BY ORDER OF THE
SECRETARY OF THE AIR FORCE

AIR FORCE INSTRUCTION 13-550

2 OCTOBER 2014

Nuclear, Space, Missile, Command and Control

*AIR FORCE NUCLEAR COMMAND,
CONTROL, AND COMMUNICATIONS (NC3)*

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This instruction implements Air Force Policy Directive 13-5, *Air Force Nuclear Enterprise* and establishes general Air Force guidance and responsibilities to execute NC3 operations across functional and geographic forces. It is not intended to address the functionally unique capabilities and terminologies of Nuclear, Mobility, Space, and Cyber C2. This instruction applies to all Regular Air Force, Reserve, Air National Guard, civilian, contractors, and other personnel or organizations, as required by binding agreement or obligation with the Department of the Air Force. Refer recommended changes and questions to the Office of Primary Responsibility (OPR) on AF Form 847, *Recommendation for Change of Publication.* Route AF Form 847s through the appropriate functional chain of command. The authorities to waive wing/unit-level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, Table 1.1 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items. This publication may be supplemented at any level, but all direct supplements must be routed to the OPR of this publication for coordination prior to certification and approval. MAJCOMs will forward waiver requests to AF/A10. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records,* and disposed of In Accordance With (IAW) Air Force Records Disposition Schedule (RDS) located in the Air Force Records Information Management System (AFRIMS).

Note: This AFI provides broad guidance and cannot address every circumstance. Refer to applicable MAJCOM instructions for additional responsibilities.

Chapter 1

GENERAL INFORMATION

1.1. Purpose. This Air Force instruction establishes policies, roles, and responsibilities to ensure integrated planning, programming, budgeting and execution, effective stewardship, and sustainment of the Air Force Nuclear Command, Control, and Communications (NC3) enterprise. In addition, it provides a framework for efficiently managing, controlling, and integrating the five functions of the Nuclear Command and Control System (NCCS) and ensures Air Force NC3 personnel are properly organized, trained, and equipped to provide the five specified functions that support nuclear deterrence operations. The five functions enabled by NC3 systems are Situation Monitoring, Decision Making, Force Direction, Force Management, and Planning (CJCSI 3280.01C, (S) *National Military Command System (NMCS)*).

1.2. Overview. The NCCS provides connectivity capabilities for the President of the United States to direct personnel, equipment, and procedures for controlling nuclear operations.

    1.2.1. **NC3 Definition.** CJCSI 3280.01C, (S) *National Military Command System (NMCS),* definition of NC3 is: The collection of activities, processes, and procedures performed by appropriate commanders and support personnel who, through the chain of command, allow for decisions to be made based on relevant information, and allow those decisions to be communicated to forces for execution. NC3 is a system of systems, stretching across services, combatant commands, and other Department of Defense (DoD) entities.

    1.2.2. **Air Force NC3 Mission.** The NC3 mission is composed of Command, Control, and Communications assets to provide connectivity from the President or Secretary of Defense through the NMCS to nuclear execution forces integral to fighting a worldwide, as well as theater, nuclear war. This includes the Emergency Action Message dissemination systems and those systems used for force management, planning, situation monitoring, decision-making, and force direction. The strategic portion is integral to and ensures the performance of critical strategic functions of the Global Command and Control System. CJCSI 5119.01C, *Charter for the Centralized direction, Management, Operation, and technical Support of the Nuclear Command, Control, and Communication System.*

1.3. Classification and Security Information. Refer to AFI 31-401, *Information Security Program Management* for classification and security information.

1.4. Compliance. Commanders at all levels shall ensure compliance with:

    1.4.1. This AFI and approved Major Command (MAJCOM) functional/activity-specific instructions.

    1.4.2. Combatant Commander, Air Force, and MAJCOM directives, Operations Plans (OPLANs), Support Plans (SPLANs), Operations Orders, procedures, and special instructions (SPINS).

    1.4.3. Policies, procedures, and responsibilities for the safety, security, and custody of NC3 systems governed by: CJCSI 3222.01B, *CJCS Requirements for High Altitude Electromagnetic Pulse Protection of Nuclear C3 Nodes and Systems*; CJCSI 3231.01B, *Safeguarding Nuclear Command and Control Extremely Sensitive Information*; CJCSI 5119.01C, *Charter for the Centralized Direction, Management, Operation, and Technical*

Support of the Nuclear Command, Control, and Communication System; CJCSI 6811.01C, (S) *Nuclear Command and Control System Technical Performance Criteria;* CJCSM 5222.01D, (S) *National Military Command System (NMCS) Security Classification Manual;* CJCSI 3280.01C, (S) *National Military Command System (NMCS);*DOD S-5210.92M *Physical Security requirements for Nuclear Command and Control Facilities;* DODI 3150.09, *The Chemical, Biological, Radiological, and Nuclear (CBRN) Survivability Policy;* AFPD 13-5, *Nuclear, Space, Missile, Command and Control: Air Force Nuclear Enterprise;* MAJCOM and localized unit supplements.

