



DEPARTMENT OF THE NAVY

NAVY WARFARE DEVELOPMENT CENTER
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NAVY WARFARE DEVELOPMENT CENTER CALENDAR YEAR 2024 STRATEGIC GUIDANCE

References:

- (a) Chief of Naval Operations Navigation Plan, July 2022
- (b) Navy Concept for Distributed Maritime Operations, February 2019
- (c) COMUSFLTFORCOMINST 5450.9D, Mission, Functions, and Tasks for Commander, Navy Warfare Development Center
- (d) SECNAV Guidance for the Department of Navy Planning and Programming Guidance for Program Objective Memorandum 2026, November 2023
- (e) National Defense Strategy, October 2022

1. Situation

For the first time in a generation, we are in fierce competition with two major nuclear adversaries that employ coercion as a means to meet their national objectives. The People's Republic of China and the Russian Federation both have the will and means to pose a credible and existential threat to our way of life. Additionally, and in line with the strategic threats posed by Iran, North Korea, and Violent Extremist Organizations (VEO), these powers threaten our security by subverting the international rules-based order that has provided freedom, stability, and prosperity to our citizens and millions of others across the globe. This global strategic competition is evident across the diplomatic, informational, military, and economic dimensions, making the potential for violent conflict a real and persistent threat. We seek to deter combat through forward presence, visible readiness, and effective competition below the threshold of armed conflict, however if required, we will be prepared to fight and win. In 2024, Navy Warfare Development Center (NWDC) will vigorously advance the priorities of our National Defense Strategy with a sense of urgency. These include defending the homeland as well as U.S. interests abroad, and deterring strategic attack and aggression while preparing to prevail in a major conflict and helping to build a resilient and capable joint force.

2. Mission and Vision

Mission: *“NWDC develops and integrates innovative solutions to complex naval warfare challenges to enhance current and future warfighting capabilities.”*

Vision: *“We will be the leader in the rapid development of naval warfighting capabilities.”*
To achieve this, we must identify and pursue opportunities to improve fleet capabilities through the targeted application of our core functions. NWDC is a key enabler, uniquely positioned to deliver timely and relevant support to the fleet. Through professionalism and dedication, we have cultivated relationships that span the entirety of the capability development enterprise.

We serve as integrators, helping to define the naval capabilities required for success against our current and anticipated challenges. We work across a broad ecosystem of partners to turn those goals into fielded reality, with our warfighters in possession of the proper systems and tactics, trained to employ them with confidence.

3. Director's Top Priorities

We are committed to providing unparalleled services, products, and support for all our assigned functions and tasks; however, my top priorities are to ensure the well-being and productivity of our talented workforce, better serve as the warfare development center (WDC) for the operational level of warfare (OLW), and accelerate the integration of naval capabilities. We will achieve this by the following lines of effort:

a. **Our People (Office of Primary Responsibility (OPR): N-1/4/6 and All Supervisors)**

NWDC can only be successful when our people are inspired, trained, empowered, and fully engaged to support the fleet. This requires supervisors and our N-1/4/6 department to identify, prioritize, and provide the opportunities and resources needed for personnel development, training, and recruitment. To this end we will:

(1) Continuously improve by proactively soliciting employee feedback to identify needs such as new administrative supplies or information technology programs, suggestions for more efficient or effective contracts, or improved security policies or procedures.

(2) Focus on civilian and junior military leadership development by bringing training courses, workshops, and opportunities to NWDC. Additionally, we will continue to advertise the NWDC mentoring program in order to acquire new mentors and protégés.

(3) Ensure our workforce is properly resourced to meet our requirements while meeting all obligation and expenditure benchmarks.

(4) Leverage workplace flexibilities, such as alternative work schedules and telework, as feasible, so employees may meet the demands of NWDC and families, helping to achieve a sustainable and appropriate work-life balance.

b. **Serve as a WDC for the OLW (OPR: Director, Chief of Staff (COS), and All Departments)**

(1) Our fleet maritime operations centers (MOC) are the essential command and control nodes that translate strategic and joint operational level objectives into operational and tactical level planning and execution. NWDC's MOC training mission provides the ability for the command to posture itself as the WDC for the MOCs with responsibilities across the OLW.

