



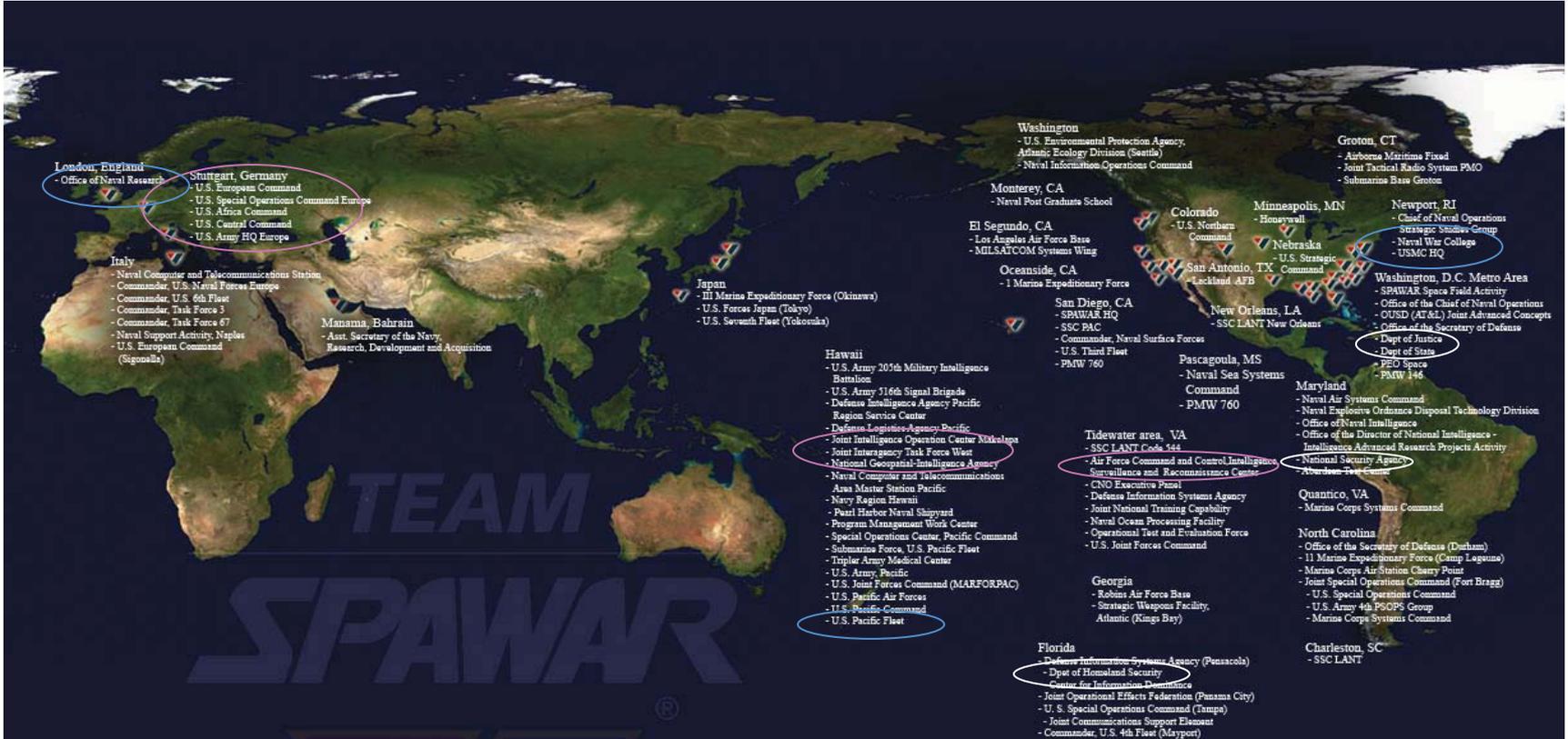
# SSC Pacific Update

Captain Mark Kohlheim, Commanding Officer  
Space and Naval Warfare Systems Center Pacific

SSC Pacific ... on Point and at the Center of C4ISR

# State of the Lab

# Team SPAWAR - Global Presence



# SSC Pacific's Global Influence!

**California**  
 ASN RDA CHENG – Architecture  
 COMNAVSURFPAC – Science Advisor  
 NMAWC – Science Advisor  
 I-MEF – Science Advisor, KM  
 JPEO JTRS – ACO, FMS, T&E, CISCHR, LAAFB – GPS JPO  
 PEO C4I – S&T, T&E, FMP, SCN, NITES, MDA, DDG 1000, Networking, Centrix, CANES, IT-21, DWTS, EPLRS, SINCGARS, NAVSSI, HF Comms, CDL, CJR, CCOP, SSEE, FMS, SUB HDR, ...  
 PEO EIS – One-Net, Architecture  
 PEO S - Program Management  
 PEO Space – MUOS GTS, Payload, B3, EVM  
 SPAWARSSYSCOM – Fleet Support, NMCI, MPT, C&A, Installations, Fn, Exp, Crypto, Installs, C3F, CMOC, IT, ...  
 NPS – SPAWAR Coord  
 NAVSEA – SURTASS  
 MCSW – TSAT  
 THIRDFLT – CMOC, Engineering

**Washington State**  
 Seattle – MESO East

**Colorado**  
 NORTHCOM – GCCS/COP, J7 LNO, KM

**London, England**  
 ONR – Associate Director

**Italy**  
 NAVEUR / SIXTHFLEET – GCCS  
 EUCOM – CSEL

**Japan**  
 III MEF – Science Advisor (Okinawa)  
 USFJ – GCCS-M C4ISR Support

**Central**  
 STRATCOM – JFCOM J7 LNO  
 Lackland AFB – C4ISR CM

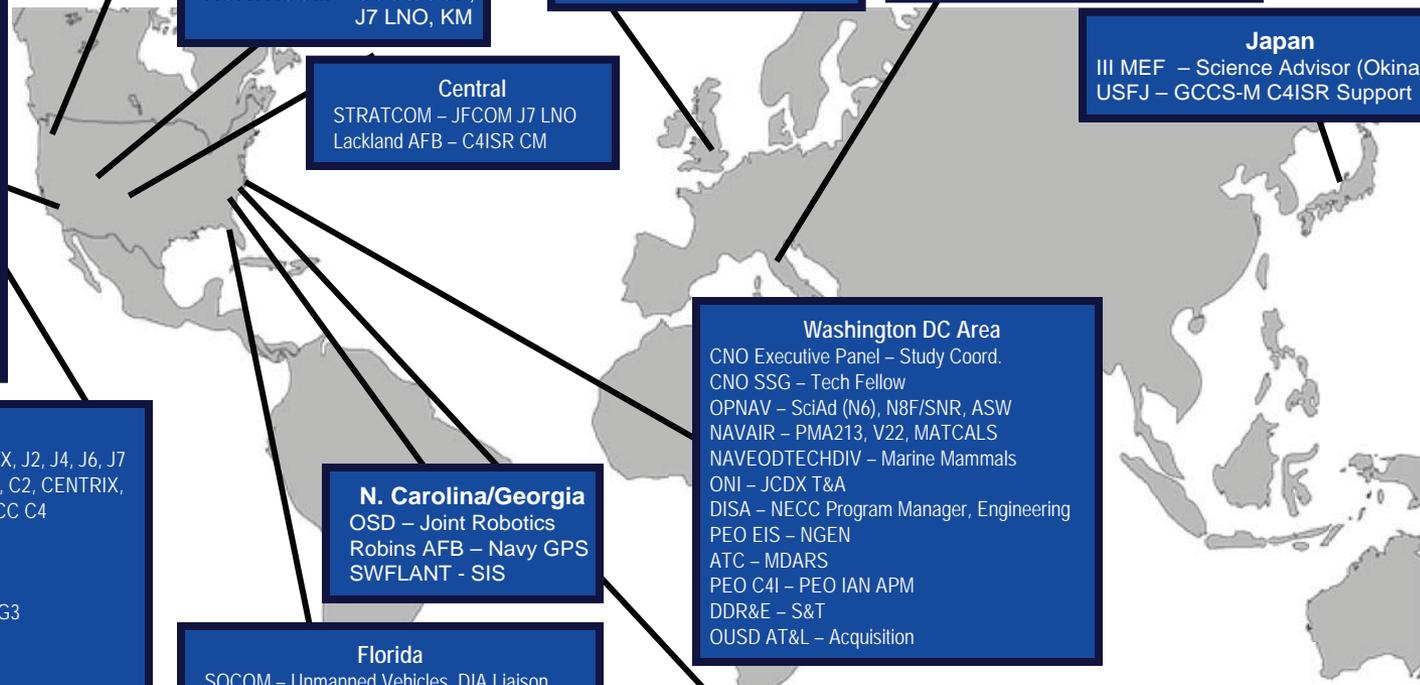
**Hawaii**  
 PACOM – Science Advisor, JOC, NetOps, CENTRIX, J2, J4, J6, J7  
 COMPACFLT – Science Advisor, COP, N6, N2, N5, C2, CENTRIX, GCCS, INMARSAT, CAS, JTF 519, AT/FP, FCC C4  
 COMSUBPAC – N4, N6, N7, C4ISR Engineering  
 TRIPLER ARMY MED CTR – Engineering  
 NCTAMSPAC – PRNO, CENTRIX  
 USARPAC – JTF Homeland Defense– PLMR, G2, G3  
 COMNAVREG – Network Engineering  
 NCTAMS PAC – Engineering  
 SPAWARSSYSCOM – NMCI  
 DLA-P – IA  
 PHNSY - IA  
 PACAF – CIDSS, 13AF A9  
 205th MI BN – G2 Engineering  
 DIA Pacific RSC – Engineering  
 JIATF West – J2, J6, Interagency Coord., Engineering  
 JIOC Makalapa - Engineering  
 MARFORPAC – Science Advisor, G2, G6, C2, JIOC  
 SOCPAC – SOJ6, Architecture  
 NGA - Engineering

