

Ethos

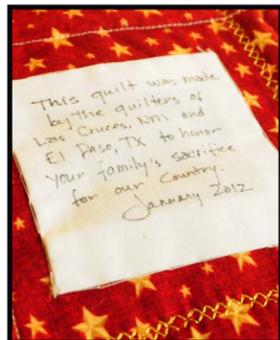
ISSUE 16
NAVAL SPECIAL WARFARE

*The only easy day
was the last*

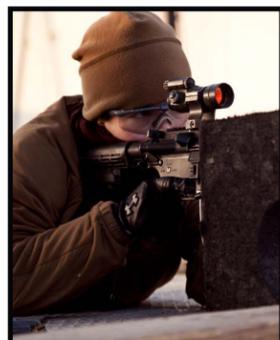
50
years



Ethos Issue Sixteen



pg • 6



pg • 19



pg • 20

6 Quilting for the Families of the Fallen

Quilters from New Mexico aid the families of the fallen service members from Extortion 17.

16 NSW's Human Performance Initiative

An overview of the NSW/UPITT human performance initiative including the new labs, the testing and findings.

19 Women Fill Critical Battlefield Role

NSW creates and deploys its first cultural support team.

17 From Hero to Healer

SO1 Trevor Maroshek and his dog Chopper aid NSW operators suffering from TBI.

20 Building Camp NSW

NSW Seabees learn to build FOBs and work together at NSW OPSTOCKS.

FORCE NEWS

2 The Latest News from the Community

From excellence to outreach, NSW makes a difference.

FOCUS ON THE FORCE

11 50 years of Navy SEALs

January 2012 NSW recognizes the 50th anniversary of the SEAL Teams.

ON YOUR MIND

28 Heroism

Retired SEAL Officer Bob Schoultz gives the Force some perspective on the character of a SEAL.

29 Educating the Force

An overview of Joint Special Operations University and its continuing contribution to the Force.



pg • 16



Photo illustration by MC3 Megan Anuci

Adm. McRaven's thoughts on:

- POTFF
- Human Performance
- Facebook

Throughout the month of January, I was able to complete my initial Preservation of the Force and Families (POTFF) component command visits (MARSOC, WARCOC, USASOC and AFSOC). As stated in my previous letter, the purpose of these visits was to address POTFF related issues, assess if we are on track and continue our dialogue. I am aware that these visits did not permit me to hear from everyone, but I have carefully listened to a significant cross section of our Soldiers, Sailors, Airmen, Marines and spouses. I am here to tell you that the POTFF Task Force, led by Brig. Gen. Tim Leahy and my Command Sergeant Major Chris Faris is moving out!

Within the next few months, the following near-term solutions will take place. The "Best Practice" PERSTEMPO (Personnel Tempo) tracking tool is being acquired and implemented. This tool will provide Commanders and leaders at all levels a way to manage PERSTEMPO. The initial implementation of this tool will go through a Proof of Concept with MARSOC and SOCOM. Based on lessons learned from the Proof of Concept, SOCOM will commence a phased implementation plan across the components. It is my hope that this tool will better inform commanders and senior enlisted on how their individual troops are being employed and which ones are "over-employed." Additionally, I will publish a PERSTEMPO directive that requires a minimum percentage of time a SOF warrior will have at home.

The Human Performance Program (HPP) is well underway. Based on my component visits and the symposium held at SOCOM in early January, the subject matter experts, from across the force identified several shortfalls and developed solutions. The bottom line is that HPP will improve the physical health and readiness of the force but we must create a new culture in which we treat mental/ spiritual wellness in the same manner. Part of this new culture requires us to overcome the negative stigma associated with seeking help. I can assure you that seeking help will not result in reprisal, punishment or dishonor. However, if you wait to seek help until after you have a serious incident then we will and we must hold you accountable for that action first. As for resourcing the mental and spiritual aspects, SOCOM is hosting a Manpower Working Group in two weeks to discern what can be done in the near-term and what must be programmed in the out years.

What was crystal clear during all my visits was the need for better communications! Invariably when a service member or a spouse had an issue, the answer was available at the unit level. Unfortunately, many of the service members and the spouses didn't know where to go for the information. Consequently, we are working with MARSOC, WARCOC, USASOC and AFSOC to establish Facebook pages where there are none or to use other social media to get the

message out.

I directed my staff to stand up a SOCOM Facebook Page. This page is not intended to usurp you local units or Service Components Facebook page, but ... the SOCOM Facebook page WILL provide you a virtual one-stop shop for all SOF Service members and their families to find what programs are available and who to contact if you have an issue.

Lastly, SOCOM held a Family Programs Symposium in early March. This symposium identified those family programs that are considered value added by the families, so we can ensure they remain resourced. "Best Practices" from each Component and Service were identified and shared across Components. Additionally, we identified the family needs we are not currently meeting or are not resourcing to appropriate levels, so we can address these concerns. The overall structure of family support teams, directors, officers, coordinators and/or councils was reviewed to ensure we have a structure in place that is designed to best support you and your family.

In closing, I truly enjoyed my visits to MARSOC, WARCOC, USASOC and AFSOC. Based on your open dialogue, I know we are moving out in the right direction and near-term action is underway! I would like to reiterate that the demand for SOF will not end in the near future and we will continue to answer our Nation's call to duty-always.

Please keep open communication and constructive feedback throughout the process - I cannot fix it unless I know it is broke. Please remember that Preserving the Force and Families will require all of us to take an active role in the process. You can count on me to work with your Service Leadership to balance mission accomplishment and Preserving the Force and Families - there is no responsibility that I take greater pride in than leading and caring for you!

Thank you all for your service to the Nation!



Click to hear Command Sgt. Major Feris discuss the POTFF facebook page

-Adm. William H. McRaven
Commander, USSOCOM

In This Issue

STAFF

COMMANDER > Rear Adm. Sean A. Pybus
FORCE PUBLIC AFFAIRS OFFICER > Capt. William Fenick
DEPUTY PUBLIC AFFAIRS OFFICER > Ms. Patricia O'Connor
ASST. PUBLIC AFFAIRS OFFICER > Lt. Cmdr. David McKinney
EDITOR > MCCS (SW/AW) Michael Raney

ASSOCIATE EDITOR > Ms. Mandy McCammon
PRODUCTION MANAGER > MC2 (SW/AW) John Scorza
STAFF > MC2 (SW) Shauntae Hinkle-Lymas, MC2 (SW/AW) Dominique Canales, MC3 Megan Anuci, MCSN Geneva Brier
ISSUE 16 > January - March 2012

Ethos is an official production of the Naval Special Warfare Command Public Affairs Office, 2000 Trident Way, San Diego, CA 92155-5599. Send electronic submissions and correspondence to editor@navsoc.socom.mil or call (619) 522-2825.

Cover: Photo by MC2 Mike Blackwell

Learning Center Recognized for Information Management, Technology Excellence

SAN DIEGO – CENSEALSWCC was presented the Navy Information Management/Information Technology (IM/IT) Award at the Armed Forces Communications and Electronics Association Conference at the San Diego Convention Center Jan. 24.

In his commendation, the Department of the Navy's Chief Information Officer Terry Halvorsen wrote, "Your team's foresight and innovative use of the Navy Standard Integrated Personnel System (NSIPS) database has resulted in system-wide enhancements and increased functionality. Now operational commanders Navy-wide can quickly and accurately extract detailed capabilities of their units and individuals within their units." CENSEALSWCC changed the Navy's E-7 advancement process for Special Warfare Operators and Special Warfare Boat Operators, which increased the commanders' knowledge management, improving how commanders can employ their personnel.

"Information that previously took days or weeks to compile is now available to decision makers in minutes," said Gerald Moy, the director of the knowledge management department.

"Operational commanders can now easily and quickly determine how many

Joint Terminal Attack Controller qualified personnel are assigned to a specific SEAL team, and which SEALs assigned have a language capability. This enhanced functionality is not limited to NSW, but can be used by all Navy commands."

The effort is the result of four years of identifying requirements and enhancing NSIPS to accommodate a Chief of Naval Personnel (CNP) approved NSW Alternative Final Multiple Score (AFMS) project. NSW AFMS determines NSW Selection Board Eligibility (SBE) by adding five variables - Leadership, Deployments, Qualifications, Awards and Ethos to the Navy's existing two variables - Performance Mark Average (PMA) and Standard Score. The goal of modifying the system was to enable warfighting commanders and the Navy enterprises to use additional selection criteria to shape their forces to meet their communities' unique needs and values. CNP directed that any enhancements created for NSW AFMS must be exportable to other Navy communities as well.

"The challenge for the CENSEALSWCC team was to meet the requirement that all information used for advancement purposes is authoritative and legally defensible if challenged," said Harold Farley, knowledge management process manager. "The information needed to be collected and extracted from an enterprise system that would capture and combine the NSW factors with current exam scores and PMA of any given advancement cycle."

Enhancements were made to the Electronic Service Record (ESR) and NSIPS Analytics. The ESR modification enabled the capture of NSW relevant skills such as medic, sniper, range safety officer or other specialties. Information entered such as deployments,

leadership and ethos count for points to determine E-7 Selection Board eligibility.

Within NSIPS, an electronic worksheet was developed to display the NSW AFMS factors to the individuals. The worksheet is used by leaders and mentors to provide individuals with a snapshot of their career achievements and how they relate to NSW community values.

Some examples of the enhancements and improvements that were made to NSIPS included language, an item of critical importance to NSW. Previously, it was necessary to use six different objects when forming an NSIPS query, to find out whether an individual had a particular language skill, which was complex and time consuming. These were combined into one language object, and a single language query filter was added. The result was a substantial improvement to the existing language reporting capability. Individual Personnel Tempo (ITEMPO) panels were developed to track an individual's time served on deployments, including Individual Augmentee (IA) deployments, in leadership positions, and while on temporary assigned duty, in country and out of country. This provides NSW commanders the capability to track and report on individuals who are away from their assigned units at any given time. The report automatically calculates personnel in violation of the Navy ITEMPO and Special Operations Command (SOCOM) dwell time policies.

