N A V S E A

NAVAL SEA SYSTEMS COMMAND

WARFARE CENTERS

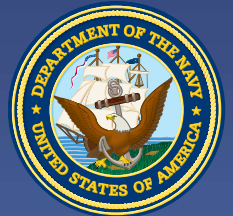**NAVSEA**
WARFARE CENTERS

STRATEGIC PLAN
2008-2012

N A V S E A

Naval Sea Systems Command

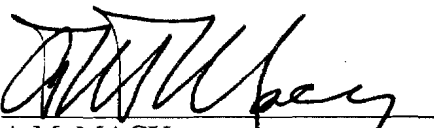# Warfare Centers Strategic Plan 2008-2012

March 2008

Approved by: _____

P. E. SULLIVAN

Commander, Naval Sea Systems Command

Concurrence by:

NAVSEA Warfare Centers Board of Directors

A.M. MACY

Commander, Naval Surface Warfare Center

P. H. BRADY

Commander, Naval Undersea Warfare Center

S. E. MITCHELL

Technical Director, Naval Surface Warfare Center

D. F. MCCORMACK

Technical Director, Naval Undersea Warfare Center

Message from the Warfare Center Leadership

Warfare Center Board of Directors

RADM Patrick Brady
Commander, Naval Undersea Warfare Center

RDML Archer M. Macy, Jr.
Commander, Naval Surface Warfare Center

Mr. Stephen E. Mitchell
Technical Director, Naval Surface Warfare Center

Mr. Donald F. McCormack
Technical Director, Naval Undersea Warfare Center

Benjamin Disraeli said "in a progressive country change is constant, change is inevitable." The NAVSEA Warfare Centers are no exception to the implications of that thought; hence the reason for updating our strategic plan. Since the strategic plan was first published, much has changed. We have defined the Warfare Centers' interface and operating concept both internally and with the other competency aligned components of the NAVSEA organization. The Navy Enterprise construct has come into sharper focus, and the new Maritime Strategy has been issued by the leaders of the maritime forces, CNO and the Commandants of the Marine Corps and the Coast Guard.

The Warfare Centers first and foremost are technical institutions and as such require careful management and stewardship to sustain them into the future and remain relevant. We are here to form the technical underpinnings for the Navy in surface and undersea warfare and to help enable associated current readiness and future capability for the warfighters. We are here to ensure the technical integrity of the entire acquisition lifecycle up to and including demilitarization.

We assessed how the Warfare Centers relate to the Navy Enterprise construct and the Maritime Strategy and you will find this relationship as the framework throughout the plan. The Maritime Strategy fundamentally envisions the use of U.S. seapower to secure our homeland, protect citizens from direct attack and advance our interests around the world. Implementation of the strategy requires a continuum of capabilities from peacetime engagement through major combat operations. Six capabilities form the core of U.S. maritime power: *Forward Presence, Deterrence, Sea Control, Power Projection, Maritime Security and Humanitarian Assistance and Disaster Response*. The Warfare Centers, in conjunction with their provider enterprise partners and those in the private sector, play a vital role in developing and sustaining those capabilities. The NAVSEA Warfare Centers Strategic Plan lays out the goals and objectives that ensure this role will be executed as efficiently and effectively as possible.

The Warfare Centers are focused on managing and sustaining their technical capabilities that relate to the six core capabilities. Illustrative examples for each convey the significant value we contribute.

▶ *Forward Presence* means relying on Direct Fleet Support afforded by our Distance Support capability and, when that is not sufficient, by our rapid response capability teams of engineers and technicians to deployed assets. Our in-service engineering capability runs the range of support from high visibility weapons and combat systems to little noticed but essential hull, deck and habitability machinery systems.

▶ We support *Deterrence* through our technical efforts in ballistic missile defense and those in strategic mission planning, targeting and fire control systems.

▶ Our technical capabilities in signatures, survivability, sonar and mine countermeasures, to name a few, contribute to *Sea Control* capability.

▶ *Power Projection* and its combat credibility are underpinned by our capability in surface and undersea offensive and defensive weapons. Innovative technologies for the future include warfare center efforts such as Rail Gun technology.

▶ The Warfare Centers contribute to *Maritime Security* and *Humanitarian Assistance and Disaster Response* in a variety of ways including counter narco-terrorism capabilities and a homeland security measured response systems capability supporting nontraditional missions that include humanitarian assistance, non-lethal weapons; tagging, tracking, and locating systems; ship-stopping systems; biometric identification, WMD detection, container inspection and various afloat and ashore force protection capabilities.

Technical excellence is our goal but always at an efficient and affordable cost. The Navy Enterprise construct will drive additional efficiencies in how the Navy delivers current readiness and future capability, as well as provide a foundation for making better, more informed mission, capability, resource allocation, and risk decisions. This has caused the Warfare Centers to begin the development of a thorough understanding of linkages between inputs of tasks and funding and outputs of products and services. We have aligned to the Navy Enterprise construct by sorting the funding, the products and services and the associated expertise into the appropriate one of five Navy Enterprise groupings as well as into a sixth grouping that covers Joint and National requirements. Using continuous improvement grounded in LEAN-Six Sigma methodologies the Warfare Centers are focused on producing the desired output, i.e., enabling the right warfighting readiness at the right cost.

This Strategic Plan is the first step of the Warfare Centers' Integrated Planning Process. Its goals and objectives will be translated into actions and initiatives in the Warfare Centers Business Plan after an assessment is made of technical capabilities health as measured against customer demand. A warfare center division specific Execution Plan will be the basis to resource the actions and initiatives in the budget. The Warfare Centers leadership, both civilian and military will draw from each of these plans to establish their individual performance requirements. These performance requirements in turn will cascade through each level of the warfare center to the grass roots, the men and women comprising the Warfare Centers. Every employee regardless of rank or grade, should be able to see where he or she fits in with the team. Accordingly, we invite you to take ownership of this strategic plan and to contribute to its execution. Together, we will make a difference.

Table of Contents

NSWC
NAVAL SURFACE
WARFARE CENTER

NUWC
NAVAL UNDERSEA
WARFARE CENTER

The NAVSEA Warfare Centers

The Naval Sea Systems Command (NAVSEA) Warfare Centers are composed of the Naval Surface Warfare Center (NSWC) and the Naval Undersea Warfare Center (NUWC). They operate in a seamless integrated manner, collaborate with customers and each other, use a common work assignment process to get the right work to the right site, improve business processes to become more efficient, and have shifted from local to national technical leadership. NSWC includes eight divisions (Carderock, Corona, Crane, Dahlgren, Indian Head, Panama City, Port Hueneme and the Naval Explosive Ordnance Disposal Technology Division) and NUWC includes two divisions (Keyport and Newport).

