AF/A5R

REQUIREMENTS DEVELOPMENT GUIDEBOOK

Volume 2

Urgent Needs Process

24 Jun 2020, Version 8.3

Requirements Integration Division

AF/A5RP, Pentagon 5C858

PREFACE

This Guidebook is one in a series of AF/A5R developed guides describing the Air Force process for validation of *operational capability requirements* in support of overarching Capability Development efforts and in compliance with the main processes for "Requirements" via the Joint Capabilities Integration and Development System (JCIDS), for "Acquisition" via the Defense Acquisition System (DAS), and for "Resourcing" via the Air Force Strategy, Planning, Programming, Budgeting and Execution (SPPBE). **This guidebook describes the specific requirements actions to support the urgent needs process.**

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

This Guidebook is a "how to" guide for use by all stakeholders participating in the Air Force requirements process -- and in some cases it includes the answer to the questions, "why do we have to do it that way," "where is that written," and "where do we find additional information."

NOTE: Although the AF/A5R Requirements Development Guidebooks are generally non-directive in nature, they represent official guidance and procedures developed to ensure compliance with, and implementation of, overarching Requirements and Acquisition policies. Per AF/A5R direction and authority under HAF Mission Directive 1-7, to the maximum extent practical, Air Force Sponsors are expected to follow the guidance and procedures described in the AF/A5R Guidebooks or coordinate with AF/A5RP for tailoring.

If you have questions regarding specific information in the guidebook(s), or if you have suggestions for improvements, please contact the OPR:

> OPR: James "Trip" Weyer, james.e.weyer.civ@mail.mil, (703) 695-6244 (DSN 225)

AF/A5RP Portal Page. Additional guidance and information to supplement this Guidebook is located on the AF Portal:

- To access the A5RP Requirements Portal Page: go to https://www.my.af.mil
- Navigate to "Organizations A-Z", then type in "A5RP Requirements"

CHANGE SUMMARY

| Change Summary	Date
Initial Release: Provides the "current" description of the process	29 April 2016
Administrative Changes - Clarified UON submission	4 May 2016
Clarified that AF/A5R validation/approval decisions are documented via official memorandum and archived in IRSS	16 May 2016
• Changed the title back to "Requirements Development" to re-align nomenclature and with draft AFPD 10-6 which remain titled "Capability Requirements Development" NOTE: "Capability Development" will now be aligned with AFPD 90-11, Strategic Planning and Programming Process (SP3)	8 Aug 2016
• Added the following: AF/A5RP conducts an "eAFROC" via IRSS for AF stakeholder review of the UON prior to submitting to AF/A5R for validation with a goal of making a decision within 14-21 days of receipt of the UON request. • Clarified that decisions will be documented in writing (e.g. requirements decision memo (RDM), email, staff summary, decision chart, etc.).	19 Sep 2016
• Added language to distinguish UONs from CSAF designated QRC. • Updated guidance to be consistent with JCIDS and DoD Instruction 5000.02 concerning "Disposition Analysis" (to clarify transition decisions). Eliminate use of the term "CTD" aka, transition decision except as it pertains to the specific decision to transition a fielded solution to a program of record.	3 Oct 2017
• Admin changes to reflect AF/A5RP (without a dash) and integration of A5RJ • Clarifications to expedite the validation phase (14-21 days)	20 March 2018 Ver 7.1
• Added roles and responsibilities • Clarification on when to "close" UON tracking (from an AF perspective) • Admin changes to reflect new AF/A5 and AF/A8	31 October 2018
• Admin updates and errata changes • Updated the staffing overview chart (Fig 2.1) • Added clarification for disposition analysis (Table 4.1)	1 July 2019 Ver 7.2
• Edits to clarify expectation to follow the guidebooks (vice "comply with")… • Clarification of Sponsor designation for JUON/JEON process • Clarification regarding CDC roles and decisions regarding Program of Record	1 Aug 2019 Ver 8.0
• Updated the references to HAF MD 1-56 (A5/8) which has been replaced by HAF MD 1-7 (AF/A5)	4 Dec 2019 Ver 8.1
• New email for AFMC A5R • Updated references to DoDI 5000.81, Urgent Capability Acquisition (formerly DoDI 5000.02 enclosure 13)	30 Jan 2020 Ver 8.2
• Updated to clarify language regarding status updates and "validation"	24 June 2020 Ver 8.3

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SECTION 1. OVERVIEW

1.1 Purpose. This guidebook provides a description of the AF procedures regarding Urgent Operational Needs (UONs), Joint Urgent Operational Needs (JUONs), and Joint Emergent Operational Needs (JEONs) as described in the JCIDS Manual (Urgent Process) and DoD Instruction 5000.81, *Urgent Capability Acquisition*.

