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Exhibit R-2, RDT&E Budget Item Justification: PB 2024 Office of the Secretary Of Defense **Date:** March 2023

Appropriation/Budget Activity 0400: <i>Research, Development, Test & Evaluation, Defense-Wide I BA 5: System Development & Demonstration (SDD)</i>	R-1 Program Element (Number/Name) PE 0605772D8Z I <i>Nuclear Command Control and Communications (NC3)</i>
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COST (\$ in Millions)	Prior Years	FY 2022	FY 2023	FY 2024 Base	FY 2024 OCO	FY 2024 Total	FY 2025	FY 2026	FY 2027	FY 2028	Cost To Complete	Total Cost
Total Program Element	3.547	3.824	3.654	4.110	-	4.110	4.059	4.040	4.012	4.081	Continuing	Continuing
815: <i>Nuclear Command, Control and Communications (NC3)</i>	3.547	3.824	3.654	4.110	-	4.110	4.059	4.040	4.012	4.081	Continuing	Continuing

Note

New Start (Y/N): No

A. Mission Description and Budget Item Justification

This program supports the Department's initiatives to Defend the Homeland, Provide Nuclear Deterrence, and Build Sustainable and Long-Term Advantage.

This program supports the Under Secretary of Defense for Acquisition and Sustainment roles as 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 and Directive Type Memorandum (DTM) 19-005. The role of the NC3 PSA and NC3 CPM is to ensure alignment of NC3 acquisition, procurement, modernization, sustainment, interoperability and resources to deliver effective current and future NC3 capabilities, and proactively manage the NC3 portfolio to align NC3 programs with DoD nuclear weapons platform and delivery systems sustainment and modernization efforts.

The NC3 Portfolio consists of approximately 200 systems, platforms, networks, and applications. The goals of the CPM are to 1) assess NC3 modernization programs and their integration, synchronization, and contribution to the NC3 enterprise, 2) monitor the readiness of operational NC3 systems, 3) identify performance gaps and make recommendations on technology upgrades and prototyping to enable the future capabilities to outpace the threat, and 4) support data-driven portfolio management by developing the necessary tools and processes to assess and manage integrated programmatic and technical risks. This includes the 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, U.S. Strategic Command (USSTRATCOM) as NC3 Enterprise Lead; NC3 Enterprise Center (NEC); systems engineering and architecture development entities; the Under Secretary of Defense for Research and Engineering (USD(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 assessments, and planning for the CPM to manage the NC3 enterprise. This includes:

- 1) developing analytical tools for improving NC3 enterprise-level management and programmatic and technical risk assessments;
- 2) supporting 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, analyses, and policy updates;
- 3) assessing DoD Component plans, programs, and budgets for adequacy and execution (including courses of action development and recommendations);
- 4) identifying, prototyping, evaluating, and recommending new technology for inclusion in the NC3 system; and
- 5) developing NC3 corrective action and risk mitigation plans to support the NC3 CPM investment recommendations to senior DoD leadership.

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B. Program Change Summary (\$ in Millions)	FY 2022	FY 2023	FY 2024 Base	FY 2024 OCO	FY 2024 Total
Previous President's Budget	3.969	3.758	3.853	-	3.853
Current President's Budget	3.824	3.654	4.110	-	4.110
Total Adjustments	-0.145	-0.104	0.257	-	0.257
• Congressional General Reductions	-	-0.104			
• Congressional Directed Reductions	-	-			
• Congressional Rescissions	-	-			
• Congressional Adds	-	-			
• Congressional Directed Transfers	-	-			
• Reprogrammings	-	-			
• SBIR/STTR Transfer	-	-			
• Program Adjustments	-0.145	-	0.257	-	0.257

Change Summary Explanation

FY 2024 increase is for studies and analysis support to strengthen decision-making on NC3 acquisition risks and opportunities in support of the Nuclear Posture Review and NC3 Deputy Management Action Group (DMAG).