The Warfare Centers' value proposition for the Navy Enterprises and other customers and stakeholders is:

- ► Ensuring the technical community understands the warfighter's needs
- ► Developing, integrating and maintaining systems for warfighting
- ► Providing technical solutions for warfighting problems when impractical for industry
- ► Evaluating solutions to enable smart buyer decisions
- ► Verifying that ships and weapons systems are safe and effective
- ► Providing life cycle technical support for ships, submarines and related warfare systems
- ► Maintaining vital technical capabilities and facilities not commercially feasible
- ► Providing the technical linkage for interdependence with the joint force, the Coast Guard, homeland security and other agencies.

Principal lines of business range from ship design, to developing and deploying new capabilities, to supporting warfighters in theater, to helping our nation with national needs. Warfare Centers technical expertise spans numerous technical capabilities and covers a full spectrum of systems and products identified within different core equities available to support warfighters and homeland defenders. The Strategic Goals and Objectives in this document were derived in large part from Appendix A: A Compendium of Senior-Level Navy Guidance and Appendix B: A Synopsis of Environmental Scans. The full Environmental Scans are available from the Warfare Center Board of Directors.

Vision

Our vision is to be the Navy's trusted partner for identifying and providing innovative cost effective technical solutions to the warfighter. We will be responsive to the Navy Enterprises, the Joint Force and National requirements, while partnering with industry, other DoD laboratories, and academia.

VISION

Warfare Centers Mission Statements

The Naval Undersea Warfare Center (NUWC) and Naval Surface Warfare Center (NSWC) cohesively and seamlessly operate the Navy's full spectrum research, development, test and evaluation, engineering, and fleet support centers for offensive and defensive systems associated with surface warfare, undersea warfare and related areas of joint, homeland and national defense systems from the sea.

NUWC

Operate the Navy's full spectrum research, development, test and evaluation, engineering, and fleet support center for submarines, autonomous underwater systems, and offensive and defensive weapons systems associated with undersea warfare and related areas of homeland security and national defense. Provide the Navy's core technical capability for the integration of weapons, combat and ship systems into submarines and undersea vehicles.

NSWC

Operate the Navy's full spectrum research, development, test and evaluation, engineering, and fleet support center for ship systems, surface ship combat and weapons systems, littoral warfare systems, force warfare systems and other offensive and defensive systems associated with surface warfare and related areas of joint, homeland and national defense systems. Provide the Navy's core technical capability for the integration of weapons, combat and ship systems into surface ships and vehicles.

MISSION
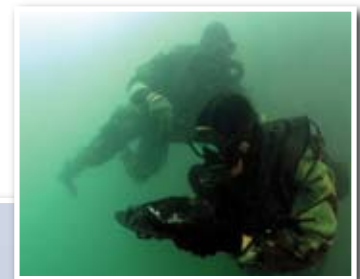
Site Missions and Strategic Directions

The mission for each site is provided below, accompanied by strategic direction to that site for focusing its stewardship of and investment in technical capabilities that further a robust and enduring capability within their primary areas of responsibility. Technical capabilities are the skilled, experienced scientists, engineers, technicians and logisticians with the requisite facilities and equipment to successfully execute the division or site mission.

CARDEROCK

Provide research, development, test and evaluation, analysis, acquisition support, in-service engineering, logistics and integration of surface and undersea vehicles and associated systems. Develop and apply science and technology associated with naval architecture and marine engineering, and provide support to the maritime industry. Execute other responsibilities as assigned by the Commander, Naval Surface Warfare Center.

Strategic Direction: *CARDIV will provide the full spectrum Science and Engineering (S&E) capabilities regarding the naval architecture and marine engineering of surface and undersea vehicles from Science and Technology (S&T) through integration to sustainment of ships and systems.*

PHILADELPHIA

Support the mission of the Carderock Division of the Naval Surface Warfare Center by providing research, development, test and evaluation, acquisition support, engineering, systems integration, in-service engineering and fleet support with comprehensive logistics for surface and undersea vehicle machinery, ship systems, equipment and material. Execute other responsibilities as assigned by the Commander Carderock Division, Naval Surface Warfare Center.

Strategic Direction: *Naval Ship Systems Engineering Station NAVSSES will complement the CARDIV capabilities and provide full spectrum S&E capabilities for surface and undersea vehicle machinery and for other ship systems with an emphasis on their in-service support.*

CORONA

Serve warfighters and program managers as the Navy's independent performance assessment agent throughout systems' lifecycles by gauging the Navy's warfighting capability of weapons and integrated combat systems, from unit to force level, through assessment of those systems' performance, readiness, quality, supportability, and the adequacy of training. Execute other responsibilities as assigned by the Commander, Naval Surface Warfare Center.

Strategic Direction: *CODIV will provide the S&E capability to assess the performance of weapons and combat systems operated independently and from the unit level through the force level.*

CRANE

Provide acquisition engineering, in-service engineering and technical support for sensors, electronics, electronic warfare and special warfare weapons. Apply component and system level product and industrial engineering to surface sensors, strategic systems, special warfare devices and electronic warfare/information operations systems. Execute other responsibilities as assigned by the Commander, Naval Surface Warfare Center.

Strategic Direction: *CRDIV will provide the sustainment capability for Electronic Warfare (EW), Special Warfare (SPECWAR) weapons and devices, strategic systems components and hardware.*

DAHLGREN

Provide research, development, test and evaluation, analysis, systems engineering, integration and certification of complex naval warfare systems related to surface warfare, strategic systems, combat and weapons systems associated with surface warfare. Provide system integration and certification for weapons, combat systems and warfare systems. Execute other responsibilities as assigned by the Commander, Naval Surface Warfare Center.

Strategic Direction: *DDIV will provide the full spectrum S&E capabilities for surface ship weapons systems integration up to and including the force level, missile defense, strategic systems and related areas of Joint and Homeland defense.*

DAM NECK

Support the mission of the Dahlgren Division of the Naval Surface Warfare Center by providing force-level integrated and interoperable engineering solutions, mission critical control systems, and associated testing and training technologies to meet maritime, joint, special warfare and information operation requirements related to surface warfare. Execute other responsibilities as assigned by the Commander, Dahlgren Division, Naval Surface Warfare Center.

