

## UNCLASSIFIED

<b>Exhibit R-2, RDT&amp;E Budget Item Justification</b>				Date: February 2008			
APPROPRIATION/BUDGET ACTIVITY RDT&E, Defense-Wide/05				R-1 ITEM NOMENCLATURE Joint Command and Control Program (JC2)/PE 0303158K			
Cost (\$ in millions)	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Joint Command and Control Program (JC2)/JC01	27.771	57.914	147.339	201.236	262.458	63.601	68.601

**A. Mission Description & Budget Item Justification:** The Net-Enabled Command Capability (NECC) is the DoD's principal command and control capability that will be accessible in a net-centric environment and focused on providing the commander with the data and information needed to make timely, effective and informed decisions. NECC draws from the command and control (C2) community to evolve current and provide new C2 capabilities into a fully integrated, interoperable, collaborative joint solution. Warfighters can rapidly adapt to changing mission needs by defining and tailoring their information environment and drawing on capabilities that enable the efficient, timely and effective command of forces and control of engagements.

The Global Command and Control System (GCCS) Family of System(FoS) applications supporting the envisioned NECC concepts will evolve from their current state of joint and Service variants into a single integrated capabilities-based, NECC architecture. The GCCS FoS programs are:

- Global Command and Control System - Joint (GCCS-J)
- Global Command and Control System - Army (GCCS-A)
- Global Command and Control System - Maritime (GCCS-M)
- Global Command and Control System - Air Force Family of Systems (GCCS-AF FoS)

The GCCS FoS functional migration into the NECC architecture leverages the technical, functional, programmatic and operational aspects of the evolution that delivers maximum return on investment in warfighting capabilities.

The GCCS migration is more than just moving to a net-centric environment. It includes developing supporting applications and functionality to support emerging concepts and processes, such as Adaptive Planning, Intelligence Campaign Planning, and incorporating the Joint Functional Concepts (JFCs). To assist this development, NECC will organize required C2 capabilities into joint Mission Capability Packages (MCPs) and warfare domain-specific applications based on GIG Enterprise Services (GES) enabling shared access to Service/Agency/joint-provided data sources. To facilitate the rapid provisioning of capabilities to the Warfighters, NECC will employ a Service Oriented Architecture (SOA).

NECC will provide the capability to collaboratively plan, execute, monitor, and assess joint and multinational operations by enabling vertical/horizontal information exchange across the joint/coalition command and control community, and when required, with Non-Governmental Organizations (NGOs) and external subject matter experts (SMEs). In addition to achieving interoperability across the mission space, NECC will facilitate the exchange of information across multiple security domains and will reduce logistics/support requirements (e.g., system administration, training,

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and maintenance).

To be more responsive to the Warfighters, NECC will employ a technical and programmatic approach that enables the rapid continuous delivery of C2 enhancements. This approach will leverage existing, evolving, and emerging C2 capabilities, centers of excellence, architectures and standards, and commercial best practices. To facilitate this approach, NECC's warfighting capabilities have been grouped into joint focus areas called MCPs: Force Projection, Force Readiness, Situational Awareness, Intelligence, Force Employment (Air/Space Operations, Land Operations, Maritime/Littoral Operations), and Force Protection.

The NECC Program is founded on a single, net-centric, services-based C2 architecture. NECC provides the decision support infrastructure that will enable the Warfighter to access, display, and understand the information necessary to make efficient, timely, and effective decisions. The Program is responsive to the Warfighter through tightly coupled capability needs, development, test, and user engagement processes. The Program leverages existing and evolving C2 capabilities and centers of excellence with its "ABC" commitment to "Adopt-before-Buy, Buy-before-Create". Capability Modules (CMs) produced through the ABC process by any NECC component are available for use by all components. In fulfilling a requirement for a new CM, the Joint Program Manager (JPM) first determines whether existing capability in the current GCCS FoS or other C2 systems can be adopted to satisfy the requirement. The program expects to transition significant capability from the existing FoS to NECC's SOA. If no existing C2 capability exists that can meet the CM requirement, the program manager determines if the requirement can be met by purchasing off-the-shelf technology. If a new CM cannot be adopted or bought, the capability is then created. The NECC Program is ensuring that C2 capability evolves towards increased net-centricity and Joint mission integration.

