

# ***SSC San Diego*** ***STRATEGIC*** ***PLAN***

***SPAWAR***



***Systems Center San Diego***

**Space and Naval Warfare Systems Center  
San Diego, CA 92152-5001**


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# Report Documentation Page

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*A Message  
from the  
Commanding  
Officer and  
Executive  
Director*

Looking forward into the next century, our overriding challenge is to provide the nation's warriors with the tools they need to achieve battlespace information dominance. This Strategic Plan is SSC San Diego's blueprint to meet that challenge. The plan is both a vehicle for carrying us into the future and a set of guidelines for addressing near-term tactical issues. As an organization, we believe that strategic planning provides a critically needed context for adopting dynamic, agile processes to better use our corporate resources and meet our customers' needs.

The plan defines our corporate vision, strategic objectives to realize that vision, and actions to achieve those objectives. Realizing our vision—to be the nation's pre-eminent provider of integrated C 4 ISR solutions for warrior information dominance—is our enduring goal. Our plan specifies five long-range strategic objectives. SSC San Diego's Executive Board has defined and agreed upon these five objectives and has selected measurable, time-specific actions we must take to achieve them.

The objectives address financial, programmatic, workforce, and business processes we need to build to sustain our competitive advantage as we continually reposition ourselves to reflect changing environments. We have assessed our internal and external strengths, weaknesses, threats, and opportunities, and we have defined key strategic issues requiring corporate attention. These issues include emphasis on delivery of integrated, high-quality, information technology services to the warrior and increasing our participation in joint programs. Concurrently, we must address the equally significant issues of downsizing, outsourcing, decreasing budgets, fundamental changes in acquisition strategies, and increasing competition. From an organizational perspective, we must address internal factors that could limit our ability to respond to these issues corporately. We must support our ability to provide quality products and solutions with a highly capable, motivated workforce; we must establish cross-organizational teaming to execute projects and reduce internal competition; and we must foster innovation and reward risk taking.

Working together, we are striving to create a high-performing, customer-focused organization that will benefit our customers, our sponsors, and all with whom we do business.

We encourage each of you to become actively involved and take part in making our vision a reality.



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# ***A Message from the SSC San Diego Executive Board***

The SSC San Diego Executive Board is committed to thinking strategically about SSC San Diego's future. We have worked to reach consensus as to how our corporate assets must be focused to achieve our strategic objectives. We are accountable for communicating this vision and implementing the resulting strategies and follow-through actions. Cross-organizational teams will be used to address the strategies called out in the plan. There will be ample opportunity for individual involvement. The management team pledges to reassess our strategic directions periodically during each year to maintain an agile posture with regard to changes in the programmatic environment, emerging corporate business opportunities, and evolving threats.



***Mission***  
***Vision***  
***Core Values***  
***Core Competencies***



  
 ***Mission***

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SSC San Diego's Assigned Mission for the SPAWAR Claimancy:

To be the Navy's full-spectrum research, development, test and evaluation, engineering and fleet support center for command, control and communication systems and ocean surveillance and the integration of those systems which overarch multiplatforms

  
 ***Vision***

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SSC San Diego's Corporate Vision:

To be the nation's pre-eminent provider of integrated C<sup>4</sup>ISR solutions for warrior information dominance


## Core Values

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Our Core Values are what we “live by.” They are the beliefs and values that we want to see reflected in our daily activities. We value:

**Customers**—Our customers, and the timely, cost-effective satisfaction of their needs

**Employees**—Employees who demonstrate pride, initiative, creativity, commitment, integrity, loyalty, professionalism, and the willingness to embrace new challenges

**Excellence**—A culture that promotes excellence in performance, accountability, mutual respect and trust, cooperation, fairness, open communication, candor, and caring

**Teamwork**—An environment where individual and team performance, entrepreneurial spirit, prudent risk-taking, diversity, adaptability, and common sense are acknowledged and rewarded

**Flexibility**—An adaptive, yet streamlined, set of processes that allows flexibility in responding to dynamically changing business environments



## **Core Competencies**

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Core Competencies include those skills where we currently excel and those future capabilities and skills that we must possess to remain the C<sup>4</sup>ISR leader for Navy and Joint Commands. Together, our Core Competencies give us a unique competitive advantage that is difficult for others to duplicate. We must identify and excel in related core capabilities and skills to be recognized by our customers as the pre-eminent leader in the C<sup>4</sup>ISR mission area. Our Core Competencies include:

- **Unique Technology, Facilities, and Capabilities to support the C<sup>4</sup>ISR Joint and Navy Missions**

As a government laboratory, we provide world-class science and technology with strong ties to industrial, academic, and scientific R&D communities. Our R&D is focused by knowledge of user needs, and proven by a record of successful transitions of technology to industry and the user community. Our unique C<sup>4</sup>ISR facilities and laboratories are primarily located in San Diego close to our major customers and are integrated and networked internally and with Navy and Joint service operational users, government, industrial, and academic laboratories. This allows us to create large-scale virtual integrated systems to support architecture development, systems engineering, acquisition, training, and fleet operations. Our software systems engineering processes are controlled and locally guided by the SSC San Diego Software Engineering Process Office, which is nationally recognized for its expertise and training capabilities.

