STRATEGIC PLAN
2030

Trust • Transparency • Teamwork

ONE TEAM - OPTIMIZING DECISION MAKING

NAVSEA
WARFARE CENTERS
CORONA

Mission

Provide transparency to warfighting readiness through data analytics and assessment, engineering the fleet's Live-Virtual-Constructive training environment, and assuring the accuracy of measurements

Vision

Optimize decision-making for warfighting and fleet readiness

Strategic context in the global environment

The global landscape has evolved into one where hostile actors, nations, and nation-states are using military force, coercion, intimidation tactics, predatory economic practices, industrial espionage, and cyber warfare, threatening our Nation. As summarized in the National Defense Strategy, "We are facing increased global disorder, characterized by a decline in the long-standing rules-based international order—creating a security environment more complex and volatile than any we have experienced in recent memory."

Delivering a hard pivot in our global military philosophy, the National Defense Strategy established a return to great power competition, namely with China and Russia, and a focus on the Indo-Pacific region. With the world's oceans playing such a vital role for the United States as a maritime nation, any infringement would be significant to both the nation's commerce and communications. Given the size and scope of these global threats, the United States must respond as a holistic Naval Service (U.S. Navy, Marine Corps, and Coast Guard) and as one Integrated All-Domain Naval Power. The Naval Service does not compete, deter, or fight alone. We are an integrated part of the Joint Force and work closely with allies, partners, and other government agencies.

The Chief of Navy Operations provided further focus that we will meet this challenge by deploying forward to deter aggression and preserve freedom of the seas, focusing on readiness, capabilities, capacity, and our Sailors. Though deterrence is at the forefront of our doctrine, if deterrence fails to prevent armed aggression, we will win any potential fight and preserve the future peace. A Naval Operational Architecture, a collection of networks, infrastructure, data, and analytical tools will be pivotal in enabling the operating concepts that will enable an integrated capability between the Naval Service and the Joint All-Domain Command and Control.

Data is a cornerstone to maintaining decision advantage and achieving an interoperable Joint Force. The Joint Force will be made ready through testing and training, integrating distributed live ranges and synthetic assets in a multi-domain Live-Virtual-Constructive (LVC) construct. As an integral part of NAVSEA, we are committed to supporting the on-time delivery of combat-ready ships, submarines, and systems.

Corona has set our vision for 2030 **to optimize decision-making for warfighting and fleet readiness.**

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We support our Navy because of who we are

We are agile, diverse, experienced, innovative, and are the Navy's trusted team for performance and readiness assessment, measurement science and engineering, and range systems engineering.

We were born from truth. Our Command origin and its shield bears the motto "Nuntiate Veritatem" – meaning to "tell the truth." Our language is data, our pursuit is transparency, and our vision is optimizing decision-making.

We are one integrated team, accelerating knowledge sharing across organizations, and innovating to drive new capability and efficiency in all we do. Together, collaborating across the Navy and Marine Corps, we will maintain our maritime superiority.

WE ASSESS, EVALUATE, ENGINEER & DELIVER

- Performance assessment - test and evaluation, fleet exercise feedback

- Readiness assessment - reliability, maintainability, operational availability, and surveillance

- Quality and mission assurance assessment

- Metrology and calibration, gage and interface assessment

- Strategic systems testing and analysis

- Live, virtual, and constructive (LVC) training environment and range systems engineering and operations

- Ground ordnance test, evaluation, and lifecycle engineering

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We believe in our people

The Command's greatest strength is our people. The hard work, dedication, and expertise of our employees is the bedrock of the Command.

Our Guiding Principles shape our actions and we encourage every individual to work towards achieving their best in this collaborative environment. Our motivations and actions are rooted in integrity and honesty, and we aspire to always act with empathy, seek to understand without making assumptions, and hold ourselves accountable.

Empowerment of the workforce is integral to the Corona culture. This allows our team to bring forward their best traits of integrity, commitment, teamwork, agility, expertise, critical thinking, and innovation. We are an elite team that executes our best when we have a culture of support, active communications, mentoring, accountability, respect for diversity, and inclusiveness.

We are committed to affording every teammate the opportunity for open and honest communication with leadership at all levels. We pride ourselves on holding regular, small and large, open forum discussions to provide everyone with opportunities and accessibility to share their thoughts, ideas, and challenges with their leaders.

