



# Navy Warfare Development Center NEWSLETTER

FROM INNOVATION, A STRONGER FLEET

Winter 2024

## N3

19th semiannual Warfighting Development Center Leadership Huddle (WDC LH) and Advanced Warfighting Summit (AWS) was held 13–14 November in San Diego, California.  
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## N5A

To enhance operational efficiency and success, NWDC's Analysis Division gathered key lessons learned and conducted in-depth analyses from supporting units and Sailors, both ashore and afloat.  
*more on page 4...*

## N5C

N5 Concepts Division focuses on integrated Maritime-Space Operations.  
*more on page 4...*

## N5D

Navy Warfare Library is testing new distribution service to provide users more options for getting the latest Allied publications.  
*more on page 5...*

## N5H

The Health Service Integration Division is actively engaged in the development of three new Navy publications, as well as the refinement of two concept of operations.  
*more on page 6...*

## Forging Ahead: Reflecting on Success, Driving Toward Lethality



As we close out a successful year, we reaffirm our commitment to innovation and excellence. This begins with assessing our progress—recognizing achievements, learning from challenges, and identifying areas for growth.

Key milestones, new talent, and the return of in-person operations have strengthened our teamwork and warfighting mindset. These successes reflect the adaptability and dedication that drive our mission forward.

The achievements of 2024 have strengthened our unity and sharpened our warfighting edge. With camaraderie, purpose, and commitment, we stand ready to meet challenges ahead. Together, we will forge a stronger, more resilient, and lethal Navy ready to fight and win.

## N7

In an effort to enhance training, conduct exercises, and organize war games at the operational level of war (OLW), NWDC's N7 department is testing a new assessment process focused on the seven joint warfighting functions.  
*more on page 6...*

## N8

NWDC's Fleet Experimentation (FLEX) achieved significant results that enhanced fleet capabilities. Highlights were shared with the broader Navy capability development community.  
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## EMPLOYEE SPOTLIGHT

We congratulate awards, promotions, extend a warm welcome to new team members, and honor contributions of our retirees and those embarking on exciting new opportunities.  
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## Message from the Director



Mr. Michael Durkin, Director  
Navy Warfare Development Center (NWDC)

As we close out 2024, let's take a moment to reflect on the accomplishments of the past year. It's essential to assess last year's goals to help us prioritize for the year ahead.

Looking ahead to 2025, we will continue to emphasize our motto, 'From Innovation, A Stronger Fleet'. I want to highlight the significant contributions that NWDC has made this past year in enhancing the Navy's warfighting effectiveness through concepts, doctrine, lessons learned, training, and experimentation.

Our Navy must be ready to respond in an era of increasing global tensions. Each of you plays a vital role in this mission by working with fleet staffs, tactical warfighters, WDCs, and joint/coalition partners.

I am honored to work alongside such a dedicated team, and I sincerely thank you for your hard work and commitment to our shared mission and vision. Together, we are well-positioned for continued success in the coming year.

Warmest regards,  
Mike Durkin

## Services and Support Statistics 2024

### N01 COMPTROLLER

- ▶ Successfully executed FY24 total obligation authority. \$42.1M operations and maintenance (O&M) funds, to include \$14.5M in O&M unfunded requirements (UFR); and \$9.6M research, development, test, and evaluation (RDT&E) funds.
- ▶ Processed total of 212 travel authorizations (118 NWDC, 94 MOC TT) and total of 215 vouchers.

### N1 ADMINISTRATION

- ▶ Onboarded 19 military personnel and 22 civilian new hires
- ▶ Processed 40 military and civilian awards, 30 incentive (on-the-spot and 96-hour) awards, 38 military evaluations and FITREPs, and 15 military and civilian retirements

### N1 SECURITY

- ▶ Welcomed 5,103 visitors
- ▶ Provided access control for 235 events, hosted by both NWDC and guest commands

