint Staff representative for CBDP issues and focal point for coordination with the Services.
- 3.2.1.2 Develop/maintain the CBRN Defense Joint Overarching Operational Concept and Architecture. Integrate relevant portions of other Joint Operational Architectures.
- 3.2.1.3 Represent the Services and Combatant Commanders in the DoD requirements generation process and act as their advocate for coordinating and integrating Services and Combatant Commander approved CBRN defense operational capabilities, to include Homeland Defense and Civil Support requirements. Coordinate and manage the CBRN defense requirements document approval process to include approving Service and Combatant Command validated joint requirements documents along with Service/Combatant Command specific approved annexes, as per CJCSI 3170.01 and as per JROC Memorandum 163-02 dated 9 September 2002.
- 3.2.1.4 Lead the development of the DoD CBDP POM with JPEO and DTRA Science and Technology (S&T) support (as specified in section 6).
- 3.2.1.5 Develop and manage the Joint Priority List (JPL) to support the planning, programming and budgeting for the POM and execution year reprogramming.
- 3.2.1.6 Chair Joint Materiel Prioritization Allocation Board (JMPAB), CB Defense Subgroup, to resolve critical issues related to joint logistical & sustainment issues for CBDP.
- 3.2.1.7 Develop and maintain Joint Future Operational Capabilities (JFOCs) to guide CBDP S&T.
- 3.2.1.8 Participate in development of the CBDP section of the Joint Warfighting S&T (JWS&T) Plan.

- 3.2.1.9 In coordination with appropriate stakeholders, lead development of and maintain the joint CBRN Defense Modernization Plan for fielding integrated DoD CBRN defense capabilities.
- 3.2.1.10 Represent the Joint Staff (JS) on OSD or JS work groups addressing CBRN defense issues.
- 3.2.1.11 Collaborate with the J-3, J-4, and J-5 on CBRN defense issues related to operational readiness, force protection, homeland defense, medical defense, logistics and sustainment policy.
- 3.2.1.12 Provide support in developing and coordinating the Defense Planning Guidance (DPG) and OSD Program Strategy Guidance.
- 3.2.1.13 Coordinate with the Services, JPEO, DTRA, DARPA and the Office of the Director for Operational Test and Evaluation (DOT&E) to ensure joint medical and non-medical CBRN defense materiel requirements are effectively evaluated in developmental test and evaluation, and operational test and evaluation in accordance with applicable directives, including FDA directives for FDA-regulated materiel.
- 3.2.1.14 Coordinate with the intelligence and acquisition community to develop a joint CBRN defense classification guide, coordinate development of system threat assessments, and other intelligence coordination duties as required.
- 3.2.1.15 Support and facilitate the development of multi-service and joint doctrine and training concerning development of CBRN defense capabilities. Ensure new equipment-training packages are adequately prepared through JPEO project/program managers.
- 3.2.1.16 Develop and coordinate Command, Control, Communications, Computers and Intelligence (C4I), operational architectures and systems to support all CBRN systems and programs.

3.3 Military Departments.

- 3.3.1 Conduct their CBRN defense programs so as to meet their responsibilities as outlined in this implementation plan and DoD Directives. Ensure coordination and integration with the CBRN defense agencies identified in this plan; e.g., USD(AT&L), ATSD(NCB), JRO, JPEO and DTRA.
- 3.3.2 Validate operational concepts and develop Service-sponsored CBRN defense requirement documents using the guidance set forth in the Joint CBRN Defense Modernization Plan. Where new materiel requirements are identified, submit requirement documents to the JRO and recommend for inclusion into the Modernization Plan.
- 3.3.3 Include the participation of the JRO as early as possible in the concept development phase for potential CBRN defense requirements.
- 3.3.4 Provide acquisition and fielding data for respective CBRN defense requirements to the JRO during development of the DoD CBRN POM.
- 3.3.5 Support development of Service annexes to joint CBRN defense requirement documents as appropriate.

- 3.3.6 Provide Service (medical and non-medical) representatives to all OIPTs, Working Integrated Process Teams (WIPTs), JRO, JPEO, PAIO, TARA meetings, and special working groups supporting CBRN defense requirements and programs.
 - 3.3.7 Responsible for respective Service CBRN defense training, readiness, and sustainment.
 - 3.3.8 Participate in the review, development and validation of the Modernization Plan, JFOCs and the Joint Priority Lists.
 - 3.3.9 Perform Lead Service responsibilities for Joint Programs as assigned by the JPEO.
- 3.4 Army as Executive Agent.
- 3.4.1 Coordinate and integrate research, development, test and evaluation, and acquisition requirements of the military departments for CBRN defense programs of the DoD (50 USC 1522). The Army will execute this function through sub-paragraphs 3.4.3 and 3.4.6 in the plan.
 - 3.4.2 The Secretary of the Army as executive agent shall review all funding for the chemical and biological defense program (50 USC 1522). The Army will execute this function through sub-paragraphs 3.4.3 and 3.4.5 in this plan.
 - 3.4.3 Review and recommend approval of the CBDP POM.
 - 3.4.4 MDA for delegated programs with authority for further delegation to the JPEO.
 - 3.4.5 Serve as Joint Service Materiel Developer to coordinate and integrate acquisition for the CBDP through the JPEO, who reports to the DAE through the AAE.
 - 3.4.6 Provide Program, Analysis and Integration functions for the CBDP.
 - 3.4.7 Provide the Testing and Evaluation Executive for the CBDP.
 - 3.4.8 Through the JRO, serve as the Joint Combat Developer for the CBDP.
- 3.5 JPEO-CBD.
- 3.5.1 Serve as Material Developer (MATDEV) and oversees Life Cycle Acquisition Management for assigned system acquisition programs within the CBDP. Provide centralized program management and Joint Service CBDP acquisition program integration for all assigned Joint CBDP non-medical and medical programs.
 - 3.5.2 Serve as MDA for delegated programs.
 - 3.5.3 Provide planning, programming, budgeting, and execution (PPBES) support actions for assigned programs.
 - 3.5.4 Exercise year of execution re-programming authority for all assigned programs.
 - 3.5.5 Provide the planning guidance, direction, control, and support necessary to ensure systems are developed in accordance with DoD acquisition guidance.
 - 3.5.6 Oversee the development, coordination, and commitment to an acquisition program baseline and ensure immediate reporting of all imminent and actual breaches of approved baselines. In addition, ensure development of a recovery plan.

- 3.5.7 Provide technical and functional integration across assigned medical and non-medical programs. For medical programs insure integration with related DoD material programs required for force health protection.
- 3.5.8 Develop and approve program and acquisition strategies for delegated programs.
- 3.5.9 Develop standard and consistent cost estimation parameters for all acquisition programs in the CBDP.
- 3.5.10 Develop and approve Test and Evaluation Master Plan (TEMP) for assigned programs.
- 3.5.11 Provide quarterly OSD CBDP oversight reports on designated programs.
- 3.5.12 Prepare required input to POM, Budget Estimate Submission (BES), President's Budget (PB) and other required PPBES documentation. Support development of the annual Research, Development and Acquisition (RDA) Plan ICW DTRA S& T Manager and the PAIO (lead agency for RDA Plan).
- 3.5.13 Provide input to Annual OSD CBD Government Performance Results Act (GPRA) Performance Plan.
- 3.5.14 Prepare the Joint Logistics Support Plan for medical and non-medical programs for which JPEO maintains Life Cycle Management to include sustainment in cooperation with the Services and in coordination with the JRO.
- 3.5.15 Establish Technology Readiness Levels (TRLs) in conjunction with DTRA, and conduct annual reviews with DTRA to identify opportunities for transition of CB S&T programs to acquisition.
- 3.5.16 Ensure interagency cooperation and timely transition of technologies to future development programs in order to reduce development cycle times.
- 3.5.17 Responsible for DoD CBDP Foreign Comparative Testing program.
- 3.5.18 Supports ATSD(NCB) with CBDP acquisition expertise at international forums.

3.6 DTRA.

- 3.6.1 Manage and integrate CB S&T Programs.
 - 3.6.1.1 Develop and execute CB S&T programs approved by ATSD(NCB) in response to Joint and Service needs and capabilities requirements derived from the JFOCs and the Joint CBRN Defense Modernization Plan.
 - 3.6.1.2 Provide programmatic and planning, programming, budgeting, and execution support actions necessary for S&T programs.
 - 3.6.1.3 Support JRO in preparing POM, BES, PB and other required PPBS documentation. Support development of the annual RDA Plan by the PAIO.
 - 3.6.1.4 Exercise year of execution re-programming authority for S&T programs.
 - 3.6.1.5 Ensure effective transition between CB S&T programs and JPEO acquisition programs and jointly develop CB S&T roadmaps, CB S&T RDA plans and conduct Technology Readiness Evaluations (TREs).
 - 3.6.1.6 Integrate with JCS/JRO for CB S&T requirements
 - 3.6.1.7 Participate in ASBREM Committee and lead Joint Technical Coordinating Group (JTCG)-3 and -4 meetings. Coordinate CB defense medical S&T programs with ASD(HA) and appropriate Service medical community.

- 3.6.2 Lead CB S&T Reliance Activities.
 - 3.6.2.1 CB S&T Reliance Panel Chair.
 - 3.6.2.2 Develop, with Service input, and provide CB S&T inputs to the Joint Warfighting S&T Plan, Defense Technology Area Plan and Basic Research Plan (JWSTP, DTAP, BRP).
 - 3.6.2.3 Oversee and manage the conduct of CB S&T Defense Technology Objectives (DTOs).
- 3.6.3 Provide liaison between Defense CB S&T and CB industry, academia and other government agencies to include DARPA.
 - 3.6.3.1 Monitor and execute Congressionally funded university and industry CB S&T.
 - 3.6.3.2 Monitor CB Small Business Innovative Research (SBIR) programs conducted by the Services.
- 3.6.4 Provide support for Defense CB S&T International Programs.
 - 3.6.4.1 Support ATSD(NCB) with CB DP S&T expertise at international forums.
 - 3.6.4.2 Lead The Technology Cooperative Program (TTCP) subgroup E meetings.
 - 3.6.4.3 Monitor Service and Defense CB S&T Data Exchange Agreements (DEA) programs.
 - 3.6.4.4 Support JPEO in DoD Foreign Comparative Testing (FCT) program.
- 3.6.5 Coordinate the development of S&T portion of CB and Counterproliferation Program Review Committee (CPRC) Annual Reports to Congress.
- 3.6.6 Provide CB S&T support to DTRA, JRO, JPEO and ATSD(NCB) as requested.
 - 3.6.6.1 Liaise with JPEO for technology transition.
 - 3.6.6.2 Provide POM input to JRO.
 - 3.6.6.3 Provide briefings on CB S&T programs to TARA; participate in the TARA process under OSD oversight.
- 3.6.7 Coordinate CB DP S&T programs with Service S&T principals.
- 3.6.8 Management and integration of the CB ACTD process and individual CB ACTDs as assigned by the USD(AT&L) and in accordance with section 11 of this plan.
- 3.6.9 Provide funds management functions under the oversight of the ATSD (NCB).

4. Overarching Integrated Process Team (OIPT)/Working Level Integrated Process Team (WIPT) Process

- 4.1 USD(AT&L) will use an OIPT/WIPT and oversight group's process to support DAE oversight. Additionally, the CB DP will use a separate Oversight Group for ACTDs. Figure 1 illustrates this structure.