1.5. Key Words Explained.

1.5.1. "Will" indicates a mandatory requirement.

1.5.2. "Should" indicates a preferred, but not mandatory requirement.

1.5.3. "May" indicates suggestion; not mandatory requirement.

1.5.4. "Note" indicates operating procedures, techniques, which are considered essential to emphasize.

1.6. Support to Joint/Combined Operations. Air Force NC3 operations support joint operations based on OPLAN requirements. Air Force NC3 capabilities provide flexible nuclear options to combatant commanders and underpin U.S. National Security Strategy.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. AF/A10. Assistant Chief of Staff (ACS), Strategic Deterrence and Nuclear Integration, AF/A10, provides Headquarters Air Force (HAF) direction, advocacy, guidance, and integration of the systems, processes, procedures, and personnel in the Nuclear Enterprise to ensure Presidential Authority is consistently maintained for the command and control (C2) of nuclear forces. AF/A10 works to integrate, consolidate, and coordinate Air Force NC3 matters with other AF officials. AF/A10 acts as the lead Air Force official while coordinating Joint and DoD NC3 matters on behalf of the Chief of Staff of the Air Force (CSAF) and Secretary of the Air Force (SecAF). AF/A10 has direct access to the SecAF and CSAF and has oversight authority to ensure uniformity of nuclear policy, guidance, requirements, and advocacy across the HAF staff and throughout the broader nuclear enterprise. Headquarters Air Force Mission Directive (HAFMD) 1-60, *Assistant Chief of Staff of the Air Force Strategic Deterrence and Nuclear Integration,* designates AF/A10-N as office of primary responsibility (OPR) with oversight authority on NC2/NC3 integration and advocacy for NC3 systems and capabilities. A10 will:

2.1.1. Ensure consistency with HAFMD1-60, AFPD 13-5, *Nuclear, Space, Missile, Command, and Control: Air Force Nuclear Enterprise,;* and CSAF Vectors by providing continued guidance, integration, and advocacy for an enterprise-wide leadership and engagement strategy focused on strengthening critical NC3 requirements and modernizing infrastructure.

2.1.2. Provide direction for AF NC3 issues in accordance with: DoDI 3150.09, *The Chemical, Biological, Radiological, and Nuclear (CBRN) Survivability Policy;* DoDI 3741.01, *National Leadership Command Capabilities (NLCC) Configuration Management (CM)*; CJCSI 3280.01C, (S) *National Military Command System (NMCS)* and CJCSI 5119.01C, *Charter for the Centralized Direction, Management, Operation, and Technical Support of the Nuclear Command, Control, and Communication System.*

2.1.3. Coordinate with DoD-Chief Information Officer (CIO) and SAF/CIO A6 on NC3 systems, doctrine, procedures, personnel, equipment, and facilities. Coordinate across relevant CFLs to synchronize planning, programming, and requirement activities for CFL owned NC3 capabilities.

2.1.4. Represent the AF to the DoD-CIO, the Joint Staff, Combatant Commands, and other U.S. government agencies as appropriate on NC3 matters.

2.1.5. Advise Air Staff, CSAF, and SecAF on AF NC3 systems integration, survivability standards, architecture, integration, policies, and advocacy of capabilities and programs in coordination with appropriate Secretariat/Air Staff directorates and applicable MAJCOMs.

2.1.6. Provide NC3 systems directions in developing and implementing standardized metrics for NC3 systems and establish metric reporting requirements to meet CJCSI 6811.01C *Nuclear Command and Control System Technical Performance Criteria.*

2.1.7. Provide NC3 direction for document reviews of AF nuclear survivability and Hardness Maintenance/Hardness Surveillance (HM/HS) and guidance integration to meet requirements.

2.1.8. Perform duties as AF OPR for document review of DoD, CJCS, SecAF, and MAJCOM NC3 publications for consistency, currency, and accuracy in NC3-related policy.