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Exhibit R-2A, RDT&E Project Justification: PB 2024 Office of the Secretary Of Defense										Date: March 2023		
Appropriation/Budget Activity 0400 / 5					R-1 Program Element (Number/Name) PE 0605772D8Z / Nuclear Command Control and Communications (NC3)				Project (Number/Name) 815 / Nuclear Command, Control and Communications (NC3)			
COST (\$ in Millions)	Prior Years	FY 2022	FY 2023	FY 2024 Base	FY 2024 OCO	FY 2024 Total	FY 2025	FY 2026	FY 2027	FY 2028	Cost To Complete	Total Cost
815: Nuclear Command, Control and Communications (NC3)	3.547	3.824	3.654	4.110	-	4.110	4.059	4.040	4.012	4.081	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)

	FY 2022	FY 2023	FY 2024
Title: Nuclear Command, Control and Communications (NC3)	3.824	3.654	4.110
Description: FY 2022 Accomplishments: Supported NC3 governance, oversight, and decision-making to include the Deputy Secretary of Defense chaired NC3 Enterprise Review (October 2021), Deputy Secretary of Defense chaired NC3 DMAG (May 2022), Under Secretary of Defense for Acquisition and Sustainment chaired NC3 Integrated Acquisition Portfolio Review (IAPR) (February 2022), and multiple NC3 Systems Engineering and Authorities Boards with detailed programmatic cost, schedule, and performance analysis for senior executive decisions on resource allocations and strategic direction.			
Established the process to track health of NC3 modernization programs and conducted quarterly analysis of 36 NC3 programs to identify programmatic risk (cost, schedule, and performance) challenges and developed strategies to correct deficiencies and maintain critical path. Identified and analyzed under-resourced programs and secured an additional \$1.07 billion for NC3			

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B. Accomplishments/Planned Programs (\$ in Millions)		FY 2022	FY 2023	FY 2024
<p>capabilities in the FY2023 President’s Budget. Collected and baselined cost estimates for all NC3 modernization programs to identify resource disconnects in the FY2024 Program Objective Memorandum leading into FY 2024 program review.</p> <p>Conducted a detailed “Root Cause” Analysis of 16 delayed programs in support of a NC3 Enterprise Lead tasking aimed at mitigating operational risk through corrective action on selected acquisition programs, allocation of additional resources, and implementation of technical and/or operational alternatives.</p> <p>FY 2023 Plans: Conduct analysis and support the annual NC3 Enterprise Review DMAG with the Deputy Secretary of Defense and Vice Chairman of the Joint Chiefs of Staff, the Systems Engineering and Authorities (SEA) Board, Integrated Acquisition Portfolio Reviews, and other Senior Leader NC3 meetings.</p> <p>Support programmatic (cost, schedule, and performance) analysis on the NC3 portfolio of programs, systems, and facilities. Work collaboratively with the NC3 Enterprise Center (NEC), Services, and DoD Agencies to develop strategies to correct deficiencies and accelerate modernization.</p> <p>Establish a new acquisition governance forum to address corrective actions on delayed acquisition programs and oversee implementation of a portfolio acquisition strategy for next generation programs. Establish a Plan of Action with Milestones for identified corrective actions and adapt quarterly data call to Services to ensure data requested supports corrective actions.</p> <p>Coordinate on the USSTRATCOM FY 2025 to FY 2029 NC3 Capability Planning Guidance (CPG), draft program review recommendations on NC3 high risk programs, and initiate POM2025 issue artifacts in support of program and budget review efforts to align NC3 investment.</p> <p>FY 2024 Plans: Conduct analysis and support the NC3 Enterprise Review DMAG, NC3 Integrated Acquisition Portfolio Reviews, the SEA Board, and other Senior Leader NC3 meetings.</p> <p>Implement a strategy to protect critical information for NC3 next generation capabilities. Establish guidance and tools for program offices to comply with elevated security classification levels. Work with the National Security Agency to identify and certify new technical solutions (e.g. zero trust) for information protection across the NC3 research and development communities and the industrial base.</p>				

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B. Accomplishments/Planned Programs (\$ in Millions)	FY 2022	FY 2023	FY 2024
Develop and execute a FY2026 budget strategy to address funding needs and budget sufficiency for the NC3 portfolio. Coordinate on the USSTRATCOM FY 2026 to FY 2030 NC3 CPG, draft program review recommendations on NC3 high risk programs, and initiate POM2026 issue artifacts in support of program and budget review efforts to align NC3 investment.			
<i>FY 2023 to FY 2024 Increase/Decrease Statement:</i> FY 2023 to FY 2024 increase is for studies and analysis support to strengthen decision-making on NC3 acquisition risks and opportunities in support of the Nuclear Posture Review and NC3 DMAG.			
Accomplishments/Planned Programs Subtotals	3.824	3.654	4.110

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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Exhibit R-4A, RDT&E Schedule Details: PB 2024 Office of the Secretary Of Defense		Date: March 2023
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Schedule Details

Events by Sub Project	Start		End	
	Quarter	Year	Quarter	Year
<i>Nuclear Command, Control and Communications (NC3)</i>				
Systems Engineering & Technical Support Contract Awards	1	2021	4	2028
OUSD(A&S) Capability Portfolio Management	1	2021	4	2028