



Ethos

NAVAL SPECIAL WARFARE
ISSUE 10

GLOBAL PARTNERSHIPS

Reaching out to the
world in new ways

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world view

view of all life: a comprehensive and usually personal perception or view of humanity, the world, or life

[Translation of German Weltanschauung]

Encarta World English Dictionary

World view.

We all have it. Few of us share it.

Consider recent events with the proposed construction of an Islamic center and mosque near Ground Zero in New York City, and Pastor Terry Jones' initial declaration that he would burn the Quran in response. Where do you stand on these issues? Regardless of your opinion, it's unlikely that everyone you know, let alone the rest of the world, will see the issues exactly the way you do. Why? Because we all see life through a personal lens. These controversies being played out in the media illustrate the need for one thing – to have an appreciation for both sides, and when agreement is not in sight, be willing to work for a greater common good.

Anyone who has deployed and spent time among the people of other nations has encountered world views that are radically different than the ones they hold. NSW forces are not simply deploying overseas to conduct combat operations. They are working among the people of our partner nations to train, assist and rebuild all the while experiencing things that will ultimately shape their world view. In this issue you can read about reservists from SEAL Teams 17 and 18 who recently completed successful overseas deployments (p. 2), and combat support and combat service support personnel (p. 6) who are out there with the SEAL teams and SWCC units interacting with locals during the course of their work. Ask them how their world views have been impacted. Ask anyone on an anchor team or provincial reconstruction team (p. 12,) whose task and focus is to understand regional cultures and work with the people to get things done.

Adm. Eric Olson, COMUSSOCOM, has said publicly that SOF will continue to conduct counterinsurgency and counterterrorism

operations as a means of defeating Taliban shadow governments that control local tribal communities. The simple question is whether those tribes see value in affiliation with the U.S.-backed Afghan government or the Taliban – and herein lays the focus of competing world views. As we have seen in eight years of warfare, you can't change someone's mind at gunpoint. You can control their actions for awhile, but you won't change their world view. In fact, you may even strengthen it. As Adm. Mike Mullen, the Chairman of the Joint Chiefs of Staff, said recently, "we cannot kill our way to victory" in Afghanistan or anywhere else.

The answer, of course, is to understand others' world view – which is no less valid than your own – and work with it toward a common goal. This is a fundamental tenet of politics, yes, but it serves the warrior as well. A strategic vision will incorporate this method of 'winning' a war. Ask Sun Tzu. Ask Adm. Olson. Ask Rear Adm. Winters. The tactics that further the strategic vision are the core missions of SOF and are more subtle than kicking down a door. Building trust and understanding at the tribal level is what eventually wins a war – not a coercive enforcement of the 'righteousness' of a particular world view. Ask Cmdr. Kapusta or Cmdr. Mann with the Ghazni and Farah provincial reconstruction teams (p. 12). Ask Greg Mortensen (p. 16).

We continue to work with our partner nation forces in many areas of the world (p. 20), teaching them to be self-sufficient, training them in new warfare techniques and striving to understand their world view. At the same time, we confer our own 'tribal ethic' (p. 26) 'with the values' we hold dear. In a world full of "world views," it's important to understand them while articulating and defending our own. €





DEPLOYMENT PROVEN

In two short years since its re-designation from Operational Support Group to Naval Special Warfare Group 11, the newest NSW Echelon III command has manned, trained and equipped reservists to mobilize in support of NSW's active duty force.

Group 11's first priority was to find personnel to fill its SEAL billets. In 2008, reserve SEAL manning was at 35 percent, and even fewer of its special warfare boat operator billets were filled.

Opportunity to serve in an operational capacity definitely sparked the interest and loyalty of NSW SEAL reservists. The number of them who have volunteered to put their uniforms back on for NSW is now up to 65 percent.

"They want to be part of the team," Group 11 Commodore Capt. Edward Gallrein said about his operators.

Since being "operationalized," reservists from SEAL Teams 17 and 18 have conducted three successful deployments.

The success of those deployments and the value the operators are

finding has led to what leadership calls "repeat offenders;" reservists who deployed with ST-17 Alpha platoon first, returned and then volunteered for a second deployment with Bravo platoon.

"Five of the 10 SEALs who deployed with Bravo (platoon) started with Alpha," said Cmdr. Steve Renly, commanding officer, SEAL Team 17. "They had such a good time that they volunteered to go again for Bravo."

In this community, it's not surprising that many operators like Special Warfare Operator 1st Class Curtis Martin jump at the chance to be activated and deploy.

"My reaction to the mobilization and deployment was, 'Where do you need me?'" said Martin, a SEAL Team 17 operator. "After being

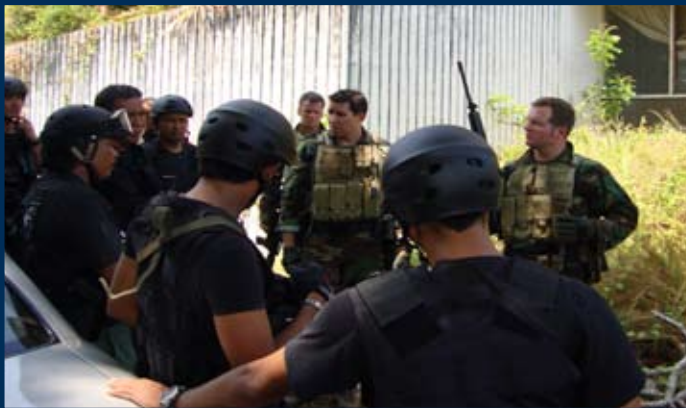
The phrase

'once a SEAL always a SEAL'
is true now more than ever.

It is an honor to still be a part of

accomplishing the ongoing NSW mission.

S01 Curtis Martin
SEAL Team 17



TRAIN THE TRAINERS Above - Members of SEAL Team 17 meet with Malaysian Royal Police forces. Operators conducted training with tactical units, SWAT and jungle warfare commandos while in Malaysia. Right - SEAL Team 17 operators shoot at a range with members of the Royal Thai SEALs.



on active duty, it is hard to forget the feeling of accomplishment that came with completing the enormous tasks asked of us on a daily basis and even harder to find a comparable position in civilian life. The phrase ‘once a SEAL always a SEAL’ is true now more than ever. It is an honor to still be a part of accomplishing the ongoing NSW mission.”

Their willingness and eagerness to deploy aren’t the only things that benefit NSW. Of the 10 reservists in the SEAL Team 17 Bravo platoon who recently returned from deployment, none of them had less than two active-duty deployments and 70 percent of them have combat experience. As a whole, the platoon averaged 15 years of NSW experience per operator.

“These are older, very senior and very experienced people,” said Gallrein. “It would be rare for you to walk into a SEAL team now and find that much skill and experience.”

This experience and maturity also enables them to successfully complete the very condensed Unit Level Training that is necessary for their missions.

The Operations and Training departments at SEAL Team 17 and Group 11 condensed the year-long ULT to three months. The goal of the consolidation was to be able to train and seamlessly integrate reservists with active-duty operators, if necessary.

The operators’ training schedule that’s completed includes several of the same blocks of training active-duty operators complete including visit, board, search and seizure, gas oil platform and urban warfare.

The operators worked seven days a week with few breaks to complete the training and were impressed by the results.

“The best way to describe the pre-deployment workup is thorough and efficient,” said Martin. “The training schedule was the definition of full-time and rigorous, to say the least. In the end, this training produced the tightest knit platoon I have had the opportunity to be a part of thus far in my career.”

This kind of preparation enabled the first two reserve Team 17 SEAL platoons to deploy as task units in support of Naval Special Warfare Unit 1 and other commands where they were needed.

The success of the task units has only furthered Group 11’s ability to deploy more assets to NSW commands.

“This is a huge, positive development because NSW needs more capability and capacity,” said Gallrein. “We were able to demonstrate

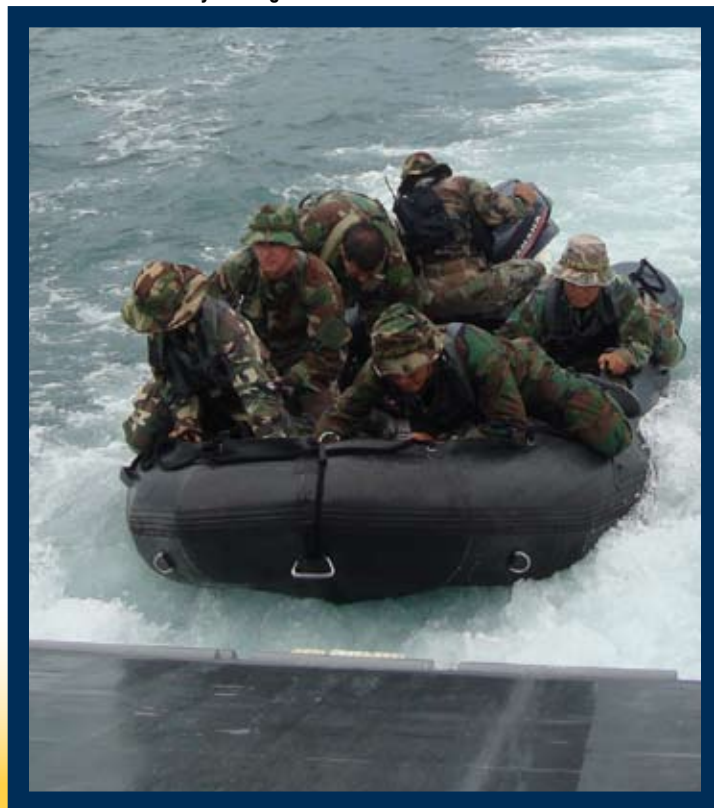
to the NSW leadership that we could do this mission set. Once they were able to accept and recognize the value of the contribution SEAL Team 17 offered, it was approved for SEAL Team 18 to provide similar capability in support of Special Operations Command South.”

One of Group 11’s hopes for the future is that more SEALs continue their careers and support NSW by being a part of the teams as reservists.

“We have been asked to double our capability,” said Gallrein. “The active-duty cycle is currently toe-to-toe. Once we are added into the deployment cycle, the hope is to bring some sort of normalcy to the cycle. That, in turn, produces a better home life and, ultimately, a better SEAL.”

MC2 Dominique Lasco

PARTNERSHIP Operators deployed with SEAL Team 17 join the Royal Thai SEALs for boat recovery training in Thailand.





HSC-84 AND HSC-85 GO SOF

Acquiring additional rotary wing (RW) support for SOF missions has been a long-standing challenge for U.S. Special Operations Command. In the past, SOF RW support has been handled almost exclusively by the Army “Night Stalkers” of 160th Special Operations Aviation Regiment (SOAR). Navy support has been limited, and only the “Firehawks” of Helicopter Combat Support Squadron (HSC) 5 (now disestablished) and the “Red Wolves” of Helicopter Sea Combatant Squadron (HSC) 84 have had any consistency in

completing SOF missions in theater.

In 2009, Adm. Eric T. Olson, commander USSOCOM, expressed his concern in a memo to the CNO regarding the “Red Wolves”: “I am deeply concerned that this magnificent operational support has not been institutionalized. To my knowledge, there is no formalized agreement by the Navy to continue or expand RW support for either training or operations. In fact, Naval Special Warfare Command’s validated requirements for Navy RW support are significantly under-resourced. I believe that assigning selected active and reserve RW assets in direct support of SOF for both training and deployed operations would positively resolve much of the current shortfall.”

The formal agreement that Olson spoke of is now becoming a reality. Recently, the Chief of Naval Operations Adm. Gary Roughead authorized Commander, Naval Air Forces to dedicate two helicopter squadrons to the cause. The “Red Wolves” of HSC-84 and the “High Rollers” of HSC-85 will support SOF missions. The two reserve squadrons will each deploy a detachment of four helicopters OCONUS.

While deployed, the four helicopters from each squadron will be assigned missions through Joint Air Asset Allocation and added to the assets of the 160th SOAR in support of SOF.