"Leveraging an existing enterprise IM/IT system saved time and money, improved the knowledge management of NSW commanders, increased effectiveness and vastly improved electronics records management," said Moy.

Steve Vanderwerff
Naval Education and Training Public Affairs

Commander, NSW Speaks at West 2012

SAN DIEGO – Commander, Naval Special Warfare Command, Rear Adm. Sean A. Pybus spoke at West 2012, held by the Armed Forces Communications and Electronics Association (AFCEA), and U.S. Naval Institute (USNI) Jan. 24.

The three-day event is designed to bring government agencies and private industry together to see products and solutions the government may need from the private sector. West 2012 addresses the theme: "America's Military at the Crossroads: What's Out and What's In for 2012 and Beyond?"

Speaking in the plenary address, Pybus talked about the importance of technology



NSW support technicians receive training on a solar powered refrigerator at Joint Expeditionary Base Little Creek-Fort Story, Va. The solar powered refrigerators are being tested as a green alternative to the current field units, which are powered by diesel generators.



Rear Adm. Sean A. Pybus addresses attendees of West 2012 held at the San Diego Conference Center by the Armed Forces Communications and Electronics Association and U.S. Naval Institute. Pybus spoke about the importance of technology within NSW and how beneficial advances are in support of the new defense strategy.

within NSW and how beneficial advances are within the community.

"Technology has a prominent role in the wish list for NSW. These advances will be necessary for NSW to carry out its mission in the new defense strategy," said Pybus.

Pybus went on to say the community is looking to upgrade its capabilities regarding intelligence, surveillance and reconnaissance sensors, payloads and platforms. He also noted that while the community has relied on other U.S. military assets for those capabilities in the past, "the chessboard is changing" as U.S. deployed forces are reducing in number through drawdowns.

"We need to give special operations forces a winning advantage when they are in a contested environment far from home," said Pybus.

12,000 visitors viewed more than 400 defense and information technology exhibits, along with a career expo, small business conference, a veterans' retraining initiative and a reception at PETCO Park featuring the Wounded Warrior amputee softball team.

AFCEA and USNI have co-sponsored the event for 21 years, showing the latest advancements in first responders' communication systems, rugged computers, battlefield communications, biometric security devices, and security systems.

AFCEA International is a non-profit membership association serving military, government, industry and academia as an ethical forum for advancing professional knowledge and relationships in the fields of communications, information technology, intelligence and global security.

MCSN Geneva Brier

NSW Certifies Second Green Building at NAB

SAN DIEGO – NSW Sailors and civilians held a small ceremony to celebrate its second Green building at Naval Amphibious Base Coronado, Feb. 2.

"The building was certified as Leadership in Energy and Environmental Design (LEED) Gold by the U.S. Green Building Council (USGBC)," said Alan Briski, NSW Center's supervisor for facilities management at Basic Training Command.

LEED is an internationally recognized, third-party certification program developed by the USGBC. It awards points to buildings based on 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.

The two-story, 35,600 square foot building has been open since January 2011, and serves as the headquarters for Sailors in the Special Warfare Combatant-craft Crewmen training pipeline.

Gary Alchin, NSW's military construction program manager, says that keeping NSW buildings Green is extremely important to how NSW contributes to the world's environmental footprint.

"The Department of Defense accounts for approximately 63 percent of the energy consumed by federal facilities and buildings," Alchin said. "This makes the DoD the single largest energy user in the United States with annual energy spending near \$3.4B, and

means that we must do more to conserve our resources."

Alchin also said that LEED certified buildings provide military and civilians healthier work and living spaces, which contributes to improved employee health and comfort.

NSW plans to open more than six LEED certified buildings this year. Some include: a NSW Development Group dining facility at Fort Story; a waterfront operations facility in Bahrain; and an operation facility for Support Activity 2 operations in Little Creek, Va.

MC2 Shauntae Hinkle-Lymas

Sailors Volunteer to Feed San Diego Homeless

SAN DIEGO – Sailors from WARCOM volunteered at St. Vincent de Paul to help prepare and hand out food to the homeless in San Diego, Feb. 24.

The volunteers from the command formed an assembly line to prepare hot lunches for the less fortunate while others handed out drinks and checked people in.

"We serve three meals a day and need anywhere from eight to 20 volunteers per meal shift. We appreciate any help we can get," said Ronald Hawkins, a shift supervisor for St. Vincent de Paul.

St. Vincent de Paul is an organization that helps the homeless and those in need to become self sufficient. The organization helps 2,200 people a day and 180 residents at the village are children. St. Vincent assists people who have fallen on hard times by helping them receive medical and dental care, earn GEDs, giving them work training, and finding job opportunities.

"St. Vincent de Paul has a long-standing



Mass Communication Specialist 2nd Class Daniel Hinton, assigned to Naval Special Warfare Group 1, uses a quickie saw to cut through a metal door with combat camera personnel from various units ready to make a dynamic room entry during a close quarters battle drill at Fleet Combat Camera Group Pacific's Winter Quick Shot 2012. Quick Shot is a semi-annual field exercise designed to train combat camera personnel to operate in a combat environment.



Thomas Fick, founder and director of Project: Hollywood Cares, displays for Rear Adm. Sean Pybus, commander, Naval Special Warfare Command, a small portion of gifts donated to NSW's deployed units.



Master Chief Special Warfare Operator (SEAL) Shaun Johnson speaks to football players at the Falcons' regional NFL combine in Buford, Ga.

relationship with the community and is well known for helping the homeless. They make it easy for individuals or groups like Naval Special Warfare to jump onboard and are always looking for volunteers," said Religious Program Specialist 1st Class Eric Bryan who coordinated the event.

"Volunteering teaches me about myself and the society we live in and I am all about being able to offer my time to help someone," said Bryan.

Naval Special Warfare personnel are organizing more community service opportunities in the near future. ☞

MC3N Geneva Brier

Naval SEALs and SWCC meet with NFL Prospects during Combine in Atlanta

BUFORD, Ga. – Members of the East Coast SEAL and SWCC Scout Team met with prospective National Football League players at the Eastern Regional NFL Combine in Buford, Ga., March 11.

The U.S. Navy has formed a mutual partnership with the NFL to raise career opportunity awareness about the Navy and its special warfare programs for potential non-selected NFL draftees.

"All of you have stars in your eyes and that's good," said Stephen Austin, the NFL director of operations for the NFL league office in New York, addressing the potential draftees. "But the odds show that not all of you will make it. You've got to have alternatives. And the Navy could be that for some of you."

At the conclusion of each of the offensive and defensive tryout sessions, the team of Navy SEALs and SWCC presented a brief on special warfare programs, and spoke about the similarities between special warfare operators and professional athletes.

"We look for many of the same qualities

in athletes as the NFL," said Master Chief Special Warfare Operator (SEAL) Shawn Johnson. "You have to be self-motivating, disciplined, be able to self-sacrifice, and above all be a team player."

The SEAL and SWCC Scout Team also discussed how a football player's athletic background and training correlate with the characteristics and values of potential SEAL candidates.

"As it is for some of you, the notion of never quitting is certainly a mentality common among Navy SEALs," said Johnson. "Until the life is crushed from us, we will never quit. That attitude is what makes people successful in all aspects of their life." ☞

MC3 James Ginther
NSWG 2 Public Affairs

Project: Hollywood Cares Helps Raise the Morale of NSW Deployed

SAN DIEGO – Project: Hollywood Cares, a non-profit organization dedicated to raising the morale of service members, donated four libraries that consisted of more than 500 books, movies, T.V. shows, and other entertainment gifts to Naval Special Warfare Command's forward deployed units March 30.

Rear Adm. Sean Pybus, NSW commander, greeted Mr. Thomas Fick, founder and executive director for Project: Hollywood Cares, and accepted the library on behalf of NSW deployed personnel.

Project: Hollywood Cares was established to give troops overseas the opportunity to view the latest TV shows and movies being considered for Emmy nominations. Fick got the idea of giving the used media to troops rather than discarding them after the nominations.

A variety of media products was included

in these libraries such as TNT's "Into the West" and complete HBO, Showtime, and The History Channel TV series'. Also included were hit TV shows like "It's Always Sunny in Philadelphia," "House," and "American Idol" to name a few.

Project: Hollywood Cares is also expanding their product range. Instead of just media, the boxes given to NSW's deployed include things such as playing cards, cigars and coffee.

As a former Naval officer, Fick is aware of the struggles our military men and women go through, and wants to see the morale of this generation's troops higher than in previous years.

"The personal motivation is to see our troops treated better than they were when they returned from Vietnam," said Fick. "Every library that is given is a little reminder to each Sailor that someone back home is thinking of them."

The four libraries will be shipped overseas and distributed to personnel in the coming weeks.

"This is something tangible, that they can enjoy over and over," said Pybus. That's what makes this special." ☞

MC3 Megan Anuci

Naval SEALs Help Train Olympic Sailing Team

COLORADO SPRINGS, Colo. – March 9 was a normal Friday morning for 38 men and women of the United States Olympic Sailing Team at the Olympic Training Center, with strength and conditioning drills and an aquatics workout. It was the afternoon that would be out of the ordinary. A wholly different breed of sailors had arrived at the training center: Navy SEALs.

The SEALs began by educating the Olympic sailors in mental toughness.

They discussed how to use goal setting, visualization, anxiety-suppressing breathing techniques, and positive self-talk to condition their minds for tough situations. They spoke of their personal trials, failures and accomplishments in Basic Underwater Demolition/SEAL training and told the team to prepare themselves for a BUD/S-like test of their willpower. Then the Sailing team ran a mile to Memorial park to warm up for a bonding experience they would never forget.

