

NAVAL UNDERSEA WARFARE CENTER  
DIVISION, KEYPORT

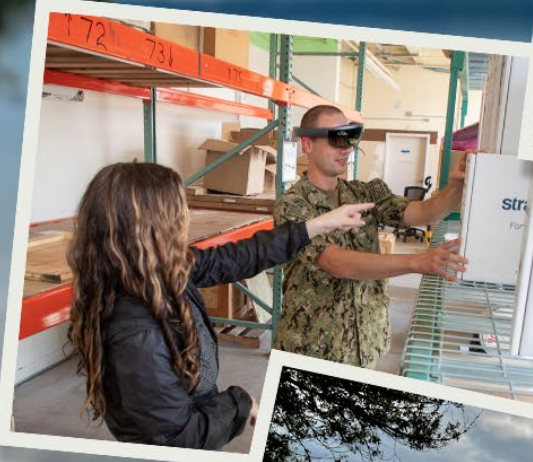
# STRATEGIC PLAN



## EXPANDING AMERICA'S UNDERSEA DOMINANCE

Approved for public release; distribution is unlimited.

Published April 2023



# INTRODUCTION

The strategic challenges during this era of great power competition compelled Team Keyport to conduct an in-depth analysis of our preparedness. The U.S. Navy faces an uncertain geopolitical, military, and budgetary future with the possibility of unrestricted warfare against technologically advanced adversaries. To counter these challenges, we developed a bold strategy to develop our workforce, focus our investments, and streamline our organizational processes. Our actions will strengthen our contribution to national defense and create positive change in our community.

Our strategy balances legacy projects with innovative and creative solutions necessary to operate in a challenging and complex sea security environment.

The purpose of our Strategic Plan is to provide guidance to Team Keyport, by defining values which drive behaviors, identifying priorities, and aligning our efforts toward our common goal of Expanding America's Undersea Dominance. The goals and objectives detailed in these pages link our proud heritage to our anticipated future of bold and daring technological advancement.

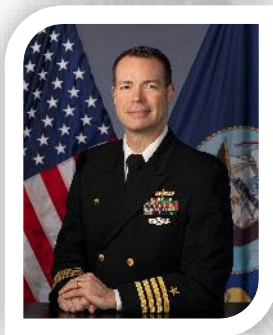
We will focus our attention on our **Keyport Keystones**:

- *Weapons to the Fleet*
- *Platform Sustainment*
- *Subsea and Seabed Warfare*
- *System Security*

Additionally, our three transformational areas are urgent, and action based; focusing on **Our Foundation**:

- *People*
- *Infrastructure*
- *Processes*

Our strategic plan will guide us through the important work that must be done to Expand America's Undersea Dominance.



**CAPT Clint Hoskins, USN**  
*Commanding Officer*



**Mr. Michael Slater, SSTM**  
*Technical Director*

A handwritten signature in black ink that reads "Clint P. Hoskins".

A handwritten signature in black ink that reads "Michael Slater".

# EXPANDING AMERICA'S UNDERSEA DOMINANCE

## OUR VISION

We accelerate emerging and disruptive technology to the warfighter through innovation to expand America's undersea dominance

## OUR MISSION

Develop, transition, support, and sustain current and future technologies for the United States Navy; provide a full spectrum of technical capabilities in research and development, testing and evaluation, analysis, and engineering for Undersea Warfare weapons and systems, unmanned and autonomous vehicles, submarines, ship systems, and their platforms

## OUR CULTURE AND VALUES

We strive to have a culture that is inclusive, engaging, and one in which we excel together; it is shaped by living the personal values of honesty, integrity, unity, and empowerment

Be Honest  
Have Integrity  
Build Unity  
Empower Our People

## CONTRIBUTING TO OUR NATION'S FREEDOM, EVERY DAY



# STRATEGIC PRIORITIES & KEYPORT'S RESPONSE

*"Today, for the first time in a generation, we face strategic competitors with the demonstrated intent to unravel the free and open order. The People's Republic of China (PRC) is building all-domain military capabilities to challenge the United States. Its aggressive behavior is threatening U.S. interests, undermining alliances and partnerships, and undercutting the rules-based system. Russia invaded Ukraine, shattering the post-Cold War peace in Europe and creating new security challenges on that continent and beyond. Meanwhile, the world is entering a new age of warfare, one in which the integration of technology, concepts, partners, and systems - more than fleet size alone - will determine victory in conflict".*

- CNO NAVIGATION PLAN 2022



The strategic priorities outlined in higher level guidance address critical focus areas for the Navy. The NUWC Division, Keyport Strategic Plan directly aligns with Department of Defense, Department of the Navy, Naval Sea Systems Command, and Warfare Center goals and objectives.