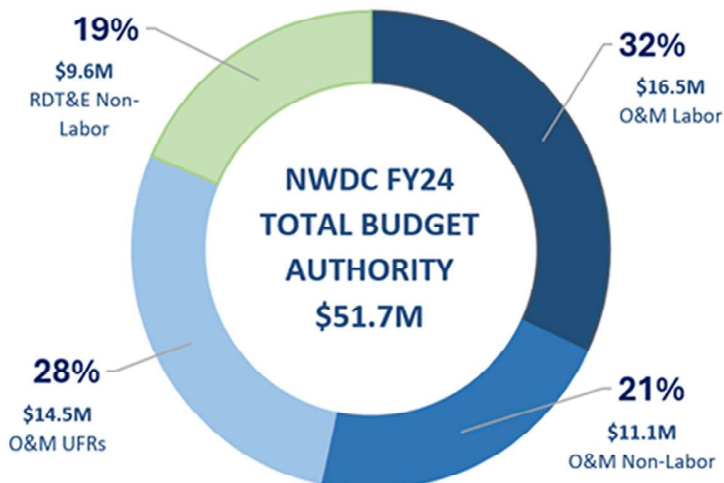
### N4 LOGISTICS

- ▶ Completed 3 contract re-competes for IT, Navy Lessons Learned, and the MOC TET
- ▶ Processed 147 Government-Wide Commercial Purchase Card transactions (purchase requests)
- ▶ Competed 55 facility work requests

### N6 INFORMATION TECHNOLOGY

- ▶ Managed 2 Windows 10 upgrades for 330 NMCI unclassified assets and 255 classified assets
- ▶ Received a score of 98 on the annual local registration audit (LRA) audit (PKI cards). This is the sixth consecutive year IT division scored a 98% or above!

### Overview of FY24 Financial Position





## N3: OPERATIONS

The Operations Department had an eventful year in 2024. NWDC successfully conducted the 10th series of the Warfighting Development Center Leadership Huddle (WDC LH) and Advanced Warfighting Summit. The Spring session was conducted at NWDC, Norfolk, Virginia, on 12–13 June 2024. The Fall session was conducted on 13–14 November in San Diego, California. The WDC LH series provides the warfighting development centers (WDCs), carrier strike group (CSG), and expeditionary strike group (ESG) commanders the opportunity to discuss current mission area challenges and integrate cross domain tactics and training development. Advanced Warfighting Summit series provides strike group, WDC commanders, and other training organizations an opportunity to capture current warfighting challenges and share warfighting experiences and knowledge. Both Spring and Fall events were well received. NWDC is looking forward to conducting the 19th semiannual WDC LH and Advanced Warfighting Summit series at NWDC on 30 April and 01 May 2025.

In 2024, the N3 team coordinated the 10 intermediate stops (I-Stops). I-Stops serve as training events for incoming CSG and ESG commanders, allowing NWDC to provide an overview of our mission and functions, and how they support strike group training and readiness objectives.



*Director, Joint/Fleet Operations, U.S. Fleet Forces Command, Rear Adm. Kavon Hakimzadeh and former Commander, Navy Recruiting Command, Rear Adm. Alexis Walker visited NWDC on April 8, 2024.*

*Hakimzadeh and Walker were greeted by Director, Navy Warfare Development Center-NWDC, Mr. Michael Durkin and received briefs on multiple warfighting challenges along with products and services NWDC provides for strike group commanders. (U.S. Navy photo by Communication Specialist Ian Delossantos).*

N3 also conducted 10 WDC operations sync sessions where working level WDC personnel collaborate on topics such as lessons learned, doctrine, and experimentation. This informal environment allows for rich, frank discussions among the teams.



*FBPs are designed to test coordinated fleet capabilities using live, virtual, and constructive methods and are being employed by all fleets to test and evaluate systems; sensors; and tactics, techniques, & procedures for the advancement of Distributed Maritime Operations.*

N3 facilitated 3 quarterly Fleet Battle Problem (FBP) Planner's Working Group sessions. The FBP forum affords the fleet commander staff the opportunity to discuss current plans and the future execution of FBPs. This event proves useful for avoiding duplicative efforts and sharing insights to inform future planning endeavors.



## N5A: LESSONS LEARNED / ANALYSIS

The Lessons Learned Branch supported the 2024–2025 Warfare Improvement Program cycle by providing lessons and RFI support to each of the 11 warfare areas reviewed annually. Participating in 6 months of working groups and assessments, lessons learned personnel reviewed the past year's fleet inputs to lessons learned, post-deployment briefs, and after-action reports for information germane to each warfare area. That information was filtered for data relevant to last year's integrated, prioritized capabilities list (IPCL) or worthy of consideration in developing the current year's ICPL. The filtered data was then formatted and provided to the individual working groups for reference in their prioritization process. In support of current fleet operations, we will present a lessons learned forum on counter unmanned air systems (C-UAS) in 18 March 2025. This virtual event will bring together subject matter experts and fleet warfighters to present and review the latest feedback from the fleet and exchange insights to address C-UAS challenges.