Strategic Direction: *Combat Direction Support Activity (CDSA) will complement the DDIV capabilities and provide S&E capability for Integrated Training, Force Integration and Interoperability, Integrated Combat Control Systems and Information Operations.*

INDIAN HEAD

Provide research, development, test and evaluation and in-service support of energetics and energetic materials for warheads, propulsion systems, ordnance and pyrotechnic devices and fuzing for Navy, Joint Forces, and the Nation, to include research, test, and engineering of chemicals, propellants, explosives, related electronic devices, associated ordnance equipment and special weapons support. Execute other responsibilities as assigned by the Commander, Naval Surface Warfare Center.

Strategic Direction: *IHDIV will provide full spectrum S&E and industrial capabilities for energetic systems and energetic materials from concept through scale-up to limited production and operational deployment for Naval, joint, and homeland defense applications.*

KEYPORT

Provide advanced technical capabilities for test and evaluation, in-service engineering, maintenance and industrial base support, fleet material readiness, and obsolescence management for undersea warfare. Execute other responsibilities as assigned by the Commander, Naval Undersea Warfare Center.

Strategic Direction: *DIVKPT will provide the capability for Undersea Warfare (USW) Test and Evaluation (T&E), in-service USW systems integration and supportability, industrial base maintenance and material support for in-service and developmental USW systems.*

NEWPORT

Provide research, development, test and evaluation, engineering, analysis and assessment, and fleet support capabilities for submarines, autonomous underwater systems, and offensive and defensive undersea weapon systems, and steward existing and emerging technologies in support of undersea warfare. Execute other responsibilities as assigned by the Commander, Naval Undersea Warfare Center.

Strategic Direction: *DIVNPT will provide full spectrum S&E capabilities for and integration of USW related sensor systems, weapons, vehicles, and other payload systems, USW communications, training, and combat systems.*

PANAMA CITY

Conduct research, development, test and evaluation and in-service support of mine warfare systems, mines, naval special warfare systems, diving and life support systems, amphibious/expeditionary maneuver warfare systems and other missions that occur primarily in coastal (littoral) regions. Execute other responsibilities as assigned by Commander, Naval Surface Warfare Center.

Strategic Direction: *PCDIV will provide full spectrum S&E capabilities for mine warfare systems, mines, special warfare systems, diving and life support systems and other warfare systems used in the littorals.*

PORT HUENEME

Provide test and evaluation, systems engineering, integrated logistics support, in-service engineering and integration of surface ship weapons, combat systems and warfare systems. Provide the leading interface to the surface force for in-service maintenance and engineering support provided by the Warfare Centers. Execute other responsibilities as assigned by the Commander, Naval Surface Warfare Center.

Strategic Direction: *PHDIV will provide T&E, in-service engineering & logistics and integration capabilities for surface ship weapons, combat and warfare systems and be the primary interface with the surface force for the in-service work of the Warfare Center (WFC).*

EXPLOSIVE ORDNANCE DISPOSAL TECHNOLOGY DIV

Provide EOD technology and logistics management for the Joint Services and develop war essential elements of intelligence, equipment, and procedures to counter munitions, both U.S. and foreign, as required to support DOD components and the security needs of other agencies; to provide ground based Counter Radio-Controlled IED Electronic Warfare (CREW) Technology; and to support Executive Manager for EOD Technology and Training in his Joint Forces role.

Strategic Direction:

EODTECHDIV will provide capabilities in ordnance disposal technology, urgently focusing on tools and personnel to counter Improvised Explosive Devices.

Guiding Principles

MISSION	Warfighter needs come first - above all else.
RESPONSIVENESS	We respond to the nation's needs as urgency and technology dictate.
TECHNICAL AUTHORITY	We exercise our professional acumen, breadth, discipline and range to achieve technical excellence.
LEADERSHIP	We inspire innovation, teamwork, diversity, tenacity, and action.
PERFORMANCE	Our performance objectives are linked to Navy, Marine Corps, Customer, NAVSEA, and Warfare Center goals
STEWARDSHIP	We preserve the Navy's critical, long-term technical capabilities. We build and support the highest quality workforce.
JOINTNESS	We strive for interoperability and cooperation among the services, interagency, international partners, and non-governmental organizations.

Strategic Goals

G O A L S

► #1   Manage and steward our technical capabilities to meet current and future naval, joint force and national requirements across system life cycles. Develop and divest capabilities when appropriate.

► #2   Assure the development of timely, safe, effective, affordable and integrated solutions collaborating with government, industry, and academia to meet current and future naval, joint force and national requirements across system life cycles.

► #3   Recruit, develop and retain a diverse world-class workforce that sustains the naval advantage in Warfare Center technical capabilities.

► #4   Apply continuous process improvement techniques and use common processes, policies, and measures to improve productivity, and enhance the value of WFC products and services.

Strategic Goal #1

GOAL

Manage and steward our technical capabilities to meet current and future naval, joint force and national requirements across system life cycles. Develop and divest capabilities when appropriate.

OBJECTIVES

1.1. Support and sustain the health of technical capabilities – workforce, facilities and equipment - for naval, joint force, and national requirements.

1.2. Target internal investments in related technical capabilities to meet requirements of the six expanded core capabilities of U.S. seapower in the Maritime Strategy.

1.3. Support and sustain technical authority and its pyramid structure.

1.4. Develop the government lead systems integrator technical capability in conjunction with NAVSEA and associated PEOs.

STRATEGIC SUCCESS INDICATORS

Objective 1.1
- ► National process to articulate our current and projected capability needs.
- ► National Investment process that develops people, technologies and facilities in support of current and projected capability needs.

Objectives 1.1, 1.2 & 1.4
- ► Hiring and workforce development are aligned with current and projected capability needs.
- ► Facilities and major equipment aligned with current and projected capability needs.

Objectives 1.3 & 1.4
- ► Engineering foundation that makes up warfare center technical capabilities and technical warrants is healthy.

Strategic Goal #2

GOAL

Assure the development of timely, safe, effective, affordable and integrated solutions, collaborating with government, industry and academia to meet current and future naval, joint force and national requirements across system life cycles.

OBJECTIVES

2.1.   Participate in developing Naval Enterprise and joint capability visions, research and development, and acquisition roadmaps.

2.2.   Transition science and technology.

2.3.   Leverage technology to support battlespace dominance.

2.4.   Present a broad range of solution options and products to our customers in support of current and future readiness.