“The hope is that we can focus on the maritime environment which lends to more SEAL use, but it will not be exclusive,” said Cmdr. Keith Reams, WARCOM’s operations officer.

The remaining aircraft INCONUS are under the operational control of Commanders, 2nd Fleet for HSC-84 and 3rd Fleet for HSC-85.

Dedicated SOF support has many advantages, one of which is mobility. Experts agree that mobility is one of the most important factors in the acquisition. Helicopters provide a way of getting into tough locations as well as avoiding IEDs.

“What it provides, more than anything, is the ability to insert and extract SEALs and special operators safely,” said Reams. “What we are finding out is that most of our deaths overseas are from IEDs ... guys getting hurt or killed moving in or out from an operation using ground mobility. Although it could happen, I’ve never heard of a helicopter landing on top of an IED and getting blown up. You do hear that happening to cars and jeeps, Humvees, and people all the time.”

Mobility not only means getting over tough terrain and avoiding IEDs, but also getting to more time-sensitive targets. Cmdr. Michael Macenas, former WARCOM operations officer who worked on the acquisition from 2006 to 2009, explained that getting to time-sensitive targets can be challenging.

“If you have a high priority guy that you are targeting, and you know that he is going to be at a certain place at a certain time, then that is a time-sensitive target,” he said.



A FAST ROPE An HH-60H Seahawk assigned to Sea Combatant Squadron 5, now redesignated as HSC-85, hovers as members of SEAL Team 5 fast-rope in Iraq.

“Naval Special Warfare Command’s validated requirements for Navy RW support are significantly under-resourced.”

-Adm. Eric T. Olson
Commander, Special Operations Command

“Helicopters can often help you make a time-sensitive target that would be out of range by foot or by driving,” said Macenas.” However, in theater, targets are prioritized by importance. Let’s say that NSW has the number four priority target and he’s going to be at a place at 7 o’clock. Then a second group calls in and says they have the number two guy and he’s going to be at a different location at 6 o’clock. The first group is going to get the assets. With more assets, we may be able to get down to the number four target.”

Macenas also explained that dedicated support will mean much more than simply dropping off and picking up guys, but also becoming part of an integrated support team.

“They will be able to call for fire support and mission support, not just a bus that takes them some place, but sticking around and being a part of the airborne command and control structure,” he said. “Being a part of that structure means they may be in play with UAVs, gunships, providing air intelligence on current activity and providing casualty evacuation support.”

Flying SOF missions requires skills that go beyond flying maritime missions.

“We have to make sure these guys are trained well for the types of missions that they will be conducting,” said Reams. “Just because it spins on the top and can go faster than a truck is good, but if they guy can’t hover as guys are fast-roping, then he’s more danger than he is worth.”

Reams explained that instead of trying to recreate the wheel with a new training program, they will put the two squadrons through the 160th Regiment’s Techniques Training and Procedures manual to get them up to speed. “They are really the model for special operations support,” he said.

“Our current planning and operations have been modeled after what we’ve learned from flying combined missions with the 160th, said Cmdr. Bob Arseneault, executive officer HSC-84. “The adaptations we’ve made over the past several years have more aligned us with how the 160th operates. We’ve made provisions to adapt their training documents and align our training to theirs.”

Although two squadrons have been authorized to do SOF missions, only one of the squadrons is currently capable of doing the job. HSC-84 has the assets and personnel to train and complete SOF missions. In fact, HSC-84 has been completing SOF missions for the past few years, but has been doing it without being recognized as an “official” SOF asset.

Currently, HSC-84 is exclusively conducting SOF missions as well as training for future missions at Fort Bragg and United States Air Force Fighter Weapon School for combat search and rescue training.

“CONUS training will likely increase, but probably not appreciably,” said Arseneault. “While we’re in a support role, we also have training

requirements that need to be met to include gun flights, calls for fire, ISR training, HRST, insert/extract and others.”

In contrast to HSC-84, HSC-85 has many obstacles to overcome before they will be ready to support SOF missions. They must transition from flying MH-60S Nighthawks to HH-60H Seahawks as well as shed their current mission.

The current plan is for HSC-85 to turnover its torpedo recovery mission to Helicopter Anti-Submarine Squadron (HS) 10 to allow them to focus on SOF support.

“This is a pretty difficult transition for our squadron,” said Cmdr. Gagne, HSC-85’s commanding officer. “We have to take the primary mission that we currently do and hand it to another unit at some point here in the next year as well as transition aircraft and grow people and start training for our new mission.”

HSC-85 is currently billeted for 268 personnel but is projected to go to 423 by the end of the transition. Additional billeting will begin in Oct. and the command should see its first two HH-60H Seahawks in Dec.

“The word as of now, given to us by SOCOM is that we will be a fully deployable unit by first quarter fiscal year 2013,” said Gagne. “If we could move our current mission out of the squadron about a year from now, it would give us about a year and a half to train and be ready for that date.”

Although there are many challenges ahead, Gagne is confident in the squadron’s personnel and believes strongly in the new mission.

“We have a very good group of people who are very motivated by the future mission. My hope is that as they begin to understand the mission a little bit more and see how special it is and how big of an impact we will could have on the world, that everyone will have the same level of excitement about our mission. Personally, I think this is the best mission in the Navy; especially being a helicopter pilot... there is nothing better.”

MC2 John Scorza

THE WATCH A door gunner assigned to the “Red Wolves” of HSC-84 scans the area below while on patrol.



MCCS David Russt



U.S. Navy Photo

KICKING UP DUST MH-60H Nighthawks assigned to the “High Rollers” of HSC-85 conduct training exercises.



LEFTY LOOSEY
CM2(AW) Mike Weston works on replacing a broken axel on a humvee. Weston works as part of a four-man team of mechanics training with an Easat-Coast based SEAL team.

In Support

SEAL mobility in a firefight is key to victory, and without the Seabees around to fix the vehicles, all could be lost.

Seabee construction mechanics (CM) and East Coast-based SEALs honed their skills during desert and mountain training in May, ensuring their skills will be sharp when it really counts.

COMBAT MECHANICS



Historically, SEALs came from various rates, went on to BUD/S training and eventually joined the teams. Coming from various ratings from across the fleet, operators had a sprinkling of various critical job skills such as enginemen, boat handlers, medics and others, but since becoming a rate of their own in 2005, SEALs are just that, SEALs. Some have specialty skills like medics, snipers and SDV operators, but the former fleet and prior rate experience within the community is nearly gone, making the skills of the teams' support technicians more critical than ever.

Construction mechanics



EXTREME DEPRESSION During mobility training, SEALs learn how to use the winches to pull vehicles out of a depression, navigate extreme terrain and use the vehicles to their fullest abilities.

from the Group 2 Seabee element travel with the teams during their Unit Level Training (ULT) prior to deployments. This training is a time for the teams to hone every skill they may possibly use on their deployment and build teamwork with the support crew. The relationship is a beneficial one where the CMs spend just as many hours teaching SEALs the mechanical skills they will need as the SEALs spend teaching the CMs weapons and tactics.

During ULT, the mechanics maintain various vehicles used by the force, doing the majority of engine and vehicle repairs on anything from a modified ATV to a Humvee. The teams routinely take two to four construction mechanics with them during their mobility training phase to make repairs to a vehicle before, after or even during a training scenario.

Routinely, the mechanics get a post report, talk to the driver about the vehicle and then work long hours, sometimes in below-freezing temperatures to get all the vehicles back up and running in time for the next mission. Because of the back log of work and tough mission requirements, the days sometimes seem to blur together, making teamwork and a strong working relationship all the more important.

"That's the big thing - having the team guys and the mechanics build a good rapport," said Chief Construction Mechanic Vance Melanson, transportation chief for the team's mobility department. "It leads to fewer problems and breakages."

Some of the teams' missions require a mechanic to come along, but luck has it that you don't always have one when you'll truly need one - so the teams prepare for that as well.

In the field, the Seabees aren't only fixing vehicles and honing their combat skills, they

continued

are teaching the SEALs more about the vehicles and how to do field expedient repairs. During ULT, SEALs learn how to operate the various mobility platforms, do preventative checks on them and how to do emergency repairs.

According to CM1 Abel Gutierrez, the leading petty officer for the team's mobility department, teaching the operators basic repairs is crucial so when something breaks while on a mission, they can

fix it without compromising themselves and the mission.

"We integrated BDA (Battle Damage Assessment) training into our teachings," said Gutierrez. "This gives them the ability and knowledge to do quick repairs so they can keep moving and get to a base. We give them basic pre-start and post-start training, which is checking the fluids, lights and vital moving parts that are key to the vehicle running."

The SEALs spent many hours going from one station to another, learning how the various vehicles work and practicing expedient repairs. The mechanics provide spare parts that are prone to breaking and the SEALs changed them out on the spot.

For many of the team members, it was their first experience around Humvees. Many had to learn to drive them, as well as learn how to repair them.

"I have never worked on a car before today," said one second class SEAL. "The mechanics broke down how it works, why it works that way, and then showed me how to fix it."

Giving the operator first-hand knowledge of how to do a temporary repair can often determine if a vehicle can make it back to base – a critical skill when driving in dangerous areas where the enemy is known to be operating. The ability to fix the vehicle could be the difference in life and death, not just being delayed for a few hours on some lonely country road.

Once the initial phase of training was done, the SEALs

and mechanics hit the road – hard. The team guys learned how to drive in extreme terrain and how to use every ounce of energy and capability that the vehicles have.



above - Pre-start checks show the snow and cold created new problems overnight. Broken thermostats, windshield damage and new leaks show up when temperatures drop.
right - The team practices movement drills in the valley in a couple of feet of snow.



While learning the uses and limitations of the vehicles is valuable, it is also very hard on the machinery. Although the vehicles took a beating at first, as the training progressed and the team guys learned, vehicle breakdowns decreased. At that point, all seemed to be going well, but sometimes Mother Nature can throw a curveball.

"When we began mobility training, it was nice and sunny. Within 24 hours, we had more than a foot of snow," said Gutierrez.

The wind chill dropped to minus 40 at times and driving in the area was put to a crawl. A change in the schedule and tactics to accommodate the bad weather helped improve vehicle stability.

Moving a long distance, multi-vehicle convoy into the mountains to grab a bad guy is not a spur of the moment decision, so one goal of this training is for the SEALs to learn how to incorporate various vehicles into mission planning. Some missions had guys traveling more than four hours on an ATV in the bitter cold to reach the target and then 4 hours back, or driving out to a spot to hold up for the day and night, and then pushing on to the target.

New drivers and very rough mountain terrain will always lead to broken machinery. During the training, the mechanics changed out four rear end differentials, two transfer cases, various suspension parts and steering pieces and did some body and frame work. "The training these guys gave us and the support they gave us was incredible," said one second class SEAL. "We would do missions every night for days on end, and riding in the terrain we were in, we broke many of the machines. They (the mechanics) were awesome."

Story and photos by MCC Stan Travioli
NSWG2 Public Affairs

"I have never worked on a car before today. The mechanics broke down how it works, why it works and then showed me how to fix it."

Second cCass SEAL
NSWG2



“THE RESULT OF THE SCAR-H ROLLOUT HAD A CATASTROPHIC EFFECT ON THE ENEMY AND THEIR MORALE.”

|||||
- Master Chief Jason Gardner
Task Unit Trident senior enlisted advisor

THE REAL DEAL WITH THE

SCAR ROLLOUT



Over the past few years, there has been much talk within the SOF community about the SCAR weapon systems. Rumors and hearsay have swirled a dust-cloud around the issue. Will the SCAR systems replace the M4 carbine? Will NSW buy the SCAR-L (light, 5.56 millimeter) and the SCAR-H (heavy, 7.62 millimeter)? Will operators be able to make a personal choice of which weapon they prefer to carry or will the phasing out of weapon systems limit the choice to the SCAR system? The answers to those questions are now becoming more clear.

Setting the Record Straight

Although the original intent was to replace the M4 with the MK16 (SCAR-L), it's simply no longer the case. Deeply rooted ties to the M4 throughout the SOF community have influenced decision makers to keep the battle-tested weapon in place.

