

OSD RDT&E BUDGET ITEM JUSTIFICATION (R2 Exhibit)

Date: February 2007

APPROPRIATION/ BUDGET ACTIVITY RDT&E/ Defense Wide BA# 3		PE NUMBER AND TITLE 0603828D8Z - Joint Experimentation						
Cost (\$ in Millions)	FY 2006 Actual	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Total Program Element (PE) Cost	0.000	103.489	112.017	115.170	118.688	119.989	121.565	123.274
P808 Joint Experimentation	0.000	103.489	112.017	115.170	118.688	119.989	121.565	123.274

A. Mission Description and Budget Item Justification: U.S. Joint Forces Command (USJFCOM) was designated "as the Executive Agent for conducting Joint Concept Development and Experimentation (JCD&E), within the Department of Defense." The Secretary of Defense signed the USJFCOM's Joint Warfighting Experimentation Charter on 15 May 1998. The FY 2005 National Defense Authorization Act (NDAA) directed the transfer of USJFCOM RDT&E funding of joint warfare experimentation and training programs from Navy accounts to new Defense Wide RDT&E accounts beginning in FY 2007. Funding to support the Joint Experimentation (JE) Program in FY 2006 and prior was reflected in the Navy's RDT&E Program under PE 0603727N. Beginning with FY2007, USJFCOM execution of the Joint Experimentation funding is subject to the oversight of Director, Defense Research and Engineering (DDR&E) via Deputy Under Secretary of Defense Advanced Systems & Concepts (DUSD(AS&C)).

The shift to OSD oversight brings overarching policies and goals into focus in executing the central DoD account for Joint Experimentation. Joint Experimentation teams Service and Defense Agencies partners to serve the requirements of Combatant Commanders (CoComs) and senior Department of Defense (DoD) leadership to improve joint force mission capabilities. All CoComs collaboratively register priorities for experimentation through the USJFCOM Combatant Commander Engagement Program. Joint Experimentation complements and advances experimentation undertaken by the Military Services and Defense Agencies. Where ambiguity exists about capability solutions for time-sensitive joint operational requirements, Joint Experimentation will identify most promising remedies for implementation by Service and Agency force generation and acquisition authorities. Significant Joint Experimentation resources will be applied to explore innovative future capabilities and force shaping options, specifically to support formulation of Defense planning guidance, key military capabilities, and long-term joint objective force composition. Experimentation with international partners is pursued in the context of serving regional CoCom requirements, with future emphasis on small-scale Limited Objective Experiments (LOEs) executed in-theater, where CoComs and their staffs can best benefit from experiment results attuned to end-user operational environments and from the collateral influence on multinational participants. OSD will ensure an equitable appropriation of resources between centralized Defense requirements and individual CoCom experimentation needs. Joint Experimentation will support USJFCOM efforts to improve integrated capabilities for Joint Command and Control (JC2), joint Integrated Surveillance and Reconnaissance (ISR), Joint Logistics and Irregular Warfare (IW). In 2006, increased emphasis accrued to bilateral experimentation with the United Kingdom, reflecting that nation's status as a special partner of the United States. In 2007, this emphasis will be extended first to Australia, then to Canada. When cooperative funding and coincidence of missions permit, Joint Experimentation will include interagency and coalition partner efforts. With OSD oversight, there is a priority emphasis on discrete deliverables from individual experimentation efforts. While seeking efficiency of effort with joint training exercises, Joint Experimentation will benefit from a greater focus on development and validation of new operational concepts and acquisition solutions. To this end, and in balance with issues referred directly from CoComs, Joint Experimentation will address those Most Pressing Military Issues (MPMI) and Integrated Priority List (IPL) shortfalls compiled by the Joint Staff through the Joint Capabilities Integration and Development System (JCIDS).

Requirements associated with defense of the U.S. are increasingly complex, stretching our capabilities to respond rapidly and decisively to emerging crises and conflicts. Development of advanced techniques, tools, and organizations to defeat terrorism and counter evolving challenges of the 21st century requires innovative thinking and aggressive experimentation with alternatives to ensure the effectiveness of the future joint force. All CoComs collaborate on the priorities for experimentation through the USJFCOM Combatant Commander Engagement

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Program. The foundation for a coherent joint force is aggressive concept development and robust joint experimentation. USJFCOM establishes a common joint context for the DoD, already proven a powerful tool that fosters coherence, improved stewardship and proactive interoperability materiel solutions. Performance is measured by timely and successful delivery of joint system solutions to Combatant Commands.

