

AF/A5/7

CAPABILITY DEVELOPMENT GUIDEBOOK



Volume 2G
Urgent Needs Process
February 2024

Air Force Futures Requirements Oversight Team
AF/A5DR, Pentagon 5C858

PREFACE

This Guidebook is one in a series of AF/A5DR developed guides describing the Air Force process for validation of operational capability requirements in support of overarching Capability Development efforts. This guidebook describes the specific requirements actions that support the Urgent Needs process.

In accordance with HAFMD 1-57, AF/A5/7 prepares requirements development policies and issues guidebooks to ensure implementation of those policies. The AF/A5/7 Capability Development Guidebooks are how-to guides for use by all stakeholders participating in the USAF requirements process. They represent official guidance and recommended standard procedures to ensure compliance with and implementation of overarching Requirements and Acquisition policies. Although the Guidebooks are not statutory or regulatory in nature, they follow the procedural guidance and other requirements-related processes described in the Joint Capabilities Integration and Development System (JCIDS) Manual. Any guidance in this Guidebook not prescribed in the JCIDS Manual is not directive but following the described procedures is highly encouraged. Requirements sponsors should coordinate with AF/A5D through the AF/A5DR Requirements Oversight Enabling Team for case-by-case tailoring.

There are no restrictions on release or distribution of this guidebook.

Additional guidance and information to supplement this Guidebook is located on the AF/A5DR Requirements Policy & Integration Portal Page:

- Go to <https://www.my.af.mil>
- Navigate to “BASE, ORG & FUNCTIONAL AREA”, select, Organizations A-Z
- On the “Organizations A-Z ribbon, select, “HAF”
- Scroll down and select AF/A5/7 -Air Force Futures
- On the left ribbon, select “SUB-ORGANIZATIONS,” then, “AF/A5DR – Requirements Policy & Integration”

If you have questions regarding the Volume 2-series Capability Development Guidebooks or if you have suggestions for improvements, please contact:

AF Gatekeeper: Mr. Richard “Bullet” Tobasco, richard.tobasco.2@us.af.mil, (703)692-4197, DSN 222

Guidebook OPR: Mr. Jeff “Shredder” Hackman, jeffrey.hackman.1@us.af.mil, (703)692-1087, DSN 222

CHANGE SUMMARY

Change Summary	Date
This document captures updated organizations, roles, responsibilities, and DAF guidance and must be reviewed in its entirety. Portions of this guidebook were derived from the AF/A5R Requirements Guidebook Volume 2 (24 June 2020, Version 8.3), which is rescinded and replaced by this AF/A5 Capability Development Guidebook Volume 2E.	N/A
Updated the letter of the Guide from 2E to 2G to reflect the current naming scheme of the Air Force Guidebooks	September 2022
Clarified acquisition strategies. Clarified disposition chart. Incorporated updates to DODI 5000.71. Admin changes.	October 2022
Updated for 2023 JCIDS Manual.	April 2023
Admin changes	September 2023
Admin changes. QAR process figure. Added PEO assignment process and other changes to COA development process. Changes are in RED.	January 2024
Clarified Guidebook authorities. Added Quick Action Requirements Process figure. Clarified SAF/AQX and AF/A8 responsibilities. Changes are in RED. Admin changes	February 2024

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SECTION 1. OVERVIEW

1.1. Purpose. This guidebook provides a description of the Air Force procedures regarding Urgent Operational Needs (UON), Joint Urgent Operational Needs (JUON), and Joint Emergent Operational Needs (JEON) as described in the Joint Capabilities Integration and Development System (JCIDS) Manual; DoDD 5000.71, Rapid Fulfillment of Combatant Commander Urgent Operational Needs and Other Quick Action Requirements; and DoDI 5000.81_DAFI63-147, Urgent Capability Acquisition. JUONs, JEONs, UONs and other urgent needs are collectively referred to as Quick Action Requirements (QAR). The acquisition pathway and processes to meet those needs are referred to as Urgent Capability Acquisition, part of the Adaptive Acquisition Framework as shown in Figure 1.1.

