



Navy Warfare Development Center Quarterly NEWSLETTER

FROM INNOVATION, A STRONGER FLEET

October / November / December 2023

N2/3

Leaders at the forefront of the deliberate development of tactical proficiency across all of the Navy's warfighting communities recently met at the Advanced Warfighting Summit
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The AWS highlights the importance of Fleet Response Training Plan alignment

N2/3 Information Warfare and Operations Departments, on behalf of Mr. Durkin, conducted the eighteenth bi-annual Fall Warfighting Development Center Leadership Huddle (WDC LH) and Advanced Warfighting Summit (AWS) held in San Diego 11-12 October 2023.
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N5A

Analytic support directed at the challenges of the environment of modern warfare
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N5C

Communicating innovative operational approaches to build and maintain warfighting advantages against adversaries
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Leaders from the Navy's warfare development centers (WDC) pose for a group photo at the Naval Surface and Mine Warfighting Development Center (SMWDC) headquarters onboard Naval Base San Diego during the NWDC Leadership Huddle and Advanced Warfighting Summit (AWS). The AWS facilitates fleet feedback directly to the WDCs, Carrier Strike Groups Four and Fifteen, and Navy Warfare Development Center. (U.S. Navy photo by Mass Communication Specialist 3rd Class Kevin Tang).

N5D

Developing a series of publications to establish a doctrinal foundation to inform and align maritime fires and targeting efforts across echelons
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N5H

N5H personnel attended a 4-day Health Services Operational Advisory Group (HSOAG) conference
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N7

Refining commander's intent that enhances overall readiness to deploying units through complex wargaming and staff learning exercise
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N8

NWDC's FLEX program executed 23 experiment initiatives exclusively focused on Fleet Commanders' top priorities in 14 different venues
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Message from the Director



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

It is human nature during this time of year to look over our shoulder and reflect a little on the past 12 months through both a personal and professional lens. *What goals did we set? Did we accomplish them? If not, why? What should our priorities be for the coming year?* As we wrap up 2023, I think it is important to recognize the valuable contributions NWDC has made to enhance the Navy's warfighting effectiveness and that is the focus for this edition of our newsletter. As you read the following pages, I do hope you feel the same pride as I do about how capably NWDC serves as a *connector* and *enabler* for the Fleet. With global tensions seemingly on a consistent rise, our Navy needs to be ready to answer the call. You are *all* contributing to that end, and by *all* I am also referring to our colleagues in Finance, Security, Admin, Logistics, and IT. None of our 'warfare development' would be possible without their efforts. This is a team effort – a team of teams – and you are all making a difference. I feel honored to serve with you, and I hope everyone has a safe and enjoyable holiday season with your loved ones!

Warmest regards,
Mike Durkin

From Innovation, a Stronger Fleet

N2/N3: INFORMATION WARFARE AND OPERATIONS

The WDC LH series provides collaborative opportunities for multiple WDCs, Military Sealift Command, Commander Naval Meteorology and Oceanography Command, Commander Special Operations Forces, and other warfighting partners to discuss current mission area challenges and integrate cross-domain warfighting and training development. Following the WDC LH and on day two, the AWS is conducted to provide a scene where Carrier Strike Group and Expeditionary Strike Group commanders join with the WDC commanders and other Fleet leaders to capture current warfighting challenges and share insights to inform force development and warfighting integration. Each AWS typically centers on a specific area of operation; however, the focus of the venue changes based upon emerging concepts, threat capabilities, real world events, evolving technologies, and maturing materiel and non-materiel warfighting capabilities. The AWS traditionally includes comments delivered by a four-star admiral and this fall we were fortunate to receive Adm. Paparo who discussed PACFLT's perspective on FIRES and current threats. Other topics included lessons learned from recent deployments and a rich discussion on the current state and future of Maritime ISR (MISR). This forum serves to stimulate group discussion focused on their areas of responsibility (AOR). Both venues provide senior fleet leaders a forum to collaborate, strengthen cross-domain warfighting capabilities, and hone approaches to dealing with strategic competitors and potential adversaries in their respective AOR.