NECC systems engineering, testing, and certification processes are brought together in the Federated Development and Certification Environment (FDCE). The FDCE processes and infrastructure needed distributed collaborative development and certification and enables the use of distributed piloting. Piloting will be used as a key mechanism for developing, testing, evaluating, and certifying C2 capabilities.

Implementation and fielding of NECC will be accomplished by the components via individual NECC or related C2 system programs. These implementing systems/programs integrate the material, training and logistics products of NECC with the other DoD Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTML-PF) elements essential to field an effective combat capability and satisfy joint architecture needs.

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More specifically, NECC capabilities will be implemented in an evolutionary manner using a spiral development approach within distinct increments. Each increment is self-contained, targets specific user requirements and Key Performance Parameters (KPPs) as documented in the NECC Capability Description Document (CDD). FY 2008 through FY 2011, NECC Increment 1 will deliver multiple Capability Modules (CMs), which are small, well bound, loosely coupled military useful capability modules. One or more CMs satisfy requirements grouped by Capability Definition Packages (CDPs) that define the entirety of NECC Increment 1. NECC will employ an iterative process which develops matured capabilities that have achieved test and certification milestones proving their operational suitability and effectiveness, interoperability, and security for Warfighter usage.

NECC is forging the path for how the Department develops and delivers information technology solutions to the Warfighter, being born Joint from the start, with Service personnel performing key functions in the Program, and picking the best approach for the Warfighter, constructing the solution quickly, and moving forward with a militarily useful capability.

Accomplishments/Planned Program:

	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>
Subtotal Cost	27.771	57.914	147.339

FY 2006 through FY 2007: funding supported the Technology Development (TD) phase activities and the pre-MS B activities necessary to reduce the risk across the life cycle of the program.

FY 2007 activities included: 1) acquisition management; 2) system engineering and architectural analysis; 3) establish/operate/validate the FDCE; 4) technical risk reduction piloting efforts; and, 5) planning for MS B and the System Development and Demonstration Phase (SDD). NECC used the Timebox Concept to incrementally pilot and assess capabilities and processes. NECC successfully conducted a number of User Free Play, Capability Provisioning Events (CPEs), and Operational Concept Events as a part of Timebox 1 & 2. The CPEs included the evaluation of the CPE process, FDCE, prototype, testing, and NECC Information Assurance (IA) and Accreditation processes; the assessment of CMs; and the performance of stress and load testing on selected CMs. The FDCE prototype was established and matured based upon input from the Warfighter, requirements, testing, information assurance, and certification communities. Processes were continuously matured as CMs were developed, tested, and matured using the draft processes. These activities all culminated with the satisfaction of MS A exit criteria.

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FY 2008 Milestone B Decision for NECC Increment 1. The NECC Program anticipates MDA approval of a MS B decision for Increment 1 in FY 2008. The Cost Analysis Requirements Description (CARD) was completed and signed in June 2007. Completion and signature of the Acquisition Strategy was completed in July 2007. The Economic Analysis, Information Assurance Strategy, Test and Evaluation Master Plan (TEMP), Acquisition Program Baseline (APB) and System Engineering Plan (SEP) were completed in August 2007.

In FY 2008, NECC is focusing on systems engineering for CMs; design, development, and operations of the Federated Development and Certification Environment (FDCE); design, development, testing and fielding of the initial shared situational awareness capability; initial design and development of cross functional capabilities; establishing the Joint Technical Operation Command Capability (JTOCC) help desk operations, and standup of servers at enterprise computing nodes; and, establishing the operating and piloting framework for Technology Piloting activities. FY 2009 will continue the engineering and FDCE activities, cross functional capabilities, JTOC helpdesk operations, and development and fielding of shared situational awareness and deployment planning capabilities.

NECC will develop and deliver as pilots initial NECC capabilities including Red Track Data, Weather Data, Blue Force Ground Data, Global User-Defined Operational Picture and Association Management. NECC will initiate development of initial cross functional capabilities in Redirection, Ochestration, User Management and C2 Messaging.

