

Strategic Investment Plan



MISSION

- ❖ Employ a unique collaborative framework to research, develop, mature, and implement industry-relevant shipbuilding as well as sustainment technologies and processes, improving efficiency and throughput across the U.S. shipyard industrial base to meet demand.

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1. RECORD OF CHANGES

**Previous historical changes to the Strategic Investment Plan are identified in the NSRP Organization and Operations Manual.*

Version	Date	Sections	Description
Change 5	November 30, 2010	All	<ul style="list-style-type: none"> The original plan was divided into two documents: <ul style="list-style-type: none"> Concise and focused Strategic Investment Plan Program Organization and Operations Manual
Change 6	March 14, 2013	2, 3, 6, 6.1, 7, 7.1-7.4	<ul style="list-style-type: none"> Inclusion of new program sponsors Inclusion of new Ship Warfare Systems Integration Panel Updated R&D interest areas Administrative updates, including <ul style="list-style-type: none"> Expanded Executive Summary Updated graphics Updates to date references
Change 7	June, 2016	6, 6.1, 7, 7.1-7.4	<ul style="list-style-type: none"> Updated Strategic Priorities to Strategic Objectives Updated Major Focus Areas and added definitions for each area Moved Areas of Concentration from Major Focus Areas and included these in each Major Initiative Administrative updates, including <ul style="list-style-type: none"> Updated graphics Updates to date references Updated NSRP Branding
Change 8	February, 2019	All	<ul style="list-style-type: none"> Administrative updates, including <ul style="list-style-type: none"> Inclusion of new program sponsors Updated graphics Updates to date references Updated NSRP Branding
Change 9	February, 2020	All	<ul style="list-style-type: none"> Updated Plan
Change 10	February 2022	All	<ul style="list-style-type: none"> Administrative update to: <ul style="list-style-type: none"> Reformat document from four Major Initiatives to three major Initiatives to reflect program reorganization Add Sustainment Working Group Update ECB-approved revised NSRP Mission Statement

Change 11	March 2023	All	<ul style="list-style-type: none"> • Administrative updates, including <ul style="list-style-type: none"> ○ Renamed one Major Initiative (Information, Design, and Integration) and one panel (Workforce and Compliance) ○ Updated Graphics • Updated "Strategic Priorities" to "Strategic Objectives"
Change 12	February 2024	7, 9	<ul style="list-style-type: none"> • Administrative updates, consisting of: <ul style="list-style-type: none"> ○ Updated SPC and WF&C Panel definitions ○ Updated Sub-Initiatives to reflect 2024 TIP update ○ Updated ECB member signature blocks
Change 13	February 2025		<ul style="list-style-type: none"> • Administrative updates, consisting of: • Updated Panel definitions • Updated Sub-Initiatives to reflect 2025 TIP update
Change 14	February 2025		<ul style="list-style-type: none"> • Administrative updates, consisting of: • Updated NSRP Mission • Updated Sub-Initiatives to reflect 2026 TIP update

2. INTRODUCTION

The National Shipbuilding Research Program's mission is to employ a unique collaborative framework to research, develop, mature, and implement industry-relevant shipbuilding as well as sustainment technologies and processes, improving efficiency and throughput across the U.S. shipyard industrial base to meet demand. The NSRP's Government impact is primarily on Navy ships, but the program is also intended to benefit other Government organizations such as the U.S. Coast Guard (USCG), National Oceanic and Atmospheric Administration (NOAA), Maritime Administration (MARAD), Military Sealift Command (MSC), and Army Corps of Engineers (ACoE). The NSRP considers unmanned and optionally-manned vessels to be types of ships fully within the mission scope. The NSRP's mission equally includes reducing the total ownership costs of U. S.-flag commercial ships.

The NSRP is designed to benefit the entire U.S. shipbuilding and ship repair industry. This Strategic Investment Plan (SIP) describes the NSRP's investment strategy for accomplishing its mission over a three to five year period. The SIP is supplemented with an annual Technology Investment Plan (TIP) that provides more detail and describes more specific areas of interest. The SIP and TIP are developed in an annual workshop held with both industry and Government stakeholders. This workshop was held in January 2023 at the NSRP Program Administrator's offices in Summerville, SC. Both documents are approved by the NSRP's industry Executive Control Board (ECB) with Government input.