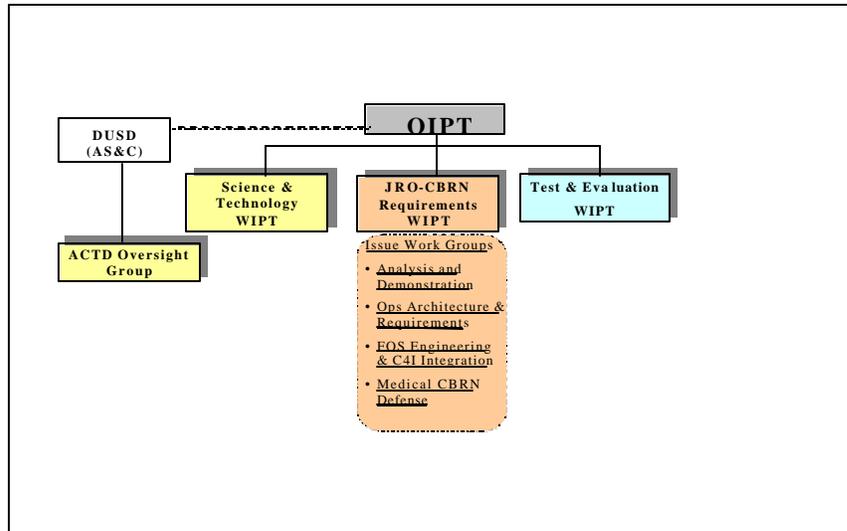


Figure 1: WIPT/Oversight Processes

- 4.2 The ATSD(NCB) establishes and chairs a permanent OIPT consisting of representatives from the Military Services, Joint Staff and OSD to assist the DAE with the CBDP oversight role. The ATSD(NCB) will convene the OIPT as required to:
- 4.2.1 Provide the DAE with an integrated program assessment when a program is approaching a milestone review or other DAB process.
 - 4.2.2 Review the OSD POM Strategy Guidance prior to publication by the ATSD(NCB).
 - 4.2.3 Review the POM submission as recommended by the Secretary of the Army as Executive Agent, and adjudicate issues as identified by OIPT members.
 - 4.2.4 Address other issues as required by the OIPT participants.
- 4.3 OIPT membership will be tailored for each OIPT purpose and will be reviewed for additions and deletions by the ATSD(NCB). In general, the proposed membership includes representatives from:
- 4.3.1 ATSD(NCB)-Chair
 - 4.3.2 DATSD(CBD)-Executive Secretary
 - 4.3.3 USD(P)
 - 4.3.4 ASD(SOLIC)
 - 4.3.5 DoD General Counsel (A&L)
 - 4.3.6 DoD Office of Homeland Security
 - 4.3.7 USD(Comptroller)
 - 4.3.8 USD(P&R)
 - 4.3.9 ASD(HA)
 - 4.3.10 ASD(C3I)
 - 4.3.11 OSD, PA&E

- 4.3.12 OSD/CAIG
- 4.3.13 DUSD(ASC)
- 4.3.14 DUSD(L&MR)
- 4.3.15 DOTE
- 4.3.16 Dir, ARA
- 4.3.17 Dir, DPAP
- 4.3.18 DDR&E
- 4.3.19 JCS
- 4.3.20 USA
- 4.3.21 USAF
- 4.3.22 USN
- 4.3.23 USMC
- 4.3.24 Director, DTRA
- 4.3.25 JPEO
- 4.3.26 Director, JRO
- 4.3.27 Director, DTRA/CB

4.4 The WIPTs are advisory bodies. The WIPTs will only convene as required to address specific issues that need resolution. WIPTs will resolve or elevate issues to the OIPT in a timely manner. The WIPTs will not convene to review or coordinate as part of the normal coordination process. Medical issues addressed by the WIPTs will utilize the ASBREM to the fullest extent possible. Additional WIPTs, besides the ones identified in paragraph 4.4.1, may be formed by the OIPT to address specific issues such as cost and estimation. Services will provide appropriate representation to these WIPTs and may raise issues for resolution as appropriate. WIPT chairs, upon enactment of this plan, will develop a charter that outlines objectives, procedures and membership.

4.4.1 Specific WIPTs are as follows:

- 4.4.1.1 Science and Technology WIPT. Chaired by the DTRA Science and Technology Executive. Members (medical and non-medical) include the Services, JRO and the JPEO. This WIPT resolves Science and Technology plan issues before the plan is released for review/staffing and submission to the ATSD(NCB) for approval.
- 4.4.1.2 Test and Evaluation WIPT. Chaired by the CBDP Test and Evaluation Executive. Members (medical and non-medical) include the Service T&E executive level representatives, JRO, JPEO, DTRA S&T Executive and the DOT&E. This WIPT assists the CBDP Test and Evaluation executive to resolve major testing issues, which are then documented in TEMPs and Test Plans for DOT&E approval as appropriate.
- 4.4.1.3 Joint Requirements WIPT. Chaired by the JRO. Members (medical and non-medical) include the Services, DTRA Science and Technology Executive and

JPEO. This WIPT resolves requirements and user oriented issues using four issue working groups as follows:

- 4.4.1.3.1 Operational Architecture and Requirements.
- 4.4.1.3.2 Analysis and Demonstration.
- 4.4.1.3.3 FoS Engineering and C4I Integration.
- 4.4.1.3.4 Medical CBRN defense programs.
- 4.4.1.4 ACTD Oversight Group. This body provides oversight during the planning, approval and execution process of all ACTDs conducted under the auspices of the CBDP. Membership (medical and non-medical) and responsibilities are under Paragraph 11.2.2.
- 4.4.1.5 CBDP Council of Colonels (CoC). This Joint ad-hoc body, which operates under the auspices of the ATSD(NCB), will address issues and Service concerns with all aspects of the CBDP.

5. Program Analysis and Integration

5.1 Program Analysis and Integration Office (PAIO)

5.1.1 PAIO will support the overall CBDP by providing analysis to the OSD oversight office, JRO, JPEO and DTRA S&T Manager. The PAIO will provide independent analysis functions to all other elements of the CBDP under operational direction of the Army Deputy Chief of Staff for Programs (G8) as described below. The PAIO will obtain input for analysis from the JRO, JPEO, and DTRA S&T to ensure Service specific concerns and concepts are addressed. Specific functions for the PAIO include:

- 5.1.1.1 Integrate planning and programming and budgeting functions across funding lines and executing organizations.
 - 5.1.1.1.1 Support JRO-led POM development and prepare POM justification documents. PAIO shall lead the development of Program Change Proposals (PCPs) and Budget Change Proposals (BCPs) as required.
 - 5.1.1.1.2 Lead the development of BES/PB efforts. Lead the process for development of Congressional Budget Exhibits (P and R form preparation).
 - 5.1.1.1.3 Develop the RDA Plan (15 years).
 - 5.1.1.1.4 Jointly conduct mid-year execution reviews with the program funds manager, DTRA.
- 5.1.1.2 Analyze and develop programmatic impacts/options for ATSD(NCB) on:
 - 5.1.1.2.1 OIPT acquisition issues.
 - 5.1.1.2.2 Execution review results.
 - 5.1.1.2.3 Program Decision Memorandum (PDM) and Program Budget Decisions (PBDs).
 - 5.1.1.2.4 OSD/Congressional decrements and plus-ups.
 - 5.1.1.2.5 DAE level and cross-organizational reprogramming requirements.
- 5.1.1.3 Maintain CB database in support of POM/BES/PB process.
- 5.1.1.4 Maintain list of current year plus one year of unfunded requirements.
- 5.1.1.5 Analyze program oversight products/reports and published plans (RDA, Logistics Support Plan, and Modernization) to determine overall health of program and provide recommendations to program policy and POM Strategy Guidance.
- 5.1.1.6 Input to Congressional Reports.

- 5.1.1.7 Performs Executive Agent responsibilities under the operational direction of the Army Deputy Chief of Staff for Programs (G8).
- 5.1.1.8 Provide primary support to ATSD(NCB) for development of the Annual Report to Congress, including the CBDP Performance Plan, and the OSD CBDP Program Strategy Guidance document.
- 5.1.1.9 Support CBDP OIPT.
- 5.1.2 The PAIO will provide independent analysis for decision-makers to enable review and recommendations concerning impacts to the overall integrated CBDP. This analysis will include the CBDP Oversight Process, published plans (RDA; Logistics), and overall programmatic health of the CBDP. The PAIO will review and analyze fiscal programs, requirements, resource planning, and resource allocation for the program years. The office will also maintain the CBDP DoD Future Years Defense Program (FYDP) and will provide support to the JRO for the POM build.
- 5.1.3 PAIO has the overall responsibility for the Joint Service Chemical Biological Information System (JSCBIS).
- 5.1.4 PAIO supports the JPEO and the Program Managers (PMs) to perform normal PPBES functions necessary to guide assigned programs through each milestone within approved baselines.
- 5.1.5 The PAIO shall support the ATSD(NCB) with data collection for Congressional responses, Congressional hearings, and preparation of the Annual Report to Congress, General Accounting Office and DoD Inspector General audits with follow-ups. PAIO shall also review and provide recommendations to ATSD(NCB) on withhold actions, above-threshold and cross-agency re-programming actions, program adds and other financial activities.
- 5.1.6 Services are invited to provide qualified individuals to staff the PAIO.

6. POM Development

6.1 Identifying Relevant Guidance.

- 6.1.1 JRO will host a Joint CB Defense Conference, the purpose of which is to review and discuss joint CBRN defense programs, issues, and concerns. The Combatant Command representatives will use this data in the development of their Integrated Priority Lists and to provide input to the JRO on development of the JPL.
- 6.1.2 JRO will initiate a review and update of the Modernization Plan, JFOCs, and JPL. These products will be updated as guidance for the next year's POM and staffed for approval to the Services. The JPL will be briefed to the JROC not later than the end of the fiscal year.
- 6.1.3 JRO will review Defense Planning Guidance for relevant taskers/studies that need to be incorporated in the POM planning process.
- 6.1.4 JRO will respond to USD(P) and USD(P&R) policy guidance, and in particular from ASD(SO/LIC), ASD (Homeland Defense), ASD (Health Affairs) and ASD(ISP), in areas relating to counterterrorism, antiterrorism, consequence management, counterproliferation, nonproliferation, medical countermeasures and homeland defense. This guidance will be transmitted through the Director, Joint Staff, to the JRO in September and at other times as deemed necessary.

6.1.5 DATSD(CBD) will identify specific concerns in a POM Strategy Guidance, which will be reviewed by the CBDP OIPT, and subsequently issued to the Director, Joint Staff, and the JRO.

6.2 Operational Risk Assessment.

6.2.1 JRO will initiate a review of the operational risk of conducting military operations in a CBRN hazard environment to identify critical deficiencies requiring priority corrective action. JRO will assess the currently available and projected quantities of equipment (using the current POM of record and acquisition strategy) against operational scenarios such as the Defense Planning Guidance illustrative scenarios, and use policy guidance from USD(P), as may be provided. The first time this operational risk assessment is conducted will become the CBRN Defense Program Baseline Risk Assessment.

6.2.1.1 The operational assessment will take into consideration currently fielded CBRN defense items, consumables as well as end items, as well as equipment being developed and procured through the POM.

6.2.1.2 The operational assessment will review medical and non-medical CBRN hazards in passive defense, consequence management, force protection, and homeland defense efforts. This assessment will address the risks in each mission area.

6.2.2 This operational assessment will be led by JRO, with participation by Service's medical and non-medical representatives, JPEO, DTRA, and Combatant Commands. The final report will be distributed to the Joint Staff, OSD (including the ASBREM), Services, and Combatant Commands for review. The results of this assessment will be briefed to and validated by the JROC and briefed to the DepSecDef as a part of the annual brief as tasked through the DPG-04 guidance.

6.3 Developing the POM.

6.3.1 The JRO and PAIO will review OSD guidance, JFOCs, JPL, and Operational Risk Assessment results, Defense S&T guidance, outputs of the TARA processes, and develop a POM Planning Guidance document, which will be drafted for the Director, JRO, signature. The POM Planning Guidance will be sent to JPEO, DTRA, and DATSD(CBD) to assist them in the development of the POM.

6.3.2 The JRO, with assistance from the PAIO, will develop the POM.

6.3.2.1.1 First meeting will be to review the CBRN defense programs' funding requirements and to eliminate those that do not appear valid, using the POM Planning Guidance as the measure. JRO, JPEO and DTRA will identify specific projects to provide more information on current status and rationale for funding requirements as required.

6.3.2.1.2 Second meeting will be to review and prioritize validated program funding requirements and to receive additional briefings from specified project managers.

6.3.2.1.3 Third meeting will be to review the JPEO, DTRA, and management funding requests, based on the results of the first two meetings. PAIO, under the supervision of the JRO, will develop a draft POM and supporting spreadsheets for review and comment by the principals.