It was in the mid-50's in Colorado Springs, a rather warm, breezy day at the base of Pike's Peak; but this unseasonably warm day would turn frigid in a matter of minutes as the Navy SEAL & SWCC Scout Team put the Olympians through cold, gritty SEAL-candidate training.

The Scout Team, at the request of Olympic Training Center staff and United States Olympic Sailing coach Kenneth Andreassen, led the sailors through two sessions of grueling exercises with heavy logs and calisthenics in the frigid cold Colorado wind. The intent: to sharpen the team's mental edge leading up to the 2012 Summer Olympics in London.

The men and women endured countless push-ups, performed teamwork exercises, lifted heavy logs, immersed themselves in a frigid nearby lake, and rolled in dirt until they were filthy from head to toe. Then they did it again and again until they were exhausted and had to dig deep down inside themselves to persevere.

Amanda Clark, team captain, said her motivation was to not let her team down.

"I went in and out of my comfort zones a few times, especially with the logs," Clark said. "I was losing it a little bit and I was feeling my muscles and that was one of the hardest things to know is that my body is about to let the team down, however it pushed me harder because I wanted to see if I could keep going."

She also said learning mental toughness techniques, such as goal setting, would go a long way in competing against the world's best sailing teams.

"I think everything in goal setting rings true," Clark said. "It's race to race, tack to tack. It's not looking at something as big as the Olympics because it is so long that it can distract us from achieving our goals."

"I think today was fantastic," said coach Andreassen. "It really taught us some good lessons. When things get tough, we have to keep on going. You have to put yourself in tough situations because if you can manage that, you can manage anything."

Andreassen knew working with the SEALs would be special, but he never knew his sailors would be pushed so far. He wanted the team to get out of their comfort zones and see how their bodies performed in a stressful

situation.

"I pictured a tough day but it was tougher than I expected," Andreassen said. "Our guys and girls are going to look back on this and know they have more confidence and they can face the tougher conditions. Many of them wanted to quit but they kept going and performing. This was a successful experience for them."

"It's been a win-win situation for both organizations," said Wendy Borlabi, Director of Sport Psychology for the United States Olympic Committee. "We are able to benefit mentally and physically with the training we receive from the SEALs and in some situations, there have been a few athletes who have thought about joining the Navy after their Olympic careers. That's good because after winning medals for the USA, they can go serve the USA."

One such Olympian who became a Navy SEAL was 2008 Olympic swimmer Larsen Jensen, who won silver in the 200 meter butterfly. He and other Olympic swimmers trained with the SEALs prior to the world competition.

Other Olympic teams have benefited from their training with the Navy SEALs, including the Rugby Sevens, Rowing, Kayaking, Track and Field, Cycling, Field Hockey, Speed Skating and even para-Olympic athletes. Several teams, including the 2008 Water Polo team, became Olympic-qualified for the first time or won medals during Olympic competition.

"We'll be watching them," commented one SEAL about the Sailing Team, "and hope they get medals for the United States." ☞

MC2 John Lamb
CENSEALSWCC Public Affairs



Members of the United States Sailing Team carry a 220-pound log after getting wet and dirty during training with the Navy SEAL & SWCC Scout Team near the Olympic Training Center in Colorado Springs, Colo., March 9. The sailing team, which will compete in the 2012 Summer Olympic Games in London, participated in team building exercises and learned about mental toughness from the Scout Team.

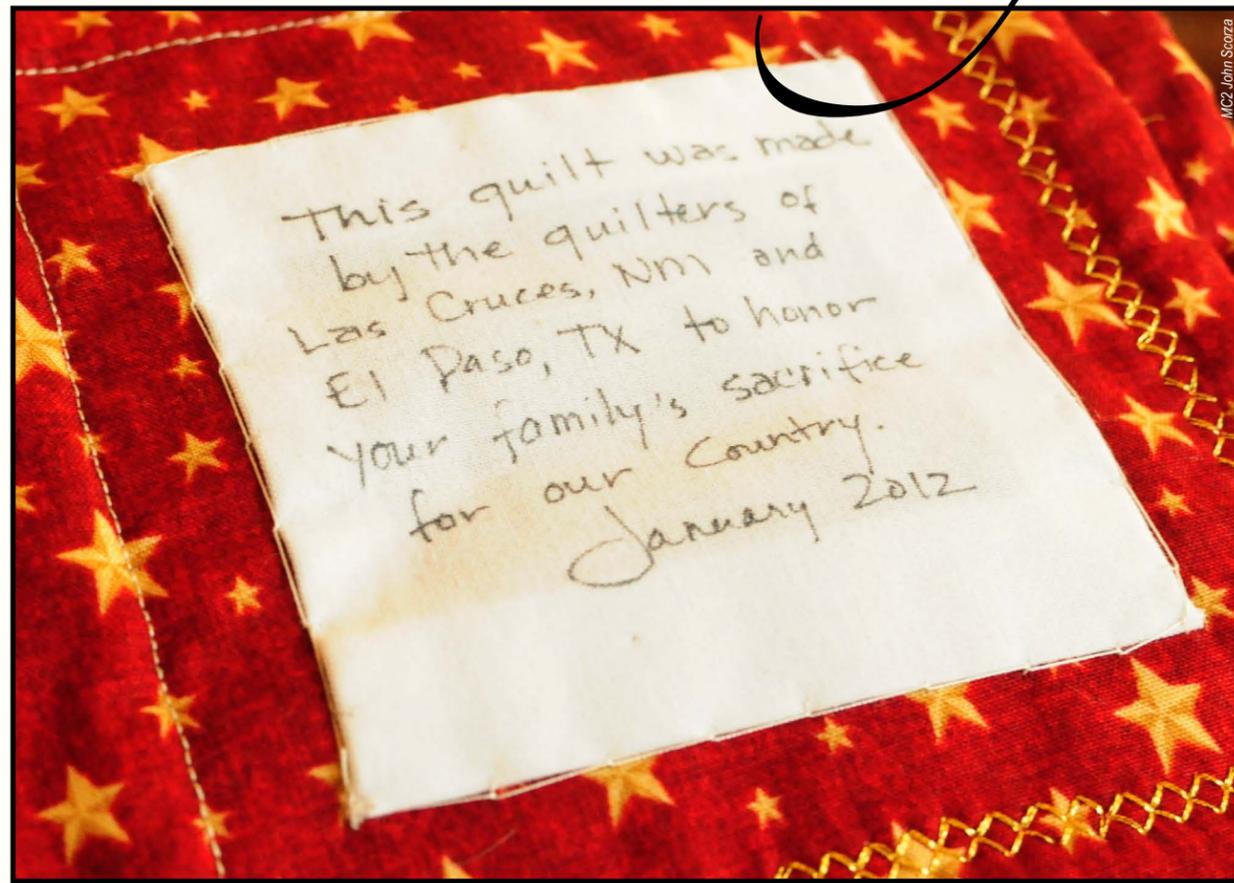


SEALs and divers from SEAL Delivery Vehicle Team (SDVT) 1 swim back to the guided-missile submarine USS Michigan (SSGN 727) during an exercise for certification on SEAL delivery vehicle operations in the southern Pacific Ocean. The exercises educate operators and divers on the techniques and procedures related to the delivery vehicle and its operations.



Quilting

for the families of the fallen



There is a piece of quilting wisdom that says, "Our lives are like quilts - bits and pieces, joy and sorrow, stitched with love." Throughout the history of America, quilts have been used for warmth on a cold night; they add beauty and value as a home decoration, provide clues to the past and are also used to remember a loved one.

On Aug. 6, 2011, Naval Special Warfare suffered a devastating loss when 22 of its elite operators were among 30 Americans who died when their helicopter, code name Extortion 17, was shot down in Afghanistan - the most deadly incident for U.S. forces in the decade-long war.

Since that fateful day, many individuals and organizations have stepped forward to extend a helping hand. Some have donated money to the families or to charitable organizations dedicated to helping service members and their families. Others have sent cards, letters and care packages. Although all forms of benevolence are deeply appreciated, most gifts are temporary and can never fill the void of a lost husband, father or son. However, a group of women from Las Cruces, N.M., is giving NSW families a gift they can hug, hold on to and comfortably sleep under for generations to come.

In September of 2008, two dedicated moms started a Blue Star Mothers of America Chapter in the up and coming city of Las Cruces. Located 225 miles south of Albuquerque and 42 miles west of El Paso, Texas, Las Cruces has a population of 95,000 and boasts a Blue Star chapter 25 mothers strong. This may not sound like a staggering number, but if you consider that the neighboring city of El Paso has a population of over two million and doesn't host a Blue Star Mothers club, 25 proves to be an impressive number.

A Blue Star Mother is quite simply, a mother with at least one son or daughter honorably serving in the military. The organization is dedicated to supporting active duty personnel, promoting patriotism and helping the country remain strong. It began in the early 40's and was chartered by Congress in June of 1960. Since that time, members have shown pride in their children's service by hanging blue stars on their homes and car windows. The organization was dormant for many years, but reemerged in the wake of the Sept. 11 terrorist attacks.

Cynthia Clark and Kelly Fitterer, co-founders of the Blue Star Mother's of Las Cruces, are also members of Dona Ana Moms (DAM), a quilting group made up of many of the local Blue Star moms.

For years, Cynthia and DAM have lifted the spirits of many by presenting their heartfelt masterpiece quilts to New Mexico Gold Star Mothers - mothers who lost a child who died in a combat zone while serving in the military. They have also donated quilts to both comfort and honor many servicemen and women across the country.

"I think the biggest thing that we've done is reach out to other moms

and families that have wounded warriors," said Cynthia. "When we first started sending them quilts, it seemed so minor in comparison to everything they've done and been through. We know, from the feedback we've gotten, that it touched them and it's something we want to keep doing."