The Analysis Branch published a Navy Lessons Learned Bulletin on the Data Science at Sea initiative recently exercised by several CSGs. Data science at sea gives CSGs and amphibious ready groups (ARGs) cutting edge computing capabilities to automate staff battle rhythm processes, analyze large amounts of tactical data, develop data visualization tools, and support warfare commanders and the CSG/ARG commander in decision-making. Two bulletins in development focus on undersea warfare (USW). One covers key lessons from multi-theater USW operations, the other discusses lessons and recommendations for the employment of nontraditional acoustic communications in USW operations. All Navy lessons learned bulletins are posted and available in JLLIS and the Lessons Learned CAS sites.

- CaS (SIPR database) <https://www.uar.cas.navy.smil/nwdc/nll/nll.nsf>
- CaS (SIPR docs) <https://www.uar.cas.navy.smil/nwdc/nll/cas/site.nsf/Main.html?openPage&cookieContent=no>
- JLLIS (NIPR) <https://www.jllis.mil>
- JLLIS (SIPR) <https://www.jllis.smil.mil>

## Defense Support of Civil Authorities (DSCA)



## N5C: CONCEPTS

The Chief of Naval Operations (CNO) and Chief of Space Operations have jointly approved the Concept for Integrated Maritime-Space Operations. This concept provides the United States Navy and United States Space Force a framework to align service capability development to improve integrated multi-domain operations that can generate cross-domain effects from seabed to space. Multi-domain operations impose operational dilemmas on the adversary by generating threats from two or more domains so that any action to avoid one threat exposes the adversary to another. The development of inter-operable, complementary, and synergistic Navy and Space Force capabilities will maximize the global reach and lethality of the joint force and ensure its ability to deter, disrupt, and defeat adversary aggression in and from the maritime and space domains.



## **N5D: DOCTRINE**

Revolutionizing Access to Allied Publications: Introducing the Allied Publications Electronic Library (APEL) Downloadable APEL Service (DAS):

NWDC is ushering in a new era of accessibility for maritime allied publications with the introduction of DAS. This innovative service allows users to download the entire curated collection of allied doctrine as a single 1.5 gigabyte .zip file, offering a streamlined alternative to traditional distribution methods.

The semiannual APEL digital versatile disk-read only memory (DVD-ROM) has been the primary resource for accessing these critical materials for over a decade. Mailed to subscribers twice yearly, the digital versatile disks (DVDs) compile the latest allied publications for North Atlantic Treaty Organization (NATO) training and operations. However, with the declining availability of optical drives and the demand for more efficient solutions, NWDC recognized the need for modernization. DAS addresses these challenges by providing a fast, accessible, and up-to-date option for users.

### **Why DAS Matters:**

DAS represents a significant improvement over existing distribution methods. Previously, users faced several limitations:

1. Hard copy Orders. Comprehensive, physical copies are costly, slow to deliver, and lack search functionality.
2. Individual Downloads. Obtaining publications one at a time is time-consuming, especially when hundreds of documents are required.
3. DVD-ROMs. Although convenient for bulk access, DVDs can quickly become outdated and require specialized hardware to read.

With DAS, users can now download an entire volume of approximately 170 allied publications in one seamless process. This approach ensures users have the latest resources at their fingertips, eliminating the inefficiencies of earlier methods.

### **Ensuring Secure and Efficient Access:**

To maintain security and compliance, users must meet NATO security requirements and hold an active account (DAAG 29 or DAAG 29-1) with NWDC. Command requirements and forms for requesting NATO access are presented to the user upon first access to NWL or DAS websites. Once credentialed, they can download and expand the APEL archive onto a shared drive or individual government computer for immediate use. While the 1.5 gigabyte file size may present challenges for at-sea downloads, commands are encouraged to equip their libraries with the latest doctrine during port visits to ensure readiness.



