Ethos

NAVAL SPECIAL WARFARE
ISSUE 7

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Front cover: A ScanEagle soars through the sky at Camp Roberts on Aug. 26. Photo by MC2 Dominique Lasco
Table of contents photo illustration by MC2 John Scorza
Back cover photo by MC2 Dominique Lasco

600 WORDS *on* 2010

Not that I'm ready to write off 2009, but I caught myself today looking at the calendar and thinking about next year. The holiday season is knocking on the door, signifying the beginning of the end of the year. So what is left of this year, other than holiday activities? Well, for the operator there's the usual: planning, training, kicking down doors, shooting terrorists, etc. The support team continues to provide the intel and tools to enable the fight. But what about the big picture heading into next year?

Among the topics discussed in this issue of Ethos, we take a hard look at how NSW is going green, and what that means for the way we train. Did you know our fleet of vehicles is going through a huge change in order to meet California state guidelines for emissions? This may affect you when you try to get a truck out of the motor pool for a training trip to Niland in the coming months.

There are a number of large military construction projects coming to a base near you next year. East Coast, West Coast and beyond will see new buildings and new training facilities. Think your team building is too small? It's going to get bigger, thanks to $2 billion worth of MILCON. Our article examines how NSW really is a growth business.

It's not just where you work but also how you will look. New uniforms are coming to the force, thanks to the DEVGRU test and evaluation pros. NSW will have at least two uniforms with digital patterns for use in garrison and while deployed. Field testing is scheduled for next year and the uniforms may ultimately roll out to the whole force in fiscal year 2012. Check out the story in the following pages.

While operators can't exactly "phone it in," some people in NSW may soon be doing just that – except now it's called "teleworking." Don't be surprised if some support staff start splitting time between home and work to save commuting costs. This kind of employee flexibility is expected to pay dividends in improved morale and will help NSW become more attractive to skilled professionals.

If you want to stay the best, you have to recruit and retain the best. This mantra is applicable to those in business attire and in uniform. The NSW Recruiting Directorate's SEAL and SWCC Scout Team has begun marketing the NSW brand to its target audience in social media circles. It established a page on Facebook for two-way communication with the public (including future candidates) and advertises recruiting events, such as the Navy SEAL Fitness Challenge held in various cities around the country.

This issue introduces some new writers from the Naval Postgraduate School. They are SEAL officers taking courses related to special operations professional development. One of these writers expresses a viewpoint about the NSW leadership continuum; others provide feedback on books related to our community and doctrine. Our academic expert weighs in with his view on the SEAL Ethos and the process of judgment. Each article examines the mental processes that make us tick and motivate our actions. Each in their own way point toward the future.

Which brings us back to the waning days of 2009. There are still important days left on this calendar and lots of work to do. Some folks have birthdays before the New Year, and, of course, there's Christmas. Those deployed can't afford to look too far ahead for fear of missing what's right in front of them or on the other side of that door. Maybe that's what we should do too – and savor every day.

MCCS Scott D. Williams

UNIFORMS

What will your next one look like?

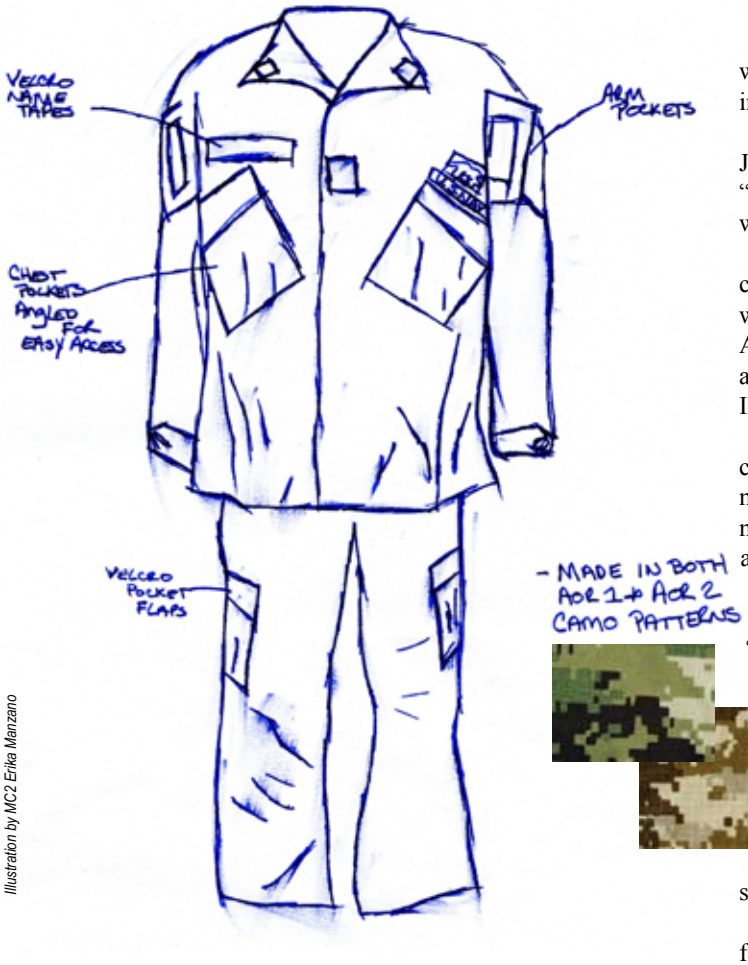


Illustration by MC2 Erika Manzano

Are you unhappy with the way your uniform performs in the field? Is the camouflage not hiding you like it's supposed to? Is it uncomfortable when you carry all your gear? Well, that is about to change.

NSW has noted deficiencies with the current battle dress uniform and desert combat uniform since the late 1990s. The woodland and desert camouflage patterns that have been used by the Navy as a service standard for all of its expeditionary forces are due for an upgrade.

"We are wearing outdated uniforms," said Force Master Chief Timothy Zimmerman, Naval Special Warfare Command. "There is better technology out there."

As the Navy decided to change the uniform issued in the sea bag and go to the Navy Working Uniform (NWU) type I blue digital camouflage, NSW jumped on the opportunity to come up with a uniform specifically for its expeditionary forces.

Naval Special Warfare Development Group (DEVGRU) took that opportunity to create an Integrated Process Team (IPT) to develop a new uniform. The IPT consisted of combat-experienced personnel who had firsthand knowledge of the requirements of the current wartime areas of operation and what would work best for an operator in the field.

"The program addressed the operator as a system," said Lt. (SEAL) James Clark, OIC, of NSW Command Det., Virginia Beach, Va. "Embracing not only the uniform aspect, but their equipment as well."

The IPT progressed and is currently testing two, four-color digital camouflage patterns. They are the Area of Responsibility 1 (AOR 1), which is designed for use in the desert, tundra and arid regions, and AOR 2 for jungle, woodland and temperate regions. These patterns are now serving as the basis for the NWU type II (AOR 1) and type III (AOR 2).

Clark stated the AOR 1 and AOR 2 patterns are performing well in controlled tests and in the field. They protect the wearer and enhance mission success. The patterns will be able to be applied to a range of material and fabric that can be used to make the NWU type II and III, as well as numerous items such as load-bearing gear, backpacks and body armor carriers.

"These patterns are the result of years of research," said Clark, "and they provide the best available camouflage protection for our SEAL and SWCC personnel in operating environments."

In 1998, DEVGRU also began developing a "combat" uniform. It was designed to wear in combat while wearing body armor. It consists of a top that has a close fitting, moisture wicking torso, a high zip collar and long sleeves with pockets on the upper arms. The pants have a padded waist, four-way stretch material in key locations, multiple pockets and hard shell knee pads.

The combat uniform has already been issued to select NSW forces for testing with positive feedback, and WARCOM has developed an aggressive strategy to fully field all SEAL and SWCC operators over the next calendar year.

"The aim is to get the uniform to the deploying operators as rapidly as possible," said Clark.

As for the NWU type II and III, they are still working out the details for the configuration. Things like, how many pockets and where to place them? Should there be Velcro? Once the final design has been decided, conformance testing will begin, and the hope is to start testing in early FY10. Upon uniform approval, NSW's goal is to issue personnel three uniforms, two eight-point covers and a Gortex jacket with fleece liner, since they're still in development.

It is not yet known when personnel can expect to wear the new type II and type III uniforms but NSW is rigorously working with the Navy to settle on the configuration and pursuing full issue of these uniforms before the current fleet-wide timeline in FY12.

MC2 Erika Manzano

"We are wearing outdated uniforms. There is better technology out there."

-SOCM Timothy Zimmerman
NSW Force Master Chief

Muster XXIV

The National Navy UDT-SEAL Museum hosted its annual Veteran's Day ceremony and Muster XXIV Nov. 7-8 at Fort Pierce, Fla.

The muster, which the museum began hosting in 1985, consisted of several events open to the public, including a 5K race, a live auction, an official Veteran's Day ceremony and a live capabilities demonstration performed by East Coast-based Navy SEALs.

The event continues to grow each year and brings in guests from throughout the world, according to Ruth McSween, the museum curator.

"The muster is a great way to get both the Frogmen and the public together to honor the legacy of Naval Special Warfare," McSween said. "The museum is located on the original training ground of the Navy's Scouts and Raiders. I can't think of a more appropriate location to bring the men of Naval Special Warfare together, as this is their birthplace. It is great to witness SEALs revisit such an important place in their history."

The Veteran's Day ceremony featured several honored guests, including Adm. Eric T. Olson, commander, U.S. Special Operations Command, and guest speaker Capt. Richard Phillips, former captain of the cargo ship Maersk Alabama, who was held captive by pirates off the coast of Somalia before being rescued by SEAL snipers last spring.

Retired SEAL Capt. Michael R. Howard, executive director of the museum, began the ceremony by recognizing frogmen in attendance from every era of Naval Special Warfare beginning with World War II Scouts and Raiders through present-day SEALs.

"I am honored to stand here today in the midst of the true heroes of Naval Special Warfare," Phillips said. "Without their training and dedication, I can honestly say that I would not be standing here today."

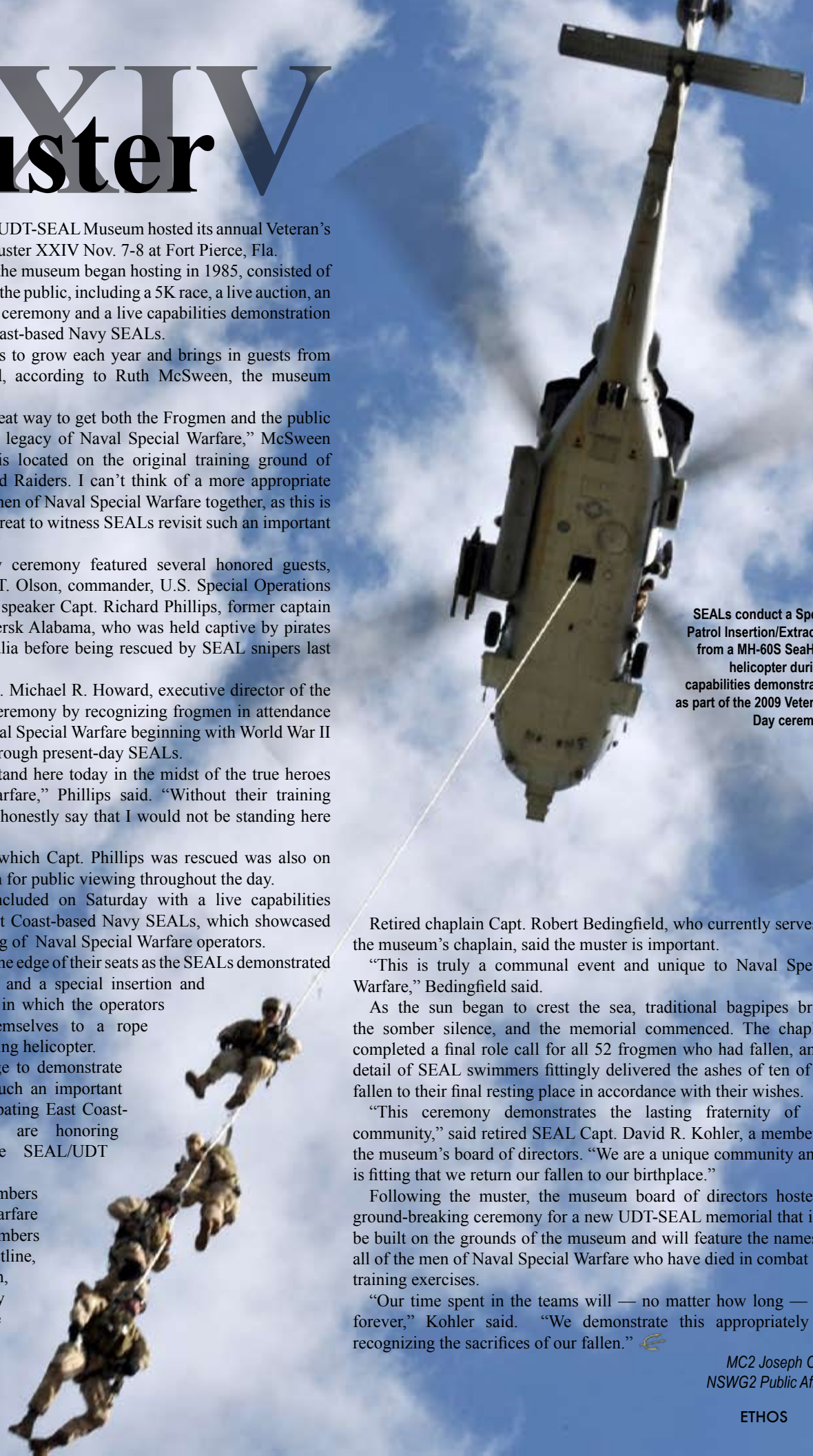
The life raft from which Capt. Phillips was rescued was also on display at the museum for public viewing throughout the day.