**N. Carolina/Georgia**  
 OSD – Joint Robotics  
 Robins AFB – Navy GPS  
 SWFLANT - SIS

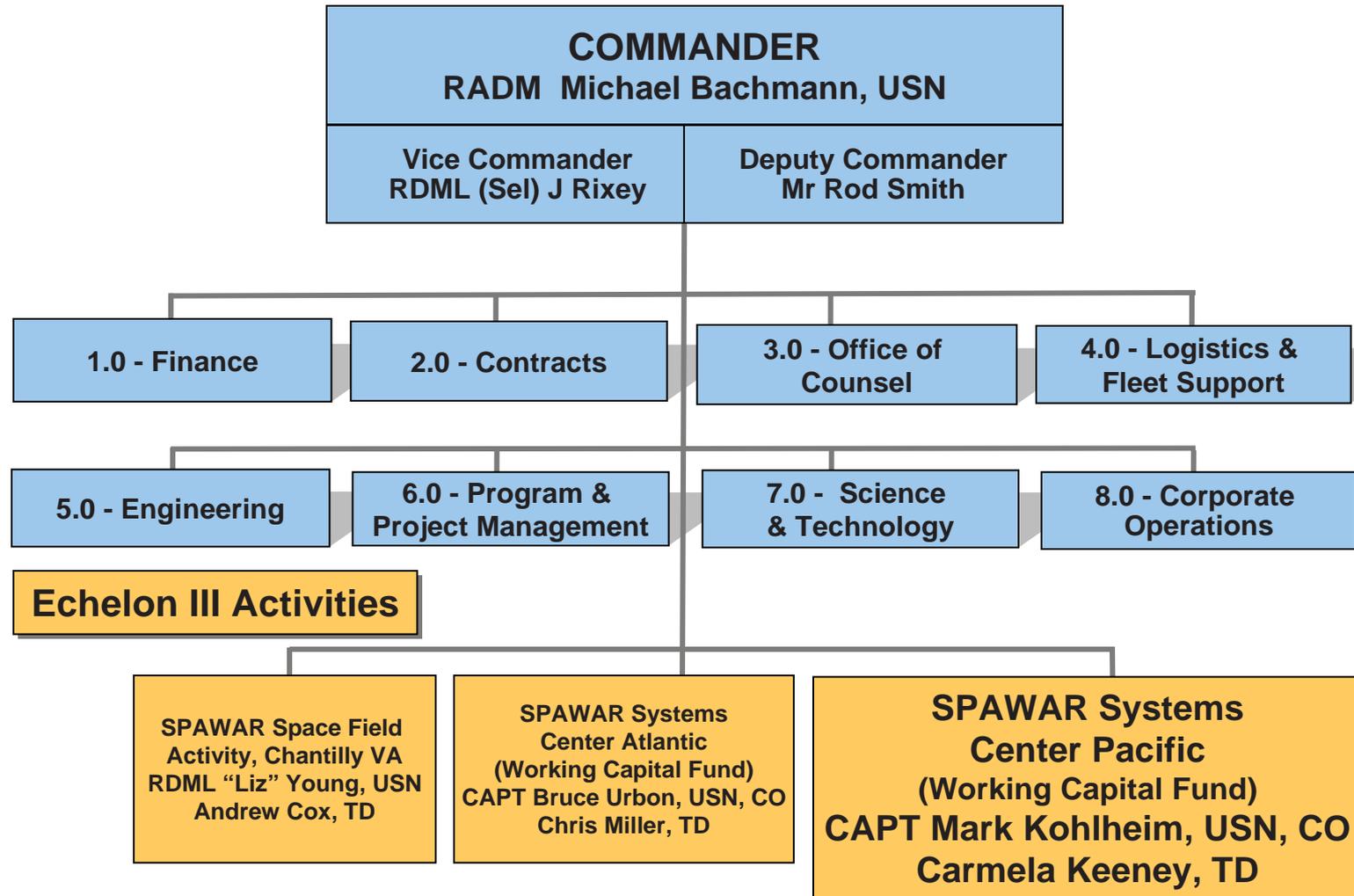
**Washington DC Area**  
 CNO Executive Panel – Study Coord.  
 CNO SSG – Tech Fellow  
 OPNAV – SciAd (N6), N8F/SNR, ASW  
 NAVAIR – PMA213, V22, MATCAL  
 NAVEODTECHDIV – Marine Mammals  
 ONI – JCDX T&A  
 DISA – NECC Program Manager, Engineering  
 PEO EIS – NGEN  
 ATC – MDARS  
 PEO C4I – PEO IAN APM  
 DDR&E – S&T  
 OUSD AT&L – Acquisition

**Florida**  
 SOCOM – Unmanned Vehicles, DIA Liaison, Team SPAWAR Liaison  
 JOEF – S&T Manager  
 USCG - Engineering

**Tidewater Area**  
 JFCOM – J7, JNTC  
 SSC PAC – DISA/NECC, C2  
 OPTEVFOR – Engineering  
 Air Force C2 Recon Center – ISR  
 NOPF – IUSS, SURTASS



