NAVSEA Warfare Centers 101

Presented by:

RDML Kevin P. Byrne, USN
Commander, NAVSEA Warfare Centers

Dr. Brett A. Seidle, SES
Executive Director, NAVSEA Warfare Centers

- June 2020 -
Mission & Vision

Naval Surface Warfare Center

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

**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.

Naval Undersea Warfare Center

**Mission:**
To 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 weapon systems associated with USW and related areas of homeland security and national defense.

**Vision:**
Expand the Undersea Advantage
NAVSEA Warfare Centers
10 Divisions: One Team

Quick Facts
- Approximately 27,300 civilians and 200 military members
- 20,000 scientists and engineers representing 30% of the Navy's scientific and engineering expertise
- Approximately 849 PhDs/6,164 Masters degrees
- 1870 projects - 435 customers
- $3.7 billion in salaries annually
- $9.9 billion funded program value in FY19
- Process over 47,000 funding documents annually
- $5.3 billion contracted annually
- Over 2,200 knowledge areas
- 133 Technical Capabilities - provide the foundation for core equities
- Over 2,200 knowledge areas

Personnel
- More than 164 unique RDT&E facilities
- 2,358 buildings with maintenance UICs

Programs
- Facilities

Facilities
NAVSEA Warfare Centers
Headquarters

Commander, Naval Surface Warfare Center/Naval Undersea Warfare Center
NUWC/NSWC 00

RDML Kevin Byrne

Executive Director, Naval Surface Warfare Center/Naval Undersea Warfare Center
HQ ED

Dr. Brett Seidle

Mine & Undersea Warfare
MUW

Dr. Peter Adair (N)

Undersea Warfare Deputy Executive Director
HQ EDU

David Grande

Surface Warfare Deputy Executive Director
HQ EDS

Andrew Buckon

Surface Warfare

Commander Executive Assistant
Ralph Dixon

Commander Action Officer
Vacant

Executive Assistant
Steve Mitchell (RA)

Strategic

Executive Director
Ana Gullian

Executive Director Action Officer
Liz Chaliliasant

Executive Director Executive Assistant
Robert Pjojian

Executive Director Executive Assistant
Carolyn Finn

Information Technology

Information Technology HQ 03

Mike Ledy

Analytics HQ 0BD

Ken Dotson

Compliance HQ 04

Robert Pjojian

Digital Transformation

Deputy Executive Director
HQ EDT

Ana Gulian

Executive Director
Kevin Stokes

Executive Director Action Officer
Liz Chaliliasant

Executive Director Executive Assistant
Robert Pjojian

Financial Operations

Financial Operations HQ 01

Jon Legge

Contract Policy HQ 02

Denise Abraham

Strategic HR

Brad Jordan

Operations HQ 10

Adam Nave (acting)

Administrative Officer
Rose Pittman

Public Affairs

HQ 00D

Dr. David Sanders (Acting)

Chief Engineer

HQ 00E

Shannon Settles

Chief of Staff

NSWC COS

CAPT Michael Kichman

Code NUWC HQ 0UT

Director, Undersea Warfare Office
Vacant

USW Director

Vacant

USW Chief Technology Office
Dr. Vic Ricci, USW CTO

Strategy

Michael Ferraris

Pam Lisiewicz (RA)

Code NUWC HQ 0ST

Director, Surface Warfare Office
Dr. James Reemer (DN), SW Director

Code NUWC HQ OSW

SW Chief Technology Office
June Drake, SW CTO

Code NSWC HQ O5T

SW Chief Technology Office
Dr. James Reemer (DN), SW Director

Code NSWC HQ OSW

Surface Warfare Office
Andrew Buckon

Code NSWC HQ 0ST

Vacant

Approved: K. P. Byrne
Rear Admiral, U.S. Navy
Commander, Naval Surface & Undersea Warfare Center

Approved: Dr. B. A. Seidle
Senior Executive Service
Executive Director, Naval Surface & Undersea Warfare Centers