The ceremony concluded on Saturday with a live capabilities demonstration by East Coast-based Navy SEALs, which showcased the specialized training of Naval Special Warfare operators.

Attendees were on the edge of their seats as the SEALs demonstrated a fast rope insertion, and a special insertion and extraction maneuver, in which the operators quickly attached themselves to a rope suspended by a hovering helicopter.

"It's a real privilege to demonstrate our capabilities for such an important event," said a participating East Coast-based SEAL. "We are honoring the genesis of the SEAL/UDT community."

On Sunday, members of Naval Special Warfare and their family members gathered at the coastline, steps from the museum, to honor 52 Navy frogmen, both active duty and retired, who have died since last year.



MCC Robert J. Fluegel

SEALs conduct a Special Patrol Insertion/Extraction from a MH-60S SeaHawk helicopter during a capabilities demonstration as part of the 2009 Veteran's Day ceremony.

Retired chaplain Capt. Robert Bedingfield, who currently serves as the museum's chaplain, said the muster is important.

"This is truly a communal event and unique to Naval Special Warfare," Bedingfield said.

As the sun began to crest the sea, traditional bagpipes broke the somber silence, and the memorial commenced. The chaplain completed a final role call for all 52 frogmen who had fallen, and a detail of SEAL swimmers fittingly delivered the ashes of ten of the fallen to their final resting place in accordance with their wishes.

"This ceremony demonstrates the lasting fraternity of this community," said retired SEAL Capt. David R. Kohler, a member of the museum's board of directors. "We are a unique community and it is fitting that we return our fallen to our birthplace."

Following the muster, the museum board of directors hosted a ground-breaking ceremony for a new UDT-SEAL memorial that is to be built on the grounds of the museum and will feature the names of all of the men of Naval Special Warfare who have died in combat and training exercises.

"Our time spent in the teams will — no matter how long — last forever," Kohler said. "We demonstrate this appropriately by recognizing the sacrifices of our fallen."

MC2 Joseph Clark
NSWG2 Public Affairs

Million dollar MILITARY CONSTRUCTION *Listings*

Are you wishing for a brand new, state-of-the-art work facility? Look no further than NSW's MILCON projects.

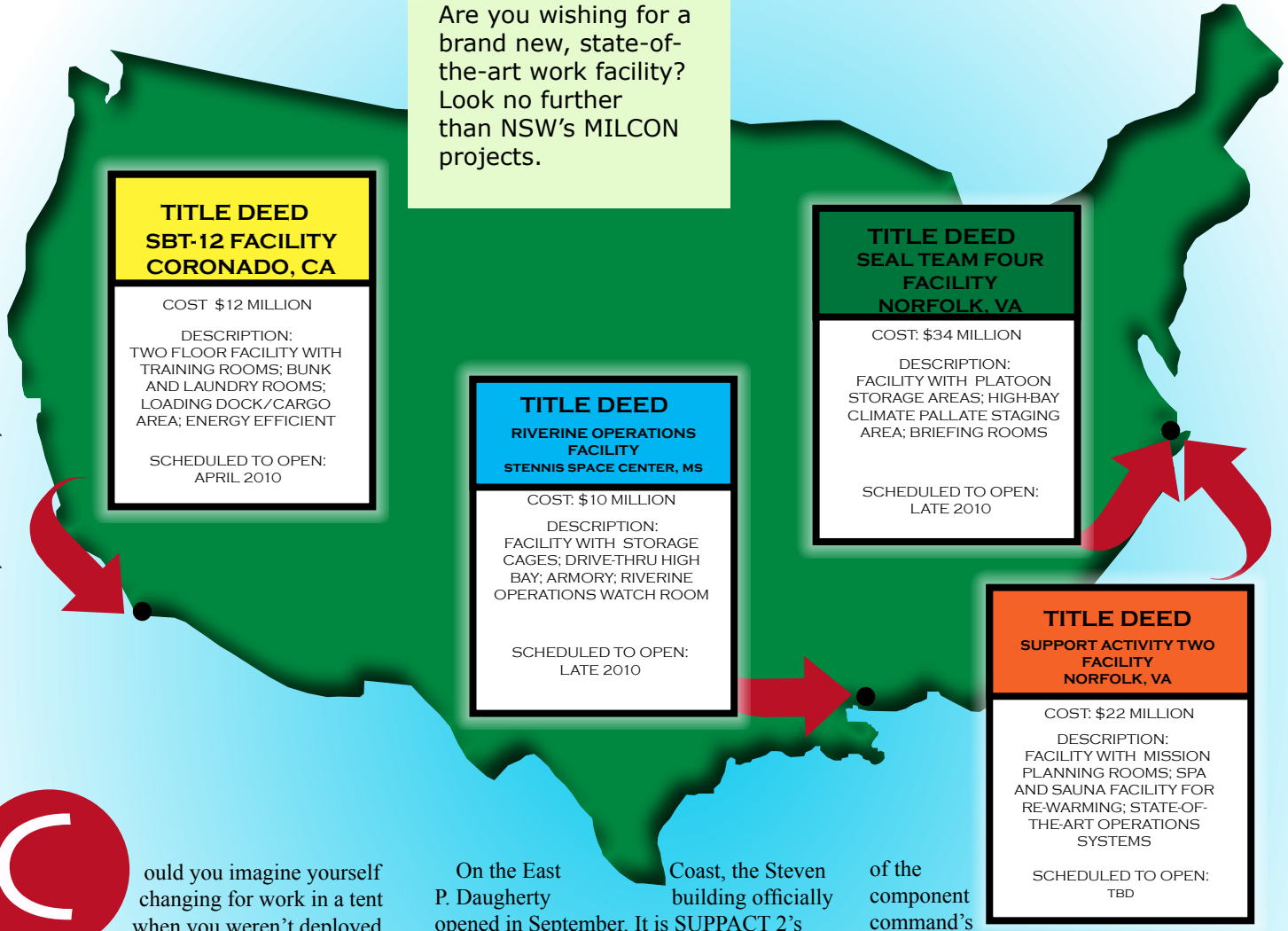


Illustration by MC2 Shauntae Hinkle-Lymas

Could you imagine yourself changing for work in a tent when you weren't deployed or at a remote training range stateside?

Well, this is the reality for Special Boat Team (SBT) 12 personnel in Coronado, Calif. Lucky for them, and other NSW component commands, they're getting a new and improved building.

Currently, NSW has more than 100 military construction (MILCON) projects, worth more than $2 billion in locations from California to Bahrain. While some projects are scheduled for completion as late as 2020, there are facilities that are already in place and others that will be ready within the next few years. They include an expansion of Support Activity Two's (SUPPACT 2) building in Norfolk, Va.; a riverine operations building at Stennis Space Center, Miss.; a new facility for SBT 12; and a new SEAL team building in Norfolk.

On the East Coast, the Steven P. Daugherty building officially opened in September. It is SUPPACT 2's new $22 million facility that features state-of-the-art communications and other high tech systems. The new structure, named for a SUPPACT 2 Sailor killed in action in Iraq, is an ongoing project with additions planned over the next five years.

Cmdr. Jimmy West, NSW force civil engineer, leads the team that coordinates NSW MILCON projects. He said eventually the new SUPPACT building will meet many of the component command's needs.

"Since its inception, SUPPACT has been working out of three or four separate buildings, and basically had to make do with what they had," West explained. "Once the new facility is complete, they will have an efficiently designed building with the appropriate spaces to work in support of the war fighters."

SBT 20 personnel at Stennis Space Center,

"Once the new facility is complete, they will have an efficiently designed building with the appropriate spaces to work in support of the war fighters."

Cmdr. Jimmy West
Force Civil Engineer

Miss., will acquire a new and enhanced building for training and operational planning. The $14 million, 23,000 square-foot riverine operations construction project, which is scheduled to open mid to late 2010, will have all the essentials a SWCC will need during training, and much of what upper management will use for planning missions.

Some major elements of the building include a riverine operations watch room; a large briefing room; individual storage cages for gear; and several office spaces. There is also a weather protected, drive through high-bay that will allow SWCCs to load or unload gear into their boats before or after missions on the Pearl River.

"The combination of the operations building, the staging building and the storage building in one secure compound adjacent to the Pearl River launching ramp will provide a much improved work and training environment," said Sam Martindale, NSW's facilities civil engineer logistics manager.

Across the street from Naval Special Warfare Group 3's headquarters building is a construction site that will house SBT 12. The new, two-story, 40,000 square-foot, $10 million structure features all the amenities a SWCC would need once he gets back from a deployment or training.

Janet Pasane, project manager of the new SBT 12, says some of the features include laundry facilities on both floors; training rooms; bunk rooms; LED ceiling lights that produce less heat and use less energy, eliminating the need for excessive air conditioning; and exterior showers for personnel to wash sand off their bodies before entering the building.

"There's also a loading dock area for cargo trucks. This eliminates (SWCCs) from going to Naval Air Station North Island (to load gear into their boats)," she mentioned.

The new facility is scheduled to open for business around April 2010.

SEAL Team 4's new operations facility is one of NSW's largest MILCON projects. The $34 million, 130,000 square-foot facility is scheduled to open by late 2010. Martindale says that in the future, NSW plans to increase all East Coast SEAL team facilities by an additional 80,000 square feet. Beside the normal shower, storage and briefing areas, SEAL Team 4 buildings will be energy efficient and uniform in design with the other SEAL teams' buildings.

What makes the new projects unique is that each will be Silver Leadership in Energy and Environmental Design (LEED)-certified. LEED is an internationally recognized, third-party certification program developed by the U.S. Green Building Council. It awards points to buildings reflecting their environmental impact. Each environmental factor, measured on a 100-point scale, determines all environmental aspects of the building: the amount of water the establishment conserves, if the site is located near a bus line or has bike racks available, and whether the site uses harmful chemicals in their heating, ventilation and air conditioning systems.

Obviously, erecting and maintaining these facilities takes a lot of time and effort. But when it comes to NSW's war fighters, planning, patience and meticulous detail also comes into play. NSW's civil engineering staff of 12 personnel ensures these MILCON projects are constructed correctly and efficiently.

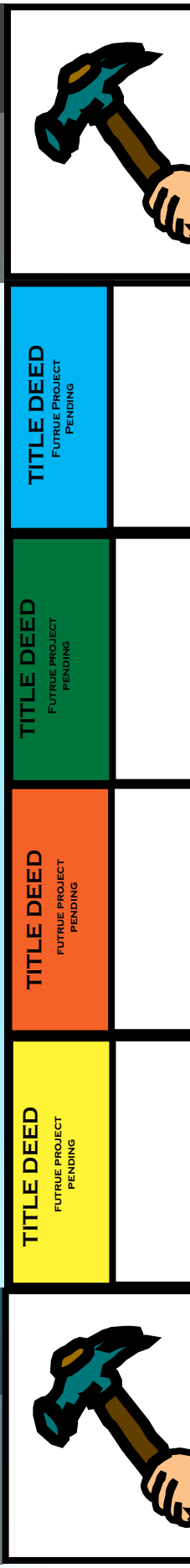
"The MILCON/Planning side of the department works diligently to make sure optimum facilities, both in size and configuration, are built, within funding constraints, at the right time and place to maximize the benefit to the end user," West said. "The facilities side of the house deals with day-to-day facilities issues. They are our department's front line troops to make sure everything is working as it should and coordinate the repairs when things break."

