

2025 - 2030

STRATEGIC PLAN

**Naval Surface Warfare Center,
Port Hueneme Division**



FOREWORD

The nature of warfare is changing rapidly. Advances in technology have ushered in new capabilities — and new threats — which we have seen play out in recent conflicts around the globe. Accordingly, we at Naval Surface Warfare Center, Port Hueneme Division must adapt rapidly to stay ahead of the curve. We must forge ahead at full speed to deliver what the Fleet needs from us, empowering our Sailors to expand the advantage and maintain maritime superiority amid a backdrop of great power competition.

This strategic plan charts that course for supporting the warfighter at the speed of need over the next five years, from 2025 to 2030. It builds on our previous 10-year strategy (2020-2030) and aligns with the latest guidance from the upper echelons — Naval Sea Systems Command and the Department of the Navy.

All our strategic efforts ultimately tie into what Chief of Naval Operations ADM Daryl Caudle described as “the work that lies ahead” during his assumption-of-office ceremony: “to ensure that our Navy remains, and forever will be, the most dominant, lethal and credible maritime fighting force the world has ever known.”

We can’t predict the future, but we can see where things are headed. Unmanned systems, artificial intelligence (AI) and other technological developments are already shaping the path forward for our Navy. As a command, we must hone our technical capabilities to anticipate the Fleet’s upcoming needs for testing, engineering and sustaining combat systems.

We must also find new ways to work faster and more efficiently without lowering the high bar of excellence we’ve set as a command throughout our 60-plus-year history. We must embrace digital transformation, tap tools that fuel data-driven decision-making, and harness the power of AI and machine learning. We will hold fast to technical rigor while driving innovation.

Along with bolstering our fleet support, we must continue to build our future workforce. That requires creating a purpose-driven culture in which top talent finds meaningful employment, and equipping our future leaders with the skills to guide the organization into the future. In short, we must invest in our people to keep executing the mission.

As members of Team PHD, we should all see ourselves in this strategic plan. As you read it, reflect on the part you play in the bigger picture, and identify actions you can take to help us achieve our goals as a command. It takes all of us, working together and supporting each other, to keep the ship on course for a successful future.



CAPT Anthony C. Holmes
COMMANDING OFFICER



Mr. Jeffrey Koe, SES
TECHNICAL DIRECTOR



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INTRODUCTION

NAVIGATING OUR FUTURE

This strategic plan is the road map for Naval Surface Warfare Center, Port Hueneme Division from 2025 to 2030. It defines how we will achieve our mission, support the Fleet and adapt to a changing world.



WHY DO WE NEED IT?

The U.S. Navy faces tough challenges in a world of rapidly changing technology and tight budgets. To stay ahead, we must be ready to adapt, and a clear strategic plan is vital to that effort. This plan will help us optimize efficiency, finding smarter ways to use our limited resources. It will also help us attract and retain skilled workers despite hiring freezes and high costs of living. Furthermore, it will help us bridge the gap between different generations and adapt to changing government rules, ensuring we work together effectively. Most importantly, this plan will enable us to give our customers, the Fleet, what they need: lethal capability on demand. Finally, it will empower us to take smart risks and use new technologies like AI effectively. By focusing on what matters most, remaining flexible and streamlining our work, this strategic plan will enable us to measure our progress and make sure we're preparing for the future, and giving the Fleet the support it needs to fight and win.

SUMMARY

This plan anticipates the Navy's future needs for In-Service Engineering Agent (ISEA) support. It aligns with guidance from the Department of the Navy (DON) leadership and defines what NSWC PHD must do to integrate, test, evaluate and support tomorrow's warfare systems. Key elements include:



Alignment with DON, Naval Sea Systems Command (NAVSEA) and NSWC strategic planning.



Clear goals and objectives tied to our mission and vision.



Ongoing and yearly targets with defined measures.



Key actions and timelines for mission success by 2030.

This plan is for our workforce. Your action, communication and involvement are critical to its success. It will help us improve our work, adapt to change and support the Navy.