“Originally we thought the SCAR-L (MK16) might replace the M4, but we’ve learned that is something operators don’t want,” said Michael Van Nordheim, WARCOM weapons program manager. “During the course of this process, it’s been decided



that we’re going to stick with the M4s to provide a 5.56 millimeter capability.”

One logical question asked around the community is -- why get rid of the M4? The reasoning goes back over a decade.

“In 1999, we started to identify shortfalls with the M4 carbine,” said Mark Laskey, WARCOM operational test and evaluation director. “We had lots of reports of malfunctions due to the direct gas system that it uses. The system works well if you keep it clean and well maintained, but it can become an issue at times.”

Several efforts were made at the beginning of the decade to enhance the weapon, but in 2003 the decision was made to not go forward with efforts to enhance the M4, but rather to create a new requirement.

“As we began writing the new requirement, we started addressing

the shortfalls of the M4,” said Laskey. “Writing the new requirement based on the shortfalls of the M4 directly led to the development of the SCAR family.”

What’s Being Purchased

The SCAR family consists of two primary weapons: the 5.56 millimeter MK16 SCAR-L and the 7.62 millimeter MK17 SCAR-H (heavy). Additionally, the MK20 was developed as a 7.62 millimeter Sniper Support Rifle (SSR). NSW has opted to buy the 7.62 millimeter MK 17s and MK 20s which will continue to be fielded to the force.

Because the SCAR family has 83 percent commonality in parts between the MK16 and MK17, a conversion kit is available to make the MK17 receiver capable of firing both 5.56 millimeter and 7.62 millimeter ammunition. In addition, the conversion kit has made the MK16 virtually obsolete.

“We don’t need the SCAR-L (MK16) anymore,” said Laskey. “We’re not going to buy it. Now, we can buy one MK17 receiver and buy the conversion kit which will give the operators the capability to swap back and forth between the two calibers. The MK17 will also replace the MK14 battle rifle.”

The added capability to convert the caliber offers more options and flexibility to the operators.

“Essentially, we’ll have one assault rifle chassis that, with the conversion kit, can handle two different calibers and six different barrels,” said Van Nordheim. “The MK17 can be changed from a standard 7.62 millimeter barrel to a short 7.62 millimeter barrel, which is 10.5 inches long, to a long 7.62 millimeter barrel which is almost a sniper equivalent or a designated marksman rifle. All three of these barrels can be changed within two minutes.” The MK17, with a 5.56 millimeter conversion kit installed, means that an operator can install either a Close Quarters Combat (CQC) standard or long 5.56 millimeter barrel, allowing the operator to select the caliber and barrel length best suited to the mission and his tactical responsibilities.

According to Van Nordheim, close to 350 MK17s and conversion kits have been distributed throughout the force with the intention of distributing another 225 systems.

“The idea is to outfit at least one task unit per team,” said Van Nordheim. “The best time to outfit a unit is right before they go into



U.S. Navy Photo

A SEAL fires a MK-17 SCAR-H rifle during a weapons test at Camp Pendleton.

Unit Level Training (ULT) so the operators learn to use the weapon during that time. By the time they come out of ULT, their mind will be pretty much made up on whether or not they like the system or can use it with confidence.”

In addition to buying the MK17 with the 5.56 millimeter conversion kit, WARCOM is also buying the EGLM MK13 enhanced grenade launcher module which can be fired in stand-alone mode or attached to a MK17.

“The enhanced grenade launcher module is capable of shooting medium velocity grenades more than double the range of the existing 40mm grenades that we have,” said Laskey. “The EGLM system will replace the M79 grenade launcher and M203 40 millimeter grenade launchers.”

Battle Tested SCAR

According to Master Chief Special Operator Jason Gardner, former Task Unit Trident senior enlisted advisor, insurgents are aware of most of the weapons being fired and their capabilities. With that knowledge, they are staying out of the effective range of 5.56 millimeter range capabilities.

“We had some issues with the 5.56 millimeter not being lethal or not even slowing guys down,” said Gardner. “We needed a 7.62 battle

ALL IN THE (SCAR) FAMILY

Here, we break down some of the multiple SCAR variations along with some of its interesting capabilities.

SCAR-H (MK 17 STANDARD BARREL) WITH ELGM ATTACHED

The ELGM can be used in conjunction with the close quarters barrel, standard or long barrel. It can also be used with the 5.56 mm conversion kit.



SCAR-H (MK 17) 5.56 MM CONVERSION KIT

Uses all MK 16 5.56 barrels allowing for short-range training ammunition and non-lethal marking cartridges.



rifle badly. With that discovery, an Operational Deficiency Requirement was submitted requesting a 7.62 millimeter battle rifle for immediate use. At the time, SCAR-H was just being fielded for testing. Shortly after, we received the weapons in theater along with a SEAL Team 1 advisor to give us the necessary training we needed to use the SCAR-H and deploy them to the operators immediately.”

Gardner stated that using the 7.62 millimeter MK17 SCAR-H was undoubtedly the right decision.

“The result of the SCAR-H rollout had catastrophic effect on the enemy and their morale,” said Gardner. “Our snipers took their scopes off their SR25s and put them on their SCAR-H and began regularly hitting targets at 800 yards while the guys using the standard ELCAN scopes were hitting targets 500 yards and closer. Everyone in theater was asking ‘What are those?’ and making comments like ‘Wow!’”

According to Gardner, shooting a weapon with a longer effective range is only half of the added effectiveness of shooting a 7.62 millimeter bullet. Stopping power is just as important.

“The bottom line is that the M4 does not have the stopping power that the SCAR-H has,” said Gardner. “We shot guys with a 5.56 millimeter center mass and had them walk in five hours later and say ‘you shot me.’ Then we would medically evacuate them. If you hit a guy center mass – he needs to die. That is the whole point of shooting at someone; not to do anything less than that. I would never go into battle without a 7.62 millimeter battle rifle now that we have that option with the SCAR-H.”

Growing Support

The SCAR-H has had limited exposure in theater thus far, but the feedback from the weapon has been positive.

“It seems like they put a lot of thought into this weapon,” said Gardner. “I thought the weapon was real comfortable. Some people have issues with the reciprocating charging handle which goes back and forth when you shoot it, but it doesn’t bother me. I really like that you can move it to either side. It’s also super easy to clean. Maintenance and cleaning was about half of the time of what it takes to clean the M4.”

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“THERE IS SOME HESITATION FROM THE OPERATORS TO ACCEPT THE IMPLEMENTATION SIMPLY BECAUSE IT’S A NEW SYSTEM AND IT FEELS DIFFERENT IN THEIR HANDS. BUT, I DO THINK THAT OVER TIME, THE ADJUSTMENT WILL BE MADE.”

*Michael Van Nordheim,
WARCOM weapons program manager*

“I never had a problem with the weapon [MK17],” said Special Warfare Operator 1st Class Justin Granich, a sniper formally assigned to Task Unit Trident.” I thought it was a great system that is extremely light-weight for a 7.62-caliber weapon especially when you compare it to the M14. The M14 is pretty front heavy where as the MK17 weight is distributed pretty evenly.”

Granich also said that his personal preference was to use the MK17 vice the M4 just for the range and the extra punch it carries, however, there is still some hesitation throughout the community when it comes to selecting a weapon other than the M4.

“Some guys are open to system change where as others are hesitant about it because they are so attached to the system they know,” said Van Nordheim. “There is a weight increase for the unit and the cartridges are bigger, therefore you can’t carry as many; but on the other hand, if you shoot someone with one ... they are going to stay down.”

Although Van Nordheim admits that the weight increase is something for the operator to consider when selecting a weapon, he is confident of the future of the SCAR-H. “One of the elements that we are dealing with is the operator’s connection with this weapon,” he said. “There is some hesitation from the operators to accept the implementation simply because it’s a new system and it feels different in their hands. But, I do think that over time, the adjustment will be made. The SCAR has a fan base and it is growing. It just needs more exposure.”

MC2 John Scorza

SCAR-H (MK 17) BARREL COMPATIBILITY

Uses CQC standard and long barrels that allow the weapon to be tailored for multi-mission capability.



EGLM (MK 13) GRENADE LAUNCHER

The EGLM has a standalone buttstock and fire control system. Medium velocity ammunition is under development.



SCAR-H (MK 20 LONG BARREL) SNIPER SUPPORT RIFLE (SSR)

SSR is a long-range precision fire weapon capable of sub-minute accuracy to 1,000 yards. The fully-adjustable fixed stock is optimized for firing position and body type.



SCAR-H MK 17 (LONG BARREL WITH RAIL EXTENSION)

Rail extension allows night vision device mounting forward of the scope.



REBUILDING AFGHANISTAN

No war has been won by drinking a cup of tea, but this could be the first.

In an effort to stabilize Afghanistan and deter the next generation of Afghan men from becoming Taliban supporters, Naval Special Warfare operators are taking on a new role: reconstruction coordinators.



The history of NSW in Afghanistan began shortly after 9/11 at the launching of Operation Enduring Freedom. SEAL teams conducted clandestine operations, direct action missions and were involved with conventional forces against Taliban forces in large-scale assaults, including Operation Anaconda in the Shahi-Kot Valley.

A SEAL commander is expected to plan and execute counterinsurgency missions in the most dangerous and remote areas throughout the region, but today's wars cannot merely be won with fighting. The counterinsurgency (COIN) mission in Afghanistan stresses rebuilding relationships and trust. Helping the Afghan people build a trustworthy government is as essential as breaking down doors. In his memorandum detailing counterinsurgency guidance to forces in Afghanistan, International Security Assistance Force (ISAF) commander Gen. David Petraeus wrote,

"We can't win without fighting, but we also cannot kill or capture our way to victory."

Today, two SEALs with SOF-unique skill sets, have been called upon to command a team in Afghanistan of a much different nature. Cmdr. Philip Kapusta and Cmdr. James Mann, are currently commanding officers of Provincial Reconstruction Teams (PRT) Ghazni and Farah, respectively. Their goal is to assist the local provincial governments in promoting stabilization and security in order to enable development and reconstruction.

As part of the larger ISAF mission, and in cooperation with the U.S. Agency for International Development (USAID), PRTs are determining the communities' needs and providing money, people and resources to help them fulfill their needs.

"Reconstruction is both a goal and a means to gain the support of the population over the insurgents," Mann said. "We incorporate COIN principles by focusing on marginally stable areas to sway

wavering Afghan populations to side with the government rather than the insurgents. Fundamentally, development cannot be orchestrated without stable security; so we work in close coordination with all Afghan security forces and their coalition partner units and operate within the security envelope they provide. Synchronized efforts in security, development, reconstruction and governance are paramount to advancing our mission."

Choosing SEALs to lead development and reconstruction teams may seem like an odd fit, but Mann feels that SOCOM personnel bring with them unique capabilities.

"Incorporating SOCOM personnel as commanders and senior enlisted personnel gives our PRTs a unique advantage in areas that are marginally stable," Mann explained. "We are trained to work in challenging and complex environments and in cultivating effective partnerships based on trust and mutual respect; ultimately, these skills allow us to extend our reach in areas important to our COIN efforts that would normally be inaccessible. We are also comfortable remaining in the background diligently assisting our Afghan partners to build a future of security and opportunity for their people – after all, this is all about them, not us."

Since 2006, international aid workers and military counterparts have been working with 26 PRTs, broken into regions in Afghanistan, to develop infrastructure, build governance and security and provide funds to help the people of Afghanistan meet their basic needs. In order to understand why the need for PRTs is so great, we first must understand the larger ISAF mission and how PRTs are uniquely trained to accomplish that mission.

NATO AND ISAF ROLE IN AFGHANISTAN

NATO's main role in Afghanistan is to assist the Government of the Islamic Republic of Afghanistan (GIROA) in exercising and extending its authority and influence across the country, paving the way for reconstruction and effective governance. NATO does this predominantly through its United Nations-mandated International Security Assistance Force (ISAF).