FY 2009: NECC funding increases in FY 2009 by \$77.1M above the FY 2008 level. This increase is in response to the confluence of program development, testing, production, delivery, fielding and ultimately, operational activities, all aimed at achieving initial operational capability (IOC) in 4Q FY 2009. The funding increase is necessary for the development of high priority CMs enabling the program to achieve IOC. NECC's IOC is defined by 39 Interim Released CMs out of 61 planned CMs (which will define NECC's Full Operational Capability (FOC)). The delivery schedule is established to provide operational capability for the Warfighter in a cost effective and timely manner.

FY 2009 will carry forth testing and piloting initiated in FY 2008, and bring to development 39 of the planned 61 CMs. By 4Q FY 2009 interim releases in 6 functional areas are planned, with 8 in Shared Situational Awareness, 6 in Cross Functional Capabilities, 8 in Adapative Planning, 11 in Force Projection and Visability, 2 in Intelligence and 4 in Force Employment.

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**B. Program Change Summary:**

	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>
FY 2007 President's Budget	34.899	70.283	147.367
FY 2008 President's Budget	27.771	57.914	147.339
Total Adjustments	7.128	12.369	0.028

FY 2007 change is due to within threshold reprogramming.

FY 2008 change reflects congressional action which reduced the budget request for contractor efficiencies and economic assumptions.

FY 2009 change reflects a slight decrease for reduced economic assumption.

**C. Other Program Funding Summary:**

	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	To <u>Complete</u>	Total <u>Cost</u>
O&M, DW	2.212	9.730	35.717	51.179	62.026	42.781	17.145	Cont'g	Cont'g
PROC, DW	0.000	0.000	7.952	11.937	16.869	0.000	0.000	Cont'g	Cont'g

**D. Acquisition Strategy:** NECC will acquire CMs, services, and materials from various full and open, competitively awarded, performance-based and performance-driven outcome contracts. NECC will utilize indefinite-delivery-indefinite-quantity (IDIQ) contracts to develop CMs; the NECC JPMO, acting as NECC systems integrator, has the flexibility to award multiple Task Orders (TOs) under these vehicles. The program will leverage various types of existing and logical follow-on contracts associated with GCCS FoS programs. In many cases, NECC task orders are competed among the numerous vendors available under these IDIQ contracts through the fair opportunity to compete process required by the Federal Acquisition Streamlining Act (FASA). In instances in which using an existing IDIQ contract is not feasible, NECC acquires services and materials through a full and open competitively awarded contract. NECC utilizes Federally Funded Research and Development Centers (FFRDC), Systems Engineering and Technical Assistance (SETA) and small business procurement opportunities. NECC accesses some services and material through Military Interdepartmental Purchase Requests (MIPRs) to a fee-for-service Government Agency/Service. NECC will evaluate performance by conducting thorough Post-award Contract Reviews (PCRs) and periodic Contract Performance Reviews (CPRs).

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**E. Performance Metrics:** Earned Value Management (EVM) for this investment complies with the Department of Defense (DoD) guidance (March 2005) on EVM usage. NECC has developed a cost control process in conjunction with the Cost Analysis Improvement Group (CAIG) to be fully implemented in FY 2008. The cost control process encompasses two important items, earned value metrics and performance metrics. The metrics collected in the two layers will provide a tailored set of cost control activities that meet the intent of OSD guidelines for both cost control and earned value reporting. This process also allows the utilization of metrics as predictive indicators which measure product, amount of effort, time and changes in major elements of the NECC Program.

Performance data (metrics) will be a contract requirement for all development activities. The Program Office will collect and analyze a broad set of surveillance metrics to evaluate performance of the end-to-end NECC process. Essential criteria for validating the NECC business strategy will be gathered through performance measure data that will be collected over the course of the SDD phase. The aggregation of data obtained from NECC end-to-end process surveillance and CM development metrics will be used to define a baseline of repeatable performance for all stages of the acquisition process. This baseline will be used by the JPMO, JPEO and other stakeholders.