(2) Maritime fires integration, naval command and control, doctrine, and logistics are areas we intend to continue to explore in more detail 2024 to address OLW needs across our lines of effort.

c. Naval Capability Development and Integration (OPR: Director, COS, and All Departments)

(1) NWDC is tasked to lead integration between the WDCs with a particular focus on the development of tactics, techniques, and procedures.

(2) We will continue to foster dialogue and identify opportunities for WDCs to collaborate on current and future lines of effort.

(3) We shall continue our emphasis on building and strengthening relationships with the WDCs, the Joint Staff J-7, Office of the Chief of Naval Operations (OPNAV) Deputy Chief of Naval Operations staffs, fleet staffs, carrier strike groups (CSG) and expeditionary strike groups (ESG), type commanders (TYCOMs), Military Sealift Command, Patrol and Reconnaissance Group, Naval War College, Office of Naval Research, United States Marine Corps (USMC), Center for Naval Analyses, and federally funded research and development centers, among others.

4. Supporting Efforts

Success in my top priorities will only be possible through the dedicated accomplishment of the rest of our assigned missions, functions, and tasks. These focus areas are:

a. Operational Level Training and Exercise Program (OLTEP) Implementation (OPR: N7)

OLTEP is focused on development of fleet warfighting readiness through improved training events in support of fleet MOC certification. Ultimately, the goal of OLTEP is to improve operational readiness and improve the fleet's ability to execute distributed maritime operations (DMO). OLTEP extends from high-tactical and operational-level wargames to operational-level training and MOC certification events. Areas of emphasis are:

(1) Deliver more effective MOC training and certification by providing functional, cross-functional, and collective training events, and by sharing MOC best practices across the fleets. Continue integrating MOC training events and Fleet 360 War Games to deliver more effective training to get the most capacity and capability from resources currently available.

(2) Develop and improve fleet-level and CSG/ESG-level war games that present maritime challenges and improve staff effectiveness. These war games allow fleet and CSG/ESG commanders and staffs to train and exercise commander's intent and objectives while contributing to force generation, plans, and operations.

(3) Develop and refine capabilities for exercise design, modeling and simulation (M&S) architecture development, scenario development, and exercises. Lead Navy M&S support to joint/combatant command training exercises, Large Scale Exercise 2025, and MAKO series MOC personnel training events. With live, virtual, and constructive training integration and complexity, conduct fully informed events at the highest possible levels of classification.

b. Concept Generation and Implementation (OPR: N5C)

(1) We will manage and execute the Navy's concept development process focusing on preparing the fleet for the future by identifying global trends, exploring their implications, and developing operational approaches to address current and emerging challenges.

(2) By continuing to support CONOPS development as an information resource and technical expert in Navy document publication, we will ensure CONOPS doctrinal alignment. Specifically:

(a) Support OPNAV N7 in the generation and development of joint concepts, to include the Joint Warfighting Concept family, as well as supporting mission-level concepts.

(b) Generate fleet, naval, and multi-Service concepts, with aligned plans of action and milestones to shape subsequent concept analysis and capability development.

(c) Deliver to the Chief of Naval Operations (CNO) and Commandant of the Marine Corps a fleet concept on 21st Century Amphibious Operations.

(d) Deliver to the CNO and Chief of Space Operations a multi-Service concept for the integration of maritime and space operations with U.S. Space Force.

(e) To address evolving changes in the operational environment and incorporate lessons learned from Fleet Battle Problems and operations, develop an updated distributed maritime operations concept.

