



NAVSEA

WARFARE CENTERS

CRANE

COMMAND INTEGRATED STRATEGY

2026-2031

Message from Leadership

The Naval Surface Warfare Center, Crane Division (NSWC Crane) Command Integrated Strategy aligns with the Department of Defense's (DOD) objectives to foster a warrior ethos, support military readiness, and bolster national deterrence. This strategy recognizes the increasing demand for NSWC Crane's expertise and technological solutions amidst national and global challenges, necessitating proactive and innovative approaches to maintain the Navy's maritime superiority.

NSWC Crane embraces the values of honor, courage, and commitment through its rigorous standards, shared purpose, and a commitment to rapidly deploying lethal and versatile capabilities. Recognizing the imperative to modernize the military and address evolving threats, NSWC Crane prioritizes rapid experimentation, disruptive innovation, and a culture that fosters cutting-edge scientific and engineering breakthroughs essential for maintaining a decisive advantage. Command integrates business excellence principles throughout all operations, streamlining processes to align with the Fleet's evolving requirements and ensuring efficient delivery of critical capabilities.

NSWC Crane's national leadership in ElectroMagnetic Warfare, Strategic Missions, and Expeditionary Warfare directly contributes to strengthening national deterrence. Through strategic collaborations with government, academia, and industry, NSWC Crane accelerates the deployment of emerging technologies, ensuring the Navy remains the world's most formidable maritime force. Command provides critical expertise to programs, equipping the Navy with capabilities necessary to deter potential adversaries, contributing to homeland defense and supporting a robust network of alliances to counter global aggression.

NSWC Crane's integrated strategy incorporates our long-standing heritage and emphasizes decisive actions for the future. We have a unified purpose, and prioritize the needs of the warfighter in all endeavors. This approach emphasizes lethality, meritocracy, accountability, and readiness. By leveraging core principles and fostering a culture of innovation, collaboration, and accountability, NSWC Crane delivers essential contributions to the Navy's ability to address current and future threats, maintaining its vital role as the Force Behind the Fleet.



CAPT Rex A. Boonyobhas
COMMANDING OFFICER



Dr. Angela Lewis, SES
TECHNICAL DIRECTOR



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Captain Rex Boonyobhas and Command Chief Engineer, Lori Zipes visited Pre-Commissioning Unit (PCU) John F. Kennedy (CVN-79) to observe a SLQ-32 install. PCU John F. Kennedy (CVN 79) is the second aircraft carrier in the Ford Class resulting in the first new class in over 40 years.

Strategic Guidance



As we await the release of the 2025 National Defense Strategy (NDS), we continue to reference the latest guidance. The 2022 NDS outlines a crucial roadmap for addressing evolving global threats, particularly those posed by the People’s Republic of China (PRC). The strategy’s four defense priorities include defending the homeland, deterring strategic attacks, deterring aggression and prevailing in conflict, and building a resilient Joint Force and defense ecosystem.

NSWC Crane’s contributions directly align with these priorities in several key ways:

Defending the Homeland: NSWC Crane’s expertise in Strategic Missions, ElectroMagnetic Warfare, and Expeditionary Warfare provides critical capabilities for homeland defense.

Deterring Strategic Attacks: NSWC Crane’s focus on developing and maintaining strategic systems contributes significantly to deterring strategic attacks against the U.S., its allies, and partners.

Deterring Aggression and Prevailing in Conflict: NSWC Crane’s work across various domains enhances the Joint Force’s ability to deter aggression and prevail in conflict if necessary. Our innovative solutions and technological advancements provide crucial capabilities for military operations, ensuring the U.S. maintains a decisive advantage in any potential conflict.



NSWC Crane prioritizes its resources, investments, and workload to align with the Secretary of Defense (SECDEF) priorities. Over 99% of our workload is aligned to the SECDEF 17 priorities that advance technological innovation, strengthen strategic alliances, and ensure mission readiness.

Building a Resilient Joint Force and Defense Ecosystem: NSWC Crane’s commitment to research, development, testing, and evaluation (RDT&E) is essential for an adaptable defense ecosystem. By fostering innovation with industry partners, academia, and other government agencies, NSWC Crane contributes to the development of cutting-edge technologies and strengthens the overall capabilities of the Joint Force.