- **Expertise to Develop, Implement, and Support Large Integrated Information Capabilities Providing Information Dominance to the Military Services**

We provide world-class, C<sup>4</sup>ISR domain knowledge. We support development of integrated information systems from architecture development through life-cycle support. Our cost-effective solutions are optimized to meet total C<sup>4</sup>ISR systems requirements. We provide rapid insertion of new technologies and commercial off-the-shelf products from concept through installation, testing, training, and systems support. We develop and maintain state-of-the-art skills of our technologists through hiring, training, and hands-on research. As government employees, we provide long-term continuity for the programs. Our technical breadth provides the ability to quickly form teams of experts from within SSC San Diego and other government, industrial, and customer communities.

- **Unique Location and Relationship with the Sponsor and Customer**

We benefit from being a government organization that is collocated in San Diego with our major sponsor while also being geographically positioned near all major components of our Navy and Marine Corps customer community. In addition to our main workforce location near our customers in San Diego, SSC San Diego personnel are permanently duty stationed with the U.S. Atlantic and Pacific Commands to provide systems engineering functions. We are also

located outside the continental U.S., with particular emphasis in the Pacific Rim where we have permanent detachments in Hawaii, Guam, and Yokosuka, Japan. We provide on-site representation and support for the C<sup>4</sup>ISR community. Additionally, we serve as the smart buyer for total integrated systems, with our focus on delivering products vice making profits. We act as the trusted agents for our customers, sponsors, and industrial partners, providing R&D through In-Service Engineering Agent functions on the same team. Our tasking is flexible and can be quickly modified as the situation evolves vice lengthy contracting processes. This flexibility is extremely important in the C<sup>4</sup>ISR mission area, where technology is continuously changing.

- **C<sup>4</sup>ISR Is Our Mission**

C<sup>4</sup>ISR provides information dominance to meet a wide variety of Navy, Marine Corps, and Joint requirements. It is the link that integrates forces, platforms, and functions into coordinated operational capabilities. With the Navy's C<sup>4</sup>ISR RDT&E mission assignment, SSC San Diego is uniquely positioned in this important area. By providing C<sup>4</sup>ISR solutions to the Navy and Marine Corps, SSC San Diego has demonstrated domain knowledge expertise and experience in marine surface, subsurface, air and land-based warfare. This gives SSC San Diego a unique competitive advantage over other laboratories in Joint service developments, an advantage reflected by our active participation in many Joint service programs.

- **Complementary Leadership Areas and Core Competencies**

In addition to our primary C<sup>4</sup>ISR mission, our complementary core competency areas include Ocean Engineering; Marine Environmental Quality Technology; Microelectronics Research, Development, and Fabrication Technologies; and the Navy's Marine Mammal program. The impact of limited warfare and military operations on marine mammals and the marine environment is increasing in importance. These programs, although separate from our main focus in C<sup>4</sup>ISR, have been conducted at SSC San Diego for many years because of our considerable expertise in these areas and our San Diego waterfront location. This combination is unique to the Navy.







# *Strategic Objectives*

This set of strategic objectives provides a context for initiating actions that will guide our organization toward achieving its corporate vision. These objectives are highly interdependent, yet each is important in its own right. The objectives are supported with strategies and implementation guidelines that focus near-term actions and resources in the form of major milestones. Achievement of these milestones will require organizational commitment and new ways of thinking.

- Expand and Promote C<sup>4</sup>ISR Forward . . . A Vision for the Future
- Develop a Strategic Business Process
- Strengthen Our Core Competencies
- Prepare Our Workforce for the Future
- Improve Business Management



# ***Expand and Promote C<sup>4</sup>ISR Forward . . . A Vision for the Future***

## **Strategic Intent**

Today, SSC San Diego has the key pieces to define and articulate an integrated, futuristic vision for C<sup>4</sup>ISR. Our strategic objective is to assemble and integrate these pieces to provide a “big picture” and vision. We will promote SSC San Diego as the lead Navy organization for defining, developing, integrating, installing, and sustaining C<sup>4</sup>ISR systems. Promoting this vision is a primary means for achieving SSC San Diego recognition in the area of system definition and implementation.

