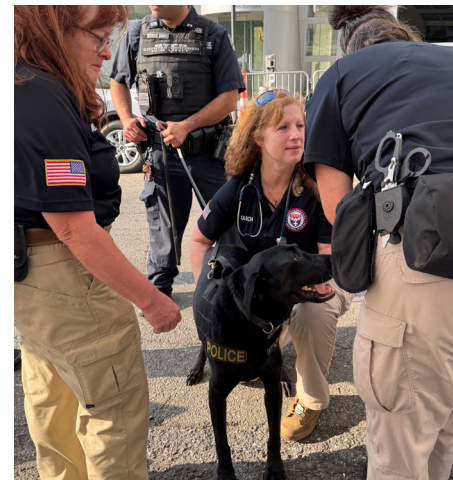


# ASPR

## STRATEGIC PLAN

FISCAL YEAR  
**2026**  
—  
**2029**



**ASPR**  
aspr.hhs.gov

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# Message

from the Principal Deputy Assistant Secretary

As stewards of the nation's health security, the Administration for Strategic Preparedness and Response (ASPR) carries a profound responsibility: to safeguard the American people against disasters, public health emergencies, and threats to national security. This strategic plan reflects the Secretary's vision, the President's executive orders on state resiliency and pharmaceutical onshoring, and the fiscal responsibility entrusted to us by the American taxpayer.



Our charge is clear: strengthen state and local readiness, secure America's medical supply chain, address emerging health security threats, advance gold standard science, and execute rapid and efficient federal response. This plan establishes a streamlined path forward, focused on partnerships, transparency, and results that matter.

Together, with our state, local, tribal, and territorial partners, ASPR will ensure the nation is prepared before disaster strikes—not while standing on top of the rubble.

# Introduction

ASPR is the nation's lead health security agency—driving preparedness before disaster strikes, securing domestic medical supply chains, advancing gold standard science, and delivering a fast, accountable federal response when lives are on the line. We partner with states, local communities, tribes, territories, other federal agencies, and the private sector to strengthen readiness at home. We invest in American manufacturing to reduce foreign dependency, and steward taxpayer resources with transparency, discipline, and measurable outcomes. ASPR protects the American people and ensures that the United States can prepare for, respond to, and recover from any threat to national security, anytime, anywhere.

## ASPR'S VISION

A resilient nation where every community is prepared for disasters and public health emergencies while supported by a secure domestic medical supply chain, gold standard science, and a rapid, accountable federal response that protects lives and strengthens national security.

## ASPR'S MISSION

ASPR strengthens national security by preparing for, responding to, and recovering from disasters and public health emergencies.

## CORE BELIEFS

ASPR's core beliefs anchor national health security by reinforcing partnership, gold standard science, stewardship, efficiency, accountability, and transparency. This ensures funding aligns with national priorities, waste is eliminated, and stakeholders are openly engaged.



**People and partnerships are fundamental**—trust must be forged in advance of crises.



**Health security is national security**—supply chain security and medical readiness are part of national preparedness.



**Science must serve the nation**—safe, transparent, and unbiased research guides investments.



**Accountability and transparency are paramount**—every dollar must reflect national priorities and deliver measurable results.



## AUTHORITIES

The Public Health Service (PHS) Act (42 USC §201 et seq.), as amended, establishes ASPR's core legal authorities and scopes ASPR's public health emergency functions. ASPR operates in accordance with applicable laws, regulations, Presidential directives, executive orders, and HHS priorities. Core authorities, mainly from the Public Health Service Act, include:

- **Section 301 (42 USC 241):** Research and Development
- **Section 311 (42 USC 243):** Federal/State Cooperation; Temporary Assistance to States
- **Section 319 (42 USC 247d):** Declaration of a Public Health Emergency
- **Section 319C-2 (42 USC 247d-3b):** Partnerships for State and Regional Hospital Preparedness to Improve Surge Capacity
- **Section 319F-2(a) (42 USC 247d-6b(a)):** Strategic National Stockpile
- **Section 319F-2(b) (42 USC 247d-6b(b)):** Smallpox Vaccine Development
- **Section 319F-2(c) (42 USC 247d-6b(c)):** Project BioShield's Special Reserve Fund
- **Section 319F-2(i) (42 USC 247d-6b(i)):** State Stockpile Pilot
- **Section 319F-3 (42 USC 247d-6b):** Public Readiness and Emergency Preparedness Act
- **Section 319I (42 USC 247d-7b):** Emergency System for Advance Registration of Volunteer Health Professionals
- **Section 319L (42 USC 247d-7e):** Biomedical Advanced Research and Development Authority
- **Section 319L-1 (42 USC 247d-7f):** Collaboration and Coordination
- **Section 319M (42 USC 247d-7g):** National Biodefense Science Board
- **Sections 1201-4 (42 USC 300d-300d-6):** Trauma Care Coordination
- **Section 1291 (42 USC §300d-91):** Military and Civilian Partnership for Trauma Readiness Grant Program
- **Section 2801 (42 USC 300hh):** Public Health and Medical Preparedness and Response Functions
- **Section 2802 (42 USC 300hh-1):** National Health Security Strategy
- **Section 2803 (42 USC 300hh-2):** Enhancing Medical Surge capacity
- **Section 2811 (42 USC 300hh-10):** Coordination of Preparedness For and Response to All-Hazards Public Health Emergencies; ASPR Duties and Functions
- **Section 2811(b)(7) (42 USC 300hh-10(b)(7)):** Public Health Emergency Medical Countermeasures Enterprise (PHEMCE) Multiyear Budget
- **Section 2811-1 (42 USC 300hh-10a):** PHEMCE
- **Section 2811A (42 USC 300hh-10b):** National Advisory Committee on Children and Disasters
- **Section 2811B (42 USC 300hh-10c):** National Advisory Committee on Seniors and Disasters
- **Section 2811C (42 USC 300hh-10d):** National Advisory Committee on Individuals with Disabilities and Disasters
- **Section 2811D (42 USC 300hh-10e):** Advisory Committee Coordination
- **Section 2812 (42 USC 300hh-11):** National Disaster Medical System
- **Section 2813 (42 USC 300hh-15):** Volunteer Medical Reserve Corps
- **Section 2814 (42 USC 300hh-16):** At-Risk Individuals
- **P.L. 81-774 (50 U.S.C. §§4501 et seq.), as amended:** Defense Production Act

# Goals and OBJECTIVES

Goals establish the overarching strategic direction for ASPR's mission to protect the nation's health security. They define priorities that guide decision-making, investments, and partnerships across government, health care systems, and industry. These goals serve as the foundation for preparedness and response, ensuring that ASPR's work addresses evolving threats with foresight, resilience, efficiency, and national unity throughout the span of this strategic plan (federal fiscal years 2026 through 2029).

Objectives clarify and target outcomes within each goal. As part of ASPR's implementation approach, key ASPR centers will be responsible for carrying out assigned actions to support reaching objectives. The ASPR centers are Center for Administration, Center for Preparedness, Center for Response, Center for the Strategic National Stockpile, Center for the Biomedical Advanced Research and Development Authority, Center for Industrial Base Management and Supply Chain, and the Immediate Office of the ASPR.





## GOAL 1:

### Strengthen the Workforce and Reinforce a “One ASPR” Culture

An empowered, engaged, talented, and trained workforce—operating within an organization that values collaboration and transparent communication—is fundamental to successfully executing ASPR’s mission on behalf of the American people. ASPR will focus on improving integration across ASPR centers to eliminate “silos” of information or activity. This will be accomplished by increasing cross-center coordination, reducing duplication of effort, and reinforcing a “One ASPR” culture of teamwork, mutual respect, service, and professional development. By pairing effective and agile collaborative work across the centers with cultural reinforcement, ASPR can strengthen its unity of effort while preserving center-level expertise. To strengthen the workforce and reinforce a “One ASPR” culture, ASPR will meet the following objectives through targeted actions.

#### OBJECTIVE

## 1.1

Promote a culture of information and resource sharing, collaboration, and transparency where employees have opportunities to contribute to innovative solutions.

#### OBJECTIVE

## 1.2

Promote an adaptable, engaged, well-trained workforce to improve operational readiness, employee resilience, and capability to carry out the ASPR mission.



## GOAL 2:

### Strengthen Preparedness through State and Local Resiliency

Strengthening disaster resilience and readiness requires a collective approach from all levels of government, the private sector, communities, families, and individuals. ASPR will empower these partners to identify, prepare for, and mitigate evolving threats and hazards through risk-informed decisions and smart investments. ASPR also stands ready to provide adaptive and effective support to state, local, tribal, and territorial (SLTT) partners should their health systems become overwhelmed. This approach will efficiently improve coordination and strengthen health systems that are reliable and ready to perform under pressure. To strengthen SLTT resiliency and readiness, ASPR will meet the following objectives through targeted actions.

#### OBJECTIVE 2.1

Support SLTT partners with the guidance, resources, training, and planning tools necessary to implement the President's Executive Order 14239 on achieving efficiency through state and local preparedness.

#### OBJECTIVE 2.2

Re-scope Hospital Preparedness Program (HPP) and National Special Pathogen System (NSPS) effectiveness by setting measurable readiness performance measures and tracking outcomes to identify, prepare for, and mitigate evolving threats.

#### OBJECTIVE 2.3

Strengthen health care and public health (HPH) sector resilience by providing partners with transparent information through unified, accessible systems and new or improved tools.

#### OBJECTIVE 2.4

Engage SLTT and Federal partners to build trust and partnerships before disaster strikes by supporting exercises of response plans, simplifying access to federal support, and reducing complexity of preparedness and response models.

#### OBJECTIVE 2.5

Improve SLTT supply chain readiness and visibility to ensure health systems can respond to disruptions.