Naval Sea Systems Command (NAVSEA) Enterprise Strategy is focused on the priority to get the Navy’s ships and their warfighting systems designed, delivered, maintained, and sustained to meet global national security requirements. This strategy accelerates readiness through the framework of five Lines Of Effort (LOE):

- LOE 1 – Accelerate Force Generation
- LOE 2 – Generate Readiness
- LOE 3 – Generate, Capture and Use Data
- LOE 4 – Strengthen the Navy Team
- LOE 5 – Strengthen the Foundation



NSWC Crane is well positioned to meet the LOEs, delivering readiness and capability at scale and pace. NSWC Crane will achieve this through a sustained focus on our four strategic priorities and departmental thrust areas which are designed to drive excellence across the organization. In addition, by prioritizing our workforce, infrastructure, business operations, and technical workload, we will drive execution, innovation, and success. This multifaceted approach enables us to stay ahead of the curve in a rapidly changing environment.

Mission & Vision

Mission

Our Mission . . . Deliver innovative solutions and readiness to the Nation and its Warfighters through application of our **Technical Capabilities**. Advance all-domain system of systems within the Mission Areas of **ElectroMagnetic Warfare, Expeditionary Warfare, and Strategic Missions**. Conduct science and technology, research, development, test and evaluation, acquisition and in-service engineering **across the Defense life-cycles**.

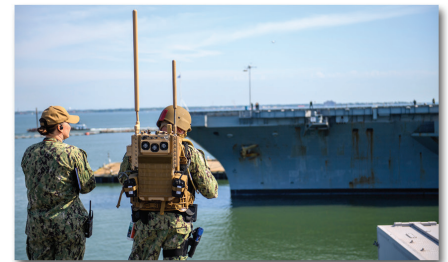
HOW WE DO IT



STRATEGIC MISSIONS



ELECTROMAGNETIC WARFARE



EXPEDITIONARY WARFARE

Vision

Combating our nation's greatest threats, **NSWC Crane** is the **indispensable mission expert**, leveraging our deep technical heritage to **deliver solutions through innovation and strategic partnerships**.

Foundational Principles

NSWC Crane’s enduring success is built upon five foundational principles that guide our operations and empower our workforce.

Workforce & Leadership Development

We cultivate an empowered workforce through collaborative problem-solving, continuous learning, strategic talent acquisition, and competitive incentives. Aligned with Department of the Navy (DON) and NAVSEA strategic guidance, we are transforming how we access, curate, and engage talent to develop future leaders capable of driving our mission forward.



Technical & Business Excellence

As national technical leaders in our mission areas, we invest in personnel, infrastructure, capital, and strategic partnerships to deliver high-value technical solutions. Our technical expertise is seamlessly integrated with our business operations, reflected in our commitment to the Crane Management System for assured mission success.

Strategy

Our strategic vision emphasizes agility and forward-thinking in a dynamic environment. We anticipate challenges, seize opportunities, and align our efforts with long-term goals for sustained success. Our proven, multi-phase approach prioritizes value-driven decision-making for our customers, fostering innovative thinking and solutions.

Culture

Our culture is defined by ethos, excellence, and execution. Our ethos embodies our values and identity, our commitment to excellence drives us to achieve the highest standards, and our focus on effective execution ensures precise and purposeful mission delivery.

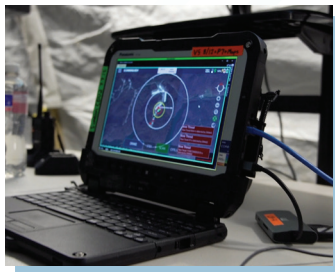
Innovation Ecosystem Engagement

We actively engage with a broad innovation ecosystem—including industry, academia, other governments entities, and startups—to address critical national challenges and accelerate the development and transition of technologies to the Warfighter. This collaborative approach ensures access to cutting-edge advancements and delivers ground-breaking solutions. We are committed to expanding our network of regional and national partners to maximize our impact on delivering crucial capabilities for national defense.

Environmental Scan

The global environment is rapidly transforming, driven by shifting geopolitical landscapes, technological advancements, budget constraints, and evolving defense priorities. As a key division within NAVSEA, NSWC Crane proactively adapts to these changes to maintain and enhance naval superiority. NSWC Crane remains a pivotal contributor to the Navy’s technological advantage and strategic deterrence.