Version 9
April 27, 2020

Distribution Statement A – Approved for Public Release
The Warfare Centers exist to provide unique value to the Navy

• To Make Naval Technical Programs Successful
• To Help Determine and Develop the Capabilities that the Navy and Marine Corps Need
• To Verify the Quality, Safety, and Effectiveness of Platforms and Systems
• To Help Design, Develop, and Field Solutions for Urgent Operational Fleet Needs
• To Provide a Bridge Between Warfighters and the Technical Community
Roles of the Warfare Centers

• Make naval technical programs successful
• Provide a bridge between the technical community and the warfighter
• Determine and develop capabilities for the fleet
• Verify the quality, safety, and effectiveness of platforms and systems
• Design, develop, and field solutions for urgent operational fleet needs

Operating Principles

• Part of the Naval Research & Development Establishment (NR&DE)
• Technical Capabilities - disciplined process for accepting and assigning the right work to the right Division
• Operate under the Navy Working Capital Fund business model
• Workforce size based on funded workload
• Right Work + Right People + Right Cost + Right Facilities = Mission Execution

One Team: Expanding the Advantage
Campaign-Aligned Metrics

Culture of Affordability

- Utilization of Section 233
- Travel Costs
- Expiring Funds
- Stabilized Rate
- Property Inventory
  - Fence to Fence Inventory
  - Physical Inventory (Ordnance, SM, GE, OM&S-R) (Task)
- FIAR (Task)
  - Inventory E&C Testing

People

- TCHA Gaps
- Succession Planning
- Training
  - Supervisory
  - DAWIA
  - FM Certification
- On-Boarding Timeline
  - Entrance On-Duty
  - Employee Seated
- SRM Execution
  - WC Internal
  - GSA
  - Army Corps
  - NAVFAC
- Facilities Service Ticket Responsiveness
- Infrastructure Master Plan (Task)
- NMCI User Experience

HVL

- CoPs
  - Common Processes
- Collaboration
  - CRADAs
  - Educational Partnership Agreements (EPAs)
  - Partnership Intermediary Agreements (PIAs)
Providing technical expertise across multiple portfolios in multiple warfare areas
Technical Responsibilities
Aegis Destroyer Example

- In-Service Engineering
- Mission Analysis
- Modernization
- Performance Assessment
- Technical Warrant Holders
- Testing and Evaluation
- Training

Aegis Ashore
MK54 & MK 46
LWT
MK52 SVTT
MK162 SSG/AC
MK15 Phalanx CIWS
MK-38 MGS
MK-53 DLS
AN/SPG-62 Illuminators
MK-32 SVTT
MK41 VLS & VLAs
MK41 Gun Mount
MK45 5"
Gun Mount
MK15 Phalanx CIWS
AN/SPG-62 ESM
AN/SPS-67 Radar
AN/SPS-64 Radar
AN/SPQ-9 Radar
AN/SPY-1D Radar
Moriah Wind System
IBS
NFCS
AN/UES-2 CEC
JTIDS
AN/SPQ-9 Radar
SQQ-89 ASW System
AN/SQS-53 Sonar
AN/WSN-7, NAVSSI
Nav Systems
UYQ-100 USW DSS
TTWCS
Harpoon Weapon System
MK7 Aegis Weapon System
UNREP Systems
AN/SQY-27 NFCS
Shipboard Networks
ChemBio Collective & Individual Protection System
SM-missiles & Tomahawk ESSM Harpoon (CGs)

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Technical Responsibilities
Submarine Example

- In-Service Engineering
- Mission Analysis
- Modernization
- Performance Assessment
- SUBSAFE
- Technical Warrant Holders
- Testing and Evaluation
- Training
Business Model

Working Capital Fund

Requirements

1. Ensures full cost recovery
   - 100% of WC costs are reimbursed/funded by customers
   - Funded orders must be received before work begins

