Department of Defense

(U) Annual Report to Congress on the Activities of the Council on Oversight of the National Leadership Command, Control, and Communications System

The estimated cost of this report or study
for the Department of Defense (DoD) is
approximately $22,000 in fiscal years
2015–2016. This includes $17,000 in
expenses and $4,760 in DoD labor.
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April 2016

**Report to the Congressional Defense Committees
as Required by H.R. 3304, Public Law 113-66**

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I. (U) INTRODUCTION

(U) The "*National Defense Authorization Act (NDAA) for Fiscal Year 2014, H.R. 3304, Public Law 113-66,*" in section 1052, amends Chapter 7 of title 10, United States Code, to add section 171a. This new section establishes within the Department of Defense a "*Council on Oversight of the National Leadership Command, Control, and Communications System.*" NDAA section 1052 also requires that "*At the same time each year that the budget of the President is submitted to Congress pursuant to section 1105(a) of title 31, the Council shall submit to the congressional defense committees a report on the activities of the Council. Each report shall include the following:*

(1) *(U) A description and assessment of the activities of the Council during the previous fiscal year.*

(2) *(U) A description of the activities proposed to be undertaken by the Council during the period covered by the current future-years defense program under section 221 of this title.*

(3) *(U) Any changes to the requirements of the command, control, and communications system for the national leadership of the United States made during the previous year, along with an explanation for why the changes were made and a description of the effects of the changes to the capability of the system.*

(4) *(U) A breakdown of each program element in such budget that relates to the system, including how such program element relates to the operation and sustainment, research and development, procurement, or other activity of the system.*"

(U) The Department submits the following report in response to that request.

II. (U) ACTIVITIES OF THE COUNCIL DURING FISCAL YEAR 2015

A. (U) GENERAL. The Council conducted six in-person meetings in calendar year 2015, during which the specified National Leadership Command, Control, and Communications System (NLC3S)[1] responsibilities of the Council were performed.

B. (U) OVERSIGHT OF PERFORMANCE ASSESSMENTS (INCLUDING INTEROPERABILITY) (Office of primary responsibility (OPR): Joint Staff (JS). Offices of collateral responsibility (OCRs): White House Military Office (WHMO), DoD Chief Information Office (CIO)).
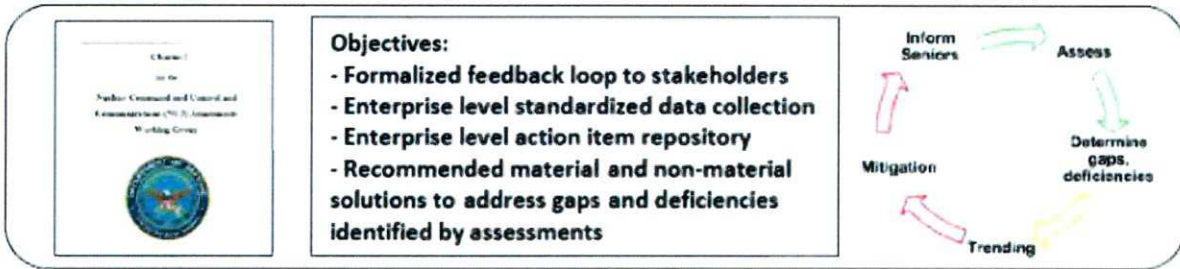
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[1] NLC3S is the congressional term for what the Department of Defense refers to as the National Leadership Command Capability (NLCC).

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(b)(1)

(U) Additional performance assessment activities included:

- (U) A roll-up of over two-dozen operational assessments to identify performance concerns

(b)(1)

Objectives:
- Formalized feedback loop to stakeholders
- Enterprise level standardized data collection
- Enterprise level action item repository
- Recommended material and non-material solutions to address gaps and deficiencies identified by assessments

Inform Seniors → Assess → Determine gaps, deficiencies → Trending → Mitigation

(U) **Figure 1 – NC3 Assessments Working Group**

(b)(1)

C. (U) VULNERABILITY IDENTIFICATION AND MITIGATION (OPRs: Under Secretary of Defense for Intelligence (USD(I)), JS, USSTRATCOM). OCRs: National Security Agency (NSA), DoD CIO, Defense Information Systems Agency (DISA)/Joint Systems Engineering and Integration Office (JSEIO)).