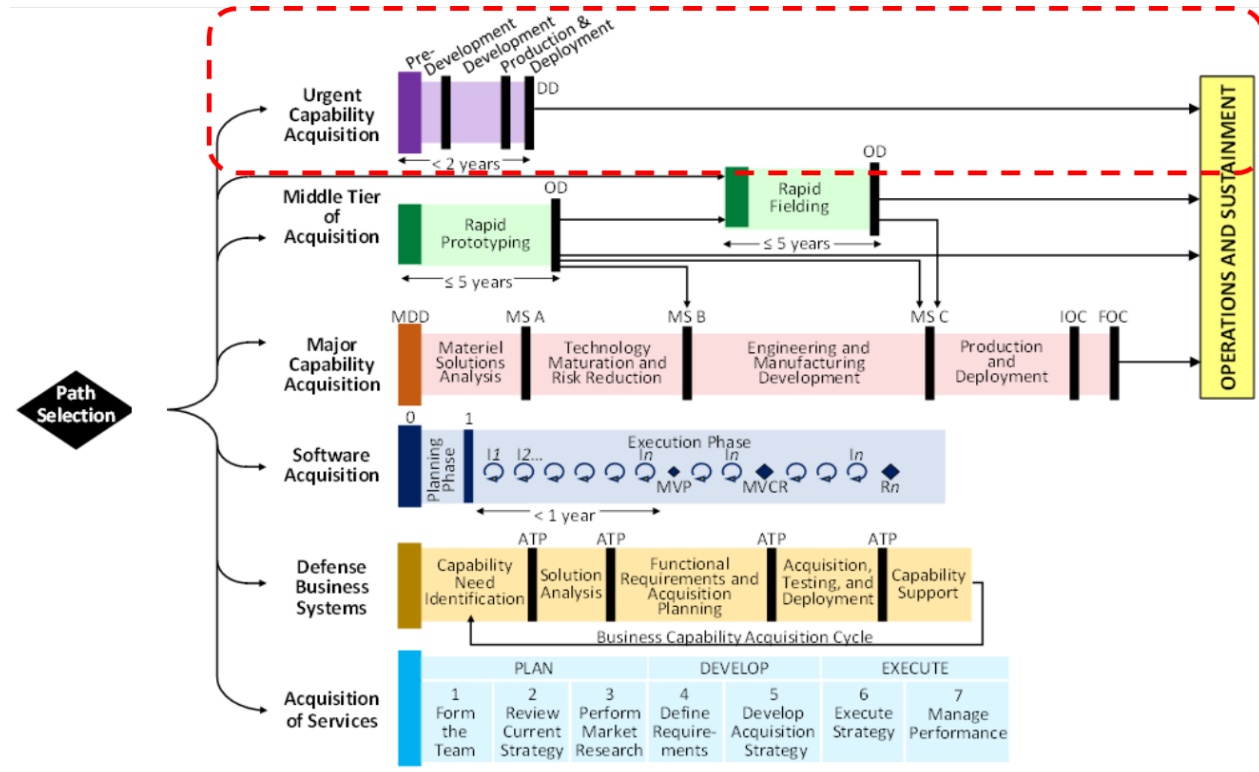


Figure 1.1. Adaptive Acquisition Framework

Urgent Needs are used only when there is an operational need to rapidly acquire capabilities currently not fielded in the joint force and are needed to address mission gaps that risk loss of life or critical mission failure due to new threats to current or emerging combat operations. Urgent Capability Acquisition is used when the deliberate requirements validation and acquisition processes, or other means such as the global force management process, are not practical for satisfying the mission gaps in a timely manner to meet urgent operational needs.

Generally, Combatant Commanders initiate JUONs and JEONs for capabilities that are inherently joint or affecting two or more DoD Components to support urgent or emergent mission gaps associated with on-going or anticipated contingency operations. USAF Components usually initiate USAF-specific UONs. UONs must meet the same criteria as JUONs and JEONs.

JUONs, JEONs, and UONs follow expediated timelines to support rapid validation, with the assigned Lead Command/Lead Agent expected to field an initial capability solution no later than two years from validation. The validation of an urgent need does not expire when the capability is fielded or when the two-

year fielding time limit is reached. Validation remains in effect until the urgent need request is formally withdrawn, rescinded, revalidated, or when the solution is replaced by a follow-on capability.

JOUNs and JEONs are staffed for JS/J8 DDRCD or JROC approval by the Joint Staff and are not staffed through the AF's typical eAFROC requirements endorsement process. Section 3 of this Guidebook provides AF responsibilities for JUONs and JEONs. Refer to the JCIDS Manual, Enclosure A, Appendix B for the detailed JUON/JEON processes.

1.2. Oversight. DoDD 5000.81_DAFI63-147 establishes the Warfighter Senior Integrating Group (W-SIG) as a standing DoD-wide forum to lead and facilitate agile and rapid responses to Combatant Commander QARs and other urgent and emergent operational needs such as UONs, JUONs, and JEONs. The W-SIG is chaired by the Deputy Secretary of Defense and co-chaired by the Vice Chairman of the Joint Chiefs of Staff. The W-SIG has oversight of the Joint Rapid Acquisition Cell (JRAC), Service QAR activities, and all DoD QAR efforts. There are ad-hoc sub-W-SIGs dedicated to geographic or functional concerns.

The USAF provides periodic updates the W-SIG on the status of UONs and assigned JUONs and JEONs.

1.3. AF/A5D Authorities. The Director, AF/A5D has two decision-making authorities in the UON process:

- AF/A5D is the validation authority for all AF UON requests. For detailed information on UON validation procedures, refer to Section 2 of this Guidebook.
- AF/A5D is the requirements decision authority for endorsement of the disposition analysis and recommendation for urgent needs where the AF is the capability solution provider or designated as the lead Service. For detailed procedures on disposition recommendations, refer to Section 4 of this Guidebook.