2.1.9. Develop and implement AF policy to ensure compliance with national policy for NC3.

2.1.10. Coordinate with appropriate Combatant Commands modification proposals affecting the nuclear capability of Air Force procured delivery systems and supporting infrastructure as it applies to the NC3 architecture.

2.1.11. Provide advice to senior leaders advocating Supported Command NC3 programs.

2.1.12. Prepare AF Senior Leader responses to Congressional Inquiries and queries from other agencies on NC3 survivability, architecture, integration, and policies.

2.1.13. Establish and lead an Air Force NC3 Community of Interest (COI) to ensure advocacy and integration of NC3 across the services, DoD, and the nuclear enterprise. AF/A10-N will function as the secretariat maintaining and regularly updating a Terms of Reference (TOR) that clearly identifies roles and responsibilities for the community. The NC3 COI will:

  2.1.13.1. Serve as the coordinating body to provide consistent and cohesive management of AF NC3 policies, guidance, and processes. It shall also provide the institutional knowledge to appropriately resolve action plans, recommendations, taskings, and continuous/emerging NC3 enterprise issues at the O-6/GS-15 level.

  2.1.13.2. Focus on AF NC3 systems and facilities supporting the AF Nuclear Enterprise identified in CJCSI 6810.01 and CJCSI 3222.01 series documents. Through these, the COI will maintain close coordination with Service Core Functions (SCF), Core Function Lead (CFLs), and corporate panels (e.g., Nuclear Deterrence Operations (NDO), Space, and C2) to ensure NC3 system sustainment and modernization is executable.

  2.1.13.3. Serve as the gateway for submission of key AF-managed NC3 issues and events to the Nuclear Working Group, Nuclear Issues Resolution and Integration Board, Nuclear Oversight Board, Warfighting Integration Governance and other meetings as applicable for decision and action. The AF NC3 COI may also function as the HAF-level injection point to other governance bodies as directed by higher authority in part but not limited to NC3 plans, programs, and requirements.

  2.1.13.4. Consist of a core group of O-6s, GS-15s, or designated subject matter experts (SMEs) from AF organizations that manage, operate, and/or sustain AF NC3 systems. Designated representatives to the AF NC3 COI are assumed to have authority to make decisions and at times vote on their organization's behalf. If a tie occurs, the AF NC3 COI Chairperson will provide a tie breaker. The following organizations will designate a primary representative to the AF NC3 COI:

    2.1.13.4.1. SAF AQ, A6, and AF/A3/5, A4/7, A8, A10

    2.1.13.4.2. AFGSC

    2.1.13.4.3. AFSPC

    2.1.13.4.4. ACC

    2.1.13.4.5. AFMC

2.1.13.4.6. USAFE

2.1.13.4.7. AFNWC

2.1.13.4.8. AMC

2.1.13.4.9. PACAF

2.1.13.4.10. AETC

2.1.13.5. Adjudicate requests to adjust membership to add other AF organizations as appropriate to fulfill the intent of the COI.

2.1.14. Lead the AF NC3 Issue Team to provide support and corporate knowledge during the Program Budget Review (PBR) and Planning, Program, Budgeting, and Execution (PPBE) activities.

2.1.15. Assist CFLs across MAJCOMs and agencies, in conjunction with AF/A8, in achieving the strategic and operational objectives by:

2.1.15.1. Providing oversight for and funding USAF participation in USSTRATCOM's Communication Continuing Evaluation Program (CEP). Using CEP results to identify and mitigate or fix strategic risks that result from technical or procedural shortfalls in the NC3 system.

2.1.15.2. Aligning strategy, operating concepts, and capabilities to address NC3-related perspectives across the AF in a holistic approach for the NC3 enterprise.

2.1.15.3. Identifying strategic-level mitigation concepts for anticipated fiscal and operational challenges to reduce Air Force risk.

2.1.15.4. Clarifying impact of near-term choices on far-term planning vision to improve NC3 decisions for the PPBE cycle.

2.1.15.5. Advocating for the AF-wide sustainment and/or modernization for critical legacy systems while developing and transitioning to the "future state."

2.1.16. Lead cross-functional responsibilities related to NC3 expertise by identifying and integrating human capital requirements for NC3 expertise across applicable Air Force Specialty Codes (AFSCs) within the Nuclear Enterprise while working with other agencies.