NSW's engineering staff is critical to ensuring contractors and naval facility engineers and architects understand NSW's requirements when it comes to designing and constructing buildings to support NSW's various missions. The engineering staff also depends on military combat support Sailors, Seabees and civilian personnel throughout the community who work hard behind the scenes to make sure each MILCON project will satisfy the needs of the operator, especially when it comes to winning a war.

MC2 Shauntae Hinkle-Lymas

"The facilities side of the house deals with day-to-day facilities issues. They are our department's front line troops to make sure everything is working as it should and coordinate the repairs when things break."

Cmdr. Jimmy West
Force Civil Engineer



Home Profile Friends Inbox Search

SOCIALLY NETWORKING YOUR WAY TO SEAL/SWCC TRAINING

Wall Info Photos +

Suggest to Friends

Add to my Page's Favorites

View Updates

The only easy day was yesterday.

Write something...

Share

SEAL/SWCC.com Just fans

SEAL/SWCC.com So you want to be a SEAL/SWCC, eh?

October 21 at 2:15pm Comment Like

7,600 people like this.

Show 26 more comments...

Kit Wingate at 2:47 Oct. 21 Report X

The Recruiters have embraced Facebook as well, but the candidates have really benefitted from the page.

Information

Affiliation:
U.S. Navy
Location:
California, USA

Before the Internet – in the Dark Ages – military recruiters lurked on high school and college campuses, trolling for qualified youths to fill the ranks. Volunteers sought out recruiting stations and negotiated face-to-face with the military's professional headhunters.

Now we live in the wondrous digital age, replete with cool viral videos, cinema-quality television commercials, and accessible social media networks – all of which make a recruiter smile. It is safe to say military recruiting has evolved.

Naval Special Warfare's Recruiting Directorate has jumped on the opportunity to expand its reach via the extremely popular social network known as Facebook. There is a "fan page" for NSW, owned and maintained by the SEAL and SWCC Scout Team (formerly known as the Motivators). It serves as a method of instant communication with potential SEAL and SWCC candidates and has the added benefit of showcasing the NSW brand and mission to the public.

"Facebook has had nothing but positive feedback from everyone," said Chief Special Boat Operator Mark Walker, operations leading chief petty officer for the Recruiting Directorate. "Navy recruiters have embraced Facebook as well, but the candidates have really benefited from the page."

The site was originally created last year as an experiment and a way to "test the waters." Since then, and with the Navy's acceptance of social media sites, the Scout Team has expanded the page, adding quick links to news stories, nutritional blogs, and, of course, sealswcc.com.

While the mission to seek out potential candidates hasn't changed, the addition of Facebook as a tool has made it easier to get facts out to the masses and is now considered to be a valuable asset to the recruitment process.

"It has made things a lot easier and has gotten us a bigger pool of potential candidates with whom we can communicate," remarked Walker. "Any tool we can find to help us accomplish our mission is a great asset to our arsenal. It is very important to keep up with our target audience of smart, tech-savvy, self-empowering individuals - the very same individuals who use the Facebook page and who will likely do well in BUD/S training and become the next generation of Naval Special Warfare operators."

The numbers don't lie. According to Facebook.com, the site has more than 300 million active members. If Facebook were a country, its active membership would make it the fourth largest nation in population, according to the Central Intelligence Agency Factbook. At any given time, approximately 65 million Facebook users are accessing the site through mobile devices and phones. Some of those users include the Chief of Naval Operations, Secretary of the Navy and Master Chief Petty Officer of the Navy, who actively use Facebook as a means of communicating with Sailors.

So how does the SEAL and SWCC Facebook page stack up in those numbers?

"As of October 6th, we have more than 8,600 fans," said Seaman Kit Wingate, social networking coordinator for the Recruiting Directorate. "Our largest age group is the 18 to 24 year-olds. They make up almost 30 percent of the fan base."

But Facebook has not only created a number of fans, but a means for formers SEALs and future SEALs to communicate via forums.

"(It) provides a common site for potential candidates to share stories, exchange information, and express what it may be like to be a SEAL or SWCC," said Dr. Ken Marra, SEAL and SWCC Recruiting Directorate deputy director. "It's a great medium for candidates to ask questions and participate in an open forum with not only members of the Recruiting Directorate but other candidates as well. On our Facebook site, they are not alone in their decision journey."

MC2 Dominique Lasco

Your Office=Your Home

NSW's telework program allows personnel to leave their cubicle and choose their work destination — home office, hotel, you name it. (within reason)

Illustration by MC2 Arcenio Gonzalez

When you picture working for the federal government, do images of the Pentagon flash in your head? Rows of grey office cubicles in a windowless building?

As luck would have it, most NSW commands are geographically located on or very near a beach, so you don't typically hear our personnel complaining much about where they work. Now the Department of the Navy has expanded its definition of an office and NSW is following suit.

This summer WARCOM implemented its own telework program allowing eligible employees more flexibility in their work environments than ever before. COMNAVSPECWARCOM Instruction 12620.1, describes how the program works and allows component commands and activities to implement their own programs consistent with established policy.

What is teleworking?

Telework is technically any work that takes place away from the traditional worksite. The alternative worksite is a place that has been approved by a worker's supervisor for the performance of officially assigned duties. It could be an employee's home, a government telecenter or even a hotel room.

NSW's telework program covers two different types of telework – regular and ad hoc. Regular and recurring telework involves an approved work schedule under which an employee regularly works at least one day per bi-weekly pay period at an alternate worksite. It is considered regular for a period of 30 days or more.

Ad hoc telework is pre-approved telework performed at an alternate worksite on an occasional, one time or irregular basis. Ad hoc telework can be a real benefit if an employee has a medical issue that precludes him from coming to the office, but is otherwise capable of working, or if there is a natural disaster that prohibits employees from going to their traditional workspace. Supervisors will determine the eligibility of employees and positions for ad hoc telework on a case by case basis.

Who can telework?

There are many positions and employees eligible for teleworking. If you want to telework, you will need to have a discussion with your supervisor to determine: 1. If you possess the characteristics of someone who will succeed away from the office; and 2. If you have enough work to sustain you for at least one day per pay period away from the office.

In determining whether an employee has the characteristics to successfully work away from the office, supervisors should consider a person with a proven record of high personal motivation, the ability to prioritize work effectively and skillfully apply time management.

Eligible employees will work in a position that has at least some portable tasks that upon completion can be validated. For example, tasks that are generally suitable for telework include, but are not limited to: writing, policy development, research, report writing, data processing, and computer or phone intensive tasks.

Unfortunately, not every position and employee is eligible for the telework program. Some positions in NSW involve daily access to classified data or require frequent face-to-face contact with supervisors, customers and colleagues, making the jobs ill- suited for teleworking.

Why Telework?

There are many reasons to telework and every employee will have their own. Supervisors and their employees will have to weigh the benefits of teleworking against their standard work locations. According to the Office of Personnel Management, some of the many benefits include:

- Improved quality of work and productivity;
- Improved morale and reduced stress;
- Saved commute time;
- Supervisor can concentrate on the outcome and quality of the project;
- Extends employment opportunities to people with disabilities; and
- Accommodates employees who have temporary or continuing health problems or who might otherwise have to retire on disability.

How can I telework?

First, read and become familiar with the instruction and its enclosures. Knowing the instruction and your requirements and responsibilities as an employee will prepare you to speak with your supervisor. Once you are familiar with the requirements and feel you may be able to telework, you must:

1. Talk your supervisor who will be able to discuss with you the requirements and eligibility of your position.
2. Build a plan. You and your supervisor will need to come up with a proposed work schedule, as well as approve a telework site and fill out the necessary paperwork. Employees must complete the WARCOM telework agreement, as well as a worksite safety and security checklist for routing.
3. Route your plan for approval. Assistant Chiefs of Staff/Department Heads will approve, disapprove or modify proposed telework arrangements for eligible employees.

For more information on the telework program, contact Human Resources at 437-2237.

Mandy McCammon

Sources: COMNAVSPECWARCOM INSTRUCTION 12620.1; Office of Personnel Management memo on Teleworking.

THE UNBLINKING EYE IN THE SKY

MC2 Dominique Lasco

IT feels like a giant hair dryer is blasting the moisture right out of my body as I stand amid a brown, open field within the arid confines of Camp Roberts a few miles inland of California's Central Coast. The merciless August sun, bright against an azure sky, adds 95 degrees of discomfort to the dry wind. In the distance to the north a wildfire is blazing away over a ridge line. Black and ash-colored smoke rises and flattens out like a moldy pancake on the horizon.

The men working around me in desert camouflage uniforms ignore the onerous effects of nature as they busily conduct training that may someday save the life of a good guy or help end the life of a bad guy. Here, at this non-descript Army base well away from water, these Sailors from Naval Special Warfare are learning a new trick: how to fly unmanned aerial vehicles.

A UAV trainee carefully lowers the ScanEagle craft from the Sky Hook Recovery System at Camp Roberts near El Paso Robles, Calif., Aug. 26.

Below: A student awaits launch of the ScanEagle craft. Center: A UAV operator flies the ScanEagle on a simulated mission while receiving guidence from an evaluator. Right: A student conducts a software check of a craft prior to launch.

MC2 Dominique Lasco

MC2 Dominique Lasco

UAVs are not new to this age of warfare, but they are a fledgling addition to the growing arsenal of support systems for America's premier clandestine warriors, the Navy SEALs. Once thought of as primarily an Air Force responsibility, UAVs have grown – or in this case, shrunk – to perform a variety of intelligence, surveillance and reconnaissance (ISR) activities on scales large and small. It is that small scale that intrigued the deadly door-kickers in special operations.

NSW Gets in the UAV Business

The early days of UAVs with U.S. Special Operations Command began just after Operation Enduring Freedom. "Tactical UAVs were what SOCOM was looking for," said Dean McCoy, UAV program logistics manager for Naval Special Warfare Command.

With no current UAV to choose from, McCoy said an old system from the 1980's known as FQM-151 Pointer was upgraded and put into action with SEAL Team 3 at the beginning of Operation Iraqi Freedom in early 2003. "They were on the (special operations) boats coming up the river toward Baghdad and they used those extensively," said Lt. Cmdr. Dan Imbat, officer in charge of the Unmanned Aircraft Systems Troop at Naval Special Warfare Support Activity One (SUPACT 1).

The Pointers, weighing in at eight pounds and sporting a wingspan of nine feet, carried a fixed camera on board which relayed real-time video back to a three-man team. The imagery provided critical intelligence to operators preparing for the fight, including the enemy's approximate strength, weaponry, fortifications, and position. While the drawbacks of the craft were evident – it could only remain in the air for less than an hour and optics weren't stabilized – the NSW leadership began to see how UAVs could play an important role in the future.

The tactical advantage of the Pointers during OIF resulted in an endorsement from Naval Special Warfare's leadership. Capt. Bob Harward, then commodore of NSW Group 1 (now vice admiral and deputy commander, Joint Forces Command), designated Imbat to develop the UAV program, and he formed a nucleus that included McCoy. "That gave us the top cover to survey the marketplace and go and look for the best and latest UAVs — we've been doing that ever since," said Imbat.

As counter-terrorism operations placed a heavier demand on the small force of SEALs, they were replaced as UAV operators in 2006 with support personnel from other ratings, such as aerographer's mates and operations specialists. An Unmanned Aircraft Systems Troop was established at SUPACT 1 in San Diego and limited training pipelines were formed. Some money was set aside for procurement and logistics.

Meanwhile, a series of platforms were tested and explored to find out what would work for the unique requirements of special warfare. Portability, diverse payload, persistence, range were all factors to be considered in choosing a craft. The system had to be agile enough to keep up with the SEALs and it had to remain relatively small in terms of manning and equipment "footprint."

"If you can't keep up and you fall behind, they will just leave you behind and not use you," Imbat commented.