Our plan ensures we are meeting current and future needs of the fleet and our customers, while focusing on our mission, vision, and enhancing our ability to steward our Technical Capabilities.

We will remain adaptive and agile to new mission priorities and emerging needs; investing our resources to advance our mission.

# LEADERSHIP PHILOSOPHY

Leadership is for everyone at NUWC Division, Keyport – regardless of job title or position within the organization. Our leadership philosophy serves to build upon the culture and values we commit to as Team Keyport. Those values and our commitment to defend our nation have driven the launch of Keyport's WILL to Achieve.

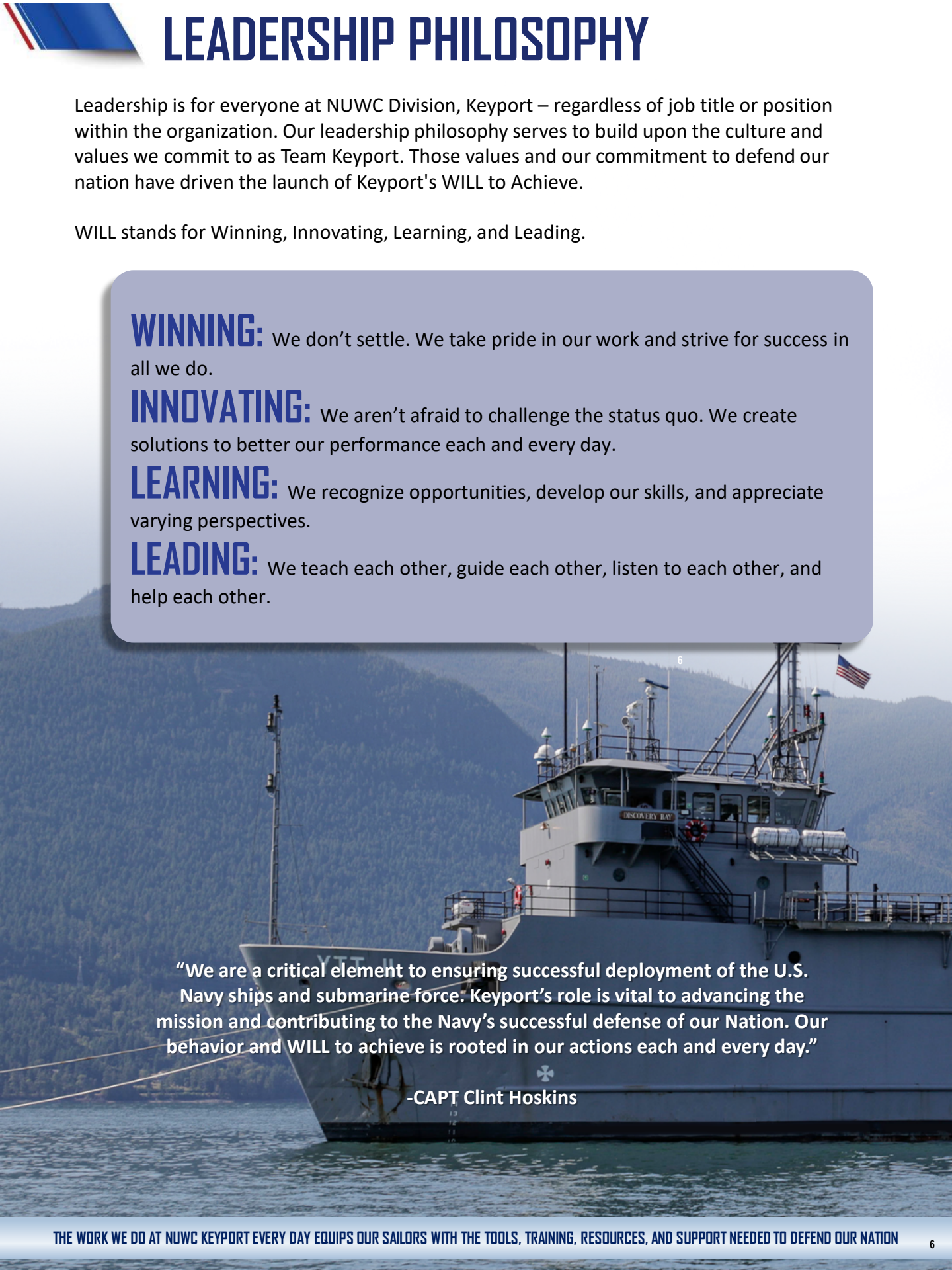
WILL stands for Winning, Innovating, Learning, and Leading.