N5A: NAVY LESSONS LEARNED AND ANALYSIS

Over the past year N5A, and its three complimentary branches—Lessons Learned, Analysis, and Modeling and Simulation—have provided invaluable support to Navy units, both afloat and ashore.

Throughout the year Lessons Learned Branch has worked closely with the Navy Learning to Action Board completing an interim update then a major rewrite of the Navy Lessons Learned Program Instruction (NLLP) which expands Navy shore commands participation in the program; focuses on improvement through process of continuous discovery, validation, resolution, evaluation, and dissemination; and incorporates observations and recommendations from assessments and near miss events into NLLP. They also completed a major effort to transition the Navy lessons learned archive to the new and improved Joint Lessons Learned Information System and conducted countless tutorials with fleet users to improve their access and understanding of the new tool.

Analysis Branch has provided analytic support directed at the challenges of the environment of modern warfare, to include Navy infrastructure change and the continuing pace of crisis and contingency operations. They published two focused studies on optimizing the Air and Missile Defense Commander Concept in light of the pending decommissioning of the remaining TICONDEROGA class cruisers and on Split Maritime Operations Center (MOC) operations driven by the requirement for Commanders to command and control multiple contingencies within single areas of responsibility. Additionally, Analysis Branch worked closely with the Lessons Learned Branch to consolidate and analyze timely and relevant lessons into Navy Lessons Learned Bulletins.

The most recent of these covered Maritime Intelligence, Surveillance, and Reconnaissance (MISR) Support to Maritime Operations Centers; Littoral Combat Ship Operational Considerations; and Allied Partner Integration and Interoperability. Finally, Analysis Branch continued to provide support to internal NWDC efforts, to include fleet experimentation and Strike Group-360 wargaming. Modeling and Simulation Branch has been busy throughout the year conducting constructive Monte Carlo analysis on naval warfighting challenges in the Atlantic and Pacific. These studies have provided quantitative information on our own warfighting effectiveness, capabilities and limitations and provided commanders insight on their operational trade space as they integrate the art and science of warfighting.



N5C: FLEET CONCEPTS AND CONOPS

The N5C division continues to provide the fleet with warfighting concepts and CONOPS that communicate innovative operational approaches to build and maintain warfighting advantages against our adversaries. The Concepts team has recently completed the Naval Concept for Distributed Maritime Logistics Operations signed by both the Chief of Naval Operations and the Commandant of the Marine Corps. This concept provides an operational framework to guide the transformation of the naval logistics enterprise into an integrated and resilient warfighting capability. Additionally, the CONOPS team has been instrumental in the recent promulgation of several Fleet Concepts of Operations. These include the Expeditionary Mine Countermeasures (ExMCM) CONOPS, the MQ-4 Triton Multi-Source Intelligence Tasking, Collection, Processing, Exploitation, and Dissemination (TCPED) CONOPS, and the Maritime Fires and Effects Center (MFEC) CONOPS. These documents describe how to employ and sustain current capabilities while operationally integrating these specific technologies and platforms into fleet operations and tactics.

N5D: DOCTRINE

NWDC, in conjunction with Navy and joint partners, is developing a series of publications to establish a doctrinal foundation to inform and align maritime fires and targeting efforts across echelons. These efforts will align with current joint doctrine, while accounting for the unique problems associated with delivering effective fires in the maritime domain against a thinking and capable enemy naval force. Specifically this doctrine will:

- Provide a framework and execution considerations for maritime fires and targeting
- Identify roles and responsibilities from JFMCC to task unit
- Discuss coordination and integration measures applicable to the broader naval, joint, and combined force

Target audiences are component and numbered fleet commanders and staffs, as well as any other Navy, naval, joint, or combined commanders and staffs, and assigned, attached, or supporting organizations and units that may form any part of a maritime fires kill web.

