

BY ORDER OF THE  
SECRETARY OF THE AIR FORCE

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Acquisition

**URGENT CAPABILITY ACQUISITION**



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This publication implements Department of the Air Force Policy Directive (DAFPD) 63-1/20-1, *Integrated Life Cycle Management* and guidance in Department of Defense (DoD) Instruction (DoDI) 5000.81, *Urgent Capability Acquisition*. The DoD Instruction is printed word-for-word in regular font without editorial review. AF supplementary material is printed in bold font and indicated by “(Added)(AF).” This supplement provides AF guidance for the acquisition of capabilities fulfilling Joint Urgent Operational Needs (JUONs), Joint Emergent Operational Needs (JEONs) and Urgent Operational Needs (UONs). This publication applies to all civilian employees and uniformed members of Regular Air Force, the Air Force Reserve, the Air National Guard, the United States Space Force and those who are contractually obligated to comply with Department of the Air Force publications. Ensure that all records created as a result of processes prescribed in this publication are adhere to Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and are disposed of in accordance with the Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to SAF/AQX, at [SAF.AQ.SAF-AQXS.Policy.Workflow@us.af.mil](mailto:SAF.AQ.SAF-AQXS.Policy.Workflow@us.af.mil) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. This Department of the Air Force Instruction (DAFI) may be supplemented at any level, but all supplements must be routed to Deputy Assistant Secretary (Acquisition Integration) (SAF/AQX), for review and approval prior to publication. The authorities to waive wing/unit level requirements that are outside of the acquisition execution chain in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See DAFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor’s commander for non-tiered, non-acquisition execution compliance items. Mandates to the acquisition execution chain as described in AFI 63-101\_20-101, *Integrated Life Cycle Management*, are not elevated through the organizational chain of authority; therefore tiering in accordance with DAFI 33-360, is not applied and the waiver authority is as specified.



## DoD INSTRUCTION 5000.81

### URGENT CAPABILITY ACQUISITION

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

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**Approved by:** Ellen M. Lord, Under Secretary of Defense for Acquisition and Sustainment

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**Purpose:** In accordance with the authority in DoD Directive (DoDD) 5134.01 and the July 13, 2018 Deputy Secretary of Defense Memorandum, this issuance establishes policy, assigns responsibilities, and provides procedures for acquisition programs that provide capabilities to fulfill urgent operational needs and other quick reaction capabilities that can be fielded in less than 2 years.

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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 (CJCS) 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.

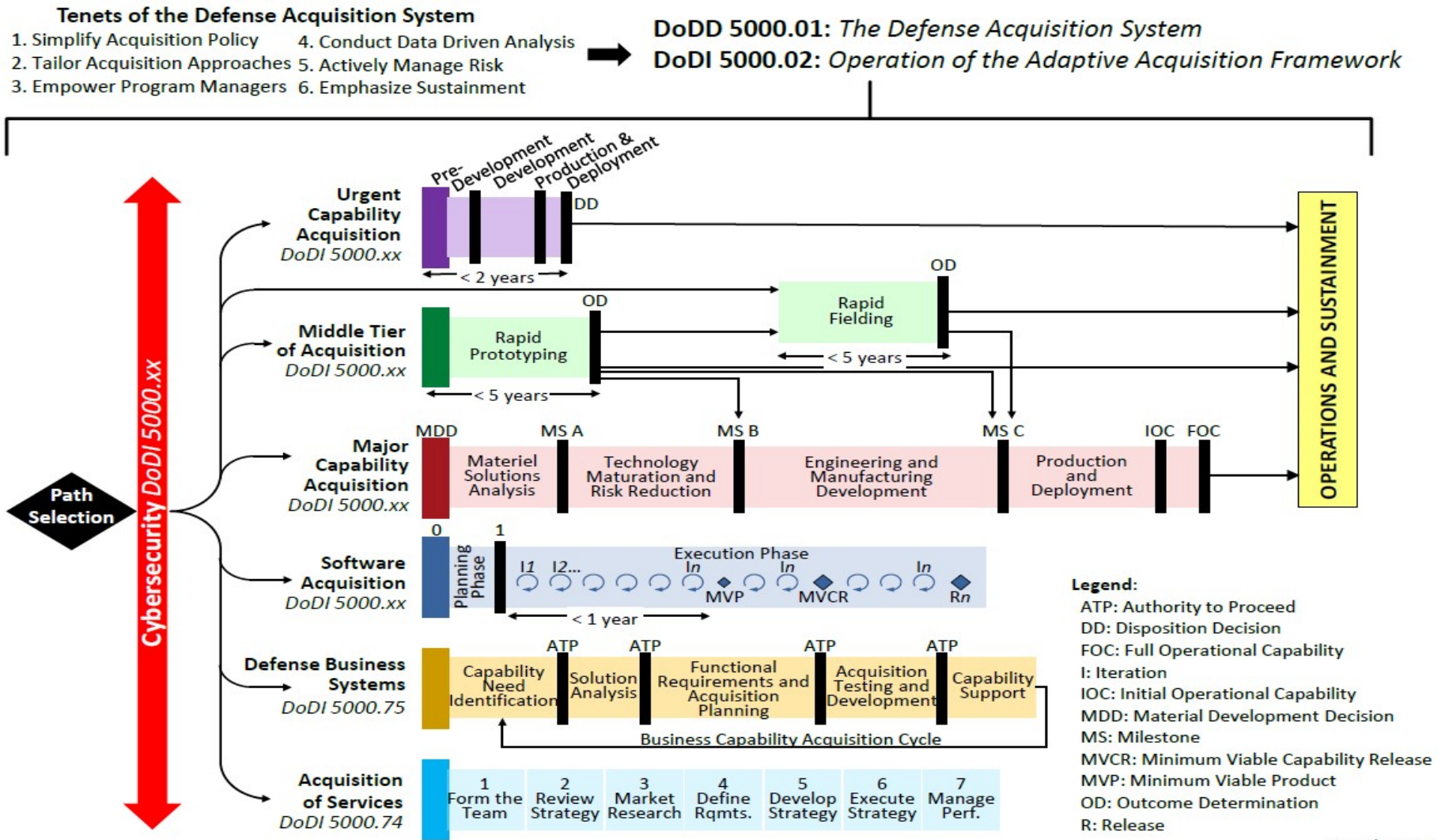
a. It is DoD’s highest priority to provide warfighters involved in conflict or preparing for imminent contingency operations with the capabilities needed to overcome unforeseen threats, achieve mission success, and reduce risk of casualties, as described in DoDD 5000.71.