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RDT&E, Defense-Wide/05			PE 0303158K					Joint Command and Control Program (JC2)/JC01				
<u>Cost Category</u>	<u>Contract Method &amp; Type</u>	<u>Performing Activity &amp; Location</u>	<u>Total PY Cost (\$000)</u>	<u>FY07 Cost (\$000)</u>	<u>FY07 Award Date</u>	<u>FY08 Cost (\$000)</u>	<u>FY08 Award Date</u>	<u>FY09 Cost</u>	<u>FY09 Award Date</u>	<u>Cost To Complete (\$000)</u>	<u>Total Cost (\$000)</u>	<u>Target Value of Contract</u>
PEO C2C Operations	F&O	Various	0.627	6.580	6-Oct	2.500	18-Oct	5.500	19-Oct	Cont'g	Cont'g	15.207
DISA CPMO Management Operations	F&O	Various	0.000	2.002	6-Oct	2.989	1-Jan	5.500	2-Jan	Cont'g	Cont'g	10.491
JPMO Management Operations	MOA	SSC San Diego	0.361	0.109	6-Oct	0.035	18-Oct	6.000	18-Oct	Cont'g	Cont'g	6.505
NECC CARD/Economic Analysis	FFP	GS5 LLC; Dumfries, VA	0.695	1.296	7-Jan	1.800	31-Dec	3.150	1-Jan	Cont'g	Cont'g	6.941
NECC Acquisition Support	T&M	BIT; Falls Church, VA	1.763	1.098	6-Dec	1.400	15-Jan	2.450	16-Jan	Cont'g	Cont'g	6.711
BEA Licenses and Maintenance	F&O	Merlin International ; Vienna, VA	0.953	0.953	7-Jan	0.000	N/A	0.000	N/A	Cont'g	Cont'g	1.906
System Documentation	F&O	SSC - San Diego	0.803	0.000	N/A	0.000	N/A	0.000	N/A	Cont'g	Cont'g	0.803
FDCE Engineering Design, Development, and Operations	F&O	TBD	0.000	0.000	N/A	3.000	31-Dec	7.500	1 Jan	Cont'g	Cont'g	10.500
FDCE Hardware	F&O	Various	0.000	0.000	N/A	0.227	1-Jan	1.000	2-Jan	Cont'g	Cont'g	1.227
FDCE Cots Software Tools	F&O	Various	0.000	0.000	N/A	0.900	1-Jan	4.000	2-Jan	Cont'g	Cont'g	4.900
Piloting / T&E Support Contract	F&O	SYZYGY	0.000	0.000	N/A	3.000	18-Oct	9.000	19-Dec	Cont'g	Cont'g	12.000
Service Experiments (JEFX, Trident Warrior, JETS JFCOM J9)	F&O	Various	0.000	0.569	31-Dec	0.522	18-Oct	1.050	19-Oct	Cont'g	Cont'g	2.141

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APPROPRIATION/BUDGET ACTIVITY			PROGRAM ELEMENT					PROJECT NAME AND NUMBER				
RDT&E, Defense-Wide/05			PE 0303158K					Joint Command and Control Program (JC2)/JC01				
Cost Category	Contract Method & Type	Performing Activity & Location	Total PY Cost (\$000)	FY07 Cost (\$000)	FY07 Award Date	FY08 Cost (\$000)	FY08 Award Date	FY09 Cost	FY09 Award Date	Cost To Complete (\$000)	Total Cost (\$000)	Target Value of Contract
Technology Piloting Framework HW / SW	F&O	TBD	0.179	0.000	N/A	0.000	N/A	0.000	N/A	Cont'g	Cont'g	0.179
OTA Support JITC	F&O	JITC	0.392	0.250	6-Oct	1.500	18-Oct	3.500	18-Oct	Cont'g	Cont'g	5.642
OTA Support ATEC	F&O	ATEC	0.000	0.125	6-Oct	0.830	18-Oct	2.500	18-Oct	Cont'g	Cont'g	3.455
OTA Support OPTEVFOR	F&O	OPTEVFOR	0.000	0.000	6-Oct	0.356	18-Oct	2.000	18-Oct	Cont'g	Cont'g	2.356
OTA Support MCOTEA	F&O	MCOTEA	0.000	0.115	6-Oct	0.241	18-Oct	2.000	18-Oct	Cont'g	Cont'g	2.356
OTA Support AFOTEC	F&O	AFOTEC	0.000	0.125	6-Oct	0.382	18-Oct	2.000	18-Oct	Cont'g	Cont'g	2.507
Transformational Command and Control (TC2)	F&O	MITRE SSC -	3.622	3.043	6-Oct	2.959	1-Oct	5.178	18-Oct	Cont'g	Cont'g	14.802
IA Technical Support	F&O	Charleston	0.000	0.632	3-May	1.842	18-Oct	1.750	18-Oct	Cont'g	Cont'g	4.224
C2 Repository, M&S, and SE Support	F&O	SSC - San Diego	0.860	2.553	31-Dec	1.714	18-Oct	1.500	18-Oct	Cont'g	Cont'g	6.627
Architecture and Design	F&O	S&T Assoc; Arlington, VA	3.196	0.767	7-Sep	4.750	1-Apr	9.500	2-Apr	Cont'g	Cont'g	18.213
Systems Engineering Integration Support	F&O	SAIC	0.000	0.000	6-Oct	3.980	7-Nov	10.000	8-Nov	Cont'g	Cont'g	13.980
Repository / Tools	F&O	Various	0.000	0.000	1-Jan	0.075	18-Oct	1.500	19-Oct	Cont'g	Cont'g	1.575

