



Navy Warfare Development Center

NEWSLETTER

FROM INNOVATION, A STRONGER FLEET

Summer 2024

N2/3

NWDC hosted the 18th biannual Warfighting Development Center Leadership Huddle (WDC LH) and Advanced Warfighting Summit (AWS) on 12-13 June 2024.
more on page 2...

N5A

The Analysis Division remains proactively involved in supporting units and Sailors through collection and dissemination of lessons learned, analysis of operations to improve planning and execution of real world operations.
more on page 3...

N5D

The Doctrine Division at NWDC is leading an effort to improve Navy terminology by adopting practices used by the joint doctrine development community.
more on page 3...

Leaders synchronize and align warfighting efforts during the Advanced Warfighting Summit and Leadership Huddle

The WDC LH provides the WDCs the opportunity to discuss current mission area challenges and cross-domain tactics and training development integration. The AWS provides Strike Group and WDC Commanders, and other training and capability development organizations, the opportunity to capture current warfighting challenges and share insights to inform future force development. The spring AWS guest speaker was Vice Adm. Gumbleton, Deputy Commander, U.S. Fleet Forces Command (USFFC).

more on page 2...



Leaders from the Navy's Warfighting Development Centers (WDC) pose for a group photo at the Navy Warfare Development Center (NWDC) on Naval Station Norfolk during the 18th biannual Warfighting Development Center Leadership Huddle (WDC LH) and Advanced Warfighting Summit (AWS) on 12-13 June 2024. (U.S. Navy photo by Communication Specialist Ian Delossantos).

N5H

NWDC hosted more than 50 medical professionals on 21-22 May during the Fleet Health Integration Panel (FHIP) in support of U.S. Navy's readiness and health.
more on page 4...

N7

Planned efforts that guarantee long term sustainability of the MAKO Series program moving forward into FY25 and beyond.
more on page 5...

N8

NWDC's Fleet Experimentation (FLEX) Program remains at the forefront of emerging technologies.
more on page 6...

EMPLOYEE SPOTLIGHT

On-the-Spot Award winners, promotions, and Civilian of the Quarter awardees.
more on page 7...

N2/N3: INFORMATION WARFARE AND OPERATIONS

WDC LH is a 1-day forum for WDC commanders to discuss their respective domains and how they can better integrate warfighting capabilities across tactical and operational levels of warfare.

NWDC Director, Mr. Michael Durkin, opened with an overview of NWDC's focus areas. He touched on the emerging Navy Warfighting Concept and the Maritime Fires Doctrine. Mr. Durkin concluded with the recently completed USS Boxer (LHD-4) Amphibious Ready Group and Marine Unit Exercise (ARG MUEX), Exercise TALISMAN Technology Innovation Game (TIG), and Integrated Battle Problems 23.3 and 24.1 FLEX events.



A common unmanned surface vehicle (CUSV) autonomously conducts maneuvers in San Diego Bay during Integrated Battle Problem (IBP) 24.1, March 8, 2024. IBP 24.1 is a U.S. Pacific Fleet (COMPACFLT) experiment, executed by U.S. THIRD Fleet (C3F), operationalizing multi-domain employment of unmanned systems to create fleet warfighting advantages. (U.S. Navy photo by Ian Delossantos)

Rear Adm. Harding, Commander, Naval Information Warfighting Development Center (NIWDC), followed with an overview of their lines of effort, weapons tactics instructor program, afloat training and current doctrine, and tactics, techniques, and procedures. Rear Adm. Miller, Commander, Undersea Warfighting Development Center (UWDC), discussed Silent Recluse 24, Black Widow/Fleet Battle Problem 24-USFFC-1, Operation Ice Camp 2024 and the Joint Undersea Warfighting Concept. Rear Adm. Marks, Commander, Naval Surface and Mine Warfighting Development Center (SMWDC), briefed their mission and lines of effort, the USS GRAVELY'S (DDG 107) 30 January 2024 engagement, and their way ahead. Capt. Eckhart, Commander, Expeditionary Warfighting Development Center (EXWDC), discussed integrated counter-small unmanned aerial systems (C-sUAS) operations, providing an overview of events that led to these operations, significant findings, and future opportunities.

The AWS is held on the second day of the two-day series, and kicked off with two distinguished fleet speakers: Vice Adm. Wikoff, Commander, U.S. Naval Forces, Central Command/Commander, U.S. FIFTH Fleet (C5F) and Commander, Combined Maritime Forces, providing an overview of C5F's Combined Maritime Forces; and the keynote speaker, Vice Adm. Gumbleton, Deputy Commander, USFFC, discussing out-of-area deployment prosecution and the emerging Global Maritime Response Plan (GMRP), the plan that will enable naval forces to rapidly transition from peacetime to wartime operations if a high-end conflict begins.