(f) Assist CONOPS owners in the development of fleet CONOPS documents and support initial identification of applicable naval warfare publications and Navy Tactics, Techniques, and Procedures (TTP)s that are appropriate for CONOPS content.

c. Fleet Experimentation (FLEX) Campaign Development and Execution (OPR: N8)

(1) In support of United States Fleet Forces Command, United States Pacific Fleet, and United States Forces Europe and Africa Commanders, and as directed via their guidance, NWDC via FLEX will ensure the multiyear campaign supports examination of emerging solutions to enhance warfighting capabilities. NWDC will manage the campaign and operational procedures in accordance with a revised FLEX instruction anticipated this year.

(2) We will design all FLEX events to capture Fleet-operator feedback to drive systems and tactics development, by leveraging and integrating with critical fleet venues such as the Integrated Battle Problem series, Baltic Operations, and Valiant Shield, as well as standalone limited objective experiments.

(3) We will increase strategic communications efforts ensuring FLEX program owners, sponsors, and partners are informed regarding our contributions to capability development, investment, and transition outcomes. Recent examples of these outcomes include TTP development, systems added to the Program Objective Memorandum 26 Fleet Integrated Priorities List, and systems provided to the fleet for extended user evaluation. With the standup of OPNAV's Disruptive Capabilities Office and subsequent fleet governance bodies, NWDC

will provide results and data points to ensure our innovation efforts support delivery of warfighting capability to the fleet.

d. FBP Campaign Plan Oversight (OPR: N3)

(1) We will continue to support and help synchronize fleet efforts concerning FBP execution, and we will track fleet's assessments of these events to refine and reshape our campaign plan with a focus on DMO capability evolution and execution.

(2) We will continue our engagement with the FBP campaign by leading a quarterly fleet commander's planner's working group and by working closely with TYCOMs, WDCs, and other fleet stakeholders to gather data on activities being conducted internal to FBPs as well as events conducted outside of the FBP purview that advance DMO capabilities.

(3) We will ensure FBP findings and recommendations help to inform and influence our FLEX program, OLTEP, future cycles of FBP execution, Large Scale Exercises, and Navy-wide capability development, procurement paths, and fielding processes.

(4) We will continue to assess FBP campaign effectiveness and lead the effort to refine the current FBP campaign when needed.

(5) We will continue to create unique opportunities to foster integration, and promote and accelerate learning among Navy leadership and CSG/ESG commanders by sponsoring the bi-annual Advanced Warfighting Summits and WDC Leadership Huddles. These two combined events provide a forum where the planning and conduct of campaigns at the OLW, ranging from lessons learned from past deployments to preparing leadership for future employments, are richly discussed among some of the top fleet and upcoming leaders.

e. Doctrine Development (OPR: N5D)

(1) The CNO's call to action to support warfighting and warfighters through a foundation of excellence requires advancing our warfighting advantage through doctrine that is accessible, current, and relevant. We maintain high standards in Navy, joint, allied, and multi-Service doctrine and tactics (and associated publications) as the means by which warfighting learning is memorialized and shared.

(2) We will continue developing maritime fires and targeting doctrine and other high-level doctrinal publications and keep those already published current and relevant. We will identify and address doctrinal gaps in the current library while supporting WDCs as they create doctrine and tactics for warfighters in their communities.

(3) The Navy Warfare Library is our primary means of distributing publications and monitoring doctrine development metrics. We will strive to enhance user experience through continued software improvement and best practices while encouraging broad use.

f. Health Services Integration (OPR: N5H)

In support of the Navy Surgeon General's Fiscal Year 2024 Campaign Order, we will provide expertise as Navy medicine continues its reorientation towards operational medicine in order to best support those projecting Navy and Marine Corps power in defense of our nation and the implementation of its foreign policies. We will assist with further development and/or improvement of all relevant medical doctrine; improve the provision of lessons learned; and engage directly to assist with the best utilization of Navy Medicine assets by our warfighters.

g. Lessons Learned and Analysis (OPR: N5A)

(1) In support of the Get Real, Get Better call to action, we will continue to expand Navy Lessons Learned Program (NLLP) visibility and usage Navy-wide; support implementation of the revised OPNAV NLLP instruction; coordinate Joint Lessons Learned Information System (JLLIS) Joint Worldwide Intelligence Communications System upgrades; and support continuous JLLIS Non-Classified Internet Protocol Router/Secret Internet Protocol Router version releases and upgrades.