2.2. Assistant Secretary of the Air Force for Acquisition (SAF/AQ). SAF/AQ is responsible for supporting the NC3 enterprise through execution of all Service Acquisition Executive (SAE) (referred to in DoD policy as Component Acquisition Executive) and Senior Procurement Executive responsibilities and authorities outlined in statute and regulation. Responsible for all NC3 acquisition, contracting, and systems engineering policy, guidance, and oversight.

2.2.1. Ensure Program Executive Office (PEO) and Program Manager work in conjunction with AF/A8 and A10 in achieving the strategic and operational objectives of the AF.

2.3. Office of Information Dominance and Chief Information Officer (SAF/CIO A6). SAF/CIO A6 provides integration and net-centric advocacy to support the National Security System with responsibilities for integrating information and information-related activities and services. SAF/CIO A6 will:

2.3.1. Provide subject matter expertise on NC3 matters that will influence Air Force operations and sustainment.

2.3.2. Provide NC3 architecture integration and planning support to improve design integrity, survivability, endurability, interoperability, compatibility, security, performance, and reliability as components of the NLCC.

2.3.3. Coordinate with AF/A10 offices of primary responsibility (OPR) for designated functional expertise on NC3 planning, programming, policy, and guidance.

2.3.4. Advise and assist AF/A10 on NC3 planning and investment management process integrated into the AF budgeting, financial, strategic sourcing, and program management processes.

2.3.5. Advise AF/A10 on policy and issues regarding responsibilities and functions of development, analysis and operational assessments of the NC3 systems.

2.3.6. Advise AF/A10 by providing policy, guidance and oversight in evaluating NC3 system effectiveness through analysis of exercises and studies.

2.3.7. Coordinate with AF/A10 OPRs when developing and maintaining the Net-Centric Capability Strategic Plan in areas relating to NC3 systems.

2.3.8. As AF representative to the National Leader Command Capabilities (NLCC) Executive Management Board (EMB), of which NC3 is a subset, solicit input from AF/A10 on relevant NC3 issues and matters.

2.3.9. Provide advice as solicited by AF/A10, on NC3 for the Nuclear Command, Control, and Communications Issues Working Group (NC3IWG).

2.3.10. Ensures Information Assurance (IA) is an integral part of Air Force responsible NMCS and applications design, guaranteeing appropriate IA controls are in place and provided to protect mission data and system resources. AFI 33-200 *Information Assurance (IA) Management*

2.4. Secretary of the Air Force, Inspector General (SAF/IG). SAF/IG will provide reports to AF/A10 of inspection programs pertaining to NCCS and NC3 according to AFI 90-201, *The Air Force Inspections System*.

2.5. Office of Chief of Safety (SAF/SE). SAF/SE will ensure nuclear weapon systems are designed and operated to satisfy the safety standards in the DoD Directive 3150.2, *DoD Nuclear Weapon System Surety Program*.

2.6. Deputy Under Secretary of the Air Force (Space) (SAF/SP). Directs the HQs staff responsible for space policy, issue integration, and strategy. Develops, implements, and executes AF space policy and guidance. As part of ensuring AF space Activities are properly integrated and coordinated across Department and Interagency, advocate for NC3 requirements and integration with respect to military satellite communications and space-based missile warning systems, including critical ground elements.

2.7. Deputy Chief of Staff, Manpower, Personnel, and Services (AF/Al). AF/A1 will provide guidance for policies and practices affecting nuclear force management, recruitment, accession, development, promotion, compensation, recognition and work force planning of a qualified nuclear-related personnel force.

2.8. Deputy Chief of Staff, Intelligence, Surveillance, and Reconnaissance (AF/A2). AF/A2 will ensure intelligence requirements are met to initiate and sustain Air Force NC3 Operations.

2.9. Deputy Chief of Staff, Operations, Plans, and Requirements (AF/A3/5). AF/A3/5 will ensure NC3 operations capabilities and effects are included in appropriate CONOPS and enter Mission Critical NC3 equipment and facilities as identified by responsible USAF offices on the Service's annual Mission Critical Report (required by DoDI 3150.09, *The Chemical, Biological, Radiological, and Nuclear (CBRN) Survivability Policy*). AF/A3/5 establishes the guidelines, policies, and procedures for defining, developing, documenting, validating, approving, and managing Air Force NC3 and associated National Military Command System (NMCS) operational capability requirements. Ensures these requirements align with Joint Capabilities Integration and Development System (JCIDS) planning and requirements development processes and procedures.

2.10. Deputy Chief of Staff for Logistics, Installations, and Mission Support (AF/A4/7). AF/A4/7, in coordination with AF/A10, is responsible for developing policy and guidance for security, logistics, readiness, supply, maintenance, and civil engineering of NC3.