THE NAVY'S SOURCE FOR FLEET READINESS

Who We Are: NSWC PHD provides integration, testing, evaluation and life cycle support for Naval surface fleet systems. We have nearly 3,000 employees in California, Virginia, New Mexico and other remote sites.

OUR HERITAGE

1963

Started as Naval Ship Missile Systems Engineering Station, supporting guided missiles.

1972

Expanded to weapon systems and Underway Replenishment.

1992

Became NSWC PHD, focusing on future technologies.

2022

Began preparation to be ready by January 2025 to support the warfighter in warfighting tempo.

Today, we focus on ensuring the Fleet receives optimal support.



TECHNICAL CAPABILITIES

- Surface Fleet Readiness In-Service Engineering (ISE)
- Test and Evaluation for Surface Weapon and Combat Systems
- Availability Integration, Modernization, Installation and Support for Surface Weapon and Combat Systems
- Underway Replenishment Systems ISE, Research, Development, Test and Evaluation (RDT&E), and Integrated Product Support (IPS)
- Surface and Expeditionary Combat Systems ISE and IPS
- Surface Weapon Systems and Launchers ISE and IPS
- Radar Systems and Netted Sensor Systems ISE and IPS
- Surface Combat and Weapon System Computing ISE and IPS
- Ballistic Missile Defense T&E Specialized Target Vehicle Development, Integration and Deployment
- National Technical Means and Space Effects Integration
- Surface Expeditionary Missiles, Canisters and All Up Rounds ISE, IPS and Production Support



SUPPORT ENABLERS

- Business Operations
- Finance
- Contracting
- Research and Development
- Industry
- Academia



COMBAT/WEAPON SYSTEMS ISEA LINES OF EFFORT

- Fleet Advocacy
- Engineering
- Product Support
- Acquisition
- Installation/Modernization
- Test and Evaluation
- Cybersecurity
- Sustainment



UNIQUE RESOURCES

- Self Defense Test Ship
- Surface Warfare Engineering Facility
- Mission Package Support Facility
- 24/7 Watch
- Missile Assembly Facility
- Directed Energy Systems Integration Laboratory
- Seal Beach Missile Recertification
- White Sands Missile Range Desert Ship
- Underway Replenishment Test Site
- Fathomwerx Lab and Innovation Lab
- Unmanned Surface Vessel Command and Control Lab
- Sensor Land-Based Test Facility Tower

OUR VISION

To be *THE* Navy's premier organization providing innovative and technical solutions to enable wartime dominance from seabed to space.


This plan will transform how we work. Our team of engineers, scientists, technicians, logisticians and business personnel will continue providing vital support to the Navy for current and future warfare systems.

Background: NSWC PHD has applied an accredited strategy and performance management process, certified by the International Association of Strategy Professionals (IASP). This ensures our initiatives follow best practices and achieve results. Through IASP, we created a new vision statement while maintaining our mission.

This strategy will ensure NSWC PHD continues to drive impactful results and sustain its leadership role in supporting the Navy's critical missions.

THE ENVIRONMENTAL SCAN

NSWC PHD conducted an environmental scan in June and July 2025 to inform this strategic plan. The scan included:



Scenario-Based Planning: Preparing for What Might Happen. This planning process helps us imagine different possibilities for the future, so we can be ready for anything. By considering multiple scenarios, we can become more flexible and resilient in the face of change.


Executive Steering Group Survey: Understanding the World Around Us. This survey asked senior leaders for their insights on trends, factors and forces outside of NSWC PHD that could impact our future success. We want to prepare for situations they anticipate will emerge in the future.

Customer Feedback: How Our Stakeholders See Us. We analyzed the most recent Customer Satisfaction Survey to understand how our customers and partners view our performance across different areas. This helps us see where we're meeting expectations and where we need to improve.

Customer Questionnaires: What's Important to Our Customers Right Now. These targeted questionnaires were sent directly to key stakeholders to get their candid input on the emerging priorities and trends they're seeing. This allows us to stay ahead of their needs and adapt accordingly.