1.2. AF/A5R Responsibility and Authority. The Director, AF/A5R has two decision-making responsibilities/authorities in the Urgent Needs process:

- First, the Director, AF/A5R is the validation authority for all AF UON requests. For detailed information on UON validation procedures, refer to **Section 2.3 and 2.4** of this Guidebook.

- Second, AF/A5R is the requirements decision authority for endorsement of the disposition analysis and recommendation (e.g. update, revalidation, termination, closure, etc.) for urgent needs where the AF is the capability solution sponsor/provider or designated as the lead Service. For detailed procedures on disposition recommendations, refer to **Section 4.5** of this Guidebook.

- *NOTE: Formal decisions are captured in writing (e.g. requirements decision memo (RDM), email, staff summary, decision chart, etc.) and archived in the Information & Resource Support System (IRSS) database. AF/A5RP ensures decisions are relayed to appropriate stakeholders including HAF, Joint Staff and OSD organizations (as applicable).*

**Figure 1.1. Urgent Needs Process Overview**
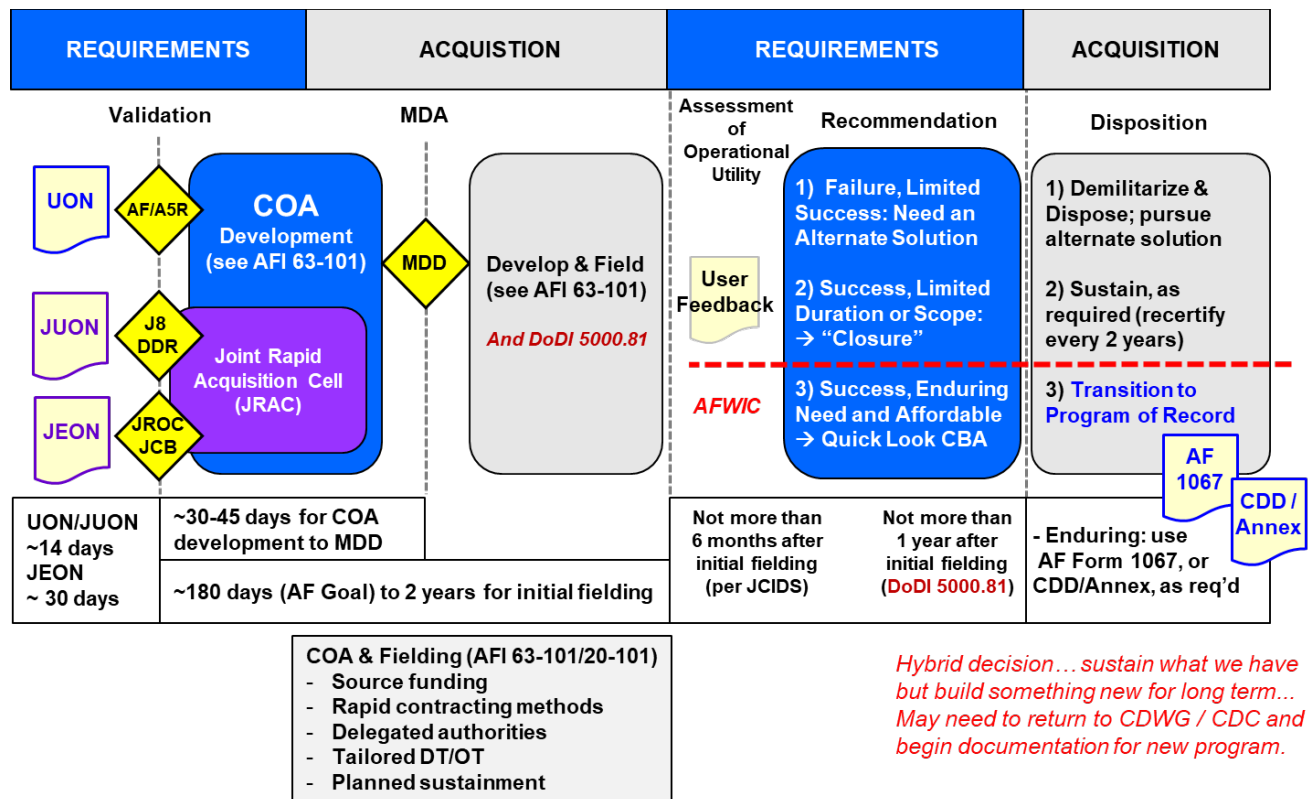
SECTION 2. AIR FORCE URGENT OPERATIONAL NEEDS (UON)