6.3.2.1.4 Fourth meeting will be to review the draft POM and to recommend draft Overguidance Issues (OGIs).

6.4 Reviewing the POM.

- 6.4.1 The JRO will host an operational risk assessment of the proposed POM following the conclusion of the draft POM development, using the same participants as in the baseline risk assessment development. This exercise will be more of a rapid update of the baseline and assessment of whether the POM is adequately addressing known shortfalls and deficiencies. The result of this assessment will be summarized in a report titled “Projected Risk.”
 - 6.4.1.1 The operational assessment will identify the projected risk of executing these proposed procurements in terms of potential casualties and time to execute the mission.
 - 6.4.1.2 The operational assessment will review the costs and benefits of reducing particular capabilities and increasing other capabilities.
 - 6.4.1.3 The projected risk assessment will be briefed to and validated by the JROC.
- 6.4.2 The JRO will gather the POM results and the Risk Assessment report and staff the package to Services, Combatant Commands, Joint Staff, and OSD (to include the ASBREM) for review and comment. This staffing will be a preliminary AO level staffing rather than a formal approval of the POM document. If the participants or Services desire to reclama any portion of the POM, the JRO will host a WIPT to discuss these concerns. Once the Services/Combatant Commands’ issues have been satisfactorily resolved, the PAIO under the supervision of the JRO will continue to develop the POM package.

6.5 Approving the POM.

- 6.5.1 The PAIO, under the supervision of the JRO, will finalize the POM and develop draft POM justification. The Director, JRO will forward the POM to the Secretary of the Army or his designee for his review and recommendation. In the event that the Executive Agent (Army) does not agree with the JRO-recommended POM, he will document the specific issues and submit an alternative POM to the ATSD(NCB).
- 6.5.2 The Secretary of the Army or his designee will review the recommended POM, conduct appropriate coordination with the Services, and submit a recommended POM to the ATSD(NCB). The ATSD(NCB), with assistance of the OSD OIPT as required, will review the POM to ensure that specific OSD and Service issues are adequately addressed. In the event that the ATSD(NCB) does not agree with the Army recommended POM, he will document the specific issue and submit an alternative POM to the USD(AT&L).
- 6.5.3 The USD(AT&L) approves the final CBD recommended POM and submits to the Secretary of Defense. OSD(PA&E) and OSD(C) initiate Program Review meetings if necessary.

7. Requirements Generation/Urgent Needs Statement

- 7.1 Upon completion of the CBRN Defense Joint Overarching Operational Concept and Architecture, the JRO, with input from the Services, the Joint Staff led Joint Warfighting Capability Assessments (JWCAs), and Combatant Commands, will identify future operational capability gaps. This constitutes the front-end analysis required to begin requirements generation.

- 7.2 These operational capability gaps will be filled through the JRO working with the Services and Combatant Commands identifying needs, as well as the Services and Combatant Commands through their experimentation and emerging concepts. A joint analysis of alternatives will then be conducted across the Doctrine, Organization, Training, Materiel, Logistics, and Personnel Facilities (DOTML-PF) to determine if a materiel solution is the best way to fill the need.
- 7.3 Should a materiel solution be identified, the development of a requirements document can proceed by either of two ways:
 - 7.3.1 A Service may develop and present a draft requirements document for joint designation. Once the requirement is validated by the JRO, it enters the requirements documentation process.
 - 7.3.2 The JRO, in coordination with the Services, may jointly identify and validate a requirement to enter the documentation process.
- 7.4 The joint requirements document will be drafted through the use of an integrated concept team that is composed of representatives of the Services, the testing community, the acquisition community and all other stakeholders. Each of the Services will remain responsible for developing their respective annex that contains Service specific information that is required for requirement documents.
- 7.5 Each Service will approve their respective annex to the joint requirements document and will validate the joint requirements document. Any Service failing to validate the joint requirements document may forfeit its participation in the program.
- 7.6 The Service validated joint requirements document with respective Service approved annexes is ready for approval. ACAT I approval remains with the JROC while the approval of ACAT II – IV is delegated to the Director, JRO (ACAT designation IAW DoD 5000).
- 7.7 The CBDP will integrate radiological defense requirements into the requirements generation, POM development and budget submission process of the program upon approval of this plan.
- 7.8 Urgent Needs Statements (UNS).
 - 7.8.1 Urgent requirements are those requirements needed by a Combatant Command or Service within 30 to 120 days. A Service or Combatant Command submits such requirements through a GO/FO signed MEMO through the Director, Joint Staff to the JRO.
 - 7.8.2 The JRO will execute a quick turn around analysis with input from the Services and other stakeholders (JPEO, Test and Evaluation (T&E), etc.) to validate the requirement and determine its feasibility and executability.
 - 7.8.3 The JRO will conduct trade-off analyses, validate the urgent need and submit the approved requirement to the ATSD(NCB).
 - 7.8.4 At the direction of the ATSD(NCB), DATSD(CBD) will host a coordination meeting to coordinate the total effort to fulfill the requirement. This coordination will include, but not restricted to funding, testing, etc.
 - 7.8.4.1 The JPEO will determine the material and acquisition approach in accordance with applicable medical and non-medical statutory and regulatory guidance.
 - 7.8.4.2 The T&E Executive coordinates Developmental Testing (DT) and Operational Testing (OT) requirements.
 - 7.8.4.3 USD(Comptroller) will provide guidance associated with funding issues.

8. Defense Acquisition Executive (DAE) Oversight Processes and Procedures for the CBDP

- 8.1 On 5 Nov 2002, the USD(AT&L) designated the CBDP under DAE Oversight, and directed the program be managed through the Defense Acquisition Board (DAB) process, consistent with 50 USC 1522 under USD(AT&L) oversight.
- 8.2 Implementation Goal.
 - 8.2.1 USD(AT&L) designation of DAE oversight for CBDP allows an opportunity to tailor an oversight structure and process that provides appropriate metrics and reporting for DAE oversight that is executable at the project office level. The primary implementation goal is to provide an appropriate balance of OSD oversight while taking into account the unique nature of CBDP.
 - 8.2.2 CBDP is a family of systems that does not fit into the classic definition of a Major Defense Acquisition Program (MDAP). Currently, the CBDP FY04-09 POM / BES include 33 acquisition programs that have measurable cost, schedule, and performance baselines. The scope of the CBDP is also dynamic as these individual CBDP ACAT II and III programs progress through the acquisition life cycle and new programs enter the acquisition cycle.
- 8.3 Stratification Approach to DAE Oversight.
 - 8.3.1 The proposed approach for DAE oversight of CBDP begins with a stratification of systems for CBDP. This stratification must assess the overall health of CBDP based on the “collective” nature of an individual program’s contributions to CBDP capabilities. Oversight is tailored by creating an “index of systems” to measure performance of CBDP functional areas based on the criticality, complexity and cost of individual CBDP programs. These index systems are referred to as “Sentinel” systems. A Sentinel system is a program in advanced development, that represents a balance of cost, complexity, and criticality to justify the USD(AT&L) monitoring the cost, schedule, and performance of the Sentinel system as an indicator of the general programmatic health of the functional area.
 - 8.3.2 The selection criteria for CBDP systems in this index include the criticality, complexity and cost of individual CBDP systems. The selection of a system as a Sentinel system will normally occur during the annual DAE oversight review. System nomination can originate from either the requirements community on the basis of criticality, the materiel development community on the basis of complexity, or OSD, based on cost concerns. Exit criteria must be defined at the time of selection as a Sentinel system. If any of the three communities non-concur with the nomination of a system, position statements, with a recommendation to the USD(AT&L), from each of the three communities will be presented during the DAE oversight review for a CBDP MDA decision. Sentinel systems will become eligible for removal from Sentinel status upon achieving their exit criteria objective, or upon recommendation from the AAE or JRO.
 - 8.3.3 Exit Criteria: In general, the DAE selects a program as a Sentinel system because its cost, complexity and criticality justify USD(AT&L) oversight of its cost, schedule and performance. Thus, as a crown jewel of the overall CBDP portfolio, the standard exit criteria for a program selected, as a “Sentinel” system will be successful Full Rate Production Decision Review by the DAE. The DAE may designate additional exit criteria including successful delivery of a percentage of the system’s inventory

objective. The AAE or JRO may recommend alternative exit criteria for an individual Sentinel system. However, the rationale must justify why the program is no longer a valuable indicator of the overall health of its CBDP functional area.

- 8.3.4 The proposed eight initial “Sentinel” CBDP systems include the Joint Biological Point Detection System (JBPDS), Joint Chemical Agent Detector (JCAD), Joint Service Lightweight Nuclear, Biological, Chemical Reconnaissance System (JSLNBCRS), Joint Service Lightweight Standoff Chemical Agent Detector (JSLSCAD), Joint Warning and Reporting Network (JWARN), Joint Service Family of Decontamination Systems, (JSFDS), and selected Biological Weapons Medical Countermeasures (Next Generation Anthrax and Smallpox).
- 8.3.5 The DAE will retain MDA for the Sentinel systems. MDA for the other CBD systems including Milestone A for new programs, will be delegated to the AAE with authority for further delegation to the JPEO. The AAE will make recommendations on the ACAT level of individual programs to the DAE at Milestone A.
- 8.3.6 An independent cost assessment, supported by the JPEO, shall be developed for each of the CBDP Sentinel programs for each of their major milestone reviews. DoD Directive 5000.1 and DoD Instruction 5000.2 shall serve as guidance for these assessments.

8.4 The DOT&E will maintain an oversight role for the individual programs that DOT&E places on its oversight list.

8.5 Management Structure.

8.5.1 The MDA reporting/decision chain is shown in Figure 2.

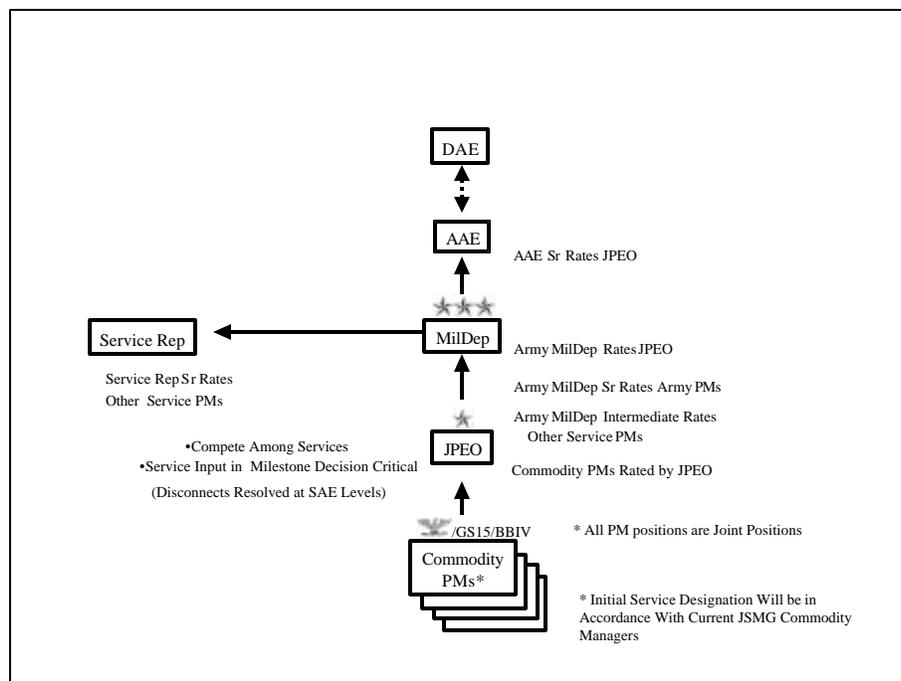


Figure 2: MDA Reporting Funding/Decision and Rating Chain

8.6 CBDP Oversight Reviews, Processes and Reporting.

8.6.1 The CBDP DAE oversight review will be conducted annually. The purpose of the annual review is to accomplish the following:

- 8.6.1.1 Review the overall health of CBDP using the stratification approach with “Sentinel” CBDP systems.
 - 8.6.1.2 Review individual CBD programs approaching milestones and reviews.
 - 8.6.1.3 Consider delegation of MDA for individual programs based on recommendations from the AAE. Any “delegated” program with an annual “breach” would be re-evaluated for return to USD(AT&L) as the MDA.
 - 8.6.1.4 Categories to consider MDA delegation include:
 - 8.6.1.4.1 Emerging efforts approaching their “Program Initiation” milestone.
 - 8.6.1.4.2 Programs currently in the “Sentinel” indexes. Retain DAE as MDA or delegate.
 - 8.6.1.4.3 Programs outside the “Sentinel” index can retain delegation or are reinstated to the DAE as MDA.
 - 8.6.1.5 Other issues as needed; potential issues include programs in procurement, already beyond their Milestone decisions, and impacts of changing Defense Planning Guidance.
 - 8.6.2 CBDP oversight reports will reflect a DAES-like format on program cost, performance and schedule information on a quarterly basis. It provides a standard, comprehensive summary reporting of CBDP programs between milestone decision points. These quarterly reports will raise potential and actual program problems and mitigation plans, which are analogous to the DAES and will serve as the executive report to the DAE. The CBDP oversight report will focus on the Program Manager’s assessment of the overall program, including performance characteristics, schedule milestones, program cost analysis and program acquisition costs. This process will include soliciting independent assessments from the T&E community and PAIO. Attendance will include medical and non-medical representation from the OSD staff, JRO, JPEO and DTRA S and T.
 - 8.6.3 The JPEO will recommend to the ATSD(NCB) future consolidation of existing JPEO reports (e.g., Joint Service Chemical Biological Information System (JSCBIS), Monthly Acquisition Program Reports (MAPRs), and CBDP Oversight Process Executive Summary (CBDPOPES) report formats) to reduce reporting workload and enhance automation.
 - 8.6.4 ATSD(NCB) will provide a tailored Acquisition Report to Congress. This report will provide specific acquisition-related information that is analogous to other congressionally mandated reports. This report will be integrated as a separate chapter or volume within the CBDP Annual Report to Congress delivered in March of each year.
 - 8.6.5 The JPEO will execute an internal review process with the individual Program Managers.
- 8.7 Planning Process.
- 8.7.1 The CBDP PAIO will prepare the CBDP RDA Plan. PAIO will engage in continuous monitoring and dialogue with the Program Offices, including a formal data call each summer. The RDA plan will be reviewed by PMs, JPEO, DTRA S&T Manager, Services, and Joint Staff and submitted by PAIO to OSD for approval.
 - 8.7.2 The JPEO will prepare the Logistics Support Plan. The JPEO will use a process similar to development of the RDA plan and submit the Logistics Support Plan to OSD for approval.

