



SECRETARY OF DEFENSE
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MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP
COMMANDERS OF THE COMBATANT COMMANDS
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: Department of Defense Support of the Countermeasures Acceleration Group

- References:
- (a) Memorandum of Understanding Between the Department of Health and Human Services and the Department of Defense to Pursue Coronavirus 2019 Vaccines and Therapeutics Research, Development, Production, and Distribution, TBD
 - (b) Secretary of Defense Memorandum, "Update to Conditions-based Approach to Coronavirus Disease 2019 Personnel Movement and Travel Restrictions," March 15, 2021
 - (c) Chairman of the Joint Chiefs of Staff Instruction 1001.01B "Joint Manpower and Personnel Program," October 7, 2014
 - (d) Global Force Management Implementation Guide, FY 2020--2021
 - (e) Chairman of the Joint Chiefs of Staff Manual 3130.06 Series, "Global Force Management Allocation Policies and Procedures"
 - (f) Chairman of the Joint Chiefs of Staff Instruction 1301.01 Series, "Joint Individual Augmentation Procedures"

This memorandum prescribes how the Department of Defense (DoD) will support the "Countermeasures Acceleration Group (CAG)," the joint Department of Health and Human Services (HHS) and DoD cooperative effort to accelerate development, testing, supply, production, and distribution of effective coronavirus disease 2019 (COVID-19) vaccines and therapeutics to counter COVID-19. DoD is participating in the CAG to: (a) share with HHS DoD expertise on logistics, supply chain, and other complex tasks at which DoD excels; (b) ensure that COVID-19 vaccines and therapeutics are provided to DoD personnel as rapidly as possible to ensure force health protection and readiness to conduct DoD's core missions; and (c) be prepared to provide Defense Support of Civil Authorities to HHS and other Federal departments and agencies in responding to the COVID-19 pandemic.

DoD support will be provided consistent with the Economy Act, other applicable statutory authorities, and Reference (a). As provided in reference (a), the principal goals of the CAG are temporarily to bolster HHS and other U.S. Government efforts to develop, manufacture, and distribute COVID-19 vaccine and therapeutics to every eligible American, to support DoD force health protection, and temporarily to enhance the posture of HHS and other Federal departments and agencies to support their ability to respond more rapidly and effectively to future COVID-19 outbreaks while bolstering readiness to address ongoing and future public health crises. To that end, the CAG will focus on initiatives in five areas:

- A. Research, development, and testing of COVID-19 vaccines;
- B. Research, development, and testing of COVID-19 therapeutics;
- C. Supply, production, and distribution of COVID-19 vaccines and therapeutics;
- D. Security and assurance of COVID-19 vaccine and therapeutics research, development, testing, supply, production, and distribution; and

- E. Research, development, acquisition (RDA) and contracting support to COVID-19 response activities and pandemic preparedness and response.

The Director of the Defense Element (DDE) of the CAG will report to the Deputy Secretary of Defense, will support both the Secretary of Defense and Secretary of HHS, and will perform duties in accordance with Reference (a), including serving as the CAG Chief Operating Officer (COO), until June 15, 2021, when the COO role will transition to HHS. Although the role of the DDE is to advance DoD functions associated with the CAG, the DDE may provide advice and recommendations to HHS personnel in the execution of HHS responsibilities. All Military Department and OSD Components will, to the extent permitted by law, assist, provide support to, and be responsive to the requests of the DDE in the execution of DoD participation in the CAG and associated support to HHS. The DDE will coordinate with and provide information on an as-needed basis to the Senior Advisor for COVID-19. All Military Department and OSD Components will inform the DDE of joint or multi-component initiatives directly or indirectly related to the goals of the CAG.

Nothing in this memorandum will be interpreted as modifying current DoD roles and responsibilities for DoD development, production, and distribution of non-COVID-19 vaccines and therapeutics. The DDE will provide regular updates to me through the Deputy Secretary of Defense on CAG progress. As necessary, I will provide additional guidance to the DDE concerning the DDE's duties, including guidance for entering into supplemental arrangements under Reference (a) or directing necessary actions to meet the requirements of Reference (a).

The DDE will designate an official to serve as the DoD lead to support the CAG Director for Therapeutics. As the DoD lead, this official will report to the DDE, be responsive to the recommendations of the CAG Chief Advisor (designated by the Secretary of HHS in accordance with Reference (a)), and perform duties in accordance with Reference (a). The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) will validate that this official is qualified to undertake these responsibilities. The DDE, in coordination with the USD(P&R) and the DoD General Counsel, will provide additional guidance regarding authorities and appropriate oversight for the DoD Therapeutics Lead to enter into supplemental arrangements under Reference (a) or direct necessary actions to meet the requirements of Reference (a).

The DDE will designate an official to serve as the CAG Supply, Production, and Distribution (SPD) Lead. As the SPD Lead, this official will report to the DDE, be responsive to the recommendations of the CAG Chief Advisor, and perform duties in accordance with Reference (a). The Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) will validate that the assigned SPD Lead is certified and qualified to undertake these responsibilities. The DDE, in coordination with the USD(A&S) and the DoD General Counsel, will provide additional guidance regarding authorities and appropriate oversight for the SPD Lead to enter into supplemental arrangements under Reference (a) or direct necessary actions to meet the requirements of Reference (a).

The DDE will designate an official to serve as the CAG Security and Assurance (SA) Lead. As the SA Lead, this official will report to the DDE, be responsive to the recommendations of the CAG Chief Advisor, and perform duties in accordance with Reference (a). The Under Secretary of Defense for Intelligence and Security (USD(I&S)) will validate that the assigned SA Lead is qualified to undertake these responsibilities. The DDE, in coordination with the USD(I&S) and the DoD General Counsel, will provide additional guidance regarding

authorities and appropriate oversight for the SA Lead to enter into supplemental arrangements under Reference (a) or direct necessary actions to meet the requirements of Reference (a).