2.1. Overview. "UONs" identify AF-specific needs (as opposed to JUONs, which identify "Joint" needs) associated with a current conflict or crisis situation that, if left un-addressed, would likely result in unacceptable loss of life or critical mission failure. The goal of the Urgent Needs process is to deliver initial fielded capability within months, but not later than two years following validation of the UON request.

- *NOTE: The UON process is not intended for major system development activities, requesting non-materiel solutions or force deployments; however, it may identify a non-materiel approach as the most effective solution as the request goes through the process.*

Figure 2.1. AF UON Validation Overview
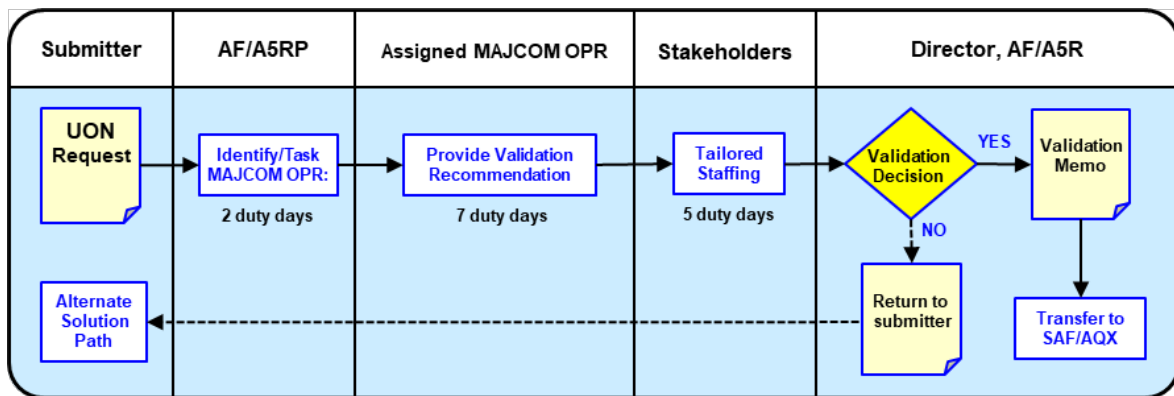
2.2. AF UON Request Submission (by the warfighter). An AF Component Command/Numbered AF (approved by the Commander or designated representative) may submit a UON Request to AF/A5R. If necessary, UONs may be submitted by a MAJCOM/Agency (approved by the Director of Requirements or designated representative) on behalf of an AF Component/Numbered Air Force. Organizations submitting or endorsing a UON request must 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 solution is capable of being fielded within two (2) years

- Potential solutions exist which will not require substantial development effort, and are based on technologies that are proven and available (per DoDI 5000.81)

  - *NOTE: Failure to meet these criteria would normally result in a recommendation to not validate the UON Request.*
  - *NOTE: While fielding a capability solution in less than two years is a goal, a UON Request should not be held up in cases where this is unable to be determined at the time of validation. UONs may also be validated to support near-term resourcing and initiation of efforts to field capability solutions beyond the two year point.*

UON Submission Format. A recommended format for submission of an AF UON Request is provided at **Attachment 1** of this Guidebook. The submitter is encouraged to provide as much information as possible.

