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**Net-Enabled Command Capability (NECC)
INCREMENT 1 MILESTONE B
PRODUCT SUPPORT STRATEGY
(PSS)**

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In Collaboration with the NECC Component Program Manager's for Navy, Air Force, Army, Marine Corps, USJFCOM and DISA.

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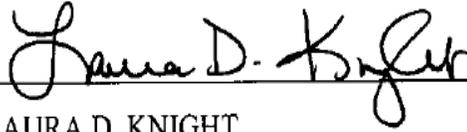
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APPROVAL PAGE

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EXECUTIVE SUMMARY

The Net-Enabled Command Capability (NECC) Product Support Strategy (PSS) is developed to support planning for innovative lifecycle sustainment and continuous improvement of product affordability, reliability, and supportability while sustaining readiness. The support strategy is part of the pre-Milestone B Acquisition Strategy.

This document defines, in accordance with Department of Defense (DOD) guidance; a support strategy describes the supportability planning for determining the optimum support concept for a materiel system. It also identifies focus areas to achieve continuous affordability improvements throughout the product lifecycle. The support strategy evolves in detail so that before Milestone C a Product Support Plans (PSP) can be developed. It will define how support and fielding requirements will be addressed to meet readiness and performance objectives, lower total ownership cost, reduce risks, and avoid harm to the environment and human health.

REVISION HISTORY

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1 GENERAL

1.1 Introduction

This Product Support Strategy (PSS) applies to the Net-Enabled Command Capability (NECC) Program. NECC provides the Department of Defense (DOD) with the next generation Command and Control Capabilities (C2C) using a Service Oriented Architecture (SOA) on the Global Information Grid (GIG). NECC is a Joint Acquisition Category (ACAT) 1D Major Defense Acquisition Program (MDAP) and Major Automated Information System (MAIS).

1.2 Scope

The NECC PSS provides the Joint Program Manager (JPM) with the top-level methods for addressing the support and fielding requirements to meet readiness and performance objectives. Based on the NECC Increment 1 Logistics Support Analysis (LSA), this PSS and the Product Support Plan (PSP) will document the lifecycle management approaches, decisions, and plans associated with each Integrated Logistics Support Element.

1.3 System Description

NECC is the DOD principal capability for conducting Joint Command and Control (JC2). It is a set of software services running on computer servers. Warfighters will use whatever end-user devices they already have (e.g., desktop computers, laptops, and personal digital assistants). NECC users may operate in challenging network environments, involving Disconnected, Intermittent and Limited (DIL) Internet Protocol (IP) connectivity. As a result of DIL requirements, the NECC design will need to support an approach which fully implements the required services to the end-user.

NECC will integrate capabilities based on a SOA that includes applications and databases in accordance with the DOD Net-Centric Data Strategy. NECC will be supported by GIG Enterprise Services (GES) and Network Centric Enterprise Services (NCES) enabling shared access to Service/Agency/Joint-provided services (data sources and applications).

1.4 NECC Capability Modules

NECC's objective is the rapid requirements definition, design, development, piloting, certification, and fielding of capabilities. NECC is not building a system; instead, it is rapidly developing and fielding individual units of functionality called Capability Modules. These capability modules mature through Capability Provisioning Activities (CPAs) technology piloting events that result in net-enabled Command and Control (C2) capabilities for operational use. Urgent operational requirements will be addressed by U.S. Joint Forces Command (USJFCOM). The Joint Program Management Office (JPMO) has completed strategic planning to identify additional capability modules that address emergent requirements. The NECC requirements and Systems Engineering (SE) process is agile and provides for additional capacity.

1.5 Life Cycle Logistics (LCL) Management

JPMO and the Component Program Management Offices (CPMOs) will produce capability modules for the entire program, resulting in centralized management of the program by the Joint Program Management Office (JPMO) with decentralized execution through the Components.

NECC sustainment activities are not performed primarily by a single organization. These responsibilities are spread across many materiel providers managed by the pertinent CPMOs, which are responsible for capability module core sustainment. The NECC JPMO is responsible for sustainment relating to NECC infrastructure activities. Some of these activities include the Federated Development and Certification Environment (FDCE) and the Joint Technical Operations Control Capability (JTOCC). Service Level Agreements (SLAs), negotiated between the NECC JPMO and CPMOs, include sustainment requirements and performance metrics.

NECC Integrated Logistics Support (ILS) involvement early in the program with systems engineering, integration and technical piloting, testing, configuration management, training and maintenance planning provides an integrated approach to effectively support NECC C2 capability throughout the program lifecycle. The NECC LSA provides input to the PSS.