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Capability Modules (CMS)	F&O	CPMO's	2.586	1.524	6-Oct	12.183	7-Oct	30.55	1	8-Oct	Cont'g	Cont'g	46.844
JTOCC SW Acquisition for Development (COTS)	F&O	SSC - Charleston	0.000	0.000	N/A	1.649	18-Oct	2.886	19-Oct	Cont'g	Cont'g	4.535	
Logistical Support Development	F&O	SAIC	0.000	0.000	N/A	1.766	23-Oct	2.584	24-Oct	Cont'g	Cont'g	4.350	
Tier 1 Help Desk	F&O	SSC - Charleston	0.000	0.000	N/A	0.552	18-Oct	4.166	18-Oct	Cont'g	Cont'g	4.718	
Tier 2/3 Help Desk (Allocated to CPMO's)	F&O	CPMO's	0.000	0.000	N/A	0.689	1-Jan	3.976	2-Jan	Cont'g	Cont'g	4.665	
Training Enterprise Node	F&O	NRL / SSC - San Diego	0.000	0.000	N/A	0.250	18-Oct	1.426	18-Oct	Cont'g	Cont'g	1.676	
JTOCC Engineering Support	F&O	SSC - Charleston	0.000	0.000	N/A	0.732	18-Oct	1.500	18-Oct	Cont'g	Cont'g	2.232	
Piloting Framework and other Ops support	F&O	SAIC	0.000	0.000	N/A	0.650	30-Oct	1.500	31-Oct	Cont'g	Cont'g	2.150	
Electronic Performance Support System (e.g. DMI) Environment	F&O	NRL	0.000	0.000	N/A	0.500	18-Oct	1.000	18-Oct	Cont'g	Cont'g	1.500	
Joint Training Integration Support	F&O	TBD	0.000	0.000	N/A	0.000	N/A	0.210	8-Oct	Cont'g	Cont'g	0.210	
FDCE Development Nodes for CPMO's	F&O	CPMO's	0.000	0.000	N/A	1.122	1-Jan	7.040	8-Oct	Cont'g	Cont'g	8.162	
I&TP Technical IPA	F&O	UMES; Princess Anne, MD	0.198	0.204	7-Jun	0.000	N/A	0.000	N/A	Cont'g	Cont'g	0.402	
CTF Support	F&O	NSMA	0.000	0.160	6-Oct	0.000	N/A	0.000	N/A	Cont'g	Cont'g	0.160	
DISN LES / BN12 and ACTD Lab	FFP	DISA	0.262	0.156	6-Oct	0.288	31-Dec	0.300	31-Dec	Cont'g	Cont'g	1.006	