(2) Our Navy lessons learned analysts at NWDC and site representatives at the fleets will continue to support Navy capability development, providing lessons learned training, and delivering tailored lessons packages, port visit reports, and requests for information responses. Additionally, we will actively support the fleet's 11 warfighting improvement programs with tailored lessons learned relevant to Integrated Prioritized Capabilities List (IPCL) development and continue expansion of support to the WDCs to improve advanced tactical training and doctrine development.

(3) We will support the integration of major shore commands into the NLLP by providing training on lessons learned program management and the JLLIS.

(4) Operations Research Analysis

(a) We will provide timely, relevant, and compelling analyses focusing on capabilities defined as high mission risks in the CNO's Strategic Guidance-25 and foundational priorities in the *CNO's Navigation Plan* (NAVPLAN).

(b) We will analyze fleet operations, exercises, and other events to inform decisions on force development, force generation, and force employment in furtherance of the Navy Strategy, Fleet Design, and supporting concepts.

(c) We will seek new and expanded opportunities to apply M&S-based operations analysis to support fleet data-driven decision-making by engaging with fleet staffs to identify theater-specific key operational problems suitable for analysis using the Naval Simulation System.

(d) We will expand outreach across the Navy's Analytic Master Plan pillars to identify complementary capabilities to leverage in support of NWDC analytic efforts across experimentation, wargaming, and concept and doctrine development; and to create opportunities to collaborate on studies which support the prioritized NAVPLAN Implementation Framework objectives.

(e) We will develop and expand operational analysis capabilities within NWDC to support the CNO's NAVPLAN emphasis on data-driven decision making.

h. Financial Resources (OPR: Comptroller (N01C) and N4)

(1) We will strive to acquire and develop a skilled and inspired financial management workforce; remain committed to audit remediation and improving internal controls as we work towards achieving an audit opinion in Fiscal year 2028; and work to prepare NWDC's transition to Navy's Enterprise Resource Planning in Fiscal Year 2025.

(2) As responsible stewards of taxpayer funds, we will maximize the use of the funds we receive by ensuring obligations are expended for all years in accordance with financial laws, regulations, and policies. We will assess our financial performance relative to plan in order to have an executable, audit-compliant program that will execute to 99.99 percent of total obligational authority.

(3) Through the planning, programming, budgeting, and execution process, we will continue to advocate for any and all additional resources needed to perform our mission more fully and effectively. We will ensure coordinated financial management and effective contracting practices provide the flexibility needed to adapt to the needs of the organization.

i. Security (OPR: N-1/4/6, N2, and All Hands)

(1) We are committed to expanding our capabilities to plan, discuss, and operate at higher classification levels. We will assess the size and capabilities of our sensitive compartmented information facility, and across all building spaces, and take action to expand where feasible.

(2) Our operational security, physical security, and information security programs are our first lines of defense. We must always protect classified, controlled unclassified, and personally identifiable information from exploitation by others.

5. Way Ahead

Team, we continue to be well-positioned to make an incredible difference to our Navy at a critical and challenging time for our country. I am proud to lead this Center as we press forward bringing capability to the warfighter through our vast network of partnerships. We will work with fleet staffs, tactical warfighters, and WDCs across the Navy, as well as with our joint and coalition partners to enable successful integration of cross-domain tactics and training. We must continue to build upon and leverage our collective efforts in pursuit of warfighting solutions to ensure our Navy will be ready to conduct prompt and sustained combat incident to operations at sea, and, when required, conduct decisive combat operations to defeat any enemy.

Together, we can achieve our motto:

From Innovation, a Stronger Fleet!



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