The Joint Experimentation Campaign Plan incorporates high priority tasks assigned to U.S. Joint Forces Command (USJFCOM) from senior DoD leadership. Primary outputs demonstrated in the top national security priorities are designed to enable joint operations by experimenting with the innovative concepts. Prominent efforts include:

- Emergent CoCom theater joint operational mission problems
- Service component operational integration for joint capabilities
- Joint Command and Control (JC2)
- Intelligence Surveillance and Reconnaissance (ISR), Information Operations, Influence operations
- Joint Deployment Process Owner/Joint Deployment, Employment, Sustainment (JDPO/JDES)
- Joint Logistics
- Joint Urban Operations (JUO)
- Irregular Warfare (IW)/Asymmetric warfare on a global scale
- Military Support for Stability, Security, Transition and Reconstruction (SSTR) Operations
- Concepts for integrated interagency and coalition operations (Unified Action)
- Homeland Defense (HLD)

USJFCOM synchronizes joint and Service efforts in a "battle rhythm" that balances concept development with experimentation and smaller events that are more agile and adaptable. Unified Command Plan 2004 (UCP 2004) strengthened the Joint Experimentation role by directing USJFCOM to "lead and coordinate the department's experimentation activities." Subsequent assignment of Joint Experimentation oversight to OSD strengthened the Program's ability to develop and field coherent joint solutions. The Joint Staff partners on this effort by monitoring Service experimentation efforts and representing the Service experimentation components in Joint Experimentation fora. Outputs continually reinforce and intensify the tools for conducting joint concept development and experimentation, including scalable parallel processing for modeling and simulation, providing highly capable and thinking adversaries through more effective red teaming initiatives.

<u>B. Program Change Summary</u>	FY 2006	FY 2007	FY 2008	FY 2009
Previous President's Budget (FY 2007)	0.000	115.684	115.437	118.396
Current BES/President's Budget (FY 2008/2009)	0.000	103.489	112.017	115.170
Total Adjustments	0.000	-12.195	-3.420	-3.226
Congressional Program Reductions		-15.995		

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Congressional Rescissions				
Congressional Increases		3.800		
Reprogrammings				
SBIR/STTR Transfer				
Other			-3.420	-3.226

FY 2007 Congressional adjustments: Reduction (-\$15.9M) for "duplicative efforts"; increase (+\$3.8M) for Modeling and Simulation (M&S).

C. Other Program Funding Summary: Not Applicable.

D. Acquisition Strategy: Not Applicable.

E. Performance Metrics:

FY	Strategic Goals Supported	Existing Baseline	Planned Performance Improvement / Requirement Goal	Actual Performance Improvement	Planned Performance Metric / Methods of Measurement	Actual Performance Metric / Methods of Measurement
08						

Comment: Performance of Joint Experimentation systems is measured by successful development of:
 (1) objective validation of enhanced CoCom capabilities to perform joint missions in their assigned theaters and areas of responsibility,
 (2) documented delivery effective joint operational concepts,
 (3) confirmed production of refined and validated capability descriptions for joint materiel solutions for implementation by Service and Agency force developers and acquisition authorities,
 (4) identification of innovative integrated solutions and joint interoperability standards for Service-developed military capabilities, and
 (5) resolution of specific joint capability shortfalls delineated through the Joint Forces Command Combatant Commander Engagement process and through the Concept Joint Capabilities Integration and Development System (JCIDS), specifically in Most Pressing Military Issues (MPMI) and Integrated Priority List (IPL) shortfall compilations.

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Cost (\$ in Millions)	FY 2006 Actual	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	
P808 Joint Experimentation	0.000	103.489	112.017	115.170	118.688	119.989	121.565	123.274	

A. Mission Description and Project Justification: U.S. Joint Forces Command (USJFCOM) was designated "as the Executive Agent for conducting Joint Concept Development and Experimentation (JCD&E), within the Department of Defense." The Secretary of Defense signed the USJFCOM's Joint Warfighting Experimentation Charter on 15 May 1998.

The FY 2005 National Defense Authorization Act (NDAA) directed the transfer of USJFCOM RDT&E funding of joint warfare experimentation and training programs from Navy accounts to new Defense Wide RDT&E accounts beginning in FY 2007. Funding to support the Joint Experimentation (JE) Program in FY 2006 and prior was reflected in the Navy's RDT&E Program under PE 0603727N. Beginning with FY2007, USJFCOM execution of the Joint Experimentation funding is subject to the oversight of Director, Defense Research and Engineering (DDR&E) via Deputy Under Secretary of Defense Advanced Systems & Concepts (DUSD(AS&C)).