3. OVERVIEW

The NSRP team typically considers a wide range of national, Navy, and Naval Sea Systems Command strategies and plans (see Section 10, Bibliography) to determine the NSRP's role within these higher level strategies. The NSRP's role is to support the Nation's plan to increase its maritime capability by increasing the overall number of vessels, improving the combat capability of military vessels, increasing the operational availability of all vessels, and improving the ability to rapidly upgrade mission systems, all while reducing the total ownership costs of these vessels. The NSRP mission statement was updated by the Executive Control Board (ECB) in January 2026 to emphasize increased industry throughput as a desired program outcome, in order to meet current demand.

The NSRP will support the national strategy by collaborating with other government organizations, other shipyards, industry, and academia to research, develop, and implement process and technology improvements for ship acquisition and sustainment. The strategic objectives that promote the NSRP mission consist of funding R&D projects that affect total ownership cost as follows:

- Insertion of relevant technologies that reduce design, acquisition, construction, testing or delivered ship operations and sustainment (maintenance/repair/conversion) costs
- Development of improved processes that reduce design, acquisition, construction, testing or delivered ship operations and sustainment (maintenance/repair/conversion) costs

Under the leadership of the industry Executive Control Board (ECB), this collaborative effort operates under the framework of three Major Initiative areas, which are further divided into nine Panels. The ECB meets with Navy representatives to investigate how the NSRP could support both the current and strategic needs of the U. S. fleet. To improve alignment with the Navy perspective and priorities, the ECB and its Extended Team leadership formulated a new structure that was more relevant and capable of delivering improvements to strategic areas within the life cycle of any ship, namely: Design, Build, Sustain.

For this reason, the new Major Initiative architecture, shown in Figure 1, is comprised of three areas: Information, Design, and Integration (Design); Ship Production Technologies (Build); and Infrastructure, Logistics, & Sustainment (Sustain). The new organizational alignment of the Panels to these Major Initiative areas provides more targeted focus on topics that reinforce the overall mission of the NSRP, consolidating some panels where coverage was too thin to support the overall Major Initiative. To complete the areas covered, the Sustainment panel was created to support improvements and innovation in the realm of fleet sustainment.