(b)(1)

- (U) The addition of USD(I) as a Council member to provide better integration with the broader Intelligence Community (IC), including assisting with the Council NLCC threat assessment request to the Office of the Director of National Intelligence (ODNI).
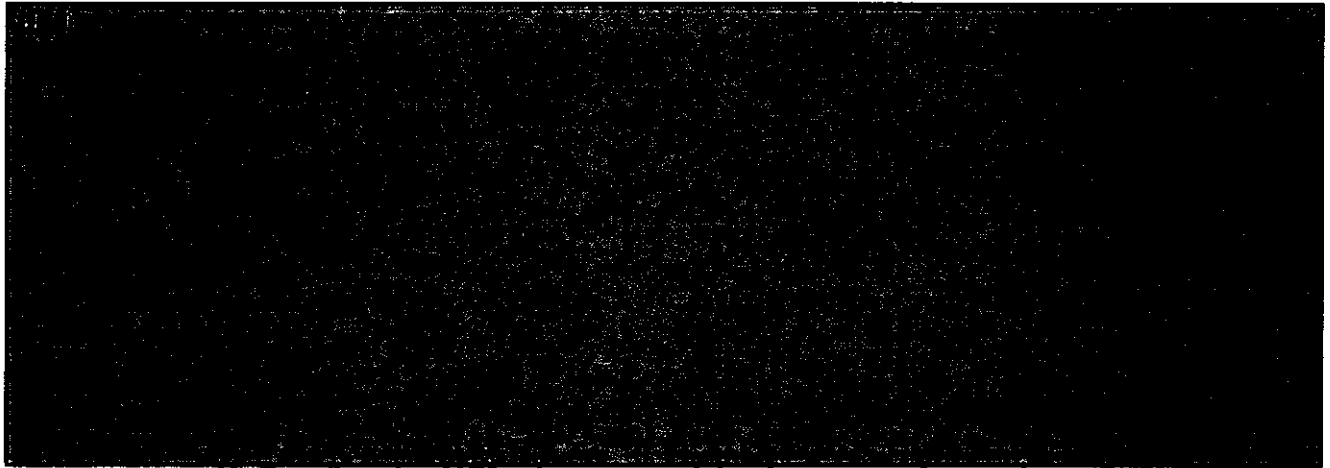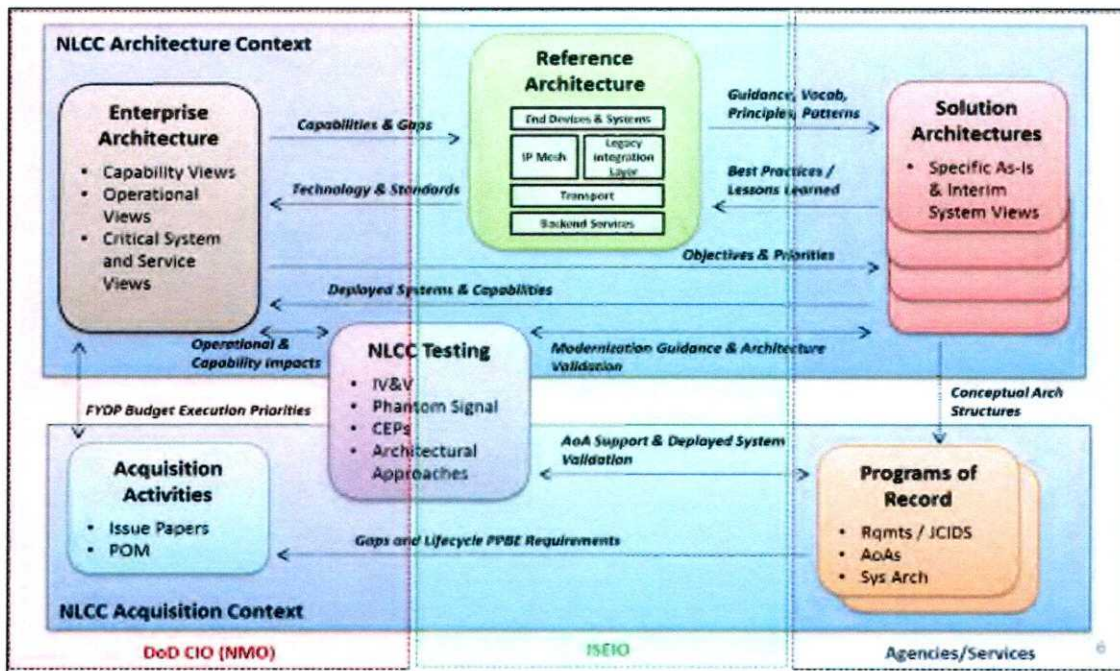