2. Ensures total cost visibility
   - In-house labor is billed at Stabilized Rates, allowing customers to budget for costs
   - Common costing template provides consistency in cost estimates
   - Tasking is well defined and includes clear deliverables and milestones
   - All tasking is screened through the Work Acceptance and Assignment Process

3. Is contractual in nature
   - Published Technical Capabilities guide the assignment of work to the appropriate Division

4. Ensures that the size of the workforce is determined by the funded tasking

Working Capital Fund is a Fee-for-Service Business Model
Funds Flow (FY19)

**NAVSEA**
- $5,668.9M

**Other Navy**
- $2,942.3M

**DoD**
- $1,179.9M

**Other Federal**
- $63.9M

**Non Federal**
- $47.4M

**Total**
- $9,902.4M

**Indirect**
- $1,170.5M (19.6%)

**S&T/R&D**
- $1,454.8M (24.4%)

**Acquisition**
- $1,256.7M (21.0%)

**In-service**
- $1,874.8M (31.4%)

**Foreign Military Sales**
- $214.2M (3.6%)

**Contracts with Private Industry**
- $5,599.8M (56.5%)

*Includes CSS

**Other**
- $3,931.4M (39.7%)

- **$5,971.0M**
  - 60.3% Reimb Funds

**Contracts with Private Industry**

- **Basic & Applied Research**
- **Modelling & Simulation**
- **AOAs/Cost-Perf. Tradeoffs**
- **IA/Cyber Security**
- **Rapid Prototyping**
- **Environmental Testing**
- **Foreign comparative testing**
- **Technical Risk Assessment**
- **Factory Acceptance Testing**
- **Development/ Operational Testing (DT/OT)**
- **Tests & Major Facilities**
  - Very Large Hydrodynamic Facilities
  - Major overwater Ranges
  - Large Over-water Firing Ranges
  - Advanced Navy-Specialized Test Facilities
- **Metrology & TDM Equipment**
- **Sensor/System/Platform Perf. Assessment**
- **Modernization/ Tech Insertions/ Alteration**
- **Integrated Logistics**
- **Platform System Integration**
- **Interoperability Verification**
- **On-board & Remote Tech Assistance**
- **Depot Maintenance & Repairs/ IMAs**
- **Technology/Obsolescence Solutions**
- **Element-level & Systems Certification**
Sponsors, Products and Services

Provide foundation for effective governance of a disciplined work assignment process and supporting technical authority

Reimbursable Funding by Customer - $M

Other DoD:
- MDA - Navy Integration
- COCOM - Navy Integration
- SOCOM - Naval capabilities
- Army/Navy/Air Force CAD/PAD
- Joint Counter IED - Navy Lead
- Joint Range Ops - Navy ranges
- Battleforce Interop. - Navy Integrator
- Joint EO/IR - Navy Lead
- OSD Micro-Electronics
- Nuclear Deterrent - Navy CC Integrator
- CBMD - Navy Lead
- Army Small Watercraft
- DoD METCAL

Non-DoD:
- Other Federal:
  - USCG Machinery Systems
  - USCG Special Munitions
  - Federal METCAL
  - DHS Harbor Security
  - DHS InSensitive Munitions
- Non-Federal (i.e., Industry)
  - Unique T&E Capabilities
  - Energetics Facilities

* NAVY OTHER includes OPNAV/CNO, NAVSUP, NETWARCOM, NELO, ONI, MSC, CNSWC, and multiple small-dollar Navy tasks
**Top Service Areas**