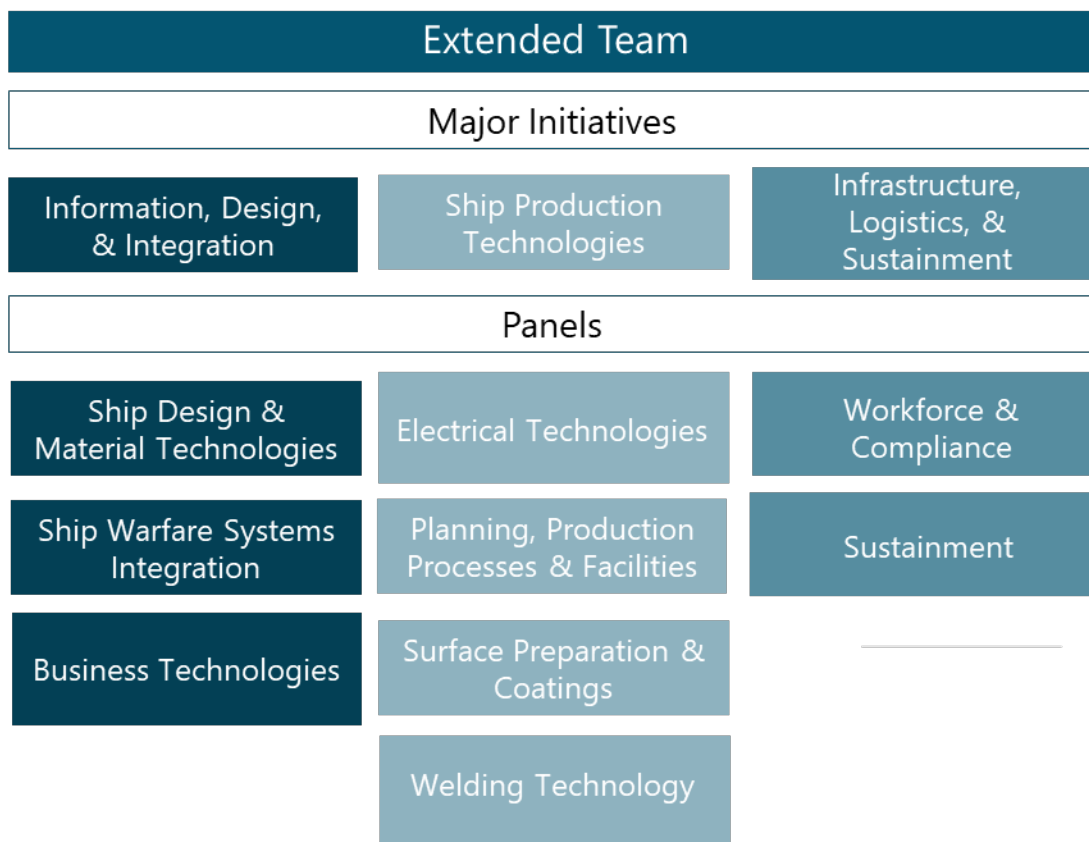


Figure 1. New Major Initiatives and Panels Structure

Augmenting this structure, the NSRP also collaborates with industry, other Navy, and other federal organizations to most efficiently accomplish its mission by leveraging other programs' work and minimizing duplication.

4. PROGRAM POLICY INFLUENCES

Since the U. S. Navy is the principal government sponsor and currently the largest beneficiary of NSRP activities, the priorities of the Department of Defense (DoD) and Department of the Navy (DoN) influence this industry-led R&D program. It is difficult to keep this SIP aligned with higher-level DoD and DoN strategic and policy documents, as these strategies and policies are influenced by changing worldwide geo-political events, changes in the U.S. federal Executive Branch from the President, to the Cabinet, the Navy Department, and subordinate reporting commands like NAVSEA, other federal Executive Branch agencies, and Congress.

Rather, this Strategic Investment Plan references these overarching documents in the Bibliography at the end of this document. All parties interested in NSRP should consult the [U.S. Navy Strategic Library](#) website for the latest versions of many of these documents¹. NSRP participants should review the content within these documents, especially as they formulate potential responses to the annual NSRP Research Announcement and Panel Project solicitations.

5. STRATEGIC ENVIRONMENT

For this update of the SIP, the emphasis of each Major Initiative and its associated Panels is to review and streamline their specific areas of interest for a 3-5 year time frame. Over this 3-5 year horizon, the following enduring themes should be present:

- The United States will find itself in a renewed great power competition with potential adversaries.
- Actual conflict in Ukraine has created general instability in the European continent with geo-political, economic, and other impacts across the globe.
- The Navy plans to increase the fleet size very significantly over the next two decades. There is a general acknowledgement that the Navy will not be able to solely build itself to its fleet size objective.
- The Navy will need to extend ship service lives and reduce the time that ships are in maintenance and unavailable for fleet operations.
- Unmanned and autonomous vessels will play an increasing role in fleet operations.

¹ As the other federal agencies with operational fleets become more involved in NSRP, their equivalent strategic documents will be added to the Bibliography.

- There has been a perceived general decline in availability of current and future shipbuilding and ship repair talent, concurrent with potentially increasing workforce demand required to achieve a larger Navy fleet.
- A strong and vibrant industrial base is essential for a dominant US Navy fleet, the fleets of other federal agencies, and the US commercial fleet, but the maritime industrial base of the United States continues to erode. The supplier base of the major shipbuilding and ship repair shipyards is, in many cases, “one deep”. Any effort to sustain and increase the number of qualified and willing vendors to supply the fleet is an imperative.
- The industrial base must consider total ship cost when looking for reductions in production or design cost for current or future platforms. In the past, the industry has focused on technology stove pipes without looking at the platform as a whole. Going forward, investment decisions should consider total platform benefit not just individual technology areas.

