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**Exhibit R-2, RDT&E Budget Item Justification:** PB 2025 Air Force **Date:** March 2024

<b>Appropriation/Budget Activity</b> 3600: <i>Research, Development, Test &amp; Evaluation, Air Force I BA 6: RDT&amp;E Management Support</i>	<b>R-1 Program Element (Number/Name)</b> PE 0303255F <i>I Command, Control, Communication, and Computers (C4) - STRATCOM</i>
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COST (\$ in Millions)	Prior Years	FY 2023	FY 2024	FY 2025 Base	FY 2025 OCO	FY 2025 Total	FY 2026	FY 2027	FY 2028	FY 2029	Cost To Complete	Total Cost
Total Program Element	-	29.092	20.871	19.607	0.000	19.607	19.971	20.257	20.968	21.381	Continuing	Continuing
664620: <i>NC3 Enterprise Center</i>	-	29.092	20.871	19.607	0.000	19.607	19.971	20.257	20.968	21.381	Continuing	Continuing
Quantity of RDT&E Articles	-	-	-	-	-	-	-	-	-	-		

**Note**  
 USSTRATCOM received a 10.0 million dollar Congressional add to establish and maintain a collaborative network capability in support of the NC3 Enterprise Center (NEC) Research Engineering and Architecture Collaboration Hub (REACH) in FY 2022 and FY 2023.

USSTRATCOM also received a 5.0 million dollar Congressional add in FY 2023 to conduct an NC3 network sensor demonstration.

**A. Mission Description and Budget Item Justification**

Secretary of Defense tasked USSTRATCOM Nuclear Command, Control and Communications (NC3) Enterprise Center (NEC) to oversee and monitor operations and security of the enterprise, develop tools to assist in monitoring the readiness of the NC3 architecture, and capture the operational risks as adversaries develop the ability to disrupt our capabilities from multiple threat vectors. This effort will fund enterprise operations, requirements, systems engineering and assessment activities. The NEC will capture and integrate process and system data to assess operational risk, characterize multi-domain threats, and explore operational trade space associated with next generation NC3 architectures. The NEC will work with the Services to explore new technologies and develop innovative solutions in a virtual environment, and capture metrics that identify system problems and readiness issues before they impact operations. The NEC will also develop digital engineering capabilities to support governance responsibilities of NC3.

The USSTRATCOM Strategic Mission Assurance Database System (SMADS) is a net-centric application that supports the overall Defense Critical Infrastructure Program (DCIP) by providing an operations support-focused capability leveraging built-in tools and DoD/DHS data to anticipate and quickly analyze and assess national, strategic, and operational impacts/risks associated with the loss or disruption of critical systems, assets and infrastructure. Current information together with logical links-nodes dependency views directly support mitigation COA development. SMADS supports OSD/JS-directed classified continuity responsibilities and the CJCS Residual Capabilities Assessment program. As the JS-designated repository for DoD task critical assets, SMADS is a key component of the federated Mission Assurance Risk Management System (MARMS) used across the DoD and interagency partners for mission assurance and operations-related activities.

This program is in Budget Activity 6, RDT&E Management Support because this budget activity includes research, development, test and evaluation efforts and funds to sustain and/or modernize the installations or operations required for general research, development, test and evaluation.

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<b>B. Program Change Summary (\$ in Millions)</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025 Base</b>	<b>FY 2025 OCO</b>	<b>FY 2025 Total</b>
Previous President's Budget	29.092	20.871	19.573	0.000	19.573
Current President's Budget	29.092	20.871	19.607	0.000	19.607
Total Adjustments	0.000	0.000	0.034	0.000	0.034
• Congressional General Reductions	0.000	0.000			
• Congressional Directed Reductions	0.000	0.000			
• Congressional Rescissions	0.000	0.000			
• Congressional Adds	0.000	0.000			
• Congressional Directed Transfers	0.000	0.000			
• Reprogrammings	0.000	0.000			
• SBIR/STTR Transfer	0.000	0.000			
• Other Adjustments	0.000	0.000	0.034	0.000	0.034

**Congressional Add Details (\$ in Millions, and Includes General Reductions)**

**Project:** 664620: NC3 Enterprise Center

Congressional Add: NC3 Enterprise Center REACH

Congressional Add: NC3 Network Sensor Demonstration

Congressional Add Subtotals for Project: 664620

Congressional Add Totals for all Projects

	<b>FY 2023</b>	<b>FY 2024</b>
	10.000	-
	5.000	-
Congressional Add Subtotals for Project: 664620	15.000	-
Congressional Add Totals for all Projects	15.000	-

**C. Accomplishments/Planned Programs (\$ in Millions)**

**Title:** NC3 Systems Engineering and Assessments

**Description:** Maintain NC3 Systems Engineering and Assessment Capability

***FY 2024 Plans:***

- Continue oversight and configuration control of the NC3 functional baseline
- Continue to identify NC3 capability gaps
- Continue to recommend plans for future NC3 capabilities
- Continue NC3 Enterprise Operational Assessment Program
- Continue to develop the NC3 Reference Architecture, its associated NC3 Roadmap, and the technical architecture patterns that will guide future solution architecture development

***FY 2025 Plans:***

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Title: NC3 Systems Engineering and Assessments Description: Maintain NC3 Systems Engineering and Assessment Capability FY 2024 Plans: - Continue oversight and configuration control of the NC3 functional baseline - Continue to identify NC3 capability gaps - Continue to recommend plans for future NC3 capabilities - Continue NC3 Enterprise Operational Assessment Program - Continue to develop the NC3 Reference Architecture, its associated NC3 Roadmap, and the technical architecture patterns that will guide future solution architecture development FY 2025 Plans:	13.059	19.823	18.536

