Navy Warfare Development Center
NEWSLETTER
FROM INNOVATION, A STRONGER FLEET
Spring 2025

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Red Cell and N7 Wargaming strengthen Fleet readiness with cutting-edge scenarios.
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Navy leadership from multiple fleets gathered at NWDC's semi-annual Advanced Warfighting Summit to tackle current challenges and shape future warfighting strategies, highlighting the Navy's commitment to accelerating operational excellence and leadership innovation.
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Charting the future of AI integration for Navy mission success.
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Navy Warfighting Development Center Accelerates Fleet Lethality and Readiness Through Advanced Wargaming, AI Innovation, and Lessons Learned

Navy Warfare Development Center (NWDC) has driven decisive enhancements in fleet lethality and operational dominance through a comprehensive, integrated approach leveraging advanced wargaming, cutting-edge technology, and rigorous lessons learned analysis. N2's Red Cell division, working closely with N7 Wargaming, recently executed five complex and realistic Fleet 360 (FLT 360) and Strike Group 360 (SG 360) war game exercises, designed to rigorously test and prepare Fleet, Carrier Strike Group (CSG) and Expeditionary Strike Group (ESG) staffs for high-intensity conflict scenarios. These exercises sharpen warfighter tactics and decision-making against increasingly sophisticated and lethal adversaries.

Building on these advances, NWDC recently concluded its semi-annual Advanced Warfighting Summit (AWS), a high-level forum that convened Fleet leadership to dissect urgent warfighting challenges, validate emerging tactics, and embed lessons learned into the Navy's operational battle rhythm.

NWDC is also integrating generative artificial intelligence tools customized for DoD networks, evaluating platforms such as CamoGPT and Microsoft Copilot to accelerate decision cycles, and automate critical workflows increasing NWDC's information dissemination.

Complementing these efforts, the Lessons Learned program aggressively captures and disseminates vital operational information, including targeted forums addressing counter unmanned aerial systems (C-UAS) and newly developed infographic products that arm fleet personnel with up-to-date insights on evolving threat tactics. NWDC's doctrine development, medical readiness assessments, and fleet experimentation further contribute to fleet readiness.

Together, these multifaceted efforts reflect NWDC's relentless commitment to amplifying the Navy's combat lethality and readiness ensuring Fleet commanders and their teams remain agile, lethal, and fully prepared to dominate in modern naval warfare.

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N5H and Fleet Health Integration Panel drive innovation and readiness in Navy Medical Operations.
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NWDC completes first MOC Certification using new proficiency assessment methodology, paving the way for enhanced Fleet Readiness.
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Fleet Experimentation (FLEX) advances warfighting capabilities with strategic Q2 exercises.
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EMPLOYEE SPOTLIGHT

Recognition and Transitions at NWDC: Honoring awardees, promotions, new appointments, and departures.
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N2: INFORMATION WARFARE

The N2 Information Warfare Department's Red Cell division, in tandem with N7 Wargaming, executed five wargames – two FLT 360s, and three SG 360s – and provided direct support to a new CSG-360 wargame scenario for CSG-9 that commenced in April. Red Cell efforts supported warfighters by providing valuable opportunities for Fleet and Operational Staffs to exercise planning processes and learn about current and future adversary capabilities. War game support included designing relevant scenarios in the U.S. Indo-Pacific Command (USINDOPACOM) Area of Responsibility (AOR) for ESG-7 and CSG-9, providing realistic depictions of adversary military capabilities and activities in a future conflict prior to their deployment.

Maritime space capabilities and operations continue to remain a topic of interest throughout the Fleet. The Center's Maritime Space Officer (MSO), Lt. Cmdr. Tim Rose, coordinated efforts with external space entities to develop a preliminary training pipeline for MSOs to professionalize the workforce and ensure the knowledge base is sufficient to carry out their various responsibilities. Additionally, NWDC hosted United States Fleet Forces Command (USFFC) Space Operational Requirements Working Group who met to discuss the path forward to develop and refine Space tasks in the Universal Navy Task List.

