

STRATEGIC PLAN

Naval Surface Warfare Center Indian Head EOD Technology Division





From the Commanding Officer and Technical Director

In 2015, the Naval Surface Warfare Center Indian Head Explosive Ordnance Disposal Technology Division celebrated its 125th anniversary of service to the nation and our warfighters. Today, IHEODTD serves as the principal agent for the development and deployment of energetic materials and systems to the fleet.

Over the past two decades, too much risk has been accepted in the area of energetics materials research. As a result, our ability to impact next-generation warfighting systems is severely limited. A naval energetics renaissance will reinvigorate the nation's energetics approach and provide the Navy and Marine Corps with solutions to current and emerging operational challenges.

Our mission accomplishment depends on our people. The IHEODTD team is our greatest asset and we must continue to invest in professional development and quality-of-life initiatives. The entire workforce must embrace our commitment to on-time/on-cost delivery of products and services to our customers.

While our mission defines our impact, we remain a working-capital funded organization. To achieve our strategic goals, we must increase the availability of internal funding. The best ways to do this are to provide world-class customer service, perform the most innovative research and development, and continue capturing new business opportunities for smart growth. Our vision is sound and our goals are measurable: if properly executed, our team will be 400 work-years stronger by 2025.

To achieve our vision, we will reshape our industrial complex; capture new business opportunities; and continue to provide reliable, quality, and affordable products and services. As an organization, we must accept this challenge and look forward to the next 125 years of service to our nation.

The overall structure and content of Version 1.0 of the Strategic Plan, released in 2016, remains valid and relevant. The only significant changes in Version 2.0 are new and expanded People and Process Supporting Plans. These plans will help ensure an efficient, vibrant and responsive workforce, while our naval energetics capability continues to grow.



Capt. Scott Kraft, USN
Commanding Officer



Mr. Ashley G. Johnson
Technical Director

As a field activity of the Naval Sea Systems Command and part of the Naval Research and Development Establishment, IHEODTD is the leader in ordnance, energetics and EOD solutions for the Department of Defense. This strategic vision provides tiered planning to drive change and align efforts that support the warfighter on current and future battlefields.

VISION

By 2025, IHEODTD will grow 400 work-years stronger by reshaping our industrial complex; capturing research, development, test and evaluation opportunities in energetic systems; and providing reliable, quality and affordable products and services.

MISSION

RDT&E, manufacturing and providing in-service support of energetics and energetic systems. Provide Sailors, Marines, Soldiers and Airmen with information and technology to detect, locate, access, identify, render safe, recover, exploit and dispose of explosive threats.





FLY FARTHER HIT HARDER SAVE LIVES

Whether at sea, in the air, or ashore anywhere in the world, IHEODTD provides our naval, joint and coalition military forces the ability to **Fly Farther, Hit Harder and Save Lives.**

Fly Farther by conducting research, development and testing of new energetic materials and by innovating solutions to enhance speed, range and signature capabilities.

Hit Harder by using world-class expertise in energetics applications such as warheads, propulsion, fuzing, modeling and safety to develop and improve warfighting systems and enhance lethality.

Save Lives by ensuring our warfighters' critical tools, equipment and information provide an unfair advantage over our adversaries' capabilities.



GOAL 1

MODERNIZE, RESTORE AND/OR RESHAPE IHEODTD FACILITIES, UTILITIES AND INFRASTRUCTURE TO ENSURE MISSION ACHIEVEMENT AND FISCAL SUSTAINABILITY

- OBJECTIVE 1.1:** Modernize and maintain critical IHEODTD utilities to ensure mission achievement and efficient operations.
- OBJECTIVE 1.2:** Invest, divest or optimize selected facilities, equipment and capabilities to maximize fiscal health and enhance operational efficiency.
- OBJECTIVE 1.3:** Develop a responsive, cost-effective partnership with Naval Support Activity South Potomac and Naval Facilities Engineering Command that accommodates IHEODTD's unique industrial mission to facilitate mission accomplishment, timely product execution, and workforce quality of life.

For more than 125 years, IHEODTD has developed, tested and manufactured energetic materials and systems. A majority of the base's infrastructure constructed years ago is still in use today. To remain responsive to current and future requirements, selected facilities must be optimized and modernized. This may include new construction, renovation, consolidation, decontamination and/or demolition.

Our workforce deserves buildings and facilities that inspire productivity and pride and are reliable, safe and secure. There can be no compromise when it comes to our team's safety. A dedicated investment strategy in infrastructure will provide a vibrant naval energetics capability for the next 125 years.



GOAL 2

ESTABLISH PUBLIC-PRIVATE PARTNERSHIPS
TO ENHANCE ENERGETIC MATERIALS AND SYSTEMS
SUPPORT TO THE FLEET

- OBJECTIVE 2.1:** Identify and pursue the right P3s to facilitate infrastructure modernization, overhead cost reduction, and work-year growth.
- OBJECTIVE 2.2:** Identify and overcome barriers associated with the establishment and execution of P3s to attract and maintain private industry interest.
- OBJECTIVE 2.3:** Develop and execute procedures for integrating P3 operations within IHEODTD's product line to maintain seamless customer support.