After the Extortion 17 helicopter crash, President Obama extended his thoughts and prayers to the families of those who perished.

"Their deaths are a reminder of the extraordinary sacrifices made by the men and women of our military and their families, including all who have served in Afghanistan."

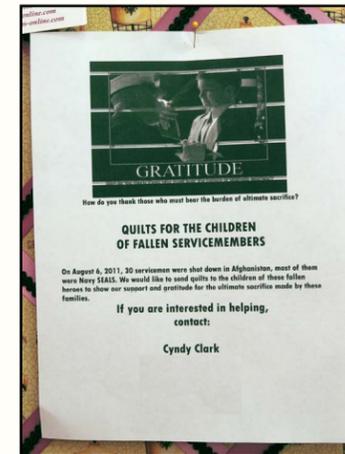
As the Nation reeled from the devastating loss of 30 American heroes, Cynthia knew she wanted to do something special for their families. The group decided to make a quilt for every mother, wife and child of NSW's fallen - 64 grieving family members.

To a non-quilter, crafting 64 hand-crafted covers may not sound like a daunting task, taking into consideration time and money, Cynthia may as well have considering climbing Mt. Everest.

It takes a professional quilter like Cynthia 30 hours to construct a single basic quilt, with a minimum cost of \$200. Of the eight quilters of DAM's membership, only two are experienced and for many of the group, the NSW project would be their first quilt. For an inexperienced quilter, making one quilt could take up to 60 hours to complete. A quick crunching of numbers reveals that honoring NSW's fallen would cost New Mexico's charitable quilting team more than \$13,000 and take more than 3,800 hours to complete. This computation doesn't take into account the many hours of fundraising activities essential for purchasing quilting materials and covering shipping costs.

Realizing the task at hand would require hard work and dedication, the Dona Ana Moms remained focused and motivated knowing their handmade quilts would serve as personal, communal, aesthetic and functional gifts honoring brave men who made the ultimate sacrifice for our country.

"A quilt often times has the reflection of your personality," said Debbie Persinger, a Blue Star Mother and quilter. "It's also something that no one else can do but you. Nobody else has worked on that quilt



Marsha Cowan, owner of Bernina Sewing and Design, sews a quilt in her store located in Las Cruces, N.M. The flyer above, made by Cynthia Clark, was hung in Marsh's store for the local hobbyists to view and led to the donation of several quilts helping the DAM quilting group reach its goal of 64 quilts.



but you, so you are giving a little piece of yourself. In these days, making something handmade is almost unheard of."

Realizing the magnitude of the task, Cynthia reached out to the Las Cruces community. Her first visit was to Marsha Cowan, owner of Bernina Sewing and Design. Marsha not only allowed Cynthia to post a flyer in her store, but also donated 10 quilts she made.

"When Cynthia told me of the project, I really started thinking about the wives, children and mothers trying to cope with the loss; I knew I had to help out," said Marsha. "I just can't imagine having to deal with such a loss."

Cynthia also reached out to the Las Cruces Quilt Guild at one of its scheduled meetings, appealing to membership for donated quilts.

"Right after the meeting, two of the older ladies came up to me and showed me two quilts that were just gorgeous and said, 'I just have to give you these,'" said Cynthia.

Quilts were also donated from Mission Lutheran Church in Las Cruces and the Las Colcheras Quilt Guild in El Paso.

"This project took all of Las Cruces and some of El Paso," Kelly joked.

After working for months to produce what she thought was enough quilts for 64 family members, Cynthia and the group met and started matching the quilts with each family.

"We had quilts piled up all over the place," said Cynthia. "I finally got down to the end when I realized that we were five short. I was thinking, 'well, I guess we'll just kick in and make five more quilts.' Not five minutes later, I got a call from one of Blue Star Moms. She said, she had just come from church, and she had five more quilts that were dropped off there for the project. At that moment I was thinking, 'you've got to be kidding me.' Five was what we needed, and five is what we got."

Now that the group had fulfilled its self-induced quota, two tasks remained - hand sewing a custom label on each quilt and mailing them.

Each quilt was labeled with the following inscription: This quilt was made by the quilters of Las Cruces, N.M., and El Paso,

Texas to honor your family's sacrifice for our country. January 2012.

"As a military mother, you sacrifice not only your son or daughter, you sacrifice yourself too," said Debbie. "So if something happens to your husband, your father or your son, the loss is never repaid. If there is anything that I can pay back to someone who served our country and died, then it's very little."

"As a Blue Star mom, we feel that one of the hardest things is when your child goes to war," said Kelly. "You pray that you never get the phone call. Every time that you know that someone has received that phone call, your heart breaks, but you're thankful that it's not you. It's a very difficult situation to be in and I think the thing with the quilts, is they are made with so much love and so much joy, because you know this is something to comfort them. It's like making chicken noodle soup."

After raising enough money to mail them, the quilts made a 700-mile trek to Naval Special Warfare Command in Coronado, Calif.

From there, Patty Pybus, wife of Rear Adm. Sean Pybus, commander, Naval Special Warfare Command, unboxed the quilts and started matching up the quilts with the families of the fallen.

To respect the privacy of the quilt recipients, Cynthia and her band of quilters were not given their names or addresses. They received generic background information, enough to customize a quilt for each family member. Patty compiled a list for each family, numbered them and provided a brief description of each member. For example, Family 1 consists of a wife, mother, and a 14 year-old girl, or a wife and a six year-old boy. Patty and the Naval Special Warfare ombudsman team separated the quilts, boxed them back up and mailed them to the families.

"It's just not a warehouse of quilts that these were pulled out of; these ladies actually stitched every single quilt knowing that it was going to a four year-old girl, or a young mother, or a wife," said Patty. "To think that someone actually sat down, picked out the colors, went to the store and shopped for something with a person in mind that they never met is just amazing. It's just incredible that there are people out there who will take the time to do all of this work in hopes that it provides some comfort."

The timing of sending the quilts was also planned. Patty and the quilters knew that immediately following the crash, the families received support

from around the country, but feared that in the following months they would begin to bear the loss alone. Almost exactly six months later, the quilts reached the families.

"When we got over the shock of the loss of the whole team, we wanted to reach out in a way that was more than just temporary," said Kelly. "Most of the time what people do is they're there in the very beginning or give you something that may not last. Flags are good, but a quilt is something that you wrap around you when you're not feeling good or something that you sleep with and hopefully these are something that can be passed down from generation to generation."

Six months after losing their son, the parents of fallen SEAL, Chief Special Warfare Operator Jon T. Tumilson received their quilt in the mail. The thankful family sent a card to the quilters expressing their gratitude. It read:

"Thank you so much for the beautiful patriotic quilt made in honor of our son. We can feel the love that went into its making and it's like a big hug as we cover ourselves with it. Remembering the life of our loved one was made special by your thoughtful caring. Thank you!"

MC2 John Scorza



Marsha Cowan (left), owner of Bernina Sewing and Design, and Stephanie Snodgrass, quilting instructor and employee, pose for a photo within the sewing shop. Stephanie assisted Marsha in producing several quilts for the project.

Members of the Dona Ana Mothers (DAM) quilting group, (from left) Cynthia Harkwell Clark, Dianne Frank, Kathy Fitterer, Debbie Persinger and Lanna Scott, hold up a quilt made by the group. The DAM quilting group has made quilts for service members and their families across the country in an effort to bring hope and comfort to wounded warriors and the families of the fallen.



(Below) After the quilts were received by WARCOCM, Patty Pybus, wife of Rear Adm. Sean Pybus, commander, Naval Special Warfare Command, and the NSW ONBUDESMAN read each quilt's description and matched it with the needs of each family.



(Above) The quilts are boxed and ready to be mailed to the families of Extortion 17. They would reach the families almost exactly six months after the tragic incident.



Quilting to Honor "Freedom's Price"



Cynthia Harkwell Clark does not fit the mold of a stereotypical quilter. She is a far cry from the white-haired; sun-bonnet

wearing, little old lady hunched over in a rocking chair as she stitches a quilt.

In fact, the combination of her lifestyle, hobby, choices, and passion breaks through any preconceived limitations or expectations presented by today's society. Cynthia is a dedicated wife and mother of six children. She is also a successful businesswoman in Las Cruces, N.M., and leader in her community where her gentle humor, poignancy and deft balance of reason and emotion has touched many.

After years as a thriving attorney, Cynthia gave it all up to become proprietor of a local yarn shop, which eventually led to her current career as a professional quilter. Though this vocation she chose doesn't offer lucrative wages or a great retirement plan, her business provides this spirited patriot with an opportunity to share her passion for quilting and show her gratitude to the men and women who serve our country.

Closer inspection of Cynthia as she paces through her daily life is quite revealing. Without fail, she almost always wears a Blue Star Mothers of America pin, a proud display of her membership in the nationwide nonpartisan, nonpolitical group of mothers who promote patriotism and support our veterans and service members. Everybody who calls her cell phone is treated to the patriotic musings of the Zac Brown Band, until she picks up the receiver. While more than 2,000 miles of America's heartland separates Cynthia from her oldest son, a Midshipman at the U.S. Naval Academy, she proudly wears a Naval Academy shirt and sports a bumper sticker on her car - not for show or to boast; she does it out of love, pride and patriotism for her son and all service members.

Cynthia's compassion, influence and masterful craftsmanship are felt well beyond her community nestled along the banks of the Rio Grande. Her kindness and quilt masterpieces act as an extended hand of fellowship to comfort service members and their families across the country.

"A quilt is a hug that we give someone else," said Dianne Frank, Cynthia's friend, fellow quilter and Blue Star Mother. "It's a way of touching other people. It's a way for us to express our gratitude for what they have given."

