

DOD DIRECTIVE 5160.05E

ROLES AND RESPONSIBILITIES ASSOCIATED WITH THE CHEMICAL AND BIOLOGICAL DEFENSE PROGRAM (CBDP)

Originating Component: Office of the Under Secretary of Defense for Acquisition and Sustainment

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Approved by: Patrick M. Shanahan, Deputy Secretary of Defense

Change 2 (Administrative)

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Policy, Office of the Chief Management Officer of the Department of

Defense

Purpose: This issuance:

- Establishes policy and assigns responsibilities associated with the CBDP research, development, and acquisition (RDA) of chemical, biological, and radiological (CBR) defense (CBRD) capabilities (medical and physical defense) required to support countering weapons of mass destruction (CWMD) missions as set forth in the DoD Strategy for Countering Weapons of Mass Destruction and DoD Directive (DoDD) 2060.02.
- Designates and defines the role of the Secretary of the Army as the DoD Executive Agent (EA) for the CBDP pursuant to Section 1522 of Title 50, United States Code (U.S.C.) and in accordance with DoDD 5101.1.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This issuance applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the "DoD Components").

1.2. POLICY. The DoD will:

- a. Carry out a coordinated CBDP that:
- (1) Is a special interest program under the oversight of the Defense Acquisition Executive.
- (2) Maintains close and continuous coordination between CBR physical defense programs and CBR medical defense programs. Coordinations will develop and acquire a family of integrated and interoperable CBRD capabilities that enable CWMD missions and enable military forces to operate successfully in chemical, biological, radiological, and nuclear (CBRN) environments.
- (3) Places the DoD CBDP funding requests for each fiscal year as a separate account with a single program element for each category of research, development, test, and evaluation (RDT&E); procurement; and military construction in accordance with Section 1522 of Title 50, U.S.C.
- b. Be in full compliance with the provisions of the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction and the Convention on the Prohibition of the Development, Production, Stockpiling and use of Chemical Weapons and on Their Destruction; the United States is a State Party to both treaties. Issues related to questions of compliance will be addressed in accordance with DoDD 2060.01.
- c. Comply fully with the requirements of Parts 712-717 and 742.2 of Title 15, Code of Federal Regulations; Parts 120-130 of Title 22, Code of Federal Regulations; and DoD Instruction (DoDI) 2040.02.
- **1.3. SUMMARY OF CHANGE 2.** This change is administrative and updates references and organizational symbols for accuracy and to reflect the reorganization of the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), pursuant to the July 13, 2018 Deputy Secretary of Defense Memorandum.

SECTION 2: RESPONSIBILITIES

2.1. UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT (USD(A&S)). The USD(A&S):

a. Oversees:

- (1) DoD RDA programs to ensure they support the DoD Strategy for Countering Weapons of Mass Destruction and CWMD policy in accordance with DoDD 2060.02.
 - (2) The activities of the DoD EA for the CBDP as required by DoDD 5101.1.
- b. Directs resourcing, in coordination with the Under Secretary of Defense(Comptroller)/ Chief Financial Officer, for the CBDP to execute the RDA requirements for the development and fielding of priority DoD CBRD capabilities.
- c. Coordinates intelligence-related RDA and chemical, biological, radiological, and nuclear defense (CBRND) programs and activities with the Under Secretary of Defense for Intelligence (USD(I)) in accordance with DoDD 5143.01.
- **2.2. ASSISTANT SECRETARY OF DEFENSE FOR NUCLEAR, CHEMICAL, AND BIOLOGICAL DEFENSE PROGRAMS (ASD(NCB)).** Under the authority, direction, and control of the USD(A&S), the ASD(NCB):
- a. Serves as the principal advisor to the Secretary of Defense, the Deputy Secretary of Defense, and the USD(A&S) on chemical and biological defense, including all matters related to the RDA of CBRND materiel in accordance with Section 138 of Title 10, U.S.C. and DoDD 5134.08.
- b. Oversees and integrates RDA of CBRND capabilities supporting the objectives to: reduce incentives to pursue, possess, and employ weapons of mass destruction (WMD); increase barriers to WMD acquisition, proliferation, and use; manage WMD risks, including WMD terrorism risks; and deny the effects of current and emerging WMD threats through layered, integrated defenses across a spectrum of active and passive measures in accordance with the DoD Strategy for Countering Weapons of Mass Destruction; Section 1522 of Title 50, U.S.C.; and DoDDs 5000.01 and 5134.08.
- c. Coordinates with the DoD EA for the CBDP, the Chairman of the Joint Chiefs of Staff, the Under Secretary of Defense for Policy (USD(P)), and the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) to direct CBRND RDA in accordance with DoDD 2060.02 and the DoD Strategy for Countering Weapons of Mass Destruction.
- d. Provides strategic guidance with priorities, goals, and objectives for CBRND RDA investments as part of the Planning, Programming, Budgeting, and Execution (PPBE) process.