b. The estimated cost for acquisition programs that provide capabilities to fulfill urgent operational needs and other quick reaction capabilities that can be fielded in less than 2 years must not exceed \$525 million in research, development, and test and evaluation, or \$3.065 billion for procurements in Fiscal Year 2020 constant dollars.

**1.3. INFORMATION COLLECTIONS.** The urgent capability acquisition process information requirements, referred to in Section 4, do not require licensing with a report control symbol in accordance with Paragraph 1.a.(10) in Enclosure 3 of Volume 1 of DoD Manual 8910.01.

**1.4. DEFENSE ACQUISITION SYSTEM REALIGNMENT PLAN.** The overarching management principles that guide the defense acquisition system are described in DoDD 5000.01 and DoD Instruction (DoDI) 5000.02. The defense acquisition system supports the National Defense Strategy through the development of a lethal and effective force based on U.S. technological innovation and a culture of performance that yields decisive and sustained U.S. military advantage. To achieve that objective, the DoD will employ an adaptive acquisition framework comprised of acquisition pathways, each tailored for the unique characteristics of the capability being acquired. This issuance describes the responsibilities of principal acquisition officials and the purpose and key characteristics of the Urgent Capability Acquisition process pathway.

Figure 1. Adaptive Acquisition Framework.



## SECTION 2: RESPONSIBILITIES

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

- a. Is the Defense Acquisition Executive (DAE), and develops processes and procedures to enable urgent capability acquisitions and communicates updates to procedures to the acquisition workforce, as appropriate.
- b. Determines when a program is not appropriate for the Urgent Capability Acquisition pathway. The USD(A&S) may disapprove use of the Urgent Capability Acquisition pathway and direct that any program be executed using another acquisition pathway.

### 2.2. EXECUTIVE DIRECTOR, JOINT RAPID ACQUISITION CELL (JRAC). Under the authority, direction, and control of the Deputy Secretary of Defense (DepSecDef), the Executive Director, JRAC:

- a. Assigns responsibilities to the DoD Component heads for rapid resolution of joint urgent operational needs (JUONs), joint emergent operational needs (JEONs), and Warfighter Senior Integration Group (SIG)-identified urgent issues in accordance with DoDD 5000.71.
- b. Notifies the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense (USD(C)/CFO) of urgent need requirements, assigned solution sponsors, and resources needed to facilitate the timely resolution of urgent warfighter needs. Assists in the resolution of funding issues, as required.
- c. Maintains visibility of DoD Component efforts to satisfy urgent warfighter actions based on updates from solution sponsors and informs the Warfighter SIG of the status of funding, contracting, delivery, operational performance, training, fielding, sustainment, or other issues affecting timely fulfillment.

### 2.3. USD(C)/CFO. The USD(C)/CFO assesses DoD Component funding strategies to support urgent operational needs (UONs) and other quick reaction capabilities (see Section 3) and recommends current execution year offsets, as necessary.

### 2.4. DIRECTOR, OPERATIONAL TEST AND EVALUATION (DOT&E). The DOT&E:

- a. Monitors all urgent capability acquisition programs.
- b. Designates select programs for DOT&E operational and live fire oversight.
- c. For programs under DOT&E oversight, approves operational and live fire test plans.

d. For programs under DOT&E oversight, approves post-deployment assessment plans at the Production and Deployment Milestones.

e. As applicable, submits independent operational test and live fire reports to the Secretary of Defense, the USD(A&S), the Congressional Defense Committees, and Service components.

**2.5. UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE.** The Under Secretary of Defense for Intelligence:

a. Advises the USD(A&S) on security, intelligence, and counterintelligence requirements associated with DAE program technologies, developmental testing, and technical risks.

b. Advises the Components on security, counterintelligence, and intelligence matters associated with their Urgent Capability Acquisition programs, and works with them to assess threats and address vulnerabilities.

**2.6. UNDER SECRETARY OF DEFENSE FOR RESEARCH AND ENGINEERING (USD(R&E)).** The USD(R&E) assists and advises the Executive Director, JRAC and solution sponsors by:

a. Reviewing CJCS validated JUON/JEON requirements and providing recommendations for their resolution.

b. Requesting data to provide technical advice and assistance to decision makers consistent with the level of Office of the USD(R&E) engagement.

**2.7. DOD COMPONENT HEADS.** The DoD Component heads:

a. Tailor and streamline program strategies and oversight of urgent capability acquisitions, as appropriate.

(1) This includes program information, acquisition activity, and the timing and scope of decision reviews and decision levels.

(2) Tailoring and streamlining should be based on program complexity and the required timelines to meet urgent capability requirements consistent with applicable laws and regulations.

b. Assess the merits of partial or interim solutions that can be fielded more rapidly, if the desired capability cannot be delivered within 2 years.

(1) In those cases, the actions necessary to develop the desired solution may be initiated concurrent with the fielding of the interim solution.

(2) Urgent warfighter issues (see Glossary) identified by the Warfighter SIG, in accordance with DoDD 5000.71, will be addressed as determined by the co-chairs of the Warfighter SIG.

c. Ensure that acquisition decision making and associated activities are tailored to expedite acquisition, fielding and sustainment of the capability. Production can be authorized in those cases when there is limited development and a production decision is needed to maintain schedule.

d. Use all available authorities to quickly fund, develop, test, procure, field and sustain capability solutions.

e. Identify and recommend potential offsets to fund urgent capability acquisition activities for a current execution year and subsequent years, as required, and participate in funding discussions between the Executive Director, JRAC and the USD(C)/CFO.

f. Employ, to the extent possible, parallel rather than sequential processes to identify and refine capability requirements, identify resources, and execute acquisitions to expedite delivery of solutions.

g. Ensure that financial, contracting, and other support organizations (e.g., Defense Contract Audit Agency, Defense Contract Management Agency, Component General Counsel) and prime and subcontractors involved with aspects of the acquisition effort are fully aware of the urgency of the need to ensure expedited action.

**h. (Added)(AF) Ensure that The Judge Advocate General (AF/JA) is included in coordination in addition to those support organizations listed above.**



## SECTION 3: AUTHORITIES, UONS, AND OTHER QUICK REACTION CAPABILITIES

**3.1. AUTHORITIES.** Approval authorities for each acquisition program covered by this issuance may be delegated to a level that promotes expeditious fielding of capabilities.

### 3.2. TYPES OF UONS.

#### a. JUONs and JEONs.

(1) These types of UONs are defined in CJCS Instruction 5123.01H.

(2) For JUONs and JEONs, the validation approval will be by the Joint Staff in accordance with the Joint Capability Integration Development System detailed in CJCS Instruction 5123.01H.

(3) Program execution for JUONs and JEONs will be assigned in accordance with DoDD 5000.71.

(4) The milestone decision authority (MDA) for JUONs and JEONs will be determined at the DoD Component level except in very rare cases when the MDA will be designated in an acquisition decision memorandum (ADM) by the DAE. The flow of JUONs and JEONs is depicted in Figure 2.

**b. DoD Component-Specific UON.** These types of UONs are defined in CJCS Instruction 5123.01H and further discussed in DoDD 5000.71. Approval authorities for DoD Component-specific UONs, including their validation, program execution, and the designation of the MDA, will be at the DoD Component level.

**(1) (Added)(AF) The Deputy Chief of Staff, Strategy, Integration and Requirements (AF/A5) is the approval authority for Air Force-specific UON validation.**

**(2) (Added)(AF) The Assistant Secretary of the Air Force for Acquisition, Technology and Logistics (SAF/AQ) is the approval authority for Air Force-specific UONs program execution and the designation of the MDA.**

### 3.3. OTHER.

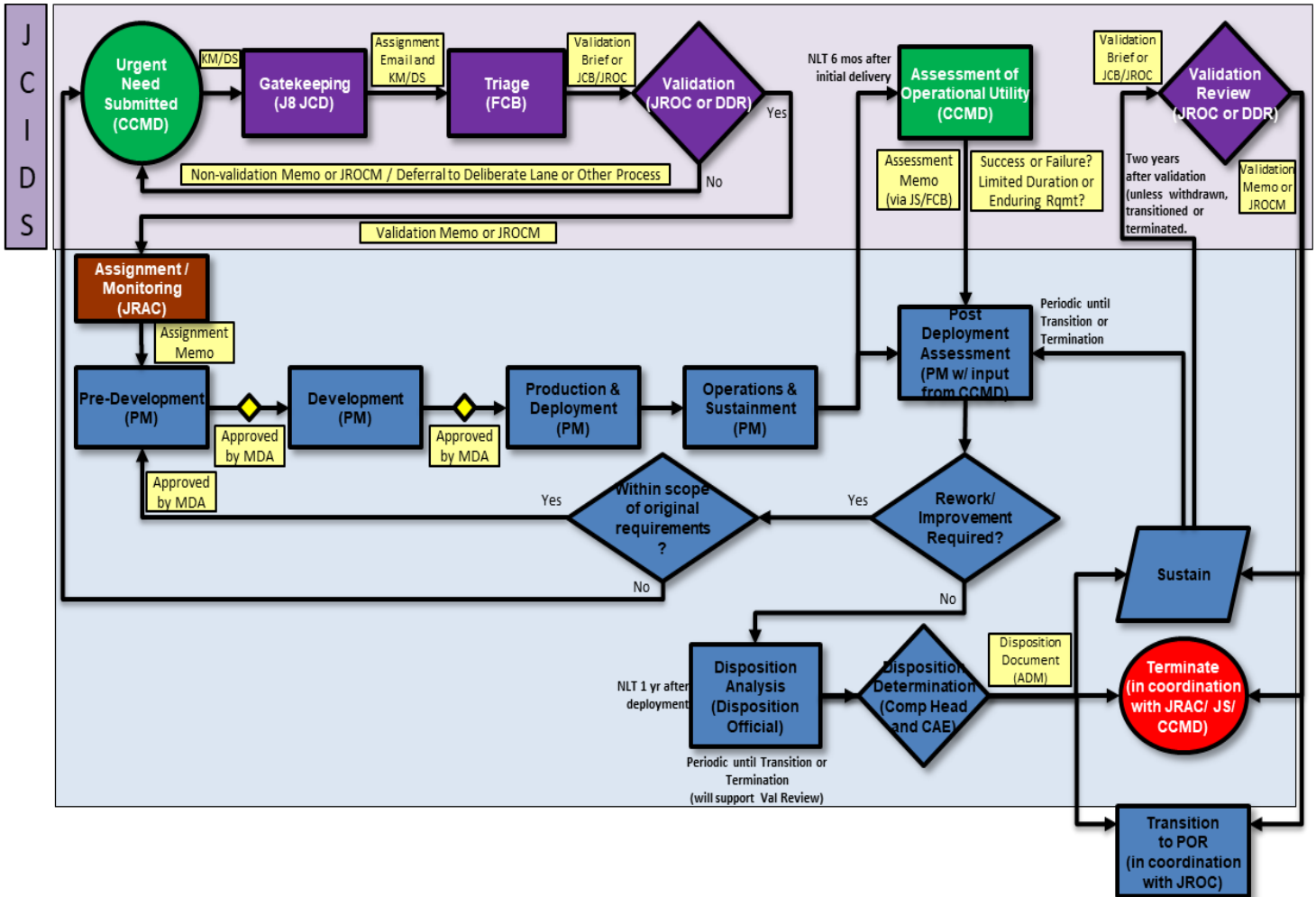
**a. A Warfighter SIG-Identified Urgent Issues.** The co-chairs of the Warfighter SIG will approve an urgent warfighter issue statements and provide instructions to the DoD Components on program execution and management.

**b. A Secretary of Defense (SecDef) or DepSecDef Rapid Acquisition Authority (RAA) Determination.**

(1) RAA should be considered when, within certain limitations, a waiver of a law, policy, directive, or regulation will greatly accelerate the delivery of effective capability to the warfighter pursuant to Section 806(c) of Public Law (PL) 107-314.

(2) RAA authorizes DoD to use funds for certain higher priority requirements without undertaking a reprogramming action or with use of a transfer authority. DoD Manual 5000.78 provides instructions on submitting RAA requests.

Figure 2. Flow of JUONs and JEONs.



## SECTION 4: PROCEDURES

### 4.1. GENERAL.

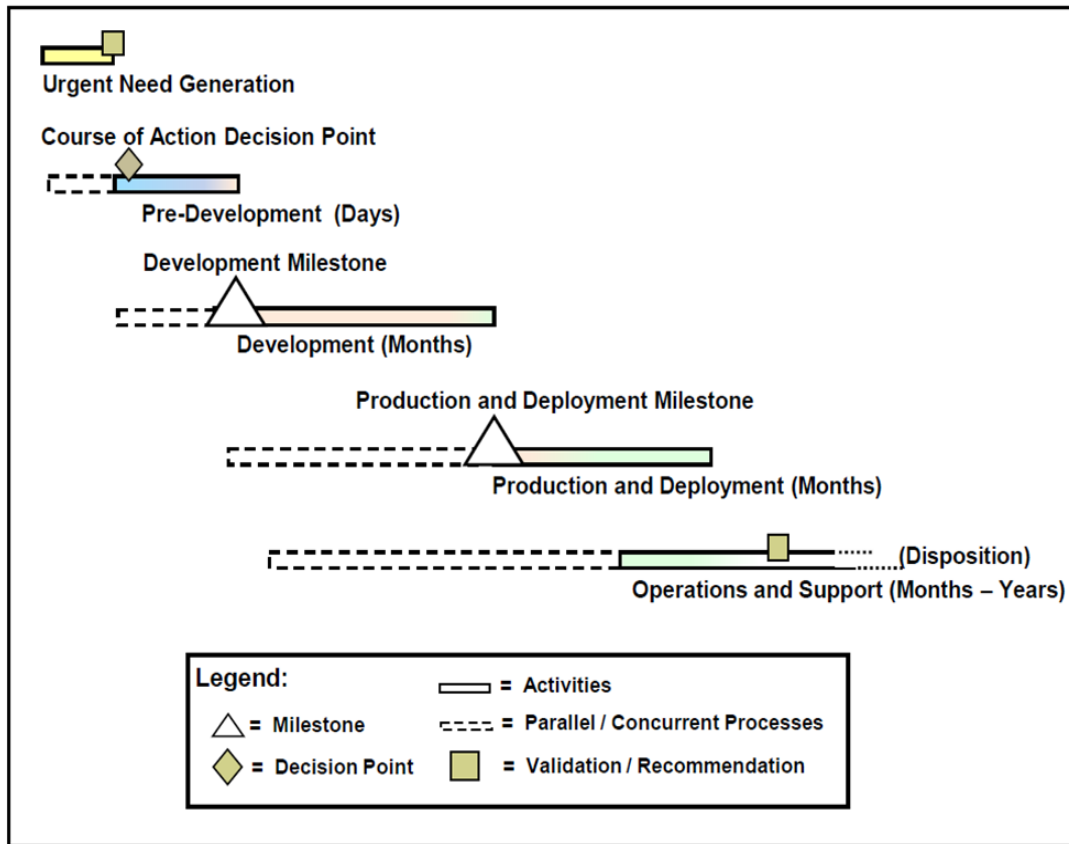
This section describes the main activities associated with urgent capability acquisitions – pre-development, development, production and deployment (P&D), and operations and support (O&S).

**(Added)(AF) For more information on Air Force UON/JUON/JEON acquisition processes refer to Air Force Pamphlet (AFPAM) 63-128, *Integrated Life Cycle Management*. For more information on capability requirements processes, reference the AF/A5R Requirements Development Guidebook, Volume 2, *Urgent Needs Process* (available on the AF Portal or contact AF/A5R).**

a. The activities detailed in this issuance are not separate from or in addition to activities performed as part of the acquisition system, but are highly-tailored versions of those activities intended to expedite the fielding of capability by streamlining the documentation and reviews normally required as part of the deliberate acquisition process.

b. Figure 3 depicts representative urgent capability acquisition activities to support fielding of a quick reaction capability.

Figure 3. Urgent Capability Acquisitions.



## 4.2. PRE-DEVELOPMENT.

**a. Purpose.** The purpose of pre-development is to assess and select a course or courses of action to field a quick reaction capability and develop an acquisition approach.

**b. Initiation.** Pre-development begins upon receipt of either a validated UON, approval of a critical warfighter issue statement by the co-chairs of the Warfighter SIG per DoDD 5000.71, or a SecDef or DepSecDef RAA determination document, where the associated documentation serves as justification to continue the action until such time as the disposition action discussed in Paragraph 4.5.e.

### c. Pre-Development Activities.

(1) Upon pre-development initiation, the Component Acquisition Executive (CAE) will immediately appoint a Program Manager (PM) and an MDA for JUONs and JEONs assigned to the Component by the Executive Director, JRAC. If the DAE has retained MDA authority, he or she will either appoint a PM or task a CAE to do so. Approval authorities for DoD Component-specific UONs, to include designation of the PM and MDA, will be at the DoD Component level.

**(a) (Added)(AF) Urgent capability acquisition programs may have the acquisition authority designated outside the Program Executive Officer (PEO) assignment process identified in AFI 63-101/20-101, *Integrated Life Cycle Management*.**

**(b) (Added)(AF) The PEO assignment process is not required for modifications to current programs which are already assigned to a PEO.**

**(c) (Added)(AF) The Service Acquisition Executive is the MDA for acquisition category (ACAT) IB and IC urgent capability acquisition programs. (Note: The term Service Acquisition Executive is equivalent to the term Component Acquisition Executive [CAE] used in DoD directives and instructions. Criteria for acquisition categories can be found in AFI 63-101/20-101).**

**(d) (Added)(AF) The MDA for ACAT II and ACAT III urgent capability acquisition programs is delegated to the assigned PEO by this instruction with delegation by the PEO to any individual allowed. Delegations are in writing (written delegation can be waived by Service Acquisition Executive) and no further delegation is allowed.**

**(e) (Added)(AF) Modifications to a fielded system to respond to a validated UON/JUON/JEON, can be managed using the streamlined AF Form 1067, AF Form 1067, *Modification Proposal*, modification process described in AFI 63-101/20-101, Chapter 9.**

(2) The PM, in collaboration with the intended user community and the requirements validation authority:

(a) Assesses the required capability and any recommended non-materiel options and, if not adequately stated, determines the performance thresholds so that they can be testable for assessment of the minimal set of performance parameters required to adequately reduce the capability gap.

(b) Performs an analysis of potential courses of action, if not already performed, that considers:

1. The range of feasible capabilities, near, mid, and long term, to include consideration of an existing domestic or foreign-made capability.

2. The acquisition risk (cost, schedule, and performance) and the operational risk of each solution.

3. The operational risk to the requesting commander if an effective solution is not deployed in the time specified by the commander.

(c) Assesses and documents the safety and supportability risks of the potential course of action.

(d) Presents a recommended course of action for review and approval by the MDA.

(e) Notifies the MDA if he or she is unable to identify an effective solution that could be executed under the Urgent Capability Acquisition pathway. The MDA will in turn notify the requirements validation authority. If it is a JUON or JEON, a critical warfighter issue identified by the Warfighter SIG, or a SecDef or DepSecDef RAA determination, the MDA will notify the DAE and the requirements validation authority through the Executive Director, JRAC and the Deputy Director for Requirements and Capability Development in the Joint Staff Force Structure, Resources, and Assessment Directorate (J-8).

(3) The PM will present the recommended course(s) of action to the MDA and the requirements validation authority. The selected course of action will be documented in an ADM. More than one course of action may be selected to provide the phased or incremental fielding of capabilities.

(4) For each approved course of action, the PM will develop a draft acquisition strategy and an abbreviated program baseline based on readily available information. In the context of this issuance, the documentation requirement is for the minimal amount necessary to define and execute the program and obtain MDA approval.

(a) This documentation may take any appropriate, written form; will typically be coordinated only with directly affected stakeholders; and will evolve in parallel with urgent capability acquisition activities as additional information becomes available as a result of those activities.

(b) The acquisition strategy will comply with the information requirements applicable to ACAT II and ACAT III programs available online at <https://www.dau.edu/mdid/Pages/Default.aspx>:

1. Table 2. “Milestone and Phase Information Requirements.”
2. Table 6. “Exceptions, Waivers, and Alternative Management and Reporting Requirements.”
3. Table 10. “Information Requirements Unique to the Urgent Capability Acquisition Process” (also shown in Table 1 of this issuance).

**4. (Added)(AF) Urgent capability acquisition programs are ACAT programs and required to be on the Acquisition Master List. (T-1).**

(c) A streamlined, highly-tailored strategy consistent with the urgency of the need will be employed. Regulatory requirements will be tailored or waived, as appropriate.

(d) The tailored acquisition strategy should be brief and contain only essential information, such as resourcing needs and sources; key deliverables; performance parameters; key risks and mitigation approaches; a production schedule; a fielding schedule; contracting methodology and key terms; and preliminary plans for performance assessment of the capability and its supportability, to include software.

(e) When designing the acquisition strategy, the PM, in collaboration with the requesting operational commander or sponsoring user community representative will determine whether an operational prototype is necessary to reduce operational risk and, if so, include this determination and a notional assessment approach in the acquisition strategy.

**Table 1. Information Requirements Unique to Urgent Capability Acquisition Process.**

INFORMATION REQUIREMENT	URGENT CAPABILITY ACQUISITION DECISION EVENTS		SOURCE
	Development	Production	
<b>STATUTORY REQUIREMENTS</b>			
<b>ASSESSMENT APPROACH</b>	•	•	Section 2366 of Title 10, U.S.C. (see DoDI 5000.02) Section 2399 of Title 10 U.S.C. (see DoDI 5000.02)
<p>STATUTORY; only required for programs responding to urgent capability acquisitions.</p> <p>- For programs under DOT&amp;E oversight, operational and live fire test plans will be submitted to DOT&amp;E for approval at the Development Milestone; post-deployment assessment plans will be submitted to DOT&amp;E for approval at the Production and Deployment Milestone. DOT&amp;E will ensure that testing is rigorous enough to rapidly evaluate critical operational issues. Test Plans submitted for DOT&amp;E approval are required to be delivered 60 days before the start of testing.</p> <p>- Programs not under DOT&amp;E oversight are approved at the Service level; the program may require a rapid and focused operational assessment and live fire testing (if applicable) prior to deploying an urgent need solution. The Acquisition Approach will identify any requirements to evaluate health, safety, operational effectiveness, suitability, environmental factors, supportability and survivability.</p>			
<b>COURSE OF ACTION ANALYSIS</b>	•		Meets the assessment requirements of Subtitle III of Title 40, U.S.C.
<p>STATUTORY; replaces and serves as the Analysis of Alternatives. Approved by the MDA. For JUONs, JEONs, critical warfighter issues identified by the Warfighter SIG, and SecDef or DepSecDef RAA determinations, a copy is due to the Executive Director, JRAC, within 3 business days of MDA approval.</p>			
<b>RAA RECOMMENDATION</b>			
<p>STATUTORY. Optional request to the SecDef or DepSecDef for RAA. Considered as part of the development of the Acquisition Strategy. MDA approves the decision to request RAA at the Development Milestone.</p>			
<b>REGULATORY REQUIREMENT</b>			
<b>Disposition Authority's Report to the DoD Component Head</b>			Para. 4.5.e. of this issuance
<p>Regulatory. Based on the disposition official's recommendation in the Disposition Analysis, the Component Head will determine and document the disposition of the initiative and process it in accordance with applicable Component and requirements authority procedures</p>			
<p>Table Notes:</p> <ol style="list-style-type: none"> <li>1. A dot (•) in a cell indicates the specific applicability of the requirement to the life-cycle event</li> <li>2. Documentation required for the identified events will be submitted no later than 45 calendar days before the planned review.</li> <li>3. While these requirements are specific to programs responding to urgent operational needs, they are additive to the requirements identified in Tables 2 and 6 DoDI 5000.02. (See <a href="https://www.dau.edu/mdid/Pages/Default.aspx">https://www.dau.edu/mdid/Pages/Default.aspx</a> )</li> </ol>			

(5) Information technology, including National Security Systems, provided in response to an urgent operational need requires an authorization to operate in accordance with DoDI 8510.01.

(6) A disposition decision should be made as early as feasible and decided upon at appropriate milestones or other decision points.

(7) Funding for the acquisition program may be in increments over the program life cycle. The program life cycle begins upon pre-development initiation and ends upon completing the final disposition of the capability as described in Paragraph 4.5.e.

(8) Generally, funds will have to be reprioritized and reprogrammed to expedite the acquisition process. If a capability can be fielded within an acceptable timeline through the normal Planning, Programming, Budgeting, and Execution system, it would not be considered appropriate to utilize urgent capability acquisition procedures.

### 4.3. DEVELOPMENT.

#### a. Entry.

(1) Entry into development is approved by the MDA. The PM will provide the acquisition strategy and program baseline to include the program requirements, schedule, activities, program funding, assessment approach, and intermediate decision points and criteria as the basis for this decision.

(2) The MDA will:

(a) Determine the feasibility of fielding the capability within the required timelines to include consideration of the technical maturity of the preferred solution(s). If the MDA determines that the fielding of the capability cannot be accomplished in the required timelines, then the MDA may direct partial or interim solutions that can be fielded more rapidly, or may direct that the program will be managed under a different authority.

(b) Review the acquisition strategy and program baseline and determine whether the preferred solution:

1. Can be fielded within 2 years.
2. Does not require substantial development effort.
3. Is based on technologies that are proven and available.
4. Can be acquired under a fixed price contract.
5. Provides any exceptions necessary including exceptions to the requirements of Paragraph (2)(b)1 through Paragraph (2)(b)4.



(c) Approve initial quantities to be produced and assessed, to include required assessment and training articles.

(d) Approve the tailored acquisition strategy and acquisition program baseline. These documents will be based on available information and updated as directed by the MDA.

(e) Decide if RAA, in accordance with Section 806(c) of PL 107-314, should be requested from the SecDef or DepSecDef to expedite the fielding of the capability.

(f) Approve the planned testing approach. A normal test and evaluation master plan (TEMP) is generally not necessary.

1. TEMPs are usually not appropriate for efforts using urgent capability acquisition procedures when there is minimal development work and minimal test and evaluation to execute. Some test planning is usually required, however, in collaboration with the supporting developmental or operational test organization. The MDA may require a highly-tailored and abbreviated test plan. The abbreviated test plan will describe a performance assessment approach that will include schedule, test types and environment, and assets required.

2. A TEMP is also not normally required if the urgent capability acquisition effort is under DOT&E oversight. The PM, in collaboration with the supporting operational test organization, should prepare operational and live fire test plans for DOT&E approval, however. An operational test plan for the required pre-deployment performance assessment is generally adequate.

(g) Approve any appropriate waivers to statute or regulation. Specify any additional authority the PM may use to modify the acquisition approach without the specific approval of the MDA.

(h) Authorize release of the request for proposal and related documents for development and any other MDA-approved actions.

(i) Document these decisions in an ADM.

#### **b. Development Activities.**

(1) Development includes an assessment of the performance, safety, suitability, survivability, supportability, including software, and lethality, if appropriate. It 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 community and the requirements validation authority, determine which deficiencies must be resolved and what risks can be accepted. The accepted risks will allow the user community to develop tactics, techniques, and procedures to help minimize the operational risks.

(2) IT, including National Security Systems, fielded under this issuance require an authorization to operate in accordance with DoDI 8510.01. DoD Component chief information officers will establish processes consistent with DoDI 8510.01 for designated approval

authorities to expeditiously make the certification determinations and to issue interim authorization to test or authorization to operate.

#### 4.4. P&D.

a. Entry into P&D is approved by the MDA.

b. At the P&D milestone review:

(1) The PM will summarize the results of development activities, pre-deployment performance, and the program assessment to date. The PM will present plans to transport, deploy, and sustain the capability; to conduct post-deployment assessments; and to train maintenance and operating personnel, and provide this information to the MDA for approval.

(2) The MDA, in consultation with the supporting developmental and operational and/or live fire test organization, and with the concurrence of DOT&E for programs under DOT&E oversight, will determine:

(a) Whether the capability has been adequately reviewed, performs satisfactorily, is supportable, and is ready for production and deployment.

(b) When assessments of fielded capabilities are required.

(3) The MDA decides whether to produce and, in coordination with the requester/user, field the capability, approves the updated acquisition strategy, which will include the sustainment plan, and program baseline, and documents the production decision in an ADM.

c. During P&D the acquiring organization provides the warfighter with the needed capability, to include any required training, spares, technical data to include known hazards and accepted mishap risks, computer software, temporary or permanent facilities or infrastructure, support equipment, maintenance, or other logistics support necessary for operation.

(1) The DoD Components will ensure that the capability and required support (e.g., field service representatives, training) are deployed by the most expeditious means possible and tracked through to their actual delivery to the user.

(2) The DoD Components will coordinate with each other and the requiring activity to verify the total number of items required, considering necessary support and spares and training assets for deployed or pre-deployment training.

d. Upon deployment, the capability will enter O&S.

#### 4.5. O&S.

a. The PM will execute a supportability strategy that meets materiel readiness and operational support performance requirements, is safe, and sustains the capability in the most

cost-effective manner over its anticipated total life cycle. Planning for O&S, including support funding, will begin during pre-development and will be documented in the acquisition strategy.

b. The capability is operated and supported consistent with the sustainment plan approved by the MDA at the production milestone.

c. The PM or the user community may propose urgently needed improvements to the capability. If within the scope of the initial requirement document, procedures in this issuance may be used to acquire the improvements. If improvements are outside the scope of the validated or approved requirement document, a new or amended requirement document may be required.

d. In collaboration with the original requesting DoD Component, a post-deployment assessment will be conducted after deployment. If practical, the PM will conduct the assessment in the field by the supporting operational test organization. If not practical, the PM may use alternate means for this assessment to include PM or operational test agency assessment of user feedback or other DoD Component feedback. Post-deployment assessment approaches for all programs under DOT&E oversight will be independently reviewed and approved by DOT&E.

e. No later than 1 year after the program enters O&S (or earlier if directed by the DoD Component), the DoD Component will appoint an official to conduct a disposition analysis. The DoD Component will notify the Executive Director, JRAC and the Deputy Director for Requirements and Capability Development in the Joint Staff J-8, when the disposition analyses for JUONs, JEONs, critical warfighter issues identified by the Warfighter SIG, or SecDef or DepSecDef RAA determinations are to be completed.

(1) The disposition analysis will consider the performance of the fielded capability, mishap data, long term operational needs, and the relationship of the capability to the component's current and planned inventory of equipment.

(2) The analysis will also consider the continuation of non-materiel initiatives, the extension of science and technology developments related to the fielded capability, and the completion of MDA-approved and funded materiel improvements.

(3) The disposition official will recommend one of the following options:

(a) **Termination: Demilitarization or Disposal.** The capability will be demilitarized and disposed of in accordance with all legal and regulatory requirements and policy related to safety (including explosive safety) and the environment. The recommendation will be coordinated with the DoD Component or, for JUONs and JEONs, the Combatant Commands.

(b) **Sustainment for Current Contingency.** Operation and sustainment of the capability will continue for the current contingency. Multiple sustainment decisions may be made should the capability require operations and support longer than two years; however, such sustainment decisions will be made and re-documented at least every two years. The sustained capability will continue to receive the same priority of action as the original acquisition program. This recommendation will be coordinated with the requirements validation authority.

(c) **Transition to a Program of Record.** If the capability serves an enduring purpose, it may be transitioned to a program of record, once funded in the component's budget. Supportability and sustainment planning for Urgent Capability Acquisition should include interim contract support and contract logistics support until the capability's formal programmed funding is established.

1. The disposition official will recommend to the CAE the acquisition point of entry into the defense acquisition system, and whether the MDA should retain program authority or whether it should transition elsewhere.

2. The requirements validation authority will specify the capability requirement documents required to support transition to a new or existing program of record.

(4) The disposition recommendation will be made to the DoD Component head for UONs, critical warfighter issues identified by the Warfighter SIG, or SecDef or DepSecDef RAA determinations.

(5) The DoD Component head and the CAE will review the disposition official's recommendation and, within 4 months of receipt of the recommendation, record the DoD Component head's transition decision in a disposition determination. The disposition determinations for JUONs, JEONs, critical warfighter issues identified by the Warfighter SIG, or SecDef or DepSecDef RAA determinations, will be provided to the Executive Director, JRAC and the Deputy Director for Requirements and Capability Development in the Joint Staff J-8 by the Component head.

## GLOSSARY

### G.1. ACRONYMS.

(Added)(AF) ACAT	<b>acquisition category</b>
ADM	acquisition decision memorandum
(Added)(AF) AF	<b>Air Force</b>
(Added)(AF) AF/A5	<b>Deputy Chief of Staff, Strategy, Integration and Requirements</b>
(Added)(AF) AF/A5R	<b>Director, Operational Capability Requirements</b>
(Added)(AF) AFI	<b>Air Force Instruction</b>
(Added)(AF) AFPAM	<b>Air Force Pamphlet</b>
CAE	component acquisition executive
CJCS	Chairman of the Joint Chiefs of Staff
DAE	Defense Acquisition Executive
(Added)(AF) DAFI	<b>Department of the Air Force Instruction</b>
(Added)(AF) DAFPD	<b>Department of the Air Force Policy Directive</b>
DepSecDef	Deputy Secretary of Defense
(Added)(AF) DoD	<b>Department of Defense</b>
DoDD	DoD directive
DoDI	DoD instruction
DOT&E	Director of Operational Test and Evaluation
J-8	Joint Staff Force Structure, Resources, and Assessment Directorate
JRAC	Joint Rapid Acquisition Cell
JEON	joint emergent operational need
JUON	joint urgent operational need
MDA	milestone decision authority
O&S	operations and support
P&D	production and deployment
(Added)(AF) PEO	<b>Program Executive Officer</b>
PL	Public Law
PM	program manager
RAA	rapid acquisition authority
(Added)(AF) SAF/AQ	<b>Assistant Secretary of the Air Force (Acquisition, Technology and Logistics)</b>
(Added)(AF) SAF/AQX	<b>Deputy Assistant Secretary of the Air Force (Acquisition Integration)</b>
SecDef	Secretary of Defense

SIG	senior integration group
TEMP	test and evaluation master plan
UON	urgent operational need
U.S.C.	United States Code
USD(A&S)	Under Secretary of Defense (Acquisition and Sustainment)
USD(C)/CFO	Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense
USD(R&E)	Under Secretary of Defense (Research and Engineering)

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

**critical warfighter issue.** A critical warfighter issue, e.g., materiel support to a coalition partner, identified by the co-chairs of the Warfighter SIG in accordance with DoDD 5000.71.

**RAA.** A determination that is made in response to a documented deficiency following consultation with the Joint Staff. RAA is one of several processes that can expedite DoD rapid acquisitions, in accordance with Section 806(c) of PL 107-314.

**JEON.** Defined in CJCS Instruction 5123.01H.

**(Added)(AF) Joint Emergent Operational Need (JEON).** UONs that are identified by a CCMD, CJCS, or VCJCS as inherently joint and impacting an anticipated contingency operation. (CJCS Instruction 5123.01H, *Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS)*)

**JUON.** Defined in CJCS Instruction 5123.01H.

**(Added)(AF) Joint Urgent Operational Need (JUON).** UONs that are identified by a Combatant Commander, CJCS, or Vice CJCS as inherently joint and impacting an ongoing contingency operation. (CJCS Instruction 5123.01H)

**UON.** Defined in CJCS Instruction 5123.01H

**(Added)(AF) Urgent Operational Need (UON).** Capability requirements identified as impacting an ongoing or anticipated contingency operation. If left unfulfilled, UONs result in capability gaps potentially resulting in loss of life or critical mission failure. When validated by a single DoD component, these are known as DoD component UONs. DoD components, in their own terminology, may use a different name for a UON. (CJCS Instruction 5123.01H)

## REFERENCES

- Chairman of the Joint Chiefs of Staff Instruction 5123.01H, “Charter Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS),” August 31, 2018
- Deputy Secretary of Defense Memorandum, “Establishment of the Office of the Under Secretary of Defense for Research Engineering and the Office of the Under Secretary of Defense for Acquisition and Sustainment,” July 13, 2018
- DoDD 5000.02, “The Defense Acquisition System,” August 31, 2018, as amended
- DoDD 5000.71, “Rapid Fulfillment of Combatant Commander Urgent Operational Needs,” August 24, 2012, as amended
- DoDD 5134.01, “Under Secretary of Defense for Acquisition, Technology, and Logistics,” December 9, 2005, as amended
- DoDI 5000.02, “Operation of the Defense Acquisition System,” January 7, 2015, as amended
- DoDI 8510.01, “Risk Management Framework (RMF) for DoD Information Technology (IT),” March 12, 2014, as amended
- DoDM 5000.78, “Rapid Acquisition Authority,” March 20, 2019
- DoDM 8910.01, Volume 1, “DoD Information Collections Manual: Procedures for DoD Internal Information Collections,” June 30, 2014, as amended
- Secretary of Defense Publication, “2018 National Defense Strategy,” January 19, 2018
- Public Law 107-314, Section 806(c), “The Bob Stump National Defense Authorization Act for Fiscal Year 2003,” December 2, 2002, as amended
- United States Code, Title 10, Section 2366
- United States Code, Title 40, Subtitle III
- (Added)(AF) AFI 33-322, “Records Management and Information Governance Program,” 23 March 2020**
- (Added)(AF) DAFI 33-360, “Publication and Forms Management,” December 1, 2015**
- (Added)(AF) AFPD 63-1/20-1, “Integrated Life Cycle Management,” August 7, 2018**
- (Added)(AF) AFI 63-101/20-101, “Integrated Life Cycle Management,” June 30, 2020**
- (Added)(AF) AFPAM 63-128, “Integrated Life Cycle Management,” July 10, 2014**
- (Added)(AF) AF/A5R Requirements Development Guidebook, Volume 2, “Urgent Needs Process.” June 24, 2020.**
- (Added)(AF) *Adopted Forms***
- (Added)(AF) AF Form 847, “Recommendation for Change of Publication”**
- (Added)(AF) AF Form 1067, “Modification Proposal”**
- (Added)(AF) *Prescribed Forms***
- (Added)(AF) None**