Cynthia is the co-founder and former vice president of the Las Cruces Blue Star Mother's of

America chapter and a member of the Dona Ana Mothers (DAM) quilting group that is made up of many of the same Blue Star mothers. Currently, she is the Las Cruces Blue Star Mother's Blue to Gold liaison, working to assist families of fallen service members.

"I work with casualty officers, whenever we know of somebody from New Mexico or El Paso, we always ask if the family would like us to be there," said Cynthia.

During the past several years, while working with both groups, Cynthia has supported New Mexico service members and their families in a variety of ways. She has made quilts for wounded warriors and their families and families of the fallen. She has constructed Blue Star banners for new mothers and Gold Star banners for the mothers of the fallen. Her Blue Star Mothers chapter also sent a \$1500 Valentine's Day care package to New Mexico National Guardsmen serving in Afghanistan.

"We want to do whatever we can to help those in need, even if it's just one little thing, like a Gold Star banner that we hand make for a Mom who lost their child," said Cynthia. "Giving it to them is really hard, it's heartbreaking, but we want to keep doing it."

One of the amazing things about Cynthia and the groups she volunteers her time and talents with is that making quilts, banners and sending care packages to troops make up a small portion of their service to the armed forces community. Through Cynthia's leadership, involvement and endless hours of fundraising, they are able to make considerable strides in honoring those who so honorably serve.

"The Blue Star Mothers of America is a lot of fund raising," said Cynthia. "During our last event, the money we raised was to buy materials to ship quilts to Naval Special Warfare Command."

Recently, Cynthia led a group of Blue Star Mothers in a quilting project that yielded 64 quilts for the surviving families of Extortion 17, a helicopter crash in eastern Afghanistan that

claimed the lives of 22 Naval Special Warfare operators, 17 of which were Navy SEALs.

Cynthia's dedication to the Blue Star Mothers and her local quilting group has captured the hearts of her peers and left a lasting impression.

"What did Cynthia do? What didn't Cynthia do?"

Dianne Frank asked. "She brought the project to our attention, spearheaded it and



Photos by MC2 John Scarza

made sure it happened. I don't know when she sleeps. She does so much, even beyond Blue Star Moms. She's one of the most incredible women I've met. She cares so deeply and just wants to reach out and help others."

John Ruskin, the leading English art critic of the Victorian Era once said, "When love and skill work together, expect a masterpiece." While Cynthia's tireless acts of compassion and kindness are nothing short of extraordinary, her greatest accomplishment may be a work in progress, a quilt project called "Freedom's Price."

The 10x7 masterpiece is an impressive work of love and skill that memorializes the men and women who have lost their lives during Operations Iraqi Freedom, Enduring Freedom and the Global War on Terrorism. The names of more than 5,000 fallen service members lost in Iraq and Afghanistan are stitched into a work of intricate beauty, including a section with the names of Extortion 17 SEALs stitched in the shape of a Trident.

"Quilting is something that you can really pour your heart into," said Cynthia. "Freedom's Price" is something I started after my son left for the Naval Academy. I really had a hard time. He was my oldest and we are close, so I felt that I needed to do something."

WARCOM Public Affairs

Freedom's Price has names stitched two ways. A good portion of names are hand-stitched in shapes, other names are stitched around objects and used as borders such as the 86 yellow stars lining the right and left sides of the quilt. Roughly eight names are around each star.



FOCUS ON THE FORCE

1962: MARKING THE ESTABLISHMENT OF

SEAL TEAMS



This year, the Naval Special Warfare community celebrates the 50th anniversary of the establishment of Navy SEAL teams in January 1962.

In the late 1950s and early 1960, Presidents Dwight D. Eisenhower and John F. Kennedy communicated the need for the U.S. to develop an unconventional warfare capability to counter a menacing Soviet threat, turmoil in places like Indonesia and Malaysia, and rising insurgency problems in South Vietnam.

In response to that case, Chief of Naval Operations, Adm. Arleigh A. Burke authorized the creation of the first two SEAL teams Jan. 1, 1962. SEAL Team 1 was established in San Diego, Calif. to support the Pacific Fleet. The team was established under the command of Lt. David Del Giudice. SEAL Team 2 was established in Little Creek, Va., to support the Atlantic Fleet. ST 2 was under the command of Lt. John Callahan. These first two SEAL teams were commissioned with a complement of 10 officers and 50 enlisted men taken from the ranks of the Navy's Underwater Demolition teams who made their mark in World War II and Korea removing obstacles from beach landing locations.

Shortly after establishment of the teams, the inaugural class of Navy SEALs took to the jungles of Vietnam for reconnaissance, ambush, captures, raids, POW recovery, and other innovative and offensive efforts to disrupt Viet Cong and North Vietnamese Army operations and destroy infrastructure. The teams were among the most decorated units in the Vietnam War.

While the character and mission U.S. Navy SEALs carried out then and now have not changed significantly, SEALs today have matured their tactical

skills and capabilities from the days of KA-BARS, M-16s and PRC-77s. The use of unmanned aerial vehicles is paying huge dividends in intelligence gathering and target tracking. Navy SEALs communicate intra-sound and across the world in real-time, and with video. Navy SEAL armories carry fearsome, hand-held weapons for every environment and situation. From the Mekong Delta to the Hindu Kush, deep at sea or far into the desert, SEALs have conducted some of our nation's most critical missions and are as relevant today, as they were when they were first created.

In spite of radical changes in technology and the times, the Navy SEAL of 2012 has the same dogged determination and exceptional toughness the 1962 "plank owner" possessed. Navy SEAL teams have an impressive battle field record, having earned every significant military award, including five Medals of Honor. Those successes do not come without countless acts of heroism and profound sacrifice. 'Never quit' and 'always win' are qualities that define the teams and its members vow to never compromise.

In his remarks to the force Jan. 10, Rear Adm. Sean A. Pybus, commander, Naval Special Warfare Command, emphasized the importance of continuing the Navy SEAL legacy.

"I would ask you to look at the future, make a point to continue our successful legacy and keep our force relevant, continue to develop yourself personally, professionally, get education, get experience and look to the future and make sure that we continue to be successful and relevant for our Navy, for the Special Operations Command and for our nation," Pybus said.

WARCOM Public Affairs



Mike Thornton, Congressional Medal of Honor recipient and past member of SEAL Team 1, shares his experiences about being a SEAL during Naval Special Warfare's infancy.



MC1 Scott Taylor

East Coast SEAL Community Celebrates 50 Years of Service



Group 1 Commemorates 50th Anniversary

Distinguished guests joined with special warfare personnel, past and present, at Naval Amphibious Base Coronado to celebrate the 50th anniversary of the Naval Special Warfare Community Jan. 13.

Hosted by SEAL Team 1, the ceremony recognized 50 years of dedication and selfless service that members of the Naval Special Warfare community have volunteered to the nation.

"I haven't felt like a new guy in a long time, and I'm just hoping that nobody makes me go get wet," said Capt. Collin P. Green, commander, Naval Special Warfare Group 1, during his opening remarks. "It's great to be together as a family to celebrate such a significant milestone in our history, and it is a real honor to be up here in front of so many distinguished Naval Special Warfare operators."

Green introduced Medal of Honor recipient Mike Thornton, who shared his memories of his teammates and his life as a Navy SEAL.

"One thing I do know about the teams of yesterday and the teams of today is that we don't go to battle for accolades or for medals. We go to battle for the greatest nation in the world. We go to battle for the man on the right of us and the man on the left of us; we go for the man in front of us and the man behind us, our-comrades-in-arms. We go to battle for each other because we want to sustain freedom as we know it, and we want to sustain that same freedom for the future of America."

To commemorate this day, former SEAL Team 1 veterans and Vietnam veterans, Louis McIntosh and Phillip "Moki" Martin, presented a plaque showcasing the history of SEAL Team 1 to Pybus.

"When you think about 50 years and a unit like SEAL Team 1 that has done so many things, I am just in awe of what we have accomplished," said Martin. "I've watched these young guys today, and I see where they are in terms of how they train, how they are equipped, and what they are doing. I'll tell you that they have come a long way, but I sure am glad that I was part of the path that led them to this point."

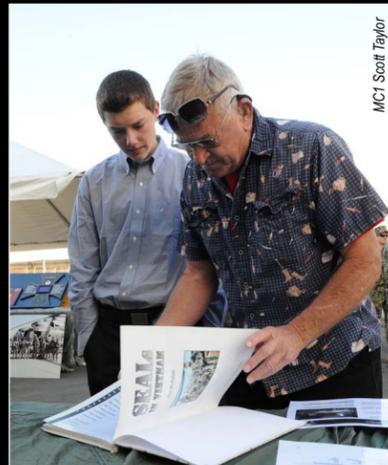
"I saw a lot of good friends [today], some of whom I haven't seen for more than 40 years. The ceremony was a good time. It was a good, emotional time, but it was certainly a good time."

As the colors posted and the benediction was read, former and current members of the Naval Special Warfare community came together, sharing a common thread that withstands the test of time.

"Although all of us here have served during different times, we all have experienced the same sacrifices to earn our place in this community," said SEAL Team 1 Command Master Chief Jason M. Tuschen.

"These sacrifices have forged a common bond throughout all generations of frogmen. We are witness to that bond here today, exemplified by the wide range of guests gathered here to celebrate the significance of this event and this brotherhood that was born 50 years ago."

NSWG 1 Public Affairs



MC1 Scott Taylor

Guests attending the Naval Special Warfare 50th anniversary celebration held at Naval Amphibious Base Coronado browse through a book about Vietnam-era SEALs.



MC2 Maganda Keller

Representatives of NSWG 2 gathered at Joint Expeditionary Base Little Creek-Fort Story to celebrate the 50th anniversary of SEAL Teams.

Naval Special Warfare Group Two hosted a 50th anniversary ceremony Jan. 27, at the Navy SEAL Heritage Center aboard Joint Expeditionary Base Little Creek-Fort Story, to honor and celebrate the rich history and heritage of the Navy SEAL community.

