



Office of the Deputy Assistant Secretary of Defense
for Chemical and Biological Defense

ENTERPRISE STRATEGY



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Foreword



The Chemical and Biological Defense Program (CBDP) continues to be a critical component to the Department of Defense's (DoD) ability to prepare for, deter, and mitigate current and future weapons of mass destruction (WMD) threats. This need is as real today as when the Enterprise was formed in 1993. The chemical and biological (CB) threat landscape has changed significantly since the CBDP last published a strategy in 2012. Over the past decade, the Enterprise has seen the CB threat evolve at an exponential pace, the emergence of new strategic competitors, and the erosion of international norms that previously dissuaded the use of chemical and biological weapons

We also face an increasingly complex threat environment due to the convergence of multiple sciences and the rapid pace of technological advances. This convergence creates opportunities for both tremendous benefit and grave consequences. The emergence of new dynamic threats continues to challenge our national security and Warfighter survivability. The new era of CB defense no longer allows us to have threat lists which we can easily identify and apply capabilities against. Today, technology in all domains becomes not only our friend, but also our foe. The CBDP must remain vigilant and agile to counter these new threats. We must capitalize on the knowledge, creativity, and ingenuity of the chemical and biological defense community to make quantum leaps forward in research and capability development. Adapting to this rapidly changing environment requires a new strategy and a shift in priorities to ensure that our Soldiers, Sailors, Airmen, and Marines survive, operate, and win in CB-contested environments.

The following pages outline four interrelated goals—Plan for the Future Fight, Deliver at Speed, Drive Innovation, and Optimize the Enterprise. These goals will help guide the Enterprise in aligning our efforts and resources to be relevant, effective, innovative, agile, and unified in the drive to support the Joint Force. The strategic goals and objectives are forward-leaning and set conditions for the success of the CBDP through 2030, using the Joint Operating Environment 2040 as a foundation for future requirements.

Behind the warfighter, ahead of the threat!

Brandi C. Vann, PhD
Deputy Assistant Secretary of Defense for Chemical and Biological Defense



Strategic Framework

PLAN FOR THE FUTURE FIGHT

Goal 1: Enhance the Demand Signal into the Capability Requirements Process to provide timely Solutions for the future JOE

- **Objective 1.1:** Assess and deliver capabilities required for the Joint Force to successfully operate against threats as envisioned in JOE 2040 and beyond
- **Objective 1.2:** Drive a broader and deeper understanding of the current and future threat space
- **Objective 1.3:** Identify, prioritize, and synchronize requirements across the Joint Force to pursue solutions that optimize risk reduction and operational outcomes against current and emerging CB threats

DELIVER AT SPEED

Goal 2: Build agile and flexible CBDP acquisition approaches that deliver the right Warfighter solutions on time

- **Objective 2.1:** Maximize use of Defense acquisition reform approaches to deliver rapid, agile and affordable solutions
- **Objective 2.2:** Capitalize on intra-DoD acquisition expertise and maximize use of advances in academia and industry

DRIVE INNOVATION

Goal 3: Enhance and leverage relationships to drive CBDP innovation

- **Objective 3.1:** Broaden and strengthen relationships within the Department and the Enterprise to build synergy and value to DoD
- **Objective 3.2:** Build internal and external partnerships across the intelligence community to ensure intelligence support to Enterprise research, development, and acquisition (RDA) activities
- **Objective 3.3:** Collaborate with International, Interagency, Industry, and Academia partners to reduce Enterprise risk, drive innovation and share the burden
- **Objective 3.4:** Assess and evolve the critical RDA base – external and internal – needed to deliver innovative, effective, and efficient CBD solutions

OPTIMIZE THE ENTERPRISE

Goal 4: Optimize CBDP Business Practices to enable Enterprise transformation

- **Objective 4.1:** Clarify CBDP Enterprise roles and responsibilities
- **Objective 4.2:** Shape and strengthen CBDP strategic communications to enhance strategic positioning
- **Objective 4.3:** Optimize resources to maximize CBDP effectiveness
- **Objective 4.4:** Protect the intellectual, physical, and information capabilities needed to maintain technological advantage
- **Objective 4.5:** Establish readily available, efficient, and secure authoritative data sources to gain shared understanding and make data-driven decisions at the speed of relevance.