Early Notification. To facilitate expeditious identification of a satisfactory solution, UON submitters are encouraged to contact the proposed MAJCOM/Agency solution sponsor and Urgent Needs POCs from AF/A5RP and SAF/AQX as early as possible if they are planning to submit a UON Request.

Assignment to MAJCOM/Agency OPR as the Potential Solution Sponsor. AF/A5RP in consultation with the appropriate AF/A5R Functional Division reviews each UON Request, identifies a HAF SME and stakeholders, and designates a MAJCOM/Agency OPR and OCR(s) based on the impacted mission area and/or potential solution sponsorship. AF/A5RP works with the HAF SME to create an initial formal tasker (e.g. via IRSS, SIPR TMT, eSSS or other appropriate means) requesting OPR/OCR and review of the UON Request to provide a validation recommendation to AF/A5R.

2.3. UON Validation Recommendation (led by the designated MAJCOM/Agency OPR). The designated MAJCOM/Agency OPR leads the review of the UON Request and any supporting materials, to provide a validation recommendation to AF/A5R.

- *NOTE: The task at this point is just to determine if the UON Request meets the criteria (as described in paragraph 2.2. above) to allow entry into the urgent needs process – the validation recommendation and decision should not be delayed for consideration of detailed COA development or other coordination; there will be time for that after the validation decision is made.*

MAJCOM/Agency POC(s). To facilitate coordination and tracking, the response to the validation recommendation tasking should include the names and office(s) of the MAJCOM/Agency POC(s) who will be able to provide information and updates on the status of the UON for the duration from validation until completion of solution fielding and/or closure (as appropriate).

Key Stakeholders. The response also needs to include a list of any additional stakeholders (names and/or organizations) who should be included in the staffing review prior to validation.

2.4. UON Staffing and Validation (Decision by the Director, AF/A5R)

Tailored UON Staffing. AF/A5RP works with the HAF SME to initiate tailored UON staffing either via IRSS, SIPRNet TMT, eSSS or other appropriate method. Stakeholders and other tasked organizations provide comment and coordination regarding the recommendation to validate the UON Request.

Validation Decision. At the conclusion of UON staffing, the AF/A5R SME works with the AF/A5RP Urgent Needs POC to develop a UON validation presentation/package for AF/A5R for review.

- o *NOTE: Formal decisions are captured in writing (e.g. requirements decision memo (RDM), email, staff summary, decision chart, etc.) and archived in the Information & Resource Support System (IRSS) database. AF/A5RP ensures decisions are relayed to appropriate stakeholder including HAF, Joint Staff and OSD organizations (as applicable).*

- If Validated (for entry in the Urgent Needs process): AF/A5RP, on behalf of AF/A5R, transfers the validated UON (via email) to SAF/AQX, for formal assignment to a SAF/AQ Capability Directorate.

- If Not Validated (as a UON): The HAF SME and the MAJCOM/Agency POC work with the UON submitter to see if de-scoping the requirements is a possibility. If this is not an option, the decision memo should state the reason why the UON was disapproved and provide additional guidance on potential alternative approaches to address the capability needs.

2.5. UON Tracking (by the HAF SME and AF/A5RP): The HAF SME along with the AF/A5RP Urgent Needs POC tracks and reports the status of assigned urgent needs, beginning with assignment and continuing monthly through fielding (or termination) until a final disposition recommendation is made. Refer to **Section 4** of this Guidebook for more detail urgent needs tracking and disposition.

SECTION 3. JOINT URGENT/EMERGENT OPERATIONAL NEEDS (JUONS/JEONS)

3.1. AF Procedures for JUONs/JEONs. A "JUON" is a Joint _urgent_ need driven by a current/ongoing contingency and a "JEON" is a Joint _emergent_ need driven by _anticipated_ contingency operations. Both JUON and JEON represent capability needs identified by a warfighting commander (e.g. a Combatant Command) that require synchronization across multiple Service/agency providers to ensure complete and timely combat capability is provided to the Joint warfighter. JUONs/JEONs are submitted to the Joint Staff J-8 under the guidance of the JCIDS Manual.