The ceremony commemorated 50 years of service by generations of SEALs, since President John F. Kennedy established the program Jan. 1, 1962. Special warfare personnel, past and present, support technicians and distinguished guests gathered to listen to a host of speakers discuss the various phases of development in Naval Special Warfare.

Rudy Boesch, a guest speaker and retired master chief Navy SEAL with 44 years of service, spoke about the establishment of the SEAL program in 1962.

"I was an Underwater Demolition Team member operating off the coast of Casa Blanca when I got orders to report to SEAL Team 2 in December 1961; and it was 50 years ago today that we held our first team muster," said Boesch.

Although Navy SEALs trace their roots back to 1962, the Naval Special Warfare community's origins date back to 1942, with the establishment of Navy Scouts and Raiders, and later with the onset of the UDT frogmen.

"We can trace our roots from Vietnam to Grenada, Panama, Somalia, Iraq, Afghanistan and some other places unknown to the rest of the world. However, we can go back even further to the Scouts and Raiders of WWII," said Capt. Tim Szymanski, commander, Naval Special Warfare Group 2. "These frogmen established the foundation of our success as SEALs."

During the ceremony, five active duty Navy SEALs recited the SEAL Creed, and plank owners from SEAL Team 2 were recognized. The ceremony concluded with a moment of silence to honor the fallen SEALs, Special Warfare Combatant-craft Crewmen, and Naval Special Warfare support Sailors who were killed in action and training during the past 50 years.

In his closing remarks, Szymanski referred to a SEAL painting that hangs prominently over the SEAL Heritage Center atrium.

"Look at the images of those SEALs and the gear they are wearing," he said. "Strip down the gear, take away the capabilities, and you are left with the original frogman, which is the essence of our success, the essence of our evolution, the essence of our future relevancy and it's the essence of you. This is a celebration for the entire Naval Special Warfare community, past and present, and here's to 50 more years."

MC2 William S. Parker
NSWG 2 Public Affairs

SEAL TEAM 2





From the pages of NSW History



Naval Special Warfare History

World War II



1943, Adm. Draper Kaufman organizes the first Naval Combat Demolition Units



1950 - Underwater Demolition Teams conduct raids in North Korea

Vietnam



1967 - SEALs conduct first combat operations in Vietnam



1962 - SEAL Team 1 was established in Little Creek, Va., and SEAL Team 2 was established in San Diego



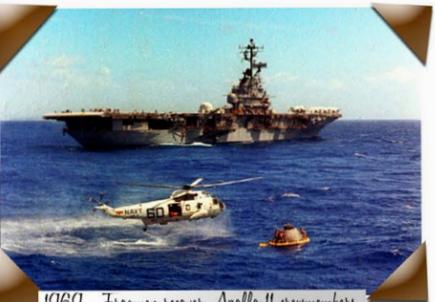
1961 - Chief of Naval Operations, Adm. Arleigh Burke authorizes the creation of SEAL teams



1961 - President Kennedy calls for unconventional warfare capability to counter Soviet threats

Korea

Naval Special Warfare History



1969 - Frogmen recover Apollo 11 crewmembers from a shuttle landing in the Pacific Ocean



1971 - Last SEAL Platoon leaves Vietnam



1983 - SEALs participate in Operation Urgent Fury in Grenada



1989 - Did somebody say Van Halen? SEALs participate in Operation Just Cause



Click for 50 Years of SEALs Video With Rear Adm. Sean Pybus



2003 - SEALs help take down Al Faw Oil Refinery and two oil platforms



1991 - SEALs participate in Operation Desert Storm

Desert Storm

FORGOTTEN

TO BE SEEN STILL



NSW's Tactical Athlete Program



UNIVERSITY OF PITTSBURGH
HUMAN PERFORMANCE RESEARCH LABORATORY



A SWCC performs a neck strength test with a hand held dynamometer.

MC2 John Scarza

Navy SEAL training and missions are legendarily arduous. To even become a SEAL, members must prove they are psychologically and physically tough. Every NSW operator performs physically demanding jobs that require him to maintain fitness levels equivalent to an elite athlete. SEALs, like Olympians or professional athletes, are always looking for ways to improve physical performance and gain a competitive edge to enhance success in missions or competition. NSW's triumph in that effort can be traced to its Tactical Athlete Program (TAP) and support from the University of Pittsburgh's (UPitt) Human Performance Research Laboratories.

NSW took another step forward in the area of human performance and sports medicine research in late February, when the UPitt Department of Sports Medicine and Nutrition, School of Health and Rehabilitation Sciences opened a third NSW human performance/sports medicine research lab at Naval Amphibious Base Coronado, in San Diego. The new facility is a welcomed addition to the two strategically located at Joint Expeditionary Base (JEB) Little Creek, Va. and at the John C. Stennis Space Center in Mississippi.

Since 2007, UPitt has supported NSW's TAP by studying injury prevention and the physical readiness of NSW operators. UPitt's efforts align with the primary objective of the TAP, which is to facilitate preservation of the force and families by minimizing the number and severity of operator injuries, maximizing performance and combat readiness, and enhancing career longevity, and quality of life following service.

"Ultimately, UPitt will help us improve our human performance and sports medicine testing, training, rehabilitation, and nutrition protocols," said Capt. Scott Jonson, NSW command's deputy force medical officer and sports medicine director for the TAP. "They will help us discover where our operators have opportunities for improvement, and assist us

THE RESEARCH LABS TESTING

in implementing scientifically-based strategies to facilitate resilience and rapid recovery." UPitt's staff, led by Dr. Scott M. Lephart, professor and chairman of UPitt's Department of Sports Medicine and Nutrition, is using an approach that the university has developed 25 years. It is a four-phase method that will span the next three years.

"Our first phase is to study the responsibilities of and operational demands placed on the operators," Lephart said. "We go out in the field with our instrumentation and technology to study the prevalence and mechanisms of injury. We study the metabolic and physiological demands of various training activities and establish scientifically-based strategies to help prepare the operators for these demands."

The second phase moves into the laboratory. This is our opportunity to take the information from the field and replicate what we can in the lab; replicate the mechanisms of injury and conduct testing to determine what is contributing to the injuries and what strategies need to be employed to help mitigate the injuries. The second phase is also designed to study the nutritional characteristics and needs of the operators.

The third phase is the most important, and is driven by phases one and two. It's the development of intervention programs, which are very specific to the operators' needs. Our primary role is to evaluate scientifically the TAP and help improve its effectiveness. Many human performance programs are not

validated in terms of demonstrating their ability to alter injury risk characteristics and optimize performance – that's our role with NSW's program in phase three of our research," said Lephart.

The final phase is to facilitate longitudinal analyses. Operator injuries will be tracked over the course of one's career with treatment and prevention recommendations made through TAP. The end goal is to minimize the insidious effects of multiple injuries among operators.

Currently, each of UPitt's three research laboratories is in a different phase of testing.

The Laboratories

The Naval Special Warfare Group 2 (NSWG 2) lab at JEB Little Creek was the first to be established. Since that time, 302 operators have been tested in phases one and two. Each Sailor underwent a comprehensive human performance assessment to determine opportunities for improvement.

"We will conduct two clinical trials beginning in April to demonstrate the effectiveness of the human performance/sports medicine program that NSWG 2 has employed. We will continue to conduct other long-term research over the course of the project," said Lephart.

The research conducted at the NSWG 2 lab has already begun to bear



A SEAL participates in a VO2 max test that measures aerobic capacity.

MC2 John Scarza

fruit. One issue the testing has identified is the correlation between body fat percentage and injuries.

"There seems to be a threshold right around 15 percent body fat. Individuals with body fat higher than 15 percent appear to sustain significantly more injuries than individuals whose body fat is at or below 15 percent," said Matthew Darnell, project coordinator at the NAB lab. "The general body fat recommendation for the male athletic population is between five and 15 percent."

Research specifically designed for Special Warfare Combatant-craft Crewmen (SWCC) is being conducted at Special Boat Team 22 at Stennis. The research is modeled after the initial studies conducted at NSWG 2 and is working to identify injury risk factors that are culturally specific to the SWCC



A SWCC performs one of the lab tests that measures internal and external rotation shoulder strength using a isokinetic strength dynamometer.

Photo Illustration by MC2 John Scarza

“... they are really motivated, **very intelligent,** and they are really excited about the tests.”

-Scott Conger,
NAB laboratory coordinator

The Testing

community. The lab, which has been operating less than two years, is conducting research phases one and two and has evaluated nearly 100 SWCC.

The lab will complete phase two and move onto phase three within the next year. Lephart explained that during phase three, he and his research team will make recommendations on TAP development and then validate the recommendations over the next couple of years.

The newest lab, located in San Diego, will focus on SEAL Qualification Training (SQT) and Crewman Qualification Training (CQT) graduates.

According to Lephart, the work being done at NAB Coronado is the most meaningful of all activities the university has been involved with during its seven-year partnership with NSW. The data captured at the NAB lab will provide a physical and physiological baseline for SEAL and SWCC operators as they first enter the NSW Force.

“It’s going to allow for initial benchmarking of NSW’s operators as they go through SQT and CQT,” said Lephart. “They will then be tested periodically over their careers to give leadership feedback on the combat readiness of their operators.”

Laboratory and tactical testing will be performed on 300 SEAL and SWCC operators upon completion of SQT or CQT. Phase one is currently underway.

Lab assessments include two days worth of 50 tests, taking approximately two hours per day to complete. The assessment battery consists of a body composition analysis, various strength and endurance tests, range of motion and balance tests, a nutritional survey and more.

Upon completion of the testing, the lab provides each SEAL and SWCC volunteer with a detailed report, plotting each Sailor’s profile against college and professional athletes.