Strategic Approach

The 2018 National Defense Strategy (NDS) and the DoD's strategic guidance acknowledges an increasingly complex global security environment characterized by the re-emergence of long-term strategic competition between nations and the complexity stemming from advances in technology and science. Threats are rapidly evolving, domains are increasingly contested, and barriers to technology, and acceptable norms continue to decrease. These changes require a renewed focus and assessment of current and emerging threats that confront the Joint Force, and a transformation to allow the CBDP to become more forward leaning towards future threats.

The CBDP Vision aligns the Enterprise to Meet Current and Emerging Threats, Strengthen Relationships, and Optimize the Enterprise to help generate the CBD capabilities that contribute to the decisive and sustained U.S. military advantages described in the NDS.

The CBDP Strategy describes the four goals and supporting objectives to orchestrate the full range of activities of the Enterprise as a single coordinated effort to deliver Joint Force CBD readiness and modernization for 2030 and beyond.

To procure the most effective CBD capabilities, the CBDP Enterprise must *Plan for the Future Fight* and *Deliver at Speed*. The CBDP needs a research, development, and acquisition (RDA) model that can quickly identify novel, converging, and potential threats and then, rapidly develop, procure, and field capabilities to mitigate these threats. As a foundation, the Enterprise nests its efforts with the NDS and uses the JOE 2040 to focus on the future fight. The JOE 2040 is a snapshot in time, so Enterprise efforts will incorporate any subsequent or varying CB threat assessments and warfighting operational concepts. The Enterprise must expand engagement to shape Service and Combatant Command requirements to deliver capabilities at the speed of relevance. This adaptation ensures a singular focus to close today's gaps and vulnerabilities, while leaning forward to anticipate and address emerging, evolving threats and future operational constructs.

To rapidly and flexibly address both the threats and warfighting requirements of the future, the CBDP must *Drive Innovation*, and *Optimize the Enterprise* to ensure that the people, processes, and resources are available to exploit that innovation to deliver modernized capabilities for the Joint Force of 2030. Now more than ever, it is clear that the homeland is no longer a sanctuary from CB threats. The CBDP must strengthen relationships and partnerships to continue to prepare the Joint Force to deter CB threats, respond when called, and protect the nation.

The Enterprise has the responsibility to gain full value from every taxpayer dollar spent, to maintain the trust of Congress and the American people, and to ensure that our Soldiers, Sailors, Airmen, and Marines are able to respond, fight, and win in today's complex, CB-contested landscape.



Scope

Pursuant to 50 U.S.C. 1522 and DoD Directive 5160.05E, *Roles and Responsibilities Associated with the Chemical and Biological Defense Program*, the Deputy Assistant Secretary of Defense for Chemical and Biological Defense Programs (DASD(CBD)) exercises overall coordination, oversight, resourcing, and integration of the CBDP Enterprise. The DASD(CBD) reports to the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs (ASD(NCB)), who serves as the Principal Assistant to the Secretary of Defense on chemical and biological defense matters.

This strategy supersedes the CBDP "Strategic Plan" of 15 June 2012.



Purpose and Context

The 2018 NDS warns of the risks of a Joint Force with legacy systems irrelevant to the defense of our people as the Department turns its focus to near-peer competitors. The CBDP must work to develop and deliver modernized systems that address the CB threats relevant to compete, deter, and win in the strategic environment described in that strategy. The rate of scientific and technological development potentially outpaces the processes that the Enterprise has in place to deliver solutions to address these threats and requires a transformation of how the CBDP conducts business.