## **Strategies**

- Develop and articulate an integrated vision for C<sup>4</sup>ISR through SSC San Diego-wide participation.
- Develop strategy, tactics, and actions to promote that vision, both internally and externally.
- Develop a process to integrate SSC San Diego C<sup>4</sup>ISR products that contribute to the realization of the vision.
- Support the SSC San Diego roadmap process to develop futuristic technologies and to insert them into our major ongoing programs.

## Implementation Guidelines

- Expand and articulate our C<sup>4</sup>ISR vision to describe an integrated, multi-level, futuristic operational capability that supports the Navy and extends to satisfy Joint and coalition operations. Use the operational capabilities described in “C<sup>4</sup>ISR Forward . . . A Vision for the Future” as guidance. The operational capabilities are being expanded and will be updated. Produce a document and briefing describing the C<sup>4</sup>ISR vision suitable for dissemination to all hands and to customers/sponsors.
- Work with all SSC San Diego codes to develop extracts suitable for inclusion in code-specific briefings and proposals. Provide complementary co-briefers (e.g., Code D40/D70 representatives to support a Code D80 proposal) as requested.
- Using the Command Center of the Future as the major vehicle to promote the vision, develop operational scenarios that highlight our work in both technology and production programs. Illustrate how these programs and technologies support our C<sup>4</sup>ISR vision.
- Develop strategies to promote our C<sup>4</sup>ISR vision to identified people of influence within government and industry. Stand up a Senior Advisory Board to assist us in promoting the vision.
- Use Corporate Initiatives Group (CIG) operational capabilities in a distributed collaborative environment and exercises such as JWID to promote our C<sup>4</sup>ISR vision. Demonstrate how integration and transition of SSC San Diego products serves the vision. Use these demonstrations to promote the integration of our products to customers.
- Assist in the preparation of roadmaps for both technology exploration and insertion. Update these roadmaps at the beginning of each fiscal year. Display roadmaps in the SSC San Diego Strategic Planning Center and publish annually. Survey industrial technology base for potential COTS insertion points. Map emerging technologies into the operational scenarios developed to illustrate our vision.

## Major Milestones

Sustain and upgrade the vision

- Maintain awareness of other visionary documents
- Determine if additional initiative(s) should be added
- Revise, update, and republish “Battlespace Dominance”
- Revise, update, and republish “C<sup>4</sup>ISR Forward . . . A Vision for the Future”

Promote implementation of the vision

- Conduct Distributed Expeditionary Windows demonstration
- Establish metrics for vision promotion
- Complete technology roadmaps
- Identify methodologies for technology insertion
- Conduct C<sup>4</sup>ISR vision demonstration

Promote Center leadership in C<sup>4</sup>ISR

- Convene a “Senior Advisory Board”



# ***Develop a Strategic Business Process***

## **Strategic Intent**

Develop a corporate business process based on SSC San Diego's strategic vision. Define major business thrust areas based on the vision, projected markets, and SSC San Diego resources.

## **Strategies**

- Tailor current SSC San Diego business development processes to address major new business thrust areas.
- Adapt commercially proven business development practices.
- Actively seek to influence current and future markets via technological and programmatic initiatives.
- Prioritize placement of SSC San Diego personnel in sponsor and operational field assignments.
- Strengthen SSC San Diego competitiveness by forming strategic alliances with public and private sector activities.