Formal decisions are captured in an Air Force Requirements Decision Memorandum (AFRDM) and archived in the Information and Resource Support System (IRSS) database. AF/A5DR ensures decisions are relayed to appropriate stakeholders including DAF, Joint Staff, and Office of the Secretary of Defense organizations. AF/A5DR will ensure products above collateral SECRET will be archived on appropriate networks. A record will be entered into IRSS pointing to the location of the documents.

1.4. The Quick Action Requirements Process. An abbreviated depiction of the QAR is shown below. The details of each of these steps are described throughout this Guidebook.

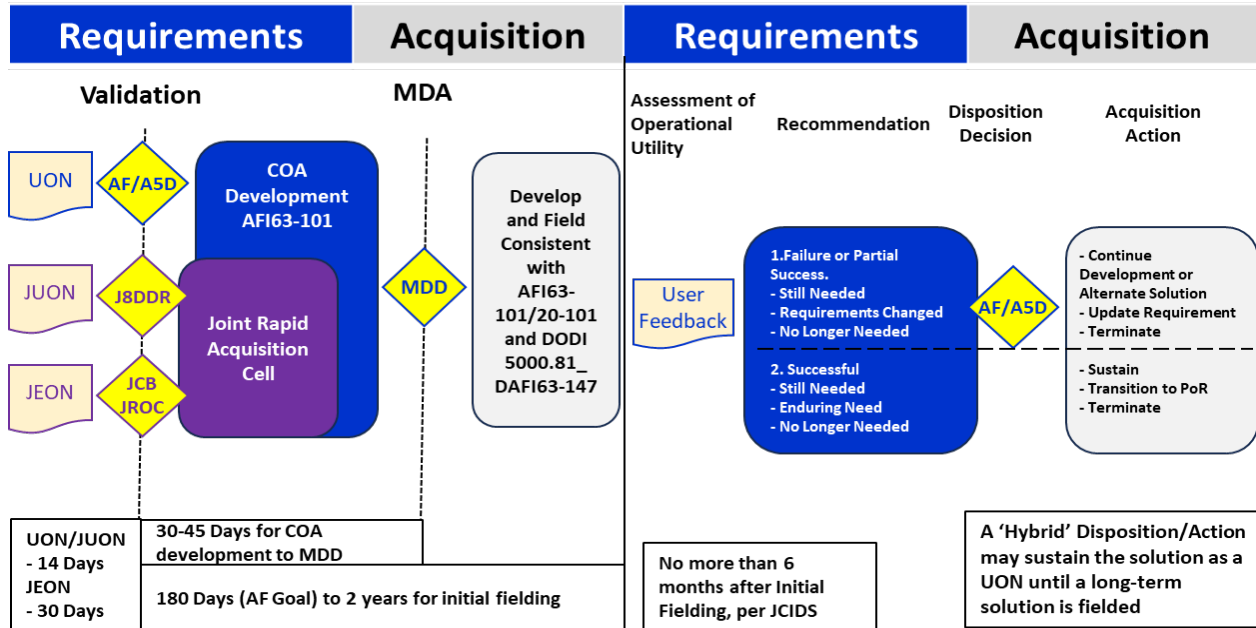


Figure 1.2. The Quick Action Requirements Process

SECTION 2. AIR FORCE URGENT OPERATIONAL NEEDS

2.1. Overview. UONs identify AF specific needs, as opposed to JUONs, which identify multi-service or Joint needs, and are associated with a current conflict or crisis that, if left unfulfilled, would likely result in capability gaps leading to unacceptable loss of life or critical mission failure. The goal of the urgent needs process is to deliver initial fielded capability no later than two years following validation of the UON request. The UON process is not intended for major system development activities, requesting of non-materiel solutions, or force deployments. However, it may identify a non-materiel approach as the most effective solution as the request is processed.

2.2. Validation Process. Due to the urgency of the request, UONs are processed on a compressed timeline and minimally staffed. The process is shown in Figure 2.1.