Since NATO took command of ISAF in 2003, the alliance has gradually expanded the reach of its mission, originally limited to Kabul, to cover all of Afghanistan's territory. Accordingly, the number of ISAF troops has grown from the initial 5,000 to around 100,000 troops from 46 countries, including all 28 NATO member nations.

ISAF is a key component of the international community's engagement in Afghanistan, assisting the Afghan authorities in providing security and stability, in order to create the conditions for reconstruction and development. Petraeus took command of ISAF this summer and in his published COIN guidance, he lays out 24 "golden rules" that stress the importance of working with the Afghan people and creating lasting partnerships, as well as highlighting the difficulties that must be overcome.

"The Taliban are not the only enemy of the people," Petraeus wrote. "The people are also threatened by inadequate governance, corruption and abuse of power – [footholds] for the Taliban. President Karzai has forthrightly committed to combat these threats. [We must] work with our Afghan partners to help turn his words into reality and to help our partners protect the people from malign actors as well as from terrorists."

Trust is an underlying vein at the heart of much of Petraeus' guidance, not only providing insights on how to build and keep the trust of the local people, but to earn the trust by living our values.

"Earn the people's trust, talk to them, ask them questions, and learn about their lives," he wrote in his guidance.

continued

“Inquire about social dynamics, frictions, local histories and grievances. Spend time, listen, consult and drink lots of tea. Stay true to the values we hold dear. This is what distinguishes us from our enemies. We are engaged in a tough endeavor. It is often brutal, physically demanding and frustrating. All of us experience moments of anger, but we must not give in to dark impulses or tolerate unacceptable actions by others.”

Petraeus’ complete guidance can be found at www.isaf.nato.int/the-afghan-hands-blog/commanders-blog/comisaf-guidance-01-aug-2010.html

BUILDING A PRT

So how does a commander prepare for such a unique deployment? Unlike a SEAL team that trains for a specific mission for six to 12 months in advance of a six-month deployment, Provincial Reconstruction Team members have to train and learn to work together on an unfamiliar mission with sister services, government agencies and foreign militaries.

Once a service member receives orders for a 12-month deployment to a specific PRT, they will transfer to the Joint Maneuver Training Center in Camp Atterbury, Ind., for more than three months of specialized training focused on the PRT mission.

The entire U.S. military team that is attached to the PRT trains together at Camp Atterbury, receiving a wide variety of training such as combat lifesaving, cultural awareness, weapons and equipment familiarization, and tactics training, agriculture development, contracting, infrastructure development and even horse packing and riding.

The training culminates with an eight-day exercise designed to test the PRTs by using Atterbury’s immersive, realistic training environment and multiple training scenarios.

The projects they train for are varied and often involve development, infrastructure, agricultural and educational issues. The PRT must be prepared to have the right team of professionals ready to assist, while possessing



Photo 1-4 by Tech Sgt. JT May III



**ALL
IN A
DAY'S
WORK**

the ability to work within a foreign culture.

“Our team here is a hodge-podge of Navy, National Guard and civilians,” Mann said. “The talent in the team is eclectic and everyday, we get together and it is truly amazing the creative solutions we come up with to solve problems.”

Once the training concludes, the entire team will travel to Afghanistan, replace the PRT cadre currently in place and spend the remaining eight months of their tour conducting operations in their province.

WHERE THE PRT FITS IN

PRTs in Afghanistan are key instruments through which the international community delivers assistance at the provincial and district level. As a result of their provincial focus and civilian and military resources, PRTs have a unique mandate:

- They engage key government, military, tribal, village and religious leaders in the provinces, while monitoring and reporting on important political, military and reconstruction developments.

- They work with Afghan authorities to provide security, including support for key events such as the Constitutional Loya Jirga (meeting of the Grand Council), presidential and parliamentary elections, and the disarmament, demobilization and reintegration of militia forces.

- They assist in the deployment and mentoring of Afghan National Army and police units assigned to the provinces.

- In partnership with the Afghan government, the U.N., other donors and non government organizations, PRTs provide needed development and humanitarian assistance.

Each PRT is led by a different NATO nation and supplemented with civilian counterparts from USAID, the Dept. of State or Agriculture, and education and engineering specialists, depending on the needs of the province.

For example, the PRT that Kapusta commands in Ghazni Province looks like this:

Commander: U.S. Navy SEAL

Deputy: Polish Army commander

Small military staff: U.S. Navy, Army and

“This isn’t a mission where you’re destroying something. This mission is bringing opportunity and hope to a nation of people. It makes you feel good.”

SEAL Cmdr. James Mann
commander, PRT Farah

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ISAF Photo by U.S. Air Force 2nd Lt. Christine A. Daniels



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ISAF Photo by U.S. Air Force 2nd Lt. Christine A. Daniels



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Photo by Tech Sgt. JT May II



1. Afghan driver's training students carry chairs purchased by Ghazni PRT. 2. A street sign showing the location in Nani village. 3. Cmdr. Philip Kapusta stands outside of an orphanage. 4. The U.S. Under Secretary of Defense for Policy met with Ghazni Provincial Leaders and PRT and Agribusiness Development Team members at FOB Ghazni. 5. Members of Provincial Reconstruction Team (PRT) Farah speak with two Kuchi Tribe men. 6. Cmdr. Kapusta listens to the Provincial Development Council members speak during a shura at the Governor's Compound in Ghazni City. 7. U.S. Army Capt. Anthony Evanego, Ghazni PRT civil affairs member, speaks with a tribal elder from Sakhozi village. 8. Cmdr. James Mann speaks to a group of local village members.



Photo by U.S. Air Force 1st Lt. Katherine Roling

Air Force personnel, Polish military staff Security: South Carolina National Guard Specialized civilians: Two Dept. of State staff, two USAID staff, one U.S. Department of Agriculture (USDA) representative.

A PRT generally covers one province in Afghanistan and seeks to establish an environment that is secure and stable enough for international and Afghan civilian agencies to provide development support. Due to their unique composition, PRTs are also able to deliver development and support to less secure areas. The combination of international civilian and military resources also allows the PRT to have wide latitude to implement their mandate, and their projects and goals are as varied as the regions they are supporting.

"Essentially, the PRT uses the Commanders Emergency Response Program (CERP) to fund development, reconstruction and other projects that enable the Afghan government to provide services and meet basic needs of the local population," Mann explained. "As an integrated command team with representation from USAID, Department of Agriculture and Department of State, we all contribute equally to the mission as subject matter experts in particular areas. For example, USAID oversees various non-governmental agencies throughout Afghanistan, so we consult them to mitigate the possibility of duplicating efforts. Our civilian counterparts bring

continuity, and the rotating military team brings innovative, new ideas. Ultimately, it's an integrated team effort to assist GIRA to enhance rapport, trust and confidence of local citizens who may otherwise be susceptible to insurgent threats, coercion or intimidation."

As of Aug. 1, the Ghazni Province had 162 ongoing projects that the PRT was assessing and evaluating. They were as small as a school needing supplies, and as large as the development and building of 100 kilometers of road. Although they are helping facilitate projects, they are quick to give credit to their partners, and not themselves.

In June, PRT Ghazni delivered desks and chairs, driver's manuals, notebooks, pens, a computer, a TV, printer, copier and a digital camera to the Afghan National Police (ANP) in Ghazni City. The supplies will assist the ANP's efforts to teach safe driving skills to the people of Ghazni Province.

"This was the traffic police chief's idea, we're just supporting him," said U.S. Army Maj. Jonathan Price, chief of Ghazni PRT's civil affairs team.

The director of the Ghazni Traffic Police Department created the proposal and gave it to the PRT. Because his request was low-cost, the PRT was able to use CERP funds to buy the supplies on the local economy and complete the project within a few weeks.

That is often how a request gets support. On a given day you can find Mann or Kapusta heading out on a mission to check up on

projects, engage with key leaders in their province, attend a provincial council meeting or conduct planning with task force or civil affairs staff. But there's always the chance of an emergency.

In July, 59 children at a girls' school in Ghazni suddenly fell ill. Kapusta's team was asked to assist in the care of two very sick girls – a task not on any project list but just as important.

Every day brings new obstacles, as well as insights.

"As a PRT commander, I have a much broader perspective of the governmental structure and what it will take to enable the Afghan people," Mann said. "Just by sitting down and talking with the local people, we gain greater insight into their struggles and what they go through every day."

Despite the missions of the PRTs being so much different than a traditional SEAL deployment, both Kapusta and Mann sincerely found satisfaction with their command tour.

"This isn't a mission where you're destroying something," Mann stressed. "This mission is bringing opportunity and hope to a nation of people. It makes you feel good. If girls here need a school, we are able to help the government make that happen. It's gratifying." ☺

Mandy McCammon



Photo illustration by Shauntae Hinkle-Lymas

The Peace Project

Philanthropist Greg Mortenson is a lover of education, and feels that every person should have a fair chance to attend school. He stands by his ideas so much that he's faced kidnapping by the Taliban and death threats from Americans. But, it hasn't stopped him from helping 51,000 Pakistani and Afghan people who now have a chance at higher learning.

There are people in need all over the globe. In many places, not only is getting an education frowned upon for the sake of power and control, but secondary to survival. One of these places is Afghanistan.

For many, the daunting task of helping people so oppressed is overwhelming, but for Nobel Prize nominated philanthropist Dr. Greg Mortenson it's simply a way of life.

Mortenson runs the Central Asia Institute, a non-profit organization that builds schools for children, mostly girls, in the underserved areas of Afghanistan and Pakistan. For him, it's peace and hope that keep him and his organization moving forward, empowering the Afghan people through education. Through Mortenson's efforts, he has built 141 schools to date.

Mortenson's journey began in 1992 after a failed attempt to climb K2, also known as "The Savage Mountain," the world's second highest peak. He was doing so to honor his sister Christa who died of a massive seizure after struggling for years with epilepsy. While his climb was unsuccessful, little did he know how dramatically his life would change following that expedition.

"I stumbled into a little village, where I was aided and befriended by the

people," Mortenson said during a speech aboard the USS Midway in San Diego. "One day, I noticed 84 children sitting in the dirt doing their school lessons. And although I'd seen a lot of poverty in Africa, when I saw those kids, it really affected me. And so, I made a promise that I'd build a school for them."

Building schools in Afghanistan and Pakistan has many challenges, one of which is to win over the very people that need help.

"People there are displaced, they're very frustrated, and they're at the mercy of the people providing them help," said Mortenson. "Often terrorist groups or other people exploit refugee camps to get recruits. Kids also have a lot of down time. They don't have any help, so we make it a big focus of ours, not only to set up and establish schools in very remote areas where people are at risk, but to concentrate on refugee camps."

Remote areas and refugee camps are strongholds for members of the Taliban, but some have given up their roles within the organization to play a new role thanks to Mortenson.



ONE MAN'S MISSION MAKES DREAMS COME TRUE Pictured above are the people and schools Mortenson's non-profit organization, Central Asia Institute, has helped in his effort to build in Afghanistan and Pakistan. Mortenson strives to reach the remotest areas where many other aid groups cannot go.

"We have a few former members of the Taliban teaching in our schools," said Mortenson. "Men got out of the Taliban because their mothers said to them, 'Son, you know what you are doing is not a good thing. How can you go kill women and children? This is not what your faith is about.'

While some of those members have become Mortenson's greatest champions of girls' education, he acknowledges that they've done so at great risk. "Now they're all on a death list," he said.

In addition to the dangers his supporters and teachers face, Mortenson also encounters resistance from those he is trying to help. He has had to earn the trust of the community in order to get schools built. Through domestic fundraising efforts, such as his Pennies for Peace program, he raises enough money to provide the schools with training for teachers, skilled labor and materials. In turn, the Afghan people must provide resources such as wood, nails and free manual labor. A win for Mortenson and the Afghans who are taking part in the building of their future, literally and figuratively.