Eventually three UAVs emerged to meet NSW requirements: Raven B, Puma AE, and ScanEagle.

The Aircraft

The MQ-11 Raven B, classified as a Rucksack Portable UAV, is a small and light enough system to be carried by one individual. The aircraft, with its detachable 4.5-foot wings, antenna mast, hand-held controller and laptop, can easily be stuffed into a backpack and hand-launched for quick "over the hill" reconnaissance, surveillance, target acquisition or battle damage assessment. Carrying a high-resolution camera or thermal imager, the Raven B can land itself just about anywhere except water. Its lithium-polymer batteries allow it to buzz

MC2 Dominique Lasco

along at less than 500 feet above ground at up to 60 miles per hour.

However, Raven has some of the same limitations as its direct ancestor, the Pointer, in terms of relatively short flight time, narrow range of camera movement, and loudness, which has become a liability. McCoy said SEALs would return from deployment and pass along lessons learned about how the enemy's behavior toward the Raven evolved. At first the enemy would hear the craft and scatter, thinking it was all-seeing and all-powerful like the Air Force's weaponized, large-scale Predator UAV which has a well-documented history of successful kills. Eventually realizing the Raven wouldn't fire at them, the enemy began to take shots at the craft. This gave away their position and SEALs would track and engage them, but it became apparent that Raven was sometimes ineffective as a surveillance tool. "Now it's at the point where our guys don't even use them because they are too loud and no one wants to burn a target," claimed McCoy.

Puma AE is designed for an all-environment use, which means it can operate in the rain and land on water. This makes it an ideal platform for launching and recovering from a special warfare boat. While it is similar to Raven B in some respects, such as power source and relatively small footprint, Puma exceeds the Raven's range and duration and features a multi-spectrum sensor that's gimbaled and stabilized.

"The biggest problem with Puma AE is it's only a two-hour airplane," he said. "There are some breakthroughs in battery technology just on the horizon that we're about to get our hands on that could possibly extend that to six to nine hours, which at that point you've almost got yourself a hand-launched ScanEagle."

Which brings us to NSW's most widely-used UAV: the ScanEagle. A wholly different platform, ScanEagle is classified as a Small Tactical Unmanned Aircraft System. With a wingspan of 10 feet and a considerably larger footprint, ScanEagle is anything but small compared to Raven and Puma AE, however it is still a dwarf when contrasted with the enormous drones flown by the Air Force such as Predator or Reaper. Gas-powered, the aircraft requires a pneumatic catapult and a "skyhook" arresting wire for launch and recovery. A seven-man detachment operates a sophisticated ground control station "hub" in a trailer and a portable "spoke" controller further away.

"You launch aircraft from the hub and send it to a spoke where you have another team at a ground control station. They take control of that aircraft and fly it into their area, and meanwhile the hub can launch another aircraft, operate it in their area or send it to another spoke. You can multiply your coverage and cover a lot more ground," said McCoy.

It is this capability to hand off the UAV and keep it aloft for nearly 20 hours that make it a unique and valuable ISR asset for NSW. "ScanEagle will go over 100 clicks," said Aviation Structural Mechanic 1st Class Harry Canter, a UAV instructor for SUPACT 1. "You can follow a person and see their whole day."

ScanEagle's superior endurance and advanced imagery system are given high marks by operators and program managers alike. "The endurance is awesome," exclaimed Chief Aviation Structural Mechanic Travis Bramwell, another UAV instructor at SUPACT 1. "It has a really stable auto-pilot, which is 10 times better than the Raven or Puma AE."

"Our reliance on the hand held Raven UAS has declined significantly since ScanEagle has come online a year ago," said Imbat. "The ScanEagle is a scalable solution with decent optics; the guys are able to fly it low and slow and close to the ground like a Raven or fly it higher like a Shadow."

"Now we're bringing ScanEagles to bear and they have a lot more capability, longer legs, less likely to get detected and it's a better platform," McCoy summed.

Although ScanEagle is considered an "interim solution" for the Navy's STUAS program of record (currently in source selection), according to McCoy it has already logged more than 200,000 combat hours of flight time, including some notable events.

(continued)

ScanEagle's moment in the sun came earlier this year when Somali pirates held an American merchant captain captive aboard a lifeboat in the Indian Ocean. Navy personnel onboard a nearby destroyer monitored video of the lifeboat sent by an aloft ScanEagle; clips which eventually were released to the public. With worldwide media attention hanging on every development, the ordeal ended when Navy SEALs simultaneously shot and killed all three of the pirates and subsequently freed the captive.

The UAV Program Today

The UAS Troop at SUPACT 1 features three detachments and a small cadre of operators doubling as instructors, and some civilian and military maintenance personnel in support for a total of 35. A similar organization exists at Support Activity 2 at Naval Amphibious Base Little Creek, Va., home of the East Coast Navy SEAL commands.

A typical newcomer to the UAS Troop endures weeks of schools and courses designed to bring professional skills up to NSW standards for combat support personnel.

The six-month professional development phase features basic qualification training that all NSW "techs" endure. The basic soldiering school, which includes weapons training, combat movement and communication, land navigation, detainee handling, and combat vehicle driving, sets the table for follow-up courses in survival, evasion, resistance and escape school and Joint Special Operations University to learn about the world of commandos. And there are more courses. That's before specific training on the Raven B, Puma AE and ScanEagle.

The next six months are spent on advanced UAV instruction during three weeks of Mission Qualification Training. This is where the UAV operator joins a detachment and learns everything he needs to know about his specialty: communications, surveillance techniques, maintenance, piloting and imagery acquisition are a few highlights. This training takes place at any of several ranges located in the desert southwest and East Coast. Following MQT a UAS detachment may begin integration with a Naval Special Warfare Squadron of SEALs as they conduct unit-level training in land warfare, maritime operations and other group activities.

The final six months are conducted as a certification exercise prior to deployment with a NSW Squadron or a Joint Special Operations Task Force.

It's a pretty small organization with a growing impact on operations.

"Right now we have a small group of hand-picked people," said Imbat. "We have given them a small amount of gear and operationally in theater they are doing tremendous things to support the teams."

But why not just rely on the Air Force or other services for UAV coverage? In a word, it's all about "organic."

"A ScanEagle or whatever we have belongs to the SEAL team commander," Imbat said. "We have to go through so many steps to request (a Predator) which may or may not be readily available, whereas if the SEAL team boss knows that he's got a two-man element that's doing (surveillance and reconnaissance) somewhere he knows that he has his own UAV that can provide that coverage and over flight of his guys. That's where we make our money right now."

The "Gamers"

It is the MQT that brings us back to the dry rolling hills of Camp Roberts and the small group of guys in desert fatigues launching and recovering ScanEagles.

UAVs operators normally work completely out of their normal job field. This particular group of hand-picked "pilots" training at Camp Roberts usually drives fast boats for a living as Special Warfare Combatant-craft Crewmen.

> "Right now we have a small group of hand-picked people. We have given them a small amount of gear and they are doing tremendous things to support the teams."
>
> Lt. Cmdr. Dan Imbat officer-in-charge, Unmanned Aircraft Systems Troop, SA-1

A ScanEagle unmanned aerial vehicle (UAV) soars above a MK V boat during a launch and recovery concept exercise off the coast of San Diego.

MC2 Michelle Kapica

MC2 Michelle Kapica

A MkV crew from SBT-12 prepares to cast ashore after completing a ScanEagle UAV launch and recovery concept exercise.

"They said I played pretty good XBox™ so why couldn't I fly UAVs?" remarked Special Boat Operator 1st Class David "Dirty" Taporco.

"Flying this thing you really have to have what they call 'good gamer' skills," said Cmdr. John Tate, officer-in-charge of the detachment. Tate, a naval aviator and helicopter pilot by trade, was chosen to lead because of his flying expertise. He is ideally suited to teach his men aviation techniques and systems for flying and maintenance, such as tool control, operational risk management, and crew resource management.

"They have learned all of these things in the past two weeks and I'm pretty happy with their progress. We haven't lost anybody (to program attrition)," he said with satisfaction.

He has some experienced operators to help him transform the boat drivers into plane drivers.

Bramwell, Canter and Operations Specialist 2nd Class Matthew Zarcone have all deployed as UAV operators. Their insight is proving to be a valuable addition to the curriculum.

"The ScanEagle is just a platform for any payload you have on there, ranging from visual to other forms of technology that we can produce for the bird," said Zarcone, who specializes in forward ground control and payload camera systems. "Anybody can fly the bird but it's all about how well you can manipulate that payload because everyone is going to watch that, from the ground force commander all the way up to the commanding officer or higher."

"One of the big things we do during MQT is crew coordination," said Bramwell. "Then we move into checklist discipline on takeoff and recovery, our tactical procedures and operating in different locations."

Bramwell, who helped create NSW's MQT, explained the training is broken down into eight required proficiency levels, beginning launches and recoveries, continuing with camera work, and ending with a final evaluation of skills called a "check ride."

"They've come a long way," he said. "The most dangerous time out here is the first week. That's getting everyone to break bad habits for communication, getting everybody through their first flight and getting crew chiefs cycled through and communicating with the operator.

"It took a long time to figure out how everything works," said Taporco. "There's engineering tables and a bunch of numbers all over (the screens) and you have to know what those numbers mean that make the aircraft actually fly. MQT gives you everything you need to be successful and apply what you've learned and take that out to the field."

This UAV detachment is NSW's answer to a pressing need for more ISR platforms in theater to support special operations. The detachment was formed as a response to a Joint Urgent Operational Needs Statement issued by Special Operations Command Central at MacDill Air Force Base, Fla.

By the time you read this the UAV detachment will be deployed downrange in a place probably hotter and drier than Camp Roberts. They will be working for a Joint Special Operations Task Force commander in Iraq or Afghanistan. On any given day they will fly ScanEagles to gather intelligence for SEALs, Rangers, Green Berets, Marines and other special operations forces.

"You're providing something that's going to keep them safe and let them see a target before they get to the door," Zarcone said. "In the past they might go to a target knowing nothing about it other than the picture they saw hours ago and now we're providing a live feed. They can make adjustments on the fly."

"The importance is you have guys on the ground depending on you to provide a product or provide an over watch," said Canter. "We're pretty much the unblinking eye in the sky."

The Future

Imbat is planning for a massive expansion of the current UAV effort in Naval Special Warfare. He and McCoy are constantly hitting the pavement to liaison with UAV industry experts and petition various officials for funding and support – all while further developing manpower and training.

(continued)

WARCOM is planning on doubling the number of its UAV personnel with more than 100 additional billets coming on line in FY12 to support two new UAV systems programs of record: STUAS and EUAS, Imbat said. Additionally, fiscal year 2010's budget is set for $26 million. But the growth in mission demand is outpacing critical infrastructure. Where do they put all of these UAV systems? Where can they train? How can they accommodate more students in the training pipeline?

"Right now we're limited by manpower. We're trying to maintain operational commitment and train people," Bramwell said.

Imbat said the individual skills training for UAVs may fall into the realm of NSW's Advanced Training Center, Imperial Beach, Calif. A feasibility study is currently underway to see if ATC can support the request. Clearly, there would have to be an additional investment in money and additional manpower and spaces if ATC were to assume the role of UAV trainer, but it would likely save NSW money over the long run. According to McCoy, basic ScanEagle training is costing about $40,000 per student for fees and daily per diem as they attend a course taught by the manufacturer, Boeing INSITU.

> "I think as a small unit NSW has paved the way for all of the components within SOCOM in the small UAV world. Somehow we've made it all work and the other components within SOCOM are noticing."
>
> *Lt. Cmdr. Dan Imbat*
> *officer-in-charge,*
> *Unmanned Aircraft Systems Troop, SUPACT 1*

"It all comes down to manpower. Do we have enough people to stand up a training cadre? Do we have the space? And the third thing is do we have the ranges? Because UAVs need large areas to fly," Imbat said. "Right now we're conducting the majority of ScanEagle training up at Camp Roberts; that's one of the few UAV ranges available on the West Coast. Hopefully we can quickly rebuild our facility at San Clemente Island and get that range back on line. In addition, we are exploring the ranges at China Lake to support the larger UAVs NSW will be receiving."

"Facilities and infrastructure is huge – we simply don't have any place to put this stuff or to train it," said McCoy. "We're growing a lot faster than MILCON (military construction) can support us. One of the solutions I think is finding older buildings wherever we can and renovating them in a cost-effective and time-effective way quicker than we can with MILCON. This stuff is expensive and it needs a lot of care and feeding."

