

Welcome to Lunch - N - Learn
11 May, 2016, 1130-1300 CST
Rapid Fielding of Capabilities

- Everyone has been muted but the speaker. We will do a sound check at approximately 1100 CST (insure your speaker is on and volume turned up).
- During the presentation, participants can type questions into the chat pod. Periodic time-outs will be taken to answer questions
- Link for the end of course evaluation:

<https://www.metricsthatmatter.com/url/u.aspx?CBB9DA58687815238>



Rapid Fielding of Capabilities



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Agenda

- Urgent Requirements Identification
- Types of Urgent Requirements
- Risk
- Requirements Process
- Funding
- Rapid Fielding of Urgent Needs
- Disposition Analysis
- Transition to Program of Record

Recognizing Urgent Needs

- Need must be quickly addressed in order *to prevent unacceptable loss of life or mission failure*
- Must be resolved rapidly to meet near-term **contingency operations** – not future needs IAW traditional JCIDS/ acquisition processes

Contingency Operation Defined

- Title 10 United States Code (USC) 100 a (13) The term “contingency operation” means a military operation that—
 - Designated by the Secretary of Defense as an operation in which members of the armed forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or
 - Results in the call or order to, or retention on, active duty of members of the uniformed services under section 688, 12301 (a), 12302, 12304, 12305, or 12406 of this title, chapter 15 of this title, section 712 of title 14, or any other provision of law during a war or during a national emergency declared by the President or Congress.

Deliberate Requirements vs. Urgent/Emergent Requirements Lanes



Deliberate Requirements

- ❑ ICD, CDD, CPD, DCR
- ❑ Future Focused, ACAT Programs
- ❑ Very Structured Process
- ❑ Evolved Requirements (KPPs, KSAs)
- ❑ Capabilities Based Assessments
- ❑ Analysis of Alternatives
- ❑ Lengthy Development, Program of Record
- ❑ High Visibility on Program, Lots of Feedback
- ❑ Large Investment

Urgent/Emergent Requirements

- ❑ Loss of life, Immediate Requirement
- ❑ Critical mission failure
- ❑ Contingency operations
- ❑ Now-focused, ACAT II or below
- ❑ Streamlined process, Limited Investment
- ❑ Quick assessment of alternatives
- ❑ Limited development if feasible
- ❑ High visibility on results
- ❑ <100% solution acceptable



Urgent Solutions

- Must consider full-range of DOTmLPF-P solutions
- Should not require extensive research, development and testing
- Must be technologically feasible and affordable
- Must be supported by viable CONOPs for fielding, training and sustaining
- Are funded by current year appropriations
- Resourced and fielded outside of traditional acquisition process

Inherent Risks

- Solution Failure – rapid fielding may result in a solution that does not perform as planned
- Short-term success may not meet longer-term needs
- Inadequate sustainment planning:
 - May result in requirements for multiple upgrades or for more costly improvements
 - Issues if we must transition to a new sustainer other than the initial provider--short learning curve
- Transition to Program of Record (PoR) requires backward development of required DoD 5000.02 and JCIDS documentation

Types of Urgent Operational Needs (UONs)

- Joint Urgent Operational Needs (JUONs) and Joint Emergent Operational Needs (JEONs). Determined by CCMDs, CJCS or VCJCS. Approved IAW JCIDS process
- DoD Component – Specific UONs--determined and approved at Component level
- Warfighter Senior Integration Group (SIG) – Identified Urgent Issue
 - Identified and approved by Co-Chairs of the SIG
- Secretary of Defense Rapid Acquisition Authority (RAA) Determination - SECDEF signed determination – considered when waivers of law, policy, directive, or regulation will accelerate delivery of capability to the warfighter

Time-Sensitive Joint Requirements

- Service and USSOCOM processes are applicable to one DoD Component
- Joint Urgent Operational Needs (JUONs) are UONs affecting two or more DoD components and are driven by ongoing contingency operations
- Joint Emergent Operational Needs (JEONs) are UONs affecting two or more DoD Components and are driven by anticipated contingency operations

Military Service & USSOCOM Urgent Needs Procedures

- **Army:** *Operational Needs Statement (ONS)*. Initiated thru operational commander's, chain-of-command endorsed by 06 or higher, submitted to HQDA (DCS G-3/5/7) (AR 71-9)
- **Navy & Marine Corps:** *Urgent Needs Process (UNP)*. Requests certified by a Navy or Marine Corps Component Commander (SECNAVINST 5000.2E)
- **Air Force:** *Urgent Operational Need (UON)* from warfighting commander to lead command, or Chief of Staff (AF/CC) directs (AFI 63-114)
- **USSOCOM:** *Combat Mission Needs Statement (C-MNS)* from operational units endorsed by Theater Special Operations Command (TSOC) Commander (USSOCOM Directive 71-4) USSOCOM Combat Mission Need Statement (C-MNS)
 - Supports urgent new or existing materiel needs
 - HQ USSCOM forms rapid response team to rapidly identify, validate, approve and field a solution
 - Normally fields new or existing materiel within 180 days of C-MNS approval

Initiation of JUONs & JEONs

- JUONs and JEONs are submitted to Joint Staff, J-8 by Combatant Commands (CCMDs). Must be endorsed by:
 - CCMD Commander, Deputy Commander or Chief of Staff
 - Admin mods to previously submitted JUONs or JEONs may be endorsed by the CCMD J-8
- JCIDS Gatekeeper (J-8, Deputy Director for Requirements (DDR)):
 - Assigns to appropriate FCB for collaborative review with Joint Rapid Acquisition Cell (JRAC)
 - JEONs: First confirms through J-8 to VCJCS that JEON justifies expedited handling
- JUON & JEON document formats in JCIDS Manual

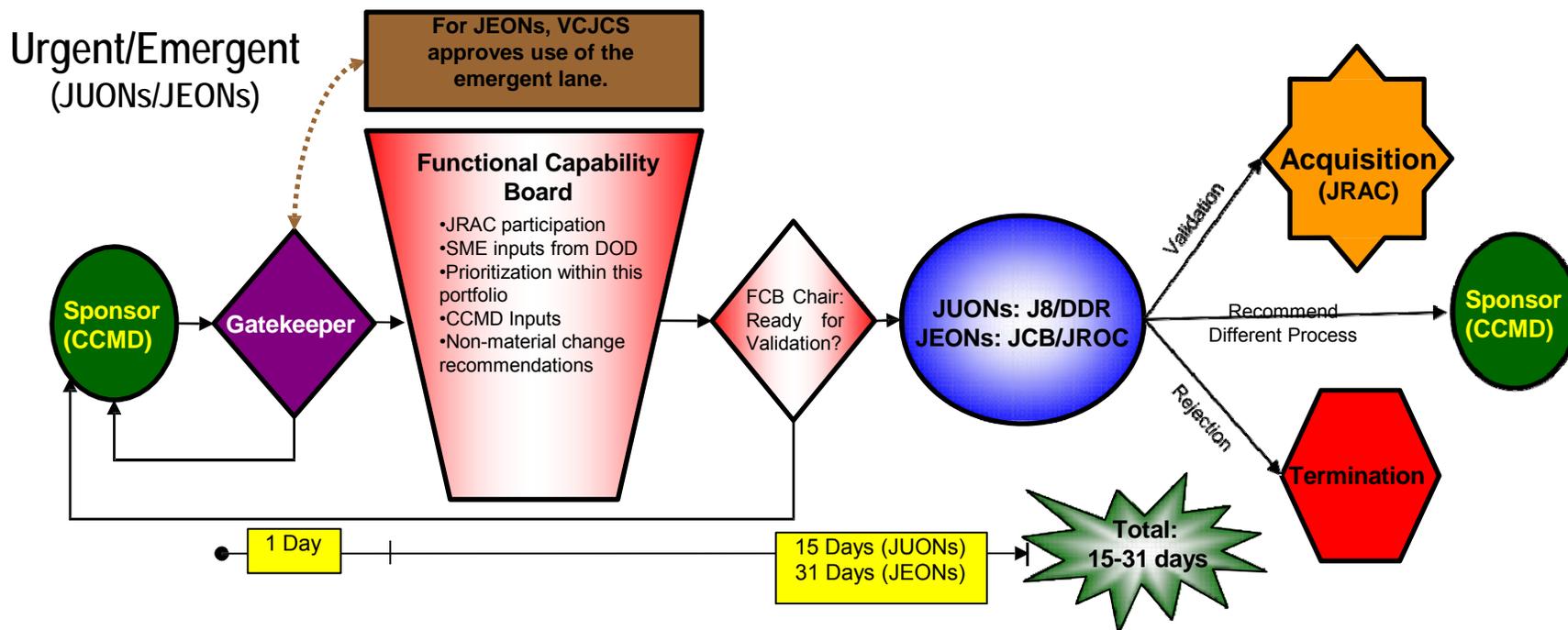
JUON & JEON Staffing & Validation

- Lead Functional Capabilities Board (FCB) will (in collaboration with the JRAC):
 - Assess validity and identify potential solutions
 - Recommend validation to validation authority
- Validation Authority for JUONs is J-8, DDR
- Validation Authority for JEONs is the Joint Capabilities Board (JCB) or JROC, as designated by the VCJCS

JUON & JEON Validation

- Validation Authority will make one of following decisions
 - Validate JUON/JEON. JRAC assigns solution sponsor to fund, develop and field capability solution
 - Validate part of JUON/JEON. Validates urgent part, tells sponsor to submit remainder through the deliberate JCIDS process
 - Reject JUON/JEON. Tells sponsor to accept risk, adopt non-materiel approach, or pursue the capability requirement through the deliberate JCIDS process
- There is no sponsor appeal if the JUON or JEON has been denied

Urgent/Emergent Staffing



- Time is of the essence: 15 days staffing for JUONs, 31 days for JEONs
- Gatekeeper reviews CCMD submission
- Functional Capabilities Boards conduct triage in conjunction with the Joint Rapid Acquisition Cell (JRAC) from OSD (AT&L)
- Validation authority decides: proceed to solution, redirect, or reject
- Knowledge Management / Decision Support (KM/DS) System
 - JUON/JEON – Monitor All Tab

Joint Rapid Acquisition Cell (JRAC)

- Receives and evaluates validated JUONs/JEONs, and other critical warfighter issues that the Warfighter SIG designates for action
- Designates DoD Components to be responsible for fulfillment of JUONs/JEONs
- Monitors the progress and completion of actions to ensure rapid fielding of needed capabilities
- Informs Warfighter SIG of status of JUON/JEON funding, contracting, delivery, performance, training, fielding, sustainment, and/or other issues affecting timely fulfillment

Validation Document

The validation document sent to the JRAC identifies:

- Requestor and general overview of the requirement
- Recommended solution sponsor
- Cost – including sustainment for the period of anticipated use
- Schedule – with latest allowable fielding date
- Performance – minimum acceptable performance
- Quantity below which the request is no longer considered valid – to include quantities for training and spares

Funded by JUON Fund (JUONF)

- JUONF was established as an account in the Treasury by Title 10, United States Code, Section 2216A
- JUONF provides a mechanism to fund urgent requirements that will prevent critical mission failure or casualties and allows immediate action to mitigate emergent critical time sensitive capability gaps
- Amounts in the fund are to be available to the Secretary of Defense for capabilities that are determined by the Secretary, pursuant to the review process required by section 804(b) of the Ike Skelton National Defense Authorization Act for Fiscal Year 2011 (10 U.S.C. 2302 note), to be suitable for rapid fielding in response to urgent operational needs.
- Amounts authorized for the JUONF will be transferred to other accounts to address Urgent Operational Needs as directed by the Office of the Under Secretary of Defense (Acquisition, Technology & Logistics)
- Only \$99M in the JUONF in the FY16 budget--limited source

Funded by Reprogramming

- Under Secretary of Defense (Comptroller) (USD (C)) with DoD Components, will ID funding sources for approved UONs by:
 - Request the DoD Component identified as the sponsor by the JRAC to fund the requirement or justify why it is unable to fund the requirement
 - If necessary, identify and use any known excess funds
 - If necessary, identify potential excess funds through review of current execution
 - USD (C) will exhaust all options to identify resources in support of approved UON requirements
- Once a funding source is identified, the reprogramming request will be prioritized over other acquisition reprogramming actions, processed expeditiously, and where necessary submitted to Congress for action

JUON & JEON

Post-Validation Processes

- JRAC and sponsor perform expedited activities similar to AoA to determine solution(s)
- Funding and fielding plan is validated by JRAC or the Senior Integration Group (SIG)
- Validation allows reprogramming of funds to initiate or accelerate acquisition process
- JUONs and JEONs will proceed directly to procurement and fielding without phases of development and without ICD, CDD or CPD

JUON & JEON

Post-Validation Processes, continued..

- Validated JUONs & JEONs reviewed quarterly by the Gatekeeper and JRAC to assess progress toward fielding
- Sponsor must generate a brief assessment of the solution within 90 calendar days of initial fielding:
 - Failure/Limited Success – Solution does not provide operational utility satisfying the JUON or JEON. May lead to changes for re-validation or alternate solutions
 - Success/Limited Duration Requirement – Sponsor sustains the solution until no longer required
 - Success/Enduring Requirement – MDA will direct sponsor to generate, within 120 calendar days, JCIDS documents for follow-on development, fielding and sustainment (CDD or CPD)

Rapid Fielding of Capabilities

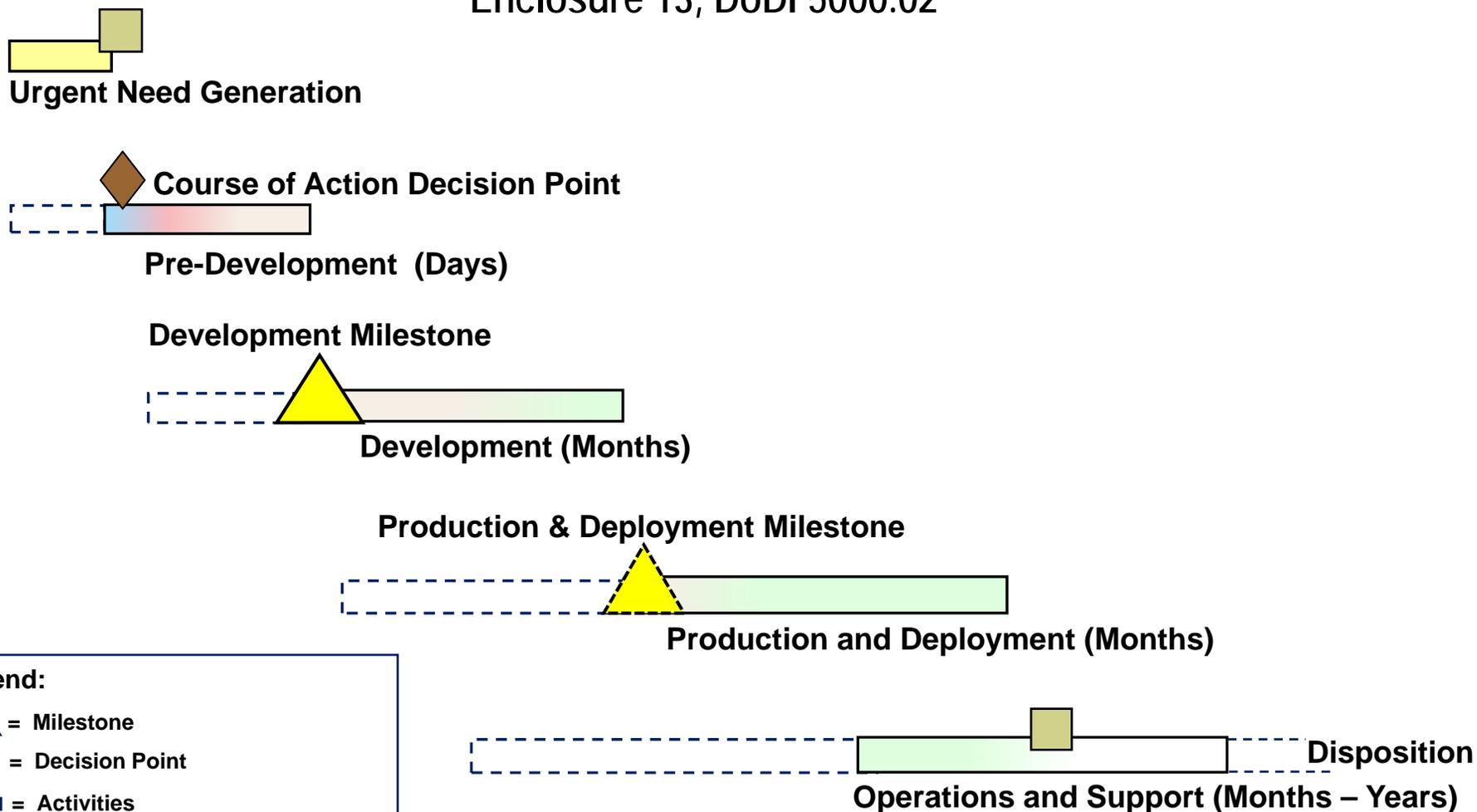
DoDI 5000.02, Enclosure 13

- Provides policy and procedures for acquisition programs that fulfill urgent needs *that can be fielded in less than 2 years and which are below ACAT I/IA cost thresholds*
- DoD's highest priority is to provide warfighters involved in conflict or preparing for contingency operations with capabilities urgently needed to overcome unforeseen threats, achieve mission success, and reduce risk of casualties
- Objective is to deliver capability quickly, within days or months
- Approval authority delegated to level that promotes rapid action

Rapid Fielding of Capabilities

Milestones, Other Decisions and Activities

Enclosure 13, DoDI 5000.02



Rapid Acquisition Activities

- Pre-Development Activities
 - PM appointed; MDA designated
 - PM, in collaboration with user and requirements authority:
 - Assesses the required capability and non-materiel options
 - Determines performance thresholds
 - Analyzes potential courses of action (COA)
 - Presents a recommended COA to the MDA
 - MDA selected COA documented in an ADM
 - PM develops draft acquisition strategy and APB
 - PM determines if operational prototypes are necessary
 - If program is placed on DOT&E Oversight List, a plan for OT must be approved by DOT&E

Rapid Acquisition Activities, continued..

- Development Milestone

- PM provides the Acquisition Strategy and APB to include program requirements, schedule, activities, program funding, the assessment approach and intermediate decision points and criteria as the basis for this decision
- The MDA will:
 - Decide if RAA should be requested
 - Approve Acquisition Strategy and APB
 - Approve initial production quantities
 - Approve testing approach
 - Approve any waivers to statute or regulation
 - Authorize release of RFPs
 - Document decisions in an ADM

Rapid Acquisition Activities, continued..

- Development Activities
 - Assessment of performance, safety, suitability and survivability
 - Does not require all identified deficiencies be resolved prior to production or deployment
- Production & Deployment Milestone
 - PM summarizes results of development
 - PM presents plan to transport, deploy, and sustain the capability, and to conduct post-deployment assessments, and to train maintenance and operating personnel
 - MDA, consults with tester and user, and approves entry into Production & Deployment

Rapid Acquisition Activities, continued..

- Production & Deployment Activities
 - Warfighter is provided needed capability, to include training, spares, software, support equipment, and logistics support
 - Components must ensure capability and support deployed by most expeditious means possible
 - Upon deployment, the capability enters Operations & Support
- Operations & Support
 - Capability is operated and supported consistent with MDA approved sustainment plan
 - PM or user may propose urgently needed improvements – may be acquired using rapid acquisition procedures
 - Post-deployment assessment conducted
 - Disposition Analysis conducted NLT 1 year after program enters O&S

Disposition Analysis

- 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 disposition official will recommend one of the following options:
 - Termination: Demilitarization or Disposal
 - Sustainment for Current Contingency
 - Transition to Program of Record
- DoD Component head and the CAE will review the recommendation and a transition decision will be recorded in a Component Head Disposition Determination

Transition to Program of Record (PoR)

- May need Materiel Development Decision (MDD) depending on:
 - Status of procurement
 - If the fielded solution needs additional development
- Funding for additional quantities and sustainment is Service responsibility

References

- DoDI 5000.02, Operation of the Defense Acquisition System, 7 Jan 2015, Enclosure 13
- DoD Directive 5000.71
- Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3170.01
- Section 804 (b)(3) of Public Law 111-383
- OSD memo. SUBJECT: Reprogramming Process for Joint Urgent Operational Needs and Joint Emergent Operational Needs, Sep 24, 2013
- 10 U.S. Code § 2216a - Rapidly meeting urgent needs: Joint Urgent Operational Needs Fund

Questions

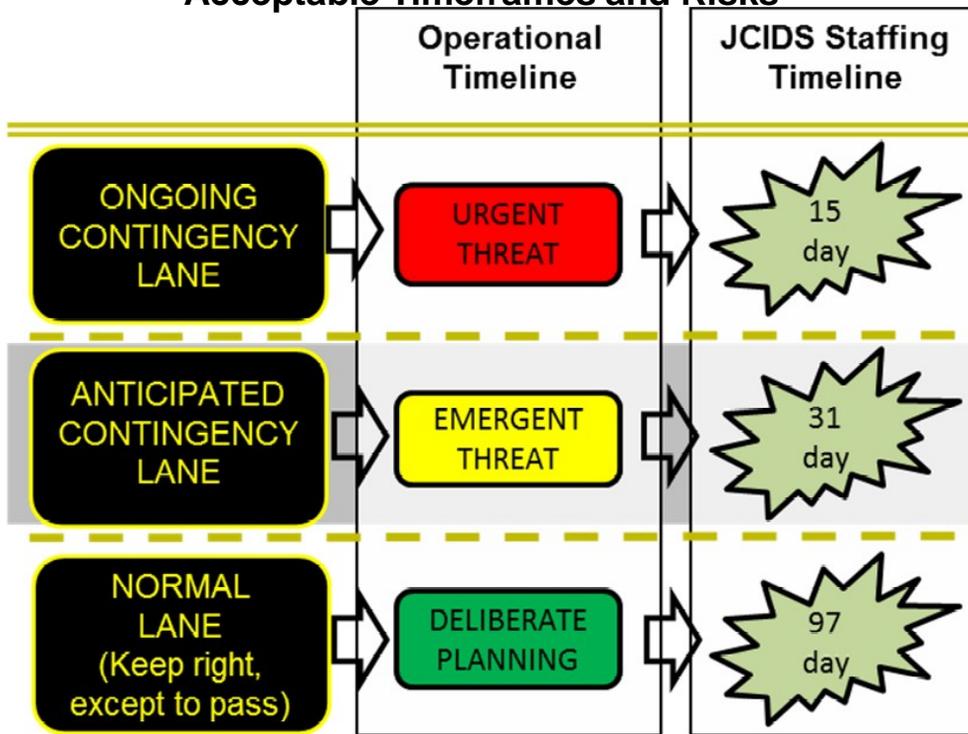
POCs/MTM site

- Presenter: Gary Hagan (DAU);
Gary.Hagan@dau.mil; 703-805-5144
- Moderator: Chuck Augustine (DAU);
Charles.Augustine@dau.mil; 703-805-4988
- E.O.C. survey site:
<https://www.metricsthatmatter.com/url/u.aspx?CBB9DA58687815238>

Backup Slides

CJCSI 3170.01 Three JCIDS Process "Lanes"

Established Three Lanes to Requirements Development to Respond to Capability Gaps within Acceptable Timeframes and Risks



Urgent Requirements

- Combatant Command (CCMD) (JUON) or Other DoD Component Driven
- Urgent and compelling to prevent loss of life and/or mission failure during current operations
- Joint Staff J8 Deputy Director for Requirements (DDR) validates Joint Needs; DoD Components assess/validate other urgent needs

Emergent Requirements

- CCMD Driven
- Supports accelerated acquisition of capabilities needed for an anticipated or pending contingency operation
- VCJCS verifies, JCB or JROC validates

Deliberate Requirements

- Service, CCMD, or Agency Driven
- Traditional route for capabilities that require significant tech development or are not urgent or compelling

JUON/JEON Format

1. Administrative Data:

- a. Title: (Unclassified version);
- b. Submitted by: (e.g. CENTCOM);
- c. Authorized by: CCMD Commander, Deputy/Vice, or Chief of Staff;
- d. Primary and secondary POCs: RMCT trained POCs;
- e. Date submitted: Timing is essential

2. Operational Context and Threat Analysis

Describe the nature of the urgency and operational impact – loss of life / critical mission failure

3. Required Capability

Describe the capability required – not a specific solution – as well as duration of need

4. Flexibility

Is a partial solution on time acceptable?

5. Potential Non-Materiel Solutions

Were non-materiel options considered and instituted?

6. Potential Materiel Solutions

Identify/discuss any known viable capability solutions

7. Required Quantities

Identify quantity and distribution requirements

8. Constraints

Identify logistics, maintenance, training, manpower issues that could inhibit closing the gap

Warfighter Senior Integration Group (SIG) (DODD 5000.71)

- Ensures efforts across DoD are synchronized, streamlined, and tightly integrated to recognize, respond to, and mitigate the risk of operational surprise associated with ongoing or anticipated near-term contingency operations.
- Prioritizes and directs actions to meet urgent requirements and directs action to identify, develop, fund, acquire, field and sustain

To be valid for purposes of execution through the Warfighter SIG, the solution must be capable of being fielded within 2 years of the validation of the urgent need, in a manner that resolves or substantially mitigates the underlying need

Warfighter Senior Integration Group (SIG) Members

- DEPSECDEF, Chair
- VCJCS, Co-Chair
- GO/SES reps from:
 - Under Secretaries of Defense
 - Military Departments (Navy has 2 members)
 - ASD(Research & Engineering)
 - ASD(Logistics & Materiel Readiness)
 - Dir, Defense Procurement & Acquisition Policy
 - Dir, Operational Test & Evaluation
 - Dir, Cost Assessment & Program Evaluation
 - Dir, Joint Improvised Explosive Device Defeat Organization
 - Dir, Joint Rapid Acquisition Cell (JRAC) – *Executive Secretary*
 - Combatant Commanders

Warfighter SIG Responsibilities

- Lead and facilitate agile and rapid response to CCMD UONs
- Recognize, respond to, and mitigate the risk of operational surprise associated with ongoing or anticipated near-term contingency operation.
- Facilitates the resolution of other urgent warfighter issues
- Prioritize and direct actions to meet urgent requirements and to integrate department wide efforts to manage the institutional response to operational surprise.
- Overarching entity through which OSD's previously established urgent needs organizations and task forces and any future OSD level urgent needs task forces will report to the Secretary of Defense regarding the status of UON related actions
- NOTE: On May 8, 2014, Deputy Secretary of Defense Work delegated the responsibilities of the Deputy Secretary of Defense listed and described in Department of Defense Directive 5000.71, to the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)). This delegation includes the Principal Deputy USD(AT&L).