



DEPARTMENT OF DEFENSE
UNITED STATES STRATEGIC COMMAND

Reply To:
USSTRATCOM/J0CC
901 SAC BLVD STE 2A1
OFFUTT AFB NE 68113-6000

MEMORANDUM FOR SEE ATTACHED DISTRIBUTION LIST

Subject: Next Generation NC3 Enterprise

1. On 3 October 2018, the Secretary of Defense approved my designation as lead of the nuclear command, control, and communications (NC3) enterprise. In this capacity, I am responsible for two primary efforts. First, is to ensure the operational readiness of the current NC3 enterprise. Second, and where I need your help today, is understanding how the future NC3 enterprise architecture should operate and identifying what efforts must be facilitated to successfully transition to this new environment.
2. To this end, I solicit your independent, non-proprietary ideas regarding the future of NC3 operations. It is imperative that we avoid "group-think"; therefore, I request that your ideas be submitted separately and independent from others within the enterprise. Ideas should look at the characteristics, behaviors, and attributes that define the roles, responsibilities, and missions we should undertake in the 2030 to 2080 timeframe. I am also interested in your guiding principles on what technology and policy challenges must be overcome in order to design an NC3 enterprise architecture that would enable these operations in all domains (space, air, ground, undersea). My sense is that we will need a fundamental overhaul of our existing processes, from requirements definition, to systems engineering and integration, acquisition, and budgeting. A framework is required for modern processes to enable delivery of a flexible, continuously evolving, threat-driven set of capabilities vice delivery of a specific "thing." Your ideas in this area will help inform how we effect the transition from the current architecture to the next generation NC3 enterprise architecture.
3. I request your responses no later than 15 February 2019 to allow time for synthesis and incorporation into my overall strategy for leading the NC3 enterprise, which I intend to discuss with the Deputy Secretary of Defense and Chairman, Joint Chiefs of Staff, in April 2019. Input guidelines: 6-pages limit; white-paper format; permitted to submit multiple white papers. Please direct your responses and any questions to Ms. Marisa Fish, (402) 294-0721, unclassified: marisa.m.fish.civ@mail.mil, classified: marisa.m.fish.civ@mail.smil.mil. I thank you in advance for your support and critical thinking on this matter of vital national importance.

A handwritten signature in black ink, appearing to read "John E. Hyten", is positioned above the printed name.

JOHN E. HYTEN
General, USAF
Commander