<table>
<thead>
<tr>
<th>Service Area</th>
<th>2019</th>
<th>2014</th>
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<tbody>
<tr>
<td>Surface and Expeditionary Combat Systems ISE, T&amp;E, and IPS (Port Hueneme)</td>
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<tr>
<td>Electronic Warfare Systems RDT&amp;E/Acquisition/Life Cycle Support (Crane)</td>
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<td>Surface and Undersea Vehicle Underwater Signatures, Silencing Systems, and...</td>
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<tr>
<td>Surface and Undersea Vehicle Machinery Automation, Controls, Sensors and Network...</td>
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<td>USW Sensor and Sonar Systems (Newport)</td>
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<td>Special Warfare and Expeditionary Systems Hardware and the Associated Software...</td>
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<td>Sensors and Surveillance Systems (Crane)</td>
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<td>Strategic Systems Hardware (Crane)</td>
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<tr>
<td>Energetic and Ordnance Components and Ordnance Systems for Surface Warfare...</td>
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<td>USW Combat Systems (Newport)</td>
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<td>Energetic and Ordnance Components and Ordnance Systems for Air Warfare (Indian...</td>
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<td>Surface and Expeditionary Weapon Systems ISE, T&amp;E, and IPS (Port Hueneme)</td>
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<tr>
<td>Surface and Undersea Vehicle Machinery Systems Integration (Philadelphia)</td>
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<tr>
<td>Conventional and Electromagnetic Gun Weapon Systems RDT&amp;E (Dahlgren)</td>
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<td>Torpedoes and Undersea Weapons (Newport)</td>
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<tr>
<td>Surface Combat Systems Engineering and Integration RDT&amp;E (Dahlgren)</td>
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<td>Warfare Systems Performance Assessment (Corona)</td>
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<td>Advanced Electronics &amp; Power and Energy Systems (Crane)</td>
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<tr>
<td>MCM Detect and Engage Systems, Modular Mission Packaging, and Platform...</td>
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<tr>
<td>Naval Surface &amp; Air Range Systems Engineering (Corona)</td>
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<td>Atlantic USW T&amp;E Range and Training Operations (Newport)</td>
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<tr>
<td>Surface and Expeditionary Conventional Weapon Control Systems RDT&amp;E (Dahlgren)</td>
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<tr>
<td>Strategic Mission Planning, Targeting, and Fire Control Systems (Dahlgren)</td>
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<td>Naval Systems Material Readiness Assessment (Corona)</td>
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<td>Energetic and Ordnance Components and Ordnance Systems for Expeditionary and...</td>
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<tr>
<td>Independent USW Systems Test and Evaluation and Experimentation (Keyport)</td>
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<tr>
<td>Metrology, Test, and Monitoring Systems Assessment (Corona)</td>
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<td>Torpedo and Unmanned Undersea Vehicle Maintenance and Repair (Keyport)</td>
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<td>Energetic and Ordnance Component and Ordnance Systems for S&amp;T, Emergent and...</td>
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<tr>
<td>Technology Development and Integration for EOD, IED, and CREW (Indian Head)</td>
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<tr>
<td>Radar and Electro-Optic Systems RDT&amp;E (Dahlgren)</td>
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FY19 WC Mission Execution Metrics

Warfighter Product Deliveries & Direct Fleet Support

100,258 Products & Services Delivered directly to the Warfighter*

- Maintained/Upgraded hardware Deliveries
- New hardware Installs
- Platform Assessment/Threat Data Deliveries
- Prototype systems demonstrators
- Software Installs
- Special purpose systems and software Installs
- Technical documentation Delivered
- Training & Training Material
- Depot Refurbs/IMA Repairs
- Fleet On-board Tech Assists
- Direct Fleet Tech Hotline Assists
- Ship/Sub DTs/OTs
- Fleet Exercises (Other than Live Fire)
- Live Fire Exercises
- Fleet Training Events
- Warfare Center Ranges - Fleet Events

*The count does not include the delivery of thousands of RDT&E and Acquisition products required by program offices, contractors (GFE), and other DoD customers.
Iterative Processes and Tools in Place to Support the Mission