# Team SPAWAR – Competency/IPT Alignment



- PEO C4I**  

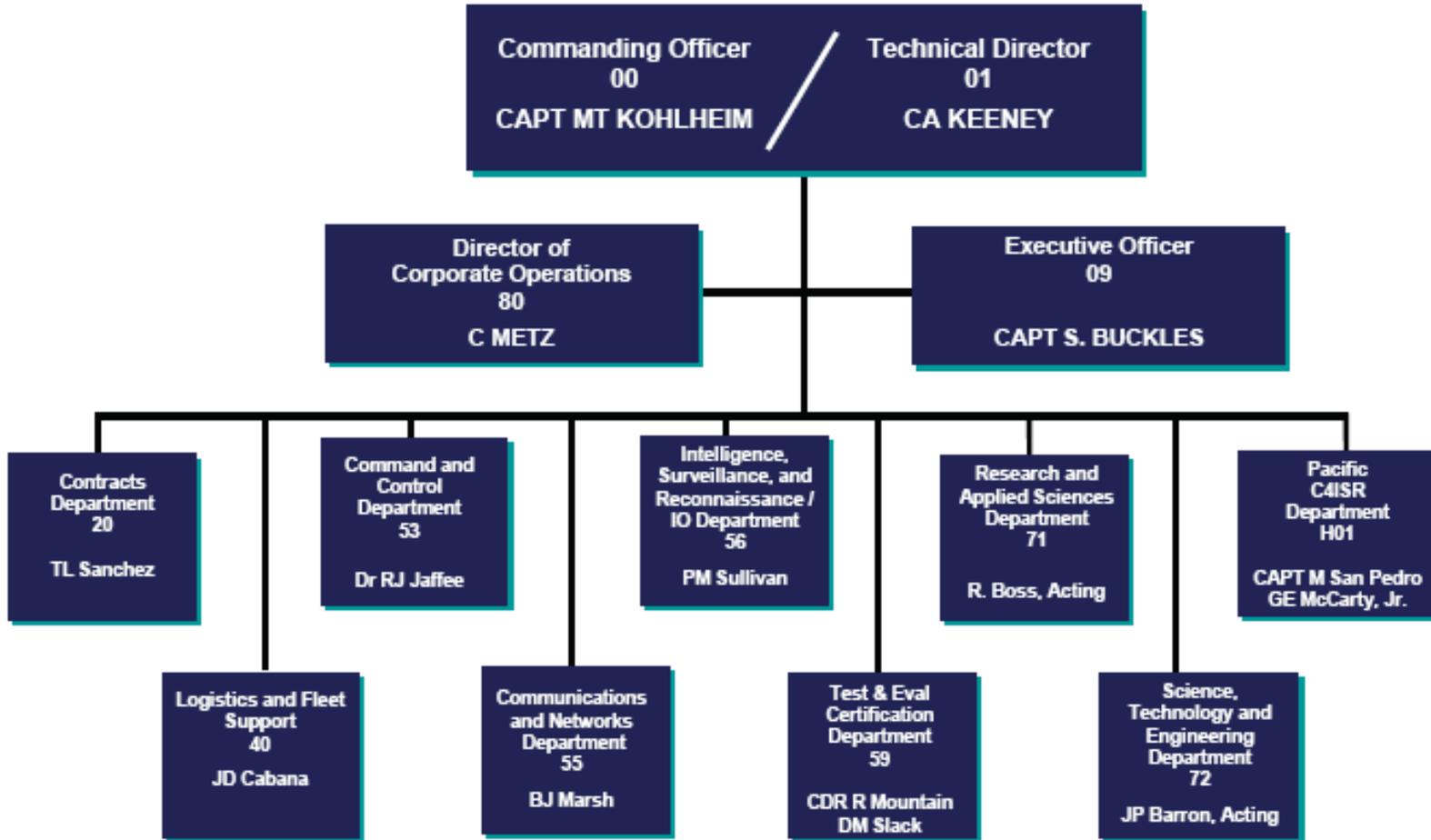
- PEO EIS**  

- PEO Space Systems**  

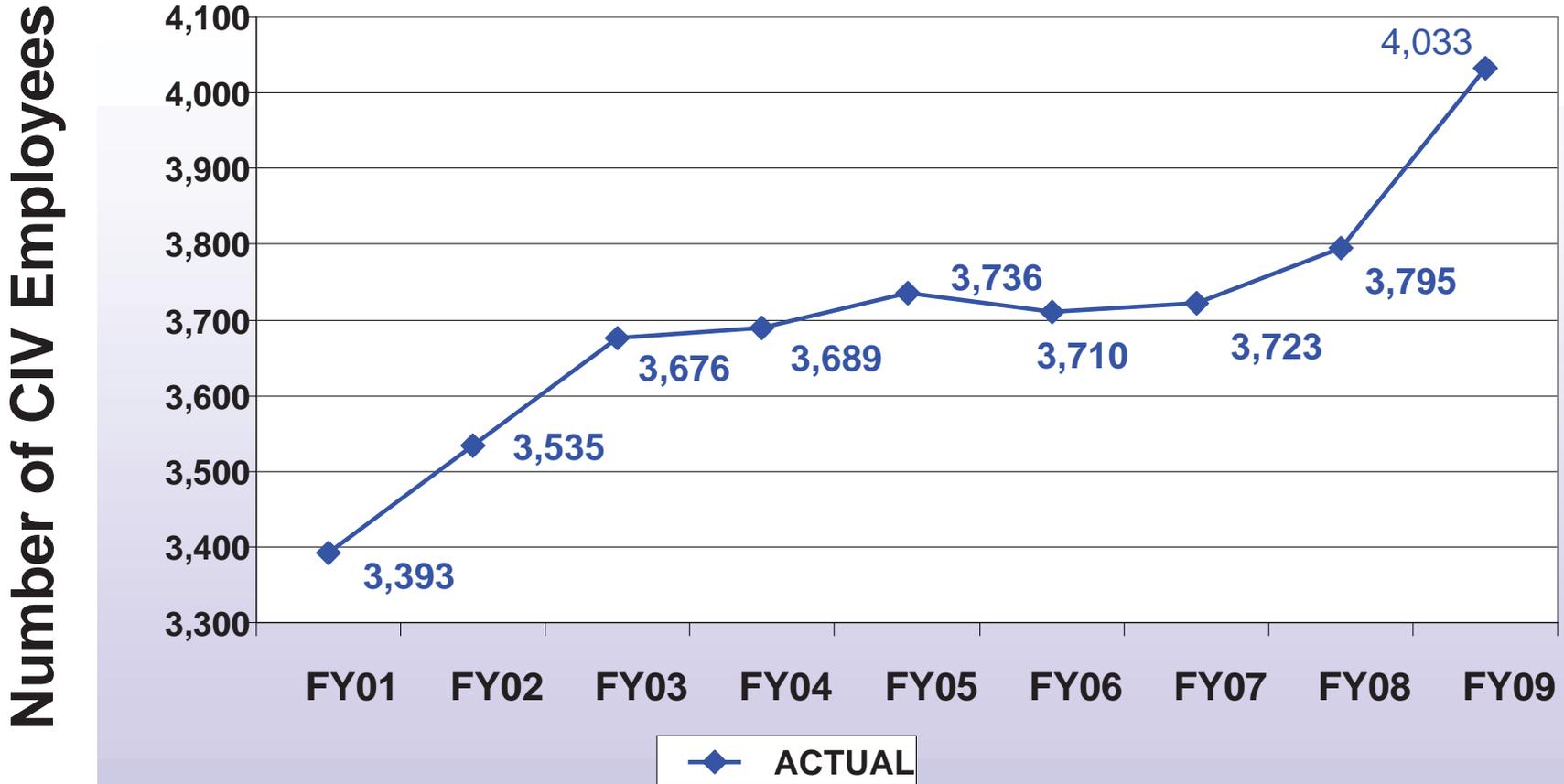
- JPEO JTRS**  



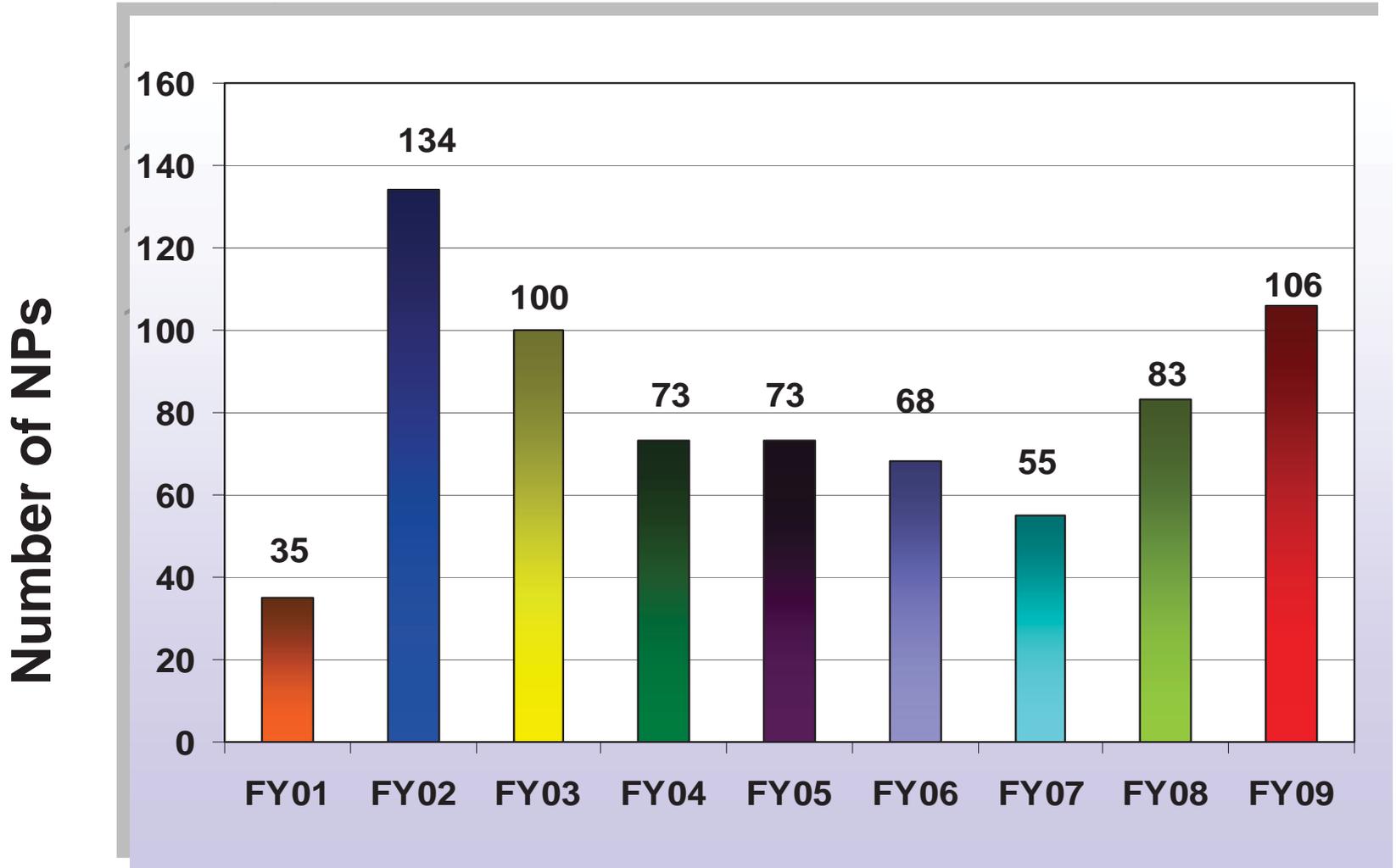

# SSC Pacific Organization Chart



# End Strength (civilian employees)

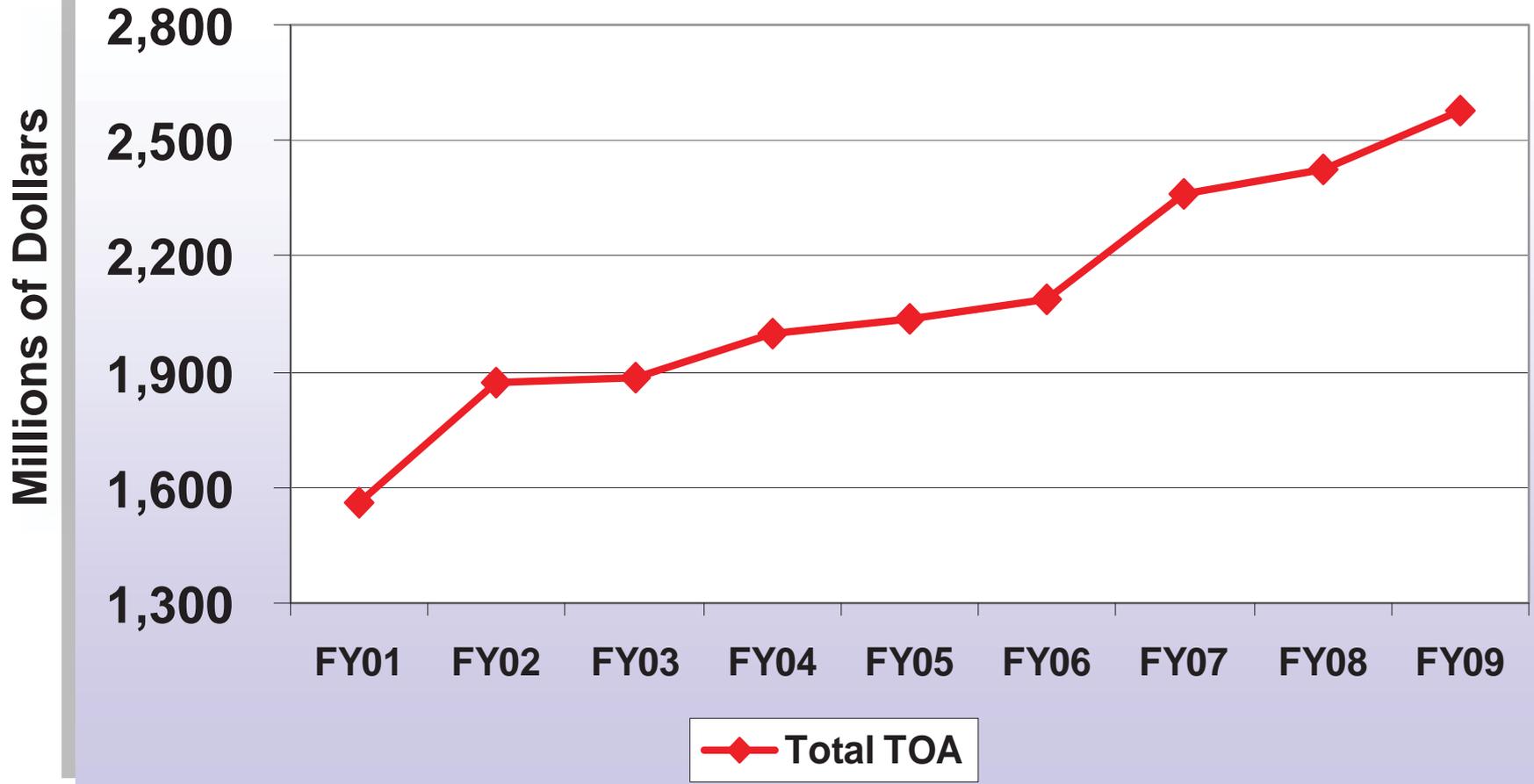


# New Professional (NP) Hires



# FY'09 Funding (Total Obligation Authority)

**FY'09 TOA \$2.6B**





## Where the money goes...

... total obligation authority for FY'09 grew to more than \$2.6B. More than 65% of that amount went toward supporting our growing partnerships...

