



NC3 Enterprise  
Center  
2021 STRATEGIC  
OUTLOOK

## FROM THE DIRECTOR

### MISSION STATEMENT

The NC3 Enterprise Center oversees and manages the NC3 enterprise to ensure *fight tonight* mission readiness through data-driven, risk-informed operations -- while propelling development and delivery of a threat-relevant *next generation* NC3 enterprise

### VISION STATEMENT

Reliable & Resilient NC3 – Underpinning 21st Century Deterrence



This Strategic Outlook conveys the Nuclear Command, Control and Communications (NC3) Enterprise Center mission, vision, goals and initiatives for Fiscal Year 21. Known as the NEC, we serve the DoD NC3 Enterprise Lead, Commander, US Strategic Command, and align to his priorities: Above all else, we will provide strategic deterrence; If deterrence fails, we are prepared to deliver a decisive response; We will do this with a resilient, equipped and trained combat-ready force.

**Accomplishments.** Fiscal Year 20 was the first full fiscal year in existence for the NEC and I am proud of the accomplishments of our team and the broader NC3 enterprise. We improved our ability to ensure NC3 supports the nation's Nuclear C2 at any time by improving operational reporting and building a culture of readiness. We also laid the groundwork for future NC3 by directing investments in NC3 programs, creating an engineering framework for designing and testing new architectures and advancing a broad intelligence community focus on NC3.

**Aim-point.** Our enterprise focus for FY 21 remains on readiness to *fight tonight* and driving to the *next generation* of NC3. Being ready to fight tonight means ensuring the nation can rely on a strong nuclear deterrent underpinned by ready and responsive NC3 capabilities. Driving to next generation is our continual march toward an even stronger and more advanced NC3 capitalizing on revolutionary changes in technology and practices.

**Approach.** Our enterprise strategy is organized on four vectors to address today's challenges while driving toward NC3 Next Generation. **Programs of Record** encompasses the budget and acquisition lifecycle dimensions focused on delivery, modernization and sustainment of core capabilities. **Demonstrations, Experiments and Tests** entails the discovery and development of innovative technologies and approaches, transforming NC3 programs and operations. **Policy, Posture and Tactics, Techniques and Procedures** focuses on guidance given to the entire enterprise setting the best framework to achieve operational outcomes. Finally, **Critical Enablers** represents other efforts, such as intelligence and digital engineering, necessary for broad success across all enterprise objectives.

The NC3 enterprise encompasses many organizations across the Department of Defense and Federal Government, and leverages Not for Profit Research Centers, Academia and Industry. To accomplish our mission the NEC seeks to be the best at communicating strategic direction, drawing out innovation, and synchronizing as well as recognizing the great efforts of all our enterprise partners ... only together will we achieve the NC3 vision.

*Ronald R. Fritze*

Ron Fritze, RDML, USN  
Director, NC3 Enterprise Center.

## OUR 2021 GOALS AND STRATEGIC INITIATIVES

### Programs of Record – Goal: Establish groundwork for NC3 future programs



- Provide Capability Planning Guidance to drive NC3 investments
- Instantiate Capability Area Requirements Documents to drive new capability development to fill enterprise gaps
- Author Next Gen Vision to further amplify the north star for NC3
- Integrate NC3 with JADC2 to maximize departmental investments
- Execute gap analysis to identify progression and shortfalls to achieving NC3 Mission Need Statement and Next Gen Vision

### Demonstrations, Experiments and Tests – Goal: Leverage opportunities to ID new tech for NC3



- Establish Research, Engineering, Architecture and Collaboration Hub (REACH) to drive further innovation through industry engagement
- Advance Digital and Mission Engineering Environment to enable rapid and detailed exploration of new capabilities and concepts
- Execute Joint command and control experiments to drive new NC3 concepts and collaborate with the broader joint C2 community
- Publish Technology Evolution Plan to guide systems transformation

### Policy, Posture and Tactics, Techniques and Procedures – Goal: Address gaps in NC3 guidance



- Complete initial analysis of policy gaps and obsolescence to ensure departmental guidance facilitates strategic and operational needs
- Operationalize data needs and establish access for robust situational awareness of NC3 status and trends, supporting command decisions
- Update guidance ensuring NC3 enterprise “fight tonight” readiness
- Deploy Enterprise Risk Management framework to feed gap analysis

### Critical Enabling Activities – Goal: Improve security and protection of NC3



- Publish Standards Assurance and Operational Certification directives to ensure high level of readiness and confidence in all NC3 systems
- Draft NC3 Program Protection Plan to coordinate enterprise protection
- Conduct Strategic intel estimates and answer key questions to proactively address current and evolving risks to NC3 operations
- Develop incremental architecture to define time phased approach to achieving NC3 Mission Need Statement and Next Gen vision

## OUR 2020 ACCOMPLISHMENTS

It is important to recognize the building blocks of our 2021 goals are the excellent work accomplished across the enterprise in 2020. A few of our major achievements were: FY 22-26 Capability Planning Guidance, post NEAT Analysis of Alternatives, Mission Need Statement decomposition part 1, science & technology vectors memo, end-to-end model demo, resilient comms demos, established transport standard, first NC3 enterprise operation order, NC3 1.0 analysis, publication library IOC, initiated NC3 cyber mission thread analysis and completed baseline threat assessment.