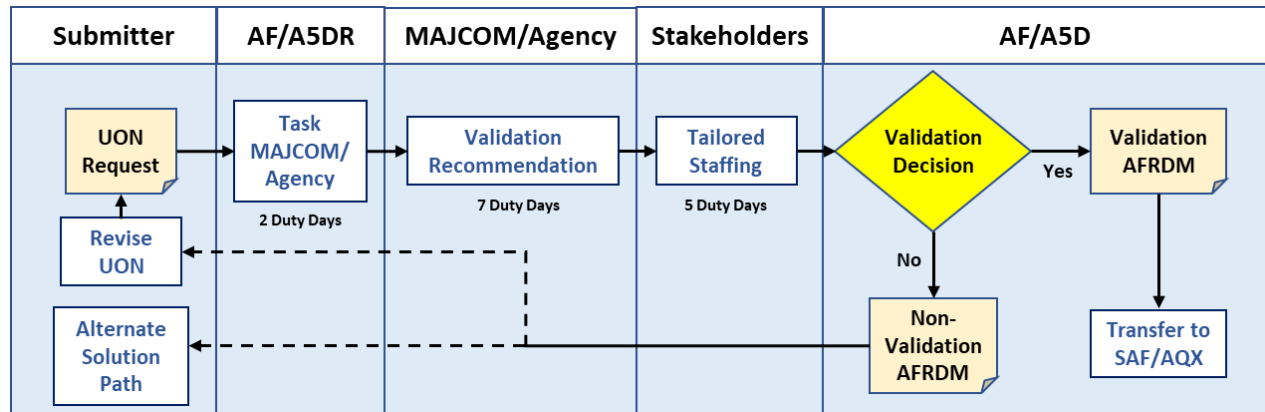


Figure 2.1. AF UON Validation Overview

2.2.1. UON Request. All UON requests are submitted to AF/A5D by Commanders or designated representatives of Component Commands or Numbered Air Forces. Major Command (MAJCOM) and Agency Directors of Requirements or their designated representatives may also submit UONs on behalf of an AF Component or Numbered Air Force.

To facilitate expeditious identification of a satisfactory solution when submitting a UON Request, UON submitters are encouraged to contact the proposed MAJCOM/Agency solution sponsor and Urgent Needs Point of Contact (POC) from AF/A5DR and SAF/AQX as early as possible.

Organizations submitting or endorsing a UON request should ensure that the UON request meets the following criteria:

- Requested need is in support of an ongoing, current conflict, or crisis situation.
- Failure to meet the need is likely to result in loss of life or critical mission failure.
- An acceptable and feasible solution is capable of being fielded within two years.
- Potential solutions exist which will not require substantial development effort and are based on technologies that are proven and available.

AF/A5D will not normally validate a UON request that fails to meet the above criteria. However, any of these criteria may be waived with sufficient justification.

A recommended UON Request template is provided in Attachment 1 of this Guidebook. The submitter is encouraged to provide as much information as possible.

2.2.2. Identify/Task MAJCOM/Agency. AF/A5DR and the HAF Subject Matter Expert (SME), will review the UON Request and request SAF/AQX, and AF/A8P also review, identify other stakeholders, and recommend a MAJCOM/Agency Office that will provide a validation recommendation. The MAJCOM/Agency recommendation will be based on the impacted mission area and potential solution sponsorship. AF/A5DR, will formally task the selected MAJCOM/Agency to review the UON Request and return a validation recommendation to AF/A5D. It is advisable to contact the prospective MAJCOM/Agency prior to sending the tasking. Formal UON Lead MAJCOM/Agency designation will be requested after validation as stated in section 2.2.5.

2.2.3. Validation Recommendation. The selected MAJCOM/Agency will lead the review of the UON Request and provide a validation recommendation to AF/A5D. The MAJCOM/Agency should determine if the UON Request meets the urgent needs entry criteria as described in paragraph 2.2.1. The Validation Recommendation should be signed out at the GO/SES level and provided to AF/A5D.

The validation recommendation will provide AF/A5D a definitive recommendation to validate or not validate the UON Request and a thorough rationale. The recommendation should contain additional stakeholders for staffing as needed.

The validation recommendation should not be delayed for consideration of Course of Action (COA) development or other coordination.

2.2.4. Tailored Staffing. AF/A5DR works with the HAF SME to initiate tailored staffing via IRSS, or other appropriate method. Stakeholders and other tasked organizations provide comment and coordination regarding the recommendation to validate the UON Request within five duty days. **AF/A5D may allow additional time to account for stakeholder deliberation, but a sense of urgency must be preserved.** Stakeholders should quickly assess the feasibility of providing a suitable solution. Feasibility issues may include:

- Availability of technology to field a useful solution in the two-year timeframe.
- Sufficient mitigation of the gap within the operational timeframe.
- Existing deliberate process programs that may provide a capability in the operational timeframe.
- Must not exceed \$525 million in research, development, and test and evaluation, or \$3.065 billion for procurements in Fiscal Year 2020 constant dollars.
- Can be acquired under a fixed price contract.

If a recommendation to not validate appears likely, the AF/A5DR, the HAF SME, the MAJCOM/Agency OPR, and SAF/AQX should contact the UON submitter to explore options for meeting the need. Options include:

- De-scope the UON requirement. For example, a UON requesting a counter UAS capability could be de-scoped to a point-defense, counter small UAS capability. The de-scope would be included in the validation AFRDM.
- Pursue a non-materiel approach such as a request for forces with the desired capability or a change to tactics. The submitter would then withdraw the UON.
- The OPR or other organization would agree to pursue a solution through the deliberate requirements validation process. The submitter would then withdraw the UON.
- The UON submitter could choose to accept the risk and withdraw the UON.
- The UON submitter could withdraw the UON and pursue through options available to the parent COCOM. See DoDI 5000.81_DAFI63-147 for COCOM options.

2.2.5. Validation Decision. At the conclusion of tailored staffing, AF/A5DR, SAF/AQX, and the HAF SME develop a UON validation package for AF/A5D review.