... the Lab once again proved itself one of San Diego's strongest economic engines as the number and value of contracts during ... last fiscal year exceeded 6,000 transactions with a combined net worth of more than \$1.1B.

Forty one percent of the \$1.1B went to small businesses exceeding our Navy assigned goal...

# SSC-Pacific Small Business Awards FY09

## Preference programs (actuals and targets)

<b>SB</b>	<b>HUB</b>	<b>SDB</b>	<b>WO</b>	<b>SDVET</b>	<b>VOSB</b>
<b>41.95%</b>	<b>2.93%</b>	<b>16.70%</b>	<b>11.43%</b>	<b>2.61%</b>	<b>6.61%</b>

Targets: 35.25%      3.00%      9.05%      4.22%      3.00%      3.00%

### Total Dollars Awarded \$489,136,327

✓ Amount to Large Business	\$283,943,155	58.05%
✓ Amount to Small Business	\$205,193,172	41.95%
✓ HUBZone Small Business	\$55,906,188	02.93 %
✓ Small Disadvantaged Business/8(a)	\$82,636,837	16.70 %
✓ Service-Disabled Veteran-Owned SB	\$12,726,371	02.61 %
✓ Veteran Owned SB	\$32,347,375	06.61 %
✓ Woman-Owned Small Business	\$55,906,188	11.43 %

Some companies are listed under two categories so numbers will not total correctly. SDVO are counted under VO.

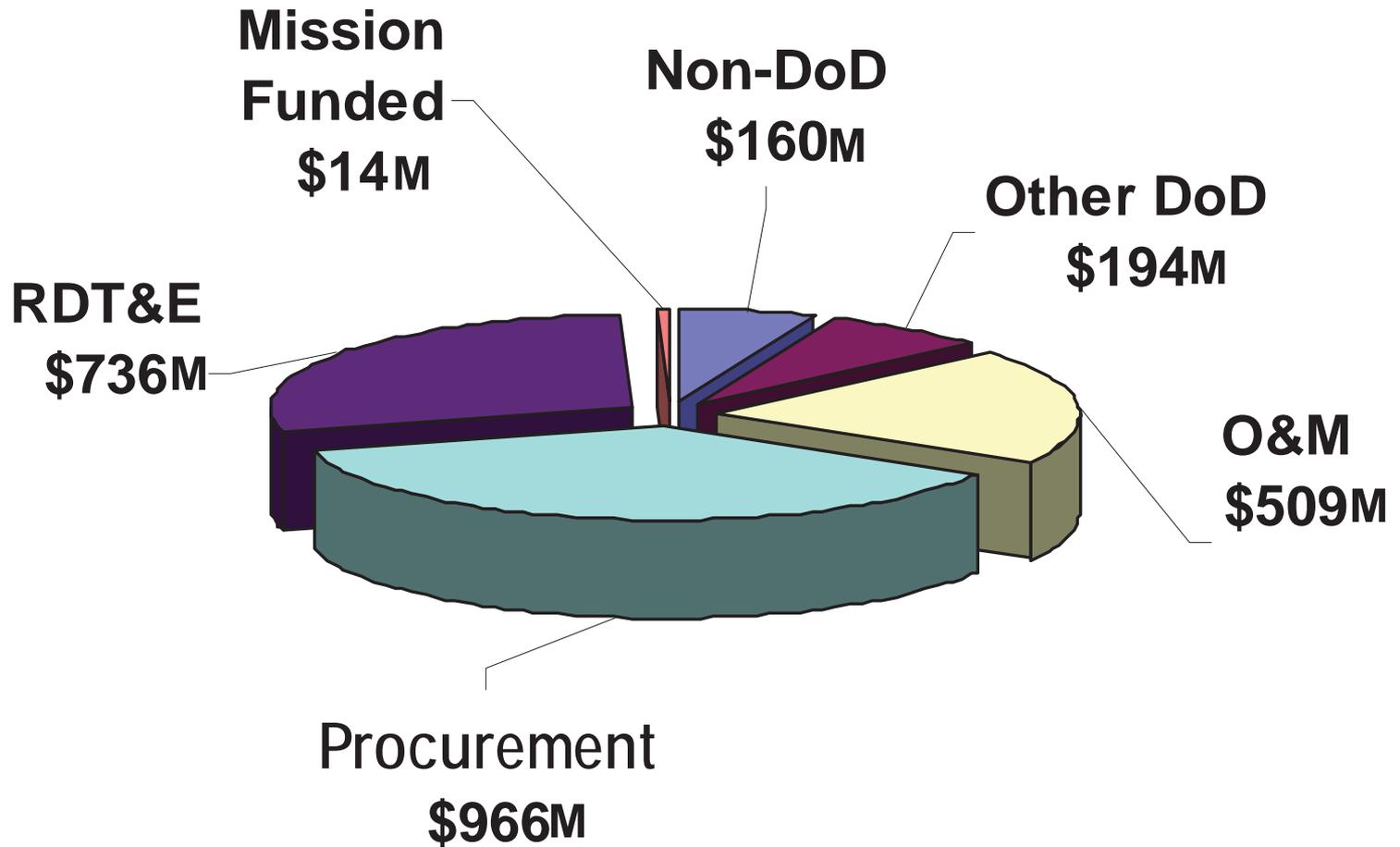


# Small Business Office – Outreach Events

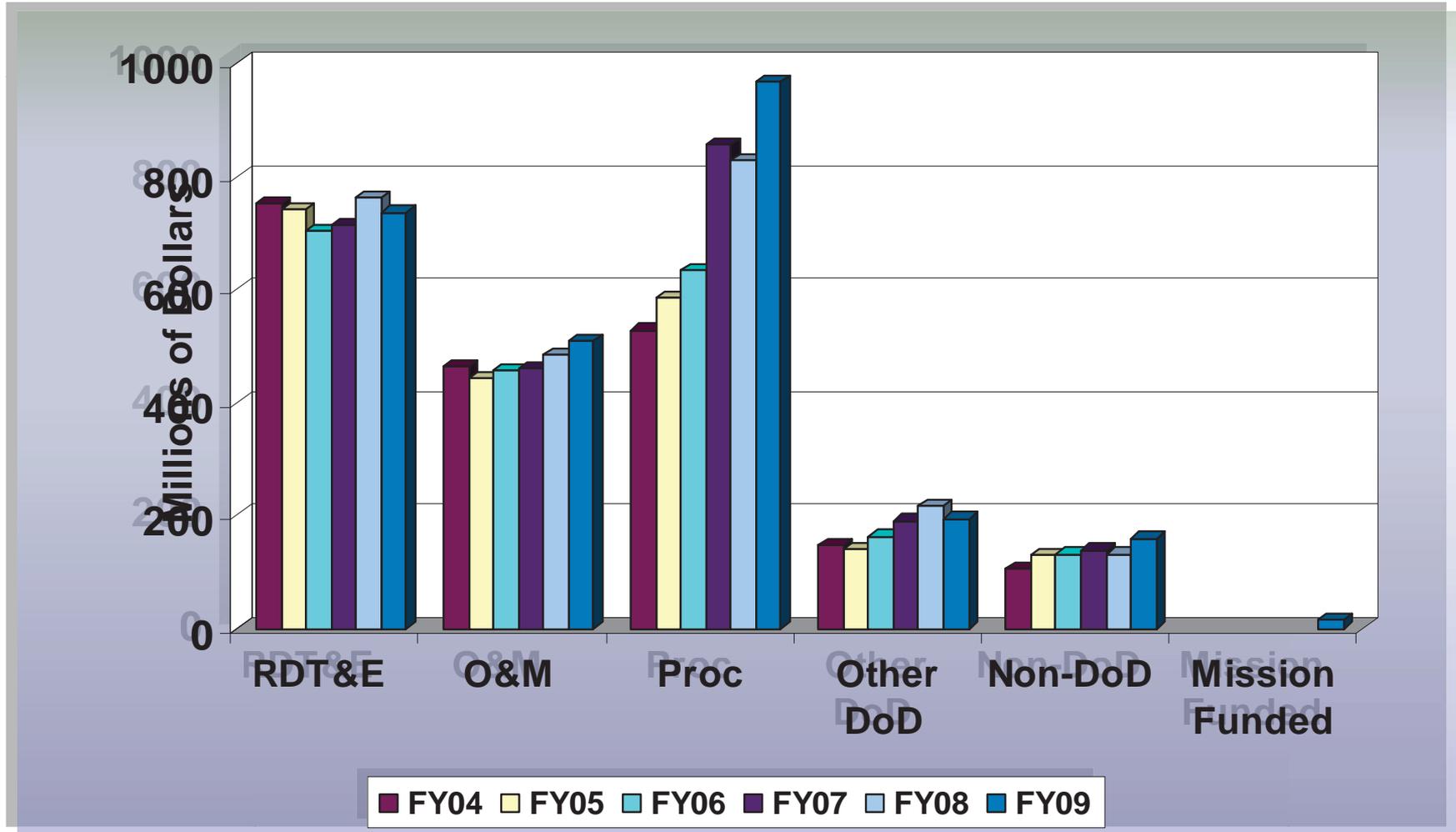
- ▼ **2009 Navy Small Business Gold Coast Conference** at the San Diego Convention Center – over 1500 attendees
- ▼ **NDIA/SPAWAR Small Business Committee’s Quarterly Forum** hosted by Large Businesses to identify subcontracting opportunities for Small Businesses – four events – approximately 400 attendees. Attendees included reps from Congressman Hunter’s and Congressman Filner’s offices, along with state, county, city officials.
- ▼ **Santee Chamber of Commerce, City of Santee and Congressman Duncan Hunter’s Outreach Event** – 50 small businesses attended
- ▼ **SPAWAR System Center, Pacific’s Executive Forum** – four events – approximately 500 attendees (large & small businesses)