This CBDP strategy describes an Enterprise approach and shared goals to transform the program for the future. It implements the CBDP's roles and responsibilities under public law, Departmental Directives, and national strategic guidance, including the 2017 *National Security Strategy*, 2018 *National Strategy for Countering Weapons of Mass Destruction Terrorism*, and the 2018 *National Biodefense Strategy*.

This strategy seeks to organize and align Enterprise processes, efforts, and resources to a future state that is more relevant, effective, innovative, agile, and unified in the drive to support the Joint Force. To meet the charge to deliver solutions to the Warfighter at the speed of relevance, it is necessary to update the critical documents used to execute the CBDP's vision and mission. This strategy is the first of several complementary documents intended to transform the CBDP to ensure a ready and modernized Joint Force that enables our Soldiers, Sailors, Airmen, and Marines to survive, operate, and win in the CB-contested environments of 2030 and beyond.

Following publication of this strategy, the CBDP will develop and publish a **Business Plan** to outline the ways the Enterprise will meet the goals and sub-objectives established in this strategy. It will strengthen governance procedures, reinforce collaborative and accountable practices, guide oversight, and outline decision-making responsibilities. Subsequently, the CBDP will publish an **Implementation Plan** that will articulate the steps needed to successfully complete activities. The CBDP will also publish a **Strategic Communications Plan** that will convey communications expectations to all stakeholders, the frequency and types of interactions, and key engagement events. Finally, the CBDP will work with Enterprise partners to develop a **Modernization Strategy**, nested with Service modernization plans and strategies, to move planning well beyond the next POM cycle, drive science and technology (S&T) to capitalize on new technologies and concepts, and deliver the modernized capabilities that the Joint Force requires in 2030 and beyond.



Enterprise Mission and Vision

VISION



A Joint Force ready to fight & win in CB-contested environments through a coordinated effort designed to neutralize adversarial CB threats

The CBDP must ensure it remains effective in the current environment framed by the NDS and Adaptive Acquisition Framework to meet the future mission of Joint Force readiness and modernization in 2030 and beyond. The **CBDP Mission** is to anticipate future threats and deliver capabilities that enable the Joint Force to fight and win in CB-contested environments. The Joint Force evolves as the threat landscape and our adversaries adapt and change. The **CBDP Vision** is a Joint Force ready to fight and win in CB-contested environments through a coordinated effort designed to neutralize adversarial CB threats. This Vision fuels the CBDP, aligned with our Customers and partners, to generate innovative and integrated CBD solutions.

In support of the NDS, the CBDP will continue to prepare the Joint Force to deter war and protect the nation; and, to remain the preeminent military force in the world to ensure the balances of power remain in favor of the United States. Given strategic competition with near peer competitors, the Enterprise remains focused on sustaining the ability to deter, and if necessary defeat, those that may utilize chemical and biological warfare.

Our strategic objectives include:

- Ensuring the Joint Force's readiness for current military operations in support of the NDS
- Enabling the modernization of the force to prepare for the future threat environment
- Dissuading, preventing, and preparing for technical surprise from our adversaries
- Developing innovative technology solutions to support the Joint Force's operations and provide relevant technological advances
- Delivering technology at the speed of relevance
- Driving budget discipline and affordability into program portfolios
- Ensuring program and business transparency with our stakeholders

To meet these strategic objectives, the CBDP will organize along four mutually-supporting and complementary goals: *Plan for the Future Fight, Deliver at Speed, Drive Innovation, and Optimize the Enterprise*. These goals align Enterprise efforts and resources now to keep pace with technological advances and future threats to deliver the Joint Force chemical and biological defense capabilities of the future.



