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**Exhibit R-2, RDT&E Budget Item Justification:** PB 2012 Office of Secretary Of Defense **DATE:** February 2011

<b>APPROPRIATION/BUDGET ACTIVITY</b> 0400: <i>Research, Development, Test &amp; Evaluation, Defense-Wide</i> BA 3: <i>Advanced Technology Development (ATD)</i>	<b>R-1 ITEM NOMENCLATURE</b> PE 0603727D8Z: <i>Joint Warfighting Program</i>
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COST (\$ in Millions)	FY 2010	FY 2011	FY 2012 Base	FY 2012 OCO	FY 2012 Total	FY 2013	FY 2014	FY 2015	FY 2016	Cost To Complete	Total Cost
Total Program Element	10.738	10.966	10.547	-	10.547	10.583	10.791	11.026	11.360	Continuing	Continuing
P727: <i>Joint Warfighting</i>	10.738	10.966	10.547	-	10.547	10.583	10.791	11.026	11.360	Continuing	Continuing

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

The OSD Joint Warfighting Program (JWP) account supports two related activities supporting development of the Department's joint warfighting capabilities.

The Joint Advanced Warfighting Program (JAWP) segment assesses joint operations and geo-socio-political environments pertinent to joint operations enabling Defense officials to understand capability gaps and identify potential solutions. The findings of these investigative analyses frequently explore joint capability development via experiments and prototype demonstrations. The JAWP serves an essential, expert, and independent feedback role in identifying, exploring and evaluating breakthrough war fighting capabilities. JAWP resources underwrite a small dedicated staff of civilian analysts (currently hosted by the Institute for Defense Analysis - IDA) paired with a military staff of field-grade military operations researchers. A Board of Directors (JAWP BoD) exerts topic selection and oversight of JAWP activities. The BOD includes senior representatives from DDR&E (Joint Operations Support), Office of the Under Secretary of Defense (Policy) and the Joint Staff. JAWP analyses serve as a basis for formulation and assessment of advanced concepts and capabilities, identifying enabling technologies and operational integration options for the Department. Resultant concepts drive changes in the doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF) of the Services and Combatant Commanders (COCOMs).

The balance of JWP resources are dedicated to supporting joint commands with analytic resources to translate capability gap assessments into actionable military needs statements, identification of candidate solutions via experimentation, translation of solution concepts into field demonstrations, and remedy of joint capability gaps in partnership with Defense agents for doctrine changes and technology development. JWP resources dedicated to direct support joint commands provides analytic expertise not normally allocated via formal staffing billets. In this activity, JWP underwrites small grants to invigorate employment of experimentation and analysis, to formulate strategies to resolve joint capability gaps, and to stimulate participation in the Department enterprises for joint experimentation and joint capability development.

Director, Defense Research and Engineering (DDR&E) exercises oversight of JWP resources.

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<b>APPROPRIATION/BUDGET ACTIVITY</b>	<b>R-1 ITEM NOMENCLATURE</b>
0400: <i>Research, Development, Test &amp; Evaluation, Defense-Wide</i> BA 3: <i>Advanced Technology Development (ATD)</i>	PE 0603727D8Z: <i>Joint Warfighting Program</i>

<b>B. Program Change Summary (\$ in Millions)</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012 Base</b>	<b>FY 2012 OCO</b>	<b>FY 2012 Total</b>
Previous President's Budget	11.135	10.966	11.074	-	11.074
Current President's Budget	10.738	10.966	10.547	-	10.547
Total Adjustments	-0.397	-	-0.527	-	-0.527
• Congressional General Reductions		-			
• Congressional Directed Reductions		-			
• Congressional Rescissions	-	-			
• Congressional Adds		-			
• Congressional Directed Transfers		-			
• Reprogrammings	-	-			
• SBIR/STTR Transfer	-0.290	-			
• Other Program Adjustments	-0.107	-	-		-
• Defense Efficiency - Report, Studies, Board and Commissions	-	-	-0.278	-	-0.278
• Defense Efficiency - Contractor Staff Support	-	-	-0.234	-	-0.234
• Economic Assumptions	-	-	-0.015	-	-0.015

**Change Summary Explanation**

Defense Efficiency – Report, Studies, Boards and Commissions. As part of the Department of Defense reform agenda, reflects a reduction in the number and cost of reports, studies, DoD Boards and DoD Commissions below the aggregate level reported in the previous budget submission.