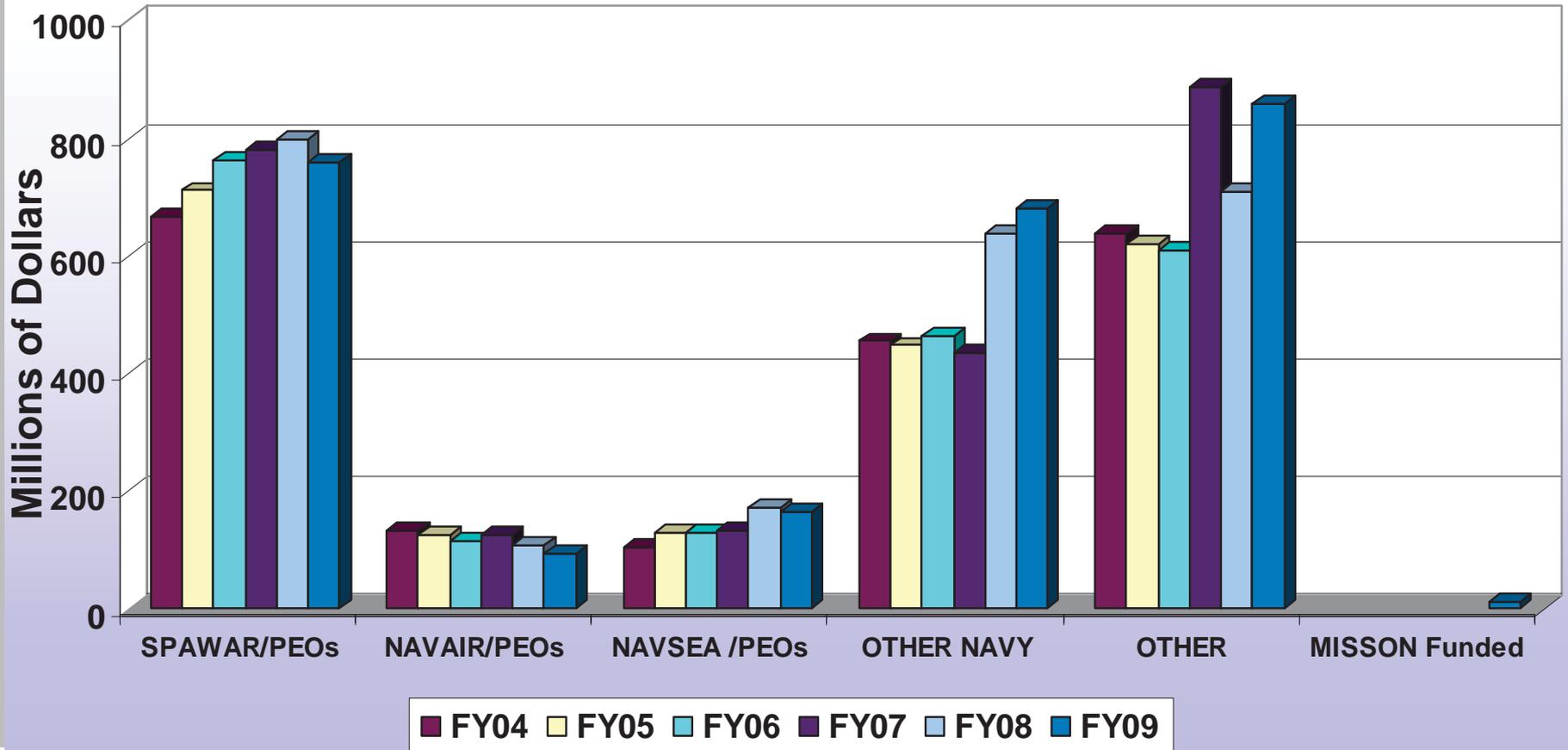
# FY09 Total Funding By Type (\$M)



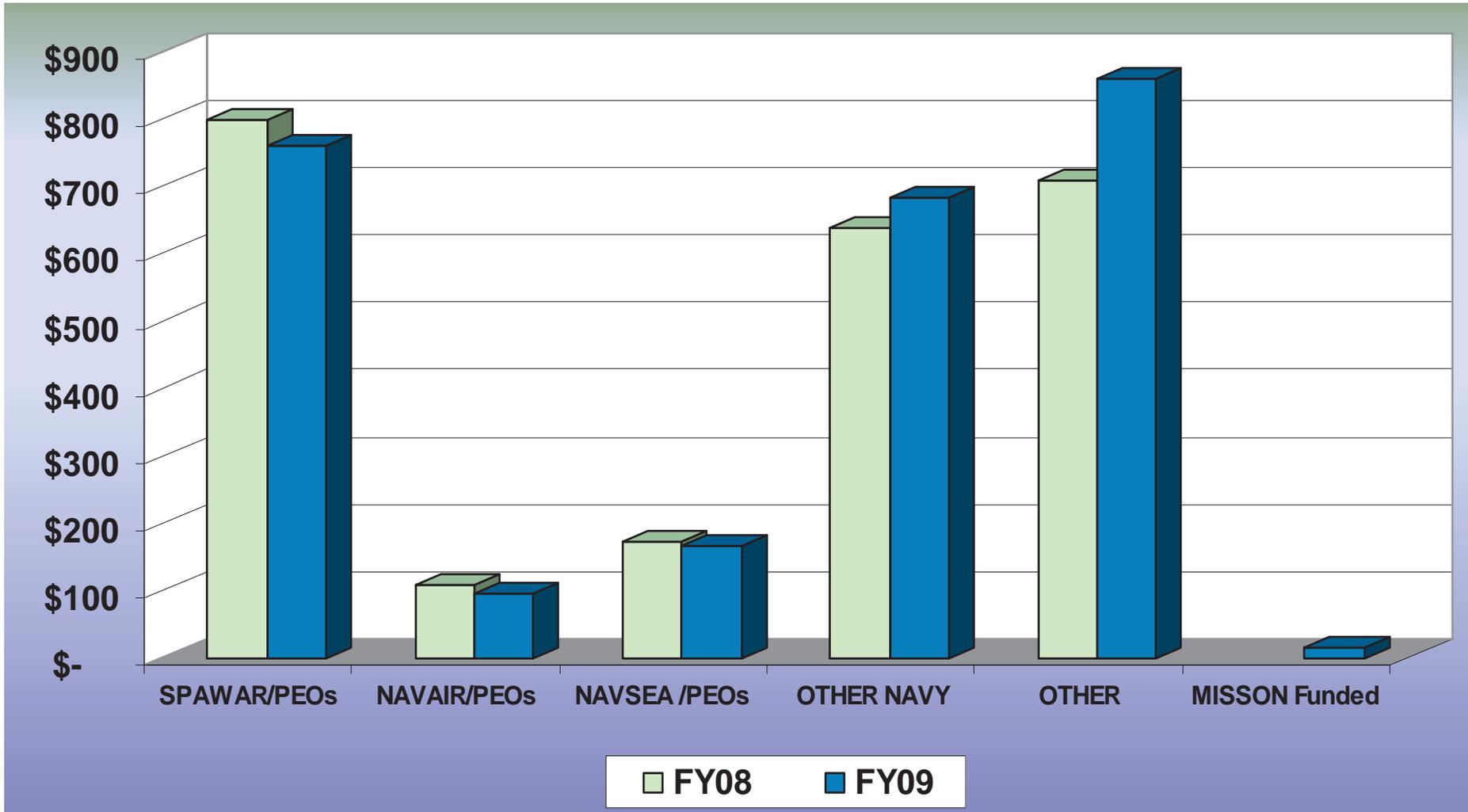
# Funding Trends by Type (FY04 – 09)



# Funding Trends By Sponsor (FY04 - 09)



# FY08 – FY09 Funding Comparison by Sponsor



# Distribution of Costs (FY04 - 09)

## Competition:

Target - 80%. Achieved 88% (Exceeded Goal)

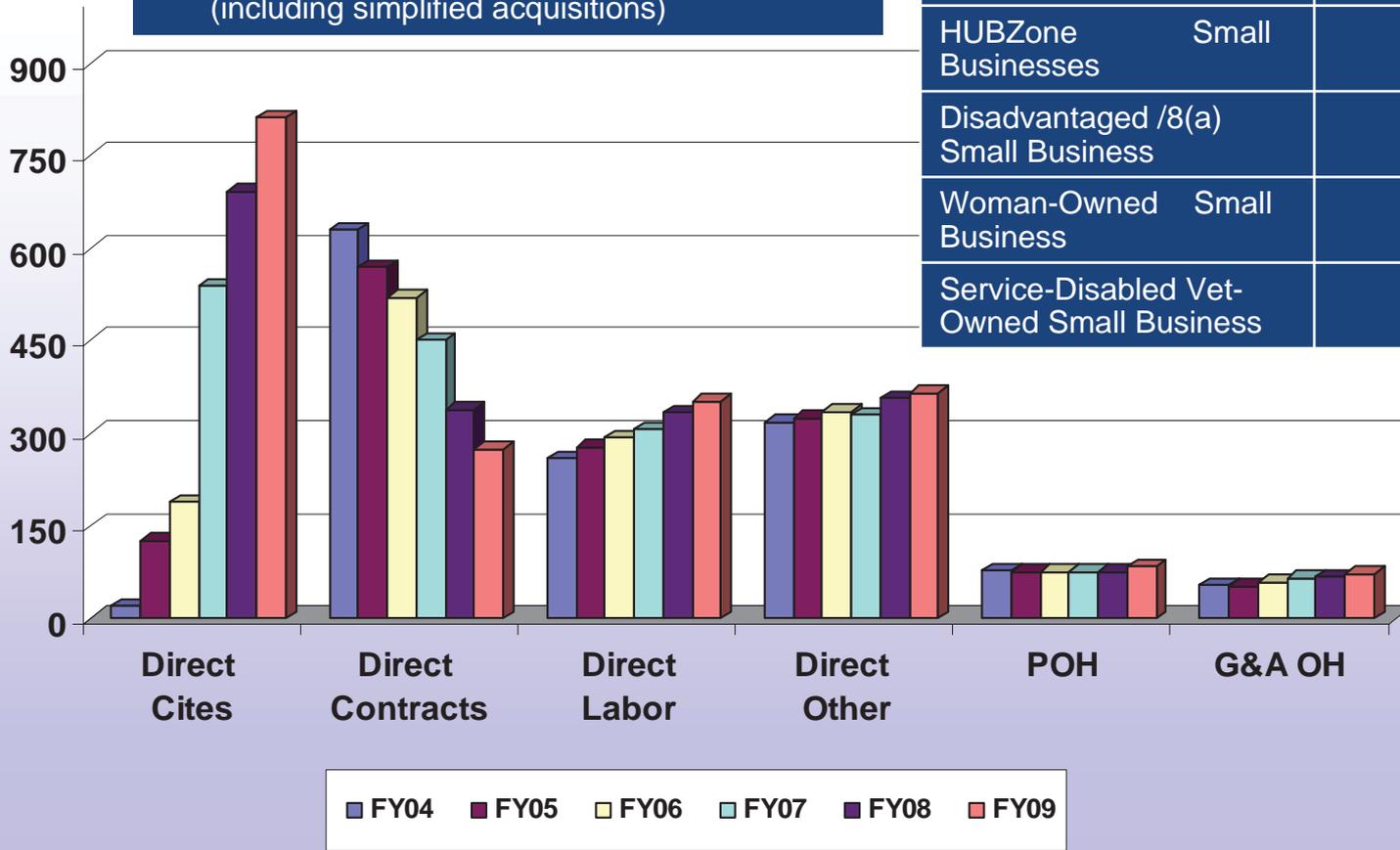
**Active contracts:** 417 (including grants)

