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**Exhibit R-2, RDT&E Budget Item Justification:** PB 2025 Office of the Secretary Of Defense **Date:** March 2024

<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 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	7.371	3.422	4.110	3.849	-	3.849	3.814	3.760	3.807	3.879	Continuing	Continuing
815: <i>Nuclear Command, Control and Communications (NC3)</i>	7.371	3.422	4.110	3.849	-	3.849	3.814	3.760	3.807	3.879	Continuing	Continuing

**Note**

New Start (Y/N): No

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

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 Department of Defense Directive 3730.02. 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>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	3.654	4.110	4.059	-	4.059
Current President's Budget	3.422	4.110	3.849	-	3.849
Total Adjustments	-0.232	0.000	-0.210	-	-0.210
• Congressional General Reductions	-	-			
• Congressional Directed Reductions	-	-			
• Congressional Rescissions	-	-			
• Congressional Adds	-	-			
• Congressional Directed Transfers	-	-			
• Reprogrammings	-0.098	-			
• SBIR/STTR Transfer	-0.134	-			
• Defense-Wide Topline Adjustment	-	-	-0.210	-	-0.210

**Change Summary Explanation**

FY 2025 decrease is due to internal Department program adjustments.

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<b>Exhibit R-2A, RDT&amp;E Project Justification:</b> PB 2025 Office of the Secretary Of Defense										<b>Date:</b> March 2024		
<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 2023</b>	<b>FY 2024</b>	<b>FY 2025 Base</b>	<b>FY 2025 OCO</b>	<b>FY 2025 Total</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>Cost To Complete</b>	<b>Total Cost</b>
815: Nuclear Command, Control and Communications (NC3)	7.371	3.422	4.110	3.849	-	3.849	3.814	3.760	3.807	3.879	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 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
<b>Title:</b> Nuclear Command, Control and Communications (NC3)	3.422	4.110	3.849
<p><b>Description:</b> FY 2023 Accomplishments:                      Conducted analysis and supported NC3 governance, oversight, and decision-making to include the Deputy Secretary of Defense chaired NC3 (July 2023), Under Secretary of Defense for Acquisition and Sustainment chaired NC3 Integrated Acquisition Portfolio Review (IAPR) (April 2023) and Council on Oversight of the National Leadership Command, Control, and Communications System (CONLC3S) (June 2022) and multiple NC3 Systems Engineering and Authorities (SEA) Boards with detailed programmatic cost, schedule, and performance analysis for senior executive decisions on resource allocations and strategic direction.</p> <p>Published DoD Directive S-3730.02, The Nuclear Command, Control and Communications Enterprise, the replacement to the Directive Type Memorandum (DTM) 19-005 (U) The Nuclear Command, Control and Communication Enterprise Governance,</p>			

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<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)
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<b>B. Accomplishments/Planned Programs (\$ in Millions)</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
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<p>outlining the NC3 enterprise governance construct and responsibilities. Updated the NC3 Portfolio Definition List of all NC3 systems and programs with a more accurate hierarchy of systems and better account for systems that overlap with other mission areas. The updated DoD Directive S-3730.02 and the PDL provided guidance to the nuclear enterprise on NC3 responsibilities and authorities and defined the NC3 portfolio more accurately.</p> <p>Refined quarterly analysis of the NC3 portfolio by implementing NC3 enterprise-level Integrated Master Schedule of more than 40 NC3 modernization programs and the legacy programs they replace to identify programmatic (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 \$1.4 billion for NC3 capabilities in the FY 2024 President’s Budget.</p> <p>Developed a novel NC3 Tech Transition Framework approved by R&amp;E and ASD(A) as a sophisticated tool for application to Mid-Tier Acquisition (MTA) policy, a framework for Competitive Acquisition Pathfinders (CAPs), and a tool to mitigate risks guiding technologies across the “valley of death” for the department. In the NC3 pilot, nine new concepts were examined to increase transition confidence and identify remaining maturation objectives for desired NC3 modernization and next gen capabilities.</p> <p><b>FY 2024 Plans:</b> Conduct analysis and support the NC3 Enterprise Review Deputy Management Action Group, NC3 Integrated Acquisition Portfolio Reviews (IAPRs), the NC3 Systems Engineering and Authorities (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> <p><b>FY 2025 Plans:</b> Conduct analysis and support the NC3 Deputy Management Action Group, NC3 IAPR, National Leadership Command, Control, and Communications System (CONLC3S), the NC3 SEA Board, and other Senior Leader NC3 meetings.</p> <p>Develop secure and cost-effective alternatives in protecting the NC3 data (e.g., systems engineering, RDT&amp;E, contracting, and acquisition) leveraging best practices by other government agencies (e.g., IC, Army, Air Force) in protecting their most sensitive data. Perform trade space analysis on potential COAs to guide the design and investment decisions.</p> <p><b>FY 2024 to FY 2025 Increase/Decrease Statement:</b></p>			
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<b>B. Accomplishments/Planned Programs (\$ in Millions)</b>	FY 2023	FY 2024	FY 2025
FY 2025 decrease is due to internal Department program adjustments.			
<b>Accomplishments/Planned Programs Subtotals</b>	3.422	4.110	3.849

**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-4, RDT&E Schedule Profile:** PB 2025 Office of the Secretary Of Defense **Date:** March 2024

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FY 2016				FY 2017				FY 2018				FY 2019				FY 2020				FY 2021				FY 2022			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4

<b>Nuclear Command, Control and Communications (NC3)</b>	
Systems Engineering & Technical Support Contract Awards	
OUSD(A&S) Capability Portfolio Management	

FY 2023				FY 2024				FY 2025				FY 2026				FY 2027				FY 2028				FY 2029			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4

<b>Nuclear Command, Control and Communications (NC3)</b>	
Systems Engineering & Technical Support Contract Awards	
OUSD(A&S) Capability Portfolio Management	

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<b>Exhibit R-4A, RDT&amp;E Schedule Details:</b> PB 2025 Office of the Secretary Of Defense		<b>Date:</b> March 2024
<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)

Schedule Details

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