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<b>C. Accomplishments/Planned Programs (\$ in Millions)</b>		<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
<p>"Continue NC3 Enterprise Operation Assessment Program" - examine assets and procedures to provide end-to-end connectivity from warning sensors to national decision makers to executing forces through the National Military Command System (NMCS).</p> <p>-Continue to update the NC3 Roadmap and develop NC3 Reference Architecture and technical architecture patterns to guide future solution architecture development.</p> <p>-Continue to conduct mission engineering and trade space analysis to inform enterprise-level investments and assist with modernization of NC3 systems to include command centers.</p> <p>-Continue to develop enterprise level interoperability standards and plans, and provide engineering support for interoperability standard implementation to evolve the NC3 systems.</p> <p><b>FY 2024 to FY 2025 Increase/Decrease Statement:</b> Funding decrease is due to partnership with OUSD (R&amp;E) in developing enterprise level interoperability standards, plans and best practices to evolve the NC3 systems.</p>				
<p><b>Title:</b> Strategic Mission Assurance Database System (SMADS)</p> <p><b>Description:</b> Supports the USSTRATCOM NC3 Watch Floor (Global Operations Center), DoD Defense Critical Infrastructure Program (DCIP) and the Mission Assurance Risk Management System (MARMS).</p> <p>-Joint Staff (JS) designated repository for defense critical infrastructure data (assets/systems) used in MARMS federation.</p> <p>-Mission assurance analysis tool for the Residual Capabilities Assessment (RECA)/Mission Assurance Operations (MAO) ISO of the USSTRATCOM Battle Watch Commander (BWC) at USSTRATCOM and deployed locations.</p> <p>-Provides asset/system analysis, dependency, risks/vulnerabilities, mitigation and impacts of natural/man-made events.</p> <p>-Supports other NC3 Command Centers (airborne/mobile/back-up) with SMADS capabilities.</p> <p><b>FY 2024 Plans:</b></p> <p>-Continue to provide the asset database and analysis tools needed to support USSTRATCOM, DTRA/MARMS and HHQ.</p> <p>-Develop upgraded analysis tools for the 2000+ SMADS users (i.e., Advanced Asset Search, Multi-NUDET Tool, etc.).</p> <p>-Expand SMADS to JWICS Top Secret domain ISO the Joint Staff Umbrella Policy to ensure assets in DCIP are accurately represented at the proper classification level for asset/system description, loss impact, risks, vulnerabilities, survivability, and dependency analysis. NOTE: The expansion of SMADS onto JWICS (SMADS-J) was approved in summer 2023.</p> <p><b>FY 2025 Plans:</b></p> <p>-Maintain base program for SIPR SMADS as the JS repository for DCIP assets/systems</p> <p>-Development of SMADS on JWICS for Data Management/Applications/Analysis and consumption by MARMS federated systems.</p> <p>-Respond to user comments on improvements to SMADS applications on both domains</p> <p>-Create new applications for SMADS analysis; work with DTRA to ensure MARMS compatibility to SMADS</p>		1.033	1.048	1.071

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<b>C. Accomplishments/Planned Programs (\$ in Millions)</b>	FY 2023	FY 2024	FY 2025
-Ensure SMADS assists DTRA in accomplishing MARMS milestones			
<b><i>FY 2024 to FY 2025 Increase/Decrease Statement:</i></b> Funding increase for FY25 is due to inflation.			
<b>Accomplishments/Planned Programs Subtotals</b>	14.092	20.871	19.607

	FY 2023	FY 2024
<b><i>Congressional Add:</i></b> NC3 Enterprise Center REACH	10.000	-
<b><i>FY 2023 Accomplishments:</i></b> - Support secure hosting and collaboration environment for test, demonstration, and prototyping in support of the NC3 Enterprise Center (NEC) Research Engineering and Architecture Collaboration Hub (REACH). - Enhance and sustain REACH collaborative network extending capability to mission partners. - Inform future architectures through technology evaluation, assessment, demonstration, experimentation, or development in a secure environment.		
<b><i>Congressional Add:</i></b> NC3 Network Sensor Demonstration	5.000	-
<b><i>FY 2023 Accomplishments:</i></b> - Enable a demonstration to facilitate and conduct pre-emptive network security visibility on NC3 networks - Determine effectiveness of networks security sensors, and network traffic data analysis tools, within current network traffic flow - Validate an enterprise network modeling tool that will map out a given NC3 network and enable more effective sensor suite placement - Verify NC3 network traffic data collected, and its integrity, and deploy dedicated defenders, within DoD's core for defensive cyber operations and cyber surveillance, Unified Platform		
<b>Congressional Adds Subtotals</b>	15.000	-

<b>D. Other Program Funding Summary (\$ in Millions)</b>										<b>Cost To</b>	
<u>Line Item</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u> <u>Base</u>	<u>FY 2025</u> <u>OCO</u>	<u>FY 2025</u> <u>Total</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>	<u>Complete</u>	<u>Total Cost</u>
• OPAF 03 0303255F: STRATCOM C4	4.282	4.436	4.797	-	4.797	4.900	5.071	5.178	5.281	Continuing	Continuing

**Remarks**

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**E. Acquisition Strategy**

The Digital Engineering effort is led by the NC3 Enterprise Center (NEC) under USSTRATCOM and will utilize existing contracts to purchase equipment and software, in particular, requesting and funding additional capability development from on-going Service software efforts to model NC3 activities.

Projects funded through DCIP will be awarded using competitive contracts to the maximum extent possible.