



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

March 22, 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTOR, FORCE TRANSFORMATION
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

000.5

SUBJECT: Time Critical Actions

Reference: Deputy Secretary of Defense Memorandum, OSD 18052-04, Meeting
Immediate War Fighter Needs (IWNs), w/ attachment, November 15, 2004

I am concerned that as the Department attempts to meet the critical equipment needs of our soldiers in the field, our staff work all too often becomes mired in an administrative process that is not helpful. The pivotal role of the Department of Defense in the Global War on Terror requires that hundreds of crucial decisions be made each day. A significant number of those decisions have the potential to expedite the fielding of new technology or war-fighting equipment where timely delivery can save lives or prevent serious injuries.

To ensure the most efficient and expeditious staffing of time-critical decision paperwork, the following actions are required:

1. Decisions regarding the fielding or development of urgently needed technology or equipment managed by the Joint Rapid Acquisition Cell, or identified as "Urgent and Compelling" by a Combatant Commander (COCOM), will be designated "TIME CRITICAL" in the Subject line.

22 MAR 05



OSD 05522-05

2. The Special Assistant to the Deputy Secretary of Defense will determine which offices are required to coordinate on the memo.

3. Offices originating the action will obtain coordination from other offices concurrently.

4. Organizations required to coordinate must do so within 48 hours from the time of receipt.

5. Organizations may nominate a decision as "TIME CRITICAL" to the Special Assistant to the Secretary of Defense or The Special Assistant to the Deputy Secretary of Defense for decisions not identified by the COCOM as "Urgent and Compelling," and its status as "TIME CRITICAL" will be determined within 24 hours.

6. Staff should not prepare a non-concur recommendation for a coordination action until the principal has tried and failed to reach a consensus with other affected principals. Reviewing and commenting on draft proposals are necessary, but not sufficient. Every organization should commit to actively engaging in the deliberative process to quickly find a consensus position. A good rule of thumb is, if an individual is not at a level where they cannot say "yes" to a decision, then they are not of a sufficient level to non-concur.

7. I encourage providing information copies of the action memo to offices that may have an interest, but are not affected by the decision.

In wartime, delay in making decisions does not avoid risk, it can simply shift the risk to those who are already in danger. Allowing a lengthy staffing process to persist may be thought to reduce the risk to the decision maker, but it will likely not improve the lot of the war-fighter.

I recognize that everyone is working hard, and I appreciate that effort. But to win the Global War on Terror, we must work smarter and more efficiently. Points of contact regarding "time critical actions" are Dr. Robert Buhrkuhl, Director, Joint Rapid Acquisition Cell, at (703) 692-5867, or Mrs. Anne Reese, Deputy Director, Joint Rapid Acquisition Cell, at (703) 697-1445, extension 124.



REFERENCE





DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

NOV 15 2004

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UNDER SECRETARIES OF DEFENSE
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ASSISTANT SECRETARIES OF DEFENSE
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DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Meeting Immediate Warfighter Needs (IWNs)

The attached document outlines the procedures, roles and responsibilities for the functioning of the Joint Rapid Acquisition Cell (JRAC) process. The Department's recent experience in the Global War on Terrorism, and specifically Operations Iraqi Freedom and Enduring Freedom, has demonstrated a need for this type of process enhancement.

I am confident that the JRAC, with your assistance and cooperation, can facilitate meeting the urgent materiel and logistics requirements which the Combatant Commands certify as operationally critical. The JRAC will report to me on a periodic basis regarding its success in enhancing the rapid flow of materiel to address IWNs.

Points of contact are Dr. Robert Buhrkuhl, 703-692-5867, or Ms. Ann Reese, 703-697-1445, extension 124.

Attachments:
As stated



OSD 18052-04

OSD 5

15 Nov 04

4 Nov 04

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Department of Defense
SUBJECT: Joint Rapid Acquisition Cell (JRAC)

Reference: Deputy Secretary of Defense Memorandum, subject: Meeting the Immediate Warfighter Needs (IWNs), dated September 3, 2004.

1. PURPOSE

This document:

1.1. Consistent with the reference, establishes procedures and defines roles and responsibilities for the management of the JRAC.

1.2. Provides fundamental guidance for addressing IWN requests that focus on addressing urgent Warfighter requirements.

2. ORGANIZATION AND MEMBERSHIP

2.1. The purpose of the JRAC is to assist in resolving issues impeding the urgent materiel and logistics requirements that the Combatant Commanders (COCOMs) certify as operationally critical. The JRAC provides regular reports to the Secretary of Defense (SecDef) and the Deputy Secretary of Defense (DepSecDef) on how well the Department of Defense (DoD) Components are meeting IWNs where issues have arisen. JRAC tracking and reporting provides critical visibility enabling senior leadership to provide appropriate direction.