- **Customer Workload Demand**
- **Mission Focused Execution**
  - **Project Planning**
    - Definitized Tasking
    - Cost Estimating
    - Standardized TPS
  - **Work Acceptance and Assignment Process:**
    - Work/Workforce Reallocation
    - Sponsor Renegotiation
    - Partnering/Collaboration
    - Make/Buy Decision
  - **Non-Naval Work**
    - Acceptance
    - Rejection
  - **Core Equity Mapping**
    - Workload Planning
  - **Sponsor Validation**
  - **Technical Capability Health**
    - KA Stewardship
    - TCHA
    - Facilities Health
  - **Work Execution**
    - Funds Management
    - Project Reporting
    - Procurement
    - Resource Allocation
  - **Warfighter Products**
    - Acquisition
    - In-Service Support
Demand and Workforce

- WC demand growth directly tied to Navy TOA changes
- WC demand increased 46% from FY05, while Navy TOA increase 61% over the same timeframe

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**Type** | **Description**
---|---
S&E Workforce | Scientists and Engineers (S&E), S&E Technicians, and Technical Support
Other Direct Workforce | Project Management, Logistics, Information Technology, Contracts
Support Workforce | Comptroller, Human Resources, Facilities Support, Security, Safety, Administrative

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<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
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<tbody>
<tr>
<td>S&amp;E Workforce</td>
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<td>Comptroller, Human Resources, Facilities Support, Security, Safety, Administrative</td>
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</table>
Warfare Centers
Technological Capabilities

Technical Capability:
- A blend of intellectual and physical assets provided by a cadre of technical people with knowledge, skills, experience and requisite facilities and equipment that yield technical products

Technical Capability characteristics:
- Form the basis for making consistent, national work assignment decisions
- Constitute Centers of Excellence unique to each Division, with alignment to Division missions
- Foster collaboration while minimizing duplication
- Provide a coherent framework to understand what we do
- Enable strategic alignment of products and services to naval objectives

NSWC Carderock Division
16 TCs in naval architecture and marine engineering for surface & undersea vehicles and associated ship systems.

NSWC Corona Division
8 TCs in the performance assessment of weapons and combat systems independently from the unit level through force level.

NSWC Crane Division
6 TCs in Electronic Warfare, Special Warfare weapons and devices, and strategic systems components and hardware.

NSWC Dahlgren Division
27 TCs in surface ship weapons system development and integration up to and including force level, missile defense, strategic systems and related areas of Joint and Homeland Defense.

NSWC Indian Head EOD Technology Division
9 TCs in energetic systems and energetic materials and capabilities in ordnance disposal technology focusing on tools and personnel to counter IEDs.

NSWC Keyport Division
14 TCs 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.

NSWC Newport Division
20 TCs for USW related sensor systems, weapons, vehicles, and other payload systems, USW communications, training, and combat systems.

NSWC Panama City Division
11 TCs for mine warfare systems, mines, special warfare systems, diving and life support systems and other warfare systems used in the littorals.

NSWC Philadelphia Division
13 TCs for surface and undersea vehicle machinery, ship systems, equipment and material (including cyber-security, comprehensive logistics, and life-cycles savings through commonality).

NSWC Port Hueneme Division
9 TCs for T&E, in-service engineering & logistics and integration capabilities for surface ship weapons, combat and warfare systems as the primary interface with the surface fleet.
## Technical Capabilities Assessment Products

<table>
<thead>
<tr>
<th>Site</th>
<th>FY17-19</th>
<th>FY18-20</th>
<th>FY19-21</th>
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<tbody>
<tr>
<td>Dahlgren</td>
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<td>Newport</td>
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<td>Crane</td>
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**Red** – Indicates a high probability and/or consequence of not meeting customer’s workload demand or delivery dates (i.e. significant undersupply). Hiring above attrition is required.

**Yellow** - Indicates a moderate probability and/or consequence of not meeting customer’s workload demand or delivery dates (i.e. moderate undersupply). Hiring above attrition may be required for this TC.

