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**Exhibit R-2, RDT&E Budget Item Justification:** PB 2021 Office of the Secretary Of Defense **Date:** February 2020

<b>Appropriation/Budget Activity</b> 0400: <i>Research, Development, Test &amp; Evaluation, Defense-Wide I BA 5: System Development &amp; Demonstration (SDD)</i>	<b>R-1 Program Element (Number/Name)</b> PE 0605772D8Z I <i>Nuclear Command, Control and Communications (NC3)</i>
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COST (\$ in Millions)	Prior Years	FY 2019	FY 2020	FY 2021 Base	FY 2021 OCO	FY 2021 Total	FY 2022	FY 2023	FY 2024	FY 2025	Cost To Complete	Total Cost
Total Program Element	-	0.000	0.000	3.685	-	3.685	4.068	4.068	4.257	4.257	Continuing	Continuing
815: <i>Nuclear Command, Control and Communications (NC3)</i>	-	0.000	0.000	3.685	-	3.685	4.068	4.068	4.257	4.257	Continuing	Continuing

**Note**

Nuclear Command, Control, and Communications (NC3) is not a new start. It is a continuation of efforts previously contained in PE 0604771D8Z, Joint Tactical Information Distribution System.

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

This program supports the Under Secretary of Defense for Acquisition and Sustainment in her roles as the Principal Staff Assistant (PSA) for NC3 and NC3 Capability Portfolio Manager (CPM) as directed by the Secretary of Defense in the NC3 Governance Improvement (NGI) Implementation Plan. The NC3 Portfolio consists of ~200 systems, platforms, networks, and applications. The goals of the CPM are to 1) Accelerate NC3 modernization programs to deliver integrated cost-effective capabilities, 2) Maintain the readiness of operational NC3 systems and 3) Increase technology upgrades and prototyping to enable the future capabilities to outpace the threat. This program will develop the necessary tools and processes to assess integrated programmatic risk and to manage and oversee NC3 modernization and sustainment efforts. These tools include software, analytical expertise, and information storage and retrieval systems to support the continuing development of CPM for managing the complex NC3 enterprise. These efforts will simultaneously support the Commander, USSTRATCOM as NC3 Enterprise Lead and through the Director of the NC3 Enterprise Center (NEC); systems engineering and architecture development entities; the Under Secretary of Defense (USD) for Research and Engineering (R&E), the Joint Staff, and the Services. This program supports the capability portfolio-based approach (DoD Directive 7045.02, "Capability Portfolio Management").

This program funds development of new tools, technical assessment and planning for the CPM to manage the NC3 enterprise. This includes:

- 1) developing and deploying software tools for improving NC3 enterprise-level management and programmatic risk assessment;
- 2) serving as the office of primary responsibility for NC3 enterprise capability portfolio management (to include assessing current capability, complying with statutory mandates, and conducting NC3-related studies, analysis, and policy updates);
- 3) assessing DoD Component plans, programs, and budgets for adequacy and execution (including course of action development and recommendations);
- 4) identifying, prototyping, evaluating, and recommending new technology for inclusion in the NC3 system;
- 5) supporting development of NC3 architecture updates and modernization aimed at system improvements;
- 6) developing NC3 corrective action and risk mitigation plans supported by senior investment decisions.

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<b>B. Program Change Summary (\$ in Millions)</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021 Base</b>	<b>FY 2021 OCO</b>	<b>FY 2021 Total</b>
Previous President's Budget	0.000	0.000	0.000	-	0.000
Current President's Budget	0.000	0.000	3.685	-	3.685
Total Adjustments	0.000	0.000	3.685	-	3.685
• Congressional General Reductions	-	-			
• Congressional Directed Reductions	-	-			
• Congressional Rescissions	-	-			
• Congressional Adds	-	-			
• Congressional Directed Transfers	-	-			
• Reprogrammings	-	-			
• SBIR/STTR Transfer	-	-			
• PE Creation - Funds moved from PE0604771D8Z	-	-	3.689	-	3.689
• Economic Assumption	-	-	-0.004	-	-0.004

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<b>Exhibit R-2A, RDT&amp;E Project Justification:</b> PB 2021 Office of the Secretary Of Defense										<b>Date:</b> February 2020		
<b>Appropriation/Budget Activity</b> 0400 / 5					<b>R-1 Program Element (Number/Name)</b> PE 0605772D8Z / Nuclear Command, Control and Communications (NC3)				<b>Project (Number/Name)</b> 815 / Nuclear Command, Control and Communications (NC3)			
<b>COST (\$ in Millions)</b>	<b>Prior Years</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021 Base</b>	<b>FY 2021 OCO</b>	<b>FY 2021 Total</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Cost To Complete</b>	<b>Total Cost</b>
815: Nuclear Command, Control and Communications (NC3)	-	0.000	0.000	3.685	-	3.685	4.068	4.068	4.257	4.257	Continuing	Continuing
Quantity of RDT&E Articles	-	-	-	-	-	-	-	-	-	-		