6. TECHNOLOGY INVESTMENT PLAN

NSRP conducts an annual workshop to develop a shorter-term, more-focused, and tactical Technology Investment Plan (TIP). The workshop participants include the NSRP’s ECB and Extended Team, the NAVSEA NSRP Program Manager, and other government stakeholders. The TIP provides the more specific, annual, combined industry and government R&D priorities for the program. All R&D priorities in the TIP should clearly align with one or more requirements from the SIP, without being so generic as to apply to any emphasis area in the SIP. The annual TIP is approved by the ECB, after comment from the government.

The TIP is referenced in the annual NSRP Research Announcement and the Panel Project solicitations. Therefore, parties interested in applying for NSRP program funding during these solicitations should be familiar with the TIP, as it represents specific, short-term, research and development emphasis areas for the program.

7. MAJOR INITIATIVES



Figure 2 Revised Major Initiative Structure

NSRP has identified three overarching, integrally-connected Major Initiatives that tie the program’s vision to proposed industry research and are derived from the basic organizational structure of a shipyard. The term “Major Initiative,” as used in this document, constitutes operationally-aligned groups of functional topics. The three Major Initiatives shown in Figure 2 above align with the traditional ship lifecycle phases of “Design, Build, and Sustain.” The nine NSRP panels each align to one of these Major Initiative areas. Each panel conducts research and development that is targeted on implementation and focused on specific technology areas of practice. Each Major Initiative group has identified technology development and improvement areas (sub-initiatives). Each of these Major Initiatives and constituent panels will be discussed in greater detail in the following sub-sections.

7.1 INFORMATION, DESIGN, & INTEGRATION (ID&I)

7.1.1 DEFINITION

The Information, Design, & Integration (ID&I) Major Initiative focuses on the research of emerging technology and the management of information to design and develop advanced solutions that support the full product lifecycle.

The ID&I Major Initiative consists of three Panels as follows:

- Business Technologies (BT)
 - The Business Technologies Panel focuses on emerging digital capabilities, blending process and information to develop advanced solutions that support product lifecycles of ships and their components from concept to disposal.
- Ship Design and Material Technologies (SDMT)
 - The SDMT Panel focuses on providing increased capabilities and cost reduction initiatives across the complete spectrum of design processes and the identification of materials and technologies to support rapid and efficient development, construction, sustainment, and disposal of ships and their components.
- Ship Warfare Systems Integration (SWSI)
 - The SWSI Panel focuses on the cost of integration and test for warfare and communication systems in ship construction and maintenance/modernization. The Panel improves coordination across programs, warfare and communication integrators, ship designers, and shipbuilders.

7.1.2 SUB-INITIATIVES

1. Reduce time for qualification and application of systems, materials, components and manufacturing technologies
2. Advance and leverage digital shipbuilding and Industrial Internet of Things (IIoT)/Internet of Things (IoT) in shipyard processes
3. Identify and implement flexibility, modularity, and scalability across platforms to increase throughput
4. Investigate and apply solutions and best practices for the digital ecosystem to support enterprise business processes and information management
5. Develop design guidance to support, maintain and sustain manned and robotic/autonomous surface, underwater, and aerial unmanned platforms
6. Advance design, materials and processes that increase throughput and reduce sustainment/modernization costs and schedule

7. Integrate advanced autonomous technologies to accelerate and enhance the decision process, enabling faster design, analysis, and operational insights
8. Define, integrate and implement innovative approaches to cybersecurity compliance, solutions, education & awareness
9. Implementation, integration, management, and governance of Artificial Intelligence and Machine Learning (AI/ML) in shipbuilding, ship design, and ship repair processes

7.2 SHIP PRODUCTION TECHNOLOGIES (SPT)

7.2.1 DEFINITION

The Ship Production Technologies (SPT) Major Initiative addresses the fabrication, assembly, and testing phases of ship production, and the disassembly, repair/conversion, reassembly and testing phases of maintenance and modernization activities.