Interviews: Insights from Our Leaders. We conducted one-on-one interviews with key personnel, including the commanding officer and technical director, to capture their unique perspectives on current and future challenges and opportunities. This provided valuable context for our strategic planning.

Senior Executive Input: Planning at the Highest Level. Input from senior leadership helped shape the scenario-based planning section of the report. This ensured that our strategy aligns with the highest-level goals and priorities.



Internal Survey: How We Work Inside. This survey asked NSW PHD employees about our internal processes, systems, resources and organizational factors. This helped us identify areas where we can improve our efficiency and effectiveness.

Navy Federal Employee Viewpoint Survey (FEVS): Measuring Our Internal Climate. We reviewed key results from the 2024 FEVS to assess our internal culture and employee engagement. This helped us understand what's working well and what needs attention to create a better work environment.

Command Climate Assessment: Building on Our Strengths. Findings and action items from the Command Climate Assessment were included to better understand our workforce's strengths and areas for growth. This helps us create a more positive and productive work environment for everyone.

This approach combined external and internal perspectives to support strategic planning and decision-making. Our goal was to promote alignment and develop strategic priorities for continued mission success.

Executive Summary: NSW PHD Environmental Assessment

The assessment identified seven strategic areas: **talent, priorities, innovation, collaboration, resources, political influences and performance measurement.**

Balancing increasing demand with limited resources is a key challenge. While NSW PHD is known for its expertise and Fleet support, it faces workforce and facility constraints, and bureaucratic hurdles. Hiring and retention are difficult due to a hiring freeze and high living costs.

Customers value NSW PHD's expertise but want faster delivery and greater efficiency. They suggest streamlining processes, improving collaboration and focusing on strategic priorities. Customers also noted clarity of organizational structure and navigating commands.

Internally, the command wants to use new technologies like AI and autonomous systems, requiring a risk-tolerant innovation culture and faster acquisition processes. However, there are concerns about strategic planning and performance metrics.

Moving forward, NSW PHD must address these challenges through workforce planning, process improvement, stakeholder engagement, technology investment and a clear articulation of its value. Success depends on balancing demands and resources, fostering innovation and streamlining operations to better serve the Fleet.

CORE VALUES



PRINCIPLES OF OPERATIONAL EXCELLENCE

- Integrity: Do the right thing. Adhere to the highest ethical standards at all times.
- Level of Knowledge: Know your job, people and procedures. Never stop learning.
- Procedural Compliance: By-the-book procedures. No shortcuts. Fight complacency.
- Formal Communications: Use clearly stated and standardized language that minimizes misunderstanding.
- Questioning Attitude: Speak up, ask and investigate when you sense or know something is not right.
- Forceful Backup: Reinforce what you know is right. Say something and take action when you know something is wrong.
- Risk Management: Identify, understand and mitigate risk.

OUR PURPOSE

Integrate, Test, Evaluate and Provide Life Cycle Engineering and Product Support for Warfare Systems.

STRATEGIC POLICIES

To ensure alignment across all efforts and to sustain our commitment to innovation and excellence, we have established the following strategic policies. These policies guide our investments, resource allocation, decision-making processes and collaborative efforts.

Aligning Investments with Our Long-Range Research and Development Plan

All investment programs will align with our Long-Range Research and Development Plan (LRRDP). This commitment aims to drive continuous innovation and maintain our competitive edge in the industry.

Supporting Workforce Development

All departments must allocate resources to support workforce development activities that align with our strategic goals. This includes areas such as strategic integration, competency management and technical capability health.

Leveraging Data Analytics

All strategic initiatives will be supported by data analytics to improve efficiency, uncover insights and drive informed decision-making across the organization.

Fostering Strategic Partnerships

We will actively seek and establish strategic partnerships with government organizations, industry leaders, academic institutions and research organizations. These collaborations will foster innovation and align with our LRRDP to achieve mutual growth and advancement.