- 8.7.3 The Army, as the program executive agent, will execute acquisition management using DoD 5000 guidance and AR 70-1.

9. Joint Program Executive Office (JPEO) Oversight Processes and Procedures for the CBDP

9.1 Acquisition Program Management.

- 9.1.1 The JPEO for Chemical Biological Defense (JPEO-CBD), reporting to the AAE will serve as the Materiel Developer (MATDEV) for the CBDP and will serve as the MDA for delegated programs. He will provide centralized program management and Joint Service CB defense acquisition program integration for all assigned Joint CBDP, and delegated Joint CBD non-medical and medical programs. The JPEO will oversee the research, development, acquisition, coordination, and commitment to an Acquisition Program Baseline (APB) for all assigned programs and will ensure immediate reporting of all imminent and actual breaches of approved baselines. He will exercise year of execution re-programming authority for all assigned programs. The JPEO will coordinate a Memorandum of Agreement (MOA), which outlines the roles and responsibilities of each Service. The JPEO will implement Integrated Process Teams (IPTs) (medical and non-medical) as needed to address issues in the acquisition management process. The JPEO will supervise PMs who are responsible for commodity areas that cover all aspects of the CBDP (see Figure 2).
- 9.1.2 The individual PMs, reporting to and rated by the JPEO-CBD, will be selected from all Services in accordance with existing procedures for selection of personnel to fill recommended Joint-designated billets and will be senior-rated by a flag-level representative of their own service (see Figure 2). PMs may be military personnel or equivalent-grade civilian personnel. PMs will be selected competitively by their own Service and provided to the JPEO organization as openings occur. If any Service is unable to fill an allocated PM billet, the JPEO shall solicit nominations from the other Services. The JPEO will select the best-qualified candidate from the nominations submitted. The PM positions will be recognized as meeting all criteria for Joint Service qualification (Goldwater-Nichols Act).
- 9.1.3 The PMs are responsible for Life Cycle Acquisition Management of programs in their respective commodity area, to include the transition of technology beyond the concept exploration work effort to be fully integrated into their respective programs. Each PM will develop and document an acquisition strategy to guide program execution from initiation through re-procurement of systems beyond initial production contract award and during post-production support. The PMs will develop, coordinate and execute a Test and Evaluation Master Plan (TEMP) approved by the MDA. The PMs shall seek to minimize the time and cost required, consistent with common sense and sound business practices, to satisfy identified, validated requirements, and to maximize affordability throughout a program's useful life cycle.
- 9.1.4 The JPEO shall implement a tailored oversight approach, based upon individual program complexity, criticality, and performance. JPEO will prepare CBDP oversight reports quarterly as part of the oversight process. Reports by PMs to the JPEO shall be tailored to measure the health of assigned programs and to support reporting requirements of the DAE and AAE without creating an additional reporting burden on PMs. The JPEO shall provide input as required to reports to Congress.

- 9.1.5 The JPEO shall conduct cost analysis for all CBDP programs IAW DoD 5000 series guidance.
- 9.1.6 The JPEO shall develop the technical C4I architecture as required in support of the operational requirement developed by the JRO. The MOAs between the Services, JRO, and the JPEO will reflect statutory and regulatory C4I requirements.
- 9.1.7 The JPEO shall insure compliance with all non-medical and medical statutory guidance during the acquisition process (i.e. Testing of biologics, drugs and medical devices will be compliant with 21 CFR)

9.2 Life Cycle Acquisition Management.

- 9.2.1 The JPEO is the Life Cycle Acquisition Manager and MDA for designated programs within the CBDP and will conduct the process consistent with the procedures and phases set forth in the *Defense Acquisition Management Framework* or the “5000 Model” (see Figure 3), and in accordance with other federal directives, e.g., 21 CFR.

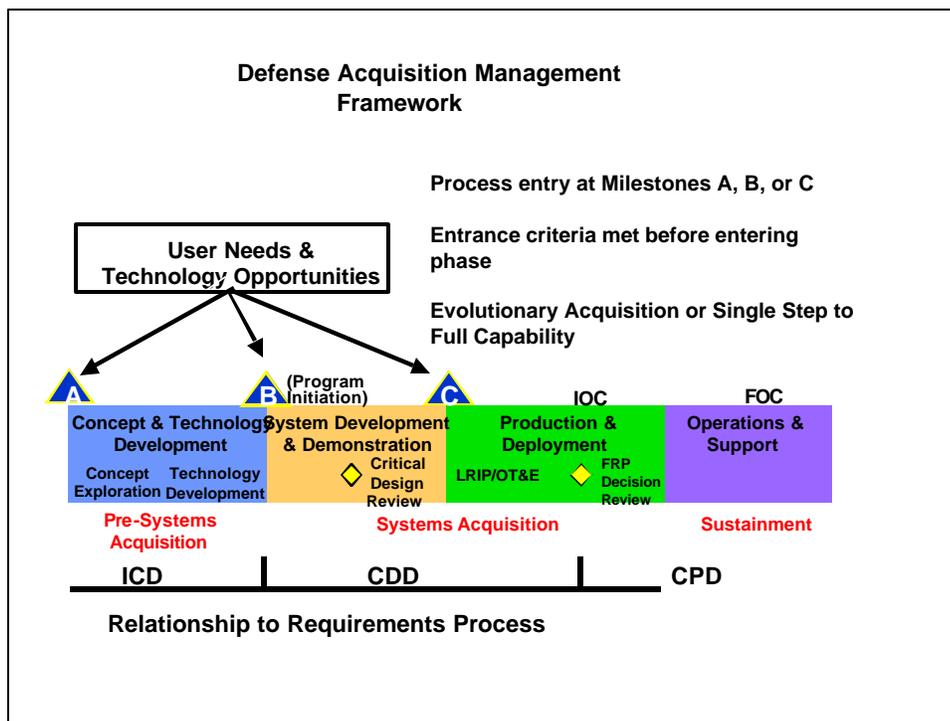


Figure 3: Acquisition Life Cycle Management of the CBDP

- 9.2.2 As Life Cycle Acquisition Manager, the JPEO will provide oversight during the Operations and Support phase for the CBDP in conjunction with the Services to ensure sustainment of systems in the most cost-effective manner for the life cycle of the system. Prior to full fielding of systems, PMs may transition operational support functions to the Services or logistics sustainment responsibilities to Defense Logistics Agency (DLA) or the appropriate Service material command in accordance with the Joint Service approved Integrated Logistic Support Plan (ILSP) for the specific product/commodity. The ILSP will specify the responsibility of the Services for replenishment including programming the required O&M funding. PMs will continue to maintain oversight of the operational and logistics communities to ensure sustainment meets operational needs, incorporation

of modifications and to evaluate needs for mid-life upgrades or technology insertion. When the system has reached the end of its useful life, it must be demilitarized and disposed of in an appropriate manner in accordance with all legal and regulatory requirements and policy relating to safety, security, and the environment.

9.2.3 The JPEO will provide PMs with the planning guidance, direction, control, and support necessary to ensure systems are developed in accordance with DoD acquisition guidance. The JPEO will exercise discretion and prudent business judgment to structure a tailored, responsive and innovative CBDP within the Defense Acquisition Management Framework. Progress through the acquisition life cycle for each of the programs of the CBDP depends upon obtaining sufficient knowledge to continue to the next stage of development.

9.2.4 Life Cycle Acquisition Management Oversight.

9.2.4.1 JPEO oversight will maintain an inventory of all CBDP systems and identify areas for integration and cooperation that could lead to cost savings. The JPEO will address life-cycle management issues at program and milestone reviews. The Program Manager has primary responsibility for life cycle management. The PM will execute life-cycle management as part of the acquisition strategy and in accordance with current directives for development of an Acquisition Logistics Support Plan (ALSP), Joint Service Training Plan (JSTRAP), New Equipment Training (NET) Plan and MANPRINT Plans. The Service O&M support for programmed systems will be verified during the Chairman's Program Review.

10. Science and Technology

10.1 CBDP S&T Program Focus.

10.1.1 The CBDP S&T program managed and executed by DTRA, will focus on the following:

10.1.1.1 Develop and transition mature CB science and technologies to support future acquisition and current product improvement. CB S&T programs will seek to provide mature technologies, which can transition either into programs to respond to warfighter needs or which can enhance or upgrade existing acquisition programs. CB S&T programs will correlate with needs articulated through JFOCs and will follow OSD guidance. DTRA will coordinate CB S&T programs with JPEO to ensure that TRLs are met and demonstrated through TREs.

10.1.1.2 DTRA will respond to CB science questions and issues through the timely framing of those S&T issues in Defense Technology Objectives (DTOs) as embodied in the JWSTP and the Defense Technology Area Plan (DTAP).

10.1.1.3 Maintain and leverage a robust Service coordinated science and technology base to respond to DoD CB S&T needs. DTRA will work with Service providers to identify critical CB S&T core capabilities either unique to Service labs or capability which is necessary to respond to urgent and or unique needs of the Combatant Commanders.

10.1.2 DTRA will support the OSD Reliance process as the Reliance Chair for CB S&T. DTRA will support ATSD(NCB) in the development of the JWSTP. In coordination

with the JRO and JPEO, DTRA will develop input to the DTAP and appropriate DTOs, which respond to technology questions, and issues raised in response to Service and Combatant Commander's capability needs.

- 10.1.3 DTRA will ensure that the DoD CB S&T program is coordinated with the Defense Advanced Research Projects Agency (DARPA), with SOLIC's Combating Terrorism Technology Support Program and Technical Support Working Group CBRN Countermeasures Subgroup, with related efforts of the Department of Energy (DOE) National Labs, with efforts of other government agencies and with related efforts of international partners, industry and academia.

10.2 Taxonomy.

- 10.2.1 The CB S&T program shall be vertically coordinated with the defining efforts of the JRO and with the defined and approved programs of the JPEO (see Figure 4). In nearly all cases, DTRA programs will be functionally grouped by S&T thrust area and associated with the appropriate JFOC as developed under the auspices of the JRO. As an exception, special foundation CBD S&T programs, which have such a broad applicability across the business area spectrum, will be managed independently of this structure.