- **2.3. ASSISTANT SECRETARY OF DEFENSE FOR SUSTAINMENT.** Under the authority, direction, and control of the USD(A&S), the Assistant Secretary of Defense for Sustainment coordinates with the ASD(NCB) on DoD RDT&E real property infrastructure critical to RDA of CBRD capabilities.
- **2.4. DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR CHEMICAL AND BIOLOGICAL DEFENSE PROGRAMS (DASD(CBD)).** Under the authority, direction, and control of the USD(A&S) through the ASD(NCB), exercises overall coordination, oversight, and integration of the CBDP pursuant to Section 1522 of Title 50, U.S.C., and in accordance with the April 22, 2003 USD(AT&L) Memorandum, the DASD(CBD):
- a. Executes oversight of CBDP funds, RDA activities, PPBE processes, and interagency and international coordination.
- b. Establishes a governance framework to support oversight and resolve cross-cutting CBDP issues.
 - c. Develops risk-informed policies and guidance in support of CBDP RDA activities that:
- (1) Align CBDP activities and investments with national and DoD guidance in support of CWMD missions.
- (2) Promote balanced doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy solutions for CBRD capability requirements.

d. Coordinates with:

- (1) Interagency and international partners on CBRD RDA matters of national interest.
- (2) USD(P) on positions with CBRD RDA matters of national interest in advance of international engagements.
- (3) Under Secretary of Defense for Research and Engineering (USD(R&E)) on PPBE issues associated with RDT&E Budget Activities 1-4 as defined in DoD 7000.14-R.
- e. Executes overall coordination, integration, and oversight of DoD infrastructure required to perform CBDP-related RDT&E and operational mission support by:
- (1) Coordinating with the Assistant Secretary of Defense for Health Affairs (ASD(HA)); the DoD EA for the CBDP; the Secretaries of the Military Departments; the Director, Defense Advanced Research Projects Agency (DARPA); and the Director, Defense Threat Reduction Agency (DTRA), to plan, program, and budget for DoD CBDP infrastructure and core scientific capabilities, including laboratories and associated safety, security, and control measures.
- (2) Establishing procedures to maintain continuous insight with respect to inventory of RDT&E infrastructure supporting CBDP.