- _NOTE: Validated JUONs/JEONs assigned to the AF for action are processed in the same manner as UONs, with the exception of staffing and validation; see below for further detail._

3.2. JUON/JEON 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 has been submitted for Joint Staff triage, the AF FCB Lead notifies the AF/A5RP Urgent Needs POC and they work with the appropriate AF/A5R Division to designate a HAF SME, in addition to notifying SAF/AQX and other AF stakeholders, as appropriate.

- The AF FCB Lead, in coordination with the AF/A5RP Division Chief, determines AF equity/interest, develops the AF response to Joint Staff triage questions, and establishes the proposed AF position in support of the initial FCB Working Group triage and prep session(s) for the FCB.

3.3. JUON/JEON Validation. Joint Staff J-8/DDRFA is the validation authority for JUONs. The Vice CJCS is the validation authority for JEONs.

- The AF FCB Lead notifies the AF/A5RP Division Chief, appropriate AF/A5R Division(s) and the AF/A5RP Urgent Needs POC of Joint Staff JUON/JEON decisions.

- If a JUON/JEON will potentially be assigned to the Air Force, AF/A5RP Urgent Needs POC ensures AF/A5R and SAF/AQX are notified. If not assigned to AF, no further action is required.

- If a JUON/JEON is assigned to the AF as the solution sponsor/provider, SAF/AQX, in coordination with the AF/A5RP Urgent Needs POC, in consultation with the appropriate AF/A5R Functional Division and the FCB Lead, designates a MAJCOM/Agency OPR and OCR(s) based on the impacted mission area and/or potential solution sponsorship.

- The AF/A5RP Urgent Needs POC and FCB Lead maintains close coordination with the MAJCOM/Agency POC, and SAF/AQX as COAs are developed for presentation to the Joint Rapid Acquisition Cell (JRAC) and the MDA for approval.

3.4. JUON/JEON Tracking. Refer to **Section 4** for more detail on urgent needs tracking.

SECTION 4. URGENT NEEDS TRACKING , COMPLETION and CLOSURE

4.1. Urgent Need Status. Upon UON validation, the HAF SME along with the AF/A5RP Urgent Needs POC work with SAF/AQX and the designated MAJCOM/Agency POC to track and report the status of assigned urgent needs. Tracking and status reporting begins at UON submission and continues for the duration until completion of solution fielding and/or closure (as appropriate).

- *NOTE: The AF/A5RP Urgent Needs POC ensures status updates are relayed to appropriate stakeholders including HAF, Joint Staff, and OSD (as required).*

- *NOTE: For urgent needs classified above the secret level or protected by SAP/SAR or ACCM designations, the AF/A5RP Urgent Needs POC works with the AF/A5RP Special Projects Branch to ensure current status is maintained on the appropriate Special Session network.*

- *NOTE: The validation of an urgent need does not "expire" (e.g. at the 2-year point). Validation remains in effect unless and until it is specifically withdrawn, rescinded or revalidated by the appropriate validation authority (i.e. via an AF RDM for AF UONs, or via a J8/DDR memo for JUONs, or JROCM for JEONs), or when the solution is replaced by a follow-on capability.*

4.2. Course of Action (COA) Development. The MAJCOM/Agency POC (as designated by AF/A5R) in collaboration with the Acquisition Program Office POC (as designated by SAF/AQX) and the urgent need sponsor/submitter POC (as determined by the original urgent need submission) assess the description of the required capability as described in the urgent need request. Together, they determine the performance attributes necessary to provide the requested capability and perform an analysis of potential courses of action that consider the range of potential solutions to include COTS/GOTS solutions and existing domestic or foreign-made systems.

- *NOTE: The MAJCOM/Agency POC should also ensure the special programs community is part of this coordination effort so that all possible COAs are evaluated.*

- *NOTE: The Program Manager presents the recommended course(s) of action to the MDA for approval. The selected course of action is documented in an Acquisition Decision Memorandum (ADM). More than one course of action may be selected to provide the phased or incremental fielding of capabilities. For each approved course of action, the Program Manager develops a draft Acquisition Strategy and an abbreviated program baseline based on readily available information. For further detail, refer to DoDI 5000.81.*

4.3. Tracking UON Status During Solution Development and Fielding (by the MAJCOM/Agency POC). The MAJCOM/Agency POC and Acquisition Program Manager should maintain close contact with operators in the field to obtain/provide feedback on the status of the urgent capability solution as it progresses thru development toward production and fielding.