### **Looking Ahead**

As DAS is a newly launched service, NWDC anticipates a period of adjustment as users familiarize themselves with its capabilities. Customer support is readily available to assist with any questions or technical issues. For more information or assistance, visit <https://doctrine.navy.mil> or contact NWDC directly at [nwdc\\_nrfk\\_fleet\\_pubs@navy.mil](mailto:nwdc_nrfk_fleet_pubs@navy.mil).

DAS is pivotal in providing the Navy and allied forces with timely, efficient, and secure access to critical maritime doctrine. By embracing this new capability, NWDC continues to support the operational readiness and success of maritime professionals worldwide.



## **N5H: HEALTH SERVICE INTEGRATION**

The Health Service Integration Division continued to pursue greater engagement with the Navy Medicine Headquarters, even during the holiday season, by continuing to develop three new Navy publications and fine-tuning two United States Naval Forces Europe-Africa (NAVEUR-NAF) concepts of operations regarding Navy Health Services Support for Distributed Maritime Operations and the Fleet Fresh Whole Blood Transfusion Program.

N5H personnel participated in a follow-on United States Marine Corps Technology Operational Experimentation Event Summit at Camp Lejeune, North Carolina; a USNS COMFORT tabletop exercise at Naval Medical Center Portsmouth; and a successful flu vaccine shot exercise at NWDC, ensuring all center military members had received their annual vaccine.

We expect these efforts to continue well into 2025 and anticipate even greater attention to be paid to them as Navy medicine continues to focus more on operational medicine.



We said goodbye to Cmdr. David Baptista, who retired from the Navy after 28 years of honorable service to our country. “Fair winds and following seas,” commander. We hope for only the best for you and your family as you move on to bigger and better adventures in the future. Thank you, shipmate, for your dedicated service and wonderful friendship.

## **N7: TRAINING, EXERCISES, AND WARGAMING**

In December 2024, the Maritime Operations Center (MOC) Training and Exercise Team (TET) completed the certification of Commander, United States Third Fleet (C3F). The team worked very hard at piloting a new assessment process based on the seven joint warfighting functions. The initial results of this pilot were very promising, enabling full implementation into follow-on certifications.



*Adm. Daryl Caudle, commander of U.S. Fleet Forces Command, speaks to reserve Sailors in the Maritime Operations Center (MOC) at the Navy Warfare Development Center on Naval Station Norfolk during MAKO Global 2024, July 26. The MAKO series provides reserve Sailors and officers hands-on experience within an Operational Level of War (OLW) exercise including a MOC scenario in a safe training environment so they are better prepared to support their active duty counterparts during missions and real-world situations. (U.S. Navy photo by Communication Specialist Ian Delossantos).*

The inaugural MAKO Global 24 exercise occurred at the Maritime Operations Center (MOC) within the NWDC July 25 to 28. MAKO Global 24 is an integral component of the MAKO exercise series, which seeks to enhance coordination and collaboration between the U.S. Navy Reserve and the active-duty elements of the U.S. Navy.

From 24–27 October 2024, the team conducted Exercise MAKO Sentry 25-1 in San Diego, California, and Norfolk, Virginia. This exercise enhanced Naval Reserve OLW, fleet staff readiness, and lethality. The MOC TET played a critical role in supporting this event alongside the Commander, United States Pacific Fleet (PACFLT); Commander, C3F; and Commander, United States Seventh Fleet (C7F).



Strike Group 360 War Games. The Strike Group 360 team successfully completed the CSG-12, Gerald R. Ford Strike Group War Game, from September to December 2024, and the CSG-10, George H.W. Bush Strike Group War Game from November 2024 to February 2025.

Fleet 360 War Games. The Fleet 360 team has been diligently conducting a war game for C7F and III Marine Expeditionary Force, which commenced in January 2025.

## Outlook for 2025:

MOC TET Activities. The MOC TET will continue to support consistency and advocacy visits (CAVs) and training assist visits across various fleets to ensure consistent and effective training, enhancing our maritime forces' operational readiness and capabilities. The team has a packed start to the new year, with CAVs planned for Commander, PACFLT; Commander, United States Second Fleet; and Commander, United States Fourth Fleet. Additionally, training assist visits are scheduled for Commander, United States Sixth Fleet and C7F. To support the Navy's shift to a proficiency-focused assessment methodology for MOC certifications, NWDC MOC TET will now assess MOC proficiency in executing the 7 joint functions (command and control, information, intelligence, fires, movement and maneuver, protection, and sustainment) and provide the Fleet Commander a recommendation for MOC certification. The first assessment will take place with C4F in March 2025.

