



SPACE AND NAVAL WARFARE SYSTEMS COMMAND (SPAWAR)

STRATEGIC PLAN (2012-2016)

SPAWAR is the Navy's Information Dominance Systems Command and is committed to serving the Fleet. We uphold Navy values, contribute to the achievement of the Navy's mission, and keep key elements of the Navy's strategy in mind as we perform our work on a daily basis. This document describes SPAWAR's strategic goals for the next four years. To provide context for SPAWAR's strategy, excerpts from the Navy's strategy are provided.

SPAWAR Guiding Principles:

Our guiding principles define the values and precepts we live by. We must hold ourselves and each other accountable for acting in accordance with them.

- **Support the Fleet** – Provide information dominance capabilities to meet the Navy's current challenges today, and build a relevant and capable future force.
- **Deliver Best Value to the Customer** - Provide effective solutions to the Navy considering the life-cycle costs of the capabilities delivered.
- **Develop Our People** - Intellectual capital is our stock in trade. Our ability to support the Fleet requires knowledgeable, experienced individuals that continually learn and adapt.
- **Foster Innovation** - Encourage new ideas and experimentation to provide more effective information dominance solutions and greater operational effectiveness.
- **"No Seams"** - Our Fleet deserves clear and consistent responses to their requirements and issues. We will ensure that SPAWAR appears seamless from a Navy point of view.
- **Be Accountable** - Deliver on our commitments.
- **Be Collaborative** - Build teaming relationships across SPAWAR and with other partners in order to achieve the best results for the Fleet.
- **Be Transparent** - Share information with customers and stakeholders to keep them abreast of our progress in areas relevant to them.

United States Navy Ethos

We are the United States Navy, our Nation's sea power – ready guardians of peace, victorious in war.

We are professional Sailors and Civilians – a diverse and agile force exemplifying the highest standards of service to our Nation, at home and abroad, at sea and ashore.

Integrity is the foundation of our conduct; respect for others is fundamental to our character; decisive leadership is crucial to our success.

We are a team, disciplined and well-prepared, committed to mission accomplishment. We do not waver in our dedication and accountability to our Shipmates and families.

We are patriots, forged by the Navy's core values of Honor, Courage and Commitment. In times of war and peace, our actions reflect our proud heritage and tradition.

We defend our Nation and prevail in the face of adversity with strength, determination, and dignity.

We are the United States Navy.

"Our primary mission is warfighting. All our efforts to improve capabilities, develop people, and structure our organizations should be grounded in this fundamental responsibility." - CNO Sailing Directions

SPAWAR Mission:

SPAWAR is the Navy’s Information Dominance Systems Command providing capabilities in the fields of intelligence, surveillance, and reconnaissance; cyber warfare; command and control; information and knowledge management; communication systems; and enabling technologies including meteorology and oceanography. SPAWAR programs and projects cover the full life-cycle from research and development, system-of-systems engineering, test and evaluation, acquisition, installations and in-service support. SPAWAR works closely with the Fleet, systems commands, and Navy partners to seamlessly and effectively deliver capability by acquiring and/or integrating sensors, communications, weapons, information and control systems for existing and future ships, aircraft, submarines, and unmanned systems.