Supportability is the degree to which system design characteristics are incorporated into the design and development of NECC to shape and influence the support concept and associated lifecycle costs for the logistics elements. These logistics elements are: maintenance planning; manpower and personnel; supply support; support and test equipment; technical data; training and training support; facilities; packaging, handling, storage, and transportation; computer resources support; and design interface.

NECC employs support processes that remain consistent with its evolution. This requires a degree of centralized management to keep evolving logistics policy and procedures coherent, orderly, and supportive of the NECC mission and role. It also requires planning for complementary post production support to be documented in future increments of the PSS and PSP.

1.6 System Quality Factors

The measurement basis for reliability, maintainability, and availability affect logistics support considerations. The following pertain to NECC:

1.6.1 Reliability

The NECC Capability Development Document (CDD) requirement is for NECC to meet or exceed existing Family-of-Systems (FoS) performance parameters. NECC will follow commonly accepted reliability benchmarks for systems designated for transition to NECC (e.g., nominally 99.9% reliability). NECC reliability performance parameters will balance mission reliability with logistics reliability (i.e., increased combat capability while requiring fewer spare parts and personnel).

1.6.2 Maintainability

NECC corrective maintenance will be performed as required to maintain NECC operational readiness. A basic technical measure of maintainability is Mean-Time-To-Repair (MTTR). NECC MTTR objective is < 1 hour (i.e., the total elapsed time [clock hours] for corrective maintenance divided by the total number of corrective maintenance actions during a given period of time is less than or equal to 1 hour).

1.6.3 Availability

NECC provides mission critical capabilities that will be operational 24 hours a day and 7 days a week in a variety of warfighting environments. For users connecting through the Enterprise GIG Computing Node (GCN), availability is maintained through the use of multiple mirrored Enterprise GCNs. Each contains a complete replicate of all capabilities and the use of automated redirection (to a functioning GCN).

NECC will also provide capabilities tailored to warfighting environments with DIL GIG connectivity. NECC will support Service DIL environments such as ships and forward-deployed command posts. These environments will provide capabilities to Warfighters by means of data caching and proxy architectures so that, if network connectivity is lost, they can continue to function at the local level. For Increment 1, the synchronization of the data between multiple instantiations of a given capability module will be performed by the capability module itself.

1.7 Reference Documents

- NECC Increment 1 Milestone B Logistics Support Analysis (LSA)
- NECC Increment 1 Milestone B Acquisition Strategy (AS)
- NECC Increment 1 Milestone B System Engineering Plan (SEP)
- NECC Capability Development Document (CDD)
- NECC Cost Analysis Requirements Description (CARD)
- Defense Acquisition Guidebook (DAG)

2 STRATEGY

To meet DOD requirements associated with program product lifecycle cycle support while supporting the overall technical and program goals of NECC, this PSS focuses on three areas:

- An early and continuous involvement with systems engineering design analysis and decisions
- A support strategy with central management and decentralized execution
- A performance-based and performance-driven outcome contracting strategy

2.1 Life Cycle Logistics Support Strategy

NECC Life Cycle Logistics management activities are centrally managed but de-centrally executed. Just as NECC development and procurement activities are federated across many organizations, lifecycle logistics responsibilities are also spread across many materiel providers managed by the pertinent CPMOs. The NECC JPMO has the lead for coordinating sustainment issues at the enterprise level, for sustaining cross-functional capability modules, and for ensuring sustainment is adequate to support CPAS. The JPMO sustains the hardware and software required for the Federated Development and Certification Infrastructure (FDCE) and insures the sustainment of hardware and software for the NECC Enterprise GCNs and the JTOCC, which includes the Help Desk function.

NECC CPMOs have the lead for sustainment of their assigned CMs for use by all NECC users as well as for reference implementations of the CM for use within the FDCE. They insure the

sustainment of all hardware required for the NECC local nodes within their Service/Component. The CPMOs also sustain the CM software for the entire enterprise for all CMs assigned to them for development, and for planning Software Support Activities (SSAs).

2.2 Life Cycle Support Contracting Approach

The NECC contracting approach for product support throughout the program life cycle acquires capability modules, services, and materials from various types of full and open, competitively awarded performance-based and performance-driven contracts. Capability modules are developed using indefinite delivery, indefinite quantity (IDIQ). The JPMO and CPMOs have the flexibility to award multiple Task Orders (TOs), leveraging various types of existing and logical follow-on contracts associated with the Global Command and Control System (GCCS) Family of System (FoS) programs. NECC task orders are competed among the numerous vendors available under these IDIQ contracts with a fair opportunity to compete as required by the Federal Acquisition Streamlining Act (FASA). For instances, where an existing IDIQ contract is not feasible, services and materials may be acquired through a full, open, and competitively awarded contract. NECC may use Federally Funded Research and Development Centers (FFRDC), Systems Engineering and Technical Assistance (SETA) and small business procurement opportunities. Some services and material may be acquired through Military Interdepartmental Purchase Requests (MIPRs). NECC is required to comply with the Economy Act and properly meet non-DOD contract requirements.