2.11. Deputy Chief of Staff for Strategic Plans and Programs (AF/A8). AF/A8 is responsible for developing Air Force resource allocation and Planning, Programming, Budgeting & Execution (PPBE) policy and guidance; developing, directing, and conducting Air Force planning and programming activities; developing and managing the process for institutionalized long-range strategic planning; and incorporating the role of NC3 integration with AF/A10, AFGSC, and other appropriate Air Force components. AF/A8 will use the risk assessment framework of SPACE, C2, and NDO core function support plans to form AF/A8 responsibilities.

2.12. Director, Studies and Analyses, Assessments (AF/A9). AF/A9 is responsible for guidance and feedback on the integration of NC3 analyses of programs, plans, and operations; synchronizing DoD and Air Force NC3 capabilities and requirements analyses designed to optimize operations and sustainment efforts.

Chapter 3

MAJCOMS

3.1. MAJCOMs. MAJCOMs will support Air Force NC3 partnerships to ensure viable NC3 operations, training, and security. MAJCOMs will:

3.1.1. Support NC3 operations with a responsibility for developing plans, guidance, procedures, training, and budgets in accordance with the CSAF directed Strategic Planning and Programming Process (SP3).

3.1.2. Coordinate with AF/A10-N to integrate NC3 into appropriate CONOPS.

3.1.3. Provide standardized NC3 mission materials for training and operational use by crews and will establish uniform implementation guidance and procedures.

3.1.4. Act as architects for their NC3 systems in coordination with the associated program office. It is important to note that domain architectures may support several SCFs and Program Architectures may support multiple domains. It is the responsibility of the lead architecting organizations to ensure interfaces are negotiated appropriately to enable the Federated Approach (AFI 33-401, *Air Force Architecting*).

3.1.5. Provide the appropriate level of oversight and advocacy as Lead Command Manager, Program Element Manager, or MAJCOM System Manager, for AF NC3 acquisition and sustainment programs in accordance with the MAJCOM's organize, train, and equip responsibilities.

3.1.6. Support NC3 Roadmap development, metric development, metric updating, and program management reviews.

3.2. Additional MAJCOM responsibilities:

3.2.1. **Air Combat Command (ACC).** Commander, Air Combat Command (COMACC), is the AF C2 CFL, with the responsibility to provide guidance, oversight, and staff activities (in coordination with other CFLs) to advocate/prioritize plans, programs and requirements for specific NC3 systems that reside in the C2 CFL portfolio including: Integrated Tactical Warning/Attack Assessment computing systems, the Mobile Consolidated Command Center, and the E-4B National Airborne Operations Center's NC3 systems.

3.2.1.1. Develop appropriate concepts and strategies to support NC3 and senior leader communications while providing NC3 systems status and plans as necessary to advocate for sustainment and support for assigned NC3 systems.

3.2.1.2. Continue to provide guidance to sustain appropriate training, provisioning, and support to nuclear reconnaissance in support of nuclear operations, NC2, NC3 systems, and other strategic deterrent missions for assigned NC3 systems.

3.2.1.3. Continue an enduring relationship with AFGSC and AFSPC to support their specific NC2 and NC3 capabilities and systems.

3.2.1.4. Implement nuclear operations by developing appropriate NC3 policies and procedures for ACC-owned systems.

3.2.1.5. Coordinate on USSTRATCOM NC3 policy and procedures.

3.2.1.6. Ensure a continuous self-assessment of ACC-owned NC3 systems.

3.2.2. **Air Education and Training Command (AETC).** AETC will ensure strategic nuclear deterrence, extended deterrence, and nuclear culture is emphasized at all levels of Air Force Developmental Education IAW desired learning outcomes identified by AF learning council. Under the LeMay Center, Lesson Learned will assist the NC3 in enhancing their readiness and improve its combat capability by capitalizing on the experience of its airmen. **(T-1)**

3.2.3. **Air Force Global Strike Command (AFGSC).** Commander, Air Force Global Strike Command, as the AF NDO CFL, will work with HAF functionals to define architecture requirements for the SCF. AFGSC will/is:

3.2.3.1. Insure AFGSC NC3 positions are filled to the maximum extent possible IAW with Air Force policy and Guidance. Provide all training opportunities necessary to insure highly trained and qualified personnel are available for the safe and secure execution of the NC3 mission set.