Although working with the community helps, Mortenson is also not always well received by mullahs and village elders when it comes to giving children a school building and curriculum. He has had to reach out to them specifically to communicate and establish relationships before he can begin construction.

He has had to convince the mullahs (Muslim males educated in Islamic theology and sacred law), and village elders that the curriculum he's providing is regulated by the country.

"Some mullahs get really angry with us," he said. "They say, 'You can't teach Arabic.' And I say, well it's required by your law. We're just following your law of the land to teach Arabic."

Even after Mortenson gets village members to agree on the curriculum, he must still convince them to give free land, labor and supplies. Mortenson recalled one situation where even the toughest of men can be generous.

"One of our goals during one of our projects was to put a girls' school in one of the ancestral homes of Mullah Omar, a Taliban leader. Our staff

thought that it would take 20 years to get a girls' school set up there. So we invited them (the village elders) out to where we already had a girls' school."

Mortenson described these men as pretty scary guys.

"They showed up armed with AK-47's, rocket propelled grenades, wearing black turbans and sporting big beards," he said. "Then they saw this giant playground. They threw down their weapons, and for an hour and a half, they played on the swings and the slides, their turbans flying all over the place. Finally, I said 'Hey gentlemen, let's get serious here.' And they said, 'We're satisfied. We want a girl's high school in our district.'"

Surprisingly, the mullahs volunteered to provide the land and labor for free. Their only condition was that a playground was built along with the school. Mortenson agreed, saying his only worry was that they would use the playground and the girls wouldn't get to play much.

As Mortenson built more and more schools, he has found that investing in women's education is very beneficial to the country. Although Central Asia Institute's schools have provided education to more than 51,000 children and adults, he realized that more females than males come back to help their communities after getting their degrees. He also found that women were vital to helping promote peace.

Although Mortenson greatly values the contributions of women within the Afghan culture, he believes that everyone must play a part in striving for peace.

"I've spent a lot of time talking to the Mujahidin, and often I see some of the most hardened veteran warriors, sitting on rocks under a tree by a river for hours," he said. "I ask them, 'What are you doing sitting on a rock? You're a very busy man. There are a hundred people sitting outside your house. You have land disputes to solve, you have to arbitrate some fights, you have to settle all their problems and you're sitting on a rock.'" "Their response to me, 'Greg you've never been in combat. You don't know what war is like. The reason we do this, sit on a rock by a river or a tree, is because when we're fighting, we're fighting for this, this moment of solace; for peace.'" ☺

MC2 Shauntae Hinkle-Lymas

Greg Mortenson is the author of three books, including New York Times Best Seller *Three Cups of Tea*.

For more information on his books, or the Pennies for Peace program, visit his website at www.ikat.org.



a Ride to Remember

Every day, our military men and women put their lives on the line to defend freedom all over the world. Since 2001, 37 NSW operators have been killed in action during operations Enduring Freedom and Iraqi Freedom. Recently, 10 Sailors went on a journey to commemorate their sacrifice to our nation.



NEVER FORGOTTEN Photos of the headstones of AO2 (SEAL) Marc Lee and MA2 (SEAL) Michael Monsoor taken during the memorial ride at Fort Rosecrans National Cemetery.



REMEMBERING THE FALLEN Members of the Trident Memorial Ride hold a banner for a photo op at the Grand Canyon.

Sailors from Naval Special Warfare, both active duty and retired, came together for the first West Coast Trident Memorial Ride. The ride covered more than 1900 miles in four days, during which the group read the names of the fallen and a brief summary of how each one was killed every time the riders stopped to rest.

As the sun rose on the day of departure, the group met at Fort Rosecrans National Cemetery in San Diego, where their journey began. There, they paid their respects to two of the 37. The group visited the graves of Aviation Ordnanceman 2nd Class (SEAL) Marc Alan Lee and Medal of Honor awardee Master-at-Arms 2nd Class (SEAL) Michael Monsoor where their citations were read.

"I was lucky enough to help put 'Mikey' and Marc through training," said Master Chief Special Warfare Operator (SEAL) James Vandegrift. "They were great guys then and obviously made us proud in life and in death. All of our fallen heroes have represented many great things about SEALs and SEAL teams. I want to make sure that all of the families out there that have lost anyone -- whether it be a 'Frogman' or anyone who has died in the service to our country -- to know that. It is something we will never forget. They have made a great sacrifice to a great country and I'll always remember those guys."

The group's first stop was in Oatman, Ariz., a town just over the California border, where more names and citations were read. The group then traveled on down Route 66 to Williams, Ariz., followed by the Grand Canyon, the third big stop for the trip.


The canyon wowed them all and for one Sailor, served as a place of peace and healing.

"I had never been to the Grand Canyon before, but getting there and being able to look down into the valley makes you realize how big it really is," said Information Systems Technician 1st Class (EXW) Neil Polk, memorial ride organizer. "It's almost like I was able to take all of the stresses that I had in my life and feelings of hurt from the loss of friends, and throw them into that valley."

After touring the Grand Canyon, the group packed up and headed through the Arizona deserts toward Phoenix Bike Week, an annual motorcycle festival.

On the way to Bike Week, the group, like true Navy SEALs, overcame adversity as the chase car broke down. After formulating a plan to get the car repaired, some of the group stayed until the repairs were complete and some went on and made their way to Bike Week.

Once at Bike Week, the members of the ride enjoyed the festival for a day and then began their return trip home to San Diego.

"Just coming off the ride made me realize that people don't really understand the sacrifices that the SEALs and the NSW community make for our nation," said Polk. "It's very easily overlooked because of everything else that is going on in America right now. The ride gave me an opportunity to focus on one thing, and in as good a way as I could, make it a positive way to remember people." 

MC2 John Scorza and MC3 Christopher Morton

“ It’s almost like I was able to take all of the stresses that I had in my life and feelings of hurt from the loss of friends, and throw them into that valley. ”

Information Systems Technician 1st Class (EXW) Neil Polk,
memorial ride organizer

STRENGTHENING WARFIGHTERS WORLDWIDE

CREATING PEACE AND STABILITY THROUGHOUT THE WORLD ISN'T MERELY AN AMERICAN GOAL. WE SHARE THAT END STATE WITH SCORES OF OTHER NATIONS. OUR CALIBER OF MILITARY EXPERTISE IN THE U.S. PUTS US AT THE FOREFRONT OF MANY BATTLES. BUT AN UNWILLINGNESS TO SHARE OUR KNOWLEDGE AND ASSETS WITH OTHERS COULD LEAVE US OUT FRONT — ALONE.

Since the 1990's, U.S. Special Operations Forces have been conducting Joint/Combined Exchange Training (JCET) throughout the world at the invitation of the host nations. Highly skilled U.S. personnel improve regional unit and individual combat skills and humanitarian capabilities by sending small teams of special operation forces overseas to work or train with foreign militaries.

The average JCET group is comprised of 10 to 40 troops, though groups can include as many as 100. The JCET program was implemented in 101 countries worldwide in 1997, and began training in 95 more countries in 1998.

Though the primary focus is combat readiness, the JCET program directly supports regional stability throughout the globe. Training typically focuses on humanitarian assistance operations, disaster assistance/relief operations, civic assistance projects and foreign internal defense. These projects allow constructive interaction among the countries' militaries and civilians as well as U.S. SOF.

NSW has been providing JCET support for more than a decade. Recently, NSW participated in JCETs in Colombia, Brazil and Kenya, all focused on different types of training.

Combat training in Brazil

Earlier this year, seven operators from NSW worked with the Brazilian Marine Corps Special Operations Battalion, known as the "Tonelero." This was the first time the U.S. was engaged with this unit in Brazil in more than 25 years.

"We requested this training to exchange tactics with special operations troops who have combat experience. The SEAL operators are the best choice to provide that training," said Brazilian Lt. Cmdr. Carlos Tunala, the Marine Corps Special Operations Battalion operations and logistics officer. "We focused on urban operations which has made my Marines more prepared to conduct these operations than before. Our only experience is in Haiti, which is not as complicated as Iraq or Afghanistan." According to Tunala, with this training his military can improve its operations in Haiti as well as be more prepared for other contingencies that might arise, for example, when Brazil hosts the World Cup and the Olympics."

This JCET is part of a series requested by the Brazilian government. Topics covered included land warfare, close quarters combat, trauma medicine, over-the-beach missions and movement through urban and rural environments.

"Brazil is one of U.S. Special Operations Command's (SOCOM) priority countries, and we are privileged to be strengthening our relationship here," said Special Operations Liaison Officer U.S. Air Force Col. John Poast, who facilitates direct communication between SOCOM and the Brazilian military. "Exercises like this one provide an opportunity for tactics exchange and partner nation capacity building that is vital to maintaining security and stability on a global scale."

The NSW operators who traveled to Brazil for the training enjoyed the chance to work with the "Tonelero."

This exercise fell under the Theater Security Cooperation Program, which is a partnership between the U.S. Department of



MCC Kathryn Whittenberger

Members of the newly-established Kenyan Special Boat Unit tow a patient with a sucking chest wound back to their boat during a simulated mass casualty drill. The Kenyans were presented with multiple complex medical scenarios and evaluated on the likelihood of their patients survival.

State and Department of Defense to build rapport between the U.S. and partner nations. As part of that effort, NSW combat construction battalion forces known as “Seabees” built a new 25-yard marksmanship range and upgraded the shoot house with an additional 6,800 square foot area to allow for more viewing areas for safety observers and more realistic training scenarios.

Boat training in Kenya

A brand new Kenyan naval unit reached a milestone March 26 when 27 members of the Kenyan Special Boat Unit (KSBU) graduated from the second of three JCET exercises facilitated by a SWCC team.

The SWCC team, which belongs to a NSW task unit operating in Kenya, facilitated the training at the request of the Kenyan government.

During the six-week course, the students strengthened a variety of skill sets, including combat medicine, prisoner handling, navigation, boat handling, maintenance, basic weapons proficiency, communications and ship boarding.

“We primarily deploy to conduct security force assistance and capacity building for the Kenyan Navy and our focus is to build a partner force, which is the Kenyan Special Boat Unit,” said the NSW task unit commander. “If you look at one student - where he started out and where he is now – it’s exceptional growth within six months. This is just the second of three JCET exercises that our personnel will facilitate before the Kenyan students are deemed Kenyan Special Boat Unit operators.”

“We’ve invested training and equipment into this program and we’ve built a force from a group of students that had some experience in maritime operations to a very versatile, well qualified force,” said the task unit commander. “This is part of the Navy’s maritime security strategy to build and maintain coastal security in East Africa. We’re doing that by, through, and with the Kenyan Navy by building a partner force.”

The third JCET is scheduled for later this year and students will continue to build more complicated skill sets, to prepare for testing in more complex scenario-based exercises.

“Our efforts to train with and establish a special boat unit is important to Kenya and the region,” said Army Brig. Gen. Christopher Haas, Commanding General, Special Operations Command Africa (SOCAFRICA). “Kenya is an integral part of the counter-piracy effort in the region, and one that has also shown its willingness to support important missions in the region, including Sudan and Darfur. Our efforts to help build a special capability in the Kenyan Navy contribute to the overall safety and security in the region.”

By completing this portion of the training, KSBU members have proven they are dedicated and determined to be Kenya’s master mariners.

“You have done us proud. The training was not easy, but you have managed to do it,” said Brig. Gen. Ngewa Mukala, deputy commander of the Kenyan Navy. “It was good for you and good for Kenya. I want you to train others, and encourage others to join you. The freedom of the sea will be maintained by you.”

“AS A SWCC, YOU ARE A REALLY AGGRESSIVE SHOOTER WITH THESE AGGRESSIVE MISSION SETS, AND THEN YOU COME TO KENYA AND YOU’RE MORE OF A TEACHER AND MENTOR.”

This JCET is designed solely for the new KSBU, but fits into the larger maritime training plan for Kenya. NSW has been working on the Combined Maritime Security Initiative (CMSI) since 2004. Although it has had multiple names over the years, including maritime operations course and the anti-terrorism assistance course, the evolving goal of this class has been the same: bring together personnel from all of Kenya’s units with maritime security tasking. The creation of a KSBU is another form of capacity building through partner nation training.