- *NOTE: The validation of an urgent need does not "expire" (e.g. at the 2-year point, as is a commonly held misconception). For urgent needs, validation remains in effect unless and until it is specifically withdrawn, rescinded or revalidated by the appropriate validation authority (i.e. via an AF RDM for AF UONs, or via a J8/DDR memo for JUONs, or via JROCM for JEONs).*

Status updates and periodic reviews enable the validation authority to:

1) Determine whether or not the capability requested by the original UON/JUON/JEON is still needed/necessary as validated, or if it needs to be updated, revalidated or withdrawn, etc.

- If the capability is still needed (as requested by the UON submitter), and no changes need to be made to either the UON request or the validation decision memo, then no further

documentation is needed at that time. Continue solution development based on the original UON Request and/or validation decision memo (e.g. AF RDM or JROCM), monitor progress and report status monthly.

- If changes need to be made to the original urgent need request or the validation decision memo (e.g. requirements changes, quantity, timeline, etc.), the MAJCOM/Agency POC in coordination with the Program Manager may recommend update and revalidation by the urgent need validation authority (i.e. AF/A5R for UONs, or J8/DDR for JUONs, or JEONs.)

- If the requested capability is no longer needed or justified as an urgent need, the requirement sponsor/submitter may withdraw the urgent need request and the MAJCOM/Agency POC in coordination with the Program Manager may recommend termination/cancellation of the urgent need validation (by the validation authority) and discontinuation of the urgent capability acquisition effort (program cancellation decision by the MDA).

2) 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, 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 will, in consultation with the user and the requirements validation authority, determine which deficiencies must be resolved and what risks can be accepted.

- If adjustments to the program need to be made that require changes to the original urgent need validation (e.g. changes to requirements, quantities, scope, etc.), the MAJCOM/Agency OPR in coordination with the Program Manager may recommend update and revalidation by the validation authority.

4.4. Formal Post-Fielding Assessments (by the Warfighter/Submitter). The HAF SME along with the AF/A5RP Urgent Needs POC, work with the MAJCOM/Agency POC and Program Manager to solicit feedback from the warfighter. The feedback might come or in one of two forms, 1) in the form of an assessment of operational utility (as described in the JCIDS Manual), or 2) as a post deployment assessment (which is more like formal ops testing, as described in DoDI 5000.81).

- *NOTE: A post fielding assessment is a formal report from the urgent need submitter regarding how well the solution has met or is meeting the requirement, and whether any modifications need to be made to the requirements, quantities, or to the solution itself. Per JCIDS, the Assessment of Operational Utility should occur within 6 months following initial fielding.*

4.5. Disposition Analysis and Recommendation (Decision by the Director, AF/A5R). The disposition analysis and recommendation/endorsement (by the Director, AF/A5R) is separate from the assessment of operational utility and is intended to make recommendations to the MDA regarding 1) the status of the urgent need and 2) disposition of the fielded solution.

- *NOTE: The AF/A5RP Urgent Needs POC ensures recommendations approved by AF/A5R are relayed to appropriate stakeholders including HAF, Joint Staff, and OSD (as required).*

The HAF SME along with the AF/A5RP Urgent Needs POC, works with the MAJCOM/Agency POC, the Program Office and SAF/AQX to make a recommendation regarding urgent needs disposition (as described in DoD Instruction 5000.81), which should be completed within 1 year after fielding.

o *Note: The validated urgent need and related assessment of operational utility and/or disposition analysis should be leveraged to minimize generation of new or additional requirements documents to support follow-on efforts.*