The embryonic UAS program still has a lot of gaps. There's more growth than support, but at some point in the future – probably two to five years from now – all of that will have caught up. The program will be almost fully-funded, manned, billeted, operations and maintenance will be established, and the training pipelines launched. Meanwhile the resourceful chewing gum and baling wire innovative approach and adaptability has gotten them over the hump so far.

"Manpower, ranges, storage, spaces, training, logistics, all of that stuff has fallen way behind," said Imbat, "but the most important piece up forward and down range is working great and we have to catch up to make sure we can sustain that.

"I think as a small unit NSW has paved the way for all of the components within SOCOM in the small UAV world," Imbat asserted. "Somehow we've made it all work and the other components within SOCOM are noticing."

SOCOM isn't the only organization that is noticing NSW's UAV program. The U.S. Navy has decided to get into the UAV business as well by buying and deploying large Predator-like UAVs in support of numbered fleet commands, and it is looking closely at how NSW is doing business.

The Navy doesn't have anything approaching the practical experience in the UAV field like NSW, and that means they'll be looking for answers.

"The Navy is looking at potentially investing in our schoolhouse. The Joint UAS schoolhouse is in high demand, even within SOCOM. With the recent procurement of ScanEagle, NSW is probably two or three years ahead of the fleet and they know it makes sense to leverage our expertise," Imbat said.

Big Navy will begin flying UAVs with rated pilots, officer aviators with previous experience flying jets or helicopters. This is in sharp contrast with NSW's enlisted force of UAV operators.

"My senior enlisted guys are fantastic pilots and maintainers and we've been able to show that a very sharp senior enlisted, whether it's an air warfare operator or some other aviation rate, that they are more than capable of flying this class of UAVs. We've always felt the enlisted personnel were more than capable of flying ScanEagle safely and reliably and they've clearly demonstrated it," Imbat said with a measure of pride.

One of those enlisted guys, Taporco, is oblivious to the big politics and just happy to be contributing to what he sees is a vital mission.

"It's a neat experience that NSW actually has this," he said, "because now it makes ISR more organic and we can provide our own intelligence for our community. These aircraft are awesome."

MCCS Scott D. Williams

MC2 Dominique Lasco

UAV students carefully lower the ScanEagle craft from the Sky Hook Recovery System at Camp Roberts.

Burning Green

Naval Special Warfare Group 1 Logistics and Support Unit's vehicle garage has developed an eco-friendly attack plan to help battle pollution.

Convincing people to be friendly contributors to a cleaner environment can be a tough sell. It's a business rampant with eco-friendly merchandise that includes recyclable toilet paper, environmentally friendly furniture and T-shirts with slogans like "Green is the new black."

For the Navy, it makes perfect sense. Green initiatives are now part of how the Navy does business. Energy security, energy efficiency and environmental stewardship are key to the Navy's emerging energy strategy. Focusing on energy reform, the Department of the Navy can, in turn, increase its war fighting capability.

Improvements in energy reform became an important concern during the Clinton administration. President Clinton helped to set standards in energy reform by signing a final rulemaking for diesel emissions and sulfur control requirements in 2000, according to the U.S. Energy Information Administration. In 2001, the Enviromental Protection Agency moved forward with Clinton's rule because of its benefits to public health.

Diesel fuel has become a necessity in today's society, in terms of transportation, power and agriculture. According to California's Air Resources Board (CARB), scientific research has proven the ill effects diesel exhaust, or soot, has on the human body. Soot is created when it is emitted from engines that burn diesel fuels, and contains more than 40 toxic air contaminants, like arsenic, which penetrates deep into the lungs. Chronic bronchitis, increased cardiovascular and respiratory hospitalizations, and cancer are all impacted by the large amounts of soot in the environment.

MC2 Shauntae Hinkle-Lymas

When fuel is burned, its elements are still present in the environment. Most contaminant levels are expressed in parts per million (ppm). Regular diesel fuel contains 500 ppm sulfur, while Ultra Low Sulfur Diesel (ULSD) contains 15 ppm — which burns cleaner and reduces the effects on human health and the environment. To give you a better understanding, one part per million is equal to four drops of ink in a 55-gallon barrel of water, thoroughly mixed.

Since CARB has also taken measures to control the amount of pollution emitting from diesel running engines. Its most significant effort began in 2005 when CARB ordered every diesel vehicle in the state (to include those operated by the military) to switch to ULSD. Owners whose vehicles were not originally designed to operate on the ULSD were required to purchase a clean air device that will accept the new fuel.

All military bases and businesses in the state are required to comply with the 2005 regulation, and depending on the make and model of the vehicle, have through 2023 to comply. If a vehicle does not fall into compliance, the owner has to either park it or pay heavy fines. NSW has 302 diesel vehicles. Twenty-three vehicles have to be fitted with a clean air device or parked by 2011.

"California mandated in September 2006 that this ULSD be available at the pumps," explains Don Greenawalt, maintenance director of NSW Group 1 Logistics and Support Unit garage. "So basically in California, the only diesel you can get is ULSD."

CARB states that when ULSD is available at every pump in the U.S. By 2010, there will be a 75 percent reduction of diesel particulate matter, and an 85 percent reduction by 2020. This means cleaner air and healthier people, which is a reason why the government wants to use an environmentally safer fuel.

FACTS ON THE NEW FUEL REQUIREMENTS

In 2005, California's Air Resources Board ordered all diesel vehicles to switch to the environmentally safer fuel called Ultra Low Sulfer Diesel (ULSD).

NSW has 23 vehicles that need to be retrofitted with a clean air device before 2011.

NSW expects to spend $1.3 million by 2012 to retrofit its vehicles to use Verified Diesel Emissions Control Systems.

How the regulation works

Open the driver's side door your NSW-owned vehicle and look to the right at the manufacturer's sticker on the door jamb. If the vehicle has greater than a 14,000-pound gross vehicle weight, and was manufactured before 2007, it is impacted by the new regulation. This means any vehicle larger than a Ford F-350 4x4. Off-road vehicles, such as busses and some construction equipment, are also affected. But the order does not impact any of the following vehicles: tactical vehicles, like humvees and Mine Resistant Ambush Protected vehicles; the equipment that handles tactical vehicles, such as the trucks that transport Humvees; vehicles manufactured after 2007; or any vehicles operated on San Clemente Island.

"All diesel engines built after 2007 are engineered to run ULSD exclusively. This means that if any other diesel fuel, like Low Sulfur Diesel or Number Two Diesel, is used, the vehicles computer will 'freak out' and shut the engine down," said Greenawalt.

He mentioned that NSW Group 1 has already purchased some vehicles and trucks manufactured after 2007 and has ULSD available at gas stations, including stations on San Clemente Island. Greenawalt also said that San Clemente is exempt from the regulation because the island's vehicles are not significant contributors to smog and bad air quality on California's mainland, in comparison to larger cities like Los Angeles, San Francisco, and San Diego.

If the vehicle's owner doesn't have a vehicle manufactured after 2007, they can purchase a clean air device called a Verified Diesel Emissions Control System (VDECS), which will allow them to accept the new fuel. One VDECS system starts at around $20,000. As for NSW, the command expects to spend roughly $1.3 million by 2012 to cover the cost of retrofitting any vehicles with VDECS.

Fortunately, there's a plan in place to help NSW make the transition from dirty diesel to clean diesel.

The plan

"We're going to use a three-prong attack plan," said Winston Winterink, force civil engineer support equipment director. "We're going to throw out real old, gross, polluted vehicles, and send them to Defense Reutilization Marketing Service (DRMO). The ones that have a long service life, we'll get those modified with a converter (VDECS), and replace the rest."

Winterink says that NSW will make up for the loss of vehicles by renting them for short periods of time for particular events, like two-week certification exercises, or for transporting vehicles to and from Naval Air Station North Island for a few hours, for example.

Replacing all the vehicles at the same time is out of the question too, because it's just not financially feasible. According to Winterink, if NSW were to replace all 23 vehicles in one year, some NSW component commands wouldn't have enough money for their vehicle requirements. "And some of the vehicles are clearly not in the window to be replaced," he added.

Training will be immensely impacted if NSW falls short of making sure all vehicles are in compliance with the new order. Fewer vehicles in compliance means less transportation for the teams get to training ranges.

"You can't just park it, we have to get rid of it," said Brian Dingman, NSW Group 1 transportation director. "We actually have to take any vehicle to DRMO that doesn't meet the deadline."

Nonetheless, being eco-friendly and using the new fuel is a huge benefit to NSW and the operators or combat support Sailors that drive the vehicles. Scott Penwell, NSW's force environmental program manager, mentioned NSW's contribution to a cleaner environment is only helping Sailors' welfare.

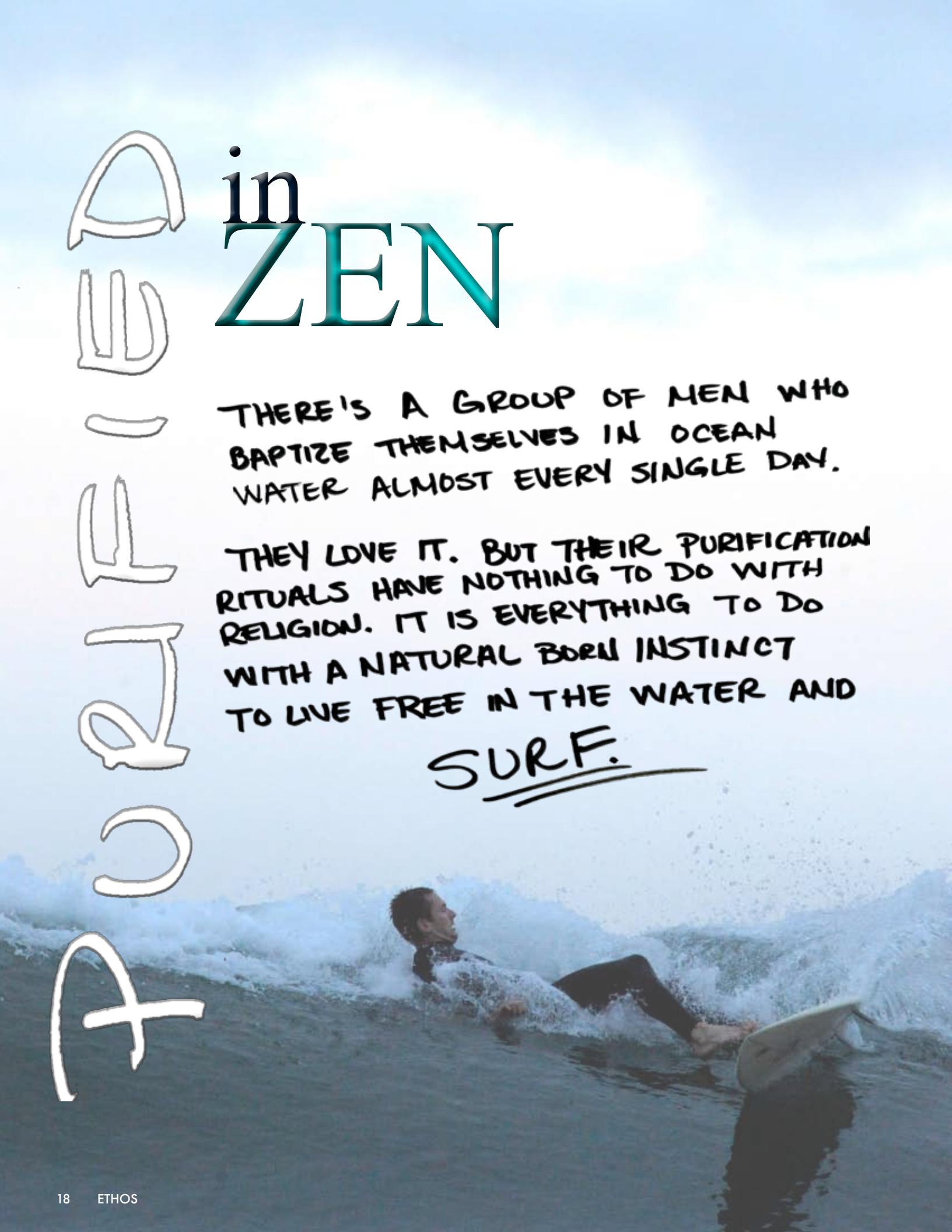
"NSW personnel and their families make great sacrifices at home and while deployed" Penwell said. "If we can have a positive impact by converting our support vehicles to cleaner burning fuels, then we should take an endeavor to do so."