- The UON Validation AFRDM will:
 - Request SAF/AQX task a USAF Program Executive Officer (PEO), to develop COAs for approval by the MDA. **These COAs should be presented to stakeholders no later than 30 calendar days after assignment.**
 - **Request AF/A8P designate a lead command/agency as the designated requirements sponsor(s) to collaborate with the PEO on COA development.**
 - Request SAF/AQX provide a POA&M for the MDA approved COA and quarterly progress updates.
 - **SAF/AQX should document official UON acceptance, establish metrics/timeframes for UON document acceptance, and the fielding date.**
 - Contain any previously agreed to de-scoping of the UON.
 - Be accompanied by the UON and forwarded to the Joint Staff Gatekeeper for Information.
- The UON Non-Validation AFRDM will:
 - State the reason why the UON was not validated.
 - Provide a recommended alternative. An OPR for the alternative may be designated.
 - Be returned to the UON submitter.

2.2.6. Revalidation. The need for revalidation is covered in Section 4. The revalidation process is the same as the validation process, but the focus is on changes to the need or the progress towards the solution and the expectations for delivery of the solution. Revalidation may be initiated by the submitter, SAF/AQX, AF/A5D, or the lead organization as they see the need.

2.3. Course of Action Development. The assigned PEO is responsible for leading COA development with the designated lead MAJCOM/Agency and other interested stakeholders. The team should assess the validated required capability, determine the performance attributes necessary to provide the requested capability, and analyze potential COAs that consider the range of potential solutions to include COTS/GOTS solutions and existing domestic or foreign-made systems. **PEOs should ensure the technical/manufacturing readiness levels do not require significant developmental efforts to resolve or substantially mitigate the identified urgent need within 2-years from the date of the validation.** The team should also ensure the special programs community is part of this coordinated effort so that all possible COAs are evaluated. Multiple COAs may be developed to provide a phased or incremental fielding of capabilities. The Program Office will present the recommended COAs to the MDA for approval. The selected COA is documented in an Acquisition Decision Memorandum. **If COAs project fielding beyond 2-years and/or technical/manufacturing readiness levels require significant development efforts, the PEO will deliver a recommendation of an interim capability or a recommendation to transition to another acquisition pathway.**

2.4. Funding. SAF/AQX should work with the assigned PEO to identify and execute funding strategies for UONs upon approved COA selection.

2.5. Tracking. Tracking and status reporting begins at QAR submission and continues until solution fielding and/or closure. Upon any QAR validation, SAF/AQX tracks the **acquisition equities of the** assigned urgent need and reports status quarterly to the AF/A5D. **Program Managers should complete quarterly, UON-**

specific management acquisition reports for PEO review and approval that detail UON cost, schedule, performance, and funding execution data. SAF/AQX should track and document these reports and provide to AF/A5D in a quarterly review. The AF UON Coordinator will forward this quarterly report to the Joint Staff Gatekeeper and appropriate stakeholders.

SECTION 3. JOINT URGENT/EMERGENT OPERATIONAL NEEDS

3.1. AF Procedures. A JUON is driven by a current or ongoing contingency and a JEON is driven by an anticipated contingency operation. Both JUONs and JEONs represent capability needs that are inherently joint or affecting two or more Department of Defense Components. Each are submitted to the Joint Staff J-8 under the guidance of Enclosure B, Appendix F, Annex A of the JCIDS Manual.

3.2. Staffing. The AF Functional Capabilities Board (FCB) Lead is the AF interface with the Joint Staff on JUON/JEON issues and initiation of JUON/JEON staffing actions within the Air Force.

- When a JUON/JEON is submitted for Joint Staff triage, the AF FCB Lead notifies the AF/A5DR Urgent Needs POC. The Urgent Needs POC identifies a HAF SME and notifies SAF/AQX and other AF stakeholders.
- The AF FCB Lead, in coordination with AF/A5DR, determines AF equity, establishes the proposed AF position, and develops the AF response to Joint Staff triage questions.

3.3. Validation. Joint Staff J-8/DDRCD is the validation authority for JUONs. The JROC, or JCB if designated by the VCJCS, is the Validation Authority for JEONs. The validation authority sends the validated JUON/JEON to the JRAC.

- The AF FCB Lead notifies the AF/A5DR Urgent Needs POC of JUON/JEON decisions.
- The JRAC receives the validated JUON/JEON and assigns a lead service or agency as the solution provider.
 - If USAF is not assigned as the solution provider, no further action is required.
 - If USAF is assigned as the solution sponsor:
 - The JUON/JEON is forwarded to SAF/AQX for action and PEO assignment.
 - AF/A5DR will request AF/A8P designate a lead command.
 - AF/A5DR enters the validation memorandum into IRSS and tracks until disposition in the same manner as UONs.
 - COA development commences.

3.4. Course of Action Development. The COA development process follows the UON process as in section 2.3.

- The AF/A5DR Urgent Needs POC and FCB Lead maintain close coordination with the lead command and SAF/AQX as COAs are developed.
- COAs are presented to the MDA for approval.