OSD oversight brings overarching policies and goals into focus in executing the consolidated DoD account for Joint Experimentation. Joint Experimentation teams Service and Defense Agencies partners to serve the requirements of joint Combatant Commanders (CoComs) and senior Department of Defense (DoD) leadership. All CoComs collaboratively register priorities for experimentation through the USJFCOM Combatant Commander Engagement Program. Joint Experimentation complements and advances experimentation undertaken by the Military Services and Defense Agencies. Where ambiguity exists about capability solutions for time-sensitive joint operational requirements, Joint Experimentation will identify most promising remedies for implementation by Service and Agency force generation and acquisition authorities. Significant Joint Experimentation resources will be applied to explore future capabilities and force shaping options, specifically to support formulation of Defense planning guidance and long-term joint objective force composition. Experimentation with international partners is pursued in the context of serving regional CoCom requirements, with future emphasis on small-scale Limited Objective Experiments (LOEs) executed in-theater, where CoComs and their staffs can best benefit from experiment results attuned to end-user operational environments and from the collateral effects of coalition participation. OSD will ensure an equitable appropriation of resources between centralized Defense requirements and individual CoCom experimentation needs. In 2006, increased emphasis accrued to bilateral experimentation with the United Kingdom, reflecting that nation's status as a special partner of the United States. In 2007, this emphasis will be extended first to Australia, then to Canada. When cooperative funding and coincidence of missions permit, Joint Experimentation will include interagency efforts. With OSD oversight comes a renewed emphasis on discrete deliverables from individual experimentation efforts. While seeking efficiency of effort with joint training exercises, Joint Experimentation will benefit from a greater focus on development and validation of new operational concepts and acquisition solutions. To this end, and in balance with issues referred directly from CoComs, Joint Experimentation will address those Most Pressing Military Issues (MPMI) and Integrated Priority List (IPL) shortfalls compiled by the Joint Staff through the Joint Capabilities Integration and Development System (JCIDS).

Requirements associated with defense of the U.S. are increasingly complex, stretching our capabilities to respond rapidly and decisively to emerging crises and conflicts. Development of advanced techniques, tools, and organizations to defeat terrorism and counter evolving challenges of the 21st century requires innovative thinking and aggressive experimentation with alternatives to ensure the effectiveness of the future joint force. All CoComs collaborate on the priorities for experimentation through the USJFCOM Combatant Commander Engagement Program. The foundation for a coherent joint force is aggressive concept development and robust joint experimentation. USJFCOM establishes a common joint context for the DoD, already proven a powerful tool that fosters coherence, improved stewardship and proactive interoperability materiel solutions. Performance is measured by timely and successful delivery

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of system solutions to Combatant Commands.

The Joint Experimentation Campaign Plan incorporates high priority tasks assigned to U.S. Joint Forces Command (USJFCOM) from senior DoD leadership. Primary outputs demonstrated in the top priorities are designed to enable support to joint operations by experimenting with the innovative concepts. Prominent efforts include:

- Emergent CoCom theater joint operational mission problems
- Service component operational integration for joint capabilities
- Joint Command and Control (JC2)
- Intelligence Surveillance and Reconnaissance (ISR), Information Operations, Influence operations
- Joint Deployment Process Owner/Joint Deployment, Employment, Sustainment (JDPO/JDES)
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Individual preplanned experimentation projects might be curtailed to accommodate critical experimental support for CoComs, to undertake time-sensitive tasks from senior Defense officials, and to comply with evolving experimentation policies. While ample opportunities will be preserved for discovery and innovation, projects under development without acceptable provisions for discrete deliverables and measurable performance metrics will have funding withheld or cancelled by DoD oversight authorities, with funding redirected to other joint experimentation priorities.

USJFCOM synchronizes joint and Service efforts in a "battle rhythm" that balances concept development with experimentation and smaller events that are more agile and adaptable. Unified Command Plan 2004 (UCP 2004) strengthened the Joint Experimentation role by directing USJFCOM to "lead and coordinate the Department's experimentation activities." Subsequent assignment of Joint Experimentation oversight to OSD strengthened the Program's ability to develop and field coherent joint solutions. The Joint Staff partners on this effort by monitoring Service experimentation efforts and representing the Service experimentation components in Joint Experimentation fora. Outputs continually reinforce and intensify the tools for conducting joint concept development and experimentation, including scalable parallel processing for modeling and simulation, providing highly capable and thinking adversaries through more effective red teaming initiatives.

Budgeted efforts presented below primarily reflect investment strategies internally developed by USJFCOM, subject to revision during the on-going integration of OSD policy, inputs from USJFCOM's Combatant Commander Engagement process, and referral from the JCIDS process.