We deliver the greatest value when we have the right people. We recruit and retain the best by fostering an environment that ensures our people feel appreciated, empowered, and motivated. We recognize our employees' accomplishments and reward outstanding achievement. We realize that sustaining our competencies and capabilities at the highest levels is of paramount importance. We develop our workforce through training, advanced education, mentoring, career-enhancing developmental assignments, and professional opportunities to gain on-the-job experiences. We want our employees to be at their personal best.

We are proud and passionate about being a mission-focused Command. We use our imagination, creativity, disciplined processes, problem-solving abilities, and team dynamics to accelerate and deliver unprecedented technical capabilities for we understand the importance of our mission and the demand for what we provide.

We are best when we operate as One Team, across Corona, our sister Warfare Centers, NAVSEA, the Navy and Marine Corps, and our industry and academia partners.

We embrace digital transformation

Today's need for an Integrated All-Domain Naval Power is dependent on the Naval Service successfully transforming into a digital environment. As articulated in the NAVSEA Campaign Plan, advancing our digital advantage requires an Enterprise mindset across every facet of our business. Successful digital transformation requires the development and integration of a wide range of capabilities to improve performance, unlock new opportunities, drive innovation, deliver new efficiencies, and inform analytics-based decision-making.

We understand the sense of urgency with which we must be ready to support the warfighter anywhere around the globe. The change in the digital landscape is constant with the speed of information enabled by global connectivity and the generation of expansive data sets with technological advances in quantum computing, modeling & simulation, machine learning, and artificial intelligence. The sheer volume, velocity, and variety of data pose tremendous data management and aggregation challenges.

We lean forward, accelerating our data and digital expertise and implementing critical technologies to enhance our support for an interoperable Naval Service and Joint Force. We are advancing our business processes through adoption and implementation of digital tools to enhance workforce experience and reimagine our business models with digital technology central to how we operate. We are ensuring that our workforce is prepared to use the latest techniques, software tools, high-performance computer resources, and cross-domain enterprise systems to solve current and future challenges using model-based systems engineering approaches. Our digital modernization efforts ensure the development, maintenance, connectivity, and availability of scalable, agile, resilient, seamless and secure IT infrastructure and services that empower us to collect and synthesize data into actionable information and dependable mission execution. Seamless functionality for cross-platform data movement and aggregation will enable the use of data science methodologies, predictive analytics, and modeling & simulation to prepare the data ecosystem for artificial intelligence.

Continuing decades of expertise on system and warfighting readiness and performance data, Naval enterprise metrology and calibration data, as well as traditions of veracity and verification, we are leading to provide measured digital transformation to the enterprise.

# S T R A T E G I C G O A L S

Advanced Data Analytics

To help our Navy maintain our maritime superiority and increase warfighting readiness, we will implement advanced data science and analytics capability across our technical roles and business capabilities to provide data transparency, objective metrics, and predictive analytics. This will help expand the advantage over our adversaries by turning data into actionable knowledge and accelerate feedback to the Naval community.

Engaged Workforce

We will provide comprehensive training opportunities across the career continuum and enhance employee developmental opportunities. To support our advanced data integration and analytics capability, we will continue to develop expertise in data science competencies across the command. This strategy will build an inclusive and engaged workforce to meet requirements today and into the future.

Optimized Infrastructure
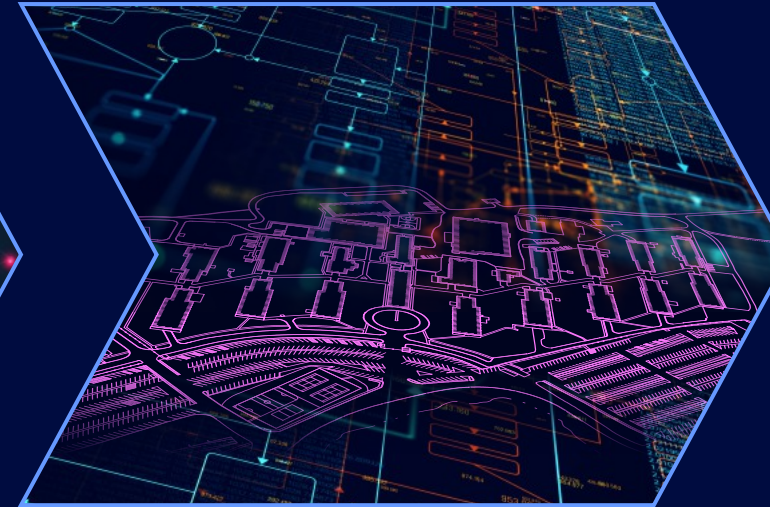
We will deliver facility solutions to meet the mission and workforce requirements while implementing digital solutions for increased workforce effectiveness in an innovative work environment. We will increase the capacity for executing secure analytics and enhance our physical security and force protection measures to safely and securely execute our mission.