Capabilities in the Sensitive Compartmented Information Facility and Special Access Program Facility saw a production increase of over 90%. This growth is attributed to the integration of additional equipment, enabling a higher volume of work to be conducted efficiently. Efforts from Mrs. Rachel Champagne and Mr. Rafael Soriano streamlined center operations and allowed for greater utilization of the high-demand workspaces. The additional computer terminals will lead to advanced, fully informed discussions and allow opportunities for greater engagement with external partners.

N3: OPERATIONS

In May, NWDC conducted its bi-annual AWS. This event marked the 20th meeting designed to bring together leadership from Strike Groups, Warfighting Development Centers, and other distinguished Fleet leaders to discuss current warfighting challenges and share insights to inform future force developments. This AWS focused on the operational level of warfare with particular attention given to U.S. SECOND, U.S. THIRD, and U.S. FIFTH Fleet AORs. In addition, the key note speaker for this iteration was Adm. Caudle, Commander, USFFC. He was joined by speakers Vice Adm. Anderson, Commander U.S. SIXTH Fleet; Rear Adm. Bailey, Commander, Strike Group 8; and Brig. Gen. Doran, Commanding General, Marine Corps Warfighting Laboratory. The AWS helped bring consistency to the mindset practiced by our Navy leaders, and shed light on how the Navy supports commanders to lead and solve problems.

A central theme of the summit was the value of cross-community collaboration. By incorporating real-time fleet feedback and lessons learned, participants worked to identify operational shortfalls and explore forward-leaning solutions to sustain maritime superiority in an increasingly complex threat environment.

Sessions emphasized the Navy's ongoing commitment to innovation, continuous improvement, and joint force integration. Leaders explored new warfighting concepts, adaptive tactics, and emerging technologies to better position the fleet for future challenges.

The WDC Leadership Huddle and AWS continue to serve as cornerstone engagements where strategic foresight meets tactical execution. As the global security landscape evolves, the collaborative momentum built at these event will be essential in keeping the Navy agile, lethal, and ready to respond decisively.

Forging the future of Maritime dominance. Leaders across the services gathered for the 20th Bi-Annual Warfighting Development Center Leadership Huddle and Advanced Warfighting Summit (April 30 - May 1, 2025) to discuss U.S. Navy strategies and strengthen collaboration. (U.S. Navy photo by Communication Specialist Ian Delossantos)

(front row: left to right) Rear Adm. T.J. Zerr, Commander, Naval Surface and Mine Warfighting Development Center (SMWDC); Brig. Gen. Simon Doran, Commanding General, Marine Corps Warfighting Laboratory I Futures Directorate (MCWL); Rear Adm. Mike Van Poots, PhD MBA FP-C, Commander, Undersea Warfighting Development Center (UWDC); Rear Adm. Alexis Walker, Commander, Carrier Strike Group TEN (CSG-10); Rear Adm. Forrest Young, Perspective Commander, Carrier Strike Group EIGHT (CSG-8); Mr. Michael Durkin, Director, Navy Warfare Development Center (NWDC); Rear Adm. Paul Lanzilotta, Perspective Commander, Carrier Strike Group TWELVE (CSG-12); Dr. Stephen Mariano, Provost, Navy War College (NWC); Mr. Robin Locksley, Director, Operational Test and Evaluation Force (OPTEVFOR)

(back row: left to right) Mr. Christopher Barnes, Executive Director, Naval Surface and Mine Warfighting Development Center (SWMDC); Mr. Steve Mucklow, Director, Fleet Capabilities and Force Development, U.S. Fleet Forces Command (USFFC); Mr. Robert Heine, Maritime Operations Director, Military Sealift Command (MSC); Capt. Chuck Eckhart, Commander, Navy Expeditionary Warfighting Development Center (EXWDC); Capt. David Schopler, Naval Special Warfare Command (NSWC); Capt. Ethan Haines, Chief of Staff, Carrier Strike Group FIFTEEN (CSG-15); Capt. Andrew Mariner, Deputy Commander, Naval Aviation Warfighting Development Center (NAWDC); Mr. Edwin Grohe, Technical Director, Naval Information Warfighting Development Center (NIWDC); Capt. Andrew Bates, Chief of Staff, Carrier Strike Group FOUR (CSG-4)

N5A: LESSONS LEARNED / ANALYSIS

N5A Analysis

The Analysis Branch developed a new product, the NWDC Lessons Learned Infographic. Infographics are a one-page summary highlighting one or two lessons or observations on a topic of current, broad interest and are intended to pique interest for further research or discussion.