The SPT Major Initiative consists of the following four panels:

- Electrical Technologies (ET)
 - Research, develop and implement technologies and processes focused on improvements to installation, testing and operation of shipboard electrical systems.
- Planning, Production Processes, and Facilities (PPPF)
 - Discover and disseminate best practices focused on the principal manufacturing processes, equipment, planning, and facilities required to support the fabrication, assembly, and testing phases of ship production, repair and maintenance.
- Surface Preparation and Coatings (SPC)
 - Research, evaluate, and develop new and existing technologies in surface prep, coatings, corrosion control, and inspection that will reduce cost and improve quality in shipbuilding and repair applications.
- Welding Technology (WT)
 - Research, develop and implement technologies and efficiencies focused on welding and allied processes, including weld joint preparation, forming, post-weld heat treatment and inspection methods.

7.2.2 SUB-INITIATIVES

1. Develop and implement Manufacturing Processes for construction, fabrication and assembly
2. Develop and implement Manufacturing Processes for outfitting, installation and testing
3. Improve shipyard sub-tier supplier performance with respect to quality, cost and schedule

4. Develop and implement Automation, Robotics and Mechanization in manufacturing and inspection processes
5. Increase knowledge and proficiency of overall workforce
6. Develop and qualify emerging technologies
7. Develop and implement digital shipbuilding tools for improved construction and sustainment activities
8. Investigate improvements to standardization, commonality and modularity
9. Improve quality, level of detail, and automation of job planning and work instructions
10. Develop and implement Additive Manufacturing (AM) into shipbuilding and repair
11. Develop solutions to improve installation, maintenance and efficiency of shipboard networks
12. Develop warehousing and logistics improvements to facilitate equipment delivery

7.3 INFRASTRUCTURE, LOGISTICS, AND SUSTAINMENT (IL&S)

7.3.1 DEFINITION

The Infrastructure, Logistics and Sustainment (IL&S) Major Initiative focuses on improving shipbuilding and sustainment processes for manned and unmanned vessels. This includes attracting and developing a skilled workforce, while maintaining and advancing shipbuilding, modernization, and repair capabilities. A focus remains on compliance with environmental, occupational safety, and health requirements. It also includes logistics and sustainment processes associated with post-delivery, life cycle support of Navy, other Federal government agency, and commercial vessels.

The IL&S Major Initiative consists of the following two Panels:

- Workforce & Compliance
 - The Workforce & Compliance Panel will focus on improving the industry's workforce development ecosystem, recruiting, maximizing training efficiency and effectiveness, and developing technologies to solve workforce challenges. It also includes researching and addressing current and emerging environmental, health and safety issues to ensure stewardship of industry and communities.
- Sustainment
 - The Sustainment Panel has the mission of reducing the cost of ship logistics and sustainment activities to include repair, maintenance and modernization while increasing operational availability for manned and unmanned vessels. Panel focus will be placed on advancing technologies, materials, processes, and procedures that realize greater efficiencies in lifecycle sustainment. The Panel also includes researching and evaluating opportunities for implementation of digital tools, new technology, and processes to increase fleet readiness.

7.3.2 SUB-INITIATIVES

1. Recruit, retain and continually develop a skilled and motivated workforce
2. Improve the effectiveness of training content and delivery to reduce the training time for knowledge capture, dissemination, and retention
3. Develop and leverage technologies, methodologies, and programs to enhance occupational health, safety, and environmental factors
4. Explore opportunities to leverage artificial intelligence/machine learning (AI/ML), and emerging technology for shipyard planning, operations, and execution
5. Incorporate sustainment considerations in the design phase of vessels and components to support ship maintenance and modernization
6. Develop and implement new technologies, processes, and infrastructure to support minimal time in availabilities
7. Explore, develop, and implement processes to address supply chain limitations
8. Improve early condition assessments and prognostic monitoring tools to support condition-based maintenance and structural health.