This force is now adept at executing relatively complex mission sets which has real world implications. Through the two JCETs completed, more than 40 boardings have been conducted, two of which resulted in narcotics seizures.

“For these students, real world operational missions are always available,” said the task unit commander. “Kenya is unique in its position in Africa and in the world. The East African coast is among the most traveled waterways worldwide. Kenya provides strategic location and a stable government with which to work.”

Training the Kenyans didn’t always come easy for the SWCC deployed here for six months, whose usual mission sets revolve around their role as U.S. Special

Operations Command maritime mobility experts.

“As a SWCC, you are a really aggressive shooter with these aggressive mission sets, and then you come to Kenya and you’re more of a teacher and mentor. It’s a challenge to really dial it down and step back for a minute and be really patient,” said one of the SWCC instructors, who spent a lot of time not just training the physical skills, but also building the friendships that go far to strengthen relationships with partner nations. “We have a lot of interaction. I think the best story I ever heard was from a student from Voight, which is out where all the safaris are. He had never driven a car in his life and we asked him if he was scared of driving a boat. He told us he wasn’t scared of anything because before he was in the Navy he was killing wild animals with spears. That’s when I realized how different our cultures are.”

For these SWCC team members, it was gratifying to watch their students absorb the training and then use their acquired skills during operations.

The students definitely appreciated the training and the chance to learn the NSW mindset.

When asked what was so important about the training he received, one of the KSBU graduates responded, “Some of the things that we have learned here happened in real life. I feel very prepared now.”



Members of the Brazilian Tonelero Marines clear a house using skills taught by SEALs during a Joint Combined Exchange Training exercise.

MCC Kathryn Whittenberger
NSWG4 Public Affairs



Alternative Approved

The most important milestone in an enlisted Sailor's career is making chief petty officer, and that's why Naval Special Warfare (NSW) implemented a pilot project three years ago to make sure the right SEAL and SWCC candidates were eligible for the selection board. That pilot is about to become official policy thanks to the Bureau of Naval Personnel.



"This program is a better way for NSW to do business for promotions, at least for E-6 to Chief," said Capt. Christopher Lindsay, commanding officer for Center for SEAL and SWCC. "It's taken some development, but AFMS captures all the things that our community values."

According to Rogers, his team surveyed NSW community leaders to determine what operator qualities were important for advancement, and to weight those qualities. Based on that feedback, the five additional factors were created and the AFMS formula was tested using mock selections boards, in coordination with the Navy Advancement Center (NAC) and under the supervision of PERS-84.

The seven factors and their weighted values are: leadership – 11 percent, OCONUS deployments – 16 percent, qualifications – 11 percent, awards – 11 percent, ethos – 21 percent, exam score – seven percent and PMA – 23 percent.

Each factor is scored differently," said Rogers. "For example, awards points are counted over a whole career whereas both leadership and deployment points are counted only over the previous five years."

Ethos, another new factor, is slightly different from the others in that it's the only factor where candidates are given full credit, unless they lose points through documented misbehavior "either by receiving Non-judicial Punishment (NJP) or getting a DUI," said Rogers. "Ethos only affects a small percentage of candidates, but for those who it does affect, it affects them greatly."

With the creation of the AFMS formula, an authoritative source

The Chief of Naval Personnel, Vice Adm. Mark Ferguson, recently approved NSW's Alternative Final Multiple Score (AFMS) formula for implementation on Oct. 1. Beginning with the E-7 Cycle 2010, the AFMS will be used to determine chief petty officer selection board eligibility of Special Warfare Operators (SO) and Special Warfare Boat Operators (SB).

"The goal of the AFMS is to ensure that the selection board sees as many of the top performers within the community as possible," said Rick Rogers, AFMS project manager. "Our formula quantifies the selection board evaluation process."

Normally, all Sailors, including SEAL and SWCC operators, become eligible for the CPO board using the Final Multiple Score (FMS) formula which combines the Performance Mark Average (PMA) from evaluations and the individual's rating exam Standard Score. The new AFMS formula adds five factors highly valued by NSW: leadership, OCONUS deployments, ethos, awards and qualifications.



A newly pinned SEAL Chief Petty Officer salutes as he is pipped into the Chief's Mess during a CPO pinning ceremony at Naval Base Coronado.

was needed to store the information and streamline data entry. AFMS utilizes the Navy Standard Integrated Personnel System (NSIPS), the single repository for personnel and pay data for all active-duty and Reserve Sailors and is now used to track the five new factors included in AFMS.

In order to utilize NSIPS, the NSW AFMS team collaborated with Space and Naval Warfare Systems Command (SPAWAR) Systems Center Atlantic (New Orleans) to enhance NSIPS to meet NSW requirements. Together the two teams created drop down menus to

eliminate typing discrepancies, reorganized certain menu items to ensure qualifications are entered into the correct areas, and developed new areas to enter data for the AFMS factors.

“There are two sides to NSIPS. The first side is the Electronic Service Record side and the second side is the analytic side,” said Gerald Moy. The analytic side is capable of Ad Hoc queries and was also part of the enhancement.” The Ad Hoc queries capability allows NSW to find vital data such as how many and which personnel have specific combat skills, are skilled in other languages or have cultural experience in specific countries or regions of the world.

In addition to enhancing NSIPS for NSW requirements, the AFMS team also helped SPAWAR resolve program imperfections that affected all Sailors. “When NSIPS came out with the CAC logon capability from home, there were some problems with the capability,” said Moy, describing an example. “We identified the issues, reported them back to SPAWAR and they fixed them based on our input.”

The implementation of the AFMS for the SO and SB ratings, using NSIPS as the delivery method, is a milestone event for both the Navy and for NSW. “It’s a big deal to change part of the Navy’s promotion system,” said Lindsay. “NSW is at the cutting edge of professional development and career management because of AFMS. It’s a great thing for our community because it’s really going to let us look at the whole guy as we fine-tune what we value in a combat leader. Chief Petty Officers are the most key guys in our community and this will really help us ensure that the best of the best are selected.”

MC2 John Scorza

“The goal of the AFMS is to ensure that the selection board sees as many of the top performers within the community as possible.”

Rick Rogers
AFMS Program Manager

Test scores still count

The test is still the number one factor in determining whether or not you get considered for the promotion board. Here are a few tips from NKO to help you make the best of it.

- Accept the fact that you will be anxious. Very few people enjoy taking tests!
- Do not be distracted by the people around you.
- Read each exam item carefully.
- Try to answer the question in your own words before you read your answer choices.
- Trust your knowledge and do not watch for answer patterns.
- Answer the easy questions first.
- Save the toughest questions for last.
- Do not waste time and build anxiety on difficult questions.
- Go to the next question if you aren’t sure of an answer.
- Close your eyes, breathe deeply, and relax if you run into several difficult questions in a row. Think to yourself, “I can do this; just relax.”
- Answer every question on your exam. There is no penalty for guessing.
- When you are not sure of an answer, mark that question in your examination booklet, if you are not splitting your exam with another Sailor. Then skip the question, and come back to it later.



First class petty officers take the 2009 chief petty officer advancement exam at Fleet Activities Sasebo. Eligible candidates must first pass a 200-question test to be considered by a promotion board.

- Sometimes information that is included in a question, diagram or answer choice will help you answer a difficult question you skipped or one you encounter later on your exam.
- Make sure the answer satisfies all parts of the question. Rule out all answers that contain wrong options.
- Change your answer only if you have sound reasoning for the change. Your first intuition is often your best intuition.
- Do not rush through your exam.

Highlighting Sailors

One of the best things about the Navy is its people.

Sailors from all over the fleet have achieved great things above and beyond expectations. We are highlighting four NSW Sailors who are part of that group having been recognized as among “the best” by people outside of our community. These Sailors have not only excelled at their jobs, but have made great impacts as leaders, mentors and parents.

Sailor of the Year

It's a hard and fast rule that he doesn't let his three-year-old son play with any kind of gun, including water guns or even those shooting foam rounds, which makes it a little hard to explain what daddy does for a living. His son does, however, know that daddy fights bad guys.

Being responsible seems to be a characteristic of how Gunner's Mate 1st Class John Mathewson approaches all challenges, whether raising a child or working for the Navy. Mathewson was recently named Naval Special Warfare Group 4's Shore Sailor of the Year for the second year in a row, before also earning the title of Naval Special Warfare Command's Sailor of the Year. He was also nominated as one of the top five Sailors competing for the Vice Chief of Naval Operations Sailor of the Year title. Although he didn't take the top honor, representing the entire NSW community was something the Gloucester, Rhode Island native didn't take lightly.

“I was always told Special Warfare was the best of the best,” said the 15-year Navy veteran. “I am proud to be a support guy. What we do is behind the scenes and doesn't get much credit but is essential to the mission. Standing there with the other four Sailors from commands throughout the Navy, I was proud to have the chance to explain the role of a combat support technician and how we help the fight.”

Mathewson's job is to allocate ammunition

to the different commands to ensure training can be completed. Last year, he managed more than \$13 million in ammunition.

“Mathewson's job is very challenging here because he has to be involved in the training strategies and plans. Our ammo is given to us in chunks throughout the year, so he's responsible for shifting ordnance to make sure all training requirements for the four subordinate commands are met. There are very strict timelines for ordering ammo,



GM1 John Mathewson

like taking time away from his family right before a deployment to take a junior Sailor car shopping so the kid wouldn't be ripped off. We told him when he checked in that if you want to be a chief as a gunner's mate, you need to step up – and he did.”

Receiving back-to-back SOY awards has just made Mathewson more motivated. He evaluated a new M4 magazine that will affect all operators throughout SOCOM. He became a range safety officer to help with a manning shortfall at a subordinate command. He was an instructor for the new leadership courses required for all petty officer promotees. The dual-warfare qualified Sailor has held all the collateral duties expected of a leader, ranging from vice-president of the newly-established First Class Petty Officers Association to senior section leader. He completed a successful four-month deployment to Iraq supporting a NSW Riverine Troop as supply officer, and is preparing for a six-month deployment with a SEAL Team, this time filling an in-rate assignment.

“Petty Officer Mathewson is my go-to Sailor, and has been since his arrival,” said Group 4 commander, Capt. Chuck Wolf. “He's an outstanding leader and motivator, with a proven track record of success. I'm proud to have him represent both my command and my community.”

“I am that dorky guy who absolutely loves what I do,” said Mathewson, who has two sleeve tattoos from his younger days, works out twice a day, and radiates military bearing. “I've never been as empowered as I have been here. If you take a Special Warfare assignment, you'll never want to leave.”

MCC Kathryn Whittenberger

Navy Legalman of the Year

The Judge Advocate General (JAG) of the Navy selected Legalman 1st Class Jennifer Ronspies as 2009 Legalman (LN) of the Year in a ceremony held earlier this year.

"I feel very honored to be selected as the 2009 LN of the Year," said Ronspies, who is assigned to WARCOT. "To be here and represent my command and the people I work with on a daily basis is a great accomplishment."

Ronspies and two other finalists reported to the office of the JAG in Washington, D.C. earlier this year for the selection process, interviews and recognition events.

Ronspies credited her success to her

WARCOM counterparts.

"If it wasn't for the Sailors I lead and the support I receive from them, I would not be successful," Ronspies said.

Ronspies was selected as the command Sailor of the Year for 2009. Capt. Benjamin Clancy, former WARCOTJAG, credited Ronspies' success to her work ethic.

"She is so dedicated to her work, both inside the office and outside. She holds many command collateral duties and still finds time to go to school and volunteer in the community," he said.

Legalman 1st Class Latisha Davis agreed



LN1 Jennifer Ronspies

with Clancy, and said that hard work wasn't the only reason her coworker was selected.

"She puts everyone's needs before herself," Davis said. "She has a can-do attitude when it comes to getting the job done."

"If it wasn't for the Sailors I lead and the support I receive from them, I would not be successful."