The resurgence of great power competition, particularly involving China and Russia, redefines global security dynamics. This contest extends beyond military engagement into cyber, economic, and diplomatic domains, requiring a holistic response to sustain U.S. technological superiority and operational readiness. Escalating trade tensions, regional conflicts, and military modernization by peer adversaries underscore the urgency of modernizing naval capabilities and strengthening alliances.



Emerging Technologies

We are actively cultivating talent and resources across key emerging areas like Artificial Intelligence (AI), photonics, quantum computing, autonomous systems, counter-unmanned systems, and digital engineering – all to ensure we can rapidly respond to and solve the Navy’s most pressing challenges.



Fiscal Responsibility

We are continuing to optimize resource allocation through streamlined acquisitions, strategic partnerships, and prioritized investments aligned with national defense objectives.



Ready & Resilient Force

NSWC Crane will cultivate a Ready and Resilient Force by proactively conducting comprehensive environmental scans to prepare for future Warfighter needs. These scans will analyze emerging threats, technological advancements, and evolving operational environments.

NSWC Crane continues to scan the evolving global environment and align with NAVSEA Enterprise strategic priorities. At NSWC Crane, our role is clear: develop and deliver the technologies that keep our forces ahead of the competition while upholding a culture of resilience and operational excellence. By staying focused, adaptive, and mission-driven, we ensure NSWC Crane remains indispensable to our nation’s defense strategy.

Strategic Priorities

Fleet Readiness & Modernization

Fleet Readiness and Modernization is a top strategic priority identified by the DON. We will focus on providing direct fleet support and creating surge capability to meet operational requirements. Our emphasis in Fleet Readiness and Modernization is placed on the following platforms:



NSWC Crane supports multiple ElectroMagnetic Warfare programs on USS Lake Champlain (CG-57)

AN/SLQ-32 Surface Electronic Warfare Improvement Program (SEWIP)

AN/SPY-1 Radar System Program

Shipboard Panoramic Electro-Optic InfraRed (SPEIR)

Submarine Main Storage Battery (SMSB) Programs

Submarine Launched Ballistic Missile (SLBM) Modernization Program

Hypersonics

Hypersonic systems are among the highest priorities in the DON's modernization strategy to ensure continued U.S. battlefield dominance, according to the principal director for hypersonics in the Office of the Undersecretary of Defense for Research and Engineering (OUSD R&E). Our hypersonics priorities and portfolio include the following:

Research, Advanced Concepts, Design, Development, Test and Evaluation

In-service support of the Navy's Conventional Prompt Strike (CPS) weapons program

Joint Hypersonic Transition Office (JHTO) System Engineering Field Activity (SEFA) efforts in both:

- *Technology Road Mapping*
- *National Workforce Development Initiatives*

Innovation Capability and Modernization (ICAM) and Manufacturing Technology (ManTech) investments in:

- *New Technologies*
- *Materials*
- *Enhanced Ground Testing*
- *Manufacturing*
- *Affordability*
- *Production Capacity*

Multi-Service Advanced Concepts Hypersonics Test Bed (MACH TB) experimentation

Hypersonics program support



ElectroMagnetic Spectrum Operations

According to the DOD ElectroMagnetic Spectrum Superiority Strategy, the DOD is moving away from the idea of EW as separate from spectrum management and towards a joint view of ElectroMagnetic Spectrum Operations (EMSO). EMSO must be a strategic priority due to the increasingly congested, contested, and constrained ElectroMagnetic operational environments where the DOD operates. NSWC Crane’s goal is to provide force level, multi-domain and multispectral ElectroMagnetic warfighting systems and solutions, Mission Engineering and Mission Analysis capability for kinetic and non-kinetic real-world engagements in near real time, as well as developing disruptive technologies that will enable joint force operations. Specific to these strategic priorities, we will focus on:

Joint ElectroMagnetic Spectrum Warfare Integration Center (JEMSWIC)

- **Keys on the analytical capability required to assess warfighting requirements against new Non-Kinetic technologies and innovation. (Includes MBSE, DE & Mission Engineering)**

Disruptive Technology

- **Focuses on bolstering NSWC Crane Technical Capability to support Non-Kinetic warfighting capability advancements required to maintain future EMSO relevance. (Includes Deception, Cog EW, C-UAS, etc)**

Rapid Solutions Marketplace

- **Creates a consortium-based storefront to rapidly provide Non-Kinetic capabilities to Joint Warfighting Customers**

NSWC Crane employees are increasing the Navy’s readiness by training sailors to help integrate the latest ElectroMagnetic Warfare technology.