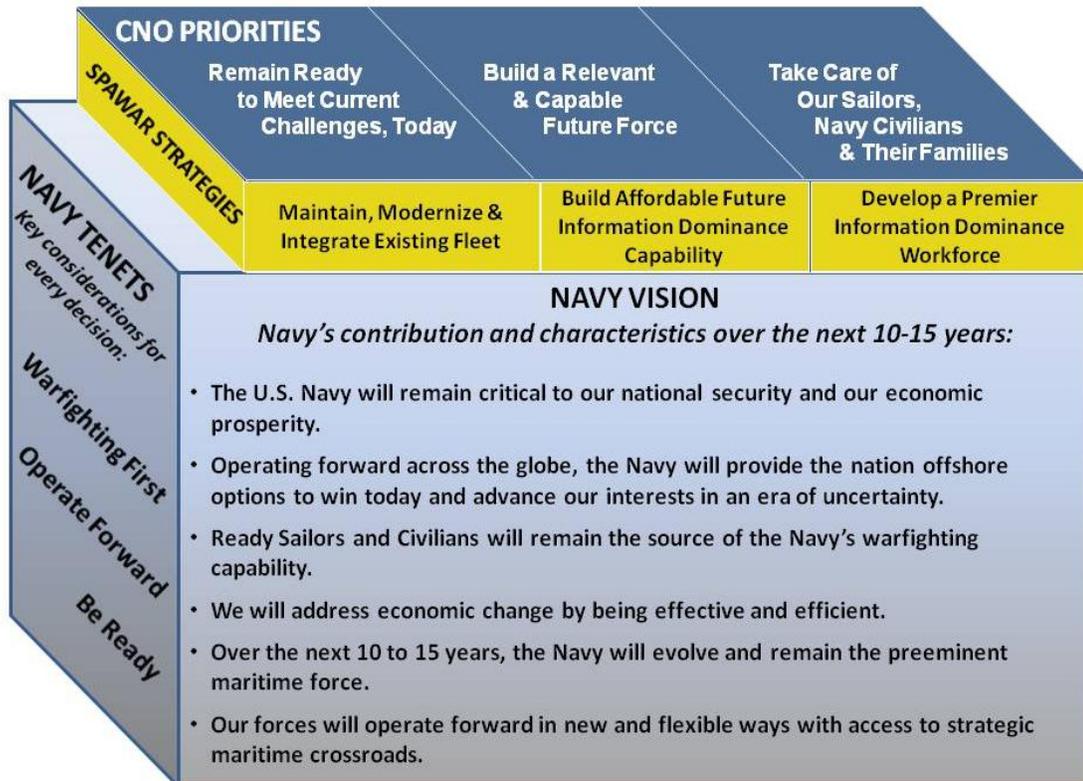
Navy Mission
Our Core Responsibilities

Deter aggression and, if deterrence fails, win our nation’s wars. Employ the global reach and persistent presence of forward-stationed and rotational forces to secure the nation from direct attack, assure Joint operational access and retain global freedom of action. With global partners, protect the maritime freedom that is the basis for global prosperity. Foster and sustain cooperative relationships with an expanding set of allies and international partners to enhance global security.

The Navy’s Information Dominance Vision

- Information will be a main battery of Navy warfighting capability
- Our Navy is prominent and dominant in the fields of Intelligence, Surveillance & Reconnaissance; Cyber Warfare; Command & Control; and Information & Knowledge Management
- Warfighting wholeness replaces sub-optimal stovepipes

SPAWAR Vision: Making the Navy’s Information Dominance Vision a Reality



SPAWAR Strategy 1: Maintain, Modernize and Integrate the Existing Fleet

SPAWAR will act in the best interests of the Nation to provide, support and modernize the Information Dominance capability of our forces, to include the personnel using our fielded capabilities both afloat and ashore. This strategy includes the following four elements:

- a. Improve readiness of C4I networks across the Fleet.** Keep the deployed Fleet ready to fight by focusing on Command, Control, Communications, Computers and Intelligence (C4I) installations and in-service system sustainment through active engagement with the Fleet while looking at systems across deployable platforms to address C4I system issues early. Apply rigor to installation and sustainment processes through: establishing C4I governance mechanisms; further evolution of the Fleet Functional Area Manager (FAM) process; developing a network configuration management framework; continuing efforts to improve legacy network service life; reducing those elements that degrade system performance; working to improve Organizational and Depot Level maintenance capabilities; and ensuring effective service and quick response times to Fleet readiness issues as they arise.
- b. Consolidate and reduce the existing information technology footprint.** Take advantage of emerging technologies to consolidate and reduce our Navy Information Technology (IT) footprint in areas from energy consumption to physical size while maintaining or improving operational capability. This initiative includes Navy data center consolidation and SPAWAR's work to effectively influence the procurement of Enterprise software and hardware. To accomplish this, SPAWAR will exercise the Single IT procurement authority as directed by the Chief of Naval Operations (CNO) and Assistant Secretary of the Navy for Research, Development and Acquisition (ASN RDA), culminating in the realization of a Single IT Resource Enterprise comprised of OPNAV N2/N6, U.S. Fleet Cyber Command/10th Fleet, and SPAWAR.
- c. Ensure integration and interoperability in all operational environments.** Use appropriate testing facilities, associated processes (including automation), support structures and technical capability to allow platform-level C4I certifications for both Force level and Unit level ships. Define and certify shore-based communications stations, data centers, network operations stations, and command centers. Effectively use our assigned technical authority to make appropriate systemic changes ensuring integrated and interoperable C4I capabilities.
- d. Structure processes to focus on work integral to the Navy's future.** In this era of declining budgets, it is more important than ever to focus our limited resources on our mission in support of Navy Information Dominance. This initiative focuses on: discontinuing work acceptance and task performance of any effort not clearly within our mission or core competency; leveraging our competency aligned organization to bring to light inappropriate work acceptance practices; and rewarding those individuals and teams that significantly contribute to our mission success.