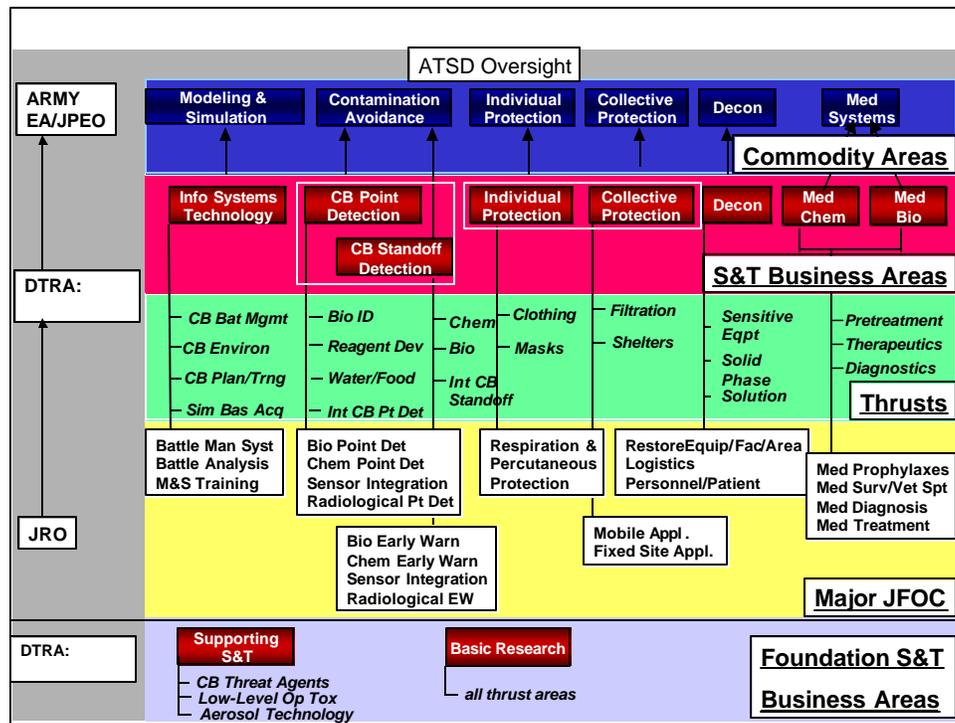


Figure 4: S&T Taxonomy

10.3 DTRA S&T Structure/Organization.

- 10.3.1 DTRA will organize its CB S&T programs under a Medical Programs Manager and a Non-Medical Programs Manager. These Managers will be responsible for all aspects of CB S&T programs, including developing funding, managing and reviewing CBDP S&T programs. They will serve as integrators of Service, DARPA, Other Government

Agency (OGA), Small Business Innovative Research (SBIR), international, academia and industrial CDBP S&T programs. These managers are the entry point for Service related S&T issues.

10.3.1.1 Medical S&T.

10.3.1.1.1 Medical Chemical.

10.3.1.1.2 Medical Biological.

10.3.1.2 Non-Medical S&T.

10.3.1.2.1 Sensors.

10.3.1.2.2 Protection.

10.3.1.2.3 Decontamination.

10.3.1.2.4 Modeling and Simulation (M&S).

10.3.1.2.5 Supporting Science.

10.3.2 DTRA will create a team within each of the business areas to develop, and execute CB S&T programs.

10.4 CB S&T Plan Development Process.

10.4.1 Each year, DTRA/CB builds a plan to execute the CB S&T program. That plan enables DTRA to meet the goals of the CB S&T program as stated above and is the result of a deliberate and objective review of all relevant research proposals.

10.4.2 The CB S&T program development process begins with the receipt of external guidance including OSD POM build guidance, guidance from the JRO, and inclusion of documentation such as the JWSTP, JPEO roadmaps, RDA and MOD plans and the results of the Technology Area Review and Assessment (TARA) review.

10.4.3 The DTRA medical and non-medical S&T program managers review and consolidate this guidance and provide S&T technical and fiscal guidance to business area teams. This guidance includes general financial constraints in the form of an anticipated fraction of the next year's budget, which will be allocated to each business area. The teams, in turn, will use this guidance to make calls for proposals to the Service Labs and to other external organizations such as DOE, DARPA, industry, academia and other government agencies and international partners.

10.4.4 The business area teams collect, review and based on guidance, evaluate the proposals for relevance, execution and potential technical merit and submit a research plan to the Medical and Non-Medical S&T Program Managers. The result of this review process is a financially unconstrained ranked list of proposals. The team then applies its given financial constraints and provides a recommended program list with a cut line to the DTRA Medical and Non-Medical Program Managers.

10.4.5 DTRA/CB circulates the research plan to the JRO, JPEO, ASBREM Committee, and Services for their comment. Remaining issues, which cannot be resolved amongst these offices, will be remanded to the S&T WIPT level for resolution.

10.4.6 DTRA/CB submits the final research plan to ATSD(NCB) for review and approval.

10.5 CB JWSTP/DTAP and DTO Development Process.

10.5.1 The DDR&E Reliance program prescribes the development of the JWSTP, DTAP, and their associated DTOs. The DTAP is rewritten odd-numbered years and the JWSTP

every year. Responsibility for the JWSTP rests with ATSD(NCB) while responsibility for the DTAP input rests with DTRA/CB.

- 10.5.2 In parallel to the research program development process, DTRA/CB will develop the DTAP and associated DTOs. DTRA/CB will integrate and disseminate relevant S&T guidance among the various business area teams. DTRA/CB Business Area Teams will formulate new DTOs in coordination with Service Labs and will forward these to the DTRA Reliance Chair for review. These new DTOs as well as DTOs slated for continuance or termination and JWSTP DTOs will be reviewed at a jointly chaired DATSD(CBD)/DTRA meeting. Stakeholders, including Services, JRO and JPEO, will be invited to participate in that review meeting. The meeting will also provide a forum for ATSD(NCB) to provide additional guidance and oversight for the preparation of the JWSTP and the DTAP.
- 10.5.3 DTRA/CB will construct implementing projects for each DTO ICW Service performers and will submit draft final DTOs to the DSTAG.
- 10.5.4 In parallel, the DATSD(CBD) will develop the JWSTP in coordination with the JRO, JPEO and DTRA. DTRA/CB will develop the DTAP and will submit a draft final to the DSTAG.

10.6 S&T Review Processes.

- 10.6.1 DTRA/CB will conduct semi-annual program reviews of each business area. These will include in-depth reviews of each research project/protocol within the business area. These reviews will be conducted by the Business Area Team and may include external (peer) reviewers. Projects will be rated red/yellow/green based on cost, schedule and performance against stated goals. Projects rated lower than green will be subject to additional management review including written status reports and rebriefings for seriously deficient or repeatedly deficient projects. A copy of these reports will be provided to ATSD(NCB) for program oversight and to assist in developing fiscal guidance and POM strategy for future programs.
- 10.6.2 ATSD(NCB) will, in conjunction with DDR&E, conduct annual TARA reviews using prescribed procedures. The TARA process provides ATSD(NCB) a tool to assess program strengths and weaknesses and independent recommendations for program improvement. The TARA covers the entire program, but focuses on the DTOs. DDR&E and DATSD(CBD) co-chair the TARA. DATSD (CBD) is responsible for conducting the TARA. DTRA/CB coordinates S&T program briefings to the TARA. Membership includes medical and non-medical representation.
- 10.6.3 Programs, which are direct-funded by Congress, will be reviewed by DTRA/CB, ICW appropriate medical and non-medical experts, at the mid year and DTRA/CB will submit an end of year report to the ATSD(NCB) on the accomplishments of the program.
- 10.6.4 The DTRA Threat Reduction Advisory Council (TRAC) will periodically review the components of the program.

10.7 S&T Transition Process.

- 10.7.1 Creation of separate S&T and acquisition program management organizations necessitates the development of a formal process to facilitate the timely transition of

S&T programs from DTRA to the JPEO. A program transition team composed of medical and non-medical representatives from DTRA, the JPEO, the Test and Evaluation Executive, and the JRO will meet at least quarterly to:

- 10.7.1.1 Identify candidate S&T technology areas/programs for future transition and plan for when they will most likely be ready for such transition.
 - 10.7.1.2 Review transition-testing programs.
 - 10.7.1.3 Report on transition tests conducted and their results.
 - 10.7.1.4 Develop future year program transition requirements.
 - 10.7.2 The JPEO will have lead responsibility in establishing the criteria by which TRLs will be measured and assigned and at what level transition can occur into existing or new medical and non-medical acquisition programs. After transition is complete, JPEO becomes responsible for execution of the program. The metrics by which TRLs are assigned will be agreed upon with DTRA and the JRO CBRN-Defense. The process by which TRLs are measured is through Technology Readiness Evaluations (TREs).
 - 10.7.3 Programming and budgeting for transition will be accomplished and addressed by DTRA/CB and JPEO during the POM build.
- 10.8 Modeling and Simulation (M&S).
- 10.8.1 CBRN Defense M&S Accreditation and CBRN Defense Data Certification.
 - 10.8.1.1 In accordance with DoD Directive 5000.59, "DoD Modeling and Simulation (M&S) Management," January 4, 1994, Change 1 and DoD Instruction 5000.XX, "DoD Chemical and Biological (CB) Modeling and Simulation (M&S) Master Plan (MSMP), October 2002 (draft); the ATSD(NCB), is the DoD Modeling and Simulation Executive Agent (MSEA) for M&S representations of CBR weapons, weapon effects, and countermeasures, except when M&S is used by the T&E community, in which case the OTA and/or DOT&E is the accrediting authority. This DoD-wide, class accreditation authority is delegated to the JPEO to oversee and approve all common use CBRN defense models and simulations; certification authority for CBRN Defense data; and resolution of validation and certification issues. This specifically includes radiological, not just CB defense.
 - 10.8.1.2 CBRN defense models and simulations require class interim accreditation/certification or class accreditation/certification by the JPEO prior to distribution outside the originating DoD Component. CB data will be developed through DTRA S&T programs, coordinated with the appropriate agency, and will be validated by the DATSD(CBD) for use by acquisition programs. Class accreditation does not replace user accreditation. DoD Components remain responsible for determining if class accreditation suffices for their specific application or if additional verification and validation is required. DoD components will use data as default data as long as such data exists for the application being undertaken. Where application specific data does not exist, DoD Components will document the data used, together with the supporting rationale, and inform the CBRN MSEA so that such CB data, rationale, and applications may be considered for future data development efforts and certifications.
 - 10.8.1.3 Human and animal health effects, performance consequences, and combined injury modeling will be coordinated with USAMRMC.

11. Advanced Concept Technology Demonstrations (ACTD Process)

- 11.1 CBDP ACTDs shall be carried out in compliance with the guidelines and procedures promulgated by the Deputy Under Secretary of Defense (Advanced Systems & Concepts)(DUSD(AS&C)). The DUSD(ASC) is a member of the OIPT and will participate in WIPTs involved with ACTDs. The process described below outlines procedures to identify ACTD candidates early for resourcing from CBDP program funding. This does not preclude submission of CB Defense ACTDs later in the process for appropriate evaluation and program funding if appropriate. DTRA will work closely with the DUSD(AS&C) to insure transparency and establishment of ACTDs that best meet the CBRN defense requirements of the Warfighter.
- 11.2 ACTD Organization.
- 11.2.1 CBDP ACTDs will be managed by DTRA. The overall structure of an ACTD gives the ultimate decision making authority over the ACTD and its conduct to an Oversight Group. As per DUSD (AS&C) there are also three required managers for an ACTD. The Technical Manager (TM), the Operational Manager (OM), and the Transition Manager (XM).
- 11.2.2 The ACTD Oversight Group (OG) is chaired by DUSD(AS&C). In addition to the chair, the following organizations provide medical and non-medical members as appropriate to the OG. ATSD(NCB) will provide CBDP oversight and maintains authority to terminate ACTDs that fail to meet identified objectives at any point in that ACTD life cycle. The Army as Executive Agent for the CBDP serves on the Group. The CBRN defense T&E Executive is responsible to ensure adequate test and evaluation is planned and executed. The JRO serves in the OG to certify that the ACTD is addressing a specific requirement delineated in current requirements documents. In addition, the JRO assists in assuring that the proposed transition phase of the ACTD is in support of an existing acquisition program. DTRA as CBDP S&T manager serves on the OG to make sure that S&T components of the ACTD are properly run. The JPEO serves on the OG with a primary role as transition planning authority. The Combatant Commander as the primary recipient of residuals, provides the ACTD OM, and coordinates all ACTD demonstration phase operations. The three key ACTD managers are responsible for the day-to-day progress of the ACTD while the combined oversight group will meet periodically to review the ACTD's progress and provide any course corrections needed. As per DUSD(AS&C), there will be at least an OG meeting at the start and end of an ACTD, and at least once per year otherwise.
- 11.2.3 ACTD Managers. DTRA will approve the nomination of the TM, who can come from DTRA or within one of the Services. The JPEO in coordination with JRO will nominate and approve the XM. The Combatant Commander will appoint the OM. Day to day execution management will occur in the TM's organization. DTRA will retain authority and maintain responsibility for all ACTD's regardless of the organization providing the TM.
- 11.3 Planning, Programming, & Budgeting System (PPBS) considerations.
- 11.3.1 Most ACTDs are funded from the core CBDP Science and Technology budget and will compete for funds in the same manner as all other S&T programs. All ACTD candidates are supported by the POM/BES. That is, the funding necessary for their

operation, from planning to transition, needs to have been budgeted under the CBDP PPBS process.