MC2 Shauntae Hinkle-Lymas

A RELIGION in ZEN

THERE'S A GROUP OF MEN WHO BAPTIZE THEMSELVES IN OCEAN WATER ALMOST EVERY SINGLE DAY.

THEY LOVE IT. BUT THEIR PURIFICATION RITUALS HAVE NOTHING TO DO WITH RELIGION. IT IS EVERYTHING TO DO WITH A NATURAL BORN INSTINCT TO LIVE FREE IN THE WATER AND SURF.



He was drawn to the water

SO1 Bill Lyman catches air while surfing in Imperial Beach.

It's what attracted him to the Navy – and eventually — to be a SEAL.

Surfing was *his* time. For the excitement. For the love of the wave. The water was his, was *him*.

Growing up in Vero Beach, Fla., Charles Grant Mann knew nothing of the Navy or NSW. He knew that he loved to surf. He did it all the time. It began when he was eight. His entered his first surfing competition in Cocoa Beach, Fla., at 16. He only made it to the semifinals, but it didn't matter. The damage had already been done.

"I was addicted. I loved it," Mann described the memory.

As he got older, he became aware that Ft. Pierce, the town a stone's throw away from Vero, trained Navy people. That was about it.

He joined the Navy to be close to the water. While he was at his first assignment in the Navy aboard the Spruance-class destroyer USS Harry W. Hill (DD 986) as a boatswain's mate, he met two Sailors who had just arrived after washing out of Basic Underwater Demolition/SEAL school.

"They told me about BUD/S and I knew that's what I wanted to do."

Mann went to BUD/S in 1988 and earned his trident.

He has made the Navy and NSW his career for the past 23 years – he's now a lieutenant stationed on the East Coast – but surfing is still part of his life. He has surfed in places on both coasts and exotic locals like Hawaii, Guam, Australia, Philippines, Tonga, Nova Scotia and his all-time favorite – Bali.

He does it for fun, as well as competitively. Mann's most recent competition was the East Coast Surfing Championships (ECSC) held in Virginia Beach, Aug. 27-30, where he placed third in his division. His son Breton, 11, also competed.

Apparently, surfing skills are hereditary.

ABOVE- Alex Lopez, former SEAL, catches air while surfing in Imperial Beach with his friend SO1 Bill Lyman..

SO1 Bill Lyman watches the breaks as he walks on the beach.

MC2 Dominique Lasco

In NSW, Mann is far from alone. In fact, the "one foot in the water" mantra of NSW draws water lovers of every – and often extreme – sort. Surfers are not the minority, they are the norm.

"The 'Fast Times at Ridgemont High' stigma around surfing is long gone," Mann explained. "It's an accepted professional sport."

NSW has noticed. The ECSC competition was an opportunity to recruit young, athletic men with an affinity for water. The East Coast SEAL and SWCC Scouts had a booth there, hoping to encourage more water lovers to take interest in NSW.

"It's not easy to make it though SEAL training," explained Mark Courrier, the regional director of NSW recruiting directorate East. " We bring scouts to events where we know we will find active, physically fit men who may be able to survive the rigors of training."

Not only do recruiters look for surfers, they also attend water polo meets, triathalons and Olympic and collegiate swim meets looking for comfortable swimmers who may be searching for the ultimate challenge.

When it comes to getting out on the water, it doesn't hurt that coincidentally NSW stations its people at some of the best surfing destinations in the world. Virginia Beach. Key West. Hawaii. San Diego.

Special Warfare Operator 1st Class Bill Lyman, a member of a West Coast based SEAL team, is one of many Sailors who has taken advantage of being stationed near choice surfing waters.

"I spent seven years on the North Shore and that is like getting a

doctorate in surfing," chuckles Lyman. "Other places I have surfed are the Maldives, Seychelles, Mexico, Costa Rica, Alaska (in January) and El Salvador."

Lyman, a California native, didn't follow the "California boy" stereotype when it came to surfing; he was forced to learn when he was the ornery age of 10.

"I kept getting into trouble when I was hanging around the house so my mom signed me up for lessons in Santa Cruz," Lyman recalled. "I learned on a big, yellow soft board with no leash."

And he was hooked.

This skill later helped him in his naval career as a SEAL.

"Learning to be aquatically comfortable was an advantage when going through BUD/S and later with the teams," noted Lyman.

Lyman has since expanded his collection of surf boards (which, by the way, no longer includes a big, soft yellow one with no leash). One could say that now he lives up to the "California boy" stereotype, getting up at dawn and driving his friends and teammates to Imperial Beach to catch a good swell or getting a call and dropping everything to go surf.

Like many who join to be SEALs and become dedicated to their job, Lyman and Mann are still almost overly-dedicated to catching waves, for one reason or another.

"If there is a three-hour block of sunlight, I'm on it. I don't care if its one foot and blown out, I'll go surf it for three hours," explains Lyman. "I actually check the National Oceanic and Atmospheric Administration (NOAA) Web site, and if I notice a good storm that rolls down from Canada that might kick up a good swell, I start knocking out chores around the house in order to catch it. When I am surfing, I still feel the same as I did when I was a kid. That's what makes surfing so unique."

For Mann, the reasons he surfs have changed, but the love is still strong.

"Surfing is a great workout and I do it to stay in shape," he explained. "It's also my time to myself. When I'm on the water, it's just me."

MC2 Dominique Lasco
Mandy McCammon

SO1 Bill Lyman catches air while surfing in Imperial Beach.

Lyman catches his final set of waves before heading to work.

MC2 Dominique Lasco

NSW's Number One Asset

A SEAL's perspective on leadership

Humans are more important than hardware. What this first SOF Truth means, in a nutshell, is people are our greatest asset.

In order to prepare this asset for its best use, NSW must not only teach him to shoot, move, and communicate but also apply the same intensity in creating leaders. To do this, I believe it is our responsibility as a community to prepare our leaders to become well-rounded, not just tactically proficient.

My first commanding officer was respected by officers and enlisted alike. He was humble, had great vision, and pushed us to train hard and fight harder. His leadership and personality had such an effect upon the team that his battlefield expectations became second nature, almost a mantra if you will. One of these expectations was to lead in the absence of orders. At first glance this may seem readily apparent, however, it implies that we are a community of leaders waiting for the opportunity to command a situation and make things happen. I believe this drive to lead is instilled in us as SEALs, but how can we capitalize on this trait?

Everyone joined the NSW community for different reasons, and we have all passed the rigors of BUD/S and platoon workups. However, until recently NSW did not have a leadership program that was part of a pipeline for officers, and there is still no NSW specific leadership training for our enlisted community. A NSW course to augment the required Navy leadership training would be a good addition.

Life in the platoon defined who would survive and who would fall. This will always be the testing ground, the crucible for leadership, but how can we better prepare our officers and enlisted men for combat leadership and beyond? This void is being addressed by the training center and the professional military education staff.

In order to find the correct solution, first we must look at what the community needs and define how the solution should be implemented. What are the best methods to teach leadership in NSW? Should we continue to generate courses or should a handbook be created? Should NSW produce a leadership pipeline that will prepare the officer and enlisted man for the next milestone, or should we continue to rely on OJT as the primary instructor?

Currently, SEALs have very limited leadership training that is not on-the-job. In order to increase the professionalism in NSW for the future, the community should ensure that our people are properly developed. This will increase their capabilities, our professionalism, and secure a strong legacy in SOCOM.

In the next year, it is my goal to determine what the community feels it needs for leadership training and what method it wants to use. I am working on my master's thesis at the Naval Postgraduate School in Monterey, Calif., and will set up interviews with the community on both coasts to research this topic.

Every platoon guy knows the responsibility of each department head and the LPO, but how can we make them smarter and better?

The community needs to identify methods to enhance our leadership potential earlier in our careers to increase the already great stature of the community.

OFFICER LEADERSHIP TRAINING

During the last decade NSW has integrated two courses into the officer training pipeline. The Junior Officer Training Course (JOTC) was designed to establish and identify the environment that a junior officer will encounter in a modern combat zone. The Platoon Commander Course was redesigned over the past few years from a two-week course to a five-week course for platoon commanders and their respective platoon chiefs.

The platoon commander course, which will help refine platoon leadership and their understanding of the current and future battlefield, has been enhanced by guest lecturers from the Defense Analysis curriculum at the Naval Postgraduate School. This has increased the quality of the junior officers to the platoon commander level, but NSW is still relying on past experience to carry our officers into the senior ranks. It is imperative for the community to address the void of senior leadership training, explicitly at the troop commander level and the commanding officer level.

The focus of these courses is not to teach leadership. There are segments devoted to ethics and leadership scenarios, but it is the overall experience which will create a better leader. The work-up becomes the practical application of the theories learned during these courses, and trial by error becomes a reality before the leaders step onto the battlefield.

ENLISTED LEADERSHIP TRAINING

Currently, all of the courses that have been created are focused on NSW officers. The community has realized that there is a need to invest more time and education in our enlisted community to enable them to realize a higher

potential. In January 2010, a pilot course will be launched for NSW chiefs, which will be similar to the platoon commander course and will have some overlapping sections to develop the platoon leadership together.

Adm. Mullen, the Chairman of the Joint Chiefs of Staff, stated this past June at the National Defense University that "how they (leaders) are grown in the service is key to the military's success." NSW is making progress with its courses and place an importance on professional development, but NSW needs to look at addressing this issue earlier.

Every platoon guy knows the responsibility of each department head and the LPO, but how can we make them smarter and better? Would short leadership workshops at the appropriate levels be a good starting point? Whatever the answer, once you become a platoon commander or a platoon chief, you are likely to have already solidified your leadership style and are no longer malleable. The community needs to identify methods to enhance our leadership potential earlier in our careers to increase the already great stature of the community.

Regardless of the method of leadership training, be it a leadership course, a handbook or something else, the community must have buy-in from its members regarding the content and approach. A method to increase the professionalism of the community and increase our leadership capabilities on the battlefield and beyond should be implemented for NSW by NSW. This will make our senior enlisted and mid-grade officers better leaders.

Lt. (SEAL) David Nash is currently a student at the Naval Postgraduate School in Monterey, Calif.

AN INSIDER'S VIEW

In John Arquilla's 2008 release, *Worst Enemy, The Reluctant Transformation of the U.S. Military,* he offers readers an apolitical review of what the military has not learned in the past seven years and what our senior civilians and military leadership should be aiming for.

One would be hard pressed to find a community in the military that has grown and adapted from its origins more than the Navy SEAL Teams. From our UDT origins to the high-tech battlefield of today's operations, Naval Special Warfare has always retained one constant: the critical thinking and adaptability of its people. It is this trait, more than any other, which should push us all to consider the ideas put forth by Arquilla. The book is a critical assessment of the U.S. military establishment written by a Naval Postgraduate School professor with professional ties to the RAND Corporation and time as an advisor to the Secretary of Defense Donald Rumsfeld. His assertions will challenge anyone in NSW to consider our future roles and missions within the U.S. military, if not our place in the world.

While some of the author's views on military transformation will seem self-evident to members of the Special Operations community, the author does an outstanding job of tying the current status of the U.S. military to lines of historic thought that are deeply rooted in each branch of service. Citing the radically new face of conflict presented by a network of extremists with a demonstrated capacity for global execution, Arquilla stresses early in the book that military transformation from large and slow to light and fast is a necessary component for the U.S. to achieve victory. However, he acknowledges that history shows an unfortunate trend, and when choosing between innovation or status quo, even in the face of failure, "military organizations throughout history have tended to rally round the known." The military's cultural aversion to serious innovation is the basis of Arquilla's thesis: that we are, indeed, our own worst enemy in today's spectrum of conflict. The U.S. military's insistence on seeing conflict solely through the lens of conventional mass and hierarchical control could, indeed, be our demise.

The author offers an interesting analysis of each service's cultural history that has led to a nearly unbreakable grip on traditional structure and weapons systems. Of particular interest to this readership will be his suggestion that the SEAL Teams should pull back from the land-based conflicts in Iraq and Afghanistan, returning to their "fundamental purpose" of maritime operations onboard navy vessels. Many in the NSW community would argue that our ability to move from the maritime environment to the counterinsurgency world is, indeed, the very type of adaptability and innovation that Dr. Arquilla seems to be calling for. While this particular claim will likely not sit well with vast majority of our community, it should not be cause to discard Arquilla's overarching thesis. In general, he offers outstanding insights into the very dangerous stagnation resulting from the military's tendency toward myopic self-interest and aversion to long term coordinated transformation.

