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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 7: Operational Systems Development</i>	<b>R-1 Program Element (Number/Name)</b> PE 0606018F / <i>NC3 Integration</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	-	24.317	22.910	21.864	0.000	21.864	25.044	25.024	25.900	26.411	0.000	171.470
674877: <i>NC3 Integration, Assessment, and Improvement</i>	-	24.317	22.910	21.864	0.000	21.864	25.044	25.024	25.900	26.411	0.000	171.470
Quantity of RDT&E Articles	-	-	-	-	-	-	-	-	-	-	-	-

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

Nuclear Command, Control, and Communications (NC3) is critical to our Nation's nuclear deterrence. Nuclear Deterrence Operations (NDO) is an Air Force Core Function. Within this core function, Nuclear Command and Control (NC2) is the exercise of authority and direction by the President, as Commander in Chief, through established command lines, over nuclear weapon operations of military forces. The President's authority and direction are exercised through the Nuclear Command and Control System (NCCS). The NCCS is the designated combination of flexible and enduring elements including facilities, equipment, communications, procedures, personnel, and the structure in which these elements are integrated, all of which are essential for planning, directing, and controlling nuclear weapon operations. These functions are accomplished through the NC3 system of systems.

The NC3 system of systems provides connectivity from the President or Secretary of Defense through the National Military Command System (NMCS) to nuclear execution forces worldwide. To enhance NC3 mission success, the Air Force (AF) formalized AF NC3 elements as a specified AF Weapon System (WS), AN/USQ-225. Activities funded in this Program integrate legacy systems, ongoing NC3 programs, and future capabilities for the overall AF NC3 WS.

The AF Nuclear Weapon Center NC3 Integration Directorate (AFNWC/NC) ensures current, new, and future NC3 capabilities are fully integrated as part of the Air Force's overall effort to sustain, modernize, and recapitalize the nuclear enterprise. AFNWC/NC is responsible for integrating NC3 materiel management across Air Force Materiel Command (AFMC) to include authority and responsibility for weapon system architecture, weapon system configuration management, weapon system state-of-health reporting, risk management, supply chain management, overall integration, system test, verification, and certification. AFNWC/NC is responsible for analyzing, defining, building, and sustaining current and future AF NC3 WS system of systems configuration baselines, and marshaling necessary Supporting Centers in AFMC and other units/agencies in the Air Force and the Department of Defense (DoD) to support and/or accomplish these tasks. AFNWC/NC collaborates with AFMC Supporting Centers to champion the full spectrum of doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) efforts, in support of U.S. Strategic Command as the Enterprise Lead for NC3, the Under Secretary of Defense for Acquisition and Sustainment as the NC3 Enterprise Capability Portfolio Manager, and Air Force Global Strike Command (AFGSC) as the Lead Command championing NDO requirements for all Combatant Commands.

This program funds activities for integrating AF NC3 WS materiel, authority and responsibility for model-based systems engineering (modeling, simulation and visualization) of the NC3 WS, digital engineering, configuration management, change management, risk management, weapon system state-of-health and mission worthiness assessments and reporting, supply chain supportability and risk management, and overall AF NC3 WS integration, development, system test, experimentation, modeling and simulation of capability gaps with potential solution alternative trade space assessments, verification, fielding, and certification. This

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program also supports capability gap analyses, predictive analysis of impacts to the weapon system, modernization and integration activities in support of AFGSC's Capability Development Process (ACDP), Joint All Domain Command and Control (JADC2) and Advanced Battle Management System (ABMS) initiatives.

The FY2025 funding request was reduced by \$0.605 million to account for the availability of prior year execution balances.

This program element may include necessary civilian pay expenses required to manage, execute, and deliver weapon system capability. The use of such program funds would be in addition to the civilian pay expenses budgeted in program element 0605827F, 0605828F, 0605829F, 0605831F, 0605832F, 0605833F, 0605898F, 0606398F. In In FY 2024 0.000M was expended for civilian pay expenses in this program element, and in FY 2025 0.000M is forecasted for civilian pay expenses in this program element.

This program is in Budget Activity 7, Operational System Development because this budget activity includes development efforts to upgrade systems that have been fielded or have received approval for full rate production and anticipate production funding in the current or subsequent fiscal year.