11.3.2 Current CBDP CP3, CP4, and CP5 program elements within the appropriate Budget Activities will be dedicated for all RDT&E activities associated with ACTDs. CP3 will be used to fund planning, contract preparation, concept of operations (CONOPS) development for new technologies, scenario development and coordination (with Combatant Commanders), and advocacy support activities (e.g., proposal development activities such as White Paper and Quad Chart generation for submission to DUSD (AS&C). Likewise, CP4 funds applied to a specific ACTD are earmarked for ACTD execution activities that include technical testing and demonstration phase operations, including analysis and reporting. And, as the ACTD enters its transition phase, CP5 will be used by the XM or designated Program Manager after a successful demonstration and a decision to enter an acquisition program has been made to initiate development activities required for the designated acquisition program. The TM, in order to carry out demonstration phase or residual support phase activities, will not use CP5 funds. As such, if any ACTD is not approved for start, or if no acquisition program is approved after an ACTD has completed, CP4 and CP5 funds will be reprogrammed as necessary in their respective Budget Activities (BAs).

11.4 ACTD Candidate Process.

11.4.1 The ACTD selection process used for CBDP ACTDs follows the specific guidance delineated by DUSD(AS&C). In addition, to ensure that proposed ACTDs pertaining to the CBDP have the best chance of achieving successful outcomes, there are additional proposal coordination steps that are required for the CBDP.

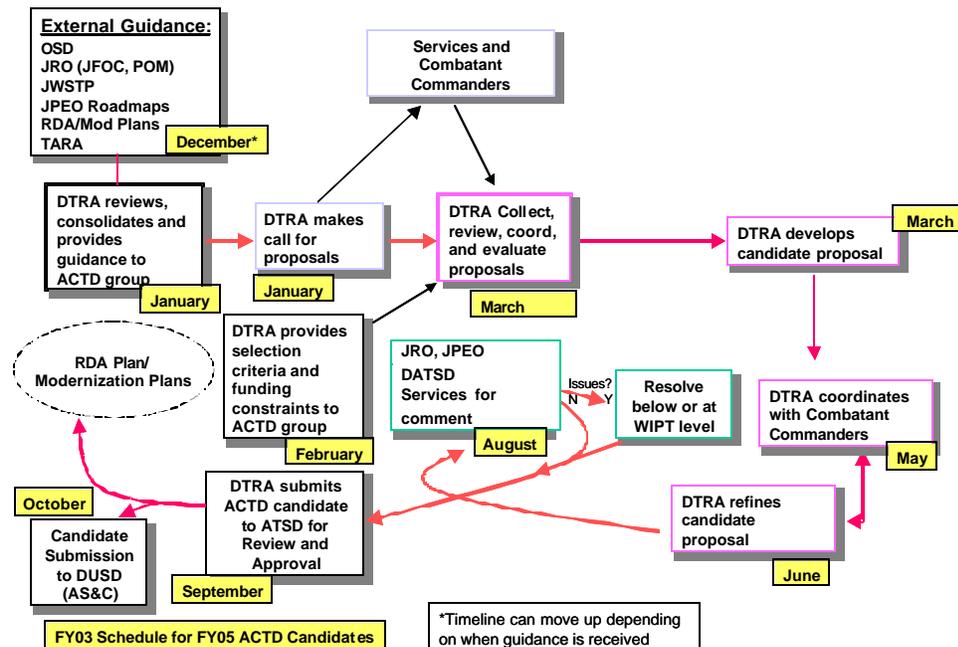


Figure 5: The CBDP Process Reduces Technical Risk and Fosters Stakeholder Inputs

- 11.4.2 Figure 5 illustrates a time-phased approach to bringing a CBDP ACTD proposal through the coordination and selection process. Note the role that DTRA plays in assuring that key chemical and biological defense expertise is brought at critical junctures of the coordination process. After technical screening and coordination ACTD proposals are forwarded to ATSD(NCB) for final review and approval, before submission to DUSD(AS&C). Taking these steps ensures that ACTD proposal are not only thoroughly screened for technical feasibility, but that a consensus by all the organizational stakeholders in proposed ACTDs have had a role in the process. This ensures that funds are available, the ACTD is in concert with the overall CBDP requirements and acquisition plans, that duplicative actions are not taken, and that the transition outcomes for the ACTD will have already been considered with respect to logistics, training, and operational issues.
- 11.4.3 An ACTD proposal may be developed and submitted as an Ad Hoc proposal out of cycle. In these cases DTRA will perform an initial screening and if the proposal merits further out of cycle consideration will request that the JRO convene a WIPT to evaluate the proposal and make a recommendation to the ATSD(NCB).

11.5 ACTD Execution

- 11.5.1 The execution phase of CBDP ACTDs is coordinated and led by DTRA/CB. Much of the groundwork laid during the proposal/planning phase is put to task during the execution phase of the ACTD.
- 11.5.2 Figure 6 plots the flow and timing of the execution phase from the initiation, which begins with the signing of the Implementation Directive and continues to the ultimate transition phase output of the ACTD. The goal of the execution phase is to bring the necessary planning, demonstration, analysis, and reporting activities together so the transition outcome delineated in the CBDP ACTD proposal phase is realized. In accordance with DUSD(AS&C) guidance, there are three possible outcomes of an ACTD.
- 11.5.2.1 Technologies provide military utility, are desired by the Combatant Commander to be left in place as residuals, and there is a recommendation that this technology enter an acquisition program.
- 11.5.2.2 Utility is demonstrated, residuals left in place, but there is no recommendation for acquisition.
- 11.5.2.3 Insufficient utility is demonstrated, no residuals, and there is no recommendation for acquisition.

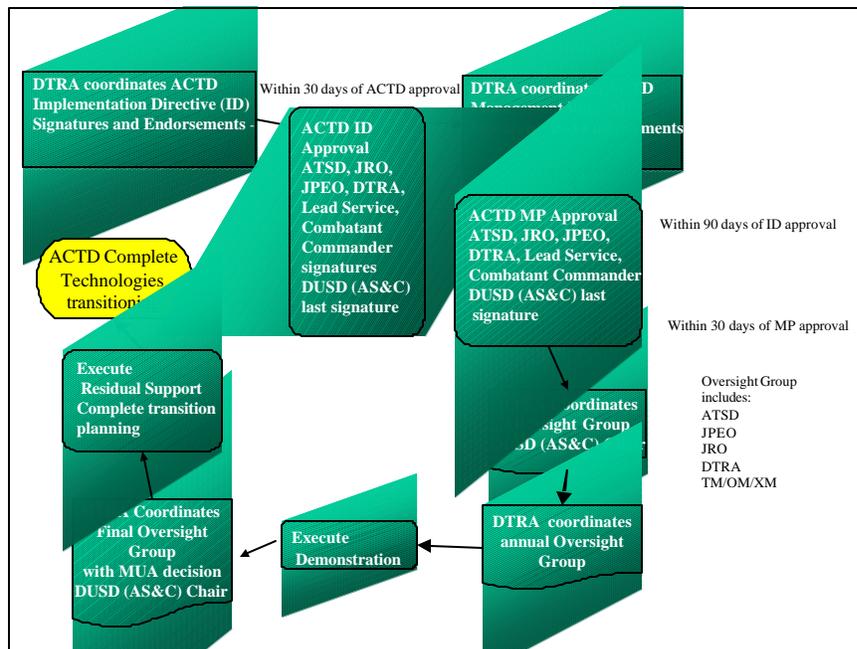


Figure 6: ACTD Execution Process

- 11.5.3 Although DUSD(AS&C) considers each of these outcomes to be acceptable, ACTDs will be planned and executed as if only the outcome providing military utility technologies is acceptable, and the gaining Service programs and budgets for sustainment costs beyond the initial two years of support. The OG will consider this as a primary goal. However, only a short amount of time will be allowed to accomplish the final outcome, e.g., the demonstration phase would only be extended one year assuming that this extra time would help the desired outcome to be accomplished.
- 11.5.4 The goal remains for ACTDs to accelerate technologies into the warfighter's hands, to allow them to determine if this new technology has utility and, if not, to accomplish the avoidance of large expenditures of RDT&E dollars during a regular acquisition program. Care will be taken not to allow the ACTD to increase the time to bring the desired system or equipment into the warfighter's hands compared with what it would have been under traditional acquisition methods.

12. Testing and Evaluation

- 12.1 The CB Defense Program Test & Evaluation Executive (see section 12.2), in consultation with the other Services' T&E Executives, will establish a common set of processes and standards for the conduct of CB Defense Program test and evaluation. The JPEO, in concert with the S&T, Service, and test communities, shall coordinate transition activities, developmental T&E (DT&E), and operational T&E (OT&E) activities into an efficient continuum, closely integrated with requirements definition and systems design and development. The T&E strategy shall provide information about risk and risk mitigation, provide empirical data to validate models and simulations, evaluate technical performance and system maturity, and determine whether systems are operationally effective, suitable, and survivable against the threat detailed in the System Threat Assessment. T&E goals for the CBDP follow:

- 12.1.1 Adequate and credible testing to support evaluation.
- 12.1.2 Adequate time and resources to support pre-test predictions and post-test reconciliation of models and test results.
- 12.1.3 Minimization of preventable T&E surprises. Ensure adequate planning for test scope sufficiently early to support the resource budgeting and allocation process.
- 12.1.4 Rapid fielding of demonstrated capabilities.
- 12.1.5 Rapid T&E issue resolution process.
- 12.1.6 Timely development and approval of TEMP's and test plans.
- 12.1.7 Exercise fiscal management.
- 12.1.8 Early involvement in requirement development process.
- 12.1.9 Develop protocols to test and evaluate equipment and systems.
- 12.2 The Army will designate a T&E Executive for the CDBP. The T&E Executive will support and assist the JPEO, the AAE and the DAE, and the MDA in the same manner as for any joint program. Responsibilities will include CDBP-level T&E policy, oversight, and T&E issues resolution procedures. These responsibilities will not conflict with and will support the responsibilities of DOTE as outlined in 10 USC 2399. Scope of T&E Executive Responsibilities follow:
 - 12.2.1 Developmental Testing (DT) policy.
 - 12.2.2 Operational Testing (OT).
 - 12.2.3 Combined DT/OT testing.
 - 12.2.4 Joint T&E.
 - 12.2.5 Multi-Service T&E.
 - 12.2.6 Infrastructure for all of the above.
- 12.3 The T&E Executive will provide CDBP level T&E representation on the OIPT and provide CDBP single interface with OSD, to include forwarding of test-related documentation to OSD. The T&E Executive will also be responsible for review of the CDBP POM to ensure the adequacy of T&E funding. Other responsibilities of the T&E Executive will include the following:
 - 12.3.1 Co-chair, with the Project Manager the Operational Test Readiness Reviews.
 - 12.3.2 Chair the CDBP Level T&E WIPT (as opposed to system level T&E WIPTs) comprised of members of the appropriate OSD and Service T&E organizations across DoD,
 - 12.3.3 Implement cost saving T&E efficiencies,
 - 12.3.4 Establish, review, and supervise the CDBP T&E procedures,
 - 12.3.5 Oversee CDBP T&E associated with RDA, as well as combat and training development programs,
 - 12.3.6 Coordinate JPEO/PM developed and MDA approved TEMP's with other Service T&E Executives prior to approving and forwarding to the MDA for approval.

- 12.3.7 Be responsible for software T&E policy for M&S software development and use and T&E software.
- 12.3.8 Be responsible for coordinating DT & OT required to support urgent requirements.
- 12.4 JPEO is responsible for ensuring adequate funding is available to execute DT and OT events in accordance with approved TEMPs.
- 12.5 Funding for all other T&E activities (including early involvement planning activities) and all infrastructure shall be via a T&E Capability Funding Line. This funding line will include:
 - 12.5.1 OTA evaluation personnel to maintain evaluation capabilities based on workload analysis reviewed by T&E Executive in consultation as necessary with the other Services' T&E Executives.
 - 12.5.2 Service/OTA maintenance of test conduct capabilities that are non-redundant, non-program specific, includes personnel & infrastructure, and ensures T&E capabilities are developed and fielded in-time to meet T&E needs generated by new technologies.
 - 12.5.3 Early T&E participation such as:
 - 12.5.3.1 DT/OT participation in reviewing testability and feasibility of requirements.
 - 12.5.3.2 DT/OT participation in S&T program transition activities (e.g., Advanced Technology Demonstrations (ATDs).
 - 12.5.3.3 DT/OT participation in early program activities (e.g., APBs).
 - 12.5.3.4 OTA's participation in developmental test planning & execution.

