



THE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

CM-1396-11
29 April 2011

MEMORANDUM FOR THE CHAIRMAN, DEFENSE BUSINESS BOARD

Subject: DBB Terms of Reference – “New Ways to Execute the Joint Requirements Process”

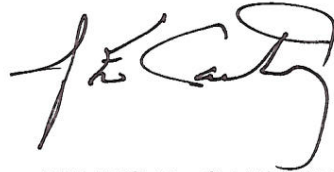
1. (U) The Department of Defense must have an Acquisition Requirements Process that enables the Department to develop and procure urgently needed equipment more rapidly. Increasing combat demands and fiscal constraints make it critical that investments in new weapon systems and non-material solutions not only meet the needs of the warfighter, but also make the most efficient use of available resources. A change to the acquisition requirements process is required to reflect the realities of the current fight, cycle time of the current threat, and DoD organizational changes. In its place, we need a new system with the following characteristics:

- a. Demonstrates a shift from the current requirements process by changing from one that relies on consensus to a determinative process that informs the decision maker.
- b. Streamlines the joint capability and integration timeline.
- c. Involves the warfighter/COCOMs to a greater extent in the development and prioritization of capabilities and needs.
- d. Adds a combined aspect to the process to get input from our international partners.
- e. Clearly defines warfighter priorities that align with the National Defense Strategy and the National Military Strategy.
- f. Ensures end to end synchronization of the requirements, acquisition, and budget processes.
- g. Creates a 3 tiered process with the first tier addressing urgent needs, a third tier with a more conventional standard requirements timeline, and a middle tier focused on rapid spiral upgrades.
- h. Ties DoD processes to industry systems and tools.
- i. Answers how the enhanced Joint Staff J7 operates (with respect to the requirements process) and its interaction with the Joint Staff J8.

2. (U) As the Department's independent advisory board for economic and business affairs, I request you form a task group to review the current Joint Capability and Integration System (JCIDS) with the intent of recommending business practices that consider the above characteristics and allow the prioritized needs of the warfighter be met on a timeline that can impact near to midterm operations. The task group should focus in particular on non-materials solutions.

3. (U) The Joint Staff will serve as your principal support resource and will provide assistance as necessary. Other Department of Defense elements will provide assistance if determined to be necessary.

4. (U) This effort should be completed by the DBB's July 2011 board meeting.

A handwritten signature in black ink, appearing to read 'J. Cartwright', with a stylized, cursive script.

JAMES E. CARTWRIGHT
General, USMC
Vice Chairman
Joint Chiefs of Staff