"We no longer have the resources to let each Command optimize their organization at the expense of the Enterprise. We need to develop and implement a governance model that controls the number of decentralized decisions at lower levels in our organizations that are producing sub-optimal outcomes and higher transactional costs."

- Admiral Mark Ferauson. VCNO

SPAWAR Strategy 2: Build Affordable Future Information Dominance Capability

As a Systems Command, SPAWAR is responsible for the continued enhancement of our Navy's Information Dominance capability through the acquisition and fielding of future systems in an affordable manner. With our unique non-platform-centric responsibility, we must work across traditional organizational boundaries to exert the proper balance of control and influence in this very dynamic technology area. We must evolve capabilities across classic C4ISR domains and increase our focus on System of Systems engineering into the future.

a. Establish SPAWAR as the single Technical Authority for IT systems and Information Dominance.

In coordination with the CNO and ASN RDA, develop an overarching architecture-based vision for Navy information technology efforts, create the processes and governance required for execution of that vision, and provide the technical oversight of programmatic efforts aligned with achieving the vision. This includes defining and managing Enterprise-wide architecture and requirements, standing-up technical authority for afloat and ashore C4I, and realigning resources for technical authority across SYSCOMs. This effort will ultimately result in a Cross-SYSCOM Platform Technical Authority structure and accompanying means of effective enforcement.

b. Obtain, evaluate and implement emerging information technologies for the benefit of the Navy.

Develop specific recommendations for technologies such as Cloud Computing, Cyber, and emerging application and data management approaches. As emerging capabilities mature, SPAWAR will integrate these items into field trials, guidance documents and programmatic efforts while managing risks and coordinating with end users to ensure actual capability enhancements with newly delivered products and services. This effort includes the eventual migration of existing capabilities such as NMCI/NGEN, ONE-NET and Consolidated Afloat Networks and Enterprise Services (CANES) into a Navy future computing environment.

“In particular, we will continue to invest in capabilities critical to future success, including intelligence, surveillance, and reconnaissance; counterterrorism; countering weapons of mass destruction; operating in anti-access environments; and prevailing in all domains, including cyber.”
- DoD Strategic Guidance, January 2012

SPAWAR Strategy 3: Develop a Premier Information Dominance Acquisition Workforce

SPAWAR recognizes that the key to generating stakeholder and customer value is leveraging the competencies and diversity of our workforce. To achieve this overarching strategy, we will focus on our human capital with the end goal of having the skilled, diverse, agile workforce we need that is aligned to deliver critical capabilities today and in the future. We will actively support diversity initiatives and affirm our commitment to equal opportunity through responsible decision-making.

a. Assess workforce capability and build the workforce of tomorrow. As our competency aligned organization matures, we continue to improve our ability to assess our workforce capabilities and align them to our Programs of Record and technical roadmaps. In this fiscally constrained environment we must plan for a more uncertain future by building flexibilities into our planning. This initiative includes: fully implementing an acquisition demand signal process; defining other sources of demand; ensuring acquisition workforce development; utilizing contracting methods that provide flexibility in acquiring skills needed to accomplish our mission; and identifying, training, and certifying Cyber Workforce personnel.

b. Foster an innovative workforce with diverse perspectives. Innovation achieved through diverse perspectives is important to the success of the Navy and is a hallmark of our nation. For SPAWAR, this initiative includes the transitioning of wounded warriors and veterans into our workforce; leadership engagement to reach new and larger pools of qualified job applicants; hiring practices that result in equitable consideration of all qualified candidates, and contracting practices that encourage an innovative and entrepreneurial industrial base.

SPAWAR Strategy Execution and Accountability

This Strategic Plan describes long-term overarching strategies for SPAWAR that are aligned to the Navy’s strategy. It provides a high-level view to provide context for the incremental steps that SPAWAR is taking to achieve these goals. The annual Commander’s Guidance complements the Strategic Plan by detailing focus areas with specific objectives for the year, thereby ensuring clear accountability. Each strategic objective is supported by performance metrics that are monitored as part of COMSPAWAR’s Weekly Tactical Update.