“The one thing that I would say about [NSW operators] is they are really motivated, very intelligent and they are really excited about the tests,” said Scott Conger, NAB laboratory coordinator. “They really try to do the best they can at every task, which makes it fun for us.”

“Our experience at both labs (Little Creek and Stennis) is that the guys are anxious to volunteer for testing and come back willingly for a follow-up after a time, to see if they have made improvements. We now have waiting lists. It’s been quite remarkable,” said Lephart.

Many of the SQT and CQT graduates believe there is more to completing this testing than individual tracking and feedback. They also feel a deep sense of responsibility to give an all-in effort while supporting important force-wide research.

“I wanted to come in for testing to see where I’m at, but it’s more than

that,” said an SQT student. “This research could ultimately change the future of our community and the way we train in years to come.”

Having motivated test subjects has helped keep research tracking on a productive course and makes the research team’s work that much more enjoyable.

“They are very appreciative of what we’re doing, which is not always the case when dealing with high-level athletes,” said Darnell. “At the end of the day, when working with some civilian athletes, they may run a little faster or jump a little higher so they can score an extra point or another touchdown. With these guys (operators), this is their life and livelihood. They realize injury prevention and performance improvements can save their life, someone else’s life and make their careers healthier and longer. So, working with them is more meaningful in that aspect.”

The Future

The UPitt staff will continue to move forward with studies until all four phases of the research have been completed. At that point, the labs will be turned over to NSW.

“We’ll complete the research at all three of the sites and then there will be a hand off,” said Lephart. “It will be a handoff of the skills, knowledge, and data we have to the NSW Force, so it will have the ability to continue a solid scientifically-based program. Upon completion of the research, all of UPitt’s lab assets will be “gifted” to NSW.”

Until that time, NSW and UPitt will continue to work together in the spirit of maximizing the effectiveness of the NSW TAP, which will ultimately lead to a stronger and more resilient NSW Force. 

MC2 John Scorza



(Above) Darci Yount, NAB research associate, and Scott Conger, NAB lab coordinator conduct a cervical range of motion test on a SWCC.



(Left) Scott Conger (left) and Matthew Darnell (far right) motivate a SEAL as he performs a windgate bicycle test of anaerobic power at the Naval Amphibious Base Human Performance Lab. This 30 second test measures the maximum amount of power a subject can produce and the ability to maintain that power over the course of the 30 seconds.

NSW CST: FEMALES FILL CRITICAL BATTLEFIELD ROLE

Trained By SEALs, in support of NSW: First female cultural support team deploys

They travel from village to village in Afghanistan, dressed in Muslim head scarves and Type II Navy Working Uniforms. These female Sailors are armed with weapons, Afghan cultural knowledge and a desire to help Naval Special Warfare win the war in Afghanistan one rural community at a time. The women of NSW’s Cultural Support Teams (CST) are building rapport and trust amongst the country’s women and children and improving counterinsurgency objectives in the process.

For years, forward deployed operators have experienced difficulty connecting with a group that makes up more than half of the Afghan population – its women and children. Due to cultural taboos associated with male soldiers speaking to or searching Afghan women and children, Village Stability Operations (VSO) suffered. To keep in good standing within the villages, open a dialogue with local women and accomplish the mission, NSW is developing a new type of enabler to accompany operators on missions that could benefit from personnel of the female gender.

Meeting The Need

Cultural Support Teams first came into existence in late 2010 when it became obvious to commanders that having male soldiers pat down Afghan women for weapons and ask them questions about enemy activity was not working, in fact it was seriously upsetting and infuriating to the very people with whom operators were trying to build trusting and productive relationships.

Male operators were not bridging the gap between Afghan women and western forces, they were causing a rift. The military solution to this problem was to train women and embed them with special operation forces (SOF) to communicate and interact with the women within the country.

“No one is going to treat them special because they are female.”

- Lt. Jason Booher,
CEU and CST Officer In Charge



“The intent is to produce an enabler that can stand next to a SEAL In the environment, in the population, that won’t be a hindrance...”

- Lt. Jason Booher, CEU and CST Officer In Charge



Karim Delgado

primary motivation to join CST was to broaden my skill sets as a person within the Naval Special Warfare community. A lot of the NSW mission now involves village stability; this is the best way for me to be at the forefront of the mission.”

Training for the Mission

Having an enabler turn into a hindrance rather than an asset is a risk operators take every time anyone accompanies them on a mission. The standards for enablers are set high – CST members are treated no differently.

“The intent is not to make a shooter; it isn’t to make a female SEAL. The intent is to produce an enabler who can stand next to a SEAL in the environment, in the population, who won’t be a hindrance, who won’t get in the way and who

can take care of themselves in an extreme situation,” said Booher. “We want to let [operators] know that the enabler we are going to provide them is someone who has a requisite level of training, has been screened, and they are not just getting someone who has been pushed through a very short pipeline.”

The idea of the formalized training for these women was centered on supporting the SEAL operator. Booher and CEU Senior Enlisted Advisor, Senior Chief Special Warfare Operator Daniel Gearhart, both prior BUD/S instructors and seasoned operators, made it a point to ask the right questions when it came to what training the women receive.

“I am an operator first and foremost, but I understand that there is a need for this capability,” said Booher. “This allowed me to look at the training and say, ‘As an operator, what would I be looking for? As an operator, what do I need to provide other operators on the battlefield that will put them in their comfort zone?’”

Still in the process of being formalized, the future screening process for CST will consist of submitting a written package that includes commanding officer and command master chief endorsements. Applicants will then be evaluated by an NSW psychologist and have to run a “PRT Plus,” a Navy PRT to include dead hangs for women. The CEU staff and a NSW Group 10 representative will then conduct oral boards to determine if the applicants have the required fortitude and mental toughness to be accepted into training.

After a successful oral board screening, candidates will enter the first of three stages of a six-month training program. During the first or “assessment” stage, candidates join the other members of the CEU for two weeks of physically strenuous teambuilding.

“During this time the females are actually earning their spot on the NSW team. To do that, they have to get through this six-month course,” said Booher.

The staff uses some of the same drills and exercises used to train operators. According to Booher, CST members have to be able to understand what operators go through.

“They will experience slivers of what SEALs experience during BUD/s. They will be getting wet, doing pushups, remediation and team building,” Booher said. “The intent is not to make anyone quit, the intent is team building; a rite of passage so to speak.”

(Right) CST members participate in weapons training to prepare for upcoming missions.

(Left) The first female CST members pose for a group photo while training in Afghanistan. These five women will play a key role in village stability operations by virtue of their mission.



Karim Delgado

“Females embedded with SEALs means they will stand next to SEALs in the population and engage with the women and children ...”

- Lt. Jason Booher, CEU and CST Officer In Charge

Drawing from the success and lessons learned by the initial CSTs that deployed with various special operations components over the past year and a half, NSW recognized the overall benefit of the teams and moved forward to create a training program tailored to its mission set.

“We had seen the positive effects of CST or female engagement teams in the other SOF components and it was obvious that we at Naval Special Warfare would benefit if we had similar capabilities,” said NSW’s head of plans, policy and strategy. “Some of the women that have deployed have been able to do things with the locals, especially in a country like Afghanistan, which men could never have done. This has led to greater success on some of the missions, greater amounts of information gathered, reduction in tensions, avoided conflict or civilian casualties and other positive effects.”

According to Lt. Jason Booher, officer in charge of NSW Cultural Engagement Unit (CEU) and CST, there is a need for women to work alongside SEALs during village stability operations in Afghanistan.

“The mission that was the genesis of the cultural support team is VSO,” said Booher. “The intent of VSO is to engage the people – to win hearts and minds. Females embedded with SEALs means they will stand next to SEALs in the population and engage with the women and children and truly get access to the 50 or 60 percent of the population that we have missed until now.”

While women deployed with NSW have assisted teams before, the NSW CST program was a yearlong work in progress, aimed at training and preparing its CST candidates to seamlessly integrate with SEAL teams.

“Our training is more extensive than that of MARSOC and USASOC,” said Booher. “NSW has specifically taken more time to learn what the other SOF entities have done, improve upon it and tailor it to NSW.”

The NSW policy, plans and strategy team recognized some operators might have mixed reactions about operating with non-SEALs, but the commanders in theater are seeing the positive results of the women’s presence in country.

For the women deployed, it’s a chance to contribute to NSW counterinsurgency missions and broaden their qualification and effectiveness as enablers.

“I wanted to be part of CST for multiple reasons. First and foremost, I believe that female engagement is a key part of public diplomacy and counterinsurgency strategy,” said a deployed CST member. “My other

The second stage focuses on soldiering proficiency, known as “green skills,” competencies that will enable them to go out and work with Navy SEALs. This is considered the longest portion of training because unlike Army or Marine Corps CST candidates, the Navy does not teach these skills in boot camp. The members attend the basic soldiering course, direct support course, they learn rope skills and rappel training, fast rope training, and spend a few weeks in the field doing land navigation and field work. In addition, another three weeks is devoted to weapons training and range time, all instructed and supervised by operators.

The final stage focuses on academics; women are trained on NSW and SOF history, irregular warfare theory, theatre operations and NSW mission planning and Afghan culture. After the formal stages are completed, CST members are sent to professional development. Courses include advanced medical training, exposure to child birthing and tactical debriefing. Afterward, if time allows, the members begin integrating with their assigned SEAL team during its work up cycle.

Throughout training, the staff of operators at the CEU emphasize that successful integration with the teams is largely the responsibility of the CST member.

“No one is going to treat them special because they’re female,” said Booher. “It’s their responsibility to show up and be capable of performing. They have to show up and be able to function in that world.”

“I tell them all the time that they have to earn their spot in that truck,” said Gearhart. “If a SEAL platoon is taking a female CST on a mission that means there isn’t a SEAL sitting in that seat. They have to earn that right.”