**Green** - Indicates a low probability and/or consequence of not meeting customer workload demand or delivery dates.

### TCHA Annual Schedule

<table>
<thead>
<tr>
<th>Task</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
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<tbody>
<tr>
<td>TCHA Planning Mtg</td>
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<td>Demand Signal Lock</td>
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<td>Knowledge Stewardship Assessment</td>
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<td>Demand-Supply Assessment</td>
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<td>Consolidation &amp; Validation</td>
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<td>Division Report</td>
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Red – Indicates a high probability and/or consequence of not meeting customer’s workload demand or delivery dates (i.e. significant undersupply). Hiring above attrition is required.

Yellow - Indicates a moderate probability and/or consequence of not meeting customer’s workload demand or delivery dates (i.e. moderate undersupply). Hiring above attrition may be required for this TC.

Green - Indicates a low probability and/or consequence of not meeting customer workload demand or delivery dates.
Technical Capability Health

FY19-21 Knowledge & Skills Assessments

Knowledge Levels

- **Apprentice** – basic knowledge with limited practical experience - accomplishes tasks with frequent/regular oversight. Typically GS-9 or lower.

- **Journey** – detailed knowledge and practical experience; operable working capabilities across most aspects of the subject matter - accomplishes tasks with occasional assistance/minimal oversight. Typically GS-11/12/13.

- **Expert** - recognized expert w/advanced subject matter knowledge & experience. Has a recognized depth/breadth of knowledge; set apart from others working in that subject area. Typically GS-14 or higher.
Warfare Centers: Planning for the 3 Navies: Today, Tomorrow and the Navy after Next

**Today’s Navy**
- Urgent Fleet Needs
- Customer (PEOs)
- FYDP

**Tomorrow’s Navy**
- ONR, DARPA, NR&DE
- Rapid Prototyping
- Workforce Development
- S&T Opportunities
- NR&DE Collaboration

**Navy After Next**
- Future Capability Requirements
- DoN 30 Year Plans
- Workforce investment
- Academic/UARC Partners
- Industry IRAD

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**Demand = Workload + Facilities + Future S&T Needs**

**TCHA**

**Enabling Technologies**

**Product Line Visions**

**Internal and External Investments**

**Supply = Current State**
- Personnel
- Technology Domains
- Facilities
- Equipment
- Business Capabilities
- S&T Health

**Gaps and Opportunities**

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Distribution Statement A – Approved for Public Release
Customer Survey

• Survey is conducted biennially
• Latest survey was fielded from 8 May 2018 – 22 June 2018
• Methodology & focus is consistent from 2012 through 2018
• FY20 Survey Kicked off 1 June and is on-going. Completion scheduled for late Summer 2020.

Sustaining Very High Levels of Overall Customer Satisfaction
Workforce Drivers

**Workload**

- **Variants:**
  - Platforms
  - Systems (SONAR, RADAR ...)
  - Software versions
  - Pumps/valves, machinery control
  - Watertight doors
  - Diesel engines

- **Fleet Support**
  - Modernizations / Tech Insertions **8,673**
  - Depot / IMA Refurbs **10,901**
  - Fleet Fly Away / Tech Assists **3,463**
  - Hotline Calls – Tech or Logistics Support **29,071**
  - DT/OT Events **770**
• Goal: ~40-60% Make-Buy Ratio; based on past performance

• Why:
  – Best Value to Navy
  – Government must perform inherently Governmental roles
  – Short term needs and surge maximize use of contractors
  – Contractor workforce enables rapid response to workload fluctuations
Innovation Eco-System

- Synergistic partnership
- Leverage collective strategic planning across multiple partners surrounding military R&D sites
NSWC-NUWC FY19
Section 2363 NISE Execution

**FY19 Achievements**

**581 Projects**
- 412 Publications
- 146 Interns
- 874 Mentoring/SME Development
- 174 Advanced Degrees Supported
- 63 Advanced Degrees Obtained
- 6 Patents Awarded
- 19 Patent Applications Filed
- 10 Patent Disclosures

**Increased Agility**

**Of 140 Technology Transition Projects:**
- 45 projects transitioned to
  - End Item Use / Fleet
  - DOD / Army
  - ONR Research
  - Navy Programs/Research
  - Marine Corps Programs/Research
  - PEO Programs
  - Academia / Industry
  - NR&DE / Internally