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Net Enabled Command Capability (NECC) Federated Development Certification (FDC) and Capability Provisioning Activities (CPA)	F&O	NSMA	0.000	3.405	6-Oct	0.300	1-Jan	0.000	N/A	Cont'g	Cont'g	3.705
Integration & Tech Piloting	F&O	NexGen - SAIC; McLean, VA	4.858	2.105	6-Oct	0.000	N/A	0.000	N/A	Cont'g	Cont'g	6.243
FDCE / T&E / OILS / IA / I&TP Support	F&O	Various	5.443	0.000	N/A	0.000	N/A	0.000	N/A	Cont'g	Cont'g	5.443
UDOP Situational Awareness	F&O	Various	0.065	0.000	N/A	0.000	N/A	0.000	N/A	Cont'g	Cont'g	0.065
ASAP ACTD	F&O	Air Force; USAFA, CO	0.050	0.000	N/A	0.300	1-Jan	0.000	N/A	Cont'g	Cont'g	0.350
AEC	F&O	Army	0.000	0.000	N/A	0.100	31-Dec	0.122	1-Oct	Cont'g	Cont'g	0.250
C2 Catalog Support	F&O	BIT; Falls Church, VA	0.000	0.000	N/A	0.400	1-Feb	0.000	N/A	Cont'g	Cont'g	0.400
Certification Agents	F&O	DISA / DIA	0.000	0.000	N/A	0.300	1-Jan	0.500	1-Jan	Cont'g	Cont'g	0.800
Experimentation	F&O	CPMO's / TBD	0.000	0.000	N/A	1.131	1-Jan	3.000	1-Jan	Cont'g	Cont'g	4.500
<b>TOTAL</b>			<b>26.913</b>	<b>27.771</b>		<b>57.914</b>		<b>147.339</b>				<b>259.614</b>

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Exhibit R-4, RDT&E Program Schedule Profile													Date: February 2008																	
Appropriation/Budget Activity RDT&E, Defense-Wide, 05					Project Number and Name PE 0303158K, Joint Command and Control Program (JC2)													Project Number and Name JC01, Joint Command and Control Program (JC2)												
Fiscal Year	2007				2008				2009				2010				2011				2012				2013					
	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		
Technology Development (TD) Activities – Increment I																														
System Engineering	△	△	△	△	△																									
Establish Federated Development Certification Environment		△	△	△	△																									
Tech Risk Reduction/Piloting				△	△																									
Piloting Integration					△																									
Define/Design/Dev Capability Modules	△	△	△	△	△																									

Exhibit R-4, RDT&E Program Schedule Profile					Date: February 2008																							
Appropriation/Budget Activity RDT&E, Defense-Wide, 05					Program Element Number and Name PE 0303158K, Joint Command and Control Program (JC2)								Project Number and Name JC01, Joint Command and Control Program (JC2)															
Fiscal Year	2007				2008				2009				2010				2011				2012				2013			
	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
System Development and Demonstration Activities																												
Increment I																												
System Engineering																												
Operate Federated Development Certification Environment																												
Tech Risk Reduction/Piloting																												
Piloting Integration																												
Define/Design/Dev Capability Modules																												
Increment II																												

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Exhibit R-4a, RDT&E Program Schedule Detail		Date: February 2008					
APPROPRIATION/BUDGET ACTIVITY	PROGRAM ELEMENT NUMBER AND NAME	PROJECT NUMBER AND NAME					
RDT&E, Defense-Wide/05	PE 0303158K/Joint Command and Control Program (JC2)	Joint Command and Control Program (JC2)/JC01					
<u>Schedule Profile</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Technology Development (TD) Activities - Increment I</u>							
System Engineering	1Q-4Q	1Q-4Q	1Q-4Q	1Q-4Q	1Q-4Q		
Establish Federated Development Certification Environment	1Q-4Q	1Q-4Q	1Q-4Q	1Q-4Q	1Q-4Q		
Tech Risk Reduction/Piloting	4Q	1Q-4Q	1Q-4Q	1Q-4Q	1Q-4Q		
Piloting Integration		1Q-4Q	1Q-4Q	1Q-4Q	1Q-4Q		
Define/Design/Dev Capability Modules	1Q-4Q	1Q-4Q	1Q-4Q	1Q-4Q	1Q-4Q		
<u>System Demonstration and Development Activities - Increment I</u>							
Milestone B Decision		2Q-4Q	1Q-4Q	1Q-4Q	1Q-4Q		
Milestone C Decision		2Q-4Q					
First Fielding Decision Review (FDR)		3Q					
Fielding Decision Reviews		4Q	1Q-4Q	1Q-4Q	1Q-4Q		
Initial Operational Capability (IOC)			4Q				
Full Deployment Decision Review (FDDR)					4Q		
Full Operational Capability (FOC)					4Q		
<u>Increment II</u>							
Milestone B Decision						1Q-4Q	1Q-4Q
Milestone C Decision						4Q	
First Fielding Decision Review (FDR)						2Q	
Fielding Decision Reviews						3Q	
						4Q	1Q-4Q

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R-4a Program Schedule Detail