Publications in revision or being generated include:

- JP 3-32, Joint Maritime Operations
- JP 3-60, Joint Targeting
- NWP 3-09, Maritime Fires
- NWP 3-60, Maritime Targeting
- NTTP 3-60.2 Maritime Dynamic Targeting
- NTTP 3-09.1 Navy Fire Support
- ATP-4, Allied Naval Fire Support
- NTTP 3-32.1 Maritime Operations Center
- NTTP 3-09.3 Maritime Fires at the Tactical Level of Warfare
- NTTP 3-32.2 Assured Command and Control
- NTTP 3-13.1 Countering ISRT (CISRT)



Group photo of the participants during the 7th Annual Doctrine Workshop on 7-8 November 2023. (U.S. Navy photo by Communication Specialist Ian Delossantos).

NWDC hosted the 7th annual Doctrine Workshop on 07-08 November 2023 for over 90 live and virtual participants from 24 commands. This workshop focused on the future of the Navy Warfare Library (NWL), publication development and maintenance process, and access/usage innovation. The workshop was designed to be a working level forum (O-3 to O-6 and GS-11 to GS-15) to share knowledge, identify issues, and develop solutions relevant to Navy doctrine and the publishing process.

The four main topics addressed by the workshop were as follows:

- Progress in doctrine development, maritime fires and targeting doctrine, and TTP development
- Access and usability improvements for NWL and way ahead on SIPR resources
- Creating publications with maintenance processes to improve clarity, responsiveness, and efficiency
- Classification, releasability, and distribution of NWL publications and templates with a focus on CUI.

N5H: HEALTH SERVICE INTEGRATION

In an effort to further increase interaction with the Navy Medicine enterprise, N5H personnel attended a 4-day Health Services Operational Advisory Group (HSOAG) conference and a 3-day Maritime Whole Blood CONOPS operational planning team to stay abreast of ongoing operational medicine developments. We twice provided an NDWC overview brief at the quarterly Plans, Operations, and Medical Intelligence (POMI) Officer course and during the second visit we also stopped by the Bureau of Medicine and Surgery (BUMED) to pay a courtesy call on the Performance, Plans and Analysis directorate.

N7: TRAINING, EXERCISES, AND WAR GAMES

2023 was a very rewarding and productive year for the N7 team as we provided training to Fleet and Strike Group staffs as part of the Operational Level Training and Exercise Program (OLTEP).

Throughout the last year, NWDC N7 provided a variety of war games that helped the fleet think through challenging problems. The Carrier Strike Group 360 team conducted two complex war games focused on staff learning and refining commander's intent, ultimately enhancing overall readiness to deploying units. Meanwhile, the Expeditionary Strike Group 360 team tailored a war game that focused on refining a new commander's objectives, helping a unique staff align efforts to their missions, tasks, and functions. Early in the year, the Fleet 360 team completed a logistics game and conducted an AOR specific war game with a large fleet staff, preparing them for their upcoming certification.

The Maritime Operations Center Training and Exercise Team was also busy conducting Performance Observation Events (POEs) for three different MOCs (Commander, Sixth Fleet (Austere Challenge 23), Commander, Seventh Fleet (Pacific Sentry 23), and Commander, Pacific Fleet (Pacific Sentry 23)) adding rigor to the staff's certification processes. The team also provided critical leadership during Large Scale Exercise 2023, hosting the Exercise Control Group (EXCON) comprised of 13 retired flag officers, 150 role players, and 14 other exercise control and simulation sites. Ultimately, NWDC personnel contributed to the integration of six Navy and Marine Corps component commands and seven U.S. numbered Fleets around the globe, merging real-world operations with virtually constructed scenarios to create a realistic training environment. Over the last year, the MOC Training and Exercise Team contributed to global fleet training and readiness providing fleet commanders and their staffs on-call expertise during both steady state operations and in crisis.

2024 is lining up to be an equally busy year, with multiple training events scheduled across the globe. We look forward to the challenges and opportunities that present themselves in the New Year and the privilege to serve our great Navy and country!