STRATEGIC SUCCESS INDICATORS

Objective 2.1
  ► Participation in Enterprise processes
  ► Acquisition cycle time

Objectives 2.2 & 2.3
  ► S&T transitions
  ► S&T transition time
  ► New technology delivery

Objectives 2.2 & 2.4
  ► Partnering agreements with other government, industry, and academia
  ► Customer survey results

Objectives 2.3 & 2.4
  ► Program earned value performance

Objective 2.3
  ► Fleet Readiness Metrics (ISEA)

Objective 2.4
  ► Projects re-baselined

Strategic Goal #3

GOAL

Recruit, develop and retain a diverse world-class workforce that sustains the naval advantage in Warfare Center technical capabilities.

OBJECTIVES

3.1. Provide an ethical and safe work environment.

3.2. Foster personal development and advancement opportunities.

3.3. Foster an environment of innovation and technical excellence.

3.4. Continue implementation of NAVSEA Diversity CONOPS.

3.5. Continue implementation of national Competency Aligned Organization (CAO) construct within WFC.

STRATEGIC SUCCESS INDICATORS

Objective 3.1
  ▶ Work Environment Characteristics

Objective 3.2
  ▶ Development and Training metrics

Objective 3.3
  ▶ External Recognition

Objectives 3.2 & 3.4
  ▶ Personnel retention statistics

Objectives 3.3, 3.4 & 3.5
  ▶ Technical capabilities health assessment

Objectives 3.2, 3.3 & 3.5
  ▶ Technical warrant pyramid health
  ▶ Sustain TCs health via retention of critical skills

Objective 3.2 & 3.5
  ▶ Certification metrics

Objective 3.4
  ▶ Diversity metrics for recruitment, advancement, rewards and retention

Strategic Goal #4

GOAL

Apply continuous process improvement techniques and use common processes, policies, and measures to align competencies, improve productivity, and enhance the value of WFC products and services.

OBJECTIVES

4.1   Improve and standardize technical and support processes to deliver quality products at reduced cost and cycle times

4.2.   Increase participation of workforce in continuous improvement through Lean Six Sigma initiatives

4.3.   Measure our output using customer driven metrics

4.4.   Increase customer satisfaction

STRATEGIC SUCCESS INDICATORS

Objective 4.1
- ► Best practices adopted across divisions
- ► Cost savings documented and returned to Customers
- ► High Impact Core Value Stream (HICVS) Engaged

Objective 4.2
- ► Total workforce having 'bought-in' and participated in Lean
- ► Customers having participated in events linked to them

Objective 4.3
- ► Divisions are managed using metrics mapped to the customers' end-item metrics
- ► Customers having participated in events linked to them

Objective 4.4
- ► Cost savings documented and returned to Customers
- ► Customer satisfaction metrics show continual improvement

Appendix A
A Compendium of Senior-Level Navy Guidance

Department of the Navy Objectives for FY 2008 and Beyond

1. **Provide a Total Naval Workforce capable and optimized to support the National Defense Strategy**

    1.a   Ensure recruiting and retention meet projected Navy and Marine Corps requirements, with particular focus on active and reserve components "low density/high demand" skill sets such as Naval Special Warfare, SeaBees, Reconnaissance Marines, EOD, and Medical specialties.

    1.b   Build active component Marine Corps end-strength to reach 202K by 2011.

    1.c   Provide Navy personnel to support Marine Corps changes in force structure.

    1.d   Expand coverage of the programs for wounded, ill and injured service members to match the goals of the Senior Oversight Committee (SOC).

    1.e   Provide high quality support services to naval personnel and their families.

    1.f   Implement the National Security Personnel System through Spiral 2.2.

    1.g   Develop and maintain technical expertise in the DON acquisition workforce, matched to acquisition plans.

    1.h   Accelerate the integration of Lean Six Sigma across the DON to develop a culture of continuous process improvement. Develop Standard Operating Procedures to leverage benefits resulting from these efforts with results clearly depicted in the SECNAV Monthly Review Report.

2. **Use the Navy-Marine Corps Team to aggressively prosecute the Global War on Terrorism**

    2.a   Provide the Combatant Commanders with skilled forces for full spectrum operations, especially in Iraq and Afghanistan.

    2.b   Optimize naval contributions to Special Operations Forces.

    2.c   Optimize the Navy Expeditionary Combat Command, formalizing its interdependence with the Marine Corps.

    2.d   Provide the Combatant Commanders tools and personnel to counter Improvised Explosive Devices (IED).

    2.e   Support Joint IED Defeat Office efforts to field working solutions to IED threats.

    2.f   Maximize delivery of Mine Resistant Ambush Protected (MRAP) vehicles to US forces and coalition partners.

    2.g   Provide equipment to reset the force and support changes in force structure.

    2.h   Emphasize Combat Stress Control programs, reduce stigma of using behavioral health services, and develop resilient Sailors and families.

3. Build the Navy-Marine Corps Force for Tomorrow

3.a Execute Shipbuilding and Aircraft Procurement Plans, which have the consensus of the administration, Congress, and contractor teams to build the required type and number of ships and aircraft required to support the combatant commanders as described in the Maritime Strategy.

    3.a.1 Establish requirements and meet acquisition milestones for Maritime Prepositioning Force (Future).

    3.a.2 Deliver Littoral Combat Ship and mission packages as rapidly as possible under the restructured plan.

    3.a.3 Establish force structure requirements and deliver Joint Strike Fighter.

    3.a.4 Establish requirements and acquisition milestones for EP(X).

    3.a.5 Deliver Mutli-mission Maritime Aircraft as rapidly as possible per aviation procurement plan.

3.b Implement a strategy for Marine Corps modernization and reconstitution programs (ground and aviation systems).

3.c Restructure and build a successful program to deliver a capable Expeditionary Fighting Vehicle (EFV).

3.d Operationalize Theater Ballistic Missile Defense naval capability.

3.e Deliver acquisition system improvements to DON processes to build better strategy, structure and staffing.

3.f Implement programs and processes to deliver undersea superiority.

3.g Deliver Maritime Domain Awareness capability which includes an integration of multi-national, commercial and maritime industry support. Operationalize both the national and international networks.

3.h Finalize development of the Department of the Navy missions in Homeland Defense and Homeland Security.

3.i Implement Building Partnership Capacity initiative (including cultural awareness/language capabilities). Build support for the new Maritime Strategy to include national and international partnerships as elements of Global Maritime Partnerships. Increase and deploy Humanitarian Assistance/Disaster Relief capacity.

3.j Implement Naval Open Architecture across Navy and Marine Corps combat systems.

3.k Establish world-class Information Assurance and system security protocols on all DON networks.

3.l Complete actions to support a Dec 08 Concept Decision regarding Sea-based Strategic Deterrence initiatives.