2.2. The JRAC, established pursuant to the reference, consists of a Core Group and an Advisory Group. The Core Group is supported by the Advisory Group based on the specific IWN request, and functions in a manner similar to an Overarching Integrated Product Team. For example, the Under Secretary of Defense (USD) Intelligence (I) will be included on intelligence needs, USD Personnel and Readiness (P&R) will be included on materiel and/or logistics training needs, the USD (Policy) will be included on policy needs, the Assistant Secretary of Defense (ASD) Networks and Information Integration (NII) will be included on inter-theater communications support needs, etc.

3. APPLICABILITY

This document applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Chairman, Joint Chiefs of Staff (CJCS), the Combatant Commands (COCOMs), the Office of the Inspector General of the DoD, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the DoD (hereafter referred to collectively as the "DoD Components"). The term "Military Departments," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps—including National Guard and Reserve Units.

4. DEFINITIONS



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4.1. Urgent Operational Need (UON) - an urgent COCOM-prioritized operational need requiring a Doctrine, Organization, Training, Materiel, Leadership, Personnel, or Facilities (DOTMLPF) solution that, if left unfilled, could result in the loss of life and/or prevent the successful completion of a near-term military mission. The Military Departments, in their own vernacular, may use a different name for an UON—such as a Combat-Mission Needs Statement (C-MNS).

4.2. IWN - an UON requiring a timely (120 days or less) **materiel** or **logistics** solution that, if left unfulfilled, could result in the loss of life and/or prevent the successful completion of a near-term military mission.

4.3. Resolved IWN - the delivery of the required capability has commenced and the expected completion date is within the time required by the originating COCOM.

5. BACKGROUND

5.1. The Global War on Terrorism, and recent experiences with Operations Iraqi Freedom and Enduring Freedom, have highlighted the institutional challenges the DoD faces in satisfying urgent needs of Warfighters. Solutions that are delivered through traditional processes may arrive too late to be effective. Congress has given the Department authority and flexibility to address these urgent requirements.

5.2. To break down institutional barriers that prevent timely and effective Warfighting support, the DepSecDef directed the Under Secretary of Defense (USD) Acquisition, Technology and Logistics (AT&L) and the USD Comptroller (C) to establish a JRAC. The JRAC is responsible for assisting in the resolution of issues in response to COCOM-certified/prioritized and CJCS validated IWNs. The JRAC provides a single point of contact on the OSD staff for tracking the timeliness of actions for the senior leadership on IWNs and facilitates coordination with other government agencies.

6. PROCEDURES

6.1. **An** UON that cannot be satisfied in an appropriate time-frame by an existing Military Service/Defense Agency process (e.g., Air Force Instruction 63-114, Rapid Response Process; Navy Instruction 5000.2B, Rapid Deployment Capability; United States Special Operations Command (USSOCOM) C-MNS Process; etc.) is first identified (or coordinated with a Military Department or Defense Agency), certified, and prioritized by a COCOM, or his designated representative. The UON is then forwarded to the CJCS for validation and recommendation as an IWN. Copies are simultaneously provided to the **Military** Departments, Defense Agencies, and to the **JRAC** within seven days of submission. This process is not intended to replicate or to replace current Military Services' rapid certification and resourcing processes; instead, it is intended to complement the existing processes.



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6.2. The JRAC will monitor progress of a UON throughout the analysis and resolution process and, if the criteria are met, designate an urgent need as an IWN within **14** days.

6.3. Designation as an IWN must require resolution well short of the time frame planned or possible with the normal acquisition and Planning, Programming, Budgeting, and Execution (PPBE) processes. Lack of sufficient funding for a proposed UON does not confer an automatic "IWN" designation.

6.4. IWNs will typically originate from the following situations, and are designated as such, to increase visibility to Senior DoD staff to ensure timely resolution and follow through:

6.4.1. A COCOM, or a COCOM delegated authority such as a Component, identifies an urgent materiel and/or logistics requirement, certifies and prioritizes it, and submits the UON to the CJCS and JFUC for resolution. An analysis submitted in concert with the UON projects an acquisition, logistics, or science and technology solution.

6.4.2. The CJCS requests the addition of an urgent need that fits the IWN criteria. In this case, the CJCS would coordinate with the appropriate COCOM(s) for validation, certification, and COCOM submission of the critical, time-sensitive urgent need.

6.4.3. A Military Department or Defense Agency, coordinating through and submitted by the appropriate COCOM(s), requests the designation of a Service-specific UON as an IWN. Requests should go directly to the appropriate COCOM(s) who will review and, as appropriate, certify and submit to the JRAC with a coordination copy to the CJCS. The CJCS will then provide the JFUC his position on need and validity of the proposed IWN.