PLAN FOR THE FUTURE FIGHT

GOAL 1: ENHANCE THE DEMAND SIGNAL INTO THE CAPABILITY REQUIREMENTS PROCESS TO PROVIDE TIMELY SOLUTIONS FOR THE FUTURE JOINT OPERATIONAL ENVIRONMENT

Identifying the threats that the Joint Force may face and understanding how they might impact operations are critical to the Enterprise's ability to field effective CBD capabilities for the future fight. Understanding the threat and the evolving changes in science and technology allows the Enterprise to inform requirements and minimize potential gaps in development before fielding capabilities to the Joint Force. The Enterprise must establish and institutionalize processes that facilitate these continuous assessments to inform Combatant Command (CCMD) and Service plans and requirements. From this shared understanding of threat and operational requirements, the Enterprise will deliver the readiness and modernized capabilities to support the Joint Force fight today and prepare for the fight tomorrow.

- **Objective 1.1:** Assess and deliver capabilities required for the Joint Force to successfully operate against threats as envisioned in JOE 2040 and beyond
 - **Sub-objective 1.1.1:** Engage routinely with CCMDs to ensure a common understanding of the current and future threat environment, shape operational needs and required capabilities to meet theater plans, and align CBDP support to the operating environment.
 - **Sub-objective 1.1.2:** Work with the Services to integrate the threat's current and projected lethal and non-lethal CB capabilities into their requirements processes to ensure the survivability of major combat platforms, including human systems, in CB-contested environments.
 - **Sub-objective 1.1.3:** Synchronize with the Services and CCMDs to align RDA efforts with evolving operational needs, DOTMLPF-P changes, and force manning, training, and equipping decisions.

- **Objective 1.2:** Drive a broader and deeper understanding of the current and future threat space
 - **Sub-objective 1.2.1:** Develop an agile threat characterization portfolio that leverages new and innovative technologies to efficiently identify and rapidly characterize novel and emerging threats to keep pace with an accelerating and broadening threat landscape.
 - **Sub-objective 1.2.2:** Build a robust horizon-scanning program, coordinated across new and existing partners, to assess potential future threats from advancements in science and technology.
 - **Sub-objective 1.2.3:** Integrate comprehensive CB modeling and simulation, virtual reality, and experimentation into full scope, multi-domain, and multi-echelon wargaming to allow the Enterprise to examine the operational impacts of CB use.
 - **Sub-objective 1.2.4:** Perform Enterprise-wide operational risk assessments to identify CB threats, critical risks, and Service and CCMD vulnerabilities that affect Joint Force readiness and drive modernization needs.
 - **Sub-objective 1.2.5:** Share the results of intelligence-, technical-, and wargame analysis across the community, using all levels of classification, to ensure the widest dissemination of CB warfare threats and their probable implications.



- **Objective 1.3:** Identify, prioritize, and synchronize requirements across the Joint Force to pursue solutions that optimize risk reduction and operational outcomes against current and emerging CB threats
 - **Sub-objective 1.3.1:** Analyze and prioritize joint warfighting high-risk capability gaps and support integrated DOTMLPF-P approaches to optimize military risk management and operational outcomes for JOE 2040.
 - **Sub-objective 1.3.2:** Articulate, validate, and prioritize Service requirements to inform a realistic and executable CBDP RDA approach that closes prioritized gaps, removes redundancies, and speeds innovative solutions to modernize the Joint Force.

DELIVER AT SPEED

GOAL 2: BUILD AGILE AND FLEXIBLE CBDP ACQUISITION APPROACHES TO DELIVER THE RIGHT WARFIGHTER SOLUTIONS ON TIME

This goal seeks to decrease the time from ideation to fielding of a capability. The Enterprise must adopt processes that are simultaneously flexible and agile – capable of allowing greater focus on modernization efforts, while also having the ability to refocus attention as threats change. To do this, the Enterprise must expand beyond the usual collection of DoD and CBDP suppliers and contractors and incorporate new partners to streamline rapid, iterative approaches from development to fielding. The CBDP must leverage and capitalize on its position within Acquisition and Sustainment (A&S) to enable innovative approaches that deliver warfighting capability at the speed of relevance. These relationships will allow us to develop a broader range of materiel solutions and to leverage new and more efficient production processes. The development of innovative solutions does come with risk. The program must identify, manage and accept risk early in the research, development and acquisition pipeline and not be viewed as failures but rather opportunities to examine, reflect, learn, and improve within the design spectrum.