3.m Implement research programs and processes to reduce fuel and power consumption and develop alternate energy sources.

4.   Safeguard the People and Resources of the Navy-Marine Corps Team. Integrate Safety and Risk Management into all on and off-duty evolutions to maximize mission readiness and to establish DON as an organization with world class safety where no mishap is accepted as the cost of doing business.

4.a   Improve safety performance across DON to meet SECDEF Strategic Planning Guidance to reduce FY 2002 baseline mishap rates by 75% by the end of FY08.

4.b   Deploy a DON-wide web-based Risk Management Information System (RMIS) that will facilitate unit level safety program management and provide aggregate reporting, analysis and tracking of all reportable hazards and mishaps.

4.c   Building upon the tenets of the Naval Aviation Safety Program, establish a more open environment across all DON that both encourages and rewards the reporting of all near misses and lessons learned to establish leading indicators, maximize awareness, and prevent similar mishaps in the future.

4.d   Establish a risk management training continuum to ensure all DON personnel receive targeted Operational Risk Management (ORM) training and that all formal professional training courses are infused with examples of how effective risk management improves both safety and mission readiness.

4.e   Build disaster contingency plans which ensure personnel accountability and safety for active duty and Reserve Navy and Marine Corps, DoD Civilians, their families, and selected contractor personnel.

5.   Strengthen ethics as a foundation of exemplary conduct within the Department of the Navy

5.a   Continue emphasis on coordination and training of ethics counselors.

5.b   Teach and enforce ethics and standards of exemplary conduct consistently, starting at the earliest career stages.

5.c   Reinforce the use of DON Core Values as the framework for making decisions at every level of the career continuum for all DON personnel.

6.   Provide first-rate facilities to support stationing, training and operations of Naval forces

6.a   Complete Quadrennial Defense Review (QDR)-directed re-stationing of submarines and warships in the Pacific.

6.b   Execute plans to build facilities on Guam.

6.c   Execute plans to re-align forces on Okinawa and mainland Japan.

6.d   Execute BRAC plans. Accelerate the establishment of the National Military Medical Center at Bethesda, MD.

6.e   Implement a strategy that will enable construction of a new Outlying Landing Field to meet east coast Super Hornet training requirements.

6.f   Develop and implement a comprehensive operational plan to preserve our ability to conduct sonar testing and training; research and evaluate the effects of sonar on the marine environment; and ensure compliance with environmental statutes and regulations.

CNO Priorities

1.   Maintain Our Current Readiness

1.a   Continue to be the dominant and most influential naval force, globally and across all maritime missions by:

     1.a1   Rapidly generating persistent sea power in response to regional crises anywhere in the world to assure friends and allies, and to deter, dissuade and, if necessary, defeat adversaries;

     1.a2   Leading Joint warfighting and contributing to the Joint force with expert planning and execution across the spectrum of strategic, operational and tactical levels of war;

     1.a3   Being a Dominant Force in the Current Fight.

1.b   Define and articulate "how we fight."

1.c   Develop preeminent expertise and proficiency in planning, organizing and commanding operational level campaigns.

1.d   Anticipate changes in Joint force posture and operational demands in the Middle East; determine how those changes will effect Navy posture, positioning and operational tempo; and adjust accordingly.

1.e   Integrate warfighting capabilities with the Marine Corps to meet the objectives of the Maritime Strategy and Naval Operations Concept.

1.f   Move forward with the Coast Guard to ensure security in the maritime domain.

1.g   Evolve and establish international relationships to increase security and achieve common interests in the maritime domain.

2.   Building a Navy for Tomorrow

2.a   Build a Navy with appropriate force structure and develop the strategic laydown necessary to implement the Maritime Strategy, using as a floor our current requirement for 313 ships and 3,800 aircraft, as well as the necessary compliment of people and infrastructure to support "how we fight."

2.b   Align the requirements, resources and acquisition processes to achieve accountability and deliver the right capability on time and at the right cost throughout the lifecycle.

2.c   Anticipate changes in global naval forces, discern changes in operational and strategic patterns, and adjust Navy posture, positioning and operational tempo accordingly.

2.d   Leverage Science and Technology initiatives to ensure warfighting benefits accrue to future Sailors.

2.e   Ensure U.S. Navy forces achieve Decision Superiority (ISR, C4, and Information Operations).

3.   Our People

3.a   Instill in our military and civilian force a focus on mission and individual readiness that is underpinned by a warrior ethos.

3.b   Attract, recruit and retain a diverse, high-performing, competency-based and mission-focused force and ensure for the welfare of our Sailors, Navy civilians, and their families.

4.   Key Enablers

4.a   Assess the return on investment in all we do, appreciating that our people, time and money are limited; manage our initiatives to guarantee the appropriate balance of efficiency and risk.

4.b   Define the roles and responsibilities of each element within the Enterprise and determine how the Enterprise construct should be most effectively integrated into key headquarters processes, including the Planning, Programming, Budgeting and Execution System (PPBES).

4.c   Optimize Navy staffs to efficiently and effectively support the Fleet and external constituencies.

4.d   Complement key actions and initiatives with effective communication methods and messages to maximize our effectiveness and return on investment.

NAVSEA Top 5

1. Drive Our Behavior to align with the Naval Enterprise

2. Transform to a Competency Aligned Organization

3. Measure Our Output with Customer Driven Metrics

4. Focus on Diversity

5. Document & Improve Our Processes through Lean Six Sigma

NAVSEA Strategic Business Plan Goals and Objectives

Goal 1: Build an Affordable Future Fleet
- Reduce Type/Model/Series ships from 21 to 12 by 2020
- Reduce Combat Systems baselines from 16 to 8 by 2018
- Drive out acquisition costs
- Drive costs out of ship specifications and components
- Reduce time to IOC

Goal 2: Sustain Today's Fleet Efficiently & Effectively
- Sustain Warfighting Readiness
- Reduce Maintenance Life Cycle cost through Continuous Process Improvement (CPI)
- Execute the Plan with accountability for results

Goal 3: Strive to Attract, Recruit, Develop and Retain a High Performing Competency Based, Mission Focused Workforce.
- Develop a National Level Talent Management Strategy
- Develop an agile and flexible corporate strategy to recruit, hire and retain a superior workforce
- Develop and execute a corporate NAVSEA Learning Center and Knowledge Portal and Employee Wellness Program