3.2.3.2. Responsible for policy formulation, planning, evaluation, oversight, and establishing requirements for AFGSC intelligence, surveillance, and reconnaissance activities in support of the AFGSC NC3 missions.

3.2.3.3. The AF agency responsible to comply with AFGSC's MAJCOM responsibilities defined in USSTRATCOM SI 513-3(S) *USSTRATCOM Communications Continuing Evaluation Program (CEP).*

3.2.3.4. Perform the AF's NDO SCF and Domain Mission Chief Architect roles and responsibilities. These responsibilities are listed under AF NDO SCF Architecture and family of Architectures All View (control number: 0862012) documents.

3.2.3.5. Perform as AF Domain Mission Chief Architect to include AF owned/maintained NCCS portion or segment of the National Leadership Command Capability NC2/NC3.

3.2.3.6. Perform as AFGSC Chief Architect for program architecture oversight under AFGSC Lead Command responsibility as specified in such guidance as AFI 33-401 and AFGSC Instruction 10-103, *Capabilities-Based* Operational Requirements.

3.2.3.7. Develop and provide combat-ready forces for nuclear command and control, communications operations and maintenance, and management in support of global strike operations.

3.2.3.8. Responsible for all major command functions and processes relating to robust strategic master planning, programming, requirements, and assessments for Air Force Global Strike Commands NC3 mission.

3.2.4. **Air Force Materiel Command (AFMC).** AFMC is responsible for providing life cycle management, sustainment, research & development, and test of assigned Air Force NC3 systems. AFMC will:

3.2.4.1. Organize, train, and equip to support life-cycle management functions for NC3.

3.2.4.2. Provide technical support as necessary for operations supporting NC3 and associated assets.

3.2.4.3. AFNWC is designated as the Principle Integrator for NC3 sustainment activities. These responsibilities include systems that cross MAJCOMs, as well as the functional boundaries of safety, security, civil engineering and others as applicable. AFNWC will:

3.2.4.3.1. Assess health of processes, procedures, and practices of Program Offices using standardized tools such as Logistic Health Assessment (LHA) and Systems Engineering Assessment Model (SEAM).

3.2.4.3.2. Identify gaps, seams, and duplications between sundown of legacy systems and fielding of replacement system(s).

3.2.4.3.3. Identify gaps, seams, and duplications in sustainment supportability of existing systems.

3.2.4.3.4. Offer recommendations to Senior leadership to use in making programmatic and operational decisions.

3.2.4.3.4.1. Develop and implement a process for collection of NC3 metrics and require USAF NC3 systems/units to report system status IAW defined criteria.

3.2.4.3.4.2. Establish and utilize existing web-based portal for warehousing system documentation where USAF NC3 stakeholders can find and share appropriate documents.

3.2.4.3.5. Serve as the nucleus for tasks relating to USAF NC3 Sustainment Integration issues for the NCCS in concert with MAJCOMs, AF/A10, and USSTRATCOM.

3.2.4.3.6. Coordinate and assist AF/A10 to define and manage NC3 integration issues across MAJCOMS and other agencies.

3.2.4.4. Support the NC3 community with studies and analysis to articulate NC3 priorities.

3.2.5. **Air Force Reserve Command (AFRC).** AFRC will provide oversight and resource advocacy within AFRC to meet NC3 requirements.

3.2.6. **Air Force Space Command (AFSPC).** The Commander, Air Force Space Command as the AF Space and Cyberspace CFL as well as the Lead Command for communications and information has responsibility to support NC3 issues. AFSPC will:

3.2.6.1. Prioritize and advocate for national and NC3 requirements inherent in cyberspace, communications, and ground/space-based missile warning systems to include: ITW/AA launch and missile tracking (from space, ground, and other), NUDET detection, High Frequency Global Communications Systems, Military Satellite Communications Systems, and the associated supporting communication links.

3.2.6.2. Provide guidance to sustain appropriate training, provisioning, and support for assigned NC3 missions supporting national command and coordinating capability, NC2, and other strategic deterrence and extended deterrence missions.

3.2.6.3. Develop appropriate concepts and strategies to support NC3 and senior leader communications while providing NC3 systems status and plans as necessary to advocate for sustainment and support.

3.2.7. **Air Mobility Command (AMC).** The Commander, Air Mobility Command, (AMC/CC) is the AF Rapid Global Mobility CFL with the responsibility to provide oversight and resource advocacy within AMC to meet AMC and AMC-gained command posts, Air Refueling, and VIP/EA (Very Important Person/Executive Airlift) NC3 requirements.