3.5. Tracking. USAF tracking responsibilities are identical to UON tracking in Section 2.4.

SECTION 4. URGENT NEEDS FIELDING AND DISPOSITION

This process is illustrated in Figure 4.1.

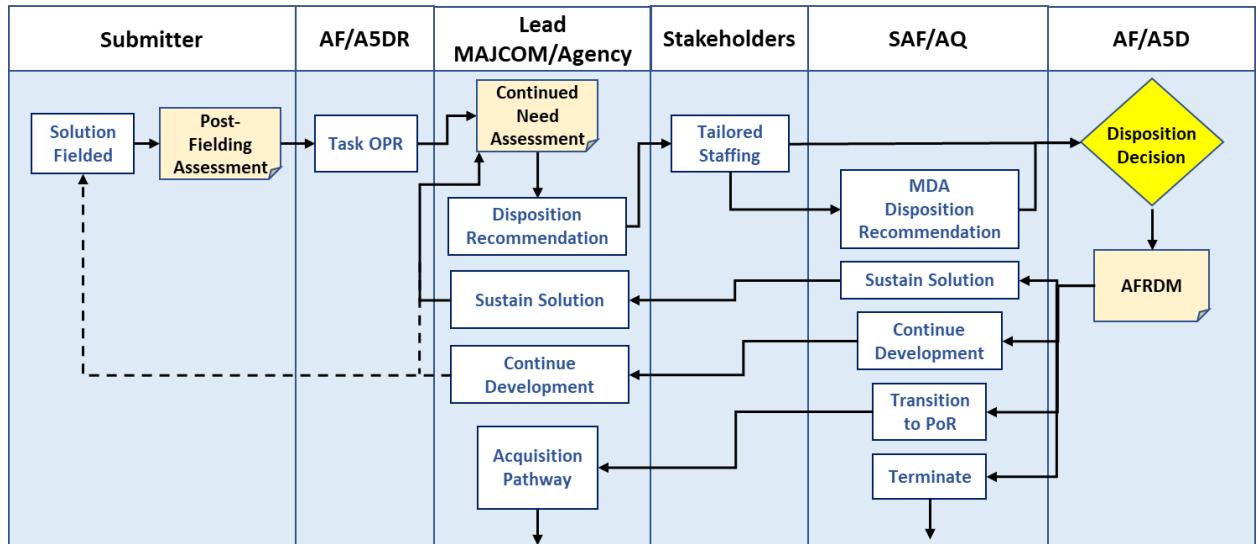


Figure 4.1. Urgent Needs Fielding and Disposition

4.1. Solution Development and Fielding. The MAJCOM/Agency POC and Program Office should maintain close contact with operators in the field to obtain and provide feedback on the status of the urgent capability solution as it progresses through development toward production and fielding. At a minimum, active UONs will be reviewed on a biennial basis and an AFRDM will document the results and provide further guidance if necessary.

Quarterly status updates and biennial reviews enable the validation authority to:

- Determine how well the solution is progressing and whether any adjustments need to be made to the requirements validation, funding, etc.
 - Per DoDI 5000.81_DAFI63-147, the Program Manager is responsible for development activities, including an assessment of the performance, safety, suitability, and survivability of the capability, but does not require that all identified deficiencies including those related to safety be resolved prior to production or deployment. The MDA, in collaboration with the lead MAJCOM and the user, will determine the acceptable level of acquisition risk. The requirements validation authority, with consultation from the lead MAJCOM and the user, will determine which deficiencies must be resolved and what operational risk can be accepted.
 - If adjustments to the program require changes to the original urgent need validation, such as requirements, quantities, scope, etc., the MAJCOM/Agency OPR in coordination with the Program Manager may recommend an update and revalidation by the validation authority. See section 2.2.6 for revalidation guidance.
- Determine if the capability requested by the original QAR is still needed as validated.
- If the requested capability is still needed and no changes need to be made to either the QAR request or the validation decision memo, then no further documentation is needed. Solution development continues based on the original QAR request and validation decision memo.

- If changes need to be made to the original urgent need request or the validation decision memorandum such as requirements changes, quantity, timeline, etc., the Lead MAJCOM/Agency, in coordination with the Program Manager, may recommend an update and revalidation by the validation authority. See section 2.2.6 for revalidation guidance.
- If the requested capability is no longer needed or justified as an urgent need, the requirement submitter may withdraw the urgent need request and the MAJCOM/Agency POC in coordination with the Program Manager may recommend termination of the urgent need and discontinue the urgent capability acquisition effort.

4.2. Post-Fielding Assessments.

4.2.1. UON Post Fielding Assessments. The HAF SME, AF/A5DR Urgent Needs POC, MAJCOM/Agency POC, and Program Manager solicit information on the viability of the solution from the warfighter. The feedback can be an Assessment of Operational Utility (AOU) as described in the JCIDS Manual, or as a post fielding assessment, like formal operational testing as described in DoDI 5000.81_DAFI63-147. A post fielding assessment is a formal report from the urgent need submitter that describes how well the solution met the requirement, and whether any modifications need to be made to the requirements, quantities, or the solution itself. The assessment should occur within 6 months following initial fielding.