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P808**B. Accomplishments/Planned Program:**

Accomplishment/Planned Program Title	FY 2006	FY 2007	FY 2008	FY 2009
Joint Concept Development Experimentation	0.000	45.364	51.667	52.150

Primary OUTCOME (objective) for this effort is to provide a robust integrated environment for evaluation and assessment of both near- and far-term mission critical capabilities gaps and operational shortfalls. These efforts focus on the priority areas designated by Combatant Commanders (CoComs) through the Concept Development and Experimentation - CD&E - process and compiled through the Joint Capabilities Integration and Development System (JCIDS) as Most Pressing Military Issues (MPMIs) and Integrated Priority List (IPL) issues. Over time, increasing efforts will address distributed execution of experiments to better serve CoCom needs for tailored solutions and enhanced military relationships with nations in their geographic regions and theater specific interagency needs.

FY 2007 Planned Output:

- Assess and refocus efforts of FY2007 concept development emphasis on key areas identified as capabilities gaps and operational shortfalls. USJFCOM will intensify focus on the ten priority areas designated by Combatant Commanders including SSTRO, Multi-national Interagency Group (MNIAG), JUO, Joint Command and Control, Unified Action, Asymmetric Warfare and military support to Homeland Defense. Primary outputs and efficiency goals are reduction of manpower in deployed units, savings in cost or time, increases in effectiveness through fusion of intelligence with the Joint-Intelligence-Operations Center for Experimentation (JIOC-X), and more effective and efficient fielding of capabilities through Computer Network Attack (CNA) and Electronic Warfare (EW).
- Partner with US Strategic Command (USSTRATCOM) and the Defense Threat Reduction Agency (DTRA) on Combating Weapons of Mass Destruction (CbtWMD) efforts resulting in a government-wide campaign plan focusing on identifying capability gaps and appropriate experimentation venues to a four-star equivalent Senior Leader Review.
- Test proposed solutions from the MCO and SSTRO conceptual work through extensive collaboration, using results for implementation plans for the Building Partnership Capacity QDR Roadmap and implementation of DoDD 3000.05. Partner with the European Command to explore "Shaping"; a concept to focus on influencing reluctant countries during pre-conflict periods to maintain or advance US interests.
- Within the Integrated Joint Special Technical Operations (IJSTO) Branch, provide special program experimentation for current and future solutions to the pressing problems for the warfighter, to include development and execution of Special Access Program Experiments (SAPEXs) and support to OSD/JS SAPCO efforts.
- Provide a composite US Joint Forces Command/US Strategic Command team responsible for integration of strategic missions into concept development and experimentation; provide integration and synchronization between activities and strategic mission sets, to include the Joint Forces Command Global Cell construct, Combating Weapons of Mass Destruction (CbtWMD), and other space/ISR related areas of interest.

FY 2008 Planned Output:

Priority focus on efforts supporting specific capability gaps identified directly by joint CoComs (as expressed through the Concept Development and Experimentation - CD&E - process) and compiled through the Joint Capabilities Integration and Development System (JCIDS) as Most Pressing Military Issues (MPMIs) and Integrated Priority List (IPL) issues. Emphasis will be placed on development of Limited Objective Experiments (LOEs) designed for distributed execution with CoCom staffs in their respective operational theaters, with special efforts dedicated to designing bilateral experiments with United Kingdom counterparts. When mutually agreed, these US-UK limited scale experiments will be opened to participation by Australia and Canada, linking our closest allies in substantive interoperability initiatives. Renewed emphasis will be placed on integration of Service and Defense Agency experiments to serve joint employment aims, and to pursue economy of efforts. The work plan for FY08 and beyond will look for opportunities to integrate Joint Experimentation with Joint Training. At the same time, oversight review of experimentation projects will critically appraise planned efforts to ensure that exercises are not undertaken with joint experimentation funds.

Continuing efforts include (1) Emergent CoCom theater joint operational problems; (2) Service component operational integration for joint capabilities; (3) Joint Command and Control; (4) ISR, IO, Influence operations; (5) Joint Deployment Process Owner/Joint Deployment, Employment, Sustainment(JDPO/JDES); (6) Joint Urban Operations; (7) Joint Logistics; (8) Irregular Warfare (IW)/Asymmetric warfare on a global scale; (9) Concepts for in-theater Coalition Operations; (10) UNIFIED ACTION, integrated interService, interagency, coalition operations; (11) military support for Stability, Security, Transition, and Reconstruction (SSTR); and (12) Homeland Defense.