Autonomous Systems

As a Center of Excellence for Autonomous Systems, NSWC Crane directly addresses SECDEF priorities for one-way attack and autonomous systems. Informed by thorough mission analysis, we excel in payload autonomy and integration, as well as sensor integration designed to optimize performance in complex operational environments. By enhancing detection, tracking, and identification capabilities, NSWC Crane empowers friendly multi-domain forces. This superior decision-making, maneuverability, and kinetic/non-kinetic capabilities, enables the development and deployment of effective unmanned and counter-unmanned systems for conducting and defeating multi-domain attacks. Our priorities include:

System of Systems Integration

Kinetic/Non-Kinetic Sensor & Effector Development & Integration

Experimentation



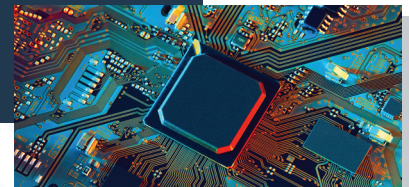
Technical Department Overview

Global Deterrence & Defense Department - GX

Strategically delivers innovative technical solutions to deter and defend against aggression and to defeat threats worldwide through national leadership in Strategic Systems Hardware, Trusted Microelectronics, and Hypersonic Weapons System technology. By transforming the future of defense and deterrence through revolutionary technologies, we envision a world where advancements in these key technical thrust areas will enable unparalleled protection and security for our nation and its allies.



Strategic Systems



Trusted Microelectronics



NSWC Crane provides battery power for the SEAL Delivery Vehicle

Expeditionary Warfare Weapons & Energy Systems - JX

Nationally recognized leaders in rapidly developing, integrating, and experimenting with advanced technologies critical to the future of warfare. This will be achieved by fostering a culture of safety and innovation, collaborating closely with key stakeholders, and aligning our efforts with NSWC Crane's strategic priorities and the evolving needs of the DOD and Warfighter. Our focus on autonomous systems, power and energy solutions, and next-generation weapons will directly contribute to national security and enhance the effectiveness of our forces.



Vanilla Long Endurance Unmanned Aircraft System

Sensor Integration & Technology Department - LX

Sensing is a vital function in every part of the kill chain demanding a central role in interoperability. By delivering critical, timely information on manned and unmanned platforms, sensing enables decision advantage at the speed of relevance. This department is laser-focused on providing advanced active and passive sensor and sensor integration capabilities for national security dominance driving significant operational advancements such as enabling passive targeting and defense, dramatically improving target identification in complex environments, enhancing long-range precision fires, expanding surveillance coverage, increasing target tracking accuracy, and enabling improved on-board sensor processing while minimizing platform emissions.



NSWC Crane integrates sensor technology on USS Jack H. Lucas (DDG-125)



MQ-4C Triton Unmanned Aerial Vehicle

Rapid Mission Integration & Interoperability - MX

Forward leaning and future focused organization and leads NSWC Crane's strategic priority areas of ElectroMagnetic Spectrum Operations (EMSO) and Autonomous Systems focused on the science and technology and rapid development and deployment of proven solutions to meet critical warfighting needs. Embracing NSWC Crane's strong culture of EMSO and autonomous science and technology, rapid solutions development, and experimentation within the organization, the department is focused on driving rapid solutions leveraging transformative digital mission engineering methodologies and a highly collaborative framework.

The department is focused on outpacing the increasingly complex and rapidly evolving threat environment through traditional and non-traditional innovative solutions. The department is a nationally recognized leader dedicated to the rapid advancement, integration and delivery of cutting-edge technologies and capabilities in maneuver, surveillance, engagement, tactical command and control, cyber and ElectroMagnetic sensors and systems to meet the dynamic needs of our defense and national security customers.



