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MEMORANDUM FOR SEE DISTRIBUTION

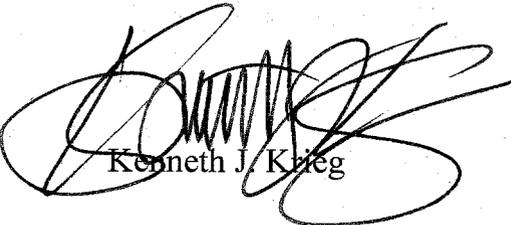
SUBJECT: New Review Process for the Chemical/Biological Defense Program (CBDP)

My May 9, 2006, memo delegated Milestone Decision Authority for "Sentinel Systems" within the CBDP, designated the CBDP as a Special Interest program for Defense Acquisition Executive oversight and review, and created an alternative review process for the CBDP that would satisfy the legislative intent of the 50 USC 1522 to exercise oversight over the CBDP through the DAB process.

The detailed instructions for this new review process are attached as a revision to the *Implementation Plan for Management of the Chemical/Biological Defense Program* issued on April 22, 2003. This attachment replaces Section 8 of the Implementation Plan in its entirety and makes updates to Section 4.

The new process will meet the intent of my May 9, 2006 memo. Oversight of the CBDP will now be executed by a two-tiered process that involves Working Integrated Process Teams performing Quarterly Reviews of the alignment among requirements, S&T, T&E, and acquisition programs and an Overarching Integrated Product Team that will meet semi-annually and report through the Assistant to the Secretary of Defense for Nuclear and Chemical and Biological to me.

The primary implementation goal is to provide an appropriate balance of OSD oversight while taking into account the unique nature of the CBDP. The general purposes of the CBDP semi-annual review process are to support the overall National Security and Military Strategies of the United States Government and the strategic decisions and directives of the Department of Defense with respect to applicable areas of responsibility for Combating Weapons of Mass Destruction and overall Force Protection. The specific goal of the review process is to ensure OSD has an effective mechanism to assess program health and ensure a coordinated and integrated CB defense investment strategy.



Kenneth J. Krieg

Attachment:
As stated



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CHEMICAL BIOLOGICAL DEFENSE PROGRAM TEST AND EVALUATION
EXECUTIVE

**Implementation Plan for the Management of the Chemical/Biological Defense
Program
REVISION – June 2006**

The following paragraphs replace only the corresponding paragraph in section 1, and 4 of the Chemical Biological Defense Program Implementation Plan, dated April 2003:

- 1.3.2.1 CBDP is a special interest program under OSD oversight per USD(AT&L) 9 May 2006 Memo. The CBDP will be overseen by an OSD OIPT chaired by the OSA(CBD&CDP) reporting through the ATSD(NCB) to the Defense Acquisition Executive (DAE). The CBDP is not a Major Defense Acquisition Program.

- 1.3.2.2 The DAE has delegated Milestone Decision Authority (MDA) to the AAE. The DAE reserves the right to recall MDA from the AAE, and reinstate the Sentinel status, if required.

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

4.2.1 Provide the DAE with an integrated program assessment on a semi-annual schedule.

4.4 The WIPTs are advisory bodies. The WIPTs will convene as required by their chairpersons. WIPTs will resolve or elevate issues to the OIPT in a timely manner. Additional WIPTs, besides the ones identified in paragraph 4.4.1, may be formed to address specific issues identified by the OIPT. Services will provide appropriate representation to these WIPTs, may raise issues for resolution as appropriate, and will ensure a coordinated position for their representatives to these WIPTs. The PAIO will be an *ex officio* member of the WIPTs.

- 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 reviews Technology Readiness Assessments, and planned transitions and resolves Science and Technology plan issues before the plan is released for review/staffing and submission to the ATSD(NCB) for approval.

- 4.4.1.4 Advanced Development WIPT (New WIPT). Chaired by the JPEO. Members (medical and non-medical) include the

Services, JRO, JSTO, T&E Executive, and DOT&E for DOT&E oversight systems. This WIPT identifies and resolves issues related to advanced development projects and their associated operational testing, fielding of items in production, JPEO support for development of the RDA Plan, and the Logistics Support Plan.