<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	22.743	22.910	24.921	0.000	24.921
Current President's Budget	24.317	22.910	21.864	0.000	21.864
Total Adjustments	1.574	0.000	-3.057	0.000	-3.057
• 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	2.100	0.000			
• SBIR/STTR Transfer	-0.526	0.000			
• Other Adjustments	0.000	0.000	-3.057	0.000	-3.057

**Change Summary Explanation**

FY 2023: (+2.100M) SACCS BTR MMIII to NC3 and -.526M for Small Business Innovative Research (SBIR)

FY 2025: The FY 2025 funding request was reduced by 0.605 million to account for the availability of prior year execution balances and other service adjustments

<b>C. Accomplishments/Planned Programs (\$ in Millions)</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
<b>Title:</b> NC3 Integration, Assessment, and Improvement	24.317	22.910	21.864
<b>Description:</b> Efforts include, but are not limited to: - Modeling, simulation, and visualization of the AF NC3 WS current and future capabilities			

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<b>C. Accomplishments/Planned Programs (\$ in Millions)</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
<ul style="list-style-type: none"> <li>- Conducting capability gap, predictive analysis of weapon system impacts and trade-space analyses via digital engineering methodologies</li> <li>- Establishing NC3 capability recapitalization and modernization plans</li> <li>- Developing and conducting the AF NC3 WS health &amp; mission worthiness assessments, as well as, expanding existing High Frequency (HF) and other frequency testbeds utilizing a phased approach</li> <li>- Conducting NC3 system component verification</li> <li>- Implementing and employing program and material management controls for the AF NC3 WS including configuration management, change management, risk management, supply chain supportability and risk management, maintenance data collection and reporting capabilities and AF NC3 WS health monitoring solutions</li> <li>- Issue tracking and resolution, assessments and analysis, and governance</li> <li>- Providing data-driven system of system solutions, and shaping NC3 component program acquisition strategies for AF NC3 WS sustainment and performance capability improvements</li> <li>- Initiating and implementing new capability programs/systems and changes to existing programs to align with AF NC3 WS requirements, test and certification, and future capabilities</li> <li>- Interfacing with JADC2 &amp; ABMS leadership to ensure NC3 modernization efforts are synchronized with larger AF modernization efforts and identifying risk areas where advanced tech demonstrations may be required</li> </ul> <p><b><i>FY 2024 Plans:</i></b>            NC3 weapon system integration efforts including, but not limited to:</p> <ul style="list-style-type: none"> <li>- Continue to implement test and evaluation certification program for NC3 WS</li> <li>- Continue to expand existing communication spectrum and cyber assessment test bed utilizing a phased approach</li> <li>- Continue to perform NC3 physics, communication and networking analysis</li> <li>- Continue to develop and evolve technical framework of the NC3 WS to meet mission threats of 2030 and beyond</li> <li>- Continue to conduct WS analysis, develop WS capability model, plan WS updates, and implement WS updates</li> <li>- Continue to evaluate options for system-of-system performance improvements within constraints of NC3 WS strategic vision and roadmap</li> <li>- Continue to expand capabilities related to analysis, modeling, simulation, visualization and prototyping of emerging NC3 technologies.</li> <li>- Continue to develop and implement AF NC3 WS program and materiel management control processes including risk management, configuration management, change management, supply chain management, maintenance data collection and reporting and NC3 WS health assessment application, integrated scheduling, change management, and budgeting and cost controls, etc.</li> <li>- Continue to expand capabilities supporting NC3 weapon system mission worthiness, cyber and intel health and risk assessments, reporting and issue resolution.</li> </ul>			