- (3) Advising ASD(NCB) throughout the PPBE processes regarding infrastructure resource requirements to meet mission objectives.
- f. Oversees and integrates RDA activities for joint radiological defense programs. Coordinates with the ASD(HA) for joint radiological medical defense RDA activities.
- g. Develops and coordinates the annual report to Congress on Chemical and Biological Warfare Defense pursuant to Section 1523 of Title 50, U.S.C.
- h. Coordinates with the DoD EA for the CBDP for the independent analysis and program integration support required to execute the responsibilities in this section.
- **2.5. DIRECTOR, DTRA.** Under the authority, direction, and control of the USD(A&S) through the ASD(NCB); in accordance with DoDDs 5105.62 and 5134.08; and consistent with the April 22, 2003 USD(AT&L) memorandum; the Director, DTRA:
- a. Exercises funds management responsibility for the CBDP and designates an accountable official to perform the funds management functions for the CBDP under the oversight of the ASD(NCB) and in compliance with applicable financial policy, standards, and principles.
- b. Establishes and maintains the Joint Science and Technology Office for CBD to direct and manage the CBDP science and technology (S&T) programs using RDT&E Budget Activities 1-3 as defined in DoD 7000.14-R.
- c. Consistent with appropriate guidance, coordinates and integrates S&T plans and budgets with DoD laboratories, industry, academia, international partners, and other government agencies and laboratories to support acquisition programs for the DoD Components, other organizations, and DTRA's core mission in areas related to CBRND, which includes:
- (1) Coordinating with the Secretaries of the Military Departments to plan, program, and budget to preserve core S&T competencies necessary to conduct core CBDP RDT&E activities in the DoD laboratories and other organizations.
- (2) Providing support to DoD Component analytical processes to evaluate current and future CBRN threats, and resultant risks and capability needs.
- d. Manages the CBDP Joint Technology Demonstration process in coordination with the Joint Requirements Office for CBRN Defense (JRO-CBRND), Joint Program Executive Office for Chemical, Biological, Radiological, and Nuclear Defense, and the Secretaries of the Military Departments.
- **2.6.** USD(R&E). In accordance with DoDD 5134.3 and the July 13, 2018 Deputy Secretary of Defense Memorandum, the USD(R&E) coordinates with the ASD(NCB) on:
- a. Development of policy as it relates to laboratories critical to RDA of CBRD capabilities, including infrastructure.

- b. The review and assessment of S&T related to CBRD capabilities.
- **2.7. DIRECTOR, DARPA.** Under the authority, direction, and control of the USD(R&E) and in accordance with Section 1522 of Title 50, U.S.C., the Director, DARPA, may conduct a program of basic and applied research and advanced technology development on chemical and biological warfare defense technologies and systems. If such a program is conducted, the Director, DARPA, must:
- a. Coordinate with Director, DTRA, DASD(CBD), and the Military Departments in order to avoid unnecessary duplication of the chemical and biological warfare defense activities.
 - b. Establish a separate program element in the DARPA budget for these efforts.
- **2.8. DEPUTY DIRECTOR FOR DEVELOPMENTAL TEST, EVALUATION, AND PROTOTYPING.** Under the authority, direction, and control of the USD(R&E) as the principal advisor for developmental test and evaluation, and, in accordance with DoDI 5134.17, the Deputy Director for Developmental Test, Evaluation, and Prototyping develops policy and guidance for the conduct, including planning, execution, and reporting, of developmental test and evaluation related to the DoD CBDP.
- **2.9. DIRECTOR, TEST RESOURCE MANAGEMENT CENTER.** Under the authority, direction, and control of the USD(R&E), and in accordance with DoDD 5105.71, the Director, Test Resource Management Center, coordinates with the ASD(NCB) concerning the infrastructure and personnel required to accomplish the test and evaluation (T&E) mission as it relates to the RDA of CBRD capabilities.
- **2.10. ASSISTANT SECRETARY OF DEFENSE FOR HOMELAND DEFENSE AND GLOBAL SECURITY.** Under the authority, direction, and control of the USD(P), and in accordance with DoDDs 5111.13, 5111.18, and 2060.02, the Assistant Secretary of Defense for Homeland Defense and Global Security:
- a. Develops, coordinates, and oversees the implementation and integration of DoD CWMD policy as set forth in the DoD Strategy for Countering Weapons of Mass Destruction and DoD policy for preparedness and response to domestic CBRN incidents.
- b. Coordinates with the ASD(NCB) on CWMD planning and programming priorities for the RDA and use of CBRN defense capabilities.
- **2.11. ASD(HA).** Under the authority, direction, and control of the USD(P&R), the ASD(HA):
- a. Serves as the principal advisor to the Secretary of Defense, Deputy Secretary of Defense, and USD(P&R) for clinical health care and health surveillance aspects of CBRN medical defense

programs, and deployment matters as they pertain to force health protection and readiness for DoD support to CWMD in accordance with DoDD 2060.02.