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FY 2009 Planned Output:

- Development of an experimentation campaign providing a succession of LOE events for execution in CoCom operational theaters; design and testing of technical means to export live synthetic environments to distributed CoCom experimentation sites;
- Development and validation of Joint Command and Control (JC2) concepts and capabilities supporting USJFCOM responsibilities for integration and interoperability of tactical- and operational-level C2;
- Initiatives for systematic screening of CD&E inputs, MPMIs, and IPLs for issues accommodating resolution through Joint Experimentation;
- Examination of Joint Experiment methodologies to support development and validation of overarching Defense policies such as Defense Planning Guidance and Strategic Planning Guidance;
- Collaboration and revision of SSTRO and MCO Joint Operating Concepts in partnership with the other COCOMS, the Joint Staff, and the Armed Services. Refinement and experimentation will begin with the revised Capstone Concept for Joint Operations (CCJO);
- Integration of bilaterally designed US-UK experiments into the JE plan of work; inclusion of Australia and Canada with the UK as priority partners for military capabilities exploration and integration.

Accomplishment/Planned Program Title

FY 2006

FY 2007

FY 2008

FY 2009

Joint Executable Concept Refinement

0.000

27.851

31.250

33.984

Primary outcome (objective) for this effort is the development and implementation of warfighting concepts that provide the foundational structures required to enhance CoCom capabilities to conduct their joint missions. Inherent in this mission is improved capabilities for CoComs to identify requirements for experimentation and participate in execution, new methodologies to compile CoCom needs through

Primary outputs and efficiencies to be demonstrated: 1) Increased effectiveness in conduct of conflict assessment. 2) Improved efficiency in Mission and Implementation Planning. 3) Improved integration of both governmental and non-governmental agencies into the conflict resolution and stability development process. 4) Increased application of Effects Based Operations (EBO) as applied to interagency operations.

FY 2007 Planned Output:

- Joint Interagency Coordination Group (JIACG) transition complete with doctrinal JIACG Handbook, DOD Instruction on JIACG operations and staffing authorization for interagency positions at each of the combatant commands.
- Multi-national Interagency Group (MNIG) concept with a lead nation and lead organization or intermediate level advisory group framework, supported by a Concept of Operations, and enabling tools, which include conflict assessment, planning framework, metric guidelines, guiding principles, and collaborative map for MNIG operations.
- A series of major interagency experiments focused on the Unified Action concept and exploring the five capability gap areas and enablers. The experiments planned will look at Conflict Assessment, Policy and Planning, Major Mission Element Planning and Implementation Planning. The Unified Action program will also include a series of workshops, co-sponsored by the communities of interest in selected capability gap areas and enablers.
- Multinational Experiment 5 (MNE 5): Refine and expand multi-national and coalition integration and operations coherently across the joint force commander's operational needs. MNE-5 will seek to broaden the context of pre-crisis, and crisis management by engaging both military and non-military interagency organizations. Additionally, MNE-5 will explore efforts to increase interagency interaction with national, and international, military coalitions and non-military organizations. The military aspect of MNE-5 will continue to build on the output of MNE4 and use Effects Based Operations (EBO) as the contextual theme to facilitate military support to interagency operations.
- Continue to develop Cross Domain Collaborative Information Environment (CDCIE) to include certification, test, and evaluation (CT&E) of portal, document management, whiteboard, audio, and remote desktop display and warfighter assessment of chat as means of communication.
- Concept refinement for Joint Urban Fires Prototype (JUFP), Joint Mission Modeling Tools: Joint Virtual Operational Tool (JVOT), Geospatial Analysis & Planning Support (GAPS) and Joint Mission Preparation, Rehearsal, and Operations (JMPRO), Theater Effects Based Operations (TEBO) ACTD, and Knowledge Access (KA). Outputs are demonstrated in the identification and development of mature capabilities for incorporation to the Combatant Commanders infrastructure to evaluate operational capabilities.

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- Expand scope of Cooperative Research and Development Agreement (CRADA) initiatives to include additional private sector entities and academic institutions to engage in collaborative R&D efforts.
- Leverage JFCOM ACTD/JCTD efforts by realigning and integrating the JFCOM ACTD/JCDT program with other ongoing Joint Concept Development and Experimentation (JCD&E) efforts.
- Expand current engagement initiatives with DDR&E's Reliance Process, (including ACTD/JCTD) and Science and Technology (S&T) stakeholders in the military and commercial sectors to shape technological insertion in current and future prototypes.