#### OBJECTIVE 2.6

Support SLTT capacity and capability to receive, distribute, dispense, and administer medical countermeasures (MCMs) and manage medical materiel.



## GOAL 3:

### Execute Rapid, Efficient, and Adaptive Federal Response

When large-scale disasters or public health emergencies overwhelm SLTT resources, a swift, coordinated federal response is critical to protect lives and stabilize health systems. To meet this need, deployable federal medical response teams are maintained using efficient, continuously updated models that focus on life-saving outcomes and the rapid deployment of personnel and resources. To deliver a rapid, efficient response, ASPR will meet the following objectives through targeted actions.

#### OBJECTIVE 3.1

Maintain deployable federal medical response teams and support non-federal response assets based on efficient and updated models focused on life-saving outcomes.

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#### OBJECTIVE 3.2

Strengthen operational coordination by establishing clear lines of authority in disaster response to rapidly deploy responders and coordinate seamlessly with federal and SLTT partners.

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#### OBJECTIVE 3.3

Strengthen ASPR's Response Data Ecosystem by advancing data modernization and consolidation to drive informed decision-making during response operations.

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#### OBJECTIVE 3.4

Standardize after-action reviews across regions and share with SLTT and private sector partners to ensure lessons learned from previous responses are implemented in the future.

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#### OBJECTIVE 3.5

Develop a core competency framework for disaster training to ensure ASPR responders and SLTT partners are equipped with response skills.

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#### OBJECTIVE 3.6

Maintain the Strategic National Stockpile to safeguard the nation's health.



## GOAL 4:

### Secure America's Medical Supply Chain

A resilient and reliable medical supply chain can ensure that lifesaving medicines, devices, personal protective equipment (PPE), and other medical supplies are available during emergencies. The United States continues to be reliant on concentrated foreign sourcing of critical medicines, which can be impacted by shipping delays, geopolitical tensions, trade disruptions, and disasters. To secure America's supply chain, ASPR will meet the following objectives through targeted actions.

#### OBJECTIVE 4.1

Bolster domestic manufacturing of critical medicines and their components, including active pharmaceutical ingredients (APIs) and key starting materials (KSMs), to reduce dependency on foreign sourcing.

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#### OBJECTIVE 4.2

Incentivize the onshoring of manufacturing and minimize barriers to make it easier for industry to produce domestic MCMs and medical supplies.

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#### OBJECTIVE 4.3

Engage with industry and government partners to identify innovative and agile manufacturing models and increase visibility of supply chain vulnerabilities and dependencies.

## GOAL 5:

### Address Emerging Health Security Threats

The nation confronts an increasingly complex threat landscape. The need to advance gold standard science in support of national health security has never been greater. Despite significant scientific progress, challenges persist in ensuring that biomedical research is transparent, reproducible, and aligned with national preparedness goals. Outdated methodologies, limited integration of digital health and AI, and inconsistent adherence to integrity standards complicate efforts to safeguard public health. High-quality science ensures that MCM and emergency response strategies are based on sound evidence, thereby reducing risks posed by chemical, biological, radiological, and nuclear (CBRN) threats, including emerging infectious diseases, and ensuring the U.S. MCM portfolio is optimally positioned to safeguard Americans. To address emerging health security threats through gold standard science, ASPR will meet the following objectives through targeted actions.

#### OBJECTIVE 5.1

Assess new and emerging threats regularly to ensure MCM investments are risk-informed and protect the nation's health from future public health emergencies.

#### OBJECTIVE 5.2

Prioritize biomedical research & development (R&D) for CBRN threats and pandemics by investing in reproducible, transparent science and research models that reduce reliance on animal testing and leverage flexible technologies that can adapt more easily to novel threats.

#### OBJECTIVE 5.3

Foster partnerships with organizations committed to the highest standards of integrity and conflict-of-interest management.

#### OBJECTIVE 5.4

Integrate digital health and AI where proven effective to improve threat assessment and enhance patient care.

#### OBJECTIVE 5.5

Improve the safety, security, and transparency of the life science research enterprise to safeguard public health and restore public trust.



# The Path FORWARD

ASPR will continue to draw on lessons from past emergencies to strengthen the nation's preparedness for the future. Our path forward is focused on ensuring the United States remains resilient and ready to protect the health and security of the American people—before, during, and after crises.

Central to this mission are the dedicated ASPR employees who deliver preparedness, response, and recovery every day. Their expertise, commitment, and service form the foundation of our readiness and our ability to support state, local, tribal, and territorial partners when it matters most.

Guided by this Strategic Plan, ASPR will strengthen readiness across communities, secure the medical supply chain, advance gold-standard science, and deliver rapid, effective federal response—while operating with transparency, accountability, and responsible stewardship of taxpayer resources.

This Strategic Plan establishes a clear and disciplined path forward, grounded in partnership, preparedness, and responsibility, and driven by the people of ASPR who make our mission possible.