2.3 Systems Engineering (SE) Support to Life Cycle Support

The following sections summarize key systems engineering analyses and tradeoffs that are discussed more completely in the NECC Increment 1 Milestone B LSA and represent major SE decisions that affect and interact with strategies for effective lifecycle management.

2.3.1 Hosting Approach

NECC develops software solutions capable of running on Local GCN that meets a minimum set of requirements for a virtual environment. NECC then provisions capability modules into a virtualized environment running on the Local GCN.

2.3.2 Operations Capability Concept

Many operations and maintenance functions will be performed from a centralized location while the local hosting operation will operate and maintain their Local GCN through a virtual machine monitor. Hosting of enterprise nodes will be accomplished on virtual machines and will have local sites (e.g., DECC) operating and maintaining them.

2.3.3 NECC Client

NECC software will be predominantly written to run within a web browser, allowing end-users to utilize their existing Service-provided computers to access NECC capability modules. NECC uses a thin client approach. Thin client computers or client software depend primarily on a central server for processing activities and mainly focus on conveying input and output between the user and the remote server.

2.3.4 Adopt-before-Buy-before Create (ABC)

Transition from the existing GCCS FoS is likely to provide significant capabilities to NECC. If no C2 capability exists that can be adapted to meet key performance parameters, then the NECC program will attempt to purchase an off-the-shelf capability. If a new capability cannot be adopted or bought, then as a last resort, the program can create the capability. The Adopt-before-Buy-before Create (ABC) decision point is based on the NECC collaborative SE process.

3 INTEGRATED LOGISTICS SUPPORT ELEMENTS

ILS encompasses ten core logistics elements. These are: maintenance planning; supply support; packaging, handling and storage, manpower and personnel support, training and training support, technical data, support and test equipment; facilities; computer resources, and design interface.

3.1 Maintenance Planning

NECC is an overarching software acquisition with limited hardware requirements. Traditional interim support requirements do not apply. Local hardware supply support requirements are accomplished through “service contracts”. NECC will leverage existing CPMO computing infrastructure to the maximum extent possible, negating the need for a designated supply support inventory stock point. The JPMO is responsible for procuring all software enterprise licenses. The Software Support Activity (SSA) designated by a CPMO will distribute software licenses and maintain records of the distributions. The SSA will have the responsibility for providing capability module software to other Service/Component CPMOs, receiving capability module software from other CPMOs, and replicating/distributing all capability module software for their respective sites.

Capability module software and hardware will be managed by the capability provider. The capability provider will have responsibility for establishing permanent hosting locations, maintenance agreement licenses, and help desk support for the participating capability modules. Specific terms of hosting and support requirements are defined for each capability module in Service Level Agreement (SLA) between the JPMO and the capability provider. SLAs negotiated will include sustainment requirements and metrics. NECC preventive maintenance is limited to tasks and schedules consistent with mission performance requirements provided in established planned maintenance systems at each site. NECC corrective maintenance is performed as required to maintain NECC operational readiness. Contractor Logistics Support (CLS) will be used to satisfy the lifecycle support requirements for all hardware procured by NECC. It is expected that warranties be provided by original equipment manufacturer will be used to the maximum extent possible.

3.2 Supply Support

The NECC Supply Support uses existing commercial support, whereby each vendor provides the necessary supply support (e.g., spares, tools, and test equipment) required for the repair of failed items. The JPMO has responsibility for Supply Support of the NECC Technical Operations Center, enterprise nodes, and cross functional capability modules. The CPMOs have responsibility for the local nodes under their purview. Consistent with this use of Commercial-Off-The-Shelf (COTS) products and the NECC COTS-based maintenance concept, supply

support of NECC equipment uses primarily cost-estimating techniques to determine the most cost effective option.

3.3 Support and Test Equipment

Any test and fault isolation capabilities of support equipment the CPMOs may require will meet performance levels consistent with NECC reliability and maintainability standards. NECC JPMO will not require any support and test equipment since this will be included with the fee for service support NECC receives at the Defense Enterprise Computing Centers (DECCs).