**WINNING:** We don't settle. We take pride in our work and strive for success in all we do.

**INNOVATING:** We aren't afraid to challenge the status quo. We create solutions to better our performance each and every day.

**LEARNING:** We recognize opportunities, develop our skills, and appreciate varying perspectives.

**LEADING:** We teach each other, guide each other, listen to each other, and help each other.



"We are a critical element to ensuring successful deployment of the U.S. Navy ships and submarine force. Keyport's role is vital to advancing the mission and contributing to the Navy's successful defense of our Nation. Our behavior and WILL to achieve is rooted in our actions each and every day."

-CAPT Clint Hoskins

# KEYPORT'S WILL TO ACHIEVE

**WINNING**

*We have pride in what we do. With the best and brightest minds in America, we have the opportunity to work on and develop unique solutions to difficult problems.*

*We take responsibility to lead, mentor, innovate, and execute our duties. Our role is based on a foundation of trust, integrity, and character.*

*We foster an environment built on inclusion and respect. Every individual matters and is a key to our success.*

**WILL**

*We make a difference! A difference in the community. A difference in the Navy. A difference to our nation and its mission.*

*Together we WILL continue the great and successful traditions of our command in support of our Navy and Nation!*

**LEARNING**

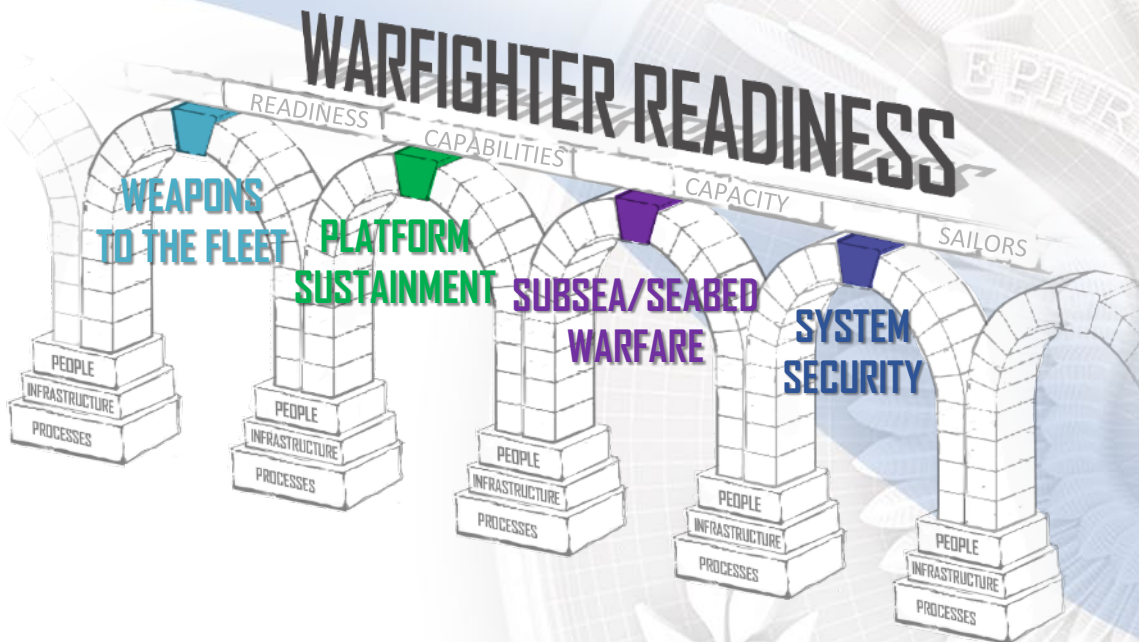
**LEADING**



# KEYPORT KEYSTONES

[kē-stōn : *The central summit of an arch; the critical mission areas to which each action at NUWC Division, Keyport supports.*]

The foundation of our business is rooted in our People, Infrastructure, and Processes. These building blocks allow delivery of our products and services; ultimately enabling Warfighter Readiness. Our goals focus on transformational efforts to grow, and challenge ourselves in these areas to improve innovation, efficiencies, culture, and ensure quality products and services are provided to our customers; each of which are aligned to our Keyport Keystones outlined below.