  o (U) Contributed to NC3 cyber scorecard development to characterize and prioritize cybersecurity risk and to track progress mitigating the risk for program managers, the Council, and DoD senior leaders.
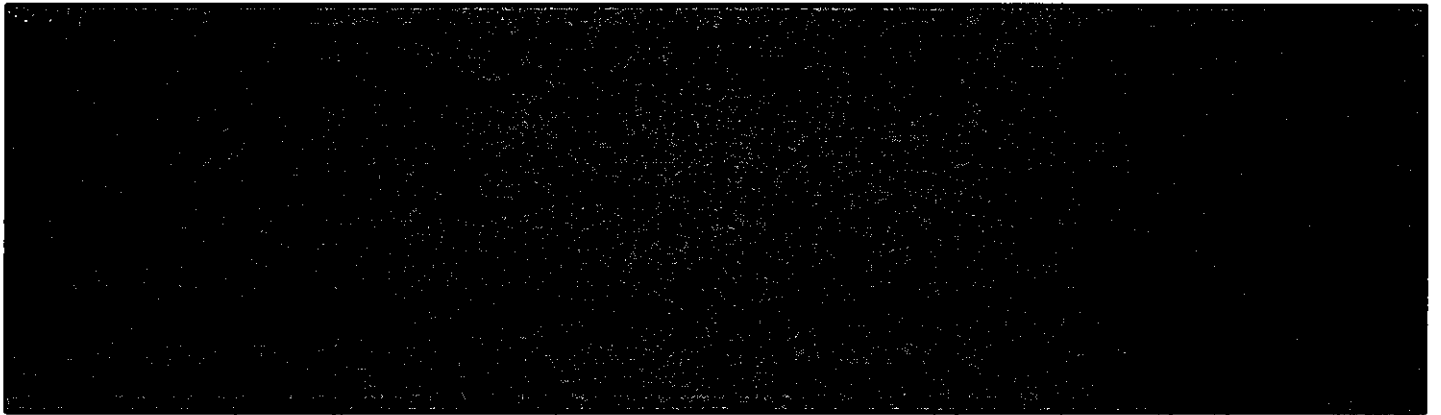
D. (U) ARCHITECTURE DEVELOPMENT (OPR: DoD CIO. OCRs: DISA/JSEIO, NSA, USSTRATCOM, U.S. Northern Command (USNORTHCOM), Services)


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(U) **Figure 2 - NLCC Architecture Development and Responsibilities**

(b)(1)

(U) DISA/JSEIO completed the NLCC Reference Architecture (RA) that provides technical positions and guidance to be used in developing NLCC solution architectures. It incorporates the five security principles from the National Institute for Standards and Technology's "Framework for Improving Critical Infrastructure Cybersecurity," and an appendix that details the baseline security controls that apply to NLCC systems. In conjunction with the NC2 CBA work on strategic and regional nuclear deterrence operations, JSEIO also published NC3 architecture diagrams for U.S. European Command (USEUCOM) and U.S. Forces Korea.