The following Section 8 replaces the current, April 2003, Section 8 of the Chemical Biological Defense Program Implementation Plan in its entirety:

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

8.1 On November 5, 2002, the USD(AT&L) designated the CBDP under DAE Oversight and directed the program be managed through the Defense Acquisition Board process, consistent with 50 USC 1522 under USD(AT&L) oversight. From April 22, 2003 - May 9, 2006, that oversight was implemented through a tailored index of systems labeled "Sentinel Systems" that sought to measure performance of CBDP functional areas based on the criticality, complexity, and cost of individual programs. On May 9, 2006, the DAE suspended use of the Sentinel approach to OSD oversight of the CBDP, delegated full Milestone Decision Authority for all CBDP programs to the Army Acquisition Executive (AAE) and designated the CBDP a Special Interest program in accordance with DoDI 5000.2. He also directed the Assistant to the Secretary of Defense (Nuclear and Chemical and Biological Defense Programs) to establish detailed procedures for an alternative review process for OSD oversight of the CBDP. This oversight process with WIPTs and OIPT's reporting out to the DAE creates a DAB-like process to comply with section 1522 of title 50 United States Code.

8.2 Implementation Goal.

8.2.1 The primary implementation goal is to provide an appropriate balance of OSD oversight while taking into account the unique nature of the CBDP. The general purposes of the CBDP semi-annual review process are to support the overall National Security and Military Strategies of the United States Government and the strategic decisions and directives of the Department of Defense with respect to applicable areas of responsibility for Combating Weapons

of Mass Destruction and overall Force Protection. The specific goal of the review process is to ensure OSD has an effective mechanism to assess program health and ensure a coordinated and integrated CB defense investment strategy.

8.2.2 The CBDP is a collection of systems in support of the Mission Area of Chemical Biological (CB) defense. During any given budget year, the CBDP consists of 30-40 acquisition programs with 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 as technology matures out of the CBDP's technology base, new operational requirements are established, or technology breakthroughs present opportunities for rapid insertion into the program of record.

8.3 USD(AT&L) Framework for OSD Oversight of the CBDP.

8.3.1 OSD oversight for the CBDP will be implemented through a focused semi-annual review process, utilizing a two-tiered OIPT. Membership of the OIPT is defined in paragraphs 4.1-4.3 of the April 22, 2003, "Implementation Plan for the Management of the CBDP." Tier One of the review process will utilize the three functional Working Level Integrated Process Teams (WIPTs) defined in the Implementation Plan in paragraph 4.4, with the addition of a fourth functional WIPT for Advanced Development systems. Tier Two will consist of the CBDP OIPT as defined in the 2003 Implementation Plan for the Management of the CBDP.

8.3.2 Tier One Goals, Reports, and Scope.

8.3.2.1 The chairpersons of each WIPT (the JPEO; the Director, JSTO; the Director, JRO; and the T&E Executive) will ensure that their respective functional area of the CBDP (Joint Requirements, Science and Technology, Test and Evaluation, and Advanced Development projects) is assessed at least quarterly. Format and frequency of reviews are left to the discretion of each chairperson. Utilization of existing forums (e.g., J8's monthly Combating WMD Issue Team for Joint Requirements, JPEO's

monthly Analyst meetings for Advanced Development projects, or JSTO's Transition Quarterly Review (TQR) is encouraged and expected. The WIPT chairs will provide all reports to each other.

8.3.2.2 WIPT chairpersons will provide the SA(CBD&CDP) with written quarterly assessment reports integrating the findings of the reviews and identifying issues, both funding line specific as well as cross-cutting between functional areas. The quarterly reports will be submitted by the last working day of the months of February, May, August, and November.

8.3.2.3 The scope of each assessment will include all funded programs and technology thrust areas under the management of each chairperson. The CBDP semi-annual review process will utilize the concept of "Continuous Assessment" with the premise that each CBDP functional area Executive Agent should have at any point in time a current and comprehensive knowledge of the status of all of their assigned funding lines. It is not the intent of Continuous Assessment for each WIPT to routinely review all of its assigned projects and funding lines on a quarterly basis, but rather that each WIPT will maintain a comprehensive situational awareness that will shape and inform its quarterly assessment report to the SA(CBD&CDP). Likewise, the OIPT will utilize the WIPT quarterly reports to shape and inform the agenda for each of the semi-annual reviews. The identification and forwarding of issues to the OIPT will be at the judgment of the WIPT chairperson.