- 25-001: Unmanned Systems (UxS) Experimentation, Feb 2025
- 25-002: Data Science at Sea, Mar 2025

Additionally, the Analysis Branch is preparing to publish a lessons learned bulletin on theater undersea warfare based on recent operations across multiple fleets.

NWDC Studies, Lessons Learned Bulletins, and Infographics may be found in Joint Lessons Learned Info System (JLLIS) and the NWDC Lessons Learned Collaboration at Sea (CaS) page. Infographics may also be found on SIPR IntelDocs (https://inteldocs/intelink/sgov.gov, search terms: “NWDC infographic”).

N5A Lessons Learned Fleet Support

- Collected, validated and uploaded 464 observations and 153 port visit reports
- Answered 115 fleet Requests for Information (RFI)
- Trained 445 personnel at 79 events
- Updated Lessons Learned database on 134 CaS servers

N5A Lessons Learned Warfare Integration

- Provided relevant lessons to 11 Warfighting Improvement Programs (WIP) in support of FY26 Fleet Integrated Prioritized Capabilities List (ICPL) development
- Conducted Counter-Unamanned Aircraft System (C-UAS) forum attended by over 165 personnel
- Surveyed 683 personnel and interviewed 17 leaders in support of the Health Service Integration (HSI) Branch focused collection on USNS MERCY readiness

SERVERS

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

N5D: DOCTRINE

Exploring the future of Artificial Intelligence (AI) with Digital Tools Adoption Team (DTAT): Generative AI Tools and Strategic Integration

The DTAT is at the forefront of NWDC's efforts to explore and implement AI solutions across all mission areas. As the digital landscape continues to evolve, the DTAT is working to identify tools that can enhance operational efficiency, improve decision-making, and support warfighter readiness. The team is currently focused on evaluating potential pilot programs, examining integration with existing digital infrastructure, and assessing the return on investment these tools could provide. The insights gathered will help create a comprehensive guidebook to support other organizations in investigating, procuring, and deploying AI technologies aligned with broader Navy objectives.

NWDC Hosts “AI for Knuckledraggers” to Advance Fleet Understanding of Artificial Intelligence

On May 12, 2025, NWDC hosted “AI for Knuckledraggers”, an engaging, non-technical course designed to build foundational AI literacy across the fleet. Open to staff from all departments, the course provided practical frameworks to understand AI’s role in modern warfare, decision-making, and human-machine learning.

As AI reshapes the battlefield, this course helped bridge the gap between cutting-edge technology and the practical needs of naval personnel. Topics included AI fundamentals, real-world applications in naval operations, and case studies on automation, predictive analytics, and operational decision support.

By demystifying AI and focusing on tactical relevance, “AI for Knuckledraggers” empowered staff to make informed decisions in a data-driven battlespace. Participants explored how AI can enhance situational awareness, streamline operations, and support decision-making in high-stakes environments.

Introducing Generative AI Tools

Generative AI is at the forefront of technological innovation with the potential to transform how we work and operate. These tools are already available, free to use (with appropriate access), and increasingly accessible across Department of Defense (DoD) networks. The DTAT is currently exploring several cutting-edge generative AI platforms, including:

- CamoGPT – A secure, DoD-tailored generative AI tool with both Non-classified Internet Protocol Router (NIPR) network and Secret Internet Protocol Router (SIPR) network versions. It is designed to operate up to DoD Impact Level (IL)-5 Controlled Unclassified Information (CUI) on NIPR and IL-6 on SIPR networks, making it suitable for handling sensitive and classified information. CamoGPT can assist with tasks such as summarizing reports, generating planning documents, analyzing large datasets, and providing decision support in real time. Access it here: https://camogpt.army.mil/camogpt/.

- NIPR GPT – A generative AI tool available on NIPR, operating up to IL-4. NIPR GPT provides similar capabilities to CamoGPT with the option of using different large language models (LLMs). It can draft communications, generate insights from data, and support operational planning efforts. Access it here: https://niprgpt.mil.

- Microsoft Copilot – Integrated into the Microsoft 365 suite, Copilot enhances productivity by automating document generation, summarizing emails, creating presentations, and offering contextual suggestions to streamline day-to-day tasks. Its integration with existing Office products makes it an accessible and powerful tool for improving workflow efficiency.