Capt. Gilmore, CSG-4 Information Warfare Commander, followed with briefing the Composite Training Unit Exercise (COMPTUEX) Information Warfare evolution. Capt. Gilmore's discussion fed directly into the next discussion, Commander CSG-15, Rear Adm. Kennedy's, presentation on how COMPTUEX, an exercise where individual components of a naval task force are brought together to learn to fight as an integrated team, is going to be restructured to more effectively train forces as they face adversaries and competitors with both shared and competing interests, and capabilities. Mr. Steve Crosson, Technical Director, Naval Warfare Systems Command (NAVWARSYSCOM), presented a brief on Battle Management Aids, the emerging tools that have potential to reduce timelines, increase decision confidence, and optimize warfare resources. The AWS concluded with Cmdr. Shick, CSG-12 N3, and Rear Adm. Sardiello, Commander, CSG-1, providing the "Voices from the Fleet" portion of the AWS delivering significant underway experiences, capability evolution at-sea, and warfighting discoveries during current and recent deployments.

The next WDC LH/AWS will be conducted in the fall 2024, and will continue to provide a capabilities integration and operational level of war forum for WDC and Strike Group Commanders.

N5A: NAVY LESSONS LEARNED AND ANALYSIS

The Lessons Learned Branch supported the timely collection, collation, and distribution of fleet lessons learned from recent and ongoing combat operations in the U.S. Central Command (CENTCOM) and U.S. European Command (EUCOM) area of responsibility. Navy Lessons Learned personnel and onsite fleet representatives are fully integrated with C5F and Commander, U.S. SIXTH Fleet (C6F) lessons learned collection and reporting processes, and have ensured that fleet observations and recommendations, after action reports, and post deployment briefs from Red Sea combat operations (October 2023 - present) and the ballistic missile defense (BMD) Defense of Israel (April 2024) are widely shared across the Navy. In addition to archiving this critical information in the Joint Lessons Learned Information Systems (JLLIS), Lessons Learned personnel partnered with the Fleet Collaboration at Sea (CAS) team to develop a new web portal providing the fleet with ready access to curated lessons learned documents via their shipboard CAS server. Finally, Lessons Learned hosted a forum on 10 July focused on Weapons Re-arm / Reload in a Maritime Contested Environment, which included presentations from USS CARNEY (DDG 64), Navy Expeditionary Logistics Support Group, U.S. Naval Forces Europe, C5F, and Commander, Logistics Group Western Pacific. This forum shared lessons across the community, and its products are available on JLLIS and are being pushed to deployers who can benefit from each predecessor's experience.

The Analysis Branch researched and wrote a Navy Lessons Learned Bulletin on countering C-sUAS at shore facilities, building on lessons and observations during recent Citadel Shield/Solid Curtain exercises and real-world sUAS incursion events at various Department of Defense installations around the country. This bulletin summarizes the most impactful challenges of the UAS threats facing base commanders, and provides recommendations to help address and mitigate those challenges. All Navy Lessons Learned Bulletins are posted and available in JLLIS and the Lessons Learned CAS sites.

N5D: DOCTRINE

Doctrine Division at NWDC is leading an effort to improve Navy terminology by adopting practices used by the joint doctrine development community. The most significant change is every term unique to the Navy will be "owned" by one specified Navy doctrine publication. The publication that owns a term controls the definition of that term, and other publications may not alter that definition. While it will take several years to have all terms tagged to a single proponent publication, staying the course will bring greater discipline, clarity, and preciseness to Navy terminology.

Other significant changes include reducing terms as "unnecessary" if adequately defined by Merriam-Webster's Dictionary or the DoD Dictionary of Military and Associated Terms (DoD Dictionary), which will keep definitions concise and avoid self-defining terms. New guidelines governing the use of acronyms is also provided. The Navy Tactical Reference Publication (NTRP) 1-01, Supplement 3, Navy Terminology, establishes guidelines for primary and coordinating review authorities for creating and using terms, definitions, and acronyms in Navy Doctrine. This guidance establishes a standard of professionalism that leads to doctrine that provides clarity to the warfighter, improves readability, and enhances understanding. The new SUPP3, Navy Terminology, as well as the Navy Dictionary, can be found at <https://doctrine.navy.mil>.