NAVY RESERVE MAKO SERIES EXERCISES

2023 was a year of significant maturation for MAKO Series with significant growth in both the scale and scope of how Reserve Component (RC) MOC/OLW personnel enhanced warfighter readiness. The NWDC MAKO Core Planning Team, in coordination with the fleet planning groups, facilitated the planning and execution of four exercises (Challenge, Sentry (twice) and Storm) while exploring several initiatives designed to optimize the return on investment for Active Component and RC stakeholders. MAKO Challenge experienced a 400% increase in participation (225 attendees) from 2022 incorporating two Echelon II and four Echelon III fleets while utilizing two sites (NWDC and Fort Meade).

In only its second iteration, MAKO Challenge introduced best practices in the exercise life cycle, fleet planning group structures and reception, staging, onward movement and integration (RSOI) that greatly enhanced training through the mentor program and response cell. MAKO Sentry continued to prove the viability of executing exercises at Expeditionary Warfare Training Group Pacific (EWTGPAC) accelerating RC efforts to expand/update facilities to better support future exercises. Participation rates grew by 35% and the introduction of Adjacent Training was a huge success introducing methods for incorporating more functionalities (Fires, Naval Amphibious Liason Element and Assessments) into the exercise construct. MAKO Sentry set the bar for readiness reporting successfully linking MAKO to Individual Training Plans and the RC readiness tracking system, T-Ready.

In 2024, Vice Adm. John Mustin, Chief of Navy Reserve (CNR) and Commander Navy Reserve Force, directed MAKO Exercise Series looks to continue to improve its alignment and support of CNO NAVPLAN 2022 (Generate Decision Advantage) and CNR's Navy Reserve Fighting Instructions I & II (Design and Train the Force lines of effort) as well as Battle Orders 2032 (reserve MOC/OLW supports Joint Force Maritime Component Commander in executing Multi-Domain Operations). Key initiatives for improvement include further integration of MAKO events in Sailors' Individual Training Plan (ITP) to drive readiness reported through T-Ready, enhancing learning through advancements in the mentor development program and adjacent training, and executing the inaugural MAKO Sentry Combined (MSC 24) exercise. MSC 24 will incorporate 10 fleets from four sites and projects to exceed any previous exercise by 70%.



Rear Adm. Robert Nowakowski, vice commander of U.S. Naval Forces Central Command and U.S. 5th Fleet, gives opening remarks during Exercise Mako Storm, held July 13-16, 2023, in Norfolk, Va. The Mako exercise series provides Reserve Sailors an opportunity to develop and maintain the skills necessary to provide continued operational-level of war to combatant and component commanders. (U.S. Navy photo by Ian Delossantos)

N8: FLEET EXPERIMENTATION

Our Fleet Experimentation (FLEX) team has quite a bit to reflect upon as it pertains to the FY23 portion of the U.S. Fleet Forces, Pacific Fleet, and Naval Forces Europe/Africa's multi year FLEX campaign. We executed 23 experiment initiatives exclusively focused on Fleet Commanders' top priorities in 14 different venues. These 14 venues, all designed to capture and provide Fleet-operator feedback to drive systems and tactics development, consisted of 2 workshops and 12 at-sea experiments conducted in Second, Third, Fourth, Sixth, and Seventh Fleets' areas of operation. Several major experimentation efforts were conducted within FY23 Fleet exercises, including the Integrated Battle Problem series, Formidable Shield, Northern Edge, and Large Scale Exercise. Our team traveled to more than 35 locations around the globe, including eleven OCONUS and 22 CONUS, and several underway periods to support all facets of the campaign. To ensure the right expertise and perspectives were included, we worked closely with 110+ different partners across DoD, including 62 Fleet organizations, 25 solution providers, 15 Joint entities, 7 labs/ranges, and 2 Allied partners. Our experimentation efforts enable capability development, investment, and transition outcomes aligned to the fleet commanders' warfighting priorities. Recent examples of these outcomes include TTP development, systems added to the POM-25 Fleet Integrated Priorities List, and systems provided to the fleet for extended user evaluation. As we continue planning and executing the FY24 campaign, we also anticipate building ties between FLEX and the emerging Disruptive Capabilities Office (DCO) to ensure our innovation efforts are synchronized to support delivery of warfighting capability to the fleet.