- b. Coordinates with the ASD(NCB) on:
- (1) CBRN medical materiel RDA activities and the development of policy for the prophylaxis, diagnosis, and treatment of DoD personnel as it relates to CBRN medical defense in accordance with DoDD 5136.01.
 - (2) Medical laboratory infrastructure, personnel, and facilities.
 - (3) Medical readiness of DoD forces to respond to CBRN threats.
- c. Prepares and submits the DoD Unified Medical Program Budget, including the operational sustainment of biological defense vaccines and other CBRN medical materiel, in coordination with the Secretaries of the Military Departments and the Director, Defense Health Agency.

2.12. USD(**I**). The USD(**I**):

- a. Through the Director, Defense Intelligence Agency, and pursuant to DoDD 5143.01 and DoDI 5000.02, provides all required intelligence support for the validation and prioritization of CBRN threats to DoD personnel, systems, equipment, and facilities.
- b. Provides advice and assistance to the USD(A&S), other DoD officials, or entities in the U.S. Government concerning CBRND acquisition programs that significantly affect defense intelligence, counterintelligence, and security programs or organizations pursuant to DoDD 5143.01.
- c. Identifies opportunities to exploit advances in technology to enhance CBRND-related intelligence, counterintelligence, and security capabilities of the Department.
- d. Oversees RDT&E of national intelligence program-funded CWMD programs subject to DoD acquisition regulations and Sections 139 and 2399 of Title 10, U.S.C., in coordination with the Director of National Intelligence, the USD(A&S), the USD(R&E), and other OSD Principal Staff Assistants, as appropriate.

2.13. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments:

- a. Organize, train, equip, and otherwise prepare their respective forces to counter WMD.
- b. Develop and validate operational concepts and Military Department annexes to joint and Military Service-sponsored CBRD capability requirement documents, consistent with the Joint Capabilities Integration and Development System (JCIDS).

- c. Coordinate the JCIDS approval of Military Service-sponsored CBRD capability requirement documents through the JRO-CBRND.
 - d. Budget for the operations and sustainment of CBRD equipment and materiel.
- e. Plan and program for the safety and security requirements at DoD laboratories working with chemical and biological agents in accordance with DoDIs 5210.65 and 5210.88.
- f. Provide personnel and facilities as required to support the CBRND joint materiel developer.
- **2.14. SECRETARY OF THE ARMY.** In addition to the responsibilities in Paragraph 2.13 and pursuant to Section 1522 of Title 50, U.S.C.; consistent with the February 26, 1994 Secretary of Defense and April 22, 2003 USD(AT&L) memoranda; and in accordance with DoDD 5101.1, the Secretary of the Army in his or her capacity as the DoD EA for the CBDP:
- a. Serves as the DoD EA to coordinate and integrate RDT&E and acquisition requirements of the Military Departments for chemical and biological warfare defense programs.
 - b. Reviews all funding requirements for the CBDP throughout the PPBE cycle.
- c. Through the Assistant Secretary of the Army for Acquisition, Logistics, and Technology, maintains the Joint Program Executive Office for Chemical, Biological, Radiological, and Nuclear Defense to be the Joint Service Materiel Developer, Milestone Decision Authority, Type Classification Authority, and total life cycle acquisition manager for designated Acquisition Category II and III programs.
- d. Through the Deputy Under Secretary of the Army, maintains the T&E Executive for the CBDP to oversee adequacy of T&E programs and infrastructure supporting the CBDP test requirements.
- e. Maintains the Joint Combat Developer for Experimentation to synchronize and integrate joint capabilities experimentation and demonstrations for CBRD to support the JCIDS and RDA processes, in coordination with the other Military Departments; the Joint Staff; and the Director, DTRA.
 - f. Maintains the Joint CBRND Program Analysis and Integration Office to:
 - (1) Provide independent analysis, review, and integration functions for the CBDP.
- (2) Determine the overall health of the CBDP against objectives and evaluate alternatives to shape program policy and guidance.
- (3) Inform oversight of the CBDP pursuant to responsibilities of the ASD(NCB), the DASD(CBD), and the DoD EA, or designee, in accordance with Paragraphs 2.2., 2.3., and this section.