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<b>C. Accomplishments/Planned Programs (\$ in Millions)</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
<ul style="list-style-type: none"> <li>- Continue to map out the NC3 WS supply chain and develop supply chain monitoring capability, supply chain supportability, and supply chain risk management</li> <li>- Continue to expand development of digital models across the NC program portfolio to measure and report capability impacts.</li> <li>- Continue to initiate digital acquisition processes and methodologies across selected NC programs.</li> <li>- Continue to develop and coordinate Operational Performance Criteria Document (OPCD) to support weapon system configuration element specs, test and evaluation, and assessment of weapon capabilities and limitations</li> <li>- Continue to establish authoritative intelligence community analysis for high-altitude electromagnetic pulse (HEMP)</li> <li>- Continue to improve integration and interoperability of the NC3 WS</li> <li>- Continue to conduct WS risk, issue, and opportunity analysis, and mitigation/corrective action/pursuit plan development</li> </ul> <p><b>FY 2025 Plans:</b> NC3 weapon system integration efforts including, but not limited to:</p> <ul style="list-style-type: none"> <li>- Continue to implement test and evaluation certification program for NC3 WS</li> <li>- Continue to expand existing communication spectrum and cyber assessment test bed utilizing a phased approach</li> <li>- Continue to perform NC3 physics, communication and networking analysis</li> <li>- Continue to develop and evolve technical framework of the NC3 WS to meet mission threats of 2030 and beyond</li> <li>- Continue to conduct WS analysis, develop WS capability model, plan WS updates, and implement WS updates</li> <li>- Continue to evaluate options for system-of-system performance improvements within constraints of NC3 WS strategic vision and roadmap</li> <li>- Continue to expand capabilities related to analysis, modeling, simulation, visualization and prototyping of emerging NC3 technologies.</li> <li>- Continue to develop and implement AF NC3 WS program and materiel management control processes including risk management, configuration management, change management, supply chain management, maintenance data collection and reporting and NC3 WS health assessment application, integrated scheduling, change management, and budgeting and cost controls, etc.</li> <li>- Continue to expand capabilities supporting NC3 weapon system mission worthiness, cyber and intel health and risk assessments, reporting and issue resolution.</li> <li>- Continue to map out the NC3 WS supply chain and develop supply chain monitoring capability, supply chain supportability, and supply chain risk management</li> <li>- Continue to expand development of digital models across the NC program portfolio to measure and report capability impacts.</li> <li>- Continue to expand digital acquisition processes and methodologies across the NC portfolio of programs</li> <li>- Continue to develop and coordinate Operational Performance Criteria Document (OPCD) to support weapon system configuration element specs, test and evaluation, and assessment of weapon capabilities and limitations</li> <li>- Continue to establish authoritative intelligence community analysis for high-altitude electromagnetic pulse (HEMP)</li> </ul>			

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<b>Exhibit R-2, RDT&amp;E Budget Item Justification:</b> PB 2025 Air Force		<b>Date:</b> March 2024		
<b>Appropriation/Budget Activity</b> 3600: <i>Research, Development, Test &amp; Evaluation, Air Force I BA 7: Operational Systems Development</i>		<b>R-1 Program Element (Number/Name)</b> PE 0606018F / <i>NC3 Integration</i>		
<b>C. Accomplishments/Planned Programs (\$ in Millions)</b>		<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
<ul style="list-style-type: none"> <li>- Continue to improve integration and interoperability of the NC3 WS</li> <li>- Continue to conduct WS risk, issue, and opportunity analysis, and mitigation/corrective action/pursuit plan development</li> </ul> <p><b>FY 2024 to FY 2025 Increase/Decrease Statement:</b> The FY 2025 funding request was reduced to account for minor reduction in efforts.</p>				
<b>Accomplishments/Planned Programs Subtotals</b>		24.317	22.910	21.864
<b>D. Other Program Funding Summary (\$ in Millions)</b>				
N/A				
<b>Remarks</b>				
<b>E. Acquisition Strategy</b>				
<p>The NC3 Integration acquisition strategy applies WS acquisition lifecycle principles across the system of systems AF NC3 WS. Key elements include configuration management, change management, supply chain supportability and risk management, maintenance data collection and reporting, risk management, experimentation, integration, test, verification, and certification, as well as modeling, simulation, visualization, gap and trade-space analyses for capabilities in sustainment, development, and for future capabilities. To conduct these essential activities a combination of competitively awarded contracts, classified contracts, and/or sole source contracts, will be used to augment AF organic capabilities with technical skill sets from Federally Funded Research and Development Centers (FFRDCs), research laboratories, University Affiliated Research Centers (UARCs), and industry Advisory and Assistance Services (A&amp;AS) providers.</p>				