3.4 Manpower and Personnel

Manpower and personnel involves identification and acquisition of personnel with skills and grades required to operate and maintain a system over its lifetime. Manpower requirements are developed and personnel assignments are made to meet support demands throughout the life cycle of the system. Manpower requirements are based on related ILS elements and other considerations.

3.4.1 Developmental Manpower

NECC has additional staffing requirements that are external to the Program Executive Office (PEO) C2C for test and evaluation personnel that help comprise the Joint System Team (JST) and Capability Module Test Teams (CMTT). The JST plans and manages T&E activities of individual Capability Definition Packages (CDPs) from the Development Stage through Operational Piloting. The CMTTs are responsible for planning and overseeing each capability module as it moves through its testing lifecycle stage in accordance with the NECC guidelines. These test teams are comprised of government, military, and civilian personnel, and are outlined in detail in the TEMP.

3.4.2 Operational Manpower

NECC will be maintained by the minimum number of organizational unit personnel who possess basic command and control system maintainer skill sets. Each Service will conduct a Manpower, Personnel, and Training (MP&T) analysis to determine NECC maintainer requirements.

The NECC operational manpower concept characterizes the workload into the following categories:

- Operators - Personnel who use NECC to perform their primary duties
- Supervisors – Personnel who supervise the operation of NECC to support command objectives
- Administrators – Personnel who set and maintain NECC system functionality, database parameters, and configurations within their operational commands
- Technical – Personnel who perform maintenance tasks on NECC hardware and supporting infrastructure within their operational commands

Employment Planners – Personnel who plan and direct the use of existing C2 systems and promote needed capabilities in new C2 systems. The table below provides the approximate operational manpower using NECC by the end of Increment 1. These estimates reflect individuals who will use NECC, although, not necessarily 100 percent of their time. The operational manpower estimates assume no new personnel; rather, they reflect existing resources shared between NECC and FoS/C2 systems. The U.S. Air Force (USAF) manpower reflects the approximate number of C2 users and administrators at operational Air Force locations for the entire C2 community. The USAF is responsible for a greater share of C2 strategic support than other Services, therefore its numbers are much greater than its counterparts.

Table 1: NECC Operational Manpower

	Operators	Supervisors	Administrators	Technicians	Employment Planners
Army CPMO	603	0	253	0	0
Navy CPMO	2,319	0	531	0	0
Air Force CPMO	20,564	0	1,645	0	0
USMC CPMO	297	0	0	0	0
DISA CPMO	360	40	0	0	0
JTF HQ	364	798	25	22	0
Total	24,507	838	2,454	22	0

3.5 Training and Training Support

During Increment 1, NECC will use web-enabled training, in addition to classroom training. A training environment will be stood up to host fully functional capability modules for effective and realistic Warfighter training. The training content will originate from the materiel developer. Any training necessary on auxiliary training devices will be the responsibility of the materiel developer. If a capability module is being developed with the need for training on auxiliary devices this will be noted in the work packages and will be incorporated into the test and evaluation plans during capability module maturity.

3.6 Technical Data

Technical data consists of scientific or technical information recorded in any form or medium. It includes system operations instructions, maintenance, and servicing procedures, change notices, system modification data, technical manuals, drawings, and system software descriptions. The technical documentation needed to access and operate an NECC capability is contained within an on-line repository through which the user accesses the capability. NECC uses COTS hardware and software and develops it through evolutionary means to makes full use of commercial engineering data available at the time of hardware and software procurement. Where necessary,

NECC will contract to procure supplemental engineering data for support of the system during its lifecycle.

3.7 Computer Resources Support

The NECC computer resources support includes the facilities, hardware, system software, software development, support tools, documentation, people needed to operate, and support for the Web-exposed capabilities. The NECC physical architecture has identified minimum physical server requirements (e.g., number of CPUs, RAM, and data storage) for Enterprise and Local GCNs. More detailed planning for the NECC mission critical computer resources for systems throughout their lifecycle cycles will be in the NECC Increment 1 Milestone C Program Support Plan.

3.8 Facilities

No new facility requirements are anticipated for the NECC program. NECC leverages the existing facilities used by the current GCCS FoS for hardware support, software support, warehousing, training, and hosting of Tier 1 capability modules (e.g., Space and Naval Warfare (SPAWAR) System Center (SSC), Charleston). NECC also leverage existing facilities (DECCs, etc) to host NECC Enterprise GCNs and the JTOCC. The scope, cost, and schedule of any CPMO facility requirements will be documented via site surveys and periodic evaluations of facility requirements.