8.3.3 OIPT/WIPT Assessment Metrics.

8.3.3.1 Joint Requirements - This WIPT will assess its status using the existing Joint Capabilities and Integration Development System (JCIDS) and Functional Capabilities Board (FCB) processes per CJCSI 3170 and 3137.

- 8.3.3.2 Science and Technology - This WIPT will review and validate annually the Technology Readiness Level (TRL) for all funded project lines and use the assessed TRL in conjunction with general project plans for the advancement of technologies to determine status of projects and identification of tech base and transition issues.
- 8.3.3.3 Test and Evaluation - This WIPT will address cross-functional and strategic T&E infrastructure investment issues, and will review processes to provide continuous improvement of T&E throughout the acquisition process.
- 8.3.3.4 Advanced Development - This new WIPT will utilize the standard program management metrics of cost, schedule, and performance to assess assigned projects. This WIPT will be chaired by the JPEO and is assigned the lead responsibility for reviewing and assessing the alignment of projects across all four functional WIPTs areas of responsibility. This WIPT will also take the lead on program logistical and life-cycle sustainment issues.

8.3.4 Notification Requirements for Advanced Development Projects.

The JPEO will provide immediate written notification to the ATSD(NCB) through the SA(CBD&CDP) when any advanced development or procurement effort experiences an Acquisition Program Baseline (APB) breach for any of the following criteria. The notification must include an explanation of cause and provide a summary of planned actions and recommendations to recover.

- 8.3.4.1 Cost - When any project is projected to exceed its baseline cost by ten percent or more.
- 8.3.4.2 Schedule - When any project is projected to miss any contractual milestone or deliveries by more than six months.
- 8.3.4.3 Performance - When performance is determined to be not operationally effective, not operationally suitable,

or not survivable, or when test results indicate a failure to achieve a Key Performance Parameter.

8.3.5 Notification Requirements for Reprogramming of Funds or Requirements Changes.

Directors, JSTO, JPEO, and Joint T&E Executive will immediately notify the funds manager of all reprogramming actions. The funds manager will post the changes to the Program Status Report (PSR) and provide a notification to SA (CBD & CDP). The notification must identify dollar amount, losing projects, and gaining projects. The JRO will inform all other WIPT chairs and the SA(CBD&CDP) of KPP changes and rationale for changes in accepted performance levels along with risks and operational impacts, using existing Functional Capabilities Board/Joint Capabilities Board/JROC processes.

8.3.6 Director, Operational Test & Evaluation (DOT&E) Oversight Systems.

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

8.3.7 Tier Two Responsibilities.

8.3.7.1 The SA(CBD&CDP) will chair semi-annual comprehensive OIPT meetings during the months of July and December to review issues and make recommendations through the ATSD(NCB) to the DAE to shape the following periodic products:

- Strategic program decisions (e.g. industrial bases for consumables)
- President's Budget Submission
- Program Objective Memorandum Submission
- Program and/or Budget Change Proposals

Other OIPT meetings may be convened at the discretion of the Chair to address other significant issues or events as identified by either the Chair or an OIPT member.

8.3.7.2 Meeting Management.

The agenda of the semi-annual meetings will be shaped by the WIPT quarterly reports, results of the mid-year budget execution review, and OIPT member requests. Mandatory agenda items will consist of the POM submission and any program re-baselines. Any additional meetings besides the two semi-annual meetings will be announced by the chairperson via separate correspondence. Proposed agendas and read-ahead materials will be distributed to OIPT members approximately 30 days prior to regularly scheduled meetings.

8.4. Management Structure.

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

See Figure 2: MDA Reporting Funding/Decision and Rating Chain, section 8.5, on page 16 of the Chemical Biological Defense Program Implementation Plan, dated April 2003:

8.5 Planning Process.

- 8.5.1 The CBDP PAIO will prepare the CBDP RDA Plan. PAIO will engage in continuous monitoring and dialogue with the Program Offices. The RDA plan will be reviewed by JRO, JPEO, DTRA S&T Manager, and the Services, and submitted by PAIO to OSD for approval once every two years to coincide with the POM submission. A formal data call will be made during the off year to update the database.
- 8.5.2 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.
- 8.5.3 The Army, as the program executive agent, will execute acquisition management using DoD 5000 guidance and AR 70-1.

Appendix 2 ACRONYMS AND ABBREVIATIONS

FCB – Functional Capabilities Board

JCB – Joint Capabilities Board