ElectroMagnetic and Autonomous Technology



Orca Extra Large Uncrewed Undersea Vehicle (XLUUV)



Long Endurance Electronic Decoy (LEED)



EA-18G Growler

ElectroMagnetic Spectrum Warfare Systems - WX

Leverages subject matter expertise in ElectroMagnetic spectrum operations and the multi-domain, multi-service, multi-spectral, full lifecycle knowledge and experience to provide innovative, leading-edge ElectroMagnetic spectrum solutions for the rapidly changing threat environment. We are committed to providing specialized research, development, testing, and evaluation (RDT&E) capabilities that enable ElectroMagnetic spectrum warfare experimentation, integration, and fleet readiness to achieve superior capabilities, enhanced safety, and innovation. We strive to be National Leaders in Advanced Naval and Joint ElectroMagnetic Warfighting capabilities for the DOD and create multi-domain, full spectrum offensive and defensive ElectroMagnetic warfare solutions to enable ElectroMagnetic Superiority to our Warfighters.

Business Excellence

Corporate Operations

Strategically empower NSWC Crane through a commitment to providing innovative solutions through disciplined execution and consistent delivery of tangible results and resources to ensure mission success.

Thrust Areas

Infrastructure Modernization: Ensure facilities, systems, and technological backbone evolve to meet current and future operational demands.

Human Capital Excellence: Develop and sustain a world-class workforce through strategic talent management, professional development, and workforce optimization.

Strategic Innovation to Enable Mission Success: Drive breakthrough solutions and forward-thinking approaches that directly support warfighter needs and organizational objectives.

Strategic Anchors

People: The foundation upon which all other strategies are built. A skilled, motivated, and engaged workforce is often the most valuable asset of any organization.

Partnerships: Strategic alliances and collaborations can provide access to new ideas, technologies, and expertise. They are crucial for navigating complex environments and achieving ambitious goals.

Excellence: A commitment to excellence in all aspects of the organization, from product development to customer service, creates a strong reputation and competitive advantage. It fosters a culture of high performance and continuous improvement, leading to sustainable success.

Comptroller

Serves as the cornerstone of financial management, providing strategic leadership and guidance to drive business decisions, optimize resources, and ensure long-term financial sustainability.

Strategic Goals

Workforce: Build and maintain a premier workforce by cultivating collaborative knowledge through a shared vision and extensive understanding of financial management practices.

Efficiencies: Expand our data analytics and gain efficiencies through digital transformation.

Processes: Utilize continuous improvement to ensure processes are most effective and efficient.

Partnerships: Improve partnership and alignment to create a climate of mutual trust, collaboration, and innovation to deliver top-rate financial management and customer service.

Thrust Areas

Financial Stewardship: Safeguarding public funds through prudent financial management.

Workforce Development: Enhanced and focused training for the financial community to ensure they have the skills needed to meet current and future challenges.

Financial Innovation: Leveraging new technologies and approaches to improve financial management processes, decision making, and outcomes.

Audit Excellence: Ensure financial records and processes are transparent, accurate, and compliant with regulatory standards to pass audit.

Contracts

As trusted business advisors, strategic planning partners, and key enablers, we provide exceptional customer support by cultivating relationships that are grounded in alignment toward a common purpose: combatting our nation’s threats.

Priorities

We establish trustworthiness by demonstrating honesty, fairness, reliability, and empathy.

GOAL: Sustain a climate of mutual trust, collaboration, & common purpose. Strengthen our junior and mid-level professionals through delegation, extension of trust, and empowerment.

MEASURE: Achieve gains in our climate survey results year after year.

PEOPLE

Adapt and pivot with emerging technologies, regulatory reform, current authorities, and procurement methods relevant to acquisition.

GOAL: Move into the future without compromising the quality, excellence, and gold standard reputation our historical methods have afforded us.

MEASURE: PSP results confirming appropriate use of systems and tools, on time delivery metrics, and active participation in enterprise-wide knowledge sharing and lessons learned.

AGILITY

Train, equip, and empower our workforce for precise execution.

GOAL: Hiring, cultivating, and retaining top talent. Combine our strong acquisition competence with innovative methods to deliver contracting solutions that differentiate NSWC Crane, accelerates unique DOD capability, and engages top-level advocacy.

MEASURE: Hiring and retention metrics. Competency development program graduation & promotion rates, Defense Acquisition University (DAU) certification & credentialing, customer feedback, and quality metrics.

EXPERTISE

BALANCE

Maintain the public trust by conducting our business with integrity & accountability and exercising sound business judgement, which includes taking appropriate risk.

GOAL: Maintain public trust by conducting business with integrity & accountability and exercising sound business judgement, which includes taking appropriate risk.

MEASURE: Percentage of disputes and their outcomes in relation to volume of output.