Defense Efficiency – Contractor Staff Support. As part of the Department of Defense reform agenda, reduces funds below the aggregate level reported in the previous budget submission for contracts that augment staff functions.

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<b>APPROPRIATION/BUDGET ACTIVITY</b> 0400: <i>Research, Development, Test &amp; Evaluation, Defense-Wide</i> BA 3: <i>Advanced Technology Development (ATD)</i>				<b>R-1 ITEM NOMENCLATURE</b> PE 0603727D8Z: <i>Joint Warfighting Program</i>				<b>PROJECT</b> P727: <i>Joint Warfighting</i>			
<b>COST (\$ in Millions)</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012 Base</b>	<b>FY 2012 OCO</b>	<b>FY 2012 Total</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>Cost To Complete</b>	<b>Total Cost</b>
<i>P727: Joint Warfighting</i>	10.738	10.966	10.547	-	10.547	10.583	10.791	11.026	11.360	Continuing	Continuing

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

The OSD Joint Warfighting Program (JWP) account supports two related activities supporting development of the Department's joint warfighting capabilities.

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The balance of JWP resources are dedicated to supporting joint commands with analytic resources to translate capability gap assessments into actionable military needs statements, identification of candidate solutions via experimentation, translation of solution concepts into field demonstrations, and remedy of joint capability gaps in partnership with Defense agents for doctrine changes and technology development. JWP resources dedicated to direct support joint commands provides analytic expertise not normally allocated via formal staffing billets. In this activity, JWP underwrites small grants to invigorate employment of experimentation and analysis, to formulate strategies to resolve joint capability gaps, and to stimulate participation in the Department enterprises for joint experimentation and joint capability development.

Director, Defense Research and Engineering (DDR&E) exercises oversight of JWP resources.

**B. Accomplishments/Planned Programs (\$ in Millions)**

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
<b>Title:</b> Support for Combatant Command Innovation Cells	5.128	5.866	5.447
<b>Description:</b> JWP supports COCOMs by promoting the use of joint experimentation to address challenges specific to their theater or functional missions. It aims to reinvigorate COCOM staff capabilities to employ rigorous analysis and experimentation methodologies in support of specific mission assignments. It allows COCOM staffs to identify capability gaps and explore potential solutions "trial and error" limited objective experiments experiment to understand a concept or technology that addresses a specific COCOM challenge.			
<b>FY 2010 Accomplishments:</b>			