**Firms awarded contracts:** 1,185  
(including simplified acquisitions)

## Small Businesses

TYPE	Achieved	Target
Small Business Awards	41.95%	35.25%
HUBZone Small Businesses	2.94%	3.00%
Disadvantaged /8(a) Small Business	16.70%	9.05%
Woman-Owned Small Business	11.42%	4.22%
Service-Disabled Vet-Owned Small Business	2.60%	3.00%

Millions of Dollars



# Patents / Tech Transfer (T2)




10 U.S.C. § 2563/ § 2539B



- 18 CRADAs at SSC Pacific
- 20 CRADAs in pipeline
- 417 Active contract including grants
- 1,080 firms, including simplified acquisition
- Work for Private Parties

## SSC Pacific ranked 6th compared to San Diego based corporate patent recipients

Rank	Company	2008
1	Qualcomm (Wireless)	283
2	Callaway Golf (Sporting Goods)	64
3	SAIC (IT, Contractor, R&D)	41
4	Kyocera Wireless (Wireless)	38
5	Cymer (Laser, Semiconductors)	34
6	SSC Pacific (US Government)	24
7	AMCC (Semiconductors)	22
7	Isis Pharmaceuticals (Biotech)	22
9	Fallbrook Technologies (Automotive)	21
10	Gen-Probe (Biotech)	19

**Elemental Wireless, LLC Patent License Agreement**  
Largest ever (\$2.31M) upfront payment negotiated by Navy and DoD

# Environmental Scan

# Major Trends

- ▼ Globalization
- ▼ Emergence of New Powers
- ▼ Climate Change
- ▼ Terrorism
- ▼ Proliferation of WMD
- ▼ Increased Need for Hybrid Warfare
  
- ▼ The world will become even more dependent on cyberspace networks
- ▼ Worldwide energy demand will continue to increase, amplifying the importance of energy security/efficiency
- ▼ The U.S. military has seen its relative power decline as other militaries gain power

# Challenges

- ▼ Global redistribution of economic power
- ▼ Political flux in a non-polar world
- ▼ Impact of the information technology revolution
- ▼ Energy and environmental security
- ▼ Fragile states and ungoverned spaces
- ▼ Transnational movements and terrorism
- ▼ Changing character of war

# Implications

- ▼ **Economic power shifting** to nations previously at the “periphery” of the global economic system
- ▼ A transition to a **global market system** that accommodates emerging or resurgent powers
- ▼ Technology developments that shift “**power to the edge,**” giving non-state actors the ability to perturb international stability and challenge hierarchical structures
- ▼ **Increased competition for diminishing resources,** compounded by environmental issues that require multinational solutions
- ▼ **Weak states and ungoverned areas** serve as fertile ground for a host of security challenges, including piracy, trafficking, terrorist havens, and pandemic outbreaks

# Implications (continued)

- ▼ **Modes of warfare changing**, challenging traditional forces to adapt to “hybrid” challenges, while also blending the necessity for humanitarian operations
- ▼ **Non-state transnational actors**, both benign and malignant, today have an unprecedented ability to influence the international system
- ▼ **WMD proliferation** a constant concern; advances in biological and chemical science and technology portend unknown impact on WMD availability and proliferation

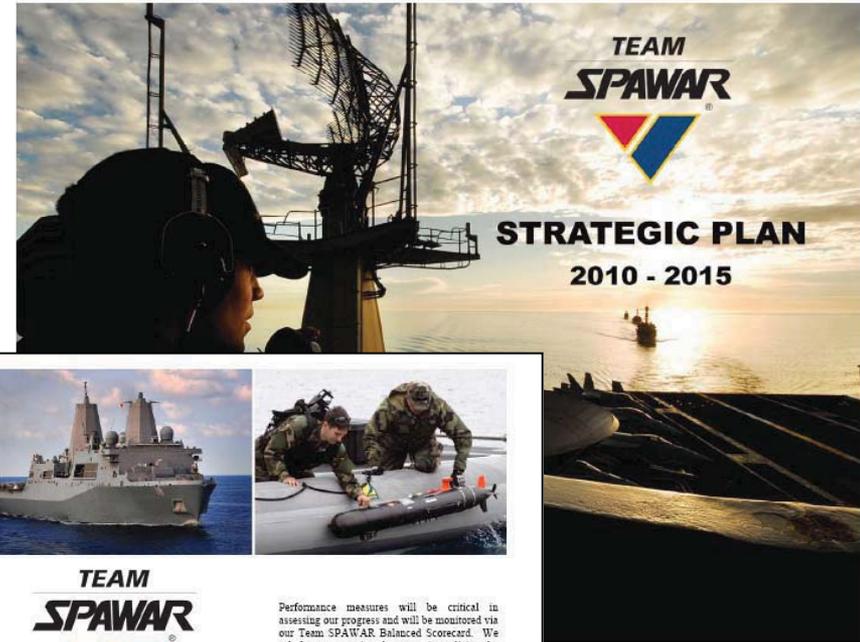
“The U.S. Department of Defense is the largest organization in the world. It executes a *budget more than twice that of the world's largest corporation*, has *more personnel than the populations of a third of the world's countries*, and *provides medical care for as many patients as the largest health management organization*. The size and complexity of the Department's business operations and the rapid pace of change in the business environment, set against the backdrop of two major campaigns and worldwide economic uncertainty, make it imperative that we create more agile, responsive, and efficient business operations.”

Secretary William Lynn, Deputy Secretary of Defense  
Foreword to the 2009 Strategic Management Plan  
July 31, 2009

# Strategic Thrust Areas

# Team SPAWAR Strategic Plan 2010-2015

- Develop & Deliver Sustainable Capability through Business & Acquisition Excellence
- Develop a Culture of Productivity
- Refresh, Shape, Develop and Enable a Diverse Workforce



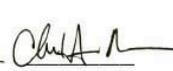

In order to truly deliver on our promise to the warfighter, every member of Team SPAWAR – from Headquarters to the program executive offices to the systems centers – must embrace common goals supporting the greater good of the Navy and our nation. To ensure we achieve our goals and objectives, annual guidance will outline specific directives in support of our overarching strategies and their contributing objectives.

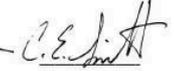
Performance measures will be critical in assessing our progress and will be monitored via our Team SPAWAR Balanced Scorecard. We ask for your continued support in realizing the Team SPAWAR vision.

**TEAM SPAWAR**



  
 Michael C. Buchmann  
 Rear Admiral, U.S. Navy  
 Commander, Space and Naval Warfare Systems Command

  
 Chris A. Miller  
 Program Executive Officer  
 Command, Control, Communications, Computers, and Intelligence

  
 C. E. Smith  
 Rear Admiral, U.S. Navy  
 Program Executive Office  
 Enterprise Information Systems

  
 Eric Young  
 Rear Admiral, U.S. Navy  
 Program Executive Office  
 Space Systems

  
 Dennis M. Braun  
 Joint Program Executive Officer  
 Joint Tactical Radio System







- 2 -

# Center changes

- ▼ Navy ERP and Competency Alignment Organization (CAO)
- ▼ Strengthen Government Roles:
  - “Strategy to Balance Acquisition In-House and Contractor Capabilities”
  - National Defense Authorization Act for Fiscal Year 2008; SEC 802 Lead Systems Integrator
- ▼ Workforce Revitalization Initiatives
  - Revolving Fund Price Validation Team (RFPVT)
  - ASN (RDA) Systems Engineering & Integration Revitalization
  - Section 852 Acquisition Workforce Revitalization
- ▼ SEC 219 / Naval Innovative Science and Engineering (NISE)
- ▼ Designated a DoD Science and Technology Reinvention Laboratory (STRL)

“We’re threatened by the spread of the world’s deadliest weapons, by emerging cyber threats, and by a dependence on foreign oil that endangers our security and our planet. Poverty, disease, the persistence of conflict and genocide in the 21st century challenge our international alliances, partnerships and institutions and must call on all of us to reexamine our assumptions. These are the battlefields of the 21<sup>st</sup> century. These are the threats we now face.”

