



DEPARTMENT OF THE NAVY  
VICE CHIEF OF NAVAL OPERATIONS  
2000 NAVY PENTAGON  
WASHINGTON DC 20350-2000

IN REPLY REFER TO:  
5420  
Ser N09/8U103035  
25 Jul 08

MEMORANDUM FOR DISTRIBUTION

Subj: RESOURCES AND REQUIREMENTS REVIEW BOARD CHARTER

Ref: (a) SECNAVNOTE 5000 of 26 Feb 08

Encl: (1) Decision-Making Authorities - Guiding Thresholds

1. Mission. The Resources and Requirements Review Board (R3B) is the Navy's 3-Star decision forum for Navy requirements and resources. The R3B will ensure discipline in the Navy's decision-making process by adjudicating and resolving issues to ensure Joint force alignment.

2. Scope. The R3B is the decision-making body for Navy capability requirements (including Joint Capabilities Integration and Development System (JCIDS) documentation), emergent issues related to requirements and resources, and resolution of cross-enterprise or cross-sponsor issues. The R3B will also review Acquisition Category (ACAT) I, IA, Joint Requirements Oversight Council (JROC) Interest and high-interest ACAT II programs for requirements and resource alignment, validity, and program health.

a. Enclosure (1) provides the decision authority guidelines for forwarding requirements and resource issues for R3B consideration. The guidelines are not meant to supplant Resource Sponsor decision authorities under other processes (e.g., Program Objective Memorandum (POM) development).

b. Reference (a) outlines the updated Requirements and Acquisition review process designed to ensure alignment between Service-generated capability requirements and acquisition. The R3B will be the forum for all Navy Gate 1, 2, 3, and 6 (Capability Production Document (CPD) only) reviews in this process.

3. Membership

a. Emergent Requirements and Cross-Enterprise/Sponsor Issues:

Subj: RESOURCES AND REQUIREMENTS REVIEW BOARD CHARTER

(1) Deputy Chief of Naval Operations for Manpower, Personnel, Education, and Training (CNO N1)

(2) Director of Naval Intelligence (CNO N2)

(3) Deputy Chief of Naval Operations for Information, Plans, and Strategy (CNO N3/5)

(4) Deputy Chief of Naval Operations for Fleet Readiness and Logistics (CNO N4)

(5) Deputy Chief of Naval Operations for Communication Networks (CNO N6)

(6) Deputy Chief of Naval Operations for Integration of Capabilities and Resources (CNO N8)

(7) Deputy, U.S. Fleet Forces Command (USFF)

(8) Principal Deputy Assistant Secretary of the Navy (Research, Development, and Acquisition) (PDASN (RD&A))

(9) Deputy Commandant of the Marine Corps (Programs and Resources) (DC P&R)

b. Requirements and Acquisition Reviews: Reference (a) contains expected membership for Gate Reviews.

c. For both emergent Requirements and Acquisition reviews, the R3B chair may identify additional membership requirements to ensure proper stakeholder representation (e.g., Director, Navy Staff (DNS); Director, Test and Evaluation Technology Requirements (N091); Surgeon General of the Navy (N093)).

d. A principal's deputy may attend an R3B on his or her behalf. USFF (N8) may serve as the deputy for USFF (Deputy).

4. Chairperson. CNO N8 will chair the R3B. CNO N8 will chair Gate 2, 3 and 6 (CPD only) Reviews as the CNO's designated representative per reference (a) unless the Chief of Naval Operations (CNO), Vice Chief of Naval Operations (VCNO) or the Director, Navy Staff (DNS) direct otherwise. CNO or VCNO chaired Gate 2, 3 or 6 (CPD only) Reviews will be conducted by a CNO Executive Board.

Subj: RESOURCES AND REQUIREMENTS REVIEW BOARD CHARTER

a. The R3B Chairperson conducts the meeting, takes the vote if required, establishes the decisions made, and signs the associated Decision Memorandum.

b. If the issue warrants, another R3B member may co-chair the board. In general, another member will serve as co-chairperson when a preponderance of the resources, requirements, or capabilities under review, rests within the R3B member's domain. An R3B co-chair will also sign the Decision Memorandum.

c. CNO N8 serves as the administrative lead for all R3Bs.