- **Objective 2.1:** Maximize use of Defense acquisition reform approaches to deliver rapid, agile, and affordable solutions
 - **Sub-objective 2.1.1:** Employ agile acquisition processes and multiple technology approaches, including emerging technology concept exploration with users, rapid prototyping, iterative capability fielding, user feedback, and adaptive contracting mechanisms to accelerate decision points, reinforce requirements validation, and improve cost management.
 - **Sub-objective 2.1.2:** Develop rapidly adaptable medical countermeasures (MCMs) by leveraging leading-edge platform and manufacturing capabilities, transitioning break-through technologies into capabilities and solutions to speed solutions.
 - **Sub-objective 2.1.3:** Assess and direct CBD RDA efforts through the lens of total life-cycle cost ownership, sustainability, system integration, and relevancy to customer-validated requirements.



- **Objective 2.2:** Capitalize on intra-DoD acquisition expertise and maximize use of advances in academia and industry
 - **Sub-objective 2.2.1:** Conduct coordinated acquisition processes that leverage USD(A&S) reform efforts and subject matter experts while adhering to compliance, assuring intellectual property protection, reinforcing well-defined requirements, and integrating commercial innovations.
 - **Sub-objective 2.2.2:** Leverage business and market intelligence to understand commercial innovations, assess internal and external RDA capability requirements, and forecast emerging RDA needs.
 - **Sub-objective 2.2.3:** Identify opportunities and engage with non-traditional partners within DoD to pursue innovative approaches, expand CBDP capacity, and more effectively apply resources to speed the delivery of solutions.

DRIVE INNOVATION

GOAL 3: ENHANCE AND LEVERAGE RELATIONSHIPS TO DRIVE CBDP INNOVATION

As with the NDS, mutually beneficial alliances and partnerships are crucial to this strategy. Cultivating collaborative and mutually-supporting working relationships is critical to transform the Enterprise and drive the innovation required to deliver capabilities for the future fight. Strong collaborative relationships facilitate the processes to develop capabilities based on known threats, spur innovation to solve emerging and future challenges, and deepen interoperability with allies and partners. Effective relationships enable the Enterprise to execute the vision and intent in the time and manner which delivers solutions to the Warfighters ahead of their needs. Expanded partnerships across the Department, the United States Government, private industry, international partners, and other CWMD stakeholder present opportunities for innovation. To build innovation and collaboration against the broad spectrum of biological threats described in the National Biodefense Strategy, the CBDP will increase the frequency and quality of engagements with partners seeking complementary solutions, such as Public Health agencies. The CBDP will leverage the best practices in the biopharmaceutical industry to speed RDA and regulatory approval of vital MCMs. The CBDP will focus partnerships with American industry to help align private sector RDA to national security priorities. The intent is to accelerate the exploitation of ideas that leap CBD forward and radically enable the Warfighters' lethality. These collaborations are intended to yield breakthroughs and disruptive technologies that exceed the known vulnerabilities of our customers.

- **Objective 3.1:** Broaden and strengthen relationships within the Department and the Enterprise to build synergy and value to DoD.
 - **Sub-objective 3.1.1:** Increase customer-centric focus in Enterprise processes, balanced with a competitive and business-like mindset that values sustainability, relevancy, and progress.
 - **Sub-objective 3.1.2:** Execute routine and predictable engagements with the Department that elucidate CBD issues and evolving mitigation strategies, communicate Enterprise direction and decisions, and work to align partner efforts with the CBDP direction.