LN1 Jennifer Ronspies

A Double-Duty Family

Staying connecting with your family can be hard while on active duty, especially when you have a busy training cycle and multiple deployments. Knowing you have someone at home to help out is a reassuring thing, but how do you know your kids are getting the attention they need when both parents are serving on active duty and deploying?

One NSW family has it figured out.

OSCS (EXW/SW) Joey Garcia, stationed at Advanced Training Center, his wife YNC (SW) Christy Garcia, assigned to WARCOT and their children Eddie, 19, Christian, 13 and daughter Vanessa, 11, are the recipients of the 2010 San Diego Armed Services YMCA (ASYMCA) Double Duty Military family of the year award.

The Garcia's were celebrated during Military Appreciation Day at the Cox Celebrity Championship hosted by Drew Brees.

"It's been an honor to be recognized," Christy said.

During the event the Garcia family was given VIP passes and gifts such as a Sony laptop, courtesy of Computers 2 SD Kids and a washer and dryer from Shea Homes. They also met and took photos with celebrities Ray Romano and Drew Brees.

The Garcia's, who have four deployments in the last five years between them, realize the importance of connecting

with their family.

"It's important to spend quality family time out of the home," Christy said. "Family bonding and enjoying each other is the key to staying close."

'Stress less and connect more,' is the motto of the ASYMCA, which serves 7,000 military families each month with an assortment of free programs to help families stay close.

"The ASYMCA has a lot of outings that are designed for families and most of the time they are free," Joey said. "So there is no excuse not to be able to take advantage of family time."

The Garcia family participated in many events that were offered including a father/daughter dance, fishing trip, healthy kids' day and a San Diego State University basketball game.

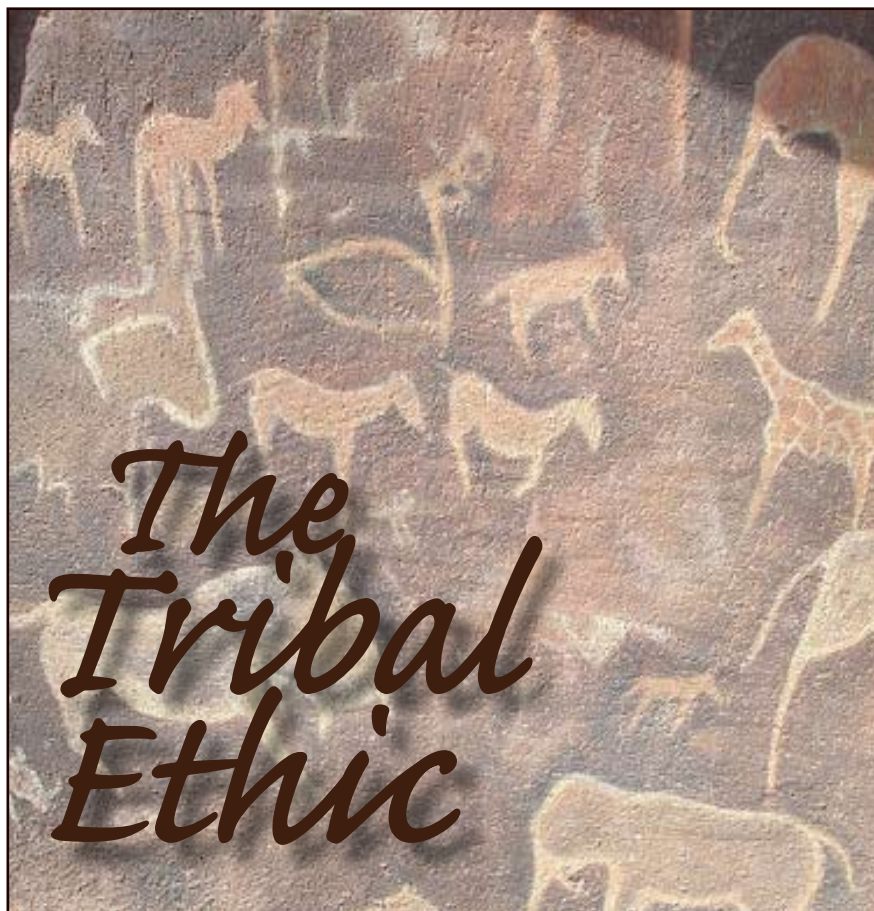
According to Brittany Catton, Director of Development and Public Relations for the ASYMCA, the Garcia family represents the core values of the ASYMCA, caring, honest, respect and responsibility.

"They were selected for their outstanding service while maintaining a strong family life at home," Brittany said. "The Garcia's are a great example of that positive approach with their participation in many family events."



The Garcia Family with Drew Brees

MC2 Erika Manzano



One of my students recently sent me a link to a short series of video lectures by Stephen Pressfield (author of *Gates of Fire*, *The Virtues of War*, *The Afghan Campaign*) in which he talks about tribalism and tribal behavior. In his video lectures, Pressfield claims that 'tribalism,' not Islam is our enemy in the Global War on Terror. Pressfield also notes that tribalism, like so much else, has good and constructive sides, but also can have destructive and evil sides, as well. The evil sides he sees manifested in our enemies in the current war.

This got me to thinking. This 'tribal ethic,' in general, demands a greater moral obligation to those within the tribe than to those outside the tribe. People belong to their 'tribe' by virtue of a shared identity and sense of purpose. This entails a series of implicit and explicit values, commitments, obligations and a common set of experiences not shared with those outside the tribe. One of the values that the tribal ethic holds dearest is loyalty to the tribe, its member and its values. These are some of the reasons why we seek to develop a strong 'tribal ethic' in the teams.

We all want to belong to a strong tribe, a larger family that we can count on, who will stand with us in good times and bad, who will 'have our back' against those not of our tribe who may seek to do us harm. Within our tribe, it is 'all for one, and one for all' (Dumas in *The Three Musketeers*), 'united we stand, divided we fall' (attributed to many, to include Benjamin Franklin and Abraham Lincoln), 'we few, we happy few, we band of brothers' (Shakespeare *Henry V*). Being part of a strong and successful 'tribe' lessens our sense of vulnerability and isolation, instills in us a sense of power and community, and gives meaning to our lives. Talk to the retirees about what they miss most about being in the military.

But tribalism can clearly have a dark side. A less appealing side of tribal culture is most evident to those excluded from its benefits. People who take their tribal affiliations overly seriously, may truly believe that by virtue of being a member of their 'tribe,' they are in fact intrinsically superior - stronger, smarter, better, more entitled than those not in the tribe. Some truly believe that their tribe has entitlements that diminish, disrespect or even dehumanize those outside the tribe.

Pressfield points to this aspect of tribalism in the Taliban and Al Qaeda, and other evil and racist groups. So, how can this tribal instinct manifest itself so positively, in the form of personal and collective pride, and taking care of our own, and so negatively, in the form of arrogance, intolerance and even aggressive bigotry? The key is how the tribe regards and treats those outside its boundaries. Are those outside the tribe treated with condescension, disrespect or even arrogance? How porous is that line between those inside and outside the tribe? Are those from other tribal cultures given the benefit of the doubt and respected for their strengths? Such questions are a litmus test for the nature of a tribal culture.

Powerful tribes have their own history and mythology which reinforce the culture and values of the tribe. Listen to flag and general officers - an important part of their job is articulating the values and story of the tribal culture they represent. It takes imagination and a degree of humility to get beyond some of this mythology; we have to be careful we don't take too seriously our own tribal propaganda.

The ideal of a strong tribal ethic supports members of the tribe readily extending their support and loyalty to outsiders. The barrier between those inside the tribe and those outside should be porous and easily bridged. In the teams, you see that when the techs and new comers feel that they can become fully integrated into the command, and are not regarded as somehow 'lesser than' the operators. When we work with those outside of the teams, we bring them into our family to whatever degree possible - we try to expand the circle of our tribe, rather than reinforce its walls. Our standards are high, but those who meet them are readily accepted.

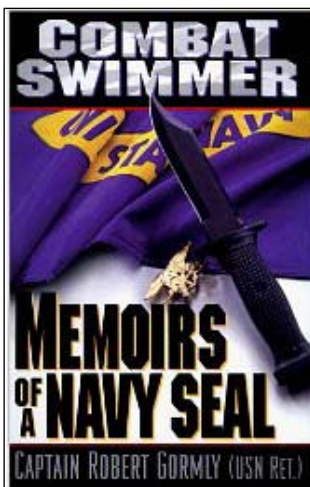
Saints and other spiritual and moral leaders have essentially let tribal barriers and affiliations dissolve, except to the family of man. Recognizing that we can't all be saints, we can at least be aware of our instinctual tribal ethic, seek to maximize its positive manifestations, and beware of our tendency to use tribal affiliations to separate us from people with whom we may have more in common than we realize. €



Bob Schultz retired after spending 30 years as a NSW officer. He is currently the Director of the Master of Science in Global Leadership School of Business Administration at the University of San Diego.

From the shelves of the historian

There have been a lot of books written about SEALs: training, history, memoirs and fiction. Some have been good and some have been, well, not so good. We decided to pick the brain of Roger Clapp, the NSW historian and retired SEAL, to get his suggestions on some of the best books out there. For this issue, he chose two memoirs with ties to the Vietnam Era, both written by retired SEALs. The first, *Combat Swimmer: Memoirs of a Navy SEAL*, written by retired Capt. Robert A. Gormly, is a look at his experiences over his entire career. The second book, *Teammates: SEALs at War*, written by Barry W. Enoch, is more of a tale of Vietnam through the eyes of a consummate team member. All of these books are available from the WARCOM library.

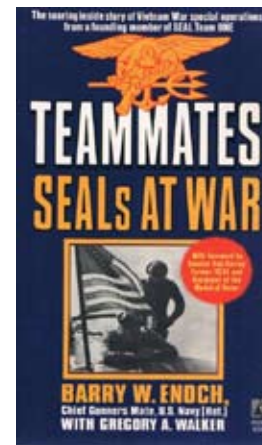


**Combat Swimmer:
Memoirs of a Navy SEAL**

As a former commanding officer of SEAL Teams 2 and 6, Robert Gormly's book is a memoir of his experiences as a SEAL officer. The book details missions during his two tours in Vietnam and continues throughout his career; planning and participating in missions in the Persian Gulf and Grenada.

Where this book shines is in its descriptions of events happening around Gormly. When he is describing a lock out in the forward torpedo room of the USS Sea Lion, it isn't merely a paragraph you can skim over. You can feel not only his physical discomfort, but his anticipation

before the event as well. The movement of time when he describes their missions is so vivid, they make it easy for any "non-operators" to feel they were right next to him.



Teammates: SEALs at War

Where *Combat Swimmer* did well to describe missions and events to the layman, *Teammates* does the same with the special relationships forged within a SEAL team. The book's author, retired Master Chief Barry Enoch, is well respected, not just as a good SEAL and Navy Cross recipient, but for his unwavering loyalty and exemplifying what a true teammate is.

The forward, written by Enoch's fellow SEAL Team 1 teammate and Medal of Honor recipient, Senator Bob Kerrey, highlights the author's ethos.

"His attention to the importance of our being a team is extremely relevant and all too often overlooked," Kerrey wrote. "Without the team, there are no SEALs. None of us were SEALs; we were members of a SEAL team."

Not to say that this book is all about friendships and relationships alone. With the help of Greg Walker, a historian specializing in special operations history, Enoch has written a well respected book about events he took part in during his multiple tours in Vietnam. Together, they recount missions and events from SEAL Team 1 in Vietnam from 1966 to 1972.

They detail the many successes, as well as failures, that the team had. One chapter focused on the team's mission to conduct a POW raid on Cos Cos Island in October of 1968, the team's first successful recovery of POWs. Enoch's writes of the events, recounting how they approached the camp and, ultimately, liberated 26 POWs with no friendly casualties. But even as he describes the events, his recollections are mired with a disappointment that his teammates didn't receive the recognition that he felt they deserved.