6.4.4. Directed by Senior Defense officials via the USD (AT&L), in coordination with the USD(C).

6.5. The format for IWN submission is attached as APPENDIX A.

7. COMPOSITION

The JRAC is responsible to the SecDef, through the USD(AT&L) and the USD(C), to identify issues and potential solutions for satisfying urgent operation needs of the Warfighter that have been designated as IWNs.

7.1. The JRAC Core Group consists of two full-time professional staff members from USD(AT&L) and one administrative assistant. Additionally, the JRAC Core Group consists of part-time SES or Flag level members from the Office of the USD(AT&L— Defense Procurement and Defense Policy), USD(C), DoD General Counsel, and a CJCS member.



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7.2. The JRAC Advisory Group consists of representatives from USD(AT&L— Defense Systems and Logistics and Materiel Readiness), USD (I), USD(P&R), USD Policy (P), ASD(NII), Director, Program Analysis and Evaluation (D,PA&E), COCOMs, Military Departments, and Director, Operational Test and Evaluation (D,OT&E).

7.3. The COCOMs, the CJCS, the Military Departments, the Defense Agencies and/or the OSD Staff will designate to the USD(AT&L) senior level coordinators with appropriate authority to be members of a JRAC Advisory Group. These officials serve as the principal interface with the JRAC and are empowered to effect rapid decisions for their respective organizations within the scope of this effort.

7.4. JRAC Core and Advisory Group members may be requested to work overtime, weekends, or holidays to fulfill their responsibilities.

8. ROLES AND RESPONSIBILITIES

8.1. The JRAC:

8.1.1. Monitors, tracks, and, when necessary, determines final designation of all IWNS.

8.1.2. Facilitates the identification and resolution of issues. This facilitation could involve identification of the many authorities available to the DoD that might be used to assist fulfilling an IWN when fulfilling that need is stalled for procedural reasons within the OSD, COCOM, Military Department, or Defense Agency.

8.1.3. Assists in the resolution of issues between Military Departments and with other Federal agencies that may delay the successful satisfaction of an IWN.

8.1.4. Provides regular status reports to the SecDef and DepSecDef on the progress of meeting IWNs. Copies of these reports are also provided to the CJCS, other OSD Principal Staff Assistants (PSAs) where appropriate (e.g., USD(I), USD(P), USD(P&R), ASD(NII), D,PA&E), COCOMs, and the Military Departments.

8.1.5. Provides additional recommendations for DoD, COCOM, Military Department, or Defense Agency process improvement. Identifies legislative initiatives that may be necessary to facilitate these processes.

8.1.6. The JRAC does not allocate funding for satisfying an IWN. The Military Departments, Defense Agencies, COCOMs, and USSOCOM fund IWN solutions.

8.2. The Office of the USD(AT&L):

8.2.1. Chairs the JRAC and serves as the Director.



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8.2.2. Provides, in concert with the OUSD(C), regular status reports to the SecDef and DepSecDef. Copies of these reports are also provided to the CJCS, other OSD PSAs where appropriate (e.g., USD(I), USD(P), USD(P&R), ASD(NII), D,PA&E), COCOMs, and the Military Departments.

8.2.3. Serves as the day-to-day JRAC lead.

8.2.4. Creates the information technology system and/or software necessary to track IWNs.

8.2.5. Provides necessary acquisition policy, procurement and contracting advice, assistance and coordination.

8.3. The Office of the USD(C):

8.3.1. Co-Chairs the JRAC and serves as Deputy Director.

8.3.2. Provides, in concert with the OUSD(AT&L), regular status reports to the SecDef and DepSecDef. Copies of these reports are also provided to the CJCS, other OSD elements where appropriate (e.g., USD(I), USD(P), USD(P&R), ASD(NII), D,PA&E), COCOMs, and the Military Departments.

8.3.3. Provides advice on budgetary and fiscal aspects of validated IWNs.

8.3.4. Provides technical advice and assistance on budget and financial analysis matters.

8.4. The Office of the USD(P):

8.4.1. Provides advice on policy, interagency, and multi-national aspects of proposed IWN solutions.

8.5. The D,OT&E:

8.5.1. Provides advice to the Defense Acquisition Executive and requesting COCOM regarding system performance capabilities and limitations demonstrated in test, and the appropriate test and evaluation.

8.6. The Office of the DoD General Counsel:

8.6.1. Provides legal support to the JRAC for timely IWN resolution.

8.7. The CJCS:



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8.7.1. Provides advice and assistance to the JRAC on the rapid validation and resourcing of UONs. And, provides recommendations to the JRAC on which UONs should be designated IWNs.

8.7.2. Provides recommendations on the relative priority, in the case of multiple active IWNs, within an individual COCOM and across multiple COCOMs for those UONs designated as IWNs.