3.9 Packaging, Handling, Storage, and Transportation (PHS&T)

Guidance for appropriate preservation, marking packaging, packing, and preparation for shipment of NECC equipment, materials and supplies can be found in the American Society for Testing Material (ASTM) Designation D3951-98, Standard Practices for Commercial Packing or MIL-STD-2073ASTM-D-3951. The CPMOs may require additional security procedures relating to equipment associated with Local GCNs.

3.10 Design Interface

The NECC COTS-based approach implies a development process requiring limited design interface requirements since COTS products are already have user friendly qualities tested and improved in the marketplace. The relevant extended NECC process that does address design includes: (1) defining increment-specific NECC Architectures and technical standards, (2) mapping increment-specific capability needs into system functional requirements, (3) assessing the suitability of leveraging/exploiting current GCCS and FoS and other C2 capabilities in a specific increment, and (4) designing and performing the initial build of NECC capability modules.

4 CONFIGURATION MANAGEMENT

The JPMO is developing an innovative configuration management system for the NECC program. The JPMO will manage and control the configuration of GIG computing nodes, capability modules, and their related artifacts as they move through the CPAS stages. The JPMO Technology Development (TD) Phase Support Branch establishes and manages NECC configuration management.

The NECC Configuration Management guidance defines the strategies necessary to accomplish the configuration management activities and processes for the JPMO. The CPMO/Materiel Providers configuration management organization is responsible for maintaining configuration control over the Configuration Item (CI) developmental configurations and baselines, and for processing changes to those CIs.

The NECC Configuration Management Plan and associated procedures describe the configuration management organization and practices to be applied consistently and uniformly throughout the lifecycle of NECC. NECC configuration management activities and processes support: a) configuration identification; b) configuration control; c) Configuration Status Accounting (CSA); and d) configuration audits and reviews.

APPENDIX A – ACRONYMS

ACAT	Acquisition Category
AS	Acquisition Strategy
ASTM	American Society for Testing Material
C2	Command and Control
C2C	Command and Control Capabilities
CARD	Cost Analysis Requirements Description
CDD	Capability Development Document
CDP	Capabilities Definition Package
CLS	Contractor Logistics Support
CM	Configuration Management
CMTT	Capability Module Test Team
COTS	Commercial-Off-The-Shelf
CPA	Capability Provisioning Activity
CPMO	Component Program Management Office
CPU	Central Processing Unit
DECC	Defense Enterprise Computing Center
DIL	Disconnected/Intermittent/Limited connectivity
DISA	Defense Information Systems Agency
DOD	Department of Defense
FASA	Federal Acquisition Streamlining Act
FDCE	Federated Development and Certification Environment
FDCI	Federated Development and Certification Infrastructure
FFRDC	Federated Funded Research Development Centers
FoS	Family of Systems

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GCCS	Global Command and Control System
GCN	GIG Computing Nodes
GES	GIG Enterprise Services
GIG	Global Information Grid
HQ	Headquarters
IDIQ	Indefinite Delivery, Indefinite Quantity
ILS	Integrated Logistics Support
IP	Internet Protocol
JC2	Joint Command and Control
JPEO	Joint Program Executive Office
JPM	Joint Program Manager
JPMO	Joint Program Management Office
JST	JWFC (Joint Warfighting Center) System Team
JTA	Joint Technical Architecture
JTF	Joint Task Force
JTIC	Joint Test Interoperability Command
JTOCC	Joint Technical Operations Control Capability
LCL	Life Cycle Logistics
LSA	Logistics Support Analysis
MAIS	Major Automated Information System
MDAP	Major Defense Acquisition Program
MIPR	Military Interdepartmental Purchase Requests
MP&T	Manpower, Personnel & Training
MTTR	Mean Time To Repair
NCES	Net-Centric Enterprise Services
NECC	Net-Enabled Command Capability
NOC	Network Operations Center

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PEO	Program Executive Office
PHS&T	Packaging, Handling, Storage, and Transportation
PSP	Product Support Plan
PSS	Product Support Strategy
RAM	Random Access Memory
S&TE	Support & Test Equipment
SE	Systems Engineering
SEP	Systems Engineering Plan
SETA	Systems Engineering and Technical Assistance
SLA	Service Level Agreement
SOA	Service-oriented Architecture
SPAWARSYSCEN	Space and Naval Warfare Systems Center
SSA	Software Support Activity
SSC	SPAWAR System Center (SSC)
T&E	Test and Evaluation
TD	Technology Development
TDPSB	Technical Development Phase Support Branch
TEMP	Test and Evaluation Master Plan
TO	Task Order
USAF	United States Air Force
USMC	United States Marine Corps