Innovative Culture

We will transform our culture by training our workforce in innovation methodologies and creating an environment to institutionalize them. We will champion our Inland Empire Tech Bridge by formalizing partnerships with academia and non-traditional partners to advance state-of-the-art data analytics, networked environments, and measurement technology. We will use the Tech Bridge as a capability and capacity extender to accelerate innovation into the Department of the Navy.

Leadership

Everyone in the organization shares the responsibility of leadership. Leadership is what you do, not a position you hold. Whether you are an individual contributor or leading a large multi-agency team, leadership is fundamental to achieving high performance.

Communication

We use accurate and timely communication that flows in all directions for organizational success. We genuinely listen, are candid and open-minded, provide timely feedback and use humility when working with each other and our customers.

Honesty & Integrity

We are honest, trustworthy, and respectful. We strive to act with integrity and consistency and are accountable to each other, the organization, and the customer. We honor our commitments.

Personal & Professional Balance

We encourage each other to find an appropriate balance between the professional and personal aspects of life, which is essential for the health of the individual and the organization.

Workplace Environment

We strive to create a respectful, challenging, and productive environment that is safe, supportive and free of discrimination. We will face obstacles that degrade our work environment with courage and toughness.

Teamwork

We are One Team, comprised of individuals with diverse perspectives. We lean forward in a team environment through collaboration, empowerment, ownership, and initiative. We remain focused on the goal of supporting the warfighter.

Professional Development & Growth

Technical Excellence

Business Practices

We create a positive and professional environment that provides meaningful and challenging opportunities. We encourage each other to continually develop and grow professionally through education, training, and growth opportunities. We recognize and celebrate our hard work and success.

We cultivate an organization that possesses knowledge, experience and creativity. We achieve technical excellence through process rigor, applied engineering, analytical best practices, and customer engagement.
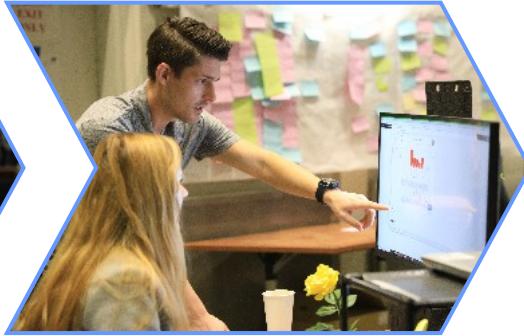
We develop and maintain sound business processes and procedures. We continually seek ways to improve our decisions, products, and services to maintain the highest standards at the local and enterprise levels.

Inland Empire Tech Bridge

Home to Navy, Marine Corps, Army, and Air Force installations, the Inland Empire is the geographic center of the largest concentration of military personnel in the world with a regional population greater than 25 states. Site Selection Magazine named the region "An Oasis of Innovation." Its most populous city, Riverside, has the largest designated Innovation District in the country.

Anchored by NSWC Corona, the Inland Empire Tech Bridge sits amongst a growing innovation ecosystem well positioned to support the Navy and Marine Corps strategic direction of the future. We will focus on data analytics and visualization, networked data environment, and measurement technology and leverage our regional innovation ecosystem to help us innovate faster than ever.

The Inland Empire Tech Bridge team is excited to be a force multiplier for our region's innovation ecosystem and appreciates the continued support of our local, state, and federal government teams, as well as our academic and industrial partners.

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2030

INLAND EMPIRE
TECH BRIDGE
POWERED BY NAVALX

Advanced Data Analytics ● **Engaged Workforce** ● **Optimized Infrastructure** ● **Innovative Culture**

ONE TEAM

FIRST EDITION