President Barack Obama  
Lincoln Hall Dedication Speech  
National Defense University  
Washington, D.C.  
March 12, 2009

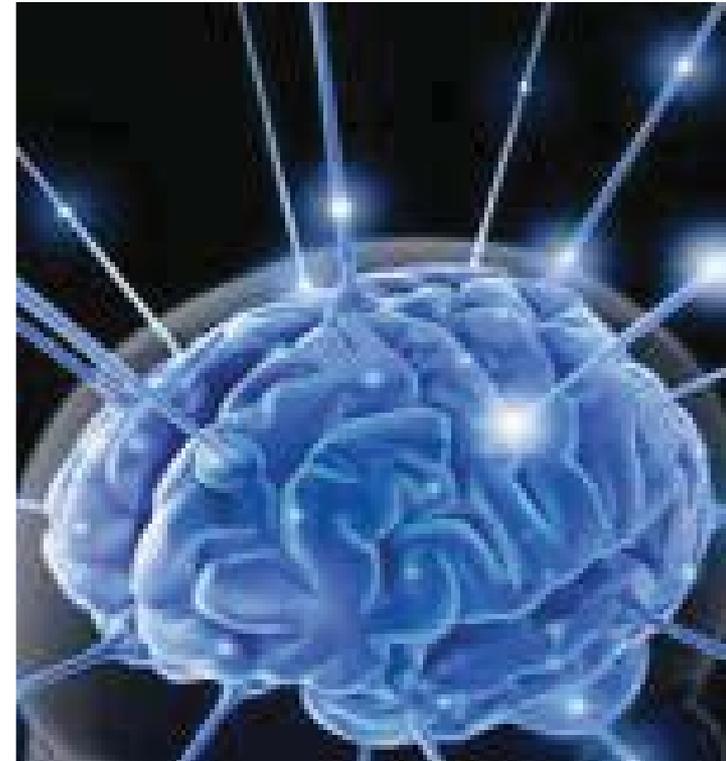


# Cyberspace – It's in our DNA

- ▼ We helped *envision the cyber domain* and all it could bring to the warfighter
- ▼ We *provided early demonstrations of cyber capabilities* that started a technology revolution in warfighting capabilities
- ▼ We continue to build *proof of concept prototype* capabilities that shape the evolution of the cyber domain
- ▼ We are the *Nation's only full service cyber (C4ISR, IT, IA, IO) research and engineering center* providing concept to warfighting and national capability

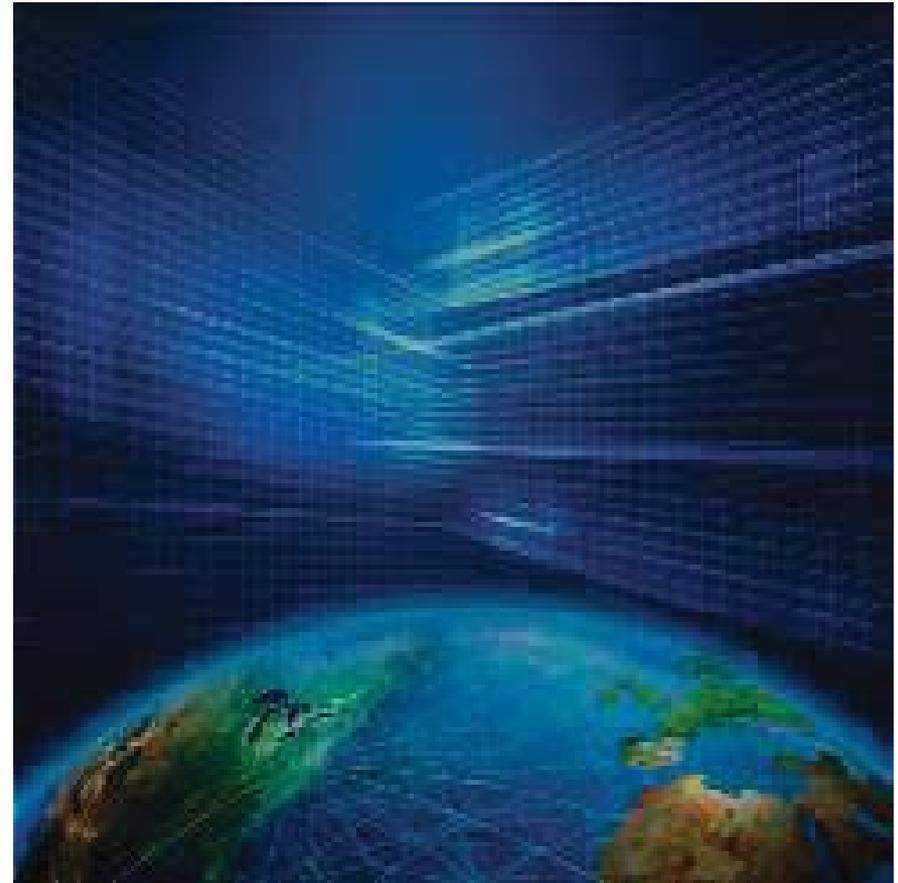
# Cyber as a Global Commons

- ▼ Cyber domain is *ubiquitous*
  - Cyber capabilities are changing the way the world thinks.
  - We expect it to be there whenever we need it.
  - We depend on it..., we can no longer imagine doing without it.
  - Part of *national critical infrastructure*
- ▼ It has become part of the *Global Commons*, much like the maritime domain and space domains.
- ▼ Our *national interests* require us to preserve and advance our ability to maneuver in this global commons



# SSC Pacific Cyber Innovation

- ▼ Ubiquitous Communications and Computing
- ▼ Information, Shaping and Cyber Operations (ISCO)
- ▼ Autonomous Systems
- ▼ Information Assurance
- ▼ Next Generation Internet

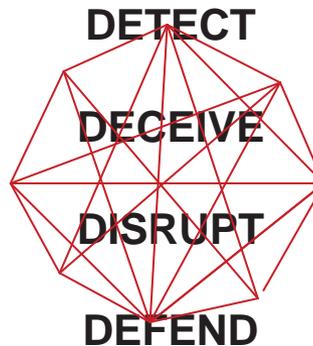
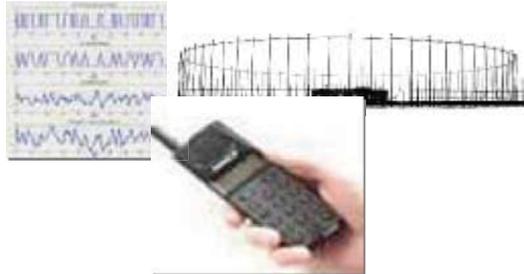


# Ubiquity Research Initiative

- ▼ Must consider what lies beyond Cyber ... the coming ubiquitous environment for computing and communications
- ▼ Convergence of networks (social, physical, biological) and technologies (nano, bio, IT, cognitive)
- ▼ SSC PAC is working with government and academia to help forecast what this environment might look like and identify its impact on DoD



# Information, Shaping and Cyber Operations



## Electronic Warfare (EW)

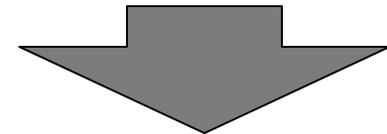
- ▼ Electronic Attack (EA)
- ▼ Electronic Support (ES)
- ▼ Electronic Protect (EP)

## CYBER OPERATIONS (CO)

- ▼ Computer Network Attack (CNA)
- ▼ Computer Network Exploitation (CNE)
- ▼ Computer Network Defend (CND)

## PERCEPTION MANAGEMENT (PM)

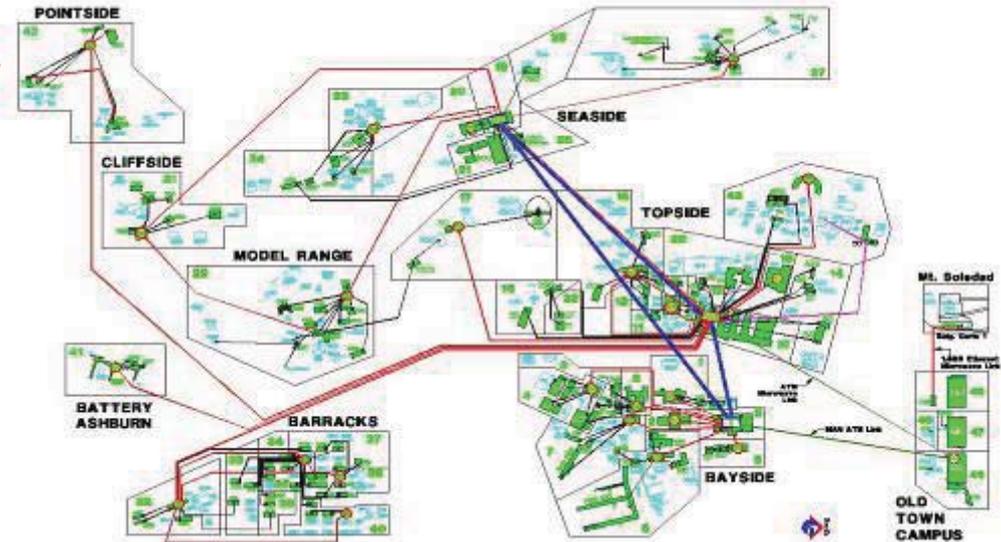
- ▼ Military Deception (MILDEC)
- ▼ Psychological Operations (PSYOPS)
- ▼ Operations Security (OPSEC)



**SHAPING**

# Pioneering Next Generation Internet

- ▼ IPv6 creates entire new space, meets new scaling requirements
- ▼ Defense Research and Engineering Network (DREN) partnered with SSC Pacific to advance implementation across DoD
- ▼ SSC Pacific:
  - ▼ selected DoD pilot project
  - ▼ NGEN architecture IPv6 Capable
  - ▼ full network upgrade in place three years ago



- ▼ 10 Gigabit backbone in hierarchy of 400 switches serving 150 buildings,
- ▼ Network "core" employs IPv6 switching operating at full "line rate,"
- ▼ Fully IPv6 enabled routing
- ▼ Address and connectivity for all users

***SSC Pacific is years ahead of the rest of DoD with IPv6***

# Cyber Warfare Support Procurements

- ▼ 3 Contract Actions
  - BAA (focused on S&T)
    - Issued 17 Sep 08
  - GENSER Contract (N66001-09-R-0079)
    - Multiple Award IDIQ CPFF
    - 2 Year Base, 3 1-Year Award Terms
    - Approximate \$249M Target Ceiling
- ▼ SSC Pacific Center-Wide Vehicle
  - Industry Reviewed SOW
  - RFP Synopsis in FedBizOps
  - RFP DEC 09
  - Target orals late FEB, early MAR 09
  - Target award APR 10
  - Classified Contract
    - In Process

Subject  
To  
Change



# Cyber Warfare Support – Types of Activities

- ▼ Computer Network Operations, including Attack, Defend and Exploit
- ▼ Understanding aspects of human behavior and cognitive functions to influence decision making
- ▼ Ubiquitous Communications and Computing Environment
- ▼ Modeling, Simulation and Visualization of the future environment
- ▼ Perform basic and applied research in Cyber Warfare, its enabling technologies, techniques, and theory
- ▼ Analyze, design, develop, document, integrate, test, install and maintain Cyber Warfare and enabling capabilities