The Navy and Marine Corps rely on IHEODTD for a broad set of critical energetic and EOD capabilities. Maintaining our readiness level requires a significant amount of resources that are increasingly difficult to realize in the current budget environment. When workload decreases or becomes unpredictable, it is challenging to maintain such a large and diverse industrial complex, as well as the intellectual capital necessary to operate it. Establishing additional private partnerships provides IHEODTD options to address expenses and maintain the unique capabilities needed for our nation's defense.

IHEODTD has been designated a Center of Industrial and Technical Excellence. This provides increased flexibility and local control over P3s. These partnerships allow IHEODTD to improve and maintain our capabilities by sharing under-utilized plant capacity, supporting the modernization of existing facilities, while also optimizing costs.



GOAL 3

DEVELOP NEW PRODUCTS AND SERVICES ACROSS IHEODTD CORE COMPETENCIES TO SUPPORT STRATEGIC INVESTMENTS AND TO TRANSITION ADVANCED WARFIGHTING CAPABILITIES

- OBJECTIVE 3.1:** Conduct market research and analysis of warfighter demand signals to identify new business opportunities and profitable capability investment areas.
- OBJECTIVE 3.2:** Conduct analysis of emerging technology applications to identify new business opportunities and profitable capability investment areas.
- OBJECTIVE 3.3:** Identify, prioritize and resource investments in new capabilities to facilitate the capture of new business.
- OBJECTIVE 3.4:** Conduct informed business development efforts to acquire enduring new work to help maintain a relevant workforce and lower overhead costs.

IHEODTD must urgently develop new products and services across its core competencies to meet the challenges raised in the Chief of Naval Operations' "A Design for Maintaining Maritime Superiority, Version 2.0," as our competitive advantage has shrunk and in some areas, is gone altogether. As the principal agent for energetics to the fleet, as well as EOD information and technology to the DoD, the command's specialized expertise will be leveraged to develop new technologies that address existing requirements and future warfighter needs.

New energetic material systems must expand the competitive space as noted in Version 2.0 and National Defense Strategy. IHEODTD must stay current in emerging technologies and drive innovation to maintain the nation's maritime dominance.

To ensure the Navy avoids technological surprise and force potential adversaries to question their ability to successfully engage in armed conflict, IHEODTD will conduct focused and sustained technology scouting, forecasting and development activities to ensure our warfighter remains cutting-edge with enhanced kinetic and non-kinetic options enabling them to win.



GOAL 4

ESTABLISH IHEODTD AS THE ENERGETIC MATERIALS AND SYSTEMS PROVIDER OF CHOICE TO PROTECT THE NAVY'S INTELLECTUAL CAPITAL WHILE EXPANDING DELIVERY OF CORE PRODUCTS AND SERVICES

- OBJECTIVE 4.1:** Make process improvements to reduce execution lead times and meet delivery dates that help enhance the command's organizational reputation.
- OBJECTIVE 4.2:** Capture IHEODTD intellectual capital and effectively transfer it to the next generation of energetics and EOD professionals.
- OBJECTIVE 4.3:** Conduct analysis of existing customers to identify opportunities that responsibly expand the level and scope of support.
- OBJECTIVE 4.4:** Conduct informed business development efforts to expand core products and services.

IHEODTD is the only activity in the Department of the Navy that delivers energetic materials and systems technology solutions from initial product research throughout the end of the product's life cycle. Given historical fleet and force dependence on the command's products and services, it is imperative that we thrive in the future. Every effort will be made to sustain and grow IHEODTD's core business areas to deliver more high-quality products faster and at a lower cost.

We must focus our attention to on-time/on-cost delivery of products and services, as well as the exploration of progressive approaches to achieve compliance with relevant regulations and policies. Our customer service must be world class and ensure that we do what we say we are going to do.



GOAL 5

INVIGORATE INTEREST IN ENERGETICS TO PROMOTE NEW RDT&E INVESTMENT AND THE CONSIDERATION OF ADVANCED ENERGETICS OPTIONS WITHIN THE CAPABILITIES DEVELOPMENT AND ACQUISITION PROCESSES

- OBJECTIVE 5.1:** Execute a key stakeholder engagement plan that establishes and maintains broad support for a naval energetics renaissance.
- OBJECTIVE 5.2:** Create, resource and sustain an advanced RDT&E program to address existing technology gaps, prevent future technology surprises, develop/sustain critical technical expertise, and create new capability options for the warfighter.
- OBJECTIVE 5.3:** Utilize an innovation lab to enable agile energetics development, facilitate external partnerships, and retain/develop critical expertise.

Naval weapon systems use energetics across all warfighting domains: undersea, surface, air and land. Energetic materials are critical components of every weapon system, platform and warfighting capability. However, given competing priorities and the high operational tempo of war, the following risks are identified:

- Technological surprise is occurring as scientific advances of potential adversaries are outpacing those from the United States and our allies;
- Capabilities are not adapting or advancing to meet emerging warfighter needs;
- Access to critical energetic precursors is controlled by potential adversaries or limited by unstable domestic sources;
- IHEODTD competency is jeopardized by a sun-setting workforce.