13. International Chemical/Biological Defense Programs Process

- 13.1 The ATSD(NCB) has oversight for:
 - 13.1.1 CBD International programs and agreements.
 - 13.1.2 Chemical Biological Defense Program efforts within the International CB Defense community.
- 13.2 The ATSD(NCB) will develop a plan to reorganize DoD CBD International efforts for implementation in FY04. The plan will align DoD International CBD oversight, requirements, S&T and acquisition responsibilities with those responsibilities mandated in this implementation plan. In the interim, International CBD programs will continue to be executed by current lead agencies with participation by the ATSD(NCB), JRO, JPEO, and DTRA/CB.

14. Financial Management

- 14.1 DTRA conducts funds management of the integrated CDBP under the oversight of the ATSD(NCB).
- 14.2 Funds Flow.
 - 14.2.1 As depicted in Figure 7, ATSD(NCB) provides oversight of funds management, and DTRA is the designated funds manager for the Defense Wide CDBP account. After appropriations are received from the OSD Comptroller, DTRA will sub allocate funds to the JPEO and DTRA CB, for further sub-allocation to performers and Service Operating Agencies.

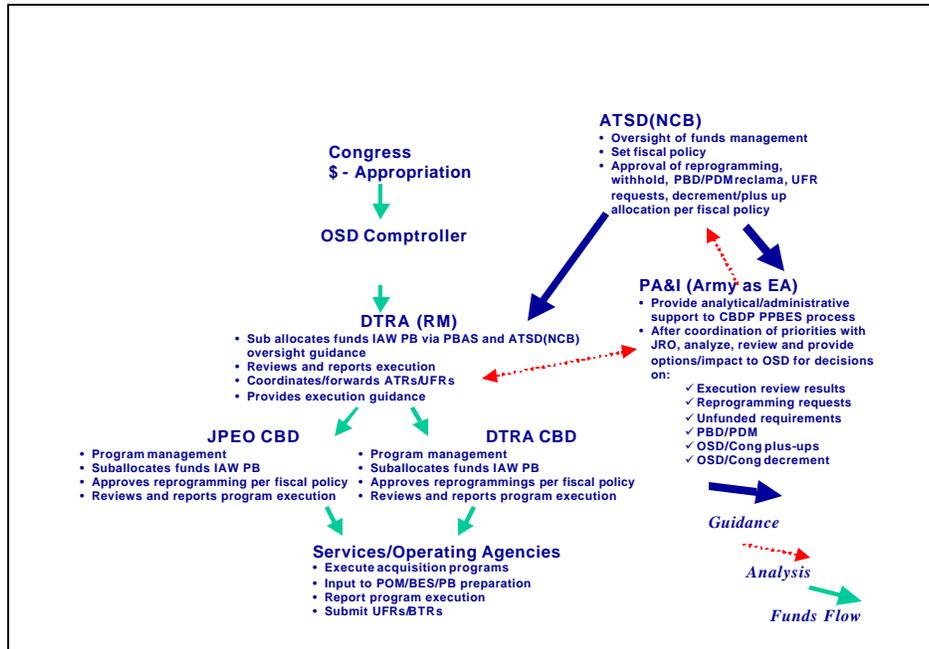


Figure 7: Funds Flow

14.3 Financial Management Approach.

- 14.3.1 Provide executing management agencies, the JPEO and DTRA fiscal authority commensurate with programmatic responsibility.
- 14.3.2 Ensure funding control remains in Defense Wide accounts.
- 14.3.3 Provide an adequate level of oversight and control of funding.
- 14.3.4 Funds oversight guidance for the CBDP set by the ATSD(NCB).
- 14.3.5 The CBDP OIPT will review financial management policies on a periodic basis and make recommendations for changes as necessary to the DAE.

14.4 Policy Parameters.

- 14.4.1 ATSD(NCB) will set initial release authority after appropriation for execution by JPEO and DTRA. Funds placed on withhold will be formally identified in writing and will include rationale for withhold and exit criteria for release.
- 14.4.2 Fiscal year withholds for individual programs will be based on program status and past performance. These will be handled on a case-by-case basis and formally identified in writing by the ATSD(NCB). Subsequent release will be based on JPEO and DTRA meeting specific criteria as identified in writing by the ATSD(NCB).
- 14.4.3 Individual reprogramming below OUSD(C) reprogramming threshold approved by JPEO and DTRA/CB S&T except for following:
 - 14.4.3.1 Transfers between S&T and Advanced Development.
- 14.4.4 OSD level reprogramming coordinated with JRO, PAIO and approved by DAE or his designee. OSD will act on reprogramming requests within 7 days of receipt.

- 14.4.5 Reprogramming below OSD level, reported through the PAIO and DTRA funds manager to ATSD(NCB).
- 14.4.6 These policy parameters are subject to review and modification by the DAE with the advice of the CBDP OIPT.
- 14.5 Funding Guidance.
 - 14.5.1 Prepare Instruction Memorandum based on written ATSD(NCB) guidance, for DTRA/RM signature as Funds Certification Authority, which contains execution guidance for Operating Agencies (OAs) at the beginning of the fiscal year.
 - 14.5.2 Implements written ATSD(NCB) and OUSD(Comptroller) general instructions on operating rules for upcoming fiscal year relative to percent of initial release, withhold amounts, and obligation/expenditure rate.
 - 14.5.3 Prepare OSD level Fiscal Guidance implementing instructions, based on written ATSD(NCB) guidance.
- 14.6 Funds Distribution.
 - 14.6.1 Prepare/track documents for initial release of funds to OAs receiving S&T and other DTRA managed accounts.
 - 14.6.2 Prepare/track documents for initial release of funds to the JPEO for further distribution to OAs receiving Advanced Development and Procurement funding.
 - 14.6.3 Prepare/track documents for pull-back of funding from OAs as directed for redistribution.
 - 14.6.4 Conduct monthly reconciliation of Program Budgeting Accounting System (PBAS) reports with Program Status Reports.
- 14.7 Funds Execution.
 - 14.7.1 Monitor OAs monthly execution update of financial database for current year and prepare and submit execution data to S&T and JPEO program managers.
 - 14.7.2 Monitor OAs quarterly execution update of financial database for prior years and prepare and submit execution data to S&T and JPEO program managers.
- 14.8 DTRA/PAIO.
 - 14.8.1 Jointly conduct mid-year execution reviews for all programs.
 - 14.8.2 Provide resource analysis and recommendations to S&T manager and JPEO managers and ATSD(NCB) for below threshold adjustments to funding lines.
 - 14.8.3 Notify ATSD(NCB) on appropriate reprogramming.
 - 14.8.4 Determine and monitor release of Congressional Plus-ups.
- 14.9 Funds Reprogramming.
 - 14.9.1 Process authorized reprogramming as decided by the JPEO and DTRA/CB S&T.
 - 14.9.2 Process, provide resource analysis and make recommendations on above threshold DAE level reprogramming to ATSD(NCB) and execute subsequent decisions.

15. DoDIG/GAO/Public Affairs/Congressional

15.1 DoDIG/GAO Audit Procedures.

- 15.1.1 The ATSD(NCB) has the responsibility to act as the Primary Action Officer (PAO) for all GAO and DoDIG audits and investigations that are applicable to the CBDP. Services and Defense Agencies will be assigned the responsibility of Component Action Officer (CAO) where applicable.
- 15.1.2 DTRA/CB, on behalf of ATSD(NCB), will manage the administrative aspects of GAO audit activity and monitor follow-up on audit recommendations and findings to ensure proper closeout.
- 15.1.3 DTRA/CB, on behalf of ATSD(NCB), will arrange for an entrance briefing for the PAO and to which all applicable stakeholders will be invited. During this entrance briefing, the purpose and scope of the audit/investigation will be discussed and clearly understood. Offices within the CBDP are then responsible for ensuring that the DoDIG/GAO are provided all information asked for within the scope of the audit. Questions regarding the releasability of information (i.e., The Defense Planning Guidance is not releasable to the Congress or the GAO) should be addressed by DTRA/CB.
- 15.1.4 Once the DoDIG/GAO submits the audit results and proposed findings and recommendations for OSD review, the DTRA/CB will staff these findings and recommendations with the CAOs. CAOs are responsible for providing component-coordinated comments to DTRA/CB by the assigned suspense date. During development of the OSD response to the DoDIG/GAO, DTRA/CB and the ATSD(NCB) PAO will reconcile CAO responses. The final response will be sent to the CAOs for a final staffing prior to ATSD(NCB) for final approval and release.
- 15.1.5 In those cases in which ATSD(NCB) is the office of collateral responsibility, the same procedures apply.

15.2 Public Affairs.

- 15.2.1 Information intended for release to the news media to help the public understand the CBDP mission and activities shall be provided in accordance with established DoD regulations and policies. Information includes communication or representation of knowledge such as facts, data, or opinion in any mediums or forum pertaining to the CBDP. Contact with the media or requests for release of information will be coordinated with the ATSD(NCB) before such information is released when possible.

15.3 Congressional Response Procedures.

- 15.3.1 The ATSD(NCB) has overall responsibility and release authority for all Congressional Actions regarding the CBDP. DTRA/CB, on behalf of the ATSD(NCB), will take the lead on the coordination of all Congressional actions with regards to the CBDP. As required, the PAIO will provide program input in support of specific congressional actions and taskers.
- 15.3.2 DTRA/CB will maintain a comprehensive database of all congressional actions and correspondence.
- 15.3.3 Congressional inquiries sent directly to CBDP Joint Service Component Office.

- 15.3.3.1 As soon as an inquiry is received, notify DTRA/CB and DATSD(CBD). In addition, provide a copy of the tasker to DTRA/CB and ODATSD(CBD).
- 15.3.3.2 The component office initially contacted will work the issue; however, there may be extenuating circumstances that require "special handling" of a particular response and the DATSD(CBD), on behalf of the ATSD(NCB), must approve the response prior to its submission.
- 15.3.3.3 Under no circumstances should a component office respond directly to the Congressional staffer, or respond through a Service Legislative Liaison Office, without coordination with the ATSD(NCB).
- 15.3.3.4 DTRA/CB will work all necessary coordination.
- 15.3.4 Congressional inquiries sent directly to the ATSD(NCB).
 - 15.3.4.1 Inquiries directly to the ATSD(NCB) will be tasked to the relevant program office(s) by DTRA/CB on behalf of the ATSD(NCB).
 - 15.3.4.1.1 Responses are due back to the DATSD(CBD) with copy provided to the DTRA/CB within 24 hours.
 - 15.3.4.1.2 As a reminder, all responses back to Congress must reflect the most recently approved President's Budget Request position.
 - 15.3.4.1.3 DTRA/CB will accomplish all necessary coordination and develop a proposed response for DATSD(CBD) review and ATSD(NCB) approval.
- 15.3.5 Congressional Testimony.
 - 15.3.5.1 Hearing testimony given by the ATSD(NCB) or the DATSD(CBD) will be coordinated in advance to all appropriate internal CB Defense stakeholders, and externally through the Director, Acquisition Resources and Analysis (ARA), Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)).
 - 15.3.5.1.1 The Director, ARA, is responsible for getting testimony coordinated within OSD, and through the Office of Management and Budget before it goes to Congress.
 - 15.3.5.1.2 Testimony to be given by officials within the CBDP community should be coordinated with the DATSD(CBD) through DTRA/CB. A final copy of the testimony should be provided to the DATSD(CBD) before the hearing date.
- 15.4 Congressional Questions for the Record (QFRs).
 - 15.4.1.1 DTRA/CB, on behalf of ATSD(NCB), will track, assign, review, coordinate and prepare final responses to questions for the record.
 - 15.4.1.2 The ATSD(NCB), through the DATSD(CBD), is the final approval authority for all QFRs responding to OSD testimony.
- 15.5 Congressional Plus-Ups.
 - 15.5.1 DTRA/CB, under the oversight of the ATSD(NCB), will coordinate with PAIO, authorizers and appropriators, in accordance with established procedures, to determine congressional intent of added funding.
 - 15.5.2 Once funding destination is identified, Component offices are required to prepare a release justification that includes a proposed spend plan.