FY 2008 Planned Output:

- Incorporate the MNIG concept and supporting tools in Multinational Experiment 5 for additional refinement and multinational "socialization" prior to transition in FY 2008.
- Unified Action experimentation and refinement will continue in FY 2008 by incorporating significant experimentation areas in Multinational Experiment 5.
- Examples of projected output, developed in coordination with participating United States Government (USG) departments and agencies, from the Unified Action program include:
 - USG Handbook on Stabilization and Reconstruction
 - USG Planning Process
 - USG Disarmament, Demobilization and Reintegration (DDR) Concept
 - Revised USG Foreign Assistance Program
 - USG agreed roles & responsibilities in Rule of Law
 - Scenario-based USG planning tool
 - USG Collaborative Information Environment and Decision Support Tools
- National Security University
- Multinational Experiment 5: Continue execution to refine and expand multi-national and coalition integration and operations coherently across the joint force commander's operational needs.
- Aggressively develop CDCIE and Certificate, Testing & Evaluation (CT&E) completion as well as warfighter assessment of all phases of CDCIE.
- Develop and provide capabilities in support of identified war-fighters' and interagency partners' operational requirements for Knowledge Access.
- Joint Decision Support Applications (JDSA). Tailor as necessary, and provide to selected interagency and multinational partners, Joint Mission Modeling Tools (JMMT's).
- Continue to expand scope of Cooperative Research and Development Agreement (CRADA) initiatives to include additional private sector entities and academic institutions to engage in collaborative R&D efforts.
- Continue to expand current engagement initiatives with DDR&E's Reliance Process, (including ACTD/JCTD) and S&T stakeholders in the military and commercial sectors to shape technological insertion in current and future prototypes.

FY 2009 Planned Output:

- Continue with FY 2008 concepts and refine experimentation.

Accomplishment/Planned Program Title	FY 2006	FY 2007	FY 2008	FY 2009
Joint Deployment, Employment and Sustainment (JDES)	0.000	13.850	12.100	12.010

Primary OUTCOME (objective) for this effort is provide for continuous near, mid, and long-term improvement and transformation of Joint Deployment, fused operations-logistics command and control, and force capability sustainment as validated by the Joint Requirements Oversight Council (JROC). The goal is to create and continuously improve a responsive, knowledge-based process that enables decision-makers at all levels the ability to make timely, accurate decisions and risk assessments for global force projection of warfighting capabilities. The related initiatives are collaboratively developed with all Combatant Commanders (COCOMs), Services, and the DoD Combat Support Agencies.

Primary outputs and efficiencies to be demonstrated: 1) Increased responsiveness of logistics distribution-based sustainment system. 2) Improved effectiveness of US Forces to deploy and be sustained in

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execution of joint operations. 3) Expanded capability of the Enterprise application integration platform to share data and tools. 4) Improved capability to establish functional and technical development "battle rhythm" in order to deliver rapid operational spirals providing enhanced transformation change solution sets. 5) Expanded support the Joint/OSD effort to develop an Adaptive Planning capability for the Department.

FY 2007 Planned Output:

- Joint Experimental Deployment and Sustainment: Develop and obtain Initial Operational Capability (IOC) for the Joint Force Support Component Command (JFSCC) construct in USFK for joint force asset visibility that allows for improved logistics command and control that will enable collaboration between operations and logistics. Achieve Full Operational Capability (FOC) for USFK and develop through Initial Operation Capability (IOC) with two additional COCOMs.
- Develop a multinational logistics handbook that describes support structure and processes with accessible tools, organized to support an effects based approach to a multinational unified, comprehensive approach to disaster prevention and intervention.
- Enhance Joint Asset Visibility and single fused logistics picture capability. Generate processes and decision support tools as a foundation for the logistician to execute Joint Theater Logistics Command and control (C2).
- Assess and redirect requirements to develop logistics distribution-based sustainment system to respond to operating in multiple locations world-wide, and synthesize data to provide and receive time-definitive information on support delivery to allow more informed decisions. This enhanced system will better enable Forces' ability to rapidly deploy as fully supported, immediately employable, capabilities to the Warfighter. Goal is to be 25% more responsive than currently available.
- Joint Force Projection (JFP) ACTD: JFP ACTD will provide Enterprise visibility of force capabilities from requirements generation through integration in the battle space and will deliver the following enhancements in FY07: a Joint Reception Staging Onward Movement and Integration (JRSO&I) planning and execution suite, continued prototype technology development, integration of specific applications into a Service Oriented Architecture/Web Services technical environment; and documented business rules for conducting operational planning and execution using an operational capabilities-based construct to identify, source, move, track, and close required forces as capabilities.
- Support the Joint / OSD effort to develop an Adaptive Planning (AP) capability for the Department. Specific FY07 deliverables may include leading the DOD collaborative effort to write and Adaptive Planning CONOPS; leading the DOD collaborative effort to create a DOD Architecture Framework (DODAF) compliant AP operational process architecture; and produce a long-term AP capability development strategy. Deliverables contingent upon the pending definition of JFCOM AP capability development role