8.7.3. Provides advice on areas where operational risk can be taken in the near term to meet a more immediate and urgent capability gap.

8.8. The Military Departments, Defense Agencies, and USSOCOM:

8.8.1. Recommend proposed Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities (DOTMLPF)-based solutions to satisfy IWNs.

8.8.2. Resource and develop procurement, fielding, and sustainment plans for IWN solutions in which a Military Department, Defense Agency, or USSOCOM is designated **as** the executing authority.

8.8.3. Provide IWN solutions to requesting COCOMs.

8.9. The COCOMs:

8.9.1. Identify or, as appropriate, coordinate with the requesting Military Department or Defense Agency, certify, and prioritize UONs to the CJCS and the Joint Staff. This process is not intended to replace the current Military Services' processes, but rather to complement them by addressing those urgent needs that fall outside of current processes or those that cannot be satisfied within the timeline of existing processes. These UONs are forwarded to the CJCS and/or JRAC for action.

8.9.2. Provide feedback to the submitter within 30 days on the suitability and timeline of a proposed solution in meeting an IWN.

8.9.3. Provide advice on areas where operational risk can be taken in the near term to meet a more immediate and urgent capability gap.

8.9.4. Employ IWN solution(s).

9. EFFECTIVE DATE

This document is effective immediately, and remains in effect for three years after approval, at which time a determination will be made as to the continued existence of the JRAC.



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APPENDIX A

IWN REQUEST FORMAT

IWN Title: (Unclassified version)

Submitted by: (Originator of IWN request)

Certified/Prioritized by COCOM: (Date certified)

Relative Priority: 1, 2, 3

Priority 1: most pressing priority in COCOM theater; resources previously targeted to other IWNs, but not committed, should be diverted to meet this need.

Priority 2: next most pressing priority in COCOM theater; resources previously targeted but not committed to meet priority 3 IWNs should be diverted to meet this need.

Priority 3: pressing priority.)

General Description: Describe in detail the nature of the urgency and impact to operations. Identify where the operational deficiency exists. Describe what is needed. What is the target, threat, or operational deficiency? What cannot be done without new or improved equipment or materiel?

Mission and Threat Analysis: Describe the mission deficiency. Indicate the initial operational capability (IOC), desired date, and any impacts to safety, survivability, personnel, training, logistics, communications, etc.

Non-Materiel Alternatives: Describe any non-materiel options and alternatives that were considered.

Potential Materiel Alternatives: If known, identify and discuss viable solutions that could improve operational capabilities or system performance.

Potential Resource Tradeoffs: If known, identify any less urgent programs that could be deferred or down scoped to resource the IWN.

Constraints: Identify any known constraints that could inhibit satisfying the IWN, such as arms control treaties, logistics support, transportation, manpower, training, or non-military barriers.

Points of Contact (POCs): Provide name, rank, office, telephone numbers, and e-mail addresses (unclassified and SIPRNET). Two POCs are desired.





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File

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can simply

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persist

likely not (likely not)

(appreciate) appreciate

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OFFICE OF THE DEPUTY SECRETARY OF DEFENSE
THE SPECIAL ASSISTANT

3/14

Paul —

You asked Dobie and me to
prepare a memo to the staff that
would motivate them to cut through
the bureaucracy — believe the attached
does that. Have run it through CiD
to ensure it does not duplicate existing
policy — if doesn't. Draft
included

VR
Dwe

J. David Patterson
The Special Assistant to
The Deputy Secretary of Defense





MAR 21 2005

From the Desk of
Paul Wolfowitz

Memo for Sec Def -

Don -
Dave Patterson has been working with Debbie McArthur and Bob Bahrluhl to produce the attached draft memo to speed up action on urgent decisions.

I would be prepared to sign it, but it might be better coming from you.

Paul W.



OFFICE OF THE DEPUTY SECRETARY OF DEFENSE
The Military Assistant

21 March 2005 - 1030 Hours

MEMORANDUM FOR: SECRETARY OF DEFENSE

SUBJECT: Time Critical Actions

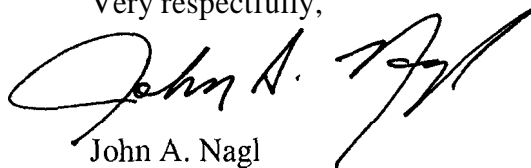
Sir:

The Deputy's comments on the attached package for your signature read as follows:

"Don –
-- Dave Patterson has been working with Dobie McArthur
and Bob Buhrkuhl to produce the attached draft memo
to speed up action on urgent decisions.
-- I would be prepared to sign it, but it might be better
coming from you. Paul W."

Thank you.

Very respectfully,



John A. Nagl
Lieutenant Colonel, USA
Military Assistant to the
Deputy Secretary of Defense

Attachment:
As stated