3.2.8. **National Guard Bureau (NGB) and Air National Guard (ANG).** The ANG provides forces to conduct and support assigned strategic deterrence and extended deterrence operations in relation to NC3. The NGB/ANGRC is the channel of communications on all matters pertaining to the National Guard between HQ AF and ANG units. The NGB will provide input to the NC3 enterprise on matters of policy and procedures affecting the National Guard.

3.2.9. **Pacific Air Force (PACAF).** PACAF will conduct safe, secure, and effective NC3 planning, programming, and operations in support of U.S. national security requirements and international agreements as required.

3.2.10. **United States Air Force in Europe (USAFE).** USAFE will conduct safe, secure, and effective NC3 planning, programming, and operations in support of U.S. national security requirements and international agreements as required.

Chapter 4

EXERCISES, ASSESSMENTS, AND REPORTING

4.1. AF/A10-N will monitor NC3 exercise development scenarios. In partnership with combatant commands, Joint Staff, and MAJCOMs and in synchronization with AF strategic plans, AF/A10-N will provide input to shape nuclear-related exercises.

4.1.1. AF/A10-N will liaise with agencies prior to making planning and programming changes impacting the NC3 system by monitoring the following areas relative to NC3 system impact: exercises and tests; treaties, agreements, and negotiations; trends and estimates of hostile threats and capabilities; emergency action procedures; and pertinent studies.

4.2. AF/A10-N, with support from MAJCOMs, HAF (Secretariat and Air Staff), and others as required, will monitor consolidated assessments, exercises, and reporting regarding the health and status of the AF NC3 Enterprise (CJCSI 3280. 01C).

4.3. AF/A10-N will coordinate with other agencies to support the larger NC3 enterprise analysis and the implementation of the nuclear enterprise assessment framework. AF/A10-N will utilize SAF/IG trend analysis data for larger NC3 enterprise assessments and coordinate with AF/A3/5, as required, to evaluate nuclear issues within the annual AF strategic planning process (CJCSI 6810.04D, (S) *Nuclear Command, Control, and Communications Personnel Performance Objectives and Assessment Criteria*).

4.4. NC3 assessments and exercises are critical to acquiring and sustaining sufficient NC3 systems critical to maintaining competency on existing NMCS and NC3 processes and procedures. A combination of assessments and exercises will be monitored to sustain readiness throughout the NMCS NC3 system. AF/A10-N will maintain situational awareness of the following assessments and exercises.

4.4.1. POLO HAT program assesses the NMCS and NC3 system, validating a high state of NC3 system readiness, identifies deficiencies, and recommends improvements to equipment and procedures, including NC3 systems that support nuclear decision-making and execution. (CJCSI 3264.01D, (S) *Polo Hat Operational Assessment Program*).

4.4.2. *USSTRATCOM Communications Continuing Evaluation Program (CEP)* as directed by SI 513-3 (S).

4.4.3. Additional exercises and evaluations listed in CJCSI 3280.01C.

4.5. AFNWC has been tasked by the Nuclear Issues Resolution and Integration Council (NIRI) to provide a recurring and living NC3 Sustainment Integration Roadmap that contains gap analysis of NC3 systems and provides sustainment gaps and seams. This Roadmap is submitted to the NIRI on a recurring cycle to provide an independent fact-based assessment of the sustainment health of NC3 systems.

GARRETT HARENCAK
Major General, USAF

ACS, Strategic Deterrence & Nuclear Integration

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References (in order of appearance)

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Abbreviations and Acronyms

ACC—Air Combat Command

ACS—Assistant Chief of Staff

AETC—Air Education and Training Command

AFGSC—Air Force Global Strike Command

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFMC—Air Force Materiel Command

AFNWC—Air Force Nuclear Weapons Center

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFRIMS—Air Force Records Information Management System