FY 2008 Planned Output:

- Continue refinement and deployment of modules completed in FY 2007.
- Joint Experimental Deployment and Support: Develop the Joint Logistic Command concept as an adjunct to the JFSCC to allow for the coordinated application of all theater logistics capabilities focusing on the commander's intent.
- Refine Concept of Operations describing a multinational logistics/support structure to support an effects based approach to a multinational unified, comprehensive strategy.
- Further enhance Joint Asset Visibility and single fused logistics picture capability. Refine processes and decision support tools as a foundation for the logistician to execute Joint Theater Logistics command and control.
- Support the Joint / OSD effort to develop an Adaptive Planning capability for the Department. Specific deliverables pending definition of JFCOM AP capability development role.
- Joint Force Projection ACTD will provide Enterprise visibility of force capabilities from requirements generation through integration in the battlespace and will deliver the following enhancements in FY08: introduction of Risk Management Information Systems; identification of force projection modeling and simulation (M&S) requirements; additional decision support tools for required capability enhancements.

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FY 2009 Planned Output:

- Continue refinement and deployment of modules completed in FY 2008.
- Joint Experimental Deployment and Support: Continue development of the Joint Logistic Command. Expect IOC FY09.
- Refine Concept of Operations describing a multinational logistics/support structure to support an effects based approach to a multinational unified, comprehensive strategy.
- Further enhance Joint Asset Visibility and single fused logistics picture capability. Refine processes and decision support tools as a foundation for the logistician to execute Joint Theater Logistics command and control.
- Support the Joint / OSD effort to develop an Adaptive Planning capability for the Department. Specific deliverables pending definition of JFCOM AP capability development role
- Joint Force Projection ACTD will provide Enterprise visibility of force capabilities from requirements generation through integration in the battlespace and will deliver the following enhancements in FY09: Transition end-to-end force projection capability to NECC that utilizes an operational capabilities-based construct of force management, deployment, and employment.

Accomplishment/Planned Program Title	FY 2006	FY 2007	FY 2008	FY 2009
Integration with Other Regional Combatant Commanders, Military Services and Agencies	0.000	8.000	8.000	8.010

Primary OUTCOME (objective) for this effort is to facilitate the integration of Regional Combatant Commander, Military Services and Agencies program objectives across the full range of military exercises and experiments. These efforts use in process events/environments to leverage opportunities to further expand the experimental concept runs to better refine recommended solution sets. Through this environment opportunities are taken to rapidly provide M&S solutions and warfighting concept solutions to the warfighter earlier.

Primary outputs and efficiencies to be demonstrated: 1) Accelerated development and delivery of experimentation validated solution sets to warfighters. 2) Increased interaction with training community to leverage existing training venues for acceleration of concept development and validation.

FY 2007 Planned Output:

- Joint Context FY07 Experimentation Program examines and evaluates potential warfighter solutions for capabilities identified in the JOPSC family of concepts leveraging FY07 Title X Service, COCOM and other agency experimentation through continue to participate participation in Unified Quest, Noble Resolve, Unified Engagement, Joint Urban Warrior, Expeditionary Warrior, and Crisis Management II.
- Identification of capabilities and solutions through experimentation that address specific joint warfighter challenges in the areas of Shaping, Security, Stability, Transition and reconstruction Operation (SSTRO), Major Concept Operations (MCO), Communications Strategy, Interagency mechanisms for strategic/operational planning, and Interagency Integration - Contingency Response Planning
- Continue to identify warfighter needs and provide joint experimentation venues in concert with the Joint Center for Operational Analysis, Services, COCOMS, Defense Agencies, Joint Staff, and other multi-national national and inter-agency partners.
- Integrate/collaborate further with training community to use existing exercises to provide warfighter solutions in the form of doctrinal, decision-making, and information sharing tool suites.
- Participate in Ardent Sentry 07, Sharp Focus, Top Official Exercise Full Scale Event and Commonwealth of Virginia avoidance and Consequence Management exercises to integrate and synchronize joint experimentation in the areas of homeland defense and defense support to civilian authorities and provide information sharing and synchronization solutions.
- Develop M&S solutions to individual warfighter challenges.
- Document existing persistent collaborative environments (email, web pages, MS chat) and provide those environments to customers (Multi-National, States, Government Agencies etc).