8. CONCLUSION

NSRP is committed to supporting the national defense and maritime strategy by providing a collaborative framework and performing research and development on shipbuilding and ship repair processes and technologies that will reduce the total ownership cost of United States Government and U. S.-flag commercial ships. The NSRP will collaborate with other organizations to execute the strategy described in this SIP to support the nation's plan to increase its maritime capability by increasing the overall number of vessels, increasing the combat capability of military vessels, increasing the operational availability of all vessels, and improving the ability to rapidly upgrade mission systems.

The strategic objectives that promote the NSRP mission consist of funding R&D projects that affect total ownership cost are as follows:

- Insertion of relevant technologies that reduce design, acquisition, testing or delivered ship operations and sustainment (maintenance/repair/conversion) costs
- Development of improved processes that reduce design, acquisition, testing or delivered ship operations and sustainment (maintenance/repair/conversion) costs

9. APPROVALS AND ENDORSEMENT

The U.S. shipbuilding and ship repair industry is committed to improving productivity and first-time quality to reduce the total ownership costs of the nation's defense and maritime capability. All stakeholders recognize that continuous improvement is the key to maintaining the industrial capacity and the shipbuilding and repair skills necessary in support of the United States' security. The collaborative framework of the NSRP will allow the industry and government to achieve this commitment. We are encouraged by and applaud the Navy's active engagement with the NSRP.

The NSRP is an important strategic component for the U.S. shipbuilding and repair industry to remain effective as suppliers to the U.S. Navy, other federal agencies with operational fleets, and the commercial sector. In 1998, the CEOs of NSRP member companies stated, "It is the consensus of the industry representatives endorsing this Plan that two vital ingredients are needed to make this happen. First, a cooperative team effort on the part of the government and industry, and second, a strong commitment to finance the development and implementation of needed improvements in processes, systems and technologies." That statement remains true today, and the commitment is evidenced by the participation, matching of funds, assignment of top personnel, and collaboration among otherwise industry competitors.

We support and approve the mission of the NSRP and the Strategic Investment Plan:

AUSTAL USA

By: _____
Chris Orlowski

Title

Date

FINCANTIERI MARINETTE MARINE

By: _____
Scott Wellens

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Date

BAE SYSTEMS SHIP REPAIR

By: _____
Logan Jones

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GENERAL DYNAMICS – BATH IRON WORKS

By: _____
Stephen Nicholson

Title

Date

9. APPROVALS AND ENDORSEMENT (Continued)

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By: _____
John Kooienga

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Colin Dunlop
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HII - NEWPORT NEWS SHIPBUILDING

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Dave Bolcar

Title

Date

10. BIBLIOGRAPHY

Document	Originator
National Defense Strategy of The United States of America	Department of Defense (DoD)
Quadrennial Defense Review	Department of Defense (DoD)
CNO Strategic document(s) and Business Plans	Chief of Naval Operation (CNO)
Integrated Navy Force Structure Assessment	Secretary of the Navy (SECNAV)
Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN (RD&A)) strategy and policy documents	
30-year Shipbuilding Plan	
President's Budget FYXX Shipbuilding Plan (FYXX - FYXX+4)	
Annual Long-Range Plan for Construction of Naval Vessels for Fiscal Year XX	
DASN-Sustainment rollout and emphasis areas	Deputy Assistant Secretary of the Navy (DASN-Sustainment)
NAVSEA Strategic document(s) and Business Plans	Naval Sea Systems Command (NAVSEA)
Report to Congress on the Long-Range Plan for Maintenance and Modernization of Naval Vessels for FYXX	NAVSEA
ONR Strategic document(s) and Business Plans	Office of Naval Research (ONR)
DoD Digital Engineering Strategy –June 2018	DoD
DON "Strategic Roadmap for Unmanned Vessels"	Department of the Navy (DoN)
2019 Naval Power and Energy Systems Technology Development Roadmap (NPES TDR)	NAVSEA PMS 320 Electric Ships Office
Model Based Product Support (MBPS) Overview	NAVSEA 03R
Surface Ship Service Life Extension	NAVSEA letter serial 00/175 of 25 April 2018
Program Executive Office Science and Technology Plans	Program Executive Offices