AFSC—Air Force Specialty Codes

AFSPC—Air Force Space Command

AMC—Air Mobility Command

ANG—Air National Guard

AQ—Acquisition

C2—Command and Control

C3—Command, Control, and Communications

CBRNE—Chemical, Biological, Radiological, and Nuclear

CEP—Continuing Evaluation Programs

CFL—Core Function Lead

CIO—Chief Information Officer

CJCS—Chairman of the Joint Chiefs of Staff

CJCSI—Chairman of the Joint Chiefs of Staff Instruction

CM—Configuration Management

CoI—Community of Interest

COCOM—Combatant Command

COMACC—Commander, Air Combat Command

CONOPS—Concept of Operations

CSAF—Chief of Staff of the Air Force

DISA—Defense Information Systems Agency

DoD—Department of Defense

DoD—CIO - Department of Defense Chief Information Officer

DoDI—Department of Defense Instruction

EMB—Executive Management Board

HAF—Headquarters Air Force

HAFMD—Headquarters Air Force Mission Directive

HM/HS—Hardness maintenance/hardness Surveillance

IA—Information Assurance

IAW—In According With

IG—Inspector General

ITW/AA—Integrated Tactical Warning and Attack Assessment

JCIDS—Joint Capabilities Integration and Development System

LHS—Logistic Health Assessment

MAJCOM—Major Command

NC2—Nuclear Command and Control

NC3—Nuclear Command, Control, and Communications

NC3IWG—Nuclear Command, Control and Communications Issues Working Group

NCCS—Nuclear Command and Control System

NDO—Nuclear Deterrence Operations

NGB—National Guard Bureau

NIRI—Nuclear Issues Resolution and Integration

NLCC—National Leadership Command Capabilities Change

NMCS—National Military Command System

NUDET—Nuclear Detonation

OPLANs—Operational Plans

OPR—Office of Primary Responsibility

PACAF—Pacific Air Forces

PBR—Program and Budget Review

PEO—Program Executive Office

POTUS—President of the United States

PPBE—Planning, Programming, Budgeting, and Execution

RDS—Records Disposition Schedule

SAE—Service Acquisition Executive

SAF—Secretary of the Air Force

SE—Safety

SEAM—Systems engineering Assessment Model

SecAF—Secretary of the Air Force

SCF—Service Core Functions

SI—Secret Instruction

SME—Subject Mater Expert

SP3—Strategic Planning and Programming Process

SP—Space

SPINS—Special Instructions

SPLANs—Support Plans

TOR—Terms of Reference

USAFE—United States Air Forces in Europe

USSTRATCOM—United States Strategic Command

VIP/EA—Very Important Person/Executive Airlift

Terms (for the purposes of this instruction)

Air Force Nuclear Enterprise.—The Air Force Nuclear Enterprise consists of the people, organizations, processes, procedures, infrastructure, and systems used to conduct, execute, and support Nuclear Deterrence Operations. The Air Force Nuclear Enterprise is the set of all Air Force capabilities and elements conducting the strategic nuclear and extended deterrence missions. The desired state of the Air Force Nuclear Enterprise is a forward looking, responsive and sustainable enterprise that yields nuclear strategic deterrence and extended deterrence capabilities that are safe, secure, and effective.

Decision—making support. The assessment, review, and consultation regarding consideration for use of military forces.

Force Direction.—The implementation (preparation, dissemination, receipt, authentication, and coordination) of decisions regarding the use of military forces. This includes collaboration and

coordination activities required to synchronize and execute an authorized action successfully. The NMCS role in force direction entails coordinating and synchronizing the efforts of multiple interdependent entities (POTUS, COCOMs, services, intelligence agencies, and other interagency partners).

Force Management.—The process of force assignment, apportionment, and allocation; global sourcing of forces and capabilities, to leverage the most responsive, best positioned forces when needed.

NC2.—Nuclear Command and Control, NC2, is the exercise of authority and direction by the President, as Commander in Chief of U.S. Armed Forces, through established command lines, over nuclear weapon operations by military forces; as Chief Executive over all Government activities that support those operations; and as Head of State over required multinational actions that support those operations.

NC3.—Nuclear Command, Control, and Communications, NC3, is the collection of activities, processes, and procedures performed by appropriate commanders and support personnel who, through the chain of command, allow for decisions to be made based on relevant information, and allow those decisions to be communicated to forces for execution. NC3 is a system of systems, stretching across services, combatant commands, and other DoD entities.

Modification.—Modifications are enhancements or changes in specifications to the current ITW/AA System baseline. Some modifications require changes to multiple systems and/or sites for correct implementation any Department of Defense (DoD) office may author modifications, but the operational community must validate every modification.

Planning. The development, assessment, and modifications of plans for employment of military forces and related supporting operations in response to emerging crises. The NMCS role in planning focuses on providing strategic guidance from the POTUS and Sec Def to guide COCOM—and-below planning activities.

Situational Monitoring. The collection, maintenance, assessment, and dissemination (proactively and on—demand) of information on friendly forces, ongoing operations, adversary forces, possible targets, as well as military, political, environmental, and other events.