# Cyber Warfare Support – Types of Activities

- ▼ Provide Systems Engineering and Integration support to improve overall effectiveness of Cyber Warfare and enabling systems, services and functions
- ▼ Associate information posted in cyberspace to a physical identity and originating location
- ▼ Provide support for Cyber Warfare experiments, exercises, and other events
- ▼ Conduct Cyber Warfare Modeling and Simulation, wargaming and analysis

# Recent Cyber Activity

- ▼ Created Cyber Skunk Works in FY09
  - Builds off longstanding expertise in IA and CND
  - Facilitates cyber-based competition within the Lab
- ▼ Built **new SCIF facility** for computer network operations tool development, integration, and testing
- ▼ Participated in Source Selection Committee for **DARPA's National Cyber Range**
- ▼ Working with DARPA Trust In Integrated Circuits Program



# FY09 Select Technical Highlights

## Diurnal Star Tracker

*Supports Ballistic Missile Defense*



## Energy Harvesting

*Maintenance-free power source*

## MIUW Surveillance System

*Protects U.S. forces in Kuwait and Iraq*



## 2009 Federal Laboratory Consortium (FLC) Far West Awards

### "Leave-behind" sensor



JAN 2010



### Haptic Glove

## Robotic Relay Comms



## High Performance Computing

*Maintenance-free power source*

# "On The Front Lines of Discovery and the Fight... "



OSC(SW) Mike E Myers



LCDR Brian Harbison



Keyko McDonald, ISR



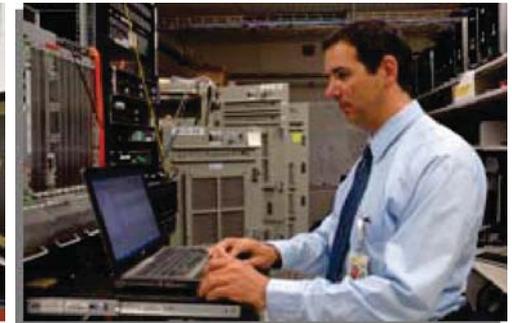
AZ1 Ligia S Velaquez



SKC(AW/SW) Arturo M. Hurel



Heidi Buck, RAPIER

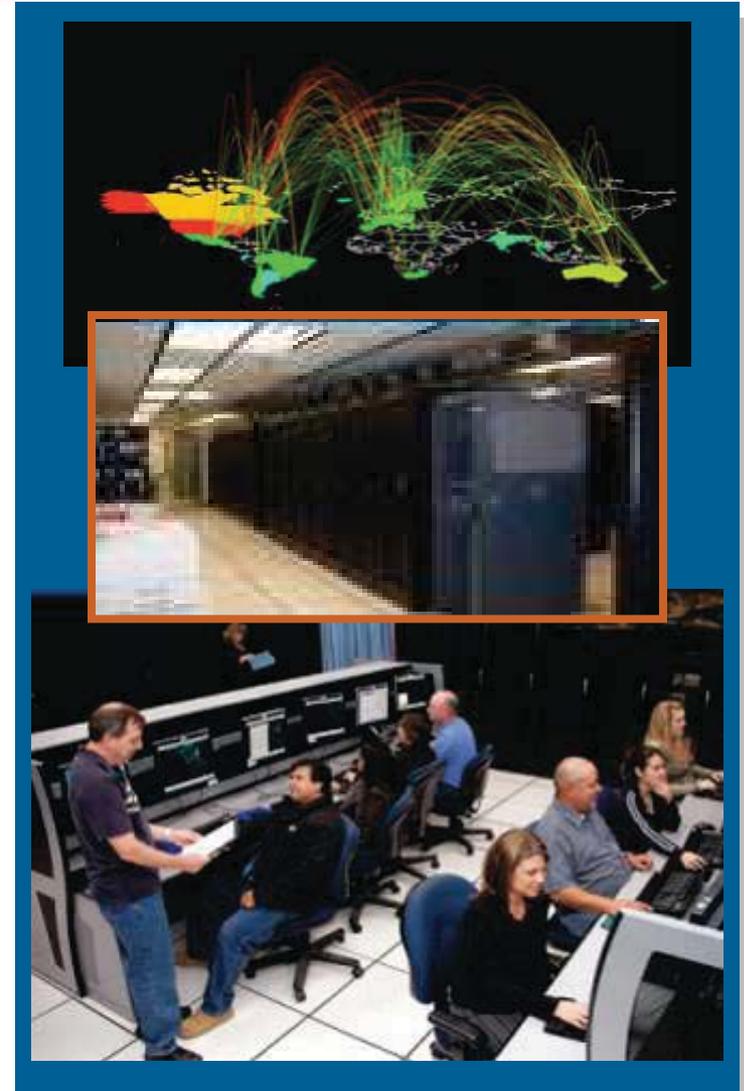


Nick Freije, CANES

Individual Augmentees... supporting  
America's warfighters, in theater  
17 complete, 4 current, five approved

# SSC PAC Outlook

- ▼ Focus on innovation, disciplined system engineering and continuous process improvement
- ▼ Fully utilize new authorities (Sec. 852, 219) to grow and develop needed expertise in government workforce
- ▼ Demand for tech transition, rapid delivery of capabilities, and Pre-Milestone B prototyping
- ▼ Cyber; UVs; LSI; Data Centers; E2C
- ▼ C4ISR provider of choice across Naval, Joint & National domains



# We're More "Social" These Days!



The screenshot shows the Facebook profile for SPAWAR Systems Center Pacific. The page includes a cover photo with the SPAWAR logo and a bio describing the center as the Navy's premier research, development, test, & evaluation (RDTE&E) laboratory. The main content area features a post congratulating the Park View Little League of Chula Vista, CA, for their victory in Williamsport, PA. Below the post are comments from Saramay Shirazi and Jen Monroe. The page also displays statistics such as 6 of 870 fans and 3.8 interactions this week.



The screenshot shows the Twitter profile for SSCPacific. The profile includes a bio and a list of tweets. The tweets mention a hiring career fair, a golf tournament, and a video upload. The profile also shows 89 tweets and 101 following followers.

<http://facebook.com/SPAWARPacific>

<http://twitter.com/SSCPacific>

# SSC Pacific Quarterly Review and EOY Report

**In This Issue**

**Emerging Technologies**  
 • Space and Naval Warfare Systems Center Pacific (SSC Pacific) Quarterly Review  
 • Quarterly Review  
 • Quarterly Review  
 • Quarterly Review

**Program Updates**  
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 • SSC Pacific  
 • SSC Pacific  
 • SSC Pacific

**On the Edge of the Future**  
 • SSC Pacific  
 • SSC Pacific  
 • SSC Pacific

**SPAWAR**  
 Space and Naval Warfare Systems Center Pacific (SSC Pacific) is the premier provider of knowledge superiority through quality research, development, acquisition, test and evaluation and full life cycle support of effective Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR), Information Operations, Enterprise Information Services and Space capabilities.

The Space and Naval Warfare Systems Center Pacific  
**Quarterly Review**

Message from the Commanding Officer and Technical Director

**Quarterly**

Our quarterly review is a key element in our continuous improvement process. It provides a forum for us to share our successes, challenges, and lessons learned. We encourage you to provide your input and feedback to help us improve our performance.

We are proud of the accomplishments of our staff and the support of our stakeholders. We will continue to strive for excellence in all that we do.

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**Current Technology**  
 • Space and Naval Warfare Systems Center Pacific (SSC Pacific) Quarterly Review  
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 • Quarterly Review  
 • Quarterly Review

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 • SSC Pacific  
 • SSC Pacific

**Technology Transfer**  
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 • SSC Pacific  
 • SSC Pacific

**SPAWAR**  
 Space and Naval Warfare Systems Center Pacific (SSC Pacific) is the premier provider of knowledge superiority through quality research, development, acquisition, test and evaluation and full life cycle support of effective Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR), Information Operations, Enterprise Information Services and Space capabilities.

The Space and Naval Warfare Systems Center Pacific  
**Quarterly Review**

From the Commanding Officer and Technical Director

Message from the Commanding Officer and Technical Director

**Current Technologies**

SSC Pacific, which designed the Integrated Space System Interface (ISSI), is working to improve its performance by developing an Integrated Space System Interface (ISSI) and a new sensor called the Space and Naval Warfare Systems Center Pacific (SSC Pacific) Quarterly Review.

SSC Pacific is proud of the accomplishments of our staff and the support of our stakeholders. We will continue to strive for excellence in all that we do.



DEPARTMENT OF THE NAVY  
 SPACE AND NAVAL WARFARE SYSTEMS CENTER PACIFIC  
 3300 HULL STREET  
 SAN DIEGO, CALIFORNIA 92133-0001

5700  
 Ser 85/038  
 10 Dec 08

Dear Stakeholder:

SUBJECT: STAKEHOLDERS END OF YEAR REPORT

As part of our close-out process for Fiscal Year 2008, we are providing you, our many stakeholders, colleagues, partners and associates, this end-of-year report highlighting a few of the many successes we have shared through strong collaborations, partnerships and teaming.

By this point, we trust you have heard that we changed our name to Space and Naval Warfare Systems Center Pacific (SSC Pacific). This follows a 2005 Defense Base Realignment and Closure directive that realigned both the Navy Center for Tactical Systems Interoperability (NCTSI) San Diego and the Space and Naval Warfare Systems Center Norfolk (SSC Norfolk) Detachment, San Diego under our command. This reorganization formally integrated the unique capabilities of both NCTSI and the SSC Norfolk Detachment and strengthened our role as the nation's pre-eminent provider of knowledge superiority through quality research, development, acquisition, test and evaluation and full life cycle support of effective Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR), Information Operations, Enterprise Information Services and Space capabilities.

What has not changed, of course, is our unwavering commitment to excellence, our goal of maintaining our competitive advantage and position as a top Navy research, science and engineering laboratory, and our singular designation as the Department of Defense Center of Excellence for C4ISR and Integrated Information Technologies in the Maritime Domain.

We have taken stock of ourselves and continued full speed ahead on efforts to advance our adoption and implementation of numerous change initiatives including the Navy Enterprise Resource Planning, Competency Aligned Organization, the National Security Personnel System, Lean Six Sigma, Capability Maturity Model Integration, our Balanced Scorecard, and several other process improvement principles.

# SSC Pacific... on Point and at the Center of C4ISR