(U) In accordance with the current Joint Capabilities Development and Integration System (JCIDS) and Defense Acquisition Systems, Solution Architectures are being developed by system owners, service providers, and resource providers, including DoD Agencies, Services, and Combatant Commanders.
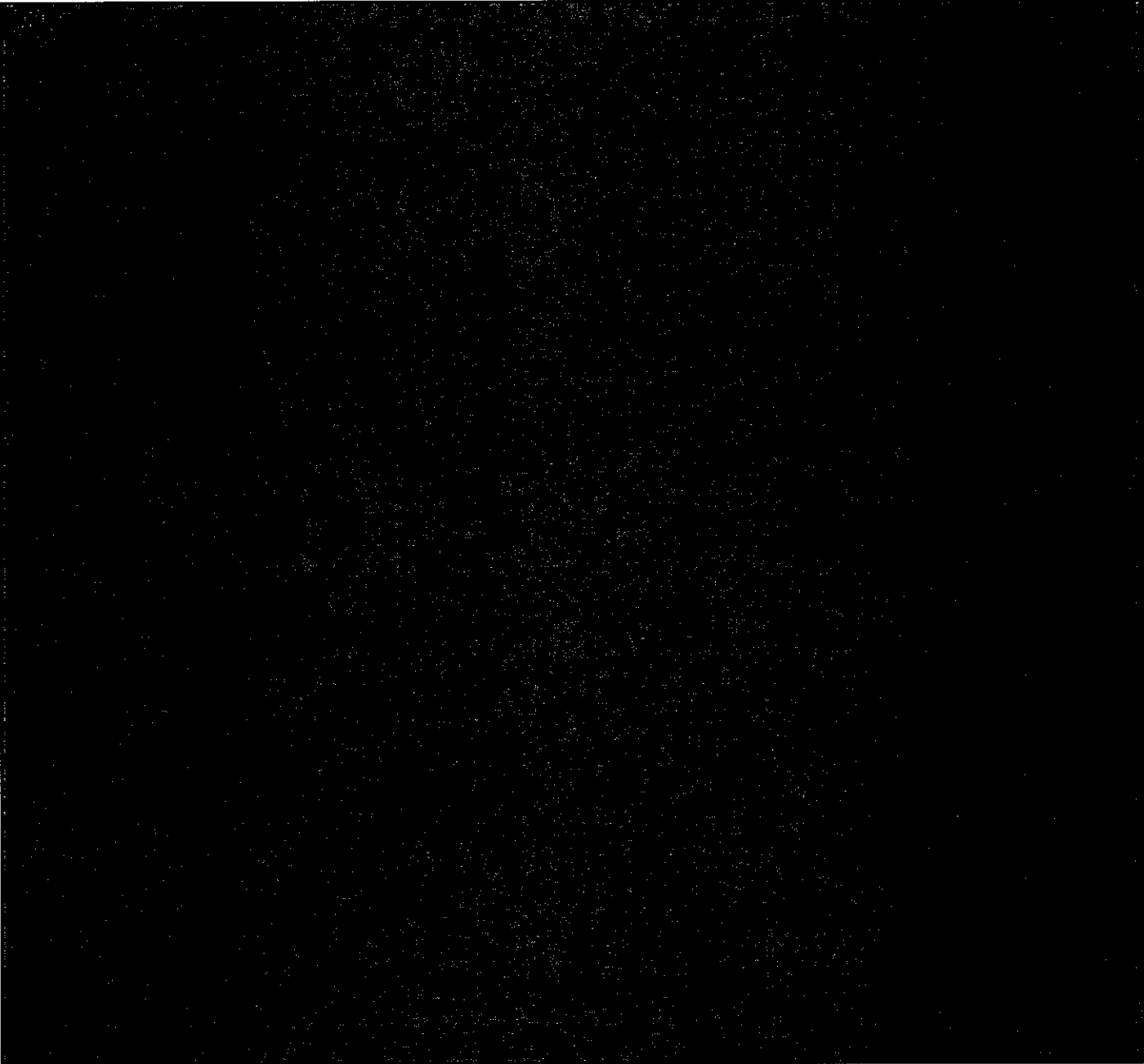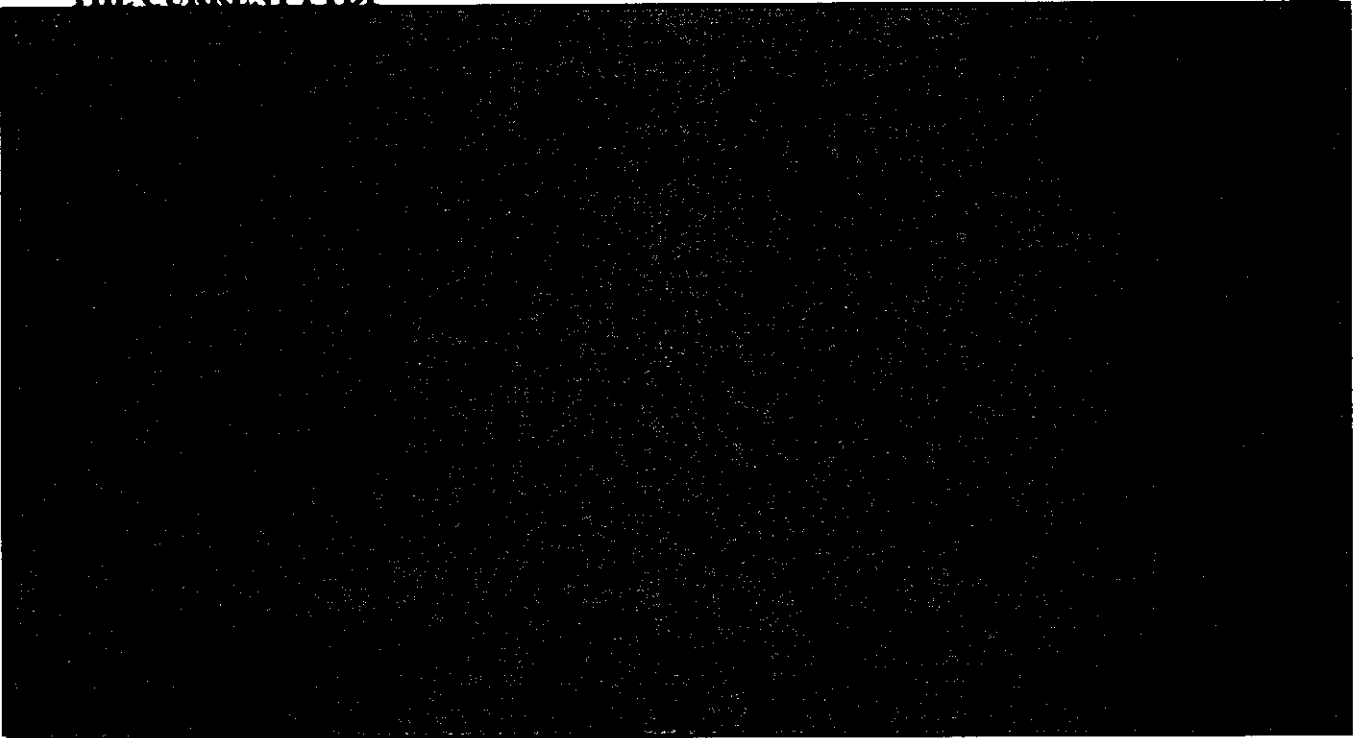