The nation is rapidly losing its superiority over potential adversaries with regards to the range, speed, lethality, size, weight, signature and safety of our weapon systems. A naval energetics renaissance is being led by IHEODTD to reinvigorate the nation's RDT&E and provide solutions to current and emerging naval operational challenges. This command will execute a long range RDT&E technology plan and re-establish a collaborative community, assure technical competency is sustained and allow for a graceful transition to future naval weapons systems.



COMMAND TENETS

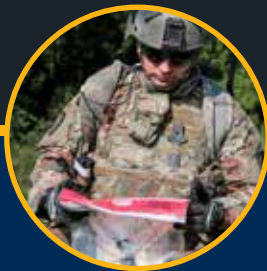
- **Proficiency:** High degree of skill and confidence that enables mission; relentless pursuit of excellence.
- **Discipline:** Assertion of will; ensuring prompt initiation of appropriate action in the absence of orders and working at the highest level possible even in the absence of supervision.
- **Motivation:** Born from a clear understanding of purpose, freedom to self-direct activity, and ability to pursue mastery of their skills.
- **Morale:** A feeling of confidence and well-being, enabling one to face hardships with courage, endurance and determination. The armor that protects one from those daily “slings and arrows” that distract from accomplishing the mission.
- **Esprit de Corps:** The loyalty, pride and enthusiasm one shows for their teammates. It is a common bond that provides intense solidarity along with a deep regard for unselfishness, self-discipline, duty, energy, honor, patriotism and courage.



PEOPLE SUPPORTING PLAN

ADVANCE OUR KEEPERS OF THE FIRE ETHOS BY REMEMBERING OUR TRADITIONS AND CREATING OUR LEGACY

- Objective PE.1:** Know and Align with the Warfighter – Define and enable the Keepers of the Fire ethos values, behaviors, expectations and alignment to the warfighter to engender trust, sense of identity and shared purpose as one team, one fight.
- Objective PE.2:** Champion Internal Communications – Encourage and empower effective internal communication/two-way dialogue between employees, management and leadership both up and down the chain of command and across the command to increase understanding and to improve execution. This in turn will drive improvements in motivation, morale and esprit de corps.
- Objective PE.3:** Grow an Inclusive, Diverse Workforce – Successfully meet our growing staffing requirements and blend the new and existing employees into a team that advances a culture of inclusion, provides equal access, and maximizes the power of diversity to improve execution for the warfighter.
- Objective PE.4:** Enhance Employee Development, Knowledge – Create and implement a proficiency and leadership development program for all employees that provides the individual and team knowledge, tools and experiences to meet warfighter needs and enhance career and professional growth. The outcome should drive proficient, disciplined and motivated employees that have high morale and exemplify esprit de corps.
- Objective PE.5:** Foster Excellence, Promote Success – Create an atmosphere of excellence and accountability where help or a job well done is always recognized and success is celebrated to drive the trust, shared purpose and a sense of identity required by Keepers of the Fire.
- Objective PE.6:** Improve Workplace, Work-Life Quality – Improve workplace and work-life quality that allows work to be done well, drives employee pride, and uniformly encourages workforce flexibilities to form a sense of identity, create shared purpose, improve morale, and increase esprit de corps.



PROCESS SUPPORTING PLAN

TRANSFORM THE COMMAND'S CROSS-ORGANIZATIONAL TECHNICAL AND BUSINESS WORK SYSTEMS TO ENSURE GREATER PERFORMANCE AND EFFICIENCY

Objective PR.1:

Deliver systems engineering, project management, safety and quality pillar programs to ensure technical execution excellence with consistent results for all customers.

Objective PR.2:

Deliver acquisition, financial, human capital and management pillar programs to ensure business execution excellence with consistent results for all customers.

Objective PR.3:

Deliver an enhanced cybersecurity awareness and compliance program to prevent unauthorized information technology activity, secure industrial systems, and integrate cybersecurity into all products and services.



For more than 125 years, Indian Head has flourished and provided the nation with energetics solutions that impact every warfighting domain and naval weapon system. IHEODTD evolved with changing naval priorities: established as the Naval Proving Ground in 1890 to the Naval Powder Factory in 1932, the Naval Propellant Plant in 1958, the Naval Ordnance Station in 1966, the Indian Head Division, Naval Surface Warfare Center in 1992, and finally Indian Head EOD Technology Division in 2013.

With the implementation of this strategic vision, IHEODTD will lead our naval energetics renaissance and continue to shape the next 125 years of ordnance technical excellence.

Almost three years after the initial release of this 10-year plan, IHEODTD has made significant progress across all five goals and supporting plans. We find our business stronger and healthier now, with an expanded customer base, new coalitions and partners and innovative new products and services.

FLY FARTHER HIT HARDER SAVE LIVES





STRATEGIC PLAN

Naval Surface Warfare Center Indian Head EOD Technology Division

2016 - 2025



3767 Strauss Avenue
Indian Head, MD 20640
301-744-6505
nswc.iheodtd.pao@navy.mil