- (4) Integrate PPBE functions across CBDP organizations and defense-wide program elements.
- (5) Perform CBDP RDA planning that details mid- and far-term CBDP goals, objectives, and transition of materiel within each phase of the acquisition process consistent with the DoD Strategy for Countering Weapons of Mass Destruction.
- (6) Maintain the CBDP Future Years Defense Program and support development of the CBDP Program Objective Memorandum and Program and Budget Review submissions.
 - (7) Lead development of CBDP budget submissions.

2.15. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff:

- a. Pursuant to Sections 163 and 181 of Title 10, U.S.C., advises the Secretary of Defense by identifying, assessing, and prioritizing joint CBRND operational capability requirements to meet the national military strategy.
- b. In consultation with the DoD Components, validates and prioritizes CBRN threats to DoD personnel, equipment, and weapon systems.
- c. Through the Joint Staff/J-8 Director for Force Structure, Resources, and Assessment, maintains the Director of the JRO-CBRND to identify, coordinate, and approve joint CBRND operational requirements and joint operational concepts and architectures.
- d. Supports and facilitates the development of multi-Service and joint CBRND doctrine, training, leader development and education, and exercises.
- e. Maintains visibility of CBRND-related demonstration activities of the Military Services, Combatant Commands, and relevant Defense Agencies.
- f. Leads development of the CBDP Program Objective Memorandum recommendation in accordance with the April 22, 2003 USD(AT&L) memorandum.
 - g. Develops and maintains the Joint CBRND Modernization Plan.

2.16. CHIEF, NATIONAL GUARD BUREAU. The Chief, National Guard Bureau:

- a. Participates in DoD processes supporting CBRD RDA, including PPBE, JCIDS, and DoD support for strategic analysis, to ensure that unique National Guard CBRD operational concepts, capability requirements, and functions are looked at in context of the respective processes and clearly articulated in the outputs of each process.
- b. Coordinates with the Secretaries of the Army and Air Force to program and budget for the operation and sustainment of CBDP equipment provided to the National Guard.

GLOSSARY

G.1. ACRONYMS.

ASD(HA) Assistant Secretary of Defense for Health Affairs

ASD(NCB) Assistant Secretary of Defense for Nuclear, Chemical, and Biological

Defense Programs

CBDP Chemical and Biological Defense Program CBR chemical, biological, and radiological

CBRD chemical, biological, and radiological defense CBRN chemical, biological, radiological, and nuclear

CBRND chemical, biological, radiological, and nuclear defense

CWMD countering weapons of mass destruction

DARPA Defense Advanced Research Projects Agency

DASD(CBD) Deputy Assistant Secretary of Defense for Chemical and Biological

Defense Programs

DoDD DoD directive
DoDI DoD instruction

DTRA Defense Threat Reduction Agency

EA Executive Agent

JCIDS Joint Capabilities Integration and Development System

JRO-CBRND Joint Requirements Office for CBRN Defense

PPBE Planning, Programming, Budgeting, and Execution

RDA research, development, and acquisition RDT&E research, development, test, and evaluation

S&T science and technology

T&E test and evaluation

U.S.C. United States Code

USD(AT&L) Under Secretary of Defense for Acquisition, Technology, and

Logistics

USD(A&S) Under Secretary of Defense for Acquisition and Sustainment

USD(I) Under Secretary of Defense for Intelligence USD(P) Under Secretary of Defense for Policy

USD(P&R) Under Secretary of Defense for Personnel and Readiness USD(R&E) Under Secretary of Defense for Research and Engineerin

WMD weapons of mass destruction

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G.2. DEFINITIONS. Unless otherwise noted, these terms and their definitions are for the purpose of this issuance.

CBRD. Measures taken to minimize or negate the vulnerabilities to, and effects of, a chemical, biological, or radiological hazard or incident.