GUIDANCE FROM THE NAVY: Use of generative AI tools

The Navy has issued guidance on the use of generative AI tools, highlighting their potential to improve operational efficiency and support informed decision-making. However, users should remain mindful of their limitations. These tools are not infallible—AI-generated content may contain errors, outdated information, or lack clear sourcing. As such, users are encouraged to approach AI outputs with a critical mindset and verify information, particularly in areas outside their expertise or in contexts requiring high levels of accuracy. Building a Roadmap for AI Integration, DTAT's pilot programs are designed not only to evaluate AI tool performance but also to establish a structured process for AI adoption. The goal is to develop a scalable framework for investigating, procuring, and integrating AI tools within existing Navy systems. The pilot programs will assess how well the tool supports workflow automation, increase operational efficiency, and support warfighter-focused objectives. Key areas of focus include:

- Compatibility with existing digital infrastructure
- Cybersecurity and data protection standards
- User adoption and training requirements
- Impact on mission readiness and decision-making

The DTAT is actively building the foundation for responsible and effective AI adoption at NWDC. By identifying promising tools, initiating pilot efforts, and staying aligned with Navy-wide innovation, the team is developing a repeatable framework for integrating AI. This effort is designed to ensure NWDC remains mission-focused, agile, and equipped with technologies that deliver measurable operational value.

N5H: HEALTH SERVICE INTEGRATION

N5H continues to collaborate closely with Navy Bureau of Medicine and Surgery, driving the development of three completely new publications through the doctrine development process. The new publications are NTTP 4-02.11, En-Route Care System; NTTP 4-02.12, Expeditionary Resuscitative Surgical System; and NTTP 4-02.13, Expeditionary Medical Unit.

Efforts to increase visibility have been successful, as evidenced by the team being invited by Military Sealift Command to conduct a data collection and analysis project. The project, focused on supporting the readiness compliance of USNS MERCY's (T-AH 19) medical staff, kicked off with two weeks of observations and interviews onboard the hospital ship in San Diego. Key insights and recommendations highlighted opportunities to improve manning, training, and deployment readiness for future evolutions

Additionally, N5H has become a valuable resource for external entities providing insight on a variety of medically related topics. This included offering guidance on Firing Range Safety Operating Procedures for Naval Safety Command, researching a potential policy on Burials At Sea after a Mass Casualty Event for the Royal Navy, and responding to United States European Command's inquiry about lessons learned from the 2024-2025 flu season.

From April 22–25, senior Navy medical leaders hosted the semi-annual Fleet Health Integration Panel (FHIP), a key initiative to advance medical readiness and care standards across the Fleet. Co-chaired by Navy Capt. Kim Davis, U.S. Pacific Fleet Surgeon (USPACFLT) and Rear Adm. (select) Reg Ewing, USFFC Surgeon, the event took place at NWDC and included high-level discussions on operational health service support. The agenda covered critical topics such as Distributed Maritime Operations medical support, ethical considerations in Fleet care, and fresh whole blood capabilities for maritime operations. As the Navy's principal forum for identifying and addressing Health Service Support gaps, the FHIP manages 26 active projects across five strategic focus areas. The panel continues to align Fleet medical practices through bi-annual meetings and regular progress reviews.

N7: TRAINING, EXERCISES, AND WARGAMING

The first Maritime Operations Center (MOC) certification using the new proficiency assessment methodology was completed by NWDC's MOC Training and Exercise Team (MOC TET) this spring. The event concluded with a successful certification of U.S. FOURTH Fleet's MOC and presented opportunities for process refinement to continually improve the certification process.