4.2.2. JUON/JEON Post-Fielding Assessments. The JCIDS Manual allows only AOU to provide JUON and JEON assessments. Details are in the JCIDS Manual, Enclosure B, Appendix F, Annex A.

4.3. Disposition Analysis and Recommendation.

4.3.1. UON Disposition. Validation remains in effect until it is formally withdrawn, rescinded, revalidated, or when the solution is replaced by a follow-on capability. Table 4.1 outlines the disposition options.

- Only the UON submitter may withdraw a UON. A memorandum to AF/A5D from the submitting organization followed by an AFRDM signed by AF/A5D is required.
- Only AF/A5D may rescind or revalidate a UON.

Table 4.1. Disposition Decision Matrix

Post-Fielding Assessment	Continued Need Assessment	Stakeholder Endorsement	AF A5/7D Decision
Failure / Partial Success: The fielded solution did not fully satisfy the urgent need in terms of quantity or scope	Capability is still needed as requested and validated	Confirm Urgent Need remains valid	Continue development or pursue an alternate solution
	Capability is still needed but request needs updated to address changed requirements	Confirm Urgent Need remains valid and updated requirements are valid	Continue development or pursue an alternate solution
	Capability is no longer needed	Confirm capability is no longer needed	Rescind Urgent Need validation. Request SAF/AQ terminate program
Solution Successful: The fielded solution fully satisfied the urgent need in terms of quantity and scope	Capability is still needed as requested and validated	Confirm Urgent Need is satisfied, and the urgent need remains beyond the original timeframe	Sustain current capability beyond duration of original Urgent Need
	Capability is a potential Enduring Need beyond the scope, quantity, or timeframe of the Urgent Need	Confirm Urgent Need is satisfied, an enduring need exists and should be sustained beyond the Urgent Need timeframe.	Transition program to a Program of Record through the Adaptive Acquisition Framework
	Capability is no longer needed	Confirm the Urgent Need was satisfied, the Urgent Need no longer exists, and there is no Enduring Need	Request SAF/AQ terminate program

The continued need assessment conducted by the Solution Sponsor provides the status of the urgent need and a recommendation for disposition of the fielded solution. The validated urgent need, related AOU, and/or disposition analysis should be leveraged to minimize generation of new or additional requirements documents to support follow-on efforts.

The AF/A5DR Urgent Needs POC, HAF SME, MAJCOM/Agency POC, Program Office, and SAF/AQX make a recommendation to AF/A5D regarding urgent needs disposition. Disposition should be completed within one year after fielding.

The AF/A5DR Urgent Needs POC ensures AF/A5D decisions are relayed to stakeholders.

4.3.2. JUON and JEON Disposition. Guidance is in the JCIDS Manual, Enclosure, A, Appendix B, Section 6.

4.4. Completion and Closure of an Urgent Need. A fielded solution that addresses the capability needs as concluded by the Post Fielding Assessment completes the urgent need action and will generate an AF/A5D decision.

- If the urgent need remains active and the solution meets the need, the solution is sustained in place. The urgent need should be reviewed at a minimum of every two years to confirm that the requirements are still valid, and the needs are still being met.
- If the fielded solution potentially meets enduring capability needs that would justify status as a program of record, AF/A5DR will contact the MAJCOM/Agency OPR, SAF/AQX, and the Program Office to discuss the feasibility of transitioning the solution into a program of record.
- There may be an enduring need for the capability, but the fielded solution does not represent the preferred long-term capability. AF/A5D should contact the MAJCOM/Agency OPR, SAF/AQX, and Program Office to discuss options.

Any decision other than sustain the current capability, continue development, or pursue a different solution, will drive an AF/A5D decision to close the UON via an AFRDM.

APPENDIX 1 – REFERENCES AND ACRONYMS

References

HAFMD 1-57, *Deputy Chief of Staff, Air Force Futures (AF/A5/7)*

AFI 63-101/20-101, *Integrated Life Cycle Management*

DAFP 63-128, *Integrated Life Cycle Management*

Manual for the Operation of Joint Capabilities Integration and Development System

DoDI 5000.02, *Adaptive Acquisition Framework*

DODI 5000.81_DAFI63-147, *Urgent Capability Acquisition*

DoD Directive 5000.71, *Rapid Fulfillment of Combatant Commander Urgent Operational Needs and Other Quick Reaction Requirements*

AF/A5DR Requirements Page on the AF Portal. Instructions are on page ii of this guidebook.