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E. (U) RESOURCE PRIORITIZATION (OPR: All)
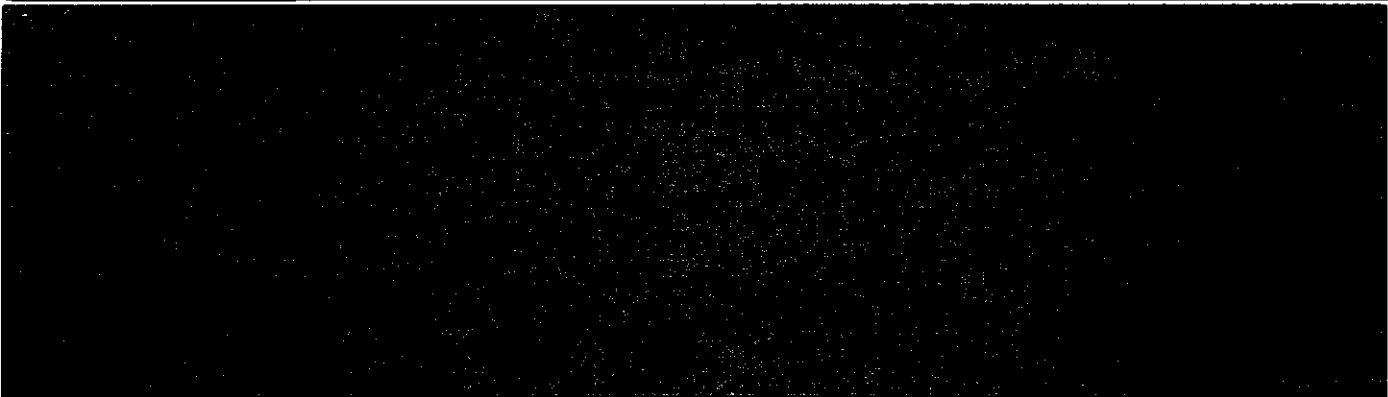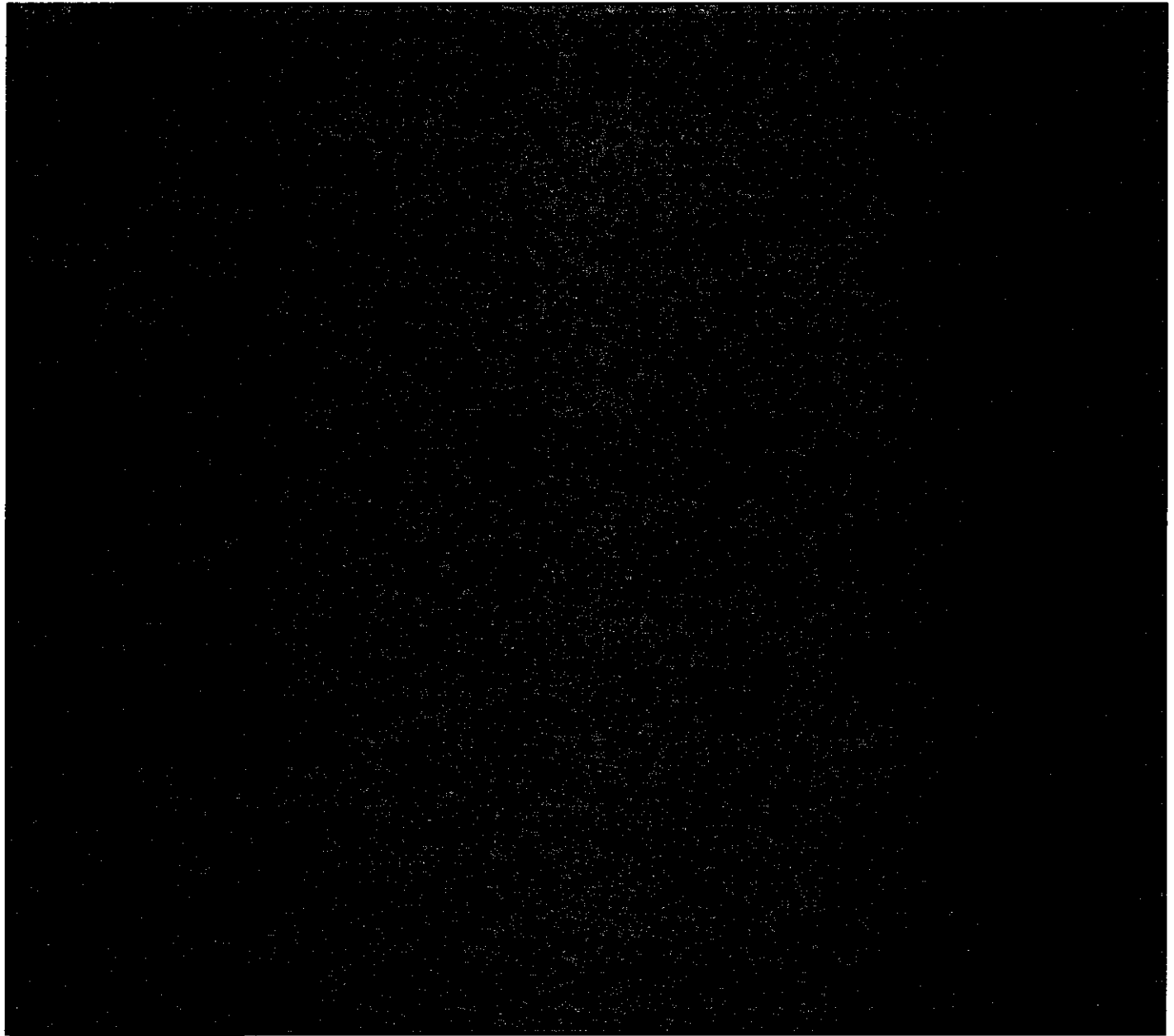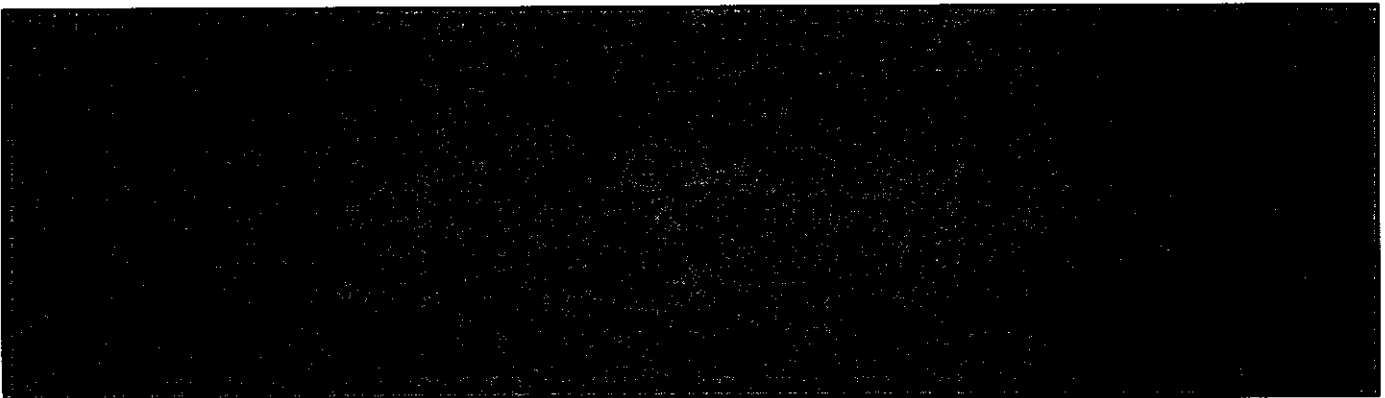
F. (U) OTHER