The MOC TET applied considerable effort over the past six months developing a process to provide Fleet Commanders and their MOCs with a metric-based evaluation of how effective the warfighters are performing in the context of the seven Joint Warfighting Functions: Command and Control, Operational Maneuver, Fires, Operational Protection, Intelligence, Sustainment, and Information. Effectiveness is measured through qualitative analysis across these joint functions. The new certification process provided Commander, U.S. FOURTH Fleet with quantifiable feedback to assist in making improvements to staff processes, enhancing their ability to support the commander's decision cycle, command subordinate forces, and coordinate across command echelons. The new process also informs efforts to identify and drive solutions for manpower, training, and equipment shortfalls at fleet headquarters. Final reviews of the MOC Standardization Manual are complete with the new MOC Manual incorporating the establishment of MOC Unit Identification Codes, the establishment of Commander, Naval Information Forces as the MOC Type Commander, and the alignment of warfighting in the MOC to the seven joint functions. The manual is expected to be ready for final approval in late summer. The future goal is to transition the MOC Mission Essential Tasks, associated tasks and procedures, and resource element of the MOC Standardization Manual to an online portal to be more responsive to evolving changes within the MOC.

The Fleet MOC Standardization Council Training Working Group held its second annual workshop from 29 April to 1 May at NWDC. The workshop's primary goal was to hear from each of the fleet MOCs to identify common training opportunities and challenges and to develop a plan of action to address Fleet training concerns.

In support of the MOC Training Continuum, NWDC N7 facilitated a FLT 360 distributed war game and mission rehearsal with U.S. SEVENTH Fleet to examine naval operations across the continuum of conflict. FLT 360 is designed to exercise each MOC across longer time horizons to build warfighter capacity and capability in the execution of the operational planning process. The program fills a critical gap in current operations-centric exercise training by stimulating Future Plans, Future Operations, and Assessment Cells across the seven Joint Warfighting Functions. The game reflects NWDC's enhanced focus and prioritization of support for USPACFLT MOCs.

In support of the Fleet Response Training Plan, NWDC concluded a CSG-360 war game with CSG-10 focused on the execution of high-end, all domain combat operations. CSG-360s are a required element for CSG certification and are designed to re-invigorate tactical decision making after the conclusion of a maintenance phase. The war game series supports warfighter learning, refines commander's intent, enhances understanding of the operational environment, and captures lessons learned.

NWDC N7 facilitated an ESG 360 war game and mission rehearsal based on the tailored objectives of Rear Adm. Christopher Stone, Director of Strategic Plans, Policy, and Logistics (J5/J4), U.S. Transportation Command. The war game explored ESG employment across the continuum of conflict and focused on the development of staff planning processes and products. ESG 360s are offered to each commander to support warfighter learning, refine commander's intent, enhance understanding of the operational environment, and capture lessons learned.

N8: FLEET EXPERIMENTATION

In Q2, Fleet Experimentation (FLEX) conducted several fleet-focused experiments, including an at-sea limited objective experiment in the USPACFLT operating area and two tabletop exercises in Norfolk. These experiments focused on fleet operator employment of emerging capabilities to inform capability transition and investment decisions. Results will enhance development of new tactics to enable warfighting advantage in alignment with strategic guidance.

FLEX is now finalizing planning details and heading into a busy experiment execution season for seven remaining at-sea experiments in FY25 while simultaneously making plans for upcoming fiscal years. Potential FY26+ initiatives are being socialized with FLEX program owners and external stakeholders for inclusion in the FLEX Campaign.

Additionally, FLEX shared overviews and updates with Office of the Chief of Naval Operations N944's Experimentation Community of Interest to drive awareness across the Navy Capability Development enterprise on recent and upcoming experiments. FLEX also provided input to their emerging Navy Experimentation Guidebook, consistent with the Fleet Commander's FLEX program, to inform the experimentation pipeline and improve alignment across the Navy.

EMPLOYEE SPOTLIGHT

Mr. Michael Durkin, Director, NWDC, presented Mr. Christopher McCarthy, Branch Head, Navy Maritime Operation Center Training and Exercise Team, with the Superior Civilian Service and Mr. Michael A. Willis, Manager, FLEX, with the Meritorious Civilian Service award award during a department call held at NWDC.

Mr. McCarthy's leadership ensured the synchronization of MOCs with the joint force, significantly boosting interoperability with allies while prioritizing operational readiness. He made key contributions to fleet staff process improvements. Through his innovative approach, Mr. McCarthy saved over $100 million by utilizing a combatant commander exercise for certification instead of a standalone event. His ability to collaborate with fleet staffs and adapt to emerging challenges played a critical role in advancing the Navy's readiness and operational effectiveness. "I'm truly humbled and grateful for this award," McCarthy said. "It's a reflection of the hard work and dedication of my amazing team. This achievement belongs to all of us."