N5H: HEALTH SERVICES INTEGRATION

NWDC hosted the monthly, worldwide Fleet Health Integration Panel (FHIP) from 21 - 22 May 2024 (in person and virtual). The FHIP serves as the overarching body to identify Health Service Support (HSS) readiness gaps, standardize practices, and organize the delivery of medical capabilities to the Fleet. The FHIP is co-chaired by the U. S. Pacific Fleet (PACFLT) Fleet Surgeon and the USFFC Fleet Surgeon, with Type Command (TYCOM) Force Surgeons and numbered Fleet Surgeons comprising the FHIP Board of Directors and leading Cross Functional Teams (CFT) managing projects to support five lines of effort. Key topics of discussion at the meeting included:

- Force Management, Training, and Readiness
- An overview of the Navy Blood Program
- Requirements Prioritization and Management
- Updates on Expeditionary Medicine, Garrison Access-to-Care, and USMC Health Services
- Materiel Readiness
- Clinical Quality and High Reliability
- Maritime Cold Weather Medical Requirements
- Operational Clinical Services



Fleet medical professionals that participated in a Fleet Health Integration Panel (FHIP) pose for a group photo at NWDC, on May 22. More than 50 medical professionals participated in the biannual medical panel to identify gaps in readiness, standardize practices, and organize the delivery of capabilities to the full spectrum of naval, joint, and combined operations. (U.S. Navy photo by Communication Specialist Ian Delossantos).

FLEET HEALTH INTEGRATION PANEL

Cmdr. Perry Leonard attended the Army and Marine Corps Health Service Support Capability Development Working Group meeting at Fort Sam Houston, TX. This event was co-sponsored by the US Army's Medical Center of Excellence and the US Marine Corps' Deputy Commandant for Combat Development and Integration (CD&I). This working group aims to ensure the development of future Health Service Support (HSS) capabilities for the Army and Marine Corps are coordinated and are improving conditions to field solutions. The WG will ensure that relevant medical support for major combat operations is available to the joint force by FY30. To accelerate capability development, the WG will examine capability requirements, key performance parameters, and associated capability gaps in the joint space which present operational risks if left unmitigated.

N7: TRAINING, EXERCISES, AND WARGAMING

April held the execution of MAKO Storm 24 (MM 24), the largest, most expansive MAKO Storm to date, training twice the number of reservist during MAKO Storm 23. With MM 24 being a single-fleet construct, and with high levels of Fleet Planning Group (FPG) and leadership involvement, MAKO Storm continues to serve as a key testing ground for new MAKO initiatives. One such initiative at MM 24 was the beta test of the MAKO Program's new data collection and analysis plan/return on investment (DCAP/ROI). This process is integrated by using three layers: the pre-exercise registration, mentor collected data during exercise execution, and the post-exercise exit survey from participants. MAKO Storm also saw the most introduced robust adjacent training to date; with the entire training audience receiving in-depth training on the role of the Naval and Amphibious Liason Element (NALE) in MOC operations. This type of adjacent training, while outside the scope of MAKO's Phase 0/1 focus, continues to provide valuable knowledge and training to the reserve forces.

MM 24 event was kicked off by a visit from Chief of the Navy Reserve, VADM John Mustin, who highlighted the role of the MOC in future conflicts, and reminded participants that MAKO serves to build the confidence of reserve watchstanders through on-the-job training, along with qualifications, and certifications work conducted in scenarios build upon Fleet Commander Priorities and MOC Standardization Manual Objectives.



Vice Adm. John Mustin, chief of the Navy Reserve, with Reserve Sailors supporting exercise Mako Storm 2024 on board Naval Station Norfolk, Va. "Our product is warfighter readiness," Mustin said. "That's what the Navy Reserve Fighting Instructions deliver, and that's what fleet commanders expect." (U.S. Navy photo by Ian Delossantos)

MAKO Program would not have been able to run such a successful exercise without the continued support of the NWDC MOC Training Team's partnership in developing mentors before and during the exercise, as well as the Exercise Support Team in providing subject matter expertise to develop the storylines and the modeling and simulation used during MM 24.



More than 100 Reserve Sailors from the 12 units that make up the U.S. Naval Forces Central Command and U.S. 5th Fleet enterprise pose for a group photo with Vice Adm. John Mustin, Chief of the Navy Reserve, during exercise Mako Storm 2024 on board Naval Station Norfolk. Mako Storm, held April 18-21 at the Navy Warfare Development Center's state-of-the-art maritime operations center, aimed to test the operational warfighting readiness of Reserve Sailors, preparing them with rigorous real-world scenarios relevant to today's dynamic security environment. (U.S. Navy photo by Ian Delossantos)

In other N7 news, the Navy Information Forces' (NAVIFOR) assumption of MOC Type Commander (TYCOM) responsibilities and coordination with the NWDC Maritime Operations Center Training and Exercise Team (MOC TET) has created an opportunity to review the Fleet MOC certification process.

NWDC and NAVIFOR are collaborating on a series of MOC training initiatives to enable fleets to improve their MOC's proficiency and ability to self-train. Improving MOC proficiency is in line with CNO's target of warfighting through the MOC. The primary initiative focuses on the assessment of MOC performance and proficiency. In assessing the MOC, the focus will be on performance – can the MOC execute the task – and effectiveness – how well can they do it? The MOC TET will conduct the assessment during the certification event. The secondary initiative is to develop staff training capabilities within each Fleet HQ and create a Commander's Readiness Training Team (CRTT). CRTTs will conduct in-house assessments of the MOC's ability to provide the commander with continuing information concerning the staff's readiness. Assessments will be based on performance and effectiveness standards developed by NWDC and NAVIFOR and will be transferable to the Fleet MOC CRTTs for their ongoing assessment process. Using the criteria in the standards, a grade will be assigned to an observed performance during certification events.