(U) Table 1 gives a 2015 meeting-by-meeting overview of topics addressed by the Council.

III. (U) ACTIVITIES PROPOSED TO BE UNDERTAKEN BY THE COUNCIL DURING THE CURRENT FYDP


IV. (U) CHANGES TO NLC3S REQUIREMENTS MADE DURING PREVIOUS YEAR

2. (U) DoD Directive (DoDD) S-3710.01, "National Leadership Command Capability." This update (from DoDD S-5100.44) establishes the NLCC as the DoD construct for providing information integration and robust capabilities supporting national leadership planning, situational awareness, collaboration, and decision making regardless of location or environment. It establishes policy and assigns responsibilities for the NLCC as a primary interface to a broader National Security and Emergency Preparedness (NS/EP) capability, as defined in Executive Order 13618 and the continuity communications and information-sharing capability among DoD and other federal departments and agencies, the National Security Council staff (NSC staff), and the WHMO.
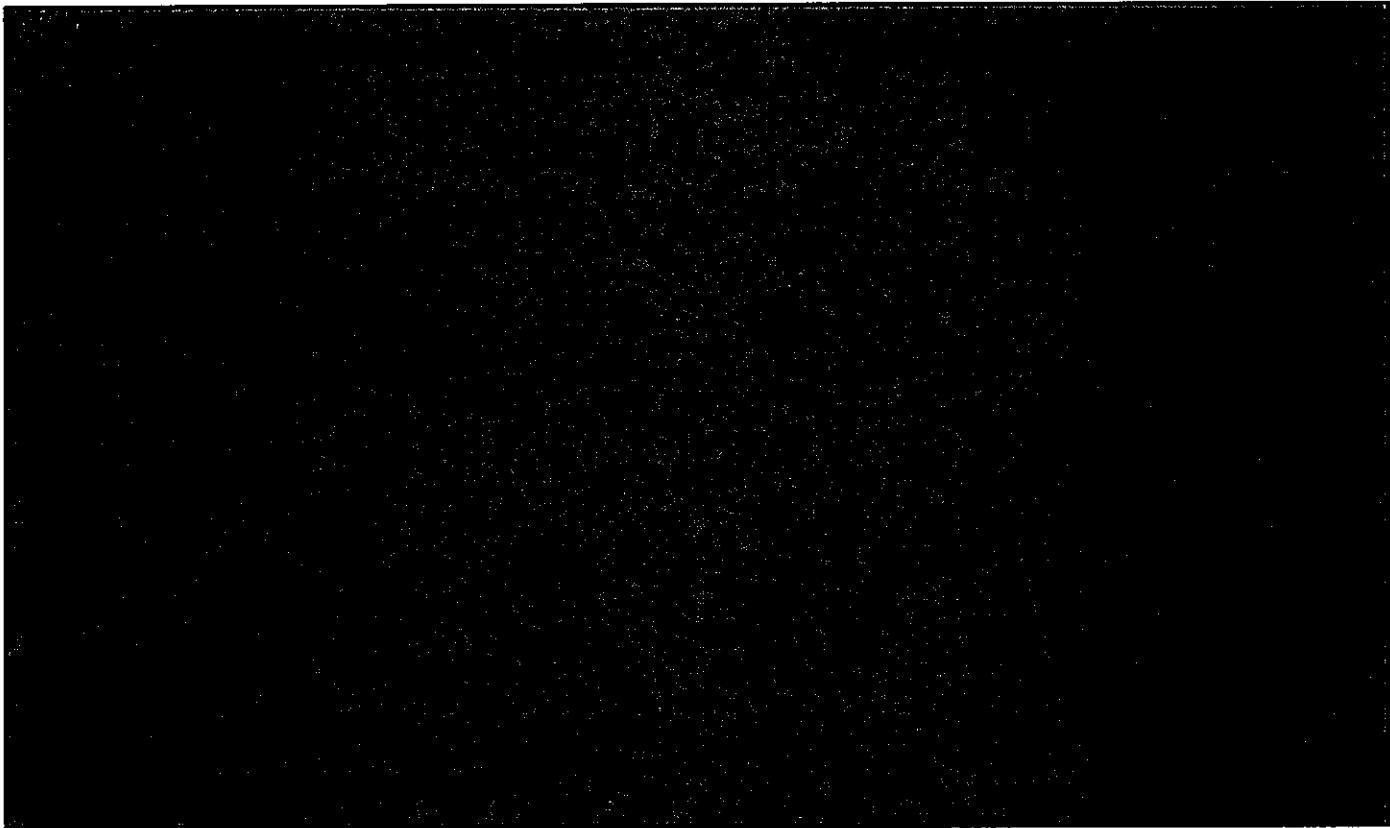
V. (U) BREAKDOWN OF NLC3S PROGRAM ELEMENTS. See Enclosure 1.

SIGNED:

PAUL J. SELVA
General, U.S. Air Force
Vice Chairman of the Joint Chiefs of Staff

FRANK KENDALL
Under Secretary of Defense
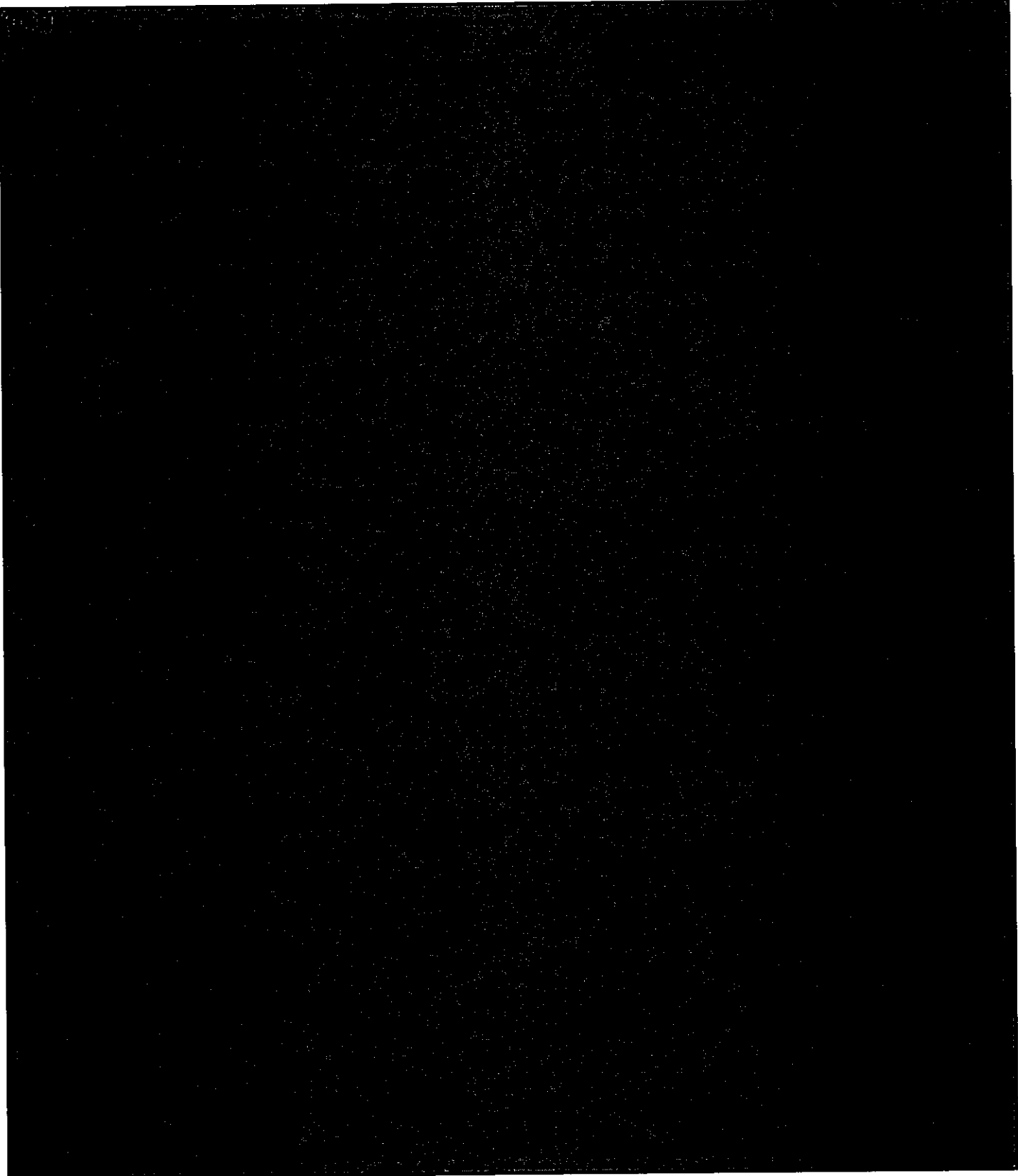 for Acquisition, Technology and Logistics