Goal 4: Complete our Transition to a Competency Aligned Organization
- Define and implement national common processes and procedures
- Define and implement national professional development plans
- Develop an understanding of the national workload demand vs. available workforce and develop plans to manage nationally peaks and valleys on a national basis
- Assess, track and sustain the health of individual sub-competency domains
- Develop single work assignment process and MOS
- Develop CSAs between PEOs and each competency at the national level
- RDA tasker placeholder for common contracting/technical/services process

Goal 5: Build and Value a Culture of Diversity
- Awareness
- Outreach
- Recruiting & Hiring
- Professional Growth (Mentoring)
- Select/Promote/ Retain
- Accountability

Appendix B
Environmental Scan Synopsis

The five Enterprise Executives, whose respective domains align with the five Navy Enterprises and the Corporate Business Executive for the Warfare Centers, each performed an Environmental Scan as part of a strategic assessment and input to this document. They used senior level Navy, DOD and National guidance to shape this qualitative demand signal. The environmental scan took into account a requirements scan, a technology scan, the fiscal outlook over the next five to six years and the business transformation horizon. The full environmental scan may be obtained from the NAVSEA Warfare Centers Board of Directors.

Warfare Center Executive, Network and Warfare Systems

- Accelerate delivery of Open Architecture systems to the fleet as means for improving costs and more rapid introduction for new capabilities by working with customers and stakeholders.

- Support current and future challenges in Maritime Domain Awareness in the following technology needs

    – (1) Vessel Tracking; (2) Cargo Monitoring; (3) People Screening and Identity Management; (4) Algorithms, including Anomaly Detection, Threat Detection, and Data Mining Techniques; (5) Port and Coastal Surveillance Technologies; (6) Wireless Communications; (7) Collaboration and Visualization; (8) Service Oriented Architectures and Information Distribution; (9) Cross-Domain Solutions; (10) Inter-Agency and Coalition Interoperability and Information Sharing; and (11) Data, Databases, and Support.

- Maintain and expand commitments to establish metric-driven process improvements with clear linkages between input and desired outputs.

- Systems engineering processes utilized by the Warfare Centers will need to evolve to a cost and cost-effectiveness conscious perspective while identifying effective system, unit, and force choices.

- Develop a better understanding of total cost of doing business and its impact on readiness and future capabilities.

- Expand abilities engineers and scientists to understand and make trade-offs on a large-scale basis for Joint Force Commanders and Battle Group Commanders are identifying force capabilities and needs that go beyond what a single system or platform.

- Increase ability to conceptualize and conduct trade-off studies, perform requirements allocation, and expand their ability to conduct testing of geographically distributed systems and architectures.

- Respond to asymmetric warfare new environments and threats by identifying new technology solutions, resources, and programs that will enable rapid response technology adaptation.

- Be entrepreneurial in expanding authority and resources to create mechanisms and incentives that attract the best and brightest innovators, which will bridge the gaps between Naval RDT&E, industry, academia, and operational warfighters.

- Increase Navy role with respect to GWOT/asymmetric warfare and homeland defense and continued to collect, fuse, analyze, and disseminate actionable information and intelligence with joint, coalition, Federal, State, and local agencies.

Warfare Center Executive, Aviation Systems

- Provide technologies in support of persistent air support including "advanced airborne early warning" to distributed ground forces.

- Provide the ability to execute advanced airborne electronic attacks for both manned and unmanned platforms, with range and persistence matched to the needs of the aviation strike forces they support.

- Support and sustain the ability to rapidly deploy aviation systems, robust sensors and weapons systems.

- Frequency spectrum encroachment and information assurance issues require greater attention in system engineering.

- In addition, there are growing environmental concerns with implications on shore-based air and at-sea air and undersea testing ranges.

- There is a need for integrated systems of systems that present a common operational picture serving as a force multiplier and to work flexibly and rapidly among U.S. forces, allies and with shifting informal coalition nations.

- The most significant challenge will be maintaining technical superiority over a widely diverse mix of threat capabilities.

- Develop capabilities to support use of jamming; electronic warfare; electronic attack; and advanced microwave, laser, and radar sensor technology for sea-based airborne early warning systems and other next-generation systems.

- Develop architectures and systems, such as electro-optic/infrared imaging and sensor systems and weapons and launching systems, which are common and deployable across multiple unmanned and manned systems.

- The need exists for greater commonality in Air and Underwater Training Ranges, providing instrumented ranges that allow low-latency tracking and real-time feedback to all participants and support rapid weapons system performance assessment.

- Next-generation conventional strike capabilities should explore increased commonality between the submarine, and surface-launched cruise missile, and undersea weapon systems with the development of universal capsules capable of launching all submarine weapons common to all submarine platforms.

- Support development of the next-generation cruise and strike missiles technology and systems to support Prompt Global Strike initiatives, ordnance and energetics systems that meet insensitive

munitions mandates while increasing energy demands.

- To achieve greater cross-enterprise collaboration of systems expand understanding of joint and coalition warfare and the concept of operations to include the "super-system" where future missions may best be accomplished by multiple platforms of various types.

- Provide proactive and reactive obsolescence management support for naval aviation systems to re-enable supply supportability so that unplanned redesign requirements are minimized.

- Maintain adequate infrastructures that ensure the right capabilities. There is an increasing demand for recapitalization, particularly modernization of critical research, development, testing/training, and evaluation (RDT&E) shore infrastructure.

Warfare Center Executive, Expeditionary and National Response (WCE-ENR)

Navy Expeditionary

- Make certain technologies and capabilities are developed that ensure the Navy and Marine Corps can operate and be provided assured access in the littoral and expeditionary environments.

- Tasking and requirements will continue to increase in the following areas: Littoral Combat Ship (LCS) Mission Modules, Unmanned Vehicles, Afloat Anti-terrorism/Force Protection (AT/FP), Explosive Ordnance Disposal, and Naval Special Warfare (NSW).

- Specific areas of increased demand include Improvised Explosive Device (IED) Defeat and Joint Counter Radio-controlled Electronic Warfare (JCREW) efforts, special operations areas supporting GWOT, unmanned vehicle programs due to increased reliance on autonomous capabilities, and Vessel Boarding Search and Seizure (VBSS)/Maritime Interdiction Operations (MIO) with associated identity management tools.

- Mine Warfare and LCS Mission Modules are expected to remain steady over the next 5 years.

- Research, development, and acquisition efforts are expected to increase in areas such as riverine, coastal warfare, maritime security, maritime civil affairs, and support of expeditionary intelligence.

- Areas of special interest include the following: operational adaptation; maritime interdiction operations; expedi¬tionary security; boat/vehicle disabling (applying non-lethal systems and effects); battlefield forensics (near real-time); counter IED/snipers; riverine operations; tactical tagging, tracking, and locating; maritime special operations; and terrorist network identification.