The DDE will designate an official to serve as the CAG Director of Vaccines. As the Director of Vaccines, this official will be responsive to the requests of the COO and the DDE and the recommendations of the CAG Chief Advisor, and perform duties in accordance with Reference (a). The Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) will validate that the assigned Director of Vaccines is certified and qualified to undertake these responsibilities. The DDE, in coordination with the USD(A&S) and the DoD General Counsel, will provide additional guidance regarding authorities and appropriate oversight for the Director of Vaccines to enter into supplemental arrangements under Reference (a) or direct necessary actions to meet the requirements of Reference (a)

The Defense Acquisition Executive (DAE) will oversee the DoD RDA and contracting activities supporting HHS and perform duties in accordance with Reference (a). The DAE may, in coordination with DoD General Counsel, enter into supplemental arrangements under Reference (a) or direct necessary actions to meet the requirements of Reference (a).

The duty location for these personnel will primarily be the HHS headquarters, located at 200 Independence Avenue SW, Washington, D.C. 20201. Support may be required during evening hours and weekends. Additional personnel support may also be required and provided on a full-time or part-time basis by identified personnel from their current duty station. These “reach-back” support personnel may be required to work evening hours and weekends and, when necessary, to travel. All DoD personnel serving in the CAG are exempted from DoD travel and permanent-change-of-station (PCS) restrictions, as articulated in Reference (b), for the duration of support to CAG activities.

The Chairman of the Joint Chiefs of Staff (CJCS) will coordinate to establish and maintain a joint manning document (JMD) in accordance with Reference (c) for personnel supporting the CAG for the duration of this effort. Any additional requirements to provide or replace personnel needed to support the CAG or extend the end-date for such personnel will be annotated and requested through the Joint Staff via existing Global Force Management Processes (references (d), (e), and (f)).

DoD personnel currently supporting Operation Warp Speed (OWS) will immediately transition to supporting the CAG until their service in support of OWS/CAG ends, generally on or before May 31, 2021. The originating Military Department or OSD Components will maintain or replace, as necessary, any of these personnel, consistent with the JMD process and in coordination with the DDE.

In accordance with the approved JMD, Military Department and OSD Components will assign personnel to participate in or support the CAG in accordance with an approved Secretary of Defense Orders Book action. Originating Military Department or OSD Components will assign a replacement for personnel reassigned prior to completion of their assigned CAG duties. If a Military Department or OSD Component nominee selected for participation in the CAG is currently stationed outside the commuting area for Washington, DC, the originating Military Department or OSD Components will fund and issue Temporary Duty Orders to the HHS headquarters in Washington, DC, or other locations as designated, as soon as possible and will request reimbursement through WHS. Any travel related to such orders may be conducted notwithstanding guidance in Reference (b). Due to the fact that CAG personnel are expected to

work extended hours in support of the CAG, the DDE will follow WHS guidance for the local NCR commuting area for DoD personnel assigned full-time to the CAG.

The CAG will formally request changes to staff requirements via existing Joint Staff Global Force Management (GFM) processes (references (d), (e), and (f)). The Joint Staff J1 will process the requests in accordance with established GFM processes and communicate the valid requirements to the Joint Force Coordinator, J-35 office to coordinate for Military Department sourcing. The Director, Administration and Management (DA&M), will provide, or coordinate with appropriate officials to provide, all DoD logistical support required in the National Capital Region (NCR) by the DDE and DoD personnel participating in the CAG for the duration of DoD support to CAG activities. Office support services include common-user administrative, travel, transportation, logistics, communications, and facility support for the DDE and DoD personnel participating in the CAG. Office support services also include establishing a personnel management liaison to facilitate personnel actions for DoD civilian employees and military personnel participating in the CAG. DA&M will coordinate with the originating Military Department or OSD Component for DoD personnel participating in the CAG to ensure that all human resources services, including leave processing, pay administration, evaluations, awards, and other personnel actions are supported. The appropriate personnel management liaisons will provide letters of input, leave recommendations, and validation of working hours to the originating DoD or OSD Component representatives to facilitate completion of these tasks.

All DoD and OSD Component heads will provide their full support to the DDE. To this end, the DDE may communicate directly with the heads of Military Department and OSD Components, and the heads of Military Department and OSD Components will prioritize and address CAG requests promptly, in accordance with references (d), (e), and (f).

All DoD financial disclosure filers participating in the CAG will file with their originating DoD Component. For DoD personnel supporting the CAG who do not ordinarily file a financial disclosure report, the DDE, or CAG supervisor, may determine that the individual's duties with the CAG require the individual to file a Confidential Financial Disclosure Report (OGE 450). In that instance, the individual will promptly notify ethics counsel at their originating DoD Component to initiate assignment of an OGE 450 report. During assignment to the CAG, DoD financial disclosure report filers will provide copies of their reports to the DoD DDE Senior Counsel for review for potential a conflicts of interest with their CAG duties.

DoD personnel supporting the CAG will be detailed to HHS on a reimbursable basis unless performing functions consistent with those for which DoD funds are appropriated and the greater benefit of the detail accrues to the Department of Defense. In all cases, I waive the procedural requirements of DoD Instruction (DoDI) 1000.17, "Detail of DoD Personnel to Duty Outside the Department of Defense," to allow for the expeditious temporary detail of DoD personnel to HHS.