Abbreviations and Acronyms

AFRDM - Air Force Requirements Decision Memorandum

AOU - Assessment of Operational Utility

COA - Course of Action

FCB - Functional Capabilities Board

IRSS - Information & Resource Support System

JCIDS - Joint Capabilities Integration and Development System

JEON - Joint Emergent Operational Need

JRAC - Joint Rapid Acquisition Cell

JUON - Joint Urgent Operational Need

MAJCOM - Major Command

MDA - Milestone Decision Authority

OCR - Office of Collateral Responsibility

OPR - Office of Primary Responsibility

PEO - Program Executive Officer

POC - Point of Contact

QAR - Quick Action Requirement

SME - Subject Matter Expert

UON - Urgent Operational Need

W-SIG - Warfighter Senior Integrating Group

Attachment 1. Recommended Format for AF UON Submission**Recommended UON Submission Format**

This is a recommended format. The distribution addressees are mandatory. Requests should focus on identifying a capability gap or shortfall and any constraints that might impact selection of a solution. This format is provided to help the submitter communicate the need. To ensure full understanding of the need and realistic expectations, the submitter should contact the AF/A5D, SAF/AQX, and a proposed MAJCOM/Agency OPR as early as possible when considering submission of a UON.

****SIPRNET e-mail is the required method for submitting all collateral secret and below submissions. Submissions above collateral secret will use an appropriate network****

Include proper classification markings on all paragraphs and SUBJECT line (even if UNCLASS). If classified, include classification source and declassification instructions. CAREFULLY CONSIDER THE PROPER CLASSIFICATION FOR EACH PARAGRAPH. DO NOT OVERCLASSIFY!!

DISTRIBUTION LIST: At a minimum the UON request must be sent to the following email addresses:

AF/A5D at (SIPRNET: usaf.pentagon.af-a5-8.mbx.a5r-workflow@mail.smil.mil)

SAF/AQX at (SIPRNET: usaf.pentagon.saf-aq.mbx.saf-aqx-wkflw@mail.smil.mil)

AFMC/A5R at (SIPRNET: usaf.wright-patt.afmc-a5-8-9.mbx.afmc-a5r-workflow@mail.smil.mil)

** For submission above collateral Secret, contact the AF/A5DR UON coordinator for a recommended distribution list**

Additionally include appropriate Combatant Command agencies: e.g., CENTCOM/J3
MEMORANDUM FOR AF/A5D, SAF/AQX, AFMC/A5R, MAJCOM/Agency OPR (as applicable)

DATE:

FROM: [Submitter]

SUBJECT: Urgent Operational Need For [title of deficiency. If possible. use an unclassified title]

MISSION DESCRIPTION. Identify the operation and theater being supported. Identify the general mission area where the urgent operational deficiency exists (e.g., electronic combat, aircrew chemical defense, command and control, precision strike). If applicable, identify the specific system or platform (e.g., B-52, F-15, JDAM) associated with the request.

REQUIRED CAPABILITY. Describe in broad terms the relevant capability or capabilities needed to address the mission area identified in the previous paragraph. This should include desired effects and outcomes as well as the tasks and functions that must be performed.

URGENT OPERATIONAL NEED. Describe the capability shortfall or gap as specifically as possible to include the tasks or functions that cannot be accomplished or that are unacceptably limited. Identify whether the gap is due to no existing capability, deficiency in a fielded capability, or an effective capability fielded in insufficient quantities.

KEY CHARACTERISTICS: If applicable, describe any key characteristics required for the solution

and the minimum level of performance for these characteristics. Speed, range, payload, accuracy, reliability, interoperability, and mission availability are examples of characteristics. If multiple characteristics are provided, they should be prioritized based on their value to the warfighter.

PRIORITY: Describe how this urgent need ranks in priority compared to other urgent needs identified by the commander that have not yet been delivered.

REQUIRED QUANTITIES: Identify quantities required. Include expected quantities required for spares and/or training activities.

IMPACT IF CAPABILITY NOT PROVIDED: Discuss the risks to human life and mission success and how these risks will be mitigated if the capability is not provided.

CONSTRAINTS. Identify constraints, qualifications, or circumstances that could impact the design or selection of a solution.

THREAT AND OPERATIONAL ENVIRONMENT. Describe in general terms the operational environment in which the capability will be used and how it will be employed including any biological, chemical, electromagnetic, or climatological considerations.

INTEROPERABILITY. Identify and discuss any interoperability considerations for the solution such as systems and interfaces through which it will exchange information. Availability or limitations on command, control, communications, and intelligence support; mission planning data: weather, oceanographic and astrogeophysical support should be discussed. Identify any other systems with which the solution must interact.

TIMEFRAME. Identify the required initial operational capability date. Avoid using terms such as ASAP. If known, identify how long the capability will be needed.

OTHER CONSTRAINTS. Discuss any other constraints including (but not limited to) arms control treaties; logistics support; life cycle sustainment issues; transportation availability; manpower; training; human factors; environmental; safety; occupational health hazards; technology protection; system security engineering; and non-military sensitivities.

RECOMMENDATIONS. Briefly discuss any materiel or non-materiel solutions considered by the submitter. If the submitter has identified a preferred or recommended solution, it should be provided in this paragraph.

POINTS OF CONTACT (POCs). Identify the approving commander and one or more POCs that can be contacted regarding this urgent need. Provide name, grade, office symbol, phone number (DSN and/or Commercial) and email address (NIPRNET and SIPRNET).