USMC and USSOCOM

- Support is expected to increase with demand driven by requirements for supporting GWOT in areas associated with vehicle engineering and integration, rapid responses to urgent needs, IED defeat capabilities, distributed operations, identity management, and base protection.

- Technology will continue to be required as a force enabler and multiplier to be able to defeat terrorist networks and help shape the choices of countries at strategic crossroads. It is expected that the USMC and USSOCOM will continue to be on the leading edge in the Department of Defense's efforts for these areas.

- Areas of special interests include small unit intelligence, surveillance, and reconnaissance (ISR); intelligence collection, dissemination, fusion, and engagement; tactical maneuver and mobility; control of integrated fires; training operations in urban/extreme environments; large-target lethality with reduced combat loads; collateral damage control; and distributed adaptive command and control networks.

NRM

- Continue to provide important capabilities in support of national security for the other Services and JPEO CBD; joint capabilities that cross Service lines; work funded by the Office of the Secretary of Defense, Department of Defense, and national intelligence agencies; and work performed for other government agencies such as the U.S. Coast Guard and Departments of Justice and Homeland Security.

- It is expected that customers will continue to seek out engineering, research and development expertise to support national security, including counter narcoterrorism, critical infrastructure protection (CIP), mission assurance, chemical-biological-radiological (CBR) defense, non-lethal weapons, directed energy, and maritime security.

- Expect increasing demand especially in the following areas: CBR defense; mission assurance; CIP; identity management; non-kinetic capabilities; WMD non-proliferation especially in the maritime, persistent surveillance; tagging, tracking, and locating; post-combat operations (security, stability, transition and reconstruction); human, social, cultural, and behavioral network modeling and analysis; and humanitarian assistance and disaster response.

Warfare Center Executive, Surface (WCE-S)

- Support the development and application of ship systems technologies and processes that enable development of high-speed ships, all-electric ships, and ships that support sea-basing; enhance survivability in diverse environments against a full range of threats.

  – Increase payload capacity, modularity, and flexibility; improve operator performance; optimize manning; and improve affordability of platforms and systems throughout their intended life cycle.

- Continue Lean initiatives to reduce and eliminate redundancies, become more cost effective, and realign reclaimed resources to better serve the needs of the Navy.

- Baseline convergence, commonality, and open architecture initiatives for weapon systems, ship systems, and other shipboard applications will result in significant life-cycle savings by reducing the number of unique systems requiring support and the logistics footprint.

- Continue to investigate methods to utilize and further develop innovative manning, training, and logistics concepts for implementation into new ships classes and for back-fit into existing classes.

- Leverage expertise in Combat Systems, Machinery Control Systems, Navigation Systems, and Human Systems Integration to assess the adequacy of new manning concepts while ensuring safe and effective operations.

- Seek innovative solutions to ensure a high state of readiness as complexity of Ship Systems increases and the number of shipboard personnel to maintain and operate these systems decreases.

- Develop "Hooks" for distance support and remote diagnostics of ship systems as up-front considerations to ensure adequate technical support through reach back, resulting in reduction in operations and support costs over the life of the system.

- Make Human Systems Integration a priority in all new development efforts to ensure that these systems can be maintained and operated efficiently.

- In the near term, the ability to communicate and exchange data with In-Service Engineering Agents (ISEA) and the fleet will improve through the standardization of communications processes and formats.

- In the mid term, authorized ISEA personnel will enhance Ships Systems to allow remote access to diagnostics and data stores.

- In the long term, remote data collection and analysis coupled with logistics support decision tools will provide fleet users Lowest Replaceable Unit-based maintenance schedules. These schedules will be based upon predicted system performance as derived from models developed from fleet and industry historical data.

- COMNAVSEA directed all to "focus on core business," and "review what is in play right now to complete, sustain, or eliminate."

- Current acquisition policy changes will move the System Integration agent role responsibility back to the Government for larger integrated systems. Divestiture of capabilities that are no longer required or cannot be economically supported can free up resources that can be targeted for new capability investments.

- Leverage experiences in Science and Technology, "System of Systems" Engineering, Ship Integration, Combat Systems integration, and Systems Certification for the acquisition of new platforms using common hardware and systems services for tomorrow's Navy.

Warfare Center Executive, Undersea (WCE-U)

- The USE community, including the U.S. Strategic Command (STRATCOM) and SSP, is currently involved in the early stages of exploring system concepts in support of an Undersea Launched Missile Study (ULMS).

- After an initial concept exploration period, a next-generation SBSD program is expected to commence in Fiscal Year (FY) 2010, resulting in completion of design by 2019 and an Initial Operational Capability circa 2027.

- Provide coordinated, integrated, and systems-engineered technical insights and recommendations to the USE in support of acquisition process decisions. A consolidated naval architecture/marine engineering and warfare system (strategic and tactical) technical approach can enable both a rapidly executable acquisition process and an optimized fleet configuration.

- The major environmental aspect that must be considered in meeting this demand is the constrained budget environment.

- The current trend is toward common systems that can be integrated and supported in more than one platform type. A vision is that future platforms are to be highly adaptable and compliant, having flexible interfaces with "plug and play" operation, end-to-end seamless integration of all payloads, and automated functionality.

- Expect significant growth in ULMS/SBSD and related tasking. Concept formulation effort must focus on these challenges to support the next generation SBSD.

- The VIRGINIA Class of submarines has improved capability to operate in the littorals, including a lock-out chamber for SOF missions, and is designed for future technology insertion.

- The Navy goal is two VIRGINIA Class submarines for $4B (FY2005) in 2012. The VIRGINIA Class Block III procurement begins in FY 2009 and will continue through delivery of SSN 790 in Calendar Year 2017, bringing new opportunities for new systems and new technologies.

- Continue to expect workload in this area as long as it leads to reduced product cost. The Large Aperture Bow (LAB) array and the new VIRGINIA D5 interface are examples of new technologies from this effort.

- The Open Architecture/Rapid Capability Insertion model will enable increased warfighting capabilities in a shorter time at reduced cost. These models, with government-managed interfaces, will enable multi-provider options, healthy competitive opportunity in the long term, and increased ability for advanced technology insertion.

- The Acoustic Rapid Commercial Off-the-Shelf (COTS) Insertion (ARCI) modernization program increases commonality across all submarine platforms, improves connectivity and fleet interoperability.