- **Objective 3.2:** Build internal and external partnerships across the intelligence community to ensure intelligence support to Enterprise RDA activities.
 - **Sub-objective 3.2.1:** Build relationships across the CBDP Enterprise to ensure that intelligence is available to inform decision-making at all levels.
 - **Sub-objective 3.2.2:** Work with the intelligence community on the need to produce and share CB-relevant products at all levels of classification.
 - **Sub-objective 3.2.3:** Bolster relationships with the counterintelligence and operational security communities to develop, implement, and institutionalize best practices for program protection planning.
- **Objective 3.3:** Collaborate with International, Interagency, Industry, and Academia partners to reduce Enterprise risk, drive innovation, and share the burden
 - **Sub-objective 3.3.1:** Conduct portfolio reviews and technical exchanges with interagency, international, industry, and academic partners to leverage expertise, reduce duplication, and optimize resources.
 - **Sub-objective 3.3.2:** Right-size and maintain cooperative research and development programs with allies and partners, focused on achieving CBDP priorities, sourcing best of breed technologies to address emerging threats, and expediting capability development.
- **Objective 3.4:** Assess and evolve the critical RDA base – external and internal – needed to deliver innovative, effective, and efficient CBD solutions
 - **Sub-objective 3.4.1:** Enhance and right-size capacity, capabilities, and throughput of domestic CBD industrial supply chain, to enable security, resiliency, and agility in support of Enterprise priorities.
 - **Sub-objective 3.4.2:** Identify, right-size, and seek out best in class facilities to ensure ready, modernized, and responsive RDT&E capabilities and capacity to meet current, emerging, and future threats.

OPTIMIZE THE ENTERPRISE

GOAL 4: OPTIMIZE CBDP BUSINESS PRACTICES TO ENABLE ENTERPRISE TRANSFORMATION

To *Plan for the Future Fight, Deliver at Speed, and Drive Innovation*, the CBDP will employ a competitive and business-like mindset to optimize the Enterprise and maintain a focus on solid stewardship. This includes creating clear and coordinated strategic communications, managing capital investments, increasing efficiencies while moving costs down, and producing relevant and innovative products in a rapidly-evolving market. The CBDP will drive budget discipline and affordability to ensure alignment with defense-wide reform efforts and compelling justification for the resources required to deliver modernize CBD capabilities for the future Joint Force fight. The Enterprise will assess and improve its financial processes, controls, and information to ensure alignment and oversight on all CBDP budgetary and financial matters in support of the CBDP mission, emerging DoD requirements, and national defense. The Enterprise will use data-driven decision-making processes to instill fiscal discipline and ensure



organizational alignment to mission goals. The CBDP will organize for innovation and cultivate the workforce talent needed to integrate new capabilities, adapt chemical and biological defense approaches for the future, and change business practices to achieve mission success.

- **Objective 4.1:** Clarify CBDP Enterprise roles and responsibilities
 - **Sub-objective 4.1.1:** Strengthen internal business operations to create effective and efficient CBDP governance processes.
 - **Sub-objective 4.1.2:** Establish and integrate CBDP equities within the broader DoD CWMD community of interest through predictable and routine relationships, data and analysis sharing, and integration with plans, policies, and operational concept development to align CBD efforts.
- **Objective 4.2:** Shape and strengthen CBDP strategic communications to enhance strategic positioning
 - **Sub-objective 4.2.1:** Coordinate with the CBDP Components to present a unified message of the CBDP vision, mission, priorities, and guidance to deliver a singular message to internal and external stakeholders.
 - **Sub-objective 4.2.2:** Coordinate and align strategic communications across the Enterprise to support external engagements and events.
 - **Sub-objective 4.2.3:** Conduct regular, synchronized engagements with critical organizations, including Congressional Members and Staffers, the National Security Council, and the OMB, to build advocacy for program reforms and ensure sufficient resources to enable CBDP RDT&E and procurement to optimize the RDA of warfighter capabilities.
- **Objective 4.3:** Optimize resources to maximize CBDP effectiveness
 - **Sub-objective 4.3.1:** Optimize the workforce to maximize CBDP's human capital resources by removing redundancies, enhancing critical capabilities, and creating opportunities for innovation.
 - **Sub-objective 4.3.2:** Develop, nurture, and advance Enterprise human capital talent and expertise to maintain an adaptable, knowledgeable, and high-performance workforce to lead innovation, deliver future capabilities, and effectively support national response to crisis.
 - **Sub-objective 4.3.3:** Strengthen the stewardship of the Enterprise through continued implementation of internal reviews and Financial Improvement and Audit Readiness (FIAR) processes.
 - **Sub-objective 4.3.4:** Institutionalize zero-based approaches to prioritize CBDP investments to fund the highest priority efforts first and capture the impacts of constrained resources.