## Implementation Guidelines

- Employ market research and analysis techniques and Department financial projections to assess and prioritize business growth areas and to formulate internal investment strategies. Periodically review environmental data and assess trends.
- Develop and articulate a clear paradigm for the SSC San Diego business development process to define business capture strategies and business targets. Develop a Corporate Business Plan in concert with SSC San Diego Strategic Plan objectives. Coordinate SSC San Diego S&T development strategy with SPAWAR and other sponsor agencies.
- Identify and actively support development of C<sup>4</sup>ISR prioritized business initiatives by employing coordinated, more agile, business marketing approaches. These include development of consistent standards for presentations of SSC San Diego technical capabilities and corporate image; use of the Business Review Board to corporately assess new business initiatives and coordinate major bid and proposal (MB&P), Capital Purchase Program (CPP), and overhead corporate business development investments; establishment of Project Office “incubators” with cross-departmental Integrated Product Teams (IPTs) to support major new program initiatives; assisting SSC San Diego marketing teams in proposal preparation; identification of centralized customer entry points for business inquiries; and incorporation of the C<sup>4</sup>ISR Vision and the Command Center of the Future into Center marketing strategies.
- Leverage participation in JWID, advanced technology demonstrations (ATDs), Corporate Initiatives Group (CIG) demonstrations, and operational exercises to promote SSC San Diego’s C<sup>4</sup>ISR technical and programmatic capabilities. Use a “Tech Works” to address high-priority technology issues with near-term operational impact and identify sponsorship. Use these demonstrations to promote an SSC San Diego leadership role in integrated C<sup>4</sup>ISR system implementation and “full-spectrum” customer support.
- Find opportunities to place SSC San Diego employees in sponsor offices and operational commands directly supporting major business thrust areas. Facilitate dissemination of business opportunities identified by field assignment personnel. Assist SSC San Diego employees taking field assignments via orientation and training; in-situ networking and identification of appropriate SSC San Diego interfaces, and assistance with employee reentry.
- Seek to establish alliances and partnerships with other government agencies, industry, and academia to develop new business as a team member by leveraging the strengths of our partners. Aggressively employ new contractual authorities and tools to participate in business alliances.

## Major Milestones

- Define business capture process
- Develop “Top 10” business initiatives
- Recommend market analysis approach
- Establish business targets
- Define business capture strategies
- Establish an investment strategy for field team personnel assignments
- Prepare draft of corporate Business Plan
- Conduct “Tech Works” demonstration
- Review trends/environmental assessments



# ***Strengthen Our Core Competencies***

## **Strategic Intent**

Identify and strengthen those core competencies that are critical to SSC San Diego's ability to establish, enhance, and maintain a unique competitive position. Nurture and strengthen our critical core competencies as we move into the 21<sup>st</sup> century.

## **Strategies**

- Invest corporate resources to build and maintain unique core competency expertise, facilities, and capabilities.
- Expand our core expertise to develop, implement, and support large integrated information systems.
- Build on our unique location and relationship with our sponsors and customers, and with industry.
- Enhance core competencies to reflect important assigned mission and leadership areas in providing information dominance to the warrior.
- Identify and develop core competencies that will be critical in the future.

## Implementation Guidelines

- Project evolutionary and revolutionary scenarios/requirements in our mission area. Evolutionary changes are occurring daily in the C<sup>4</sup>ISR environment. We will focus on revolutionary changes that might occur as a result of a technological breakthrough or a combination of evolutionary changes. Examples include maintaining information security in this fast-paced environment and "operations other than war" scenarios. Our activities may expand to include other customers and missions such as becoming the IT provider for a region.
- Project scenarios for our organizational structure and environment. The role of our organization will be impacted by changes in our external environment including thrusts to reduce the size and cost of infrastructure through consolidations and outsourcing. Also, we will team more with industry to take advantage of the best capabilities of both organizations. Expanded use of CRADAs and other teaming arrangements will result.
- Identify the role we want in the future. The future environment will present numerous opportunities. These include: being the "trusted agent" for our customers, sponsors and contractors; being the integrator for joint C<sup>4</sup>ISR systems; and providing total systems architecture and integration.
- Identify core competencies to assure our future. Our workforce must change and adapt to provide a skills mix that is oriented toward more program management and fewer "hands-on" requirements. We must maintain our creativity to be able to visualize future systems and develop programmatic plans to provide these systems. To do this effectively, we must maintain key research and technology base capabilities.
- Develop guidance for investment of corporate resources. Our facilities and access to facilities will be important in achieving our strategic goals. We must invest corporate resources to assure our future niche with facilities that demonstrate total C<sup>4</sup>ISR capabilities. This capability must be recognized by industry and the Fleet. An example might include making the Command Center of the Future a viable facility for the development of future command centers in addition to providing a vision for the future.

## Major Milestones

- Brief strategic planning team on future SSC San Diego scenarios, requirements, and roles
- Brief strategic planning team on SSC San Diego core competencies for the future
- Provide guidance on investment of SSC San Diego corporate resources to the strategic planning team
- Define and implement process for periodically reviewing and updating guidelines and milestones



# *Prepare Our Workforce for the Future*

## **Strategic Intent**

Talented and motivated employees are this Center's most important asset. Accordingly, we are renewing our efforts to develop employee professional excellence. At the same time, we are creating an environment that fosters creative solutions to problems, new ideas and approaches, and the delivery of quality products and services. We recognize that in order to attract, retain, and nurture a qualified and motivated workforce we need to improve employee satisfaction; encourage innovation and initiative; develop innovative recruitment tools to obtain needed skills; and be proactive in creating a work environment that will be conducive to the retention of employees in which we have invested.

