MEMORANDUM FOR CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT OF DEFENSE
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
CHIEF OF THE NATIONAL GUARD BUREAU
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF DEFENSE
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE AFFAIRS
DIRECTOR OF NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Approval of Commander, U.S. Strategic Command Nuclear Command, Control, and Communications Governance Improvement Implementation Plan

The 2018 National Defense Strategy states the Department of Defense (DoD) “will modernize the nuclear triad—including nuclear command, control, and communications (NC3), and supporting infrastructure.” Improvement to NC3 governance is a top DoD priority. The DoD needs an operational commander responsible for NC3.

On May 23, 2018, I designated the Commander, U.S. Strategic Command (CDR, USSTRATCOM) as the Enterprise Lead for NC3, with increased responsibilities for operations, requirements, and systems engineering and integration. I also designated the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) as the NC3 Enterprise Capability Portfolio Manager, with increased responsibilities for resources and acquisition.

This memorandum approves and directs immediate execution of the CDR, USSTRATCOM NC3 Governance Improvement (NG1) Implementation Plan (I-Plan).

I also direct that:

- USD(A&S), in collaboration with all NC3 stakeholders, develop, coordinate and submit for my approval a Directive-Type Memorandum within 90 days of this memo to: codify the NC3 governance and management construct articulated in the NG1 I-Plan; assign commensurate roles, responsibilities, and authorities; and direct updates to affected DoD issuances.
• Assistant Secretary of Defense for Legislative Affairs, in coordination with USD(A&S) and DoD Chief Information Officer (CIO), lead a congressional engagement strategy to achieve statutory changes necessary to support the NGI construct, and gain congressional concurrence to operate under the new construct until the appropriate statutes are adjusted.

• USD(A&S) immediately initiate efforts to establish USD(A&S) as the Principal Staff Assistant (PSA) for NC3, in support of their role as the NC3 Enterprise Capability Portfolio Manager.

• Establish DoD CIO as the PSA for Senior Leader Communications and Continuity of Operations/Continuity of Government Communications.

• DoD CIO and Director, Defense Information Systems Agency immediately initiate actions to transfer by Initial Operational Capability (IOC) authority, direction, and control less administrative functions of the Joint System Engineering and Integration Office to CDR, USSTRATCOM.

• Under Secretary of Defense for Personnel and Readiness and Under Secretary of Defense for Intelligence, with support from Joint Staff, and USSTRATCOM, conduct a management advisory assessment of the manpower requirements necessary to bring the NGI I-Plan construct from IOC to Full Operational Capability (FOC). The results of this manpower assessment will be due to me within 270 days of this memo. Additionally, USSTRATCOM in coordination with Joint Staff and the Office of the Secretary of Defense, will conduct a full manpower study of the I-Plan construct beginning one year after it has achieved FOC.

NC3 is critical to our Nation’s nuclear deterrence. I expect DoD to prioritize this effort and align necessary resources to achieve the near- and long-term objectives of the approved NGI I-Plan.

[Signature]