FY 2008 Planned Output:

- Continue to participate in scheduled experiments (I.E. Unified Quest, Joint Urban Warrior).
- Conduct nearly continuous Urban Resolve events.
- Document/validate process to provide solutions developed during experimentation directly to COCOM warfighters.

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FY 2009 Planned Output:

- Participate in scheduled experiments (I.E. Unified Quest, Joint Urban Warrior).
- Conduct nearly continuous Urban Resolve events.
- Document/validate process to provide solutions developed during experimentation directly to COCOM warfighters.

Accomplishment/Planned Program Title

FY 2006

FY 2007

FY 2008

FY 2009

Multi-National and Coalition Concept Development:

0.000

8.424

9.000

9.016

Primary OUTCOME (objective) for this effort is to foster cooperation and coordination of national and multi-national partners across the full spectrum of military operations. In today's world, the success of coalition military operations will be influenced by the coalition's capability to integrate all elements of national and multi-national diplomacy, development and defense. U.S. Joint Forces command collaborates with NATO and others to test emerging technologies that are viewed as promising to future effects-based approaches to multinational operations. Participating nations test and evaluate new ideas in coalition operations planning, execution and assessment and examine multinational interagency group coordination, multinational logistics interoperability, and information operations and medical support. Our ability to leverage Multi-National and Coalition concept development may develop yet untapped efficiencies in how the collective force is applied. The revised title was developed to assist in the mechanisms for those high visibility efforts.

Primary outputs and efficiencies to be demonstrated: 1) Improved engagement of our coalition partners through improvement in information security processes. 2) Expanded multinational collaborative environment across the full range of military operations. 3) Increased number of nations and other organizations that support experimentation and concept development operations with multiple national capabilities.

FY 2007 Planned Output:

- Coalition partners require improved methods to conduct rapid interagency and multinational planning, coordination, and execution in order to create and carry out a unified comprehensive strategy. The central theme for MNE 5 will be exploration of a multinational, interagency, comprehensive engagement strategy, which incorporates government, non-government, and private organizations, using all national and international elements of power, to influence a stable international environment. It will seek to broaden the context of pre-crisis and crisis management by engaging both military and non-military interagency organizations. Additionally, MNE 5 will explore efforts to increase interagency interaction with national and international military coalitions and non-military organizations. A primary goal would be to develop an initial capability for uninterrupted, day-to-day involvement across agencies, to support crisis prevention and consequence management activities. The military aspect of MNE-5 will continue to build on the output of MNE4 and use Effects Based Operations (EBO) as the contextual theme to facilitate military support to interagency operations. Currently, eight MNE core nations (Australia, Canada, Finland, France, Germany, Sweden, UK, & US) and NATO are supporting this effort. Additionally, Austria, Denmark, Hungary, Korea, Poland, Portugal, Singapore, and Spain are either considering supporting this work or have requested to be part of MNE 5 and are being evaluated by the core nations for their value added to the experiment. Multinational Strategic Planning. A documented methodology of "best practices" of the comprehensive (whole of government) approach will be produced as an initial baseline document and then become a living document as better solutions are discovered, implemented and refined. Specific areas to be included are: architectures, SOPs for future intervention operations, Tactics, Techniques and Procedures (TTPs), collaborative networking, both virtually and technically and a multinational federation of modeling and simulation tools. Solutions (/methodology, organizational, tools) will also be distributed as they prove viable through experimentation.

FY 2008 Planned Output:

- Continue creating a multinational collaborative environment for the entire range of future operations to allow decision makers to execute more informed operational decisions considering all elements of national power. The collective learning gathered as multinational and coalition collaboration gives greater opportunity to dissuade and/or defeat adversaries and allow us to save lives and conserve resources.
- Pursue expanding the number of participating nations and other organizations to identify and support coalition operations with leading technology or innovations from their national capabilities to export

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across the coalition collaborative needs.

- Improve methods to conduct integrated rapid planning, coordination, and execution with Interagency and Multi-national partners to create and execute a unified, comprehensive strategy.
- Deliver "Blueprint" of a functioning MNIG for use in coalition operations.
- Incorporate bi-lateral agreements expansion of NATO and UN participating nations experimentation.

FY 2009 Planned Output:

- Explore how to integrate full international capabilities across the spectrum of international security issues.
- Continue developmental efforts for a more capable and responsive coalition joint task force for global operations.
- Develop organization and operations guidelines and collaborative map and procedures.

C. Other Program Funding Summary: Not Applicable.**D. Acquisition Strategy:** Not Applicable.**E. Major Performers** Not Applicable.