In the latter half of *Worst Enemy*, Arquilla moves to that area he is best known for: network warfare. This does not refer to "network" strictly in the computer technology sense the word tends to conjure, but to an enemy that has effectively networked itself into an informal organization that needs minimal centralized leadership or guidance, and consists of a high number of action arms that are able to quickly coordinate but work independently. "Netwar," as Arquilla coins the phrase, is a highly complex problem set that is well suited to exploit weaknesses in the large and slow moving U.S. military, as well as the behemoth bureaucracy to which it is tethered. It is here that members of Naval Special Warfare will find the most insightful commentary from the author. Highly accurate are his call for a lighter, faster, conventional Army, and a breaking of the large Brigade Combat Team (BCT) mold at the conventional level; and his insistence that Special Operations remain small and elite, but pass on new and innovative doctrine to an ever-advancing conventional force.

Ultimately, the author points to the very nature of the branches of the military as the biggest culprit in the resistance to innovation, not our elected leadership, and not some grand military-industrial complex conspiracy. He believes the burden falls on us, those in uniform, to offer a clear assessment of the way ahead toward transformation; only then, he believes, will all others in the decision loop fall into step. His views will challenge any member of the SEAL Teams to ask the hard questions about where our community should be heading in the coming decades, and to consider where our adaptations to the modern battlefield may not be moving fast enough.

Lt. Cmdr. (SEAL) Christopher Fussell has been in the Navy for nine years and is currently a student at the Naval Postgraduate School in Monterey, Calif.

Good Judgment and the SEAL Ethos

The SEAL Ethos emphasizes the virtues of toughness, integrity, loyalty, courage, and tenacity. It is a great standard – one that all of us should aspire to live by. It serves as a vision and ideal to guide us – a touchstone to fall back on in times of stress, confusion, weakness or moral uncertainty.

However as I read it, I realize that the SEAL Ethos assumes a healthy dose of good judgment in the warrior who looks to it for guidance. Uncompromising commandments such as "I will not quit" or "I am never out of the fight" or "I will not fail" are inspiring and useful, but cannot be taken literally – we must assume maturity and good judgment in their application. Indeed, discretion IS sometimes the better part of valor, and most of us have little difficulty imagining situations in which we would expect the experienced SEAL to back off and choose to live to fight another day. We would not admire nor respect a SEAL who, because he 'will not quit' or 'will not fail,' persists in risking the lives and talents of his men with single minded tenacity on a mission or task that may be doomed to failure or ill-conceived to begin with. Fortunately, it is usually safe to assume 'good judgment' in our SEALs; but it also goes without saying that ALL SEALs do not ALWAYS demonstrate good judgment – it must be developed and nurtured, and that is an on-going process.

Mark Twain said that good judgment comes from experience, and a lot of experience comes from bad judgment. This is a clever way to say that we learn and become wiser from our mistakes.

The NSW Center puts SEAL and SWCC candidates through the crucible of being 'trained in the severest school' (Thucydides) in order that they understand in the clearest terms, the values and expectations of the NSW culture they are entering. These values and expectations define the boundaries of what the NSW culture will consider 'good judgment' from its members. Additionally, each new job, each position of increased responsibility, each new theater of operations, requires the warrior to devote time to learning that new context in order to know what success looks like in that environment. Good judgment is decision-making that succeeds, but those decisions will be different in different contexts, and success must be measured over the long term.

Good judgment is a moving target, and hard to define, but all leaders recognize it as essential. Then why isn't it explicitly included in the SEAL Ethos? The imperative to 'always exercise good judgment' is not a very solid hand-hold in moments of self-doubt or confusion. "Never quit" and "I will not fail" should be starting points when a person of honor assumes a responsibility or makes a commitment, to himself or others. But sometimes the thinking person may have to ask whether, in THIS situation, such resolution truly is proper. I am reminded of Winston Churchill's famous speech in which he demanded, "Never give in, never give in, never, never, never..." But Churchill's quote ends with "...never give in, except to convictions of honor and good sense." These are important caveats.

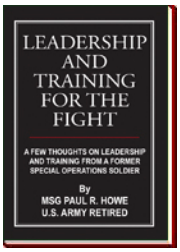
Mark Twain said that good judgment comes from experience, and a lot of experience comes from bad judgment. This is a clever way to say that we learn and become wiser from our mistakes. It has also been said that smart people learn from their own mistakes; wise people from the mistakes of others. Implicitly built into the SEAL Ethos is the need to see the bigger picture and for good situational awareness, to know what our culture expects and demands of us, and to have the humility to learn from our own mistakes and the mistakes of others. These are the foundations of the good judgment necessary to appropriately understand and tap into the power contained in the SEAL Ethos.

Bob Schoultz 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.

BOOK REVIEW

The view from the battlefield

This issue's books take an insider's view of war, but from very different angles. Paul Howe's *Leadership and Training for the Fight* takes aim at training and leadership while Leeana Tankersley's *Found Art* is a brave look at the battle within.



"Leadership and Training for the Fight"

A comprehensive and well-put-together book by a shooter for a shooter. Master Sgt. Paul Howe has a highly readable style that follows one of his main principles: Keep it simple. The author's use of operational vignettes as a springboard into discussions on leadership and training for combat is excellent. Each chapter's format is broken down just like a training evolution, from execution to the post-op debrief.

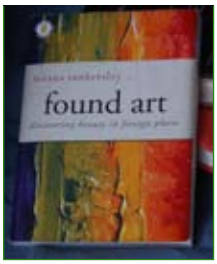
Howe discusses topics of training selection and covers leadership on multiple levels: individual, team and organizational. These topics are discussed in an up-front and personal manner which leaves all pomp and circumstance in the parking lot. His comments and critiques of how things should be are relevant to the current battlefield and SOF training.

Howe's recipe for the warrior is not a hard one to follow and his ideas are thought provoking. He insists that you must become personally responsible in order to learn how to influence yourself. Establishing a solid personal constitution will provide the example for others and then you will be ready to lead and influence them.

Howe was an Army special operator for 10 years of his military career. He was a team leader during combat operations in Somalia, which are the foundation of the vignettes in this book. His service in multiple combat zones helped define his perspective on leadership and led him to establish Combat Shooting and Tactics, a company that provides instruction for military and law enforcement personnel.

My only regret is that I found this book last year, and not as it hit the store shelves. The nononsense attitude reflected in this book will resonate with the other special operators around the world. This is a book that every SEAL platoon member and Operational Detachment Alpha member should read.

"Leadership and Training for the Fight: A few Thoughts on Leadership and Training From a Former Special Operations Soldier" by Paul Howe. AuthorHouse, 2005. 197 pp. $18.49 (paper). Reviewed by Lt.(SEAL) David Nash, currently a student at the Naval Postgraduate School, Monterey, Calif.



"Found Art"

When life seems overwhelming, where do you look for support? How can you keep yourself grounded, when you feel like your life is being uprooted? Can the things in your life that seem terrible in the moment, when all put together, be something beautiful?

In *"Found Art,"* Leeana Tankersley allows readers to follow her on her journey, from her marriage to a Navy SEAL, to the year she spent living with him in the Persian Gulf, and how she returned home – changed.

Readers are thrust into Tankersley's life in the midst of change — a move to Bahrain, a new marriage, new responsibilities in her life. Her story is a spiritual one, and one that even those of little faith can understand. Her struggles along the way are many, from dealing with the stress involved in a new marriage and a first home to assimilating to a completely foreign culture. She must face not only the shock of adapting to the new land, and a husband fighting a war that keeps him away from her, but the emotions – sadness, anger, fear – that are stirred in her. She let us see how the changes and feelings she was avoiding slowly became something beautiful she embraced, and ultimately, changed her forever.

I found Tankersley's honesty about her feelings and struggles sometimes unnerving, forcing me to look at the way I handle change and loss in my own life. Tankersley writes of the loss of one of her husband's teammates like only someone who has felt it can. Her struggles with her own faith and the meaning of it will strike a chord with anyone who picks up this book.

Whether or not your faith in God is strong, it is the journey of looking for faith in yourself that will keep you reading.

Leeana Tankersley, a San Diego native, received her Bachelor of Science degree in English from Liberty University and her Master of Art degree in English from West Virginia University. After marrying her husband Steve, Leeana lived in the Middle East during the Iraq war and returned to San Diego to work at Flood Church. She and Steve now live in Coronado, Calif.

"Found Art, Discovering Beauty in Foreign Places," by Leeana Tankersly; Zondervan, 2009; 224 pp.; $16.99 (hardcover). Reviewed by Mandy McCammon, associate editor, "*Ethos.*"

Lt. Cmdr. (SEAL) Chris Irwin holds the baby powder bottle containing his father's remains for a photo at the summit of Mt. Kilimanjaro.

SIX DEGREES OF SEPARATION

Paul Irwin dreamed of climbing Mt. Kilimanjaro. His son, Lt. Cmdr. Chris Irwin, along with five other SEALs, completed it for him. The only thing separating Chris and his group from Paul was his death.

Many of us dream of going on a memorable trip with a family member: a cruise, a safari or some other great adventure. But time, money and sometimes, unfortunate circumstances, often make our dreams fade.

Lt. Cmdr. Chris Irwin, executive officer of Naval Special Warfare Unit 2, led such an expedition this past July that his late father, Paul Irwin, started four years ago. He climbed Africa's Mount Kilimanjaro in Tanzania.

Paul attempted to climb the 19,331-foot summit in 2005, but a racing heart stopped him short of the peak. Two years later, while on a walking safari in Tanzania, he suffered a fatal heart attack. This year Lt. Cmdr. Irwin and eight fellow SEALs took leave and finished the climb Paul began.

"My dad loved Tanzania and visited frequently," said Irwin. "The whole thing was really just a personal goal. I wanted to finally get my dad to the top by taking his ashes and spreading them there."

In addition, the SEALs saw an opportunity to raise money for charity and awareness of heart disease and the dangers of having a heart attack. So they created the Paul Irwin Memorial Climb Fund to benefit the American Heart Association. Through a website and word of mouth the nine climbers raised almost $14,000.

"There are a lot of charities that give to Naval Special Warfare, but here was a chance for us as SEALs to give back," said Irwin. Hundreds of people donated time and money to help Paul finish his climb.

"There are plenty of people who (climb Kilimanjaro)," said Irwin. "It's not as difficult as something like Everest and it is not a technical climb. But it was harder than we thought it would be. Most of us experienced effects from the altitude." The crew climbed a few thousand feet a day with overnight stays to acclimatize and rest before the next day's push.

"We tried to make it as tough as we could," said Irwin. "Climbers normally only carry a small backpack with water and snacks in it. Porters carry the rest. We opted to carry as much personal gear as the climb company would allow."

"It was gorgeous," said Chris. "We went through five different climate zones: forests, desert and then at the top there are gigantic glaciers."

While most of the SEALs went to support Chris, one used the expedition as an opportunity to go home. Special Warfare Operator 1st Class Tete Koffielart has family in Ghana and Togo.

"I loved seeing the animals on the drive over, the elephants, baboons and giraffes," said Koffielart. "The stars at night were really bright – you could see the band of the Milky Way and the ice walls were 50 to 60 feet up."

After eight rough days of climbing, the men reached their target, the tip of Mt. Kilimanjaro. The summit was cold, windy and clear but there was one thing left to do after the obligatory picture at the peak; Irwin had to complete what his father had started four years earlier. He had to leave part of his father behind. He took out a baby powder bottle into which his mother had packed a portion of ashes from her husband of 37 years; the bottle he had decorated with his SEAL trident.

"I knew it was going to be emotional, and it played out mostly like I imagined it would," said Irwin. "A few of the guys shot video and pictures so we could show my mom."

> **"I knew it was going to be emotional, and it played out mostly like I imagined it would. A few of the guys shot video and pictures so we could show my mom."**
>
> Lt. Cmdr. Chris Irwin
> executive officer, NSW Unit 2

"It didn't really hit me until we got to the top," said Lt. Bill Snodgrass. "We took time to watch Chris spread the ashes. It was pretty emotional."