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

This program supports development and operation of analytical tools to evaluate authoritative data (cost, schedule, performance, risk) on NC3 Portfolio programs to maximize portfolio alignment to strategic priorities and capabilities. It will create integrated development and delivery schedules for NC3 programs. These tools will forecast system/capability degradation as well as plans for capability replacement, improvement, or replacement in the context of the larger NC3 enterprise. It also provides the technical expertise to support risk management analysis (with an emphasis on system design, development and acquisition) of the NC3 enterprise and will develop strategies for synchronizing NC3 preplanned improvements. It will support the timely exchange of program and capability status information between elements of the NC3 enterprise, the OSD staff, and the combatant commands with a goal of increasing the use of electronic means to provide current and accurate information on key elements of the NC3 enterprise.

The effort will develop robust, integrated capability plans and schedules for NC3 capabilities to clarify system dependencies and identify disconnects. It will also support cross-department collaboration for development of enterprise-wide approaches for capability management. This includes: (1) vertical and horizontal integration activities within the Department and with the interagency where appropriate; (2) a coordinated portfolio-based approach to planning, programming, budgeting and execution; (3) reform efforts at the legislative, governance, policy, management and execution levels; 4) protection of information and technology that support or enables technology-based capability development for the NC3 warfighting domain and 5) supports the identification, evaluation, and incorporation of promising technology for inclusion in the NC3 system.

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

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>Title:</b> Nuclear Command, Control and Communications (NC3)	-	-	3.685
<b>FY 2021 Plans:</b> In the NC3 Capability Portfolio Manager (CPM) role, support the NC3 governance process by providing analysis to senior leadership bodies (NC3 Enterprise Review, Deputy's Management Action Group, SECDEF Weekly Priorities Review, etc.) and recommend investment and policy alternatives for decision.			
Support the Under Secretary of Defense Acquisition and Sustainment as co-chair of the Council on Oversight of the National Leadership Command, Control, and Communications System (CONLC3S). Conduct programmatic analysis to assess the NC3 portfolio of programs, systems, and facilities to identify cost, schedule, performance, and cyber security challenges. Work collaboratively with the NC3 Enterprise Center (NEC), Services, and DoD Agencies to develop strategies to correct deficiencies and speed modernization.			

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<b>B. Accomplishments/Planned Programs (\$ in Millions)</b>	FY 2019	FY 2020	FY 2021
<p>Conduct an annual Professional Staff Member Advisory Forum (i.e. Staffer Day) to keep congressional leadership informed on NC3 enterprise challenges and successes, seek assistance where appropriate, and build confidence in the DoD NC3 management and governance processes.</p> <p>Work with the Under Secretary of Defense Research and Engineering to develop Science and Technology Strategic Plans to develop next generation NC3 capabilities and to ensure a viable path exists to transition technology to new or existing acquisition programs.</p> <p>Develop NC3 Capability Planning Guidance linked to the National Defense Strategy and Commander U.S, Strategic Command priorities to inform Service POM builds and mitigate adjustments during the CAPE-led issue process.</p> <p>Continue development of analytic tools, automated processes, and dashboards that allow data access and monitoring of the NC3 enterprise to identify programmatic issues early and implement corrective action.</p> <p><b><i>FY 2020 to FY 2021 Increase/Decrease Statement:</i></b> Funding moved from PE 0604771D8Z, Joint Tactical Information Distribution System to track capture funding profile of NC3 efforts.</p>			
<b>Accomplishments/Planned Programs Subtotals</b>	-	-	3.685

**C. Other Program Funding Summary (\$ in Millions)**  
N/A

**Remarks**

**D. Acquisition Strategy**  
Utilize existing fixed-price and cost-plus contracts (where appropriate) to continue implementation of NC3 Capability Portfolio Management, provide technical expertise for NC3 system evaluation and strategic planning, and development of NC3 analytical tools.





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<b>Exhibit R-4A, RDT&amp;E Schedule Details:</b> PB 2021 Office of the Secretary Of Defense		<b>Date:</b> February 2020
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Schedule Details

Events by Sub Project	Start		End	
	Quarter	Year	Quarter	Year
<b><i>Nuclear Command, Control and Communications (NC3)</i></b>				
Software Support Contract Awards	2	2021	4	2022
Systems Engineering & Technical Support Contract Awards	2	2021	4	2022
OUSD(A&S) Capability Portfolio Management	1	2021	4	2021