CBRN defense. Defined in the DoD Dictionary of Military and Associated Terms.

CBRN environment. Defined in the DoD Dictionary of Military and Associated Terms.

Special Interest Program. An acquisition program that falls below Major Defense Acquisition Program dollar thresholds and is determined by the Defense Acquisition Executive as requiring additional oversight based on one or more of the following factors: technological complexity; congressional interest; a large commitment of resources; or the program is critical to the achievement of a capability or set of capabilities, part of a system of systems, or a joint program.

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REFERENCES

Code of Federal Regulations, Title 15

Code of Federal Regulations, Title 22

- "Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction," April 10, 1972, 1015 U.N.T.S. 163¹
- "Convention on the Prohibition of the Development, Production, Stockpiling and use of Chemical Weapons and on Their Destruction," January 13, 1993, 1974 U.N.T.S. 317²
- "Department of Defense Strategy for Countering Weapons of Mass Destruction," June 2014³
- 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 Directive 2060.02, "DoD Countering Weapons of Mass Destruction (WMD) Policy," January 27, 2017
- DoD Directive 2060.01, "Implementation of, and Compliance with, Arms Control Agreements," January 9, 2001, as amended
- DoD Directive 5000.01, "The Defense Acquisition System," May 12, 2003, as amended
- DoD Directive 5101.1, "DoD Executive Agent," September 3, 2002, as amended
- DoD Directive 5105.62, "Defense Threat Reduction Agency (DTRA)," April 24, 2013, as amended
- DoD Directive 5105.71, "Department of Defense Test Resource Management Center (TRMC)," March 8, 2004
- DoD Directive 5111.13, "Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs (ASD(HD&ASA))," March 23, 2018
- DoD Directive 5111.18, "Assistant Secretary of Defense for Homeland Defense and Global Strategic Affairs Security (ASD(HD&GS))," March 14, 2018
- DoD Directive 5134.08, "Assistant Secretary of Defense for Nuclear, Chemical, and Biological Programs (ASD(NCB))," January 14, 2009, as amended
- DoD Directive 5134.3, "Director of Defense Research and Engineering (DDR&E)," November 3, 2003
- DoD Directive 5136.01, "Assistant Secretary of Defense for Health Affairs (ASD(HA))," September 30, 2013, as amended
- DoD Directive 5143.01, "Under Secretary for Defense for Intelligence (USD(I))," October 24, 2014, as amended
- DoD Instruction 2040.02, "International Transfers of Technology, Articles, and Services," March 27, 2014, as amended

REFERENCES 13

¹ Available on the Internet at https://www.state.gov/t/isn/bw/c48738.htm

² Available on the Internet at https://www.state.gov/t/avc/trty/127917.htm

³ Available on the Internet at http://archive.defense.gov/pubs/DoD_Strategy_for_Countering_Weapons_of_Mass _Destruction_dated_June_2014.pdf

- DoD Instruction 5000.02, "Operation of the Defense Acquisition System," January 7, 2015, as amended
- DoD Instruction 5210.65, "Security Standards for Safeguarding Chemical Agents," January 19, 2016, as amended
- DoD Instruction 5210.88, "Security Standards for Safeguarding Biological Select Agents and Toxins (BSAT)," January 19, 2016, as amended
- DoD Instruction 5134.17, "Deputy Assistant Secretary of Defense for Developmental Test and Evaluation (DASD(DT&E))," October 25, 2011, as amended
- DoD 7000.14-R, Volumes 1-16, "Department of Defense Financial Management Regulations (FMRs)," dates vary by volume
- Office of the Chairman of the Joint Chiefs of Staff, "DoD Dictionary of Military and Associated Terms," current edition
- Secretary of Defense Memorandum, "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
- Under Secretary of Defense for Acquisition, Technology, and Logistics Memorandum, "Implementation Plan for the Management of the Chemical Biological Defense Program," April 22, 2003, as amended⁴

United States Code, Title 10

United States Code, Title 50

References 14

⁴ Available to authorized users at https://community.max.gov/x/swnrRQ