The MOC TET added the Marine Air-Ground Task Force (MAGTF) Staff Training Program (MSTP) to its pantheon of exercise partners. MSTP is the Marine Corps' operational level of war (OLW) schoolhouse and conducts training events for Marine Corps operational commanders and staff. In exercise STEEL KNIGHT 24 (SK24), U.S. THIRD Fleet (C3F) will join I Marine Expeditionary Force (I-MEF) as a training audience. For C3F, SK24 will provide a training venue for their triannual MOC certification event. The exercise will emphasize planning, deployment, and command and control of joint forces against a peer or near-peer adversary while also enhancing Navy-Marine Corps maritime integration in the Indo-Pacific region.

The NWDC N7 Fleet 360 team is supporting U.S. SECOND Fleet (C2F) in conducting a war game that supports their objective to command-and-control mission-ready forces to deter and defeat potential adversaries and defend maritime avenues of approach between North America and Europe, in addition to strengthening their ability to operate with allies and partners in competition and conflict. The Carrier Strike Group 360 team is preparing for two war games supporting carrier strike groups, that will contribute to their preparations to successfully deploy around the world.

N8: FLEET EXPERIMENTATION

The Fleet Experimentation (FLEX) Campaign remains in full swing as NWDC N8 executes the final two fiscal year 2024 (FY24) events over the next few months. In total, the FY24 portion included 12 initiatives in 10 venues. Recent FLEX experiments included initiatives in Baltic Operations 2024 (BALTOPS 24) and Valiant Shield 2024. Fleet operator feedback was critical to the examination of emerging tactics and potential technology solutions. Our team is analyzing data captured during each experiment to formulate findings and recommendations to drive warfighting capability development, investment, and transition outcomes.

Simultaneously, 14 initiatives are in development with NWDC N8 for consideration in the FY25 portion of the FLEX Campaign. Upon FLEX Program Owner (U.S. Fleet Forces, Pacific Fleet, and Naval Forces Europe/Africa) endorsement, these initiatives will be planned and executed in venues across the world.

EMPLOYEE SPOTLIGHT

In Q3, we awarded five on-the-spot awards and promoted ten civilian employees. Well done to all!

Q3 FY24 Civilian of the Quarter



Mr. Jamie Buchanan (N3)

It's always a pleasure working within our tight-knit (N3) family, pulling our share of the rope for the integrating efforts of NWDC...truly my favorite place of Navy employment ever. It truly is about the people here, and we (N3) strive to let our customers KNOW that (both outside and inside the building).

Q3 FY24 On-the-Spot Awards



Ms. Rachel Champagne (N2/N3)



Mr. Pete Lorenz (N5D)



Mr. Whitney Byers (N1A)
Ms. Samantha Williams (N1A)



Mr. Jason Hicks (N2/N3)

Q3 FY24 Promotions

Ms. Agnes Dant (N01C)
Ms. Andrea Decanini (N01C)
Mr. Ian Delossantos (N01P)
Mr. Joshua Everett (N01C)

Mr. Jose Gandia (N5A)
Mr. Winston Garvey (N1A)
Mr. Charles Kelley (N6)
Mr. Walter Mangum (N1S)

Mr. Ernesto Santiago (N5D)
Ms. Delicia Thornton (N1S)

HAILS - FY24 Q3



Lt. Cmdr. Christopher James
(N5D) – Apr



Lt. Cmdr. Jeremy McMullen
(N7/TAR) - Apr



Ms. Tanzania Moore
(N1S) – Apr



Logistics Specialist 2nd Class
(Surface Warfare)
Caycee Pannal
(N4) - Apr



Cmdr. Jeffrey Hogan
(N5D) – May



Mr. Colin O'Brien
(N5C) – May



Lt. Joseph Golembieski
(N2) – Jun

FAREWELLS - FY24 Q3

Cmdr. Megan Dennelly, USCG (N5D) - Apr
Ms. Carrie Van Haren (N5A) – Apr
Cmdr. Christopher Gavieres (CPF LNO) - May
Mr. Dan Griner (N5C) - May
Lt. Col. Jonathan Marang (N5D) – May
Ms. Mari Frazier (N01C) – Jun

Capt. Adam Lyons (N2/3) – Jun
Lt. Cmdr. Thomas Miller (N8) - Jun
Lt. Cmdr. Dirk Myers (N2) - Jun
Ms. Patty Reed (N7) – Jun