THE LRRDP

The Long-Range Research and Development Plan (LRRDP) is our technology road map for the future. It provides stability, defines key technologies and guides research. The LRRDP will drive future initiatives, investments, and inform decision-making processes. By outlining long-term goals and identifying key areas of focus, the LRRDP ensures that our efforts are strategically aligned with our vision for technological advancement. This comprehensive plan also promotes collaboration across departments and with external partners, fostering innovation and accelerating the development of cutting-edge solutions. We will focus on:



AI Test Automation



Automated Work Packages



Virtual Test Environments

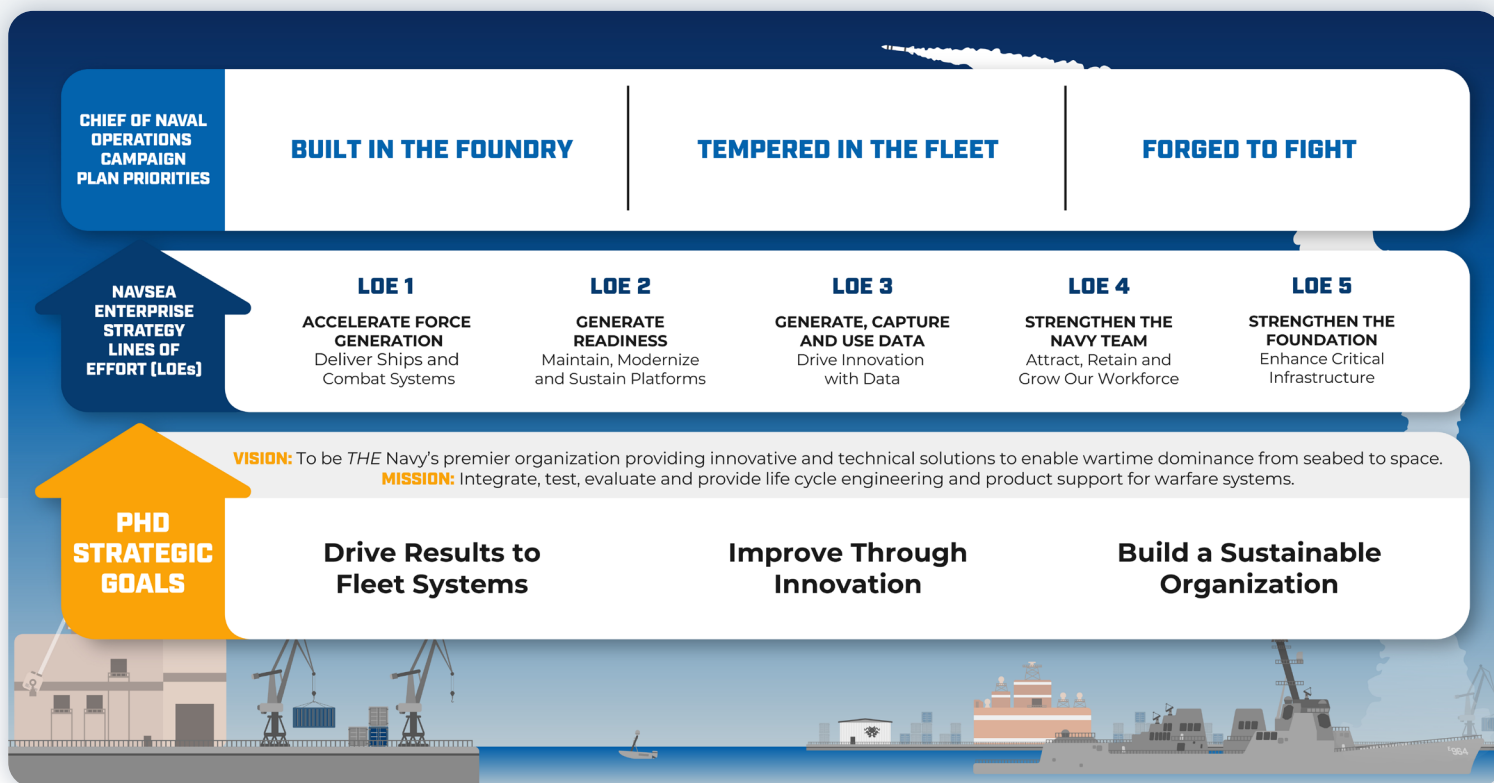


Data Driven Decision-Making

Strategic investment in these areas will improve efficiency, accelerate innovation, and ensure quality and reliability.