5. Guiding Principles. The following intent will guide discussion:

a. Active participation from the principals is critical for the review. Discussions will focus on capability and resource requirements and alignment, associated risks, and providing direction to the Navy Staff and acquisition community for execution. Dissent among stakeholders shall not prevent issues from consideration.

b. The R3B shall be conducted in a manner that promotes a high degree of collaboration and communication.

(1) Attendance is limited to principals plus one additional attendee as necessary, to provide technical advice, input, and assistance. Requests for additional attendance will be submitted to the R3B Executive Secretary.

(2) If required, any voting member may call for an Executive Session limited to voters and subject matter experts.

c. The R3B should conclude with one of three actions: decide and report, forward issue to CNO or VCNO for action, or return the issue to the lead organization if there is insufficient information to make a decision.

6. Issue Referral. The CNO, Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN (RD&A)), VCNO, or

Subj: RESOURCES AND REQUIREMENTS REVIEW BOARD CHARTER

PDASN(RD&A) may refer issues to the R3B for consideration or, alternately, issues may be recommended to the R3B Chair via the following:

- a. During the JCIDS and/or acquisition review process as described in reference (a).
- b. Naval Capabilities Board/other flag-level forum.
- c. An R3B member. Members will identify issues for review per enclosure (1). Issues will be identified in sufficient time for review and implementation of final decisions.
- d. In accordance with cost, schedule, or performance thresholds contained in enclosure (1).

#### 7. R3B Executive Secretary

a. The Deputy Director, Programming Division (OPNAV N80B) serves as the R3B Executive Secretary and directly supports the Chair and administrative lead, CNO N8, in executing R3B responsibilities.

b. The R3B Secretariat, OPNAV (N802), shall perform the necessary responsibilities associated with the R3B execution. These include: maintaining the Administrative Guide; scheduling; coordinating attendance; drafting, disseminating and tracking the decisions and discussion; and maintaining an archive.

#### 8. Business Rules

a. Enclosure (1) provides the guiding thresholds for issue review. The R3B may review issues beyond this scope, but will not delegate its responsibility unless approved by the VCNO.

b. An R3B Decision Memorandum will suffice for all 3-star endorsements of JCIDS documents.

c. The R3B will be the forum to validate all ACAT I, IA, and JROC interest documents.

Subj: RESOURCES AND REQUIREMENTS REVIEW BOARD CHARTER

d. Lead organizations shall utilize templates and guidance in the R3B Administration Guide to clearly articulate the capability, resource (Future Years Defense Program (FYDP) and lifecycle) requirements, and associated risks. As applicable, alternative courses of actions, including impact on both Navy and Joint capabilities, will be provided to facilitate R3B discussions. The Requirements Officer (RO) will typically brief emergent issues and JCIDS documents. The Program Manager will provide the acquisition status and program health assessment.

e. R3B actions and decisions will be documented in a Decision Memorandum. Decision Memorandum will be distributed in a timely manner.

f. R3B principal members who disagree with a decision may document objections as a dissent statement to be included in the R3B Decision Memorandum.

g. Non-contentious issues may be resolved via an "electronic R3B" vice a formal meeting when approved by CNO N8.



P. M. WALSH  
Admiral, U.S. Navy

Distribution:

CNO (N1, N2, N3/N5, N4, N6, N8)  
DNS  
OPNAV (N091, N095, N8F, N80, N81, N81D, N82)  
CMC, DCMC (P&R)  
COMFLTFORCOM (00, 01, N8)  
ASSTSECNAV RDA

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OLA  
OPNAV (N093, N6F, N84, N85, N86, N87, N88, N89)



# *Decision Making Authorities*

## **Guiding Thresholds**

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### **Program Reviews**

- **R3B**
  - ACAT I and JROC interest
  - Non ACAT programs >\$1.5B over FYDP
  - Multi-year major MILCON initiatives that exceed \$500M across the FYDP
- **NCB**
  - Non JROC Interest ACAT II programs
  - Non ACAT \$500M - \$1.5B over the FYDP
- **Resource Sponsor**
  - Non JROC Interest ACAT III-IV and report to NCB/R3B

### **Cost / Schedule / Performance Review**

- **Review required when**
  - Cost growth >3% within one year or over FYDP, or
  - Schedule change >6 months, or
  - Capability decrease below threshold or previously dictated levels
- **Reviewed at same level as Periodic**
  - May be elevated to R3B depending on severity of change
- **Nunn McCurdy breaches**
  - R3B