For a reader with the scarcest of knowledge about Vietnam, Enoch's desire to highlight his friends and teammates resonates on every page and will carry you to the end.

"His attention to the importance of our being a team is extremely relevant and all too often overlooked. Without the team, there are no SEALs. None of us were SEALs; we were members of a SEAL team."

Senator Bob Kerrey
Medal of Honor recipient

Reaching out

Scout Team
attends
Championship
Swim Meet



A swimmer takes a breath during the 8th Annual National Black Heritage Championship Swim Meet at Triangle Aquatic Center in Cary, N.C., May 29.

Photo by MCC Robert Fluegel

N

aval Special Warfare is always looking for new recruits to join the SEAL and SWCC ranks. Part of that process involves reaching out to different communities to attract the best talent.

The SEAL and SWCC Scout Team, NSW's recruiting specialists, attended the 8th Annual National Black Heritage Championship Swim Meet May 28-31 in Cary, N.C., in search of new candidates for NSW.

As part of their community outreach initiative, the SEALs spoke with swimmers and coaches from all age groups about opportunities available in Naval Special Warfare, enticed them to take the SEAL Fitness Challenge.

"Our goal is to plant the seed with the younger athletes and build awareness of the career opportunities available within Naval Special Warfare," said retired Capt. Dave Morrison, an aquatics instructor and SEAL motivator based out of Joint Expeditionary Base Little Creek, Va. "This is a community outreach program through which we aim to both grow and diversify our force."

At a community breakfast prior to the swim meet, retired SEAL Master Chief William Goines, the first African-American SEAL and a pioneer of swimming, spoke about his experience as a SEAL.

"I had always wanted to be a SEAL," said Goines, who graduated from Underwater Demolition Team (UDT) training in 1956. "It was and continues to be hard work along with sheer determination that set SEALs apart."

During a coach's dinner for the event, Capt. Phillip Howe, a Navy SEAL, delivered a few words on the important role coaches play in the lives of children and teenagers.

"Life presents challenges at every corner," said Howe. "Coaches, whether in athletics or professional life, are the ones who push us to overcome adversity and achieve our goals."

As the swimmers took to the pool, the scout team maintained a vigilant posture at the pull-up bars, aiming to find swimmers up to the challenge.


An East Coast-based SEAL master chief, who manned the pull-up bars at the event for his second year, said the community outreach initiative is an important piece in maintaining the elite capabilities of the Naval Special Warfare community.

More than 700 athletes from throughout the nation participated in the meet.

Morrison said the event has continued to grow and is the ideal venue for getting their message out about SEAL and SWCC programs.

"We want to show them that success breeds success," said Morrison. "We have three active duty SEALs available to talk to the swimmers about their careers and the challenges they overcame to get where they are today. By spending time with the athletes, the SEALs not only create awareness about Naval Special Warfare, they show them that with the right amount of determination, anyone can serve. The door is open to everyone."

And for the special operations community, diversity will continue to be imperative for the force of the future.

"There is still a lot of mystery surrounding the Naval Special Warfare community, but we are here to show the athletes that they have the opportunity to serve within an elite force," said Howe. "Diversity within the NSW community is essential for maintaining our operational advantage in the future." 

MC2 Joseph Clark
NSWG2 Public Affairs

TACTICAL DECISION



The following is a Tactical Decision Exercise – a role playing exercise in which you will be asked to make a combat decision in a limited amount of time. The goal is to improve your tactical decision making, pattern recognition and communication skills. There is no right answer.

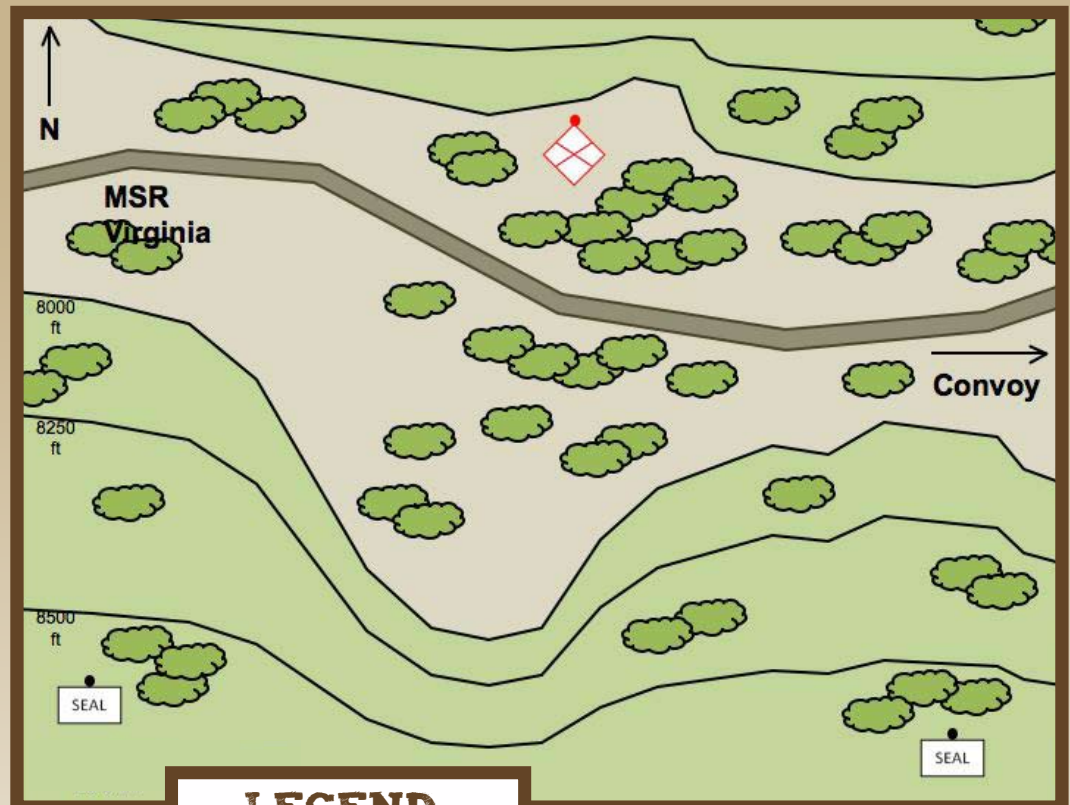
OVERVIEW

In each issue of Ethos, the reader's position in the patrol will change. However, the specified title does not exclude others from completing the exercise – every leader in the patrol should be familiar with all levels of command. Additionally, the scenarios are intentionally vague so make any assumptions that are essential to complete the exercise. Read the situation as many times as needed before moving on to the requirement.

SITUATION

You are a squad commander in a SEAL platoon deployed to a remote region of Feniche. From a small fire base, your platoon combat advises and assists a company of Feniche National Army (FNA) commandos against a violent, anti-government insurgency. For the past month, insurgents have been ambushing coalition logistics convoys in a narrow mountain pass 50 kilometers to the north along MSR Virginia and your squad is tasked with conducting a two-day overwatch of the pass. Your intent is to establish mutually supporting observation posts (OP) in order to disrupt enemy attacks and ensure the safe passage of the logistics convoys.

Both of your six man OPs observe routine pattern of life on the first day along MSR Virginia. At first light on the second day, you receive a radio transmission from a ten vehicle convoy stating that they will be moving through the pass in 30 minutes. As you observe the beginnings of the local morning traffic – vehicles, pedestrian and animal herders – your snipers briefly see two armed men moving next to the road and then disappear into the densely wooded area north of MSR Virginia.



LEGEND

SEAL Fire Team



Enemy Fire Team



100 Meters



REQUIREMENT

In five minutes, write down your orders to your squad and the reports and requests you will make to higher headquarters. Provide the rationale and an overlay of your plan of action.

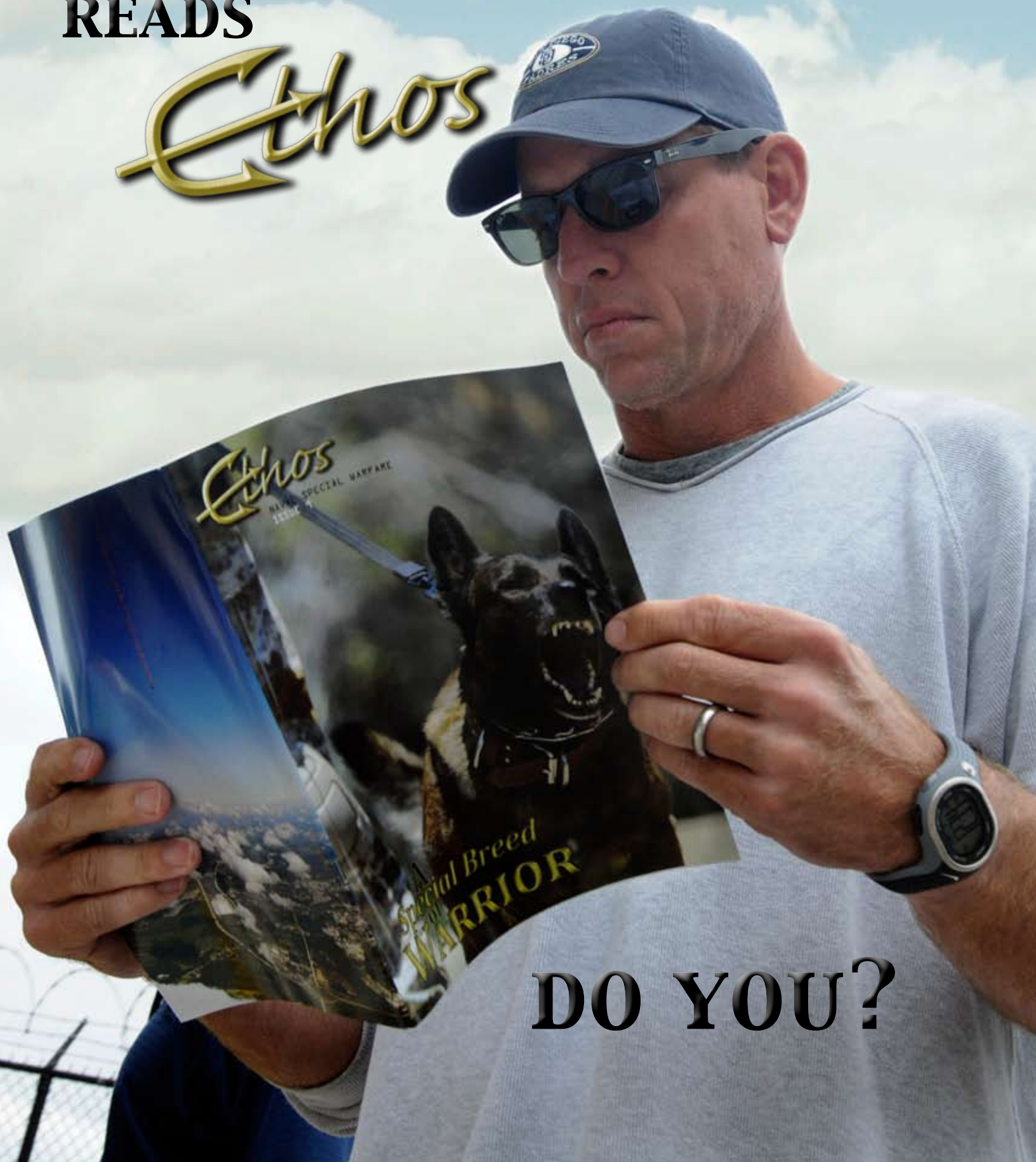
This Tactical Decision Exercise does not intentionally represent any previous, current, or planned United States military operations.

Have an idea for the next TDE? Send your input to tde@navsoc.socom.mil.

As they continue scanning, your snipers determine there is an ambush in place although they are not able to identify enemy fighters through the foliage. You attempt to raise the convoy without any luck. Your communicator troubleshoots his equipment and determines the problem must be with the convoy's radio. You look at your watch and see you have 20 minutes before the convoy arrives.

**TROY AIKMAN
READS**

Ethos



DO YOU?