MAKO Reserve Exercise Series. The MAKO Reserve Exercise series will continue to play a pivotal role in 2025. The next exercise in the series, MAKO 25-2, will focus on further developing Naval Reserve OLW and enhancing fleet staff readiness and lethality. These exercises are crucial for maintaining high levels of preparedness and operational excellence.

Upcoming War Games. The Strike Group 360 team initiated the ESG 7 War Game. The Fleet 360 team commenced the war game for C7F, in January 2025.

The N7 department remains committed to excellence in training, exercises, and war games, continually striving to elevate our operational proficiency and preparedness in the new year.



Large Scale Exercise (LSE) 2025. One of the major highlights for the upcoming year is LSE 2025, part of a continuing series, with the last exercise conducted in 2023. This event promises to bring together a multitude of maritime forces to enhance coordination, readiness, and operational effectiveness.

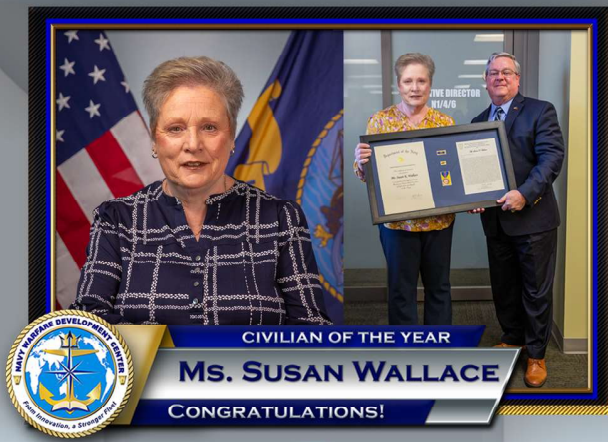
## N8: FLEET EXPERIMENTATION

In 2024, the Fleet Experimentation (FLEX) Program generated results that improved fleet capabilities. Program highlights were shared with Commander, United States Fleet Forces Command; Commander, PACFLT; Commander, United States NAVEUR-NAVAF, and the wider Navy capability development community of interest. Based on FLEX results, the Navy promulgated new and updated doctrine and training products to the fleet.

Maintaining momentum into FY25, NWDC N8 plans to execute 15 FLEX initiatives within 16 at-sea venues and tabletop exercises worldwide. These efforts, aligned to the commanders' FLEX guidance, will examine near-term, potential solutions to the fleet's highest priority warfighting gaps. Additionally, FLEX efforts are shaped by the Secretary of Defense's principles of lethality and readiness which serve as the foundation for our analytical framework throughout the experiment planning and execution. NWDC N8 incorporates fleet-operator feedback captured during experiments to develop Final Experiment Reports that contain actionable recommendations to resolve or mitigate warfighting gaps while supporting capability development, investment, and transition decisions.



## PROMOTIONS



Mr. Griffin Riddler  
(N5A) – Oct



Ms. Gina Grayson  
(N5D) – Oct



Mr. Erich Roetz  
(N7) – Dec

## HAILS - Q1 FY25



Mr. Jason Rogge  
(N7) – Oct



Mr. Sean Marvin  
(N5A) – Oct



LCDR Adam Gooden  
(N2/N3) – Oct



LCDR Timothy Rose  
(N2/3) – Oct



Ms. Raven Roberts  
(N6) – Nov



Mr. David Turpin  
(N7) – Nov



Mr. Richard Kinkoph  
(N7) – Nov



Mr. Alphonzia Daniels  
(N1S) – Dec



LCDR Aaron Green  
(N2/3) – Dec



CDR Paul Llano  
(N5D) – Dec



Mr. George Anders  
(N8) – Dec

## FAREWELLS - Q1 FY25

CDR Yerodin Mack (N2) – Oct  
LCDR Shawn Douglas (N8) – Oct

Ms. Dawn Stroud (N4) – Nov  
CDR David Baptista (N5H) – Dec

Mr. Scott Hanson (N6) – Dec  
LCDR Samantha Blea (N2/N3) – Dec