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<b>B. Accomplishments/Planned Programs (\$ in Millions)</b>		<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
<p>FY 2010 Output - Provided resources to COCOMs to enable experimentation cells to employ joint experimentation that identifies and addresses regional capability gaps, explores potential solutions, and improves understanding of new technologies and concepts. Empowered the COCOM staffs to employ rigorous analysis and experimentation methodologies in support of their specific mission assignments, to critically assess their own needs and to examine viable capability gap solutions. Focus areas for COCOM limited objective experiments and participation:</p> <ul style="list-style-type: none"> <li>• Cyberspace/ Missile Defense/Combating Weapons of Mass Destruction(USSTRATCOM);</li> <li>• Joint Integrated Persistence Surveillance (USCENTCOM);</li> <li>• Direct Heavy Lift and Cooperative Security Engagement (USEUCOM);</li> <li>• Cooperative Security Engagement and Building Partnerships (USSOUTHCOM);</li> <li>• Command and Control in Homeland Defense and support to civil authorities (USNORTHCOM);</li> <li>• Building partnerships/ Command and Control in Irregular Warfare operations (USSOCOM);</li> <li>• Global Mobility (USTRANSCOM)</li> </ul> <p><b>FY 2011 Plans:</b> FY11 Planned Output -Continue to provide resources to COCOMs to enable experimentation cells to employ joint experimentation that identifies and addresses regional capability gaps, explores potential solutions, and improves understanding of new technologies and concepts. Empower the COCOM staffs to employ rigorous analysis and experimentation methodologies in support of their specific mission assignments, to assess their own needs critically and to examine viable capability gap solutions.</p> <p><b>FY 2012 Plans:</b> FY12 Planned Output -Continue to provide resources to COCOMs to enable experimentation cells to employ joint experimentation that identifies and addresses regional capability gaps, explores potential solutions, and improves understanding of new technologies and concepts. Empower the COCOM staff s to employ rigorous analysis and experimentation methodologies in support of their specific mission assignments, to assess their own needs critically and to examine viable capability gap solutions.</p>				
<p><b>Title:</b> Joint Advanced Warfighting Program (JAWP)</p> <p><b>Description:</b> JAWP serves as a focus factor and catalyst for innovation and change. This effort focuses on formulation and assessment of advanced concepts and capabilities, plus identifying enabling technologies and integration options for the Department. Annual JAWP activities are reviewed and approved by a Board of Directors including Joint Staff, OUSD-Policy and USD AT&amp;L representatives</p> <p><b>FY 2010 Accomplishments:</b></p>		5.610	5.100	5.100

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<b>B. Accomplishments/Planned Programs (\$ in Millions)</b>		<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
<p>FY 2010 Output - The JAWP supported a full spectrum of transformation objectives addressing irregular, catastrophic, and disruptive challenges. It will design, conduct, and support joint experimentation, joint concept development, and analysis of joint operations, with the intent to inform and effect resource allocation and acquisition. It will continue efforts to align department processes in ways that make them more responsive to the needs of COCOMs and their subordinate forces and coalition partners. Results included:</p> <ul style="list-style-type: none"> <li>• Analysis of Campaign Support Plans that provided recommendations for the Guidance Employment of the Force (GEF);</li> <li>• Analysis of the effectiveness of CERP and USAID programs in reducing violence;</li> <li>• Analysis of competitive CONOPs that influenced the development of DoD's Analytical Agenda;</li> <li>• Support to ongoing operations with reach back to analysis centers in support of USCENTCOM;</li> <li>• Analysis of command and control during times of degraded and denied GPS in support of USPACOM;</li> <li>• Analysis of redundancies and opportunities for efficiencies in logistics and command and control nodes in Afghanistan.</li> </ul> <p><b>FY 2011 Plans:</b> TFY 11 Planned Output- The JAWP will continue support of full spectrum transformation objectives addressing irregular, catastrophic, and disruptive challenges. It will design, conduct, and support joint experimentation, joint concept development, and analysis of joint operations, with the intent to inform and effect resource allocation and acquisition. It will continue efforts to align department processes in ways that make them more responsive to the needs of COCOMs and their subordinate forces and coalition partners. Specific projects include</p> <ul style="list-style-type: none"> <li>• Development of alternative concepts for inclusion in the Department of Defense Analytical Agenda;</li> <li>• Development of a counter threat finance strategy to support USNORTHCOM;</li> <li>• Identification of strategic lessons learned in operations with the interagency partners in Operation Unified Response;</li> <li>• Assessment of current COCOM tools for campaign planning.</li> </ul> <p><b>FY 2012 Plans:</b> FY12 Planned Output- The JAWP will continue support of full spectrum transformation objectives addressing irregular, catastrophic, and disruptive challenges. It will design, conduct, and support joint experimentation, joint concept development, and analysis of joint operations, with the intent to inform and effect resource allocation and acquisition. It will continue efforts to align department processes in ways that make them more responsive to the needs of COCOMs and their subordinate forces and coalition partners.</p>				
<b>Accomplishments/Planned Programs Subtotals</b>		10.738	10.966	10.547

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**C. Other Program Funding Summary (\$ in Millions)**

N/A

**D. Acquisition Strategy**

N/A

**E. Performance Metrics**

Performance of Joint Experimentation systems is measured through metrics including (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.