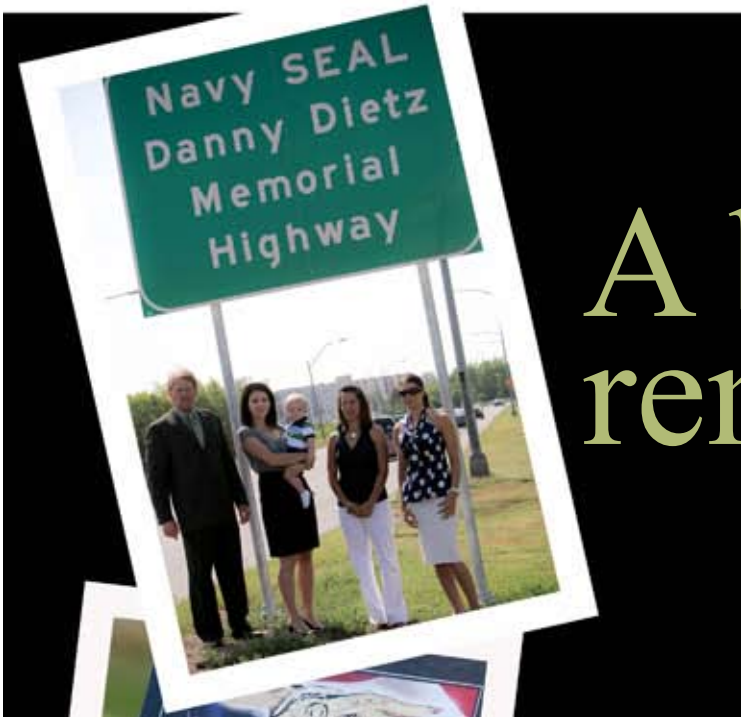
"I know exactly what he felt. I lost my father four years ago as well," said Koffielart.

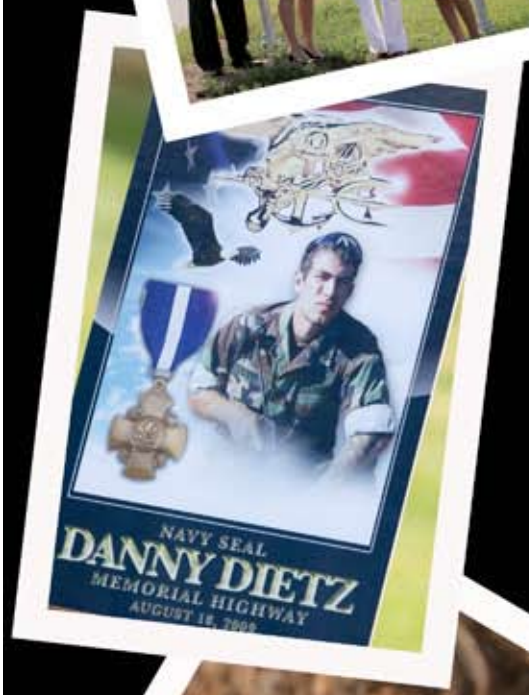
The air was crisp and cold, the wind was blowing, and the sun was rising atop Africa's highest peak as Irwin finally put his father to rest. The backing of Irwin's teammates and the selfless work of those who supported the Paul Irwin Memorial Climb Fund are what made the climb possible. Out of a personal tragedy came triumph.

"When you get back to the bottom, they give you a certificate that says you reached the highest peak in Africa," said Irwin. "Luckily they leave the name blank for you to fill in yourself. Mine says 'Paul Irwin.'"

MCC Stanley Travioli
NSW Group 2

Irwin and his team hiked along the glacier to the summit of Mt. Kilimanjaro. Their trip raised thousands of dollars for the American Heart Association.





A brother remembered

Colorado immortalizes Navy SEAL Danny Dietz with highway dedication.

The road stretches from Interstate 25 south to C-470 in Santa Fe, Colo. It's a simple ten-mile stretch of road, seemingly the same that comes before and after it. But now the road bears more than just the numbers to give it a name with little meaning. It has now been given the name of a fallen hero, a brother. The road now bears the name - and the accompanying honor — of Navy SEAL Danny Dietz.

The Navy SEAL Danny Dietz Memorial Highway was offically dedicated on Aug. 18 with a ceremony attended by the Dietz family as well as Rear Adm. Edward Winters, commander, Naval Special Warfare Command.

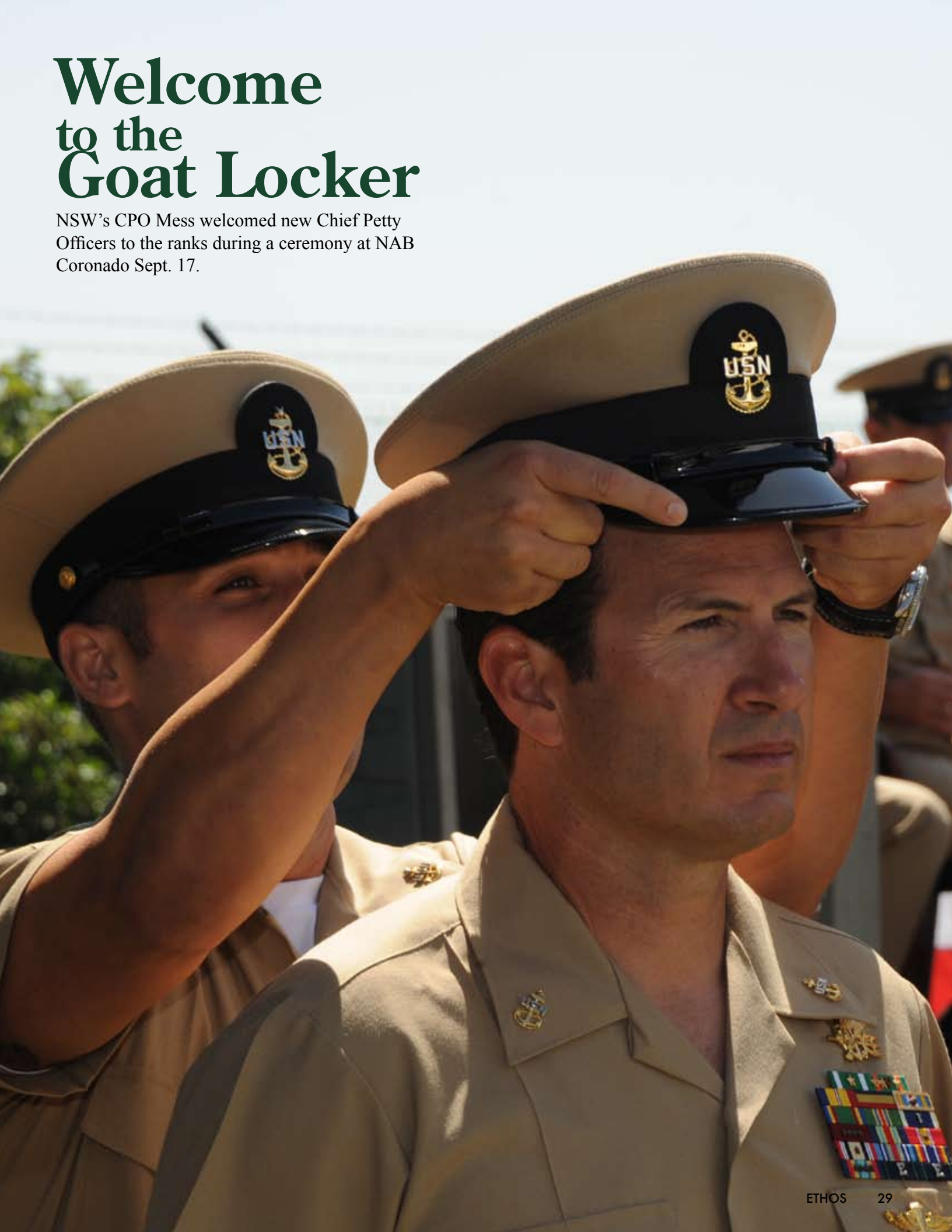
Local friends, family and the Patriot Guard were on hand during the ceremony honoring Dietz.

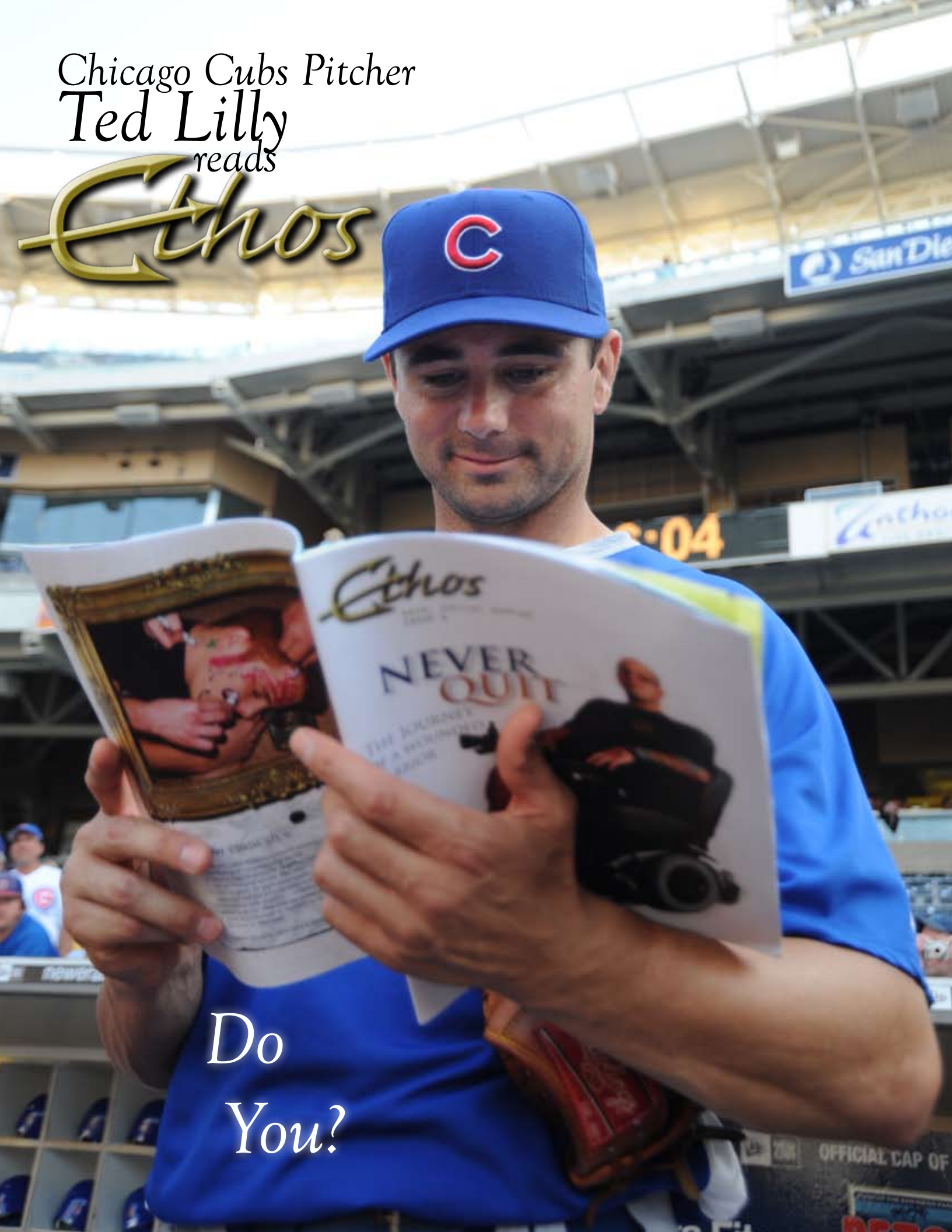
"I think it helps to know that he's appreciated and remembered. That's the greatest thing that he's remembered and people are never forgetting the sacrifice that he made," said Tiffany Bitz, Dietz's sister.

Dietz, a native of Littleton, Colo., was deployed to the Hindu Kush region of Afghanistan in 2005, when Taliban troops surrounded his four-man team. Dietz was shot 16 times before succumbing to his wounds. He was posthhumously awarded the Navy Cross.

Welcome to the Goat Locker

NSW's CPO Mess welcomed new Chief Petty Officers to the ranks during a ceremony at NAB Coronado Sept. 17.

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