Table 4.1. Disposition Recommendation Decision Matrix

Solution Status	Need Verified thru Urgent Need Submitter	AF/A5R Endorsement	Recommendation
Failure/Partial Success: The fielded solution does not provide full operational utility in terms of scope or quantity	Capability is still needed as requested and validated:	Provide confirmation that Urgent Need is still valid	Continue Development or Pursue Alternate Solution
	Capability is still needed but request needs to be updated	Review the request: consider updates and/or revalidation	Continue Development or Pursue Alternate Solution
	Capability no longer needed:	Rescind/Cancel Validation	Program Termination
Solution Successful: The fielded solution meets the requested urgent need in terms of both scope and quantity	Capability is still needed as requested and validated:	Provide confirmation that Urgent Need is satisfied and Recommend "Closure" of Urgent Need action item(s)	Sustain the Fielded Capability and Monitor and Review (at least every 2 years)
Solution with potential as an "Enduring Capability" that is beyond the scope and/or duration of the urgent need	(N/A)	*AF/A5R may direct the Sponsor to proceed to AF/A5A for a CBA or study and resourcing plan*	*Program Office support establishment of a Program of Record (working thru the MAJCOM/Agency OPR)*

"Completion" and "Closure" of Urgent Need Tracking. Once a solution is fielded that successfully addresses the capability needs, this constitutes completion of the urgent need action and a recommendation for "closure" of the urgent need (at least for AF/A5R for tracking purposes).

o *NOTE: In this case, the urgent need fielding action is considered "complete" (for AF/A5R tracking), but the urgent need remains "active" (i.e. validation does not expire, and no additional requirements documentation is necessary) – the urgent need should be reviewed at least every 2 years to confirm that the requirements are still valid, and the needs are still being met.*

o *NOTE: Validation of the urgent need does not "expire", the validation remains in effect unless and until it is specifically withdrawn, rescinded or revalidated by the appropriate validation authority (i.e. via an AF RDM for AF UONs, or via a J8/DDR memo for JUONs, or JROCM for JEONs).*

Potential as "Enduring Capability" (i.e. Program of Record). If the fielded solution also provides the potential to meet *enduring capability needs that should remain in the inventory beyond the scope of the contingency or crisis situation*, the MAJCOM/Agency OPR and Program Office would need to contact AF/A5A (AFWIC) to begin discussions and analysis (e.g. "Quick Look" CBA, or similar study) to determine feasibility of transitioning this capability/solution into the AF design and future force.

o *NOTE: The transition recommendation could be that there is potential for an enduring need for the capability, but that the fielded solution does not represent the preferred long-term capability. These decisions should be made in consultation with AF/A5A (AFWIC).*

APPENDIX 1 - GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Charter for the Air Force Capability Development Council (CDC)

HAF MD 1-7, *Deputy Chief of Staff for Strategy, Integration and Requirements (AF/A5)*

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

Manual for the Operation of Joint Capabilities Integration and Development System

DoD Instruction 5000.02, *Adaptive Acquisition Framework*

DoD Instruction 5000.81*, Urgent Capability Acquisition*

DoD Directive 5000.71, Rapid Fulfillment of Combatant Commander Urgent Operational Needs

AF/A5RP Requirements Page on the AF Portal (*requires AF Portal sign-on to gain access)*:

 https://www.my.af.mil; navigate via "Organizations", then type in "A5RP Requirements".

JCIDS Manual (requires CAC for access): **https://www.intelink.gov/wiki/JCIDS Manual**

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Abbreviations and Acronyms

ADM—Acquisition Decision Memorandum

RDM—Requirements Decision Memorandum

COA—Course of Action

DoD—Department of Defense

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

MDD—Materiel Development Decision

OPR—Office of Primary Responsibility

PM—Program Manager

POC—Point of Contact

SME—Subject Matter Expert

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Attachment 1. Recommended Format for AF UON Submission

Recommended UON Submission Format

NOTE: 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/A5R, SAF/AQX and a proposed MAJCOM/Agency OPR as early as possible when considering submission of a UON.

NOTE: SIPRNET e-mail is the required method for submitting a UON
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/A5R 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)

Additionally include appropriate Combatant Command agencies: e.g., CENTCOM/J3
MEMORANDUM FOR AF/A5R, 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 the manner in which 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. If possible, 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).