## WEAPONS TO THE FLEET

We provide weapons to the fleet, in quantity, and on time to maximize warfighting capability

## PLATFORM SUSTAINMENT

We test and deliver submarine and USW systems, technologies, parts, and components to maximize operational availability of ships, submarines, and Unmanned Undersea Vehicles

## SUBSEA/SEABED WARFARE

We maximize the use of unmanned technologies to the operational fleet to enable a decisive warfighting outcome

## SYSTEM SECURITY

We ensure cyber technology, hardware, software and firmware systems are protected from threats and exploitation



# OUR FOUNDATION AND GOALS

## *PEOPLE*

**Foster adaptive leadership throughout the organization. Leadership is for everyone.**

**We:**

- Advance our team through professional development, technical training, and career growth opportunities
- Develop agile leaders through challenging assignments and mentoring opportunities
- Focus on our values and WILL to achieve through increased quality communication both up and down the chain of command

## *INFRASTRUCTURE*

**Invest in world class facilities and infrastructure to support Undersea Warfare; ensuring operational readiness that is adaptable to future Navy needs.**

**We:**

- Invest in maintenance, modernization, and acquisition of the tools, equipment, materials, and facilities needed to perform our work
- Ensure our investments are prioritized based on impact to our Keystones

## *PROCESSES*

**Enhance our current processes through automation and advanced applications of data science and decision theory tools.**

**We:**

- Focus on digital transformation and automation
- Evaluate our technical and business processes to identify areas to optimize for the needs of tomorrow
- Use innovative strategies to improve efficiencies
- Identify, remove, and/or elevate barriers early and often

# WHAT MAKES KEYPORT UNIQUE?

As a Science and Technology Reinvention Laboratory (STRL), NUWC Division, Keyport is one of the principal research, development, test and evaluation, analysis and assessment activities for NAVSEA. We have special responsibilities and execute unique authorities to support delivering innovative solutions to the Naval warfighter. Designated by the Under Secretary of Defense, Research and Engineering, through the National Defense Authorization Act, NUWC Division, Keyport is the only Navy STRL located in the Pacific Northwest. As such, we are authorized certain legislated authorities such as personnel flexibilities, minor military construction flexibilities, and the ability to adopt mechanisms that give the STRL Directors discretionary funding flexibility.



## STRATEGIC PARTNERSHIPS

NUWC Division, Keyport is uniquely positioned with strategic partnerships spanning academia, industry, small business, and other government agencies. These partnerships allow us to remain agile and leverage a wide range of capabilities and rapid innovative solutions.

### SMALL BUSINESS

NUWC Division, Keyport values the flexibility, innovation, and collaboration gained through our partnerships with small businesses and other private partners.

Private industry and entrepreneurs can contribute to the Navy mission by collaborating on technical requirements, integrating cutting-edge technologies, and solving current challenges. This includes everything from manufacturing to procurement to obsolescence management to cyber systems security engineering.



Industry Day, March 2023

### NORTHWEST TECH BRIDGE

The Northwest Tech Bridge is a partnership with Impact Washington to enhance laboratory engagement with innovators and non-traditional partners across the Northwest region. We work with Naval X to find opportunities to bring innovative solutions that help solve needs and pain points across the Navy.




### UNIVERSITY AFFILIATED RESEARCH CENTERS

NUWC Division, Keyport partners with three University Affiliated Research Centers to include recognized Applied Research Laboratories (ARL) and Applied Physics Laboratories (APL).

Current partners include:

- University of Washington (UW/APL)
- Penn State University (ARL/PSU)
- University of Texas (ARL/UT)



NUWC Division, Keyport has our eyes on the horizon, relentlessly preparing solutions for the U. S. Navy's next great challenge. We bring the latest and most advanced science and technology to the Fleet. We build strong partnerships and create a welcoming environment for them to blossom. We seek the best and the brightest candidates to build an engaged and diversified workforce. Science, technology, engineering and math disciplines are our bedrock and we will continue to be a champion for the advancement of these disciplines. We do all these things to Expand America's Undersea Dominance now and into the future.

# NAVAL UNDERSEA WARFARE CENTER DIVISION, KEYPORT

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<https://www.navsea.navy.mil/Home/Warfare-Centers/NUWC-Keyport/>