Although CST members have been thoroughly trained and given the tools to succeed, it is also up to the SEAL team to assess them. According to Booher and Gearhart, the team assesses an enabler’s strengths and weakness along with training them on the team’s tactics. This is a part of determining whether to take the enabler outside the wire.

While patrolling and earning that seat in a truck is the goal for CST members, operating with SOF comes with inherent risks. In 2011, Army CST

member 1st Lt. Ashley White and two Army Rangers were killed when a homemade bomb detonated shortly after their arrival in an Afghan compound. Acknowledging and fully understanding that risk, the five NSW CST women currently deployed have confidence in their abilities and preparation.

“We are confident in the training we have been provided and the capabilities of the SEALs we will support, but the potential for something to go wrong is always in the back of my mind,” said a deployed CST member.

“There is always danger for us and we are aware of that, but we know there are a lot of other duties that military men and women perform that are much more dangerous than ours,” said another CST member.

Hopes for the future

While Sailors and deployments are synonymous, the five female Sailors of NSW’s inaugural CST class deployed from Naval Air Station North Island with the hope that they will contribute to the Force and make a difference during their time in country.

“I hope that we are able to exceed all the expectations placed upon us and that the CST program becomes successful, established, and continues to grow,” said a CST member. “I hope that the NSW units we support recognize our value and create a demand within the community for greater CST support.”

The CEU staff shares the same sentiments.

“I think those five women are trained as good, if not better than any other CST out in that field,” said Booher. “We have provided the SEAL teams down range with a capability that they can work with.”

MC2 Dominique Canales

From Hero to Healer

Not many people live to tell their combat story. But this man has a story to tell, and he has his faithful partner Chopper to thank.



Since World War I, U.S. armed forces have used military working dogs as sentries, trackers and explosives detectors in an effort to bring the fight to the enemy. A canine's keen sense of smelling and hearing, coupled with its intelligence and enduring devotion, make it a valuable tool in today's ongoing overseas operations. Currently, there are more than 600 military working dogs serving in combat zones and their detection skills are credited with tracking more than 12,500 pounds of explosives in Afghanistan in 2010.

Eight years ago Special Warfare Operator 1st Class Trevor Maroshek was called to help start a new canine program within Naval Special Warfare. He traveled to the Czech Republic with several other canine handlers to choose his multipurpose canine from a pool of International Police Organization (IPO) dogs. After the selection process, he later picked up his potential four-legged teammate in the United States to begin a rigorous training program.

First impressions are often the truest, and Maroshek knew right away, which puppy would be his partner. He didn't pick the cutest, fluffiest, doe-eyed puppy of the litter. Quite the contrary, Maroshek had his heart and sights set on the scrappiest and meanest looking of the group, a pup that would one day grow into the gigantic paws and massive head that adorned his little body.

His new pure-breed German shepherd, with proper training, would become an additional instrument in his arsenal of combat tools. He had no

idea what the journey ahead held for him and the dog he named "Chopper." Nor did he have an inkling of how tight a bond the two of them would forge in the years to come.

Maroshek began a rigorous training regime with Chopper, perfecting a seamless working relationship and flawless mission skills needed to succeed and survive in a combat environment.

After nine months of training, the tandem deployed together for the first time and would deploy for the second time soon after. According to Maroshek, he and Chopper saved each other's lives on more than one occasion.

Although he deployed several times without sustaining injury, in 2004 Maroshek suffered a basal skull fracture and two brain contusions during a mission that ultimately led to a traumatic brain injury (TBI).

After returning to full duty after three months of rehabilitation and recovery,

"Of all the animals that have come into the service of mankind, the dog is preeminent in intelligence. But that isn't all: he is more than intelligent, for he is inspired by the love that merges into deathless devotion. He is more than burden bearer, more than toy, more than companion; he fills posts of human responsibility, his integrity is unassailable, his loyalty supreme."

- Ernest Harold Baynes

Maroshek rejoined the fight overseas and was reinjured when his vehicle was hit by an improvised explosive device.

After returning from his last tour in Afghanistan, he was feeling "spun up" a lot of the time and could only explain it as internal unease. He also had considerable trouble sleeping.

According to the USSOCOM Care Coalition, many service members who incur TBIs suffer from long-term symptoms such as confusion, depression, brain damage, and paralysis. Although his symptoms could be considered mild, he soon realized he needed additional help.

Despite the fear of jeopardizing his career and being labeled as damaged goods, Maroshek volunteered for a program in Maryland called National Intrepid Center of Excellence (NICoE), that specializes in TBI and post traumatic stress disorder (PTSD).

"Naval Special Warfare is a pretty exclusive community and if you raise your hand and say something is wrong with you, everyone's biggest fear is all the doors in this industry will shut," said Maroshek.

Despite the feared outcome, Maroshek, his wife, and Chopper headed to Maryland. Deciding not to go through treatment alone, he brought Chopper with him to three weeks of appointments, enough time for Maroshek to begin relating to his fellow patients and begin the recovery process.

"Dogs like Chopper are absolutely phenomenal in bringing individuals who would otherwise be extremely avoidant, isolative and solitary back into society," said Capt. Robert Koffman, department chief for clinical operations at NICoE.

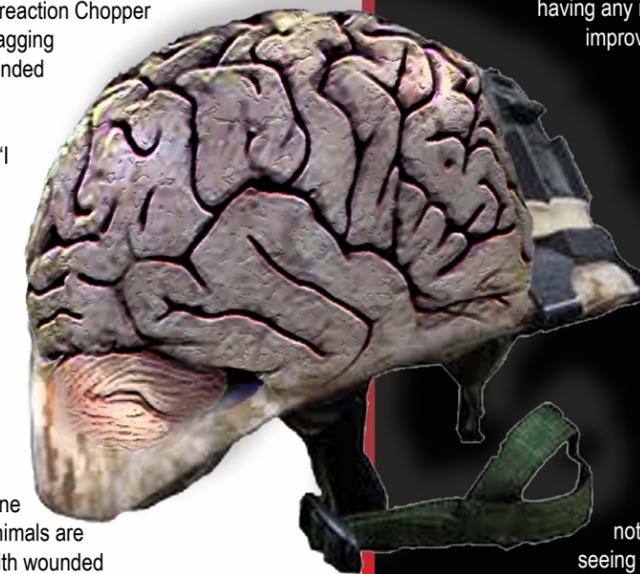
Chopper helped provide the comfort level that Maroshek needed to begin treatment and to his surprise, Chopper did much more. Maroshek realized his 100-pound, jet-black German shepherd was having a positive impact on other patients and staff. The reaction Chopper received made him think how his tail-wagging partner and friend could help other wounded warriors within the NSW community.

"I noticed that having a dog around brings certain energy," said Maroshek. "I then realized this is something I want to run with."

"Without a doubt, therapy dogs make a difference," said Koffman. "In one study we did, more than 80 percent of the symptoms of traumatic stress were reduced by a therapy animal."

Although the program at NICoE did not include therapy animals during Maroshek's treatment, the hospital now has a program called Warrior Canine Connection, in which several service animals are now training, working and interacting with wounded warriors.

After completing treatment, Maroshek returned to active duty for



HERO continued

What NO one wants to talk about: TBI

NSW's Force Psychologist, Cmdr. Lloyd Davis, gives insight on the effects of TBI on service members



Recent news events have raised the question of whether or not a traumatic brain injury (TBI) could cause violent behaviors. One of the first documented examples of a TBI is the famous case of Phineas Gage. In 1848, Phineas suffered a penetrating TBI when a 3-foot iron tamping rod entered under his left eye and exited the top of his skull, removing part of his brain's frontal lobe. While his physical abilities remained relatively intact, his personality dramatically changed. Before the accident, his friends and family described him as shrewd, goal oriented, and energetic, but afterwards he was impulsive, disinhibited, and immature. Phineas survived 12 years after his accident and, despite not having any rehabilitation, his social and cognitive skills improved.

Traumatic brain injuries are a serious concern in the military. Approximately, 30,000 new cases of TBI are documented in the military every year; 4000 of those injuries are within the Navy. However, most of those injuries are classified as mild TBI (mTBI) which are also referred to as concussions.

A TBI is the result of a blow or jolt to the head or a penetrating head injury that disrupts the function of the brain. In the military, 75 to 85 percent of TBI cases are mild (mTBI).

This is the most difficult category of TBI to diagnosis because the individual may not lose consciousness but instead experience seeing stars or getting his bell rung. To assist

TBI continued

“Naval Special Warfare is a pretty **exclusive community** and if you raise your hand and say **something is wrong** with you, everyone’s biggest **fear** is **all the doors** in this **industry will shut.**”

-SO1 Trevor Maroshek,
Dog handler and NSW Reservist

HERO continued

nearly a year. After a decade of service and sacrifice as a SEAL, he enlisted in the Navy Reserves and spends more time working to help fellow NSW brethren in need. He and Chopper support and cheer, visiting the homes and hospitals of service members who suffer from TBI and post-traumatic stress disorders.

Maroshek explained that there is a new generation of suffering associated with the toils of war and doctors are trying to figure out the best way to treat and help them. He believes it’s difficult to help service members without experiencing firsthand, what they have been through.

“They [doctors] have figured out how to physically fix these guys, but mentally it’s a work in progress,” said Maroshek. “When you talk to someone who has done what you have done and you learn how to cope together, that’s natural, that’s human.”

What makes Maroshek special is the fact that he has experienced the same type of injuries as the men he is trying to help.

“These guys will come to my house or I will go to the hospital and we just talk; just tell each other where we have been and what we have done.” said Maroshek. “Chopper is always with me and when people see him it creates a sense of ease; there is a special bond between a man and a dog.”

Experts and scientists throughout history have spoken on the extraordinary connection between the two species.

“Patients seem more willing to talk openly when a dog is in the room,” said Sigmund Freud, the father of psychoanalysis in his 1954 biography. