

AF/A5/7

CAPABILITY DEVELOPMENT

GUIDEBOOK



Volume 2G

Urgent Needs Process

28 October 2022

Air Force Futures Requirements Oversight Team
AF/A5/7DR, Pentagon 5C858

PREFACE

This Guidebook is one in a series of AF/A5/7 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, and for Resourcing via the Air Force Strategy, Planning, Programming, Budgeting and Execution. **This guidebook describes the specific requirements actions to support the urgent needs process.**

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

NOTE: Although the AF/A5/7 Capability Development Guidebooks are not statutory or regulatory policy in nature, they represent official guidance and standard procedures developed by AF/A5/7D to ensure compliance with and implementation of overarching Requirements and Acquisition policies. Per AF/A5/7 direction and authority under HAF Mission Directive 1-7, to the maximum extent practical all Air Force Sponsors will follow the guidance and procedures described in these guidebooks or coordinate with AF/A5/7D through the AF/A5/7DR (Requirements Oversight Enabling Team) for case-by-case tailoring.

If you have questions regarding specific information within the guidebook(s), or if you have suggestions for improvements, please contact the Office of Primary Responsibility (OPR):

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AF/A5DR Portal Page. Additional guidance and information to supplement this Guidebook is located on the AF Portal:

- To access the A5DR Requirements Portal Page: go to <https://www.my.af.mil>
- Navigate to “Organizations A-Z”, then type in “A5DR Requirements”

CHANGE SUMMARY

Change Summary	Date
This document captures updated organizations, roles, responsibilities, and DAF guidance and must be reviewed in its entirety. Portions of this guidebook were derived from the AF/A5R Requirements Guidebook Volume 2 (24 June 2020, Version 8.3) , which is rescinded and replaced by this AF/A5/7 Capability Development Guidebook Volume 2E.	N/A
Updated the letter of the Guide from 2E to 2G to reflect the current naming scheme of the Air Force Guidebooks	21 Sept 2022
Clarified acquisition strategies. Clarified disposition chart. Incorporated updates to DODI 5000.71. Admin changes.	28 October 2022

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SECTION 1. OVERVIEW

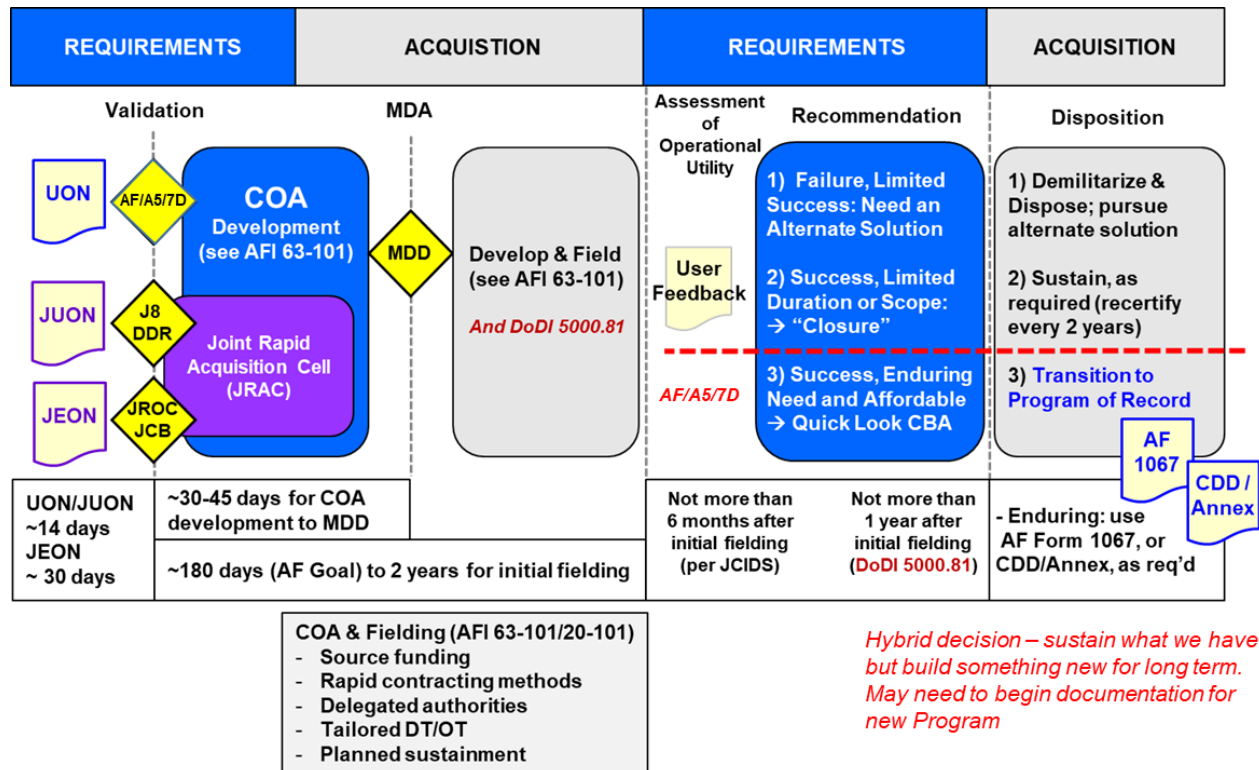
1.1 Purpose. This guidebook provides a description of the Air Force (AF) procedures regarding UONs, JUONs, and JEONs as described in the JCIDS Manual, DoDD 5000.71, Rapid Fulfillment of Combatant Commander Urgent Operational Needs and Other Quick Action Requirements, and DoDI 5000.81, *Urgent Capability Acquisition*.

1.2. AF/A5D Responsibility and Authority. The Director, AF/A5/7D has two decision-making responsibilities/authorities in the Urgent Needs process:

- AF/A5/7D 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.
- AF/A5/7D is the requirements decision authority for endorsement of the disposition analysis and recommendation 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.

Formal decisions are captured in writing via an Air Force Requirements Decision Memorandum (AFRDM) and archived in the Information and Resource Support System (IRSS) database. AF/A5/7DR ensures decisions are relayed to appropriate stakeholders including DAF, Joint Staff and Office of the Secretary of Defense (OSD) organizations (as applicable). AF/A5/7DR will ensure products above collateral SECRET will be archived in JWICS or SIC/CORE as appropriate. A record will be entered into IRSS pointing to the location of the documents.

Figure 1.1. Urgent Needs Process Overview



1.2. Oversight. DoDD 5000.81 establishes the Warfighter Senior Integrating Group (W-SIG) as a standing DoD-wide forum chaired by the Deputy Secretary of Defense and co-chaired by the Vice Chairman of the Joint Chiefs of Staff to lead and facilitate agile and rapid responses to Combatant Commander Quick Action Requirements (QAR) and other urgent and emergent operational needs such as UONs, JUONs, and JEONs. This body has oversight of the JRAC, Service QRA activities, and all DoD QRA efforts.

1.2.1. W-SIG Responsibilities.

- Synchronize, streamline, and integrate efforts to recognize, respond to, and mitigate the risk from emerging threats or ongoing or anticipated near-term operations and SecDef- or DepSecDef-identified urgent issues.
- Prioritize and direct actions to meet urgent needs. Facilitate rapid acquisition support
- Review, assess, and monitor critical warfighter and other QARs.
- Reviews, Monitors, and oversees urgent acquisition support.
- Continuously assess DoD Component actions to resolve QARs and direct necessary changes.

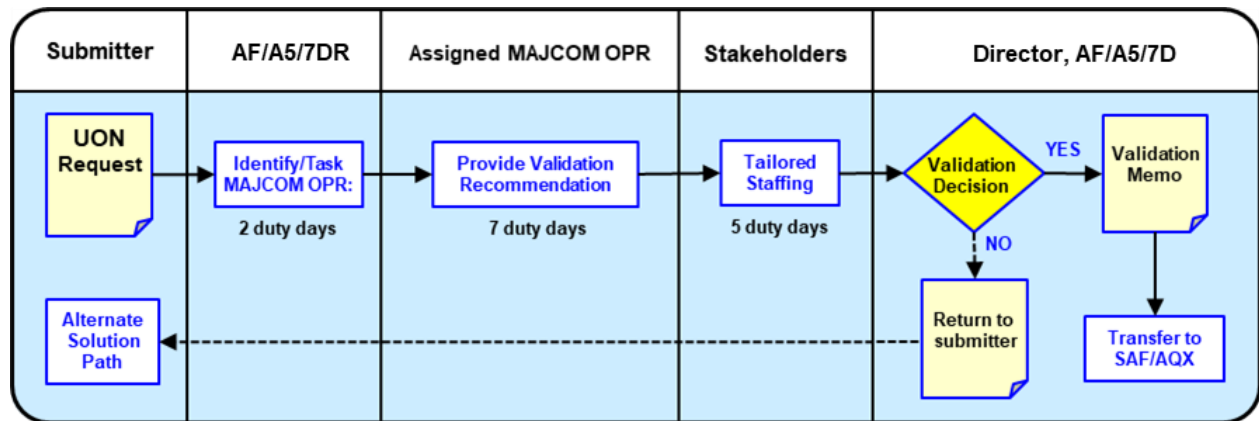
1.2.2. Department of the Air Force Responsibilities.

- Provide two GO/SES to the W-SIG.
- Establish policies to implement DoDD 5000.71.
- Provide AF QAR updates to the W-SIG. This includes UONs, and JUON/JEONs assigned to AF.

SECTION 2. AIR FORCE URGENT OPERATIONAL NEEDS

2.1. Overview. UONs identify AF specific needs, as opposed to JUONs, which identify Joint needs, and are associated with a current conflict or crisis situation that, if left unfulfilled, would likely result in capability gaps resulting in unacceptable loss of life or critical mission failure. The goal of the Urgent Needs process is to deliver initial fielded capability no later than two years following validation of the UON request. The UON process is not intended for major system development activities, requesting 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 the AF/A5/7D. UONs may also be submitted by a Major Command (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 (DoDI 5000.81):

- 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 years
- Potential solutions exist which will not require substantial development effort and are based on technologies that are proven and available.
- Must not exceed \$525 million in research, development, and test and evaluation, or \$3.065 billion for procurements in Fiscal Year 2020 constant dollars.
- Can be acquired under a fixed price contract.

AF/A5/7D will not normally validate a UON request that fails to meet the above criteria. However, any of these criteria may be waived with rationale provided in the AFRDM that validates the UON.

This process differs from the Middle Tier of Acquisition Pathway (MTA) which focuses on delivering a capability in 2-5 years. For more information the MTA process, please reference Capability Development Guidebook, **Requirements Activities to Support Middle Tier of Acquisition Pathway, Vol 2I.**

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 when submitting a UON Request, UON submitters are encouraged to contact the proposed MAJCOM/Agency solution sponsor and Urgent Needs Point of Contact (POC)s from AF/A5/7DR and SAF/AQX as early as possible.

Assignment to MAJCOM/Agency OPR as the Potential Solution Sponsor. AF/A5/7DR, in consultation with the appropriate HAF Subject Matter Expert (SME), reviews each UON Request, identifies the stakeholders, and designates a MAJCOM/Agency OPR and Office of Collateral Responsibility (OCR(s)) based on the impacted mission area and/or potential solution sponsorship. AF/A5/7DR, in coordination with the HAF SME, formally tasks the OPR/OCR to review the UON Request and return a validation recommendation to the AF/A5/7D.

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 the AF/A5/7D. The UON Request will be assessed to determine if it meets the criteria (as described in paragraph 2.2) to allow entry into the urgent needs process – the validation recommendation and decision should not be delayed for consideration of detailed Course of Action (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.

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

2.4. UON Staffing and Validation for Decision by the Director, AF/A5/7D

Tailored UON Staffing. AF/A5/7DR works with the HAF SME to initiate tailored UON staffing via IRSS, or other appropriate method. Stakeholders and other tasked organizations provide comment and coordination regarding the recommendation to validate the UON Request. If a “do not validate” recommendation appears likely, the HAF SME and the MAJCOM/Agency POC will contact the UON submitter to explore de-scoping the UON requirements. If de-scoping the UON still meets the urgent need, the de-scoped requirements will be included in the validation memo.

Validation Decision. At the conclusion of UON staffing, the HAF SME works with the AF/A5/7DR Urgent Needs POC to develop a UON validation package for AF/A5/7D review.

- If Validated as a UON: AF/A5/7DR, on behalf of the AF/A5/7D, transfers the validated UON to SAF/AQX for formal assignment to a SAF/AQ Capability Directorate. In accordance with the JCIDS Manual, the UON and AFRDM are forwarded to the Joint Staff Gatekeeper for Information.
- If Not Validated as a UON: The decision memo should state the reason why the UON was not validated and include an alternative. Alternatives may include a recommendation to accept the risk, adopt a non-materiel approach, or pursue the requirement through the deliberate requirements validation process or other process or avenue. Reasons for disapproval may include:
 - Technology challenges would prohibit the fielding of a useful solution in the two-year timeframe.
 - Ongoing deliberate process efforts and programs can provide a capability to the warfighter in the operational timeframe.

- The recommended solutions would not sufficiently mitigate the gap within the operational timeframe.

2.5. UON Tracking (by the HAF SME and AF/A5DR): The HAF SME along with the AF/A5/7DR Urgent Needs POC tracks and reports the status of assigned urgent needs, beginning with assignment, and continuing quarterly 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

3.1. AF Procedures for JUONs/JEONs. A JUON is a Joint *Urgent* Operational Need driven by a *current/ongoing* contingency and a JEON is a Joint *Emergent* Operational Need driven by *anticipated* contingency operations. Both JUONs and JEONs represent capability needs that are inherently joint, or affecting two or more Department of Defense Components. Each are submitted to the Joint Staff J-8 under the guidance of the JCIDS Manual.

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 is submitted for Joint Staff triage, the AF FCB Lead notifies the AF/A5/7DR Urgent Needs POC. They work with the appropriate AF/A5/7D Team(s) to designate a HAF SME and to notify SAF/AQX and other AF stakeholders.
- The AF FCB Lead, in coordination with the AF/A5/7DR 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/A5/7DR Chief, appropriate AF/A5/7D Team(s) and the AF/A5/7DR Urgent Needs POC of Joint Staff JUON/JEON decisions.
- If a JUON/JEON will potentially be assigned to the Air Force, AF/A5/7DR Urgent Needs POC ensures AF/A5/7D 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, the AF/A5/7DR Urgent Needs POC, the AF/A5/7D SME, and the FCB Lead recommend AF/A5/7D and SAF/AQX designate a MAJCOM/Agency OPR and OCR(s) based on the impacted mission area and/or potential solution sponsorship.
- The AF/A5/7DR Urgent Needs POC and FCB Lead maintain close coordination with the MAJCOM/Agency POC, and SAF/AQX as COAs are developed for presentation to the JRAC and the Milestone Decision Authority (MDA) for approval.
- Validated JUONs/JEONs assigned to the AF for action are entered into IRSS or other appropriate system and tracked in the same manner as UONs.

SECTION 4. URGENT NEEDS TRACKING, FIELDING, and CLOSURE

4.1. Urgent Need Status. Upon UON validation, the AF/A5/7DR Urgent Needs POC works with the HAF SME, 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 until solution fielding and/or closure. The AF/A5/7DR Urgent Needs POC ensures status updates are relayed to appropriate stakeholders including DAF, Joint Staff, and OSD (as required). For urgent needs classified above the secret level, the AF/A5/7DR Urgent Needs POC will ensure current status is tracked on an appropriate network.

4.2. Course of Action Development. The responsible MAJCOM/Agency POC, in collaboration with the Acquisition Program Office POC and the urgent need sponsor/submitter POC 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. The MAJCOM/Agency POC should also ensure the special programs community is part of this coordinated effort so that all possible COAs are evaluated.

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. 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. The MAJCOM/Agency POC and Acquisition Program Manager should maintain close contact with operators in the field to obtain and provide feedback on the status of the urgent capability solution as it progresses through development toward production and fielding.

Status updates and periodic reviews enable the validation authority to:

- 1) Determine if the capability requested by the original UON/JUON/JEON is still needed as validated.
 - If the capability is still needed as originally requested, and no changes need to be made to either the UON request or the validation decision memo, then no further documentation is needed. Solution development continues based on the original UON request and/or validation decision memo.
 - If changes need to be made to the original urgent need request or the validation decision memo (e.g., changes to requirements, quantity, timeline, etc.), the MAJCOM/Agency POC in coordination with the Program Manager may recommend an update and revalidation by the urgent need validation authority (AF/A5/7D 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 of the urgent need validation and discontinuation of the urgent capability acquisition effort.
- 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 an update and revalidation by the validation authority.

4.4. Formal Post-Fielding Assessments. The HAF SME along with the AF/A5/7DR Urgent Needs POC, work with the MAJCOM/Agency POC and Program Manager to solicit feedback from the warfighter. The feedback might come in the form of an assessment of operational utility as described in the JCIDS Manual, or as a post fielding assessment which similar to formal operational testing as described in DoDI 5000.81. A post fielding assessment is a formal report from the urgent need submitter that describes how well the solution met the requirement, and whether any modifications need to be made to the requirements, quantities, or the solution itself. 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/A5/7D). The disposition analysis and recommendation/endorsement (AF/A5/7D) is separate from the assessment of operational utility and is intended to make recommendations to the MDA regarding the status of the urgent need, and disposition of the fielded solution.

The AF/A5/7DR Urgent Needs POC ensures recommendations approved by the AF/A5/7D are relayed to appropriate stakeholders including HAF, Joint Staff, and OSD.

The validation of an urgent need does not expire when fielded or when the two-year fielding time limit is reached. Validation remains in effect until it is specifically withdrawn, rescinded, or revalidated by the appropriate validation authority, or when the solution is replaced by a follow-on capability.

The HAF SME along with the AF/A5/7DR Urgent Needs POC, works with the MAJCOM/Agency POC, the Program Office, and SAF/AQX to make a recommendation regarding urgent needs disposition, which should be completed within 1 year after fielding.

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

Operational Utility Assessment (User)	Continued Need Assessment (MAJCOM Sponsor)	AF/A5D Endorsement	AF/A5D Recommendations
<p>Failure / Partial Success: The fielded solution did not provide full operational utility for the urgent need in terms of scope or quantity</p>	Capability is still needed as requested and validated	Confirm Urgent Need remains valid	Continue development or pursue alternative solution
	Capability is still needed , but request needs to be updated to address change in requirements	Review request. Determine if Urgent Need remains valid, and if updated requirements are valid	Continue development or pursue alternative solution
	Capability is no longer needed	Rescind Urgent Need validation	Terminate program
<p>Solution Successful: The fielded solution provided the full operational utility for the urgent need in terms of both scope and quantity</p>	Capability is still needed to address valid Urgent Need	Confirm Urgent Need remains valid, but not fully resolved within original timeframe	Sustain current capability beyond duration of original Urgent Need; monitor and review bi-annually
	Capability is a potential Enduring Need beyond scope, quantity, or timeframe of Urgent Need	Confirm that Urgent Need is satisfied , an Enduring Need for the capability exists, and should be sustained beyond the Urgent Need timeframe. May require an increase in scope, quantity, or further development to address new requirements	Transition program to an Enduring Program of Record through the Adaptive Acquisition Framework
	Capability is no longer needed as an Urgent Need	Confirm the Urgent Need was satisfied and there is no Enduring Need	Terminate program

4.6 Completion and Closure of Urgent Need Tracking. A fielded solution that successfully addresses the capability needs completes the urgent need action and will generate a recommendation for closure of the urgent need.

- In this case, the urgent need fielding action is considered complete, 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 a minimum of every 2 years to confirm that the requirements are still valid and the needs are still being met.
- The validation of the urgent need does not expire. The validation remains in effect until it is specifically withdrawn, rescinded, or revalidated by the validation authority.
- If the fielded solution potentially meets enduring capability needs and should remain in the inventory beyond the scope of the contingency or crisis situation, the MAJCOM/Agency OPR and Program Office should contact AF/A5/7DR to begin discussions and analysis to determine the feasibility of transitioning the solution into a program of record.
- 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/A5/7DR.

APPENDIX 1 - GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

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 and Other Quick Reaction Requirements*

AF/A5DR 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 “A5DR Requirements”.

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

Abbreviations and Acronyms

AFRDM— Air Force Requirements Decision Memorandum

COA—Course of Action

FCB—Functional Capabilities Board

IRSS—Information & Resource Support System

JCIDS—Joint Capabilities Integration and Development System

JEON—Joint Emergent Operational Need

JUON—Joint Urgent Operational Need

MAJCOM—Major Command

MDA—Milestone Decision Authority

MTA—Middle Tier of Acquisition

OCR—Office of Collateral Responsibility

OPR—Office of Primary Responsibility

OSD—Office of the Secretary of Defense

POC—Point of Contact

SME—Subject Matter Expert

UON—Urgent Operational Need

Attachment 1. Recommended Format for AF UON Submission

Recommended UON Submission Format

This is a recommended format. The distribution addressees are mandatory. Requests should focus on identifying a capability gap or shortfall and any constraints that might impact selection of a solution. This format is provided to help the submitter communicate the need. To ensure full understanding of the need and realistic expectations, the submitter should contact the AF/A5/7D, SAF/AQX, and a proposed MAJCOM/Agency OPR as early as possible when considering submission of a UON.

****SIPRNET e-mail is the required method for submitting all collateral secret and below submissions. Submissions above collateral secret will use JWICS or SIC/CORE****

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/A5/7D at (SIPRNET: usaf.pentagon.af-a5-8.mbx.a5r-workflow@mail.smil.mil)
SAF/AQX at (SIPRNET: usaf.pentagon.saf-aq.mbx.saf-aqx-wkflw@mail.smil.mil)
AFMC/A5R at (SIPRNET: usaf.wright-patt.afmc-a5-8-9.mbx.afmc-a5r-workflow@mail.smil.mil)

**** For submission above collateral Secret, contact the AF/A5/7DR UON coordinator for a recommended distribution list****

****Additionally include appropriate Combatant Command agencies: e.g., CENTCOM/J3****
MEMORANDUM FOR AF/A5/7D, 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. 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).