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Exhibit R-3, RDT&E Project Cost Analysis: PB 2025 Air Force												Date: March 2024				
Appropriation/Budget Activity				R-1 Program Element (Number/Name)				Project (Number/Name)								
3600 / 7				PE 0606018F / NC3 Integration				674877 / NC3 Integration, Assessment, and Improvement								
<b>Product Development (\$ in Millions)</b>				FY 2023		FY 2024		FY 2025 Base		FY 2025 OCO		FY 2025 Total				
Cost Category Item	Contract Method & Type	Performing Activity & Location	Prior Years	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Cost To Complete	Total Cost	Target Value of Contract	
DMS FFRDC/UARC/A&AS	Various	Various : Various	-	21.634	Oct 2022	20.138	Oct 2023	19.005	Oct 2024	-		19.005	Continuing	Continuing	-	
<b>Subtotal</b>			-	21.634		20.138		19.005		-		19.005	Continuing	Continuing	N/A	
<b>Test and Evaluation (\$ in Millions)</b>				FY 2023		FY 2024		FY 2025 Base		FY 2025 OCO		FY 2025 Total				
Cost Category Item	Contract Method & Type	Performing Activity & Location	Prior Years	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Cost To Complete	Total Cost	Target Value of Contract	
Integration Studies /Test Support	Various	Various : Various	-	0.045	Oct 2022	0.050	Oct 2023	0.055	Oct 2024	-		0.055	Continuing	Continuing	-	
<b>Subtotal</b>			-	0.045		0.050		0.055		-		0.055	Continuing	Continuing	N/A	
<b>Management Services (\$ in Millions)</b>				FY 2023		FY 2024		FY 2025 Base		FY 2025 OCO		FY 2025 Total				
Cost Category Item	Contract Method & Type	Performing Activity & Location	Prior Years	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Cost To Complete	Total Cost	Target Value of Contract	
PMA (Eng/Acq Spt/Travel/Supplies)	Various	Various : Various	-	2.638	Oct 2022	2.722	Oct 2023	2.804	Oct 2024	-		2.804	Continuing	Continuing	-	
<b>Subtotal</b>			-	2.638		2.722		2.804		-		2.804	Continuing	Continuing	N/A	
<b>Project Cost Totals</b>			-	24.317		22.910		21.864		-		21.864	Continuing	Continuing	N/A	
<b>Remarks</b>																

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<b>Exhibit R-4, RDT&amp;E Schedule Profile:</b> PB 2025 Air Force		<b>Date:</b> March 2024
<b>Appropriation/Budget Activity</b> 3600 / 7	<b>R-1 Program Element (Number/Name)</b> PE 0606018F / NC3 Integration	<b>Project (Number/Name)</b> 674877 / NC3 Integration, Assessment, and Improvement

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>NC3 WS Integration</b>	
AF NC3 WS Mission Worthiness Assessment	
NC3 mission worthiness, cyber and intel health and risk assessments and analysis	
Enhance Implementation and Target Architecture through Development of NC3 Technologies	
Implement AF NC3 WS Program and Materiel Management Control Process	
AF NC3 WS Risk Management Program, Monthly Working Group, and Quarterly Board	
AF NC3 Maintenance Data Reporting	
NC3 Supply Chain Risk Analysis	
NC3 Supply Chain Normalization and Supply Health Reporting	
AF NC3 WS NC3 Configuration Boards Bi-monthly	
Implement NC3 Enterprise Collaboration Tech Analysis Repository	
NC3 Capability Improvement Program (NCIP) Biannually	
AF NC3 WS Review Biannually	

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<b>Exhibit R-4A, RDT&amp;E Schedule Details:</b> PB 2025 Air Force		<b>Date:</b> March 2024
<b>Appropriation/Budget Activity</b> 3600 / 7	<b>R-1 Program Element (Number/Name)</b> PE 0606018F / <i>NC3 Integration</i>	<b>Project (Number/Name)</b> 674877 / <i>NC3 Integration, Assessment, and Improvement</i>

Schedule Details

Events by Sub Project	Start		End	
	Quarter	Year	Quarter	Year
<b><i>NC3 WS Integration</i></b>				
AF NC3 WS Mission Worthiness Assessment	1	2023	4	2029
NC3 mission worthiness, cyber and intel health and risk assessments and analysis	1	2023	4	2029
Enhance Implementation and Target Architecture through Development of NC3 Technologies	1	2023	4	2029
Implement AF NC3 WS Program and Materiel Management Control Process	1	2023	4	2029
AF NC3 WS Risk Management Program, Monthly Working Group, and Quarterly Board	1	2023	4	2029
AF NC3 Maintenance Data Reporting	1	2023	4	2029
NC3 Supply Chain Risk Analysis	1	2023	4	2029
NC3 Supply Chain Normalization and Supply Health Reporting	1	2023	4	2029
AF NC3 WS NC3 Configuration Boards Bi-monthly	1	2023	4	2029
Implement NC3 Enterprise Collaboration Tech Analysis Repository	1	2023	4	2029
NC3 Capability Improvement Program (NCIP) Biannually	1	2023	4	2029
AF NC3 WS Review Biannually	1	2023	4	2029