## **Strategies**

- Develop a comprehensive recruitment plan.
- Develop an employee career development program, including retraining as necessary.
- Create the conditions to make SSC San Diego a satisfying and rewarding place to work.

## Implementation Guidelines

- Develop recruiting and hiring strategies that include the full range (underrepresented groups, Co-Op, New Professionals, and direct hire) of hiring programs available to SSC San Diego. Prepare a workforce plan that includes a forecast of the requirements for the composition and capabilities of SSC San Diego's workforce in terms of number of full-time employees, skills mix, and required education.
- Develop and promulgate a realistic view of what employees should expect in their career paths and career growth by providing templates to define technical, management, and administrative career progression milestones and decision junctures. Provide full employee access to career development opportunities including short-term and long-term training, work experience, formal academic development, Defense Acquisition Workforce Improvement Act (DAWIA) certification where appropriate, and long-term temporary duty assignments appropriate to individual career stage, capabilities, and interests. Institute programs for Civilian Leadership Development, employee mentoring, successorship development, and technical management skills. Develop retraining programs to address workforce skills mix problems.
- Develop and recommend actions to the Executive Board designed to improve the quality of the SSC San Diego work environment. These actions will foster an organizational culture and ethic that both encourage and reward veracity and accountability; professional relations insisting on civility, achievement, and delivery; technical and management innovation; and prudent risk-taking, regardless of the result. Create opportunities for increased employee involvement via direct employee inputs and Demonstration Program employee satisfaction surveys.

## Major Milestones

- Articulate DAWIA training requirements for career development
- Develop career path "templates" for S&E, Technical Specialist, and Administrative series
- Implement mentoring program
- Provide training on the Personnel Demonstration project
- Develop Co-Op recruiting and hiring strategy (including underrepresented groups)
- Develop individual DAWIA training plans for DAWIA members
- Develop and implement a Center-supported Advanced Education Program



# *Improve Business Management*

## **Strategic Intent**

Improve the efficiency of our business operations, achieve business targets, and satisfy internal customer needs.

## **Strategies**

- The Finance, Procurement Cycle, and Base Operations Quality Management Boards (QMBs) and the Information Technology Steering Group (ITSG) will collectively address this objective.
- The Finance QMB will improve the financial execution process from receipt of funds through project management and payment. The Procurement Cycle QMB will improve the processes, resources, capabilities, and practices of our contracting process. The Base Operations QMB will improve the cost-effectiveness of facilities, security, safety, and environmental service at the Center. The ITSG will improve the efficiency and effectiveness of the Information Technology infrastructure (including networks, servers, workstations, and desktop and laptop computers).
- The Chairs or Co-chairs of each QMB and the ITSG will report on progress at the Strategic Planning meetings.

## Implementation Guidelines

- Define business targets for technical departments on an annual basis.
- Recommend improvements to the overall processes of financial planning, budgeting execution, tracking, and decision making. Foster the development and improvement of financial management techniques and skills.
- Improve the processes, resources, capabilities, and practices of the SSC San Diego internal contracting and program execution process. Advise the Executive Board on recommended contracting and program execution process improvements.
- Recommend and implement changes in facilities, security, safety, and environmental procedures and processes to optimize the Center's base operations and foster the training and education necessary to ensure that the Center has an effective facilities, security, safety, and environmental program.
- Develop and implement an Information Technology Strategy and Implementation Plan.

## Major Milestones

### Code D02

- Establish direct work-year targets for technical departments
- Establish carry-over targets and phasing for all departments

### Finance QMB

- Implement A-11 PAT budget process recommendations
- Define Standard Accounting and Reporting System (STARS) data access alternatives and recommend actions
- Implement DIFMS
- Review CON/JON structure and recommend implementation
- Identify and address financial process problems

### Procurement Cycle QMB

- Conduct Customer Acquisition Process survey
- Establish procurement QMB homepage
- Prototype and demonstrate AcqPro software
- Implement Standard Procurement System (SPS)

### Base Operations QMB

- Develop Facilities Planning Board CONOPS
- Review and, as required, revise parking policies
- Develop post-regionalization structure
- Recommend post-regionalization facilities organization
- Provide quarterly facilities projects reviews

### ITSG

- Develop the Information Technology Infrastructure Strategy
- Prepare and publish a description of our existing IT infrastructure

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Executive Officer/  
Base Operations Manager

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