Contract Vehicles

FY24 Contracts Portfolio

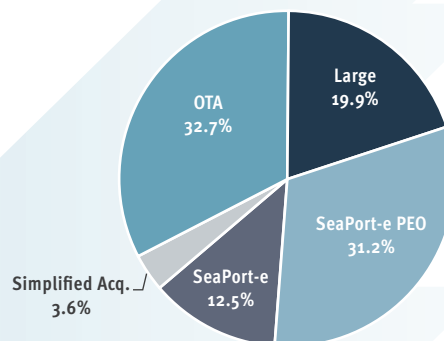


The EMC agreement covers the spectrum of Other Transaction Authority (OTA) including Research (10 U.S. Code § 4021), Prototyping (10 U.S. Code § 4022), and follow-on production (10 U.S. Code § 4022(f)) for Expeditionary Warfare.

OTA under 10 U.S.C. § 4021 and 10 U.S.C. § 4022

Portfolio Type	Obligations
Simplified Acquisition	\$97.4M
Large Contracts	\$542M
SeaPort-e	\$341.5M
SeaPort-e PEO	\$850.5M
Other Transactional Authority (S2MARTS: \$852M; EMC2:\$24M)	\$890.3M
Purchase Card	\$18.7M
Construction*	\$9.7M
FY24 Total Obligations	\$2.7B

(*captured in Simplified Acquisition and Large Contracts)



Strategic and Spectrum Missions Advanced Resilient Trusted Systems (S2MARTS) OTA Program - Supported by NSWC Crane

Other Transaction Authority under 10 U.S.C. § 4022

Together, the Business Departments drive operational success, enabling the organization to adapt to emerging challenges while delivering business excellence in service to the Fleet and the broader mission.

Strategy in Action



At NSWC Crane, we're not just adapting to the future, we're shaping it. The ever-increasing demand for our expertise in Strategic Missions, Expeditionary Warfare, and ElectroMagnetic Warfare, especially within DOD's Critical Technology Areas, is a testament to our strategic focus. Our success is built on strategic measures and targets that prioritize and align our workforce and workload efforts, leading to deliberate impact in targeted areas.

NSWC Crane continues to adapt through careful analysis, intentional positioning, and dedicated measures and targets to achieve strategic goals. We deeply appreciate the dedication of our workforce, whose expertise fuels our innovation engine. We see the application of the Command Integrated Strategy in every corner of our work environment.

We are building strategic partnerships to expand our impact. We recognize and value the skills and expertise that each of you contributes to our mission. Join us as we push the boundaries of technology and capability, ensuring our warfighters remain dominant. Let's conquer new challenges, together, and build a future of game-changing force multiplication for our Warfighters.



*"Make no mistake – this is a **BATTLEFIELD**. The fight to maintain our technological supremacy is real, it's relentless, and it's essential to our national security. The men and women at NSWC Crane are **DELIVERING**. They're transforming ideas into action, concepts into **CAPABILITY**, and research into **READINESS**. Their relentless drive ensures that the U.S. Navy sets the pace – so fast that our adversaries stumble trying to match it."*



**-Admiral Daryl Caudle, Commander of U.S. Fleet Forces Command
June 2025, Crane Congressional Breakfast**

*"It's no exaggeration to say Crane underpins the **EFFECTIVENESS** of our entire strategic deterrent, and it's the people that make that happen. It's the almost four thousand engineers, scientists, business and support personnel. Crane is not just a support site. It's a **STRATEGIC ENABLER**; one we rely on every day."*



**-Vice Admiral Johnny Wolfe Jr., Director for Strategic Systems Programs (SSP)
June 2025, Crane Congressional Breakfast**

*"Integrated Warfare Systems (IWS) could not do what we do without Crane. When you see pictures of **HOMECOMINGS**, that's Crane. From [Red Sea] **ANALYSIS**, post-event reconstruction, and **ENSURING** we have what our Warfighters need on the shelf and ready to deploy, their work is ensuring America's sons and daughters come home **SAFELY**."*



**-Ms. Thu Van Hendrey, SES, Executive Director
Program Executive Office Integrated Warfare Systems (PEO IWS), Naval Sea Systems Command
June 2025, Crane Congressional Breakfast**

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Contact

NSWC Crane Corporate Communications

CRAN_CorporateCommunications.fct@navy.mil

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