**Revitalization & Recapitalization**
- $27M, 21%

**Workforce Development**
- $27M, 22%

**Technology Transition**
- $30M, 24%

**Basic and Applied**
- $42M, 33%
**Benchmarks**

**FY21 Average Stabilized Hourly Rate**

*WC Stabilized rates do not include building depreciation and taxes. Composite industry rates derived from GSA commercial pricing data.*

**Historical Actual Overhead vs. Inflation**

*ERP Implementation expense included*

**Stabilized Rate vs. Inflation**

*ERP Implementation expense included*

**Overhead below inflation while absorbing new compliance, directives and USC 2363 Investments.**

**Large rate increases in FY2021 due to Navy budget resourcing decisions**
Infrastructure

**Building Age**

- Average Construction Date 1966
- 1423 Buildings >50 years old

**Historical MILCON Investments**

- Current Modernization Rqt (FMM) = $93M/YR
- OSD Reduction to $44M
- 50 Year Recap (Actual Contract Cost) Rqt = $225M/YR

**Total SRM Execution**

- Current Sustainment Rqt (FSM) = $125M/YR
- OSD Reduction = $87M/YR
- 235% Increase

**Our Approach**

- New Facilities Model issued by ASN(RD&A)
- Section 233 allows us to increase execution capacity via GSA, Army Corps of Engineers, and/or organic contracting
- Pursuing a Legislative Proposal to Increase Laboratory Revitalization Program (LRP) authority, Section 2805, from $6M to $10M for minor construction
- Proposing a 1% increase in Section 2363 investment for Infrastructure (approximately $60M)

**Age + Lack of MILCON = Increased SRM Investments**
Advanced Degrees FY14-FY19

21% Increase in Doctorate and 36% Increase in Master’s Degrees since FY14
Inclusion and Diversity

Addressing diversity in gender and RNO through use of Direct Hire Authority at university and affinity events
Section 233

Total Processing Days Saved
Dec 2017 - Dec 2019

Green – Authority delegated to STRL
Blue – Process Change

J&A < $93M: 960
MOPAS < $100M: 840
Peer review < $75M: 1260
Business Clearance: 940
Micropurchase: 126,368

Note: Days are processing time, not touch labor

WFC Contract Workload

Goal:
Contract Timeline < 1 year

Laying foundations to GO FASTER, be more effective and efficient
Public Affairs Support

• Drive NAVSEA Corporate Comms initiatives throughout Enterprise
  • Campaign Plan – HVL, People, Culture of Affordability
  • Videos, external web/social media, trade shows
  • Digital signage

• Manage Congressional actions
  • Staff legislative proposal reviews, draft testimony/ statements/ responses through Divisions and HQ

• Coordinate Congressional/staff visits to Divisions according to Congressional requests and Warfare Centers engagement plans

• iNFUSION efforts
  • Videos
  • Wiki pages for Enterprise collaboration
  • Communities of Practice
90 Day Assessment Focus Areas

- ISEA of the Future and Sustainment
- Facilities and Infrastructure Improvement
- NMCI User Experience, ATOs, Data Protection and Digital
- Property Management / Accountability
- Business / Technical Excellence
- Barrier Removal and Thinking Differently
Key Takeaways

- Warfare Centers play an important, value added role as a member of the acquisition team

- Warfare Centers’ life cycle engineering capabilities help ensure safe, affordable and effective products are delivered to the warfighter

- Warfare Centers have a disciplined process for accepting and assigning the right work to the right site based on technical capabilities; and for sizing the workforce to the funded workload

- Warfare Centers continually shape the workforce size, workforce talents, and facilities to meet long-term strategic needs

- Warfare Centers continuously improve and standardize processes and procedures to become more efficient, structured, and transparent

Right Work + Right People + Right Cost + Right Facilities = Mission Execution