GLOSSARY OF TERMS

AEHF	Advanced Extremely High Frequency
A/EISS	Air Event Information Sharing System
AF	Air Force
AFSPC	Air Force Space Command
AO	Authorizing Official
BLOS	Beyond Line-of-Sight
C3	command, control, and communications
CBA	capabilities-based assessment
CDRUSSTRATCOM	Commander, U.S. Strategic Command
CJCSI	Chairman of the Joint Chiefs of Staff instruction
DCIP	Defense Critical Infrastructure Program
DIRECT	Defense Injection/Reception EAM Command and Control
DISA	Defense Information Systems Agency
DM	decision making
DoD CIO	Department of Defense Chief Information Officer
DSP	Defense Support Program
EAM	Emergency Action Message
FAB-T	Family of Advanced Beyond Line-of-Sight-Terminal
FD	Force Direction
FM	Force Monitoring
FYDP	Future Years Defense Program
HAC-D	House Appropriations Committee – Defense
HEMP	High-Altitude Electromagnetic Pulse
IC	Intelligence Community
ICD	Initial Capabilities Document
IP	Internet Protocol
IV&V	Independent Verification and Validation
ITW/AA	Integrated Tactical Warning/Attack Assessment
JCIDS	Joint Capabilities Integration and Development System
JRSC	Jam-Resistant Secure Communications
JS	Joint Staff
JSEIO	Joint Systems Engineering and Integration Office
LCC	Launch Control Center
MILSTAR	Military Strategic and Tactical Relay
MGS	Mobile Ground System
NC2	Nuclear Command and Control
NC3	Nuclear Command, Control, and Communications
NAOC	National Airborne Operations Center
NCRA	NC3 Cyber Risk Assessment
NDAA	National Defense Authorization Act
NDHB	Nuclear Decision Handbook
NEA	NLCC Enterprise Architecture
NER	NC3 Enterprise Review
NLC3S	National Leadership Command, Control, and Communications System

NLCC	National Leadership Command Capability
NMCC	National Military Command Center
NMO	NLCC Management Office
NNC3	National and Nuclear C3
NPES	Nuclear Planning and Execution System
NSA	National Security Agency
OCR	office of collateral responsibility
OPR	office of primary responsibility
PB	Program Budget
PDS-M	Processing and Display System–Migration
PL	Planning
PNVC	Presidential and National Voice Conferencing
PPD	Presidential Policy Directive
POM	Program Objective Memorandum
PPBE	Planning, Programming, Budgeting, and Execution
RA	Reference Architecture
S2E2	SBIRS Survivable and Enduring Evolution
SATCOM	satellite communications
SBIRS	Space-Based Infrared System
SIGINT	signals intelligence
SM	Situation Monitoring
SSBN	Fleet Ballistic Missile Submarine
SLC3S-A	Senior Leader Command, Control, and Communications System – Airborne
SMART-T	Secure, Mobile, Anti-jam, Reliable Tactical-Terminal
TF	Task Force
UEN	UHF Emergency Network
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics
USD(I)	Under Secretary of Defense for Intelligence
USSTRATCOM	U.S. Strategic Command
USNORTHCOM	U.S. Northern Command
VLF/LF	Very Low Frequency/Low Frequency
WG	Working Group
WGS	Wideband Global SATCOM
WWSVCS	World-wide Secure Voice Conferencing System
WHMO	White House Military Office

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