- Increased processing power allows for built-in system redundancy, which reduces logistical requirements of the systems. Common software reuse across submarine and surface platforms brings new opportunities for detection and tracking of modern quiet submarines and integrates advanced towed and hull sensors, off-hull sensors, communications, sonar/combat control into a seamless combat system, and capability thrusts for tactical control, decision making, assured access, and situational awareness.

- This model, which started with acoustic signal processing a decade ago and now includes combat

direction systems, will move into weapons, periscopes and other payloads.

- The Torpedo Modular Upgrade (TMU) program will leverage the inherent modularity of the heavyweight and lightweight weapons; will improve capability through major hardware upgrade tech insertions on a 6-year cycle while improving Pkill through software Advanced Processor Build (APB) on a 2-year build cycle.

- The Next Generation Countermeasure (NGCM) will improve the defense of U.S. Navy submarines against acoustic-homing torpedoes by means of advanced acoustic 3-inch CM technology packaged in a mobile vehicle. The primary areas that need to be addressed are CM mobility in littoral environments, energy sources to support mobility and acoustic requirements, and open architecture to improve the overall effectiveness of the CM inventories while reducing total ownership cost.

- In the near-term, the upgrade of Vertical Launch Asroc (VLA) (MK54), development of High Altitude ASW Capability (HAAWC), and resumption of the All-Up-Round (AUR) for heavyweight torpedo are likely.

- The possibility of a new heavyweight torpedo in the mid term and a cruise missile with long-range torpedo payload for the long term also exists. In addition, tactical decision aids along with Mobile Countermeasures (MCM), decoys, and enhanced Detection, Classification and Localization (DCL) are needed in order to properly manage water space and offensive/defensive constraints.

- Maritime Domain Awareness (MDA). This can be accomplished through providing covert/clandestine deployment of ISR, MCM, ocean sensing and survey, and other special payload capabilities.

- Opportunities exist for significant capability advancement in improved operator performance and reduced manning; improved affordability of platforms and systems throughout their life cycle; advanced hull forms and modular mission payloads (sail and hull designs); revolutionary advancements in propulsion, materials and hull forms, speed, maneuverability, sea keeping, and signature reduction; new materials and systems for power and energy applications; integrated power systems; in-service engineering and training to the fleet.

- Opportunities exist for further improvements in operational availability (Ao); improved commanding officer decision making; DCL subsystem capabilities; improved system reliability, availability, and proficiency; improved submarine networking and communications; extended sonar reach and search rate; extended ship hull life; ASW enhancements; long-term external weapon stowage; payload modularity; tailored launch pulse technologies; adaptable vehicle encapsulation; payload submarine integration; weaponized unmanned vehicles; Next-Generation Advanced SEAL Delivery System; platform cost reduction; LAB arrays; improved towed array reliability; and quick, prompt, precision global strike payloads.

Corporate Business Executive (CBE)

Navy Enterprise Resource Planning (ERP)

- Will standardize business practices within the Navy.

- Sponsored by OPNAV N41 (Logistics), under direction of ASN (RD&A).

- NAVSEA deployment schedule is: mission funded sites in FY11 and Navy Working Capital Funded sites in FY12.

Navy Information Technology (IT)

- Directed by CNO for Mandatory Reduction of Navy IT Assets.

- OPNAV N6 will take control of Navy IT investments to ensure Navy enterprise-wide information safeguards, interoperability and return on investment.

- Echelon II Commands required to reduce IT assets by 51% by 2010.

- Justify to Naval NETWARCOM continued operation of an existing networks in lieu of NMCI.

- NGEN to replace NMCI in FY 11.

Global Shore Infrastructure Plan (GSIP)

- Long-term facilities plans used to translate Warfare Enterprise operational capability requirements to required infrastructure support.

- NAVFAC and CNIC led.

- Needed to achieve NAV 2030 standards and ensure Right Bases, Right Places, Right Capabilities, and Right Price; Aligns infrastructure investments with the Navy Strategic Plan (NAV 2035).

Intelligent Workbook

- Identifies the total work requirements of the Navy to efficiently and effectively mix manpower across the Total Navy Workforce to deliver the required output.

- Directed by CNO N1B MPT&E.

- POM-10 will identify the total work associated with the Contractor Component within each Warfare Enterprise and Provider Domain.

Contracts

- Contracting process is driven by the Federal Acquisition Regulations.

- Primary contracting systems are DoD's Standard Procurement System (SPS), Navy's SeaPort-e, and the Federal Procurement Data System - Next Generation (FPDS-NG).

- Warfare Centers award several hundred contracts valued at more than $4B annually.

Workforce

- Enable fulfillment of CNO Guidance, NAVSEA Guidance.

- Acquire and sustain the right force, the right readiness at the right cost.

- Achieve a vision of One Warfare Center Workforce.

- Shape the workforce to support current and future workload demand and technical authority and sustain Navy unique technical capabilities.

Diversity

- Assistant Secretary of the Navy for Manpower and Reserve Affairs issued guidance to increase our representation of persons with targeted disability.

- Meet the mission goals of the organization, utilizing a diverse and wide applicant pool.

- Foster an environment of inclusiveness and respect for others' opinions.

- Foster relationships w/ external organizations to bring in a diverse workforce.

- Develop a culture that respects differences and leverages diversity of thought, background, and experiences to solve complex problems.

Continuous Improvement: Lean

- Focus shifted from building infrastructure to producing results; accelerate Enterprise maturity.

- High level Navy and DoD guidance: SECDEF, SECNAV, CNO, NAVSEA.

- Training requirements for Senior Leaders (Champion Training 2007) – GS15 equivalent and above; High Impact Core Value Streams (HICVS) are DMAIC 2007.

Notes

CARDEROCK DIVISION
Carderock, Maryland

CORONA DIVISION
Corona, California

CRANE DIVISION
Crane, Indiana

DAHLGREN DIVISION
Dahlgren, Virginia

COMBAT DIRECTION SYSTEMS ACTIVITY
Dam Neck, Virginia

INDIAN HEAD DIVISION
Indian Head, Maryland

KEYPORT DIVISION
Keyport, Washington

PANAMA CITY DIVISION
Panama City, Florida

NAVSEA
WARFARE CENTERS

NAVAL SHIP SYSTEMS ENGINEERING STATION
Philadelphia, Pennsylvania

NEWPORT DIVISION
Newport, Rhode Island

EOD TECHNICAL DIVISION
Indian Head, Maryland

PORT HUENEME DIVISION
Port Hueneme, California

NAVSEA HEADQUARTERS WASHINGTON NAVY YARD
Washington, D.C.