CONNECTED TO THE MISSION



National Defense Strategy (NDS): The NDS outlines the military's priorities and addresses strategic competition with nations like China and Russia.

CNO 34: The Navy Campaign Plan: The Navy Campaign Plan focuses on training and supporting Sailors, preparing for global threats, and using new technologies to maintain readiness and effectiveness.

DON Chief Technology Officer (CTO) Priority Technology Areas (PTAs): The DON CTO's list accelerates adopting key technologies to strengthen the Navy's information advantage.

Navy Shore Strategic Guidance 2024-2029: This document outlines strategic priorities for the Navy's shore enterprise, improving Fleet-focused outcomes.

Maritime Sustainment Strategy (MSS): The MSS provides a unified approach to naval sustainment across the spectrum of conflict.

The Competitive Edge 2.0 (2025): This strategy details a road map to achieve increased combat surge readiness for surface warships.

Analysis of the Navy's 2025 Shipbuilding Plan: This Congressional Budget Office report analyzes the Navy's shipbuilding plan, aiming for a larger and more capable Fleet.

WHAT WE WANT TO ACHIEVE

To continue providing the Fleet with unquestioned expertise and commitment, and succeed in a changing world, NSWCC PHD has set these goals for 2025-2030. These goals address key areas identified in our environmental assessment: our people, what we focus on, how we innovate, how we work together, our resources, outside influences and how we measure success. We want to build a strong organization, deliver great results for the Fleet, find new and better ways to do things, manage our money wisely and improve how we support the Fleet's operations.

STRATEGIC GOALS

These goals will help us build a skilled team to provide valuable services to the Navy.

Build a Sustainable Organization

Grow and sustain a pipeline of experts with the right labs and equipment to globally deliver products and services valued by the warfighter.

Drive Results into Fleet Systems

Drive lethal, effective, reliable, combat capability into surface Fleet systems to ensure overwhelming advantage to our warfighters in any conflict.

Improve Through Innovation

Generate impactful products, services and methods that improve Fleet operations.

STRATEGIC OBJECTIVES

These objectives will directly improve our support to the Fleet.

- Strengthen the Capabilities of Our Workforce
- Improve the Workplace to Support Our Workforce
- Improve Fleet Capabilities and Operations for Our Combat and Weapon Systems
- Accelerate Effective Use of Data Analytics to Enable Data-Driven Decisions
- Maximize Financial Efficiency to Fund Current and Future Priorities
- Fast-Track Digital Transformation to Improve Efficiency and Accelerate Capability to the Fleet
- Enhance our Partnership Ecosystem to Expand Opportunities to Innovate

GLOSSARY

Core Values are fundamental beliefs, philosophies, principles or standards that define the organization's character. They dictate correct behavior and guide the decisions and actions of an organization's leaders and workforce.

Key Drivers of Success are areas, internal or external to the organization, where positive results must be generated for the organization to achieve its primary goal(s) and ultimately long-term vision.

Leadership is the accomplishment of a goal through the direction of human assistants (Prentice, 1961). The person who successfully marshals their human collaborators to achieve particular ends is a **leader**.

The Mission is an actionable statement that identifies the organization's purpose and reason for existence.

Stakeholders are those who have an interest, or role, in the strategic initiative or are impacted by it.

Strategic Goals are the long-range, generally stated, directional aims to be achieved in alignment with the organization's vision and mission.

A Strategic Plan documents the strategy.

A Strategic Measure is a quantifiable and qualitative value that is used to track progress towards achieving strategic goals and objectives.

A Strategic Objective defines an outcome, or set of outcomes, the organization must achieve to meet its strategic goal(s) and to have its strategy succeed.

The Vision is an inspirational statement that articulates the desired future state of an organization in terms of its strategic direction.

The information and definitions provided here are based on the International Association for Strategy Professionals' Body of Knowledge (IASPBOK) version 3.0.



**WARFARE CENTERS
PORT HUENEME**