- **Objective 4.4:** Protect the intellectual, physical, and information capabilities needed to maintain technological advantage
 - **Sub-objective 4.4.1:** Employ effective counterintelligence and operational security measures across the Enterprise to protect and deny adversarial access to human capital and intellectual capabilities.
 - **Sub-objective 4.4.2:** Incorporate and institutionalize best practices from government and industry to ensure the safety and security of critical infrastructure and materials.
 - **Sub-objective 4.4.3:** Leverage DoD program protection best practices and cybersecurity considerations to protect Enterprise information and information technology.

- **Objective 4.5:** Establish readily available, efficient, and secure authoritative data sources to gain shared understanding and make data-driven decisions at the speed of relevance.
 - **Sub-objective 4.5.1:** Champion and impart CBD knowledge to inform requirements generation, shape capability development, and expand Warfighter access to CBDP understanding of operational considerations to enable Joint Force operations.
 - **Sub-objective 4.5.2:** Enhance data management, analytic capabilities, and information exchanges within the Enterprise to improve programmatic stewardship and reduce organizational burden through appropriate access and open data, and deliver transparent, enterprise-wide solutions.

Conclusion

The CBDP Strategy describes the approach the Enterprise will use to enable the Department to develop a Joint Force that is ready to fight and win in a CB-contested environment. It does this by understanding and harnessing rapid advances and innovations in science and technology, aligning processes, strengthening partnerships and relationships, and improving acquisition approaches. These goals provide the framework that will create synergies across the Enterprise, and will unleash the collective talents, creativity, and ingenuity of the greater chemical and biological defense community to ensure that CBD solutions are delivered at the speed of relevance. The threat environment is real, it is complex, and it continues to evolve – often faster than solutions can be fielded. The same scientific and technological innovations that the Enterprise seeks to leverage also create new opportunities for adversaries. This Strategy is intended to allow the Enterprise to move forward collectively, and into a position where it can anticipate change and develop solutions for the warfighter ahead of the threat.

Behind the warfighter, ahead of the threat!



Annex A: References

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- DoD Directive 5105.62, “Defense Threat Reduction Agency (DTRA),” April 24, 2013, as amended
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- Deputy Secretary of Defense Memorandum, “Establishment of the Office of the Under Secretary of Defense for Research and Engineering and the Office of the Under Secretary of Defense for Acquisition and Sustainment,” July 13, 2018
- DoD Strategy for Countering Weapons of Mass Destruction, June 2014
- Chemical and Biological Defense Program Vision Statement, January 27, 2020



Annex B: Glossary

ASD	Assistant Secretary of Defense
A&S	Acquisition and Sustainment
CB	Chemical and Biological
CBD	Chemical and Biological Defense
CBDP	Chemical and Biological Defense Program
CCMD	Combatant Command
CWMD	Countering Weapons of Mass Destruction
DASD	Deputy Assistant Secretary of Defense
DoD	Department of Defense
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy
FIAR	Financial Improvement and Audit Readiness
JOE	Joint Operating Environment
MCM	Medical Countermeasures
NBS	National Biodefense Strategy (2018)
NDS	National Defense Strategy (2018)
NSC	National Security Council
OMB	Office of Management and Budget
RDA	Research, Development, and Acquisition
RDT&E	Research, Development, Test, and Evaluation
USD	Under Secretary of Defense
WMD	Weapons of Mass Destruction



Annex C: Implementation Plan

(to be published)