Leading the transition to a continuous multi-year FLEX campaign, Mr. Willis produced over 400 recommendations and aligned 65 initiatives showcasing outstanding professionalism while supporting key commands such as USFFC and USPACFLT. His leadership streamlined post-experiment processes and accelerated the delivery of new capabilities to the fleet. Notably, he led the high-impact Integrated Battle Problem 23.3, collaborating with U.S. and allied forces, including the Royal Australian Navy and Royal Navy, to deliver vital coalition results. "I really appreciate this award. Everything I do at NWDC is part of a team effort, so this is a reflection of the great work happening within Fleet Experimentation and across NWDC as a whole," said Mr. Willis. "I'm especially grateful for the support of my N8 teammates."

Q2 FY25 Civilian of the Quarter Awards

Mr. Winston Garvey Named NWDC Senior Civilian of the Quarter Q2 FY25; Awarded Civilian Service Commendation Medal

Mr. Winston Garvey's exceptional efforts were instrumental in the successful execution of numerous high-priority taskings from United States Fleet Forces Command. He skillfully adapted to evolving policy directives—including newly issued executive orders and the rollout of the Deferred Resignation Program—ensuring seamless command compliance and uninterrupted operational continuity. Mr. Garvey's meticulous approach was evident in his review of position descriptions and timely updates to internal policy, both of which played a vital role in maintaining continuity and operational readiness.

In addition to his primary responsibilities, Mr. Garvey served as the command Equal Employment Opportunity representative, offering invaluable support and guidance to NWDC's civilian workforce. His commitment to fairness, transparency, and inclusion was instrumental in strengthening the overall workplace environment.

Mrs. Agnieska Dant Named NWDC Junior Civilian of the Quarter Q2 FY25; Awarded Civilian Service Achievement Medal

Mrs. Dant's exceptional efforts during this period earned her the distinction of Junior Civilian of the Quarter for the second quarter of fiscal year 2025. Her professionalism and attention to detail were instrumental in managing NWDC'S official travel operations, where she ensured seamless and compliant arrangements for all NWDC personnel.

As the command's primary Approving/Reviewing Official and Agency Program Coordinator, Mrs. Dant expertly navigated the complexities of the Defense Travel System, processing and approving numerous travel authorizations and vouchers. She played a vital role in keeping staff informed of ongoing policy updates and procedural changes—demonstrating her commitment to operational efficiency and mission readiness.

Q2 FY25 On-the-Spot Awards

Mr. Mark Coffman (N5 Concepts)

Mr. Sean Marvin (N5 Analysis)

Q2 FY25 Promotions

Ms. Stacey Williams-Benjamin
(N1A) – Jan

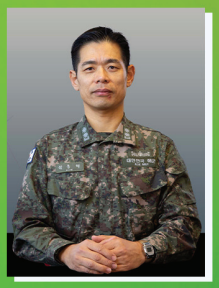
Ms. Veronica Lee-Long
(N1S) – Jan

Q2 FY25 Hails

Dr. Umit Tursun-Ozer
(N8) – Jan

LtCol Francisco Vega
(N5D) – Jan

CDR Mark Poblete
(N8) – Jan



CDR Jong Kim (N5D)
(PEP/KOR) – Jan

Ms. Dacia McBride
(N5D) – Jan

Mr. Bryn Henderson
(N5D) – Feb

Ms. Tiffany Morse
(N5D) – Feb

CDR Matthew Painter
(N8) - Feb

IS1 Alan Guillen
(N2) – Feb

CDR Michael Bell
(N8) – Mar

Q2 FY25 Farewells

CDR Dongwook Kwon (N5D) (PEP/KOR) – Jan

Mr. Charles Anderson (N1S) – Feb

Mr. Cody Anderson – (N2/N3) - Feb

Ms. Amber Dodson (N1A) – Feb

Mr. Marcus Barnes (N1S) – Feb

Ms. Gabby Jones (N01C) – Feb

Mr. Tom Belesimo (N7/MOC) – Mar

Ms. Maggie Hastings (N00) – Mar

Mr. Steve Faggert (N8) – Mar

Mr. Joe Pearl (N5C) – Mar

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Please direct editorial comments or requests to: nwdc-operations@navy.mil.