15.5.3 DTRA/CB will prepare justifications for release of Congressionally added funding for DATSD(CBD) review and forwarding to the OUSD(Comptroller).

15.6 Congressional Appeals.

15.6.1 DTRA/CB has the lead to develop all Congressional authorization and appropriation appeals for DATSD(CBD) review and ATSD(NCB) approval prior to forwarding through Director, ARA to Congress.

16. Implementation and Revisions

16.1 This implementation plan is effective upon signature of USD(AT&L) and will supercede the Joint Service Agreement for Joint Nuclear, Biological and Chemical Defense Management, August 1994. It will be reviewed and revised after one year, as necessary to allow continuous evolution with quality improvement the goal. Key organizational and managerial aspects of this plan will be codified in a new Department of Defense Directive. The JRO, JPEO, DTRA S&T Manager, and Test and Evaluation Executive, will develop appropriate Charters/SOPs and MOAs with appropriate Services and agencies.

Enclosure 1: References

- (a) Section 1107 of Title 10, United States Code
- (b) Executive Order 13139, “Improving Health Protection of Military Personnel Participating in Particular Military Operations,” September 30, 1999
- (c) Title 21, Code of Federal Regulations, Parts 50, 56, 312, Subpart I of Part 314, Subpart G of Part 601, current edition
- (d) 50 United States Code, 1522, Conduct of the Chemical and Biological Defense Program
- (e) 50 United States Code, 2426, Congressional Oversight of SAPs
- (f) Secretary of Defense Memorandum, Subject: Designation Pursuant to Title XVII: Chemical and Biological Warfare Defense, Section 1701, of the National Defense Authorization Act for Fiscal Year 1994 (Public Law 103-160), February 26, 1994.
- (g) Deputy Secretary of Defense Memorandum, Subject: Defense Acquisition, October 30, 2002, which issues interim acquisition guidance entitled *The Defense Acquisition System and Operation of the Defense Acquisition System, September XX 2002*.
- (h) DoD Directive 5134.8, Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs (ATSD(NCB)), June 8, 1994, reissuance incorporating Change 1, March 11, 1996.
- (i) DoD Directive 5160.5, Responsibilities for Research, Development, and Acquisition of Chemical Weapons and Chemical and Biological Defense, 1 May 1985 (reissuance and publication of a new Directive pending approval of Implementation Plan).
- (j) Under Secretary of Defense, Acquisition, Technology, and Logistics Memorandum, Subject: Acquisition Decision Memorandum- Management of the Chemical/Biological Defense Program, 19 September 2002.
- (k) Joint Requirements Oversight Council Memorandum, Subject: Establishment of the Joint Requirements Office for Chemical, Biological, Radiological, and Nuclear Defense, JROCM 163-02, 9 September 2002.
- (l) CJCSI 3130.01B, Requirements Generation System, 15 April 2002.
- (m) Joint Service Agreement, Subject: Joint Nuclear, Biological and Chemical Defense Management, August 1994 (superseded by this Implementation Plan).

Enclosure 2:
ACRONYMS AND ABBREVIATIONS

–A–

AAE – Army Acquisition Executive
ACAT – Acquisition Category
ACTD – Advanced Concept Technology Demonstrations
ADM – Acquisition Decision Memorandum
AIM – Acquisition Information Management
ALSP – Acquisition Logistics Support Plan
AO – Action Officer
APB – Acquisition Program Baseline
AR – Army Regulation
ARA – Acquisition Resources and Analysis
ASBREM – Armed Services Biomedical Research Evaluation & Management
ASD(HA) – Assistant Secretary of Defense for Health Affairs
ASD(SOLIC) – Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict
ATD – Advanced Technology Demonstration or Advanced Technology Development
ATR – Above Threshold Reprogramming
ATSD – Assistant to the Secretary of Defense
ATSD(NCB) – Assistant to the Secretary of Defense for Nuclear & Chemical & Biological Defense Programs

–B–

BA – Budget Activity
BES – Budget Estimate Submission
BRP – Basic Research Plan
BTR – Below Threshold Reprogramming

–C–

C4I – Command, Control, Communications, Computers and Intelligence
CAO – Component Action Officer
CB – Chemical/Biological
CB S&T – Chemical/Biological Science & Technology
CBD – Chemical and Biological Defense
CBD OG – Chemical and Biological Defense Oversight Group

CBDP – Chemical and Biological Defense Program
CBDPOPES – Chemical and Biological Defense Program Oversight Process Executive Summary
CBR – Chemical, Biological, and Radiological
CBRN – Chemical, Biological, Radiological, and Nuclear
CBRN-CM – Chemical, Biological, Radiological, Nuclear Material or High Yield Explosives Consequence Management
CBW – Chemical and Biological Warfare or Chemical and Biological Weapons
CDD – Capability Development Document
CJCS – Chairman of the Joint Chiefs of Staff
CJCSI – Chairman of the Joint Chiefs of Staff Instruction
CoC – Council of Colonels
CONOPs – Concept of Operations
CP – Counterproliferation
CPD – Capability Production Document
CPRC – Counterproliferation Program Review Committee
CPWG – Counter Proliferation Working Group

–D–

DAB – Defense Acquisition Board
DAE – Defense Acquisition Executive
DAES – Defense Acquisition Executive Summary
DA PAM – Department of the Army Pamphlet
DARPA – Defense Advanced Research Projects Agency
DATSD – Deputy Assistant to the Secretary of Defense
DATSD(CBD) – Deputy Assistant to the Secretary of Defense for Chemical and Biological Defense Programs
DDR&E – Director of Defense Research & Engineering
DEA – Data Exchange Agreements
DJ-8 – Director, J-8

DLA – Defense Logistics Agency
DoD – Department of Defense
DoDD – Department of Defense Directive
DoDI – Department of Defense Instruction
DODIG – Department of Defense Inspector General
DOE – Department of Energy
DOT&E – Director for Operational Test and Evaluation
DOTML-PF – Doctrine, Organization, Training, Materiel, Logistics, Personnel Facilities
DPAP – Defense Procurement and Acquisition Policy
DPG – Defense Planning Guidance
DT – Developmental Testing
DTAP – Defense Technology Area Plan
DT&E – Developmental Test & Evaluation
DTO – Defense Technology Objective
DT/OT – Developmental Testing/Operational Testing
DTRA – Defense Threat Reduction Agency
DTRA CB – Defense Threat Reduction Agency, Chemical and Biological Defense Directorate
DTRA CBD – Defense Threat Reduction Agency, Chemical and Biological Defense Directorate
DTRA RM – Defense Threat Reduction Agency, Resource Management
DTRA S&T – Defense Threat Reduction Agency (Science & Technology)
DUSD(AS&C) – Deputy Under Secretary of Defense for Advanced Systems & Concepts

-E-

EA – Executive Agent
EXSTAFF – Executive Staff

-F-

FCT – Foreign Comparative Testing
FOC – Full Operational Capability
FoS – Family of Systems
FOUO – For Official Use Only
FRP – Full-Rate Production
FY – Fiscal Year
FYDP – Future Years Defense Program

-G-

GAO – General Accounting Office
GO/FO – General Officer/Flag Officer
GPRA – Government Performance and Results Act

-I-

IAW – In Accordance With
ICD – Initial Capabilities Document
ICOG – International Cooperative Opportunities Group
ICW – In Coordination With
ID – Implementation Directive
ILSP – Integrated Logistic Support Plan
IOC – Initial Operating Capability
IPT – Integrated Process Team

-J-

JBPDS – Joint Biological Point Detection System
JCAD – Joint Chemical Agent Detector
JCS – Joint Chiefs of Staff
JFCOM – Joint Forces Command
JFOC – Joint Future Operational Capabilities
JMMR – Joint Monthly Readiness Review
JMPAB – Joint Materiel Prioritization Allocation Board
JPEO – Joint Program Executive Office
JPEO-CBD – Joint Program Executive Office for Chemical and Biological Defense
JPL – Joint Priority List
JRO – Joint Requirements Office
JROC – Joint Requirements Oversight Council
JRO-CBRN DEFENSE – Joint Requirements Office for Chemical, Biological, Radiological, and Nuclear Defense
JS – Joint Staff
JSCBIS – Joint Service Chemical Biological Information System
JSFDS – Joint Service Family of Decontamination Systems
JSLNBCRS – Joint Service Lightweight Nuclear, Biological, Chemical Reconnaissance System
JSLSCAD – Joint Service Lightweight Standoff Chemical Agent Detector
JSMG – Joint Service Materiel Group

JSORTS – Joint Status of Readiness and Training System
JSTRAP – Joint Service Training Plan
JTCG – Joint Technical Coordinating Group
JVOG – Joint Venture Oversight Group
JWARN – Joint Warning and Reporting Network
JWCO – Joint Warfighting Capability Objective
JWSTP – Joint Warfighting Science & Technology Plan

–L–

LG7 – Land Group 7
LOG – Logistics
LRIP – Low-Rate Initial Production

–M–

MANPRINT – Manpower and Personnel Integration
MAPR – Monthly Acquisition Program Report
MAR – Management Assessment Report
MATDEV – Material Developer
MDA – Milestone Decision Authority
MDAP – Major Defense Acquisition Program
MilDep – Military Department or Military Deputy
MOD – Modernization
MOU – Memorandum of Understanding
MP – Management Plan
M&S – Modeling and Simulation
MSEA – Modeling and Simulation Executive Agent
MSMP – Modeling and Simulation Master Plan
MUA – Military Utility Assessment

–N–

NATO – North Atlantic Treaty Organization
NBC – Nuclear, Biological, and Chemical
NET – New Equipment Training
NORTHCOM – Northern Command

–O–

OA – Operating Agency
ODATSD(CBD) – Office of the Deputy Assistant to the Secretary of Defense for Chemical and Biological Defense Programs

OIPT – Overarching Integrated Product Team
OG – Oversight Group
OGA – Other Government Agency
OGI – Overguidance Issue
O&M – Operations & Maintenance
OM – Operational Manager
Ops – Operations
OSD – Office of the Secretary of Defense
OSD(C) – Office of the Secretary of Defense (Comptroller)
OSD(PA&E) – Office of the Secretary of Defense (Program Analysis & Evaluation)
OT – Operational Testing
OTA – Operational Test Agency
OT&E – Operational Test and Evaluation
OUSD – Office of the Under Secretary of Defense

–P–

PA&E – Program Analysis & Evaluation
PA&I – Program Analysis & Integration
PAIO – Program Analysis & Integration Office
PA – Project Agreement
PAO – Primary Action Officer
PB – President's Budget
PBAS – Program Budget and Accounting System
PBD – Program Budget Decision
PDM – Program Decision Memorandum or Presidential Decision Memorandum
P form – Procurement form
PM – Program Managers
POM – Program Objective Memorandum
PPBES – Planning, Programming, Budgeting, and Execution System
PPBS – Planning, Programming & Budgeting System

–Q–

QFR – Questions for the Record

–R–

RDA – Research, Development, and Acquisition
RDT&E – Research, Development, Test and Evaluation

R form – Research, Development, Test and Evaluation form

-S-

SAE – Service Acquisition Executive
SBCCOM – Soldier and Biological Chemical Command
SBIR – Small Business Innovative Research
SECDEF – Secretary of Defense
SOCOM – Special Operations Command
Sr – Senior
S&T – Science & Technology

-T-

TARA – Technology Area Review and Assessment
TDA – Table of Distribution & Allowance
T&E – Test & Evaluation
TEMP – Test and Evaluation Master Plan
TM – Technical Manager
TRAC – Threat Reduction Advisory Council
TRE – Technology Readiness Evaluation
TRL – Technology Readiness Level
TTCP – The Technical Cooperation Program

-U-

UFR – Unfunded Requirement
UNS – Urgent Needs Statement
USA – United States Army
USAF – United States Air Force
USANCA – United States Army Nuclear and Chemical Agency
USC – United States Code
USD(AT&L) – Under Secretary of Defense for Acquisition Technology & Logistics
USD(C) – Under Secretary of Defense (Comptroller)
USD(P) – Under Secretary of Defense for Policy
USD(P&R) – Under Secretary of Defense for Personnel and Readiness
USMC – United States Marine Corps
USN – United States Navy

-W-

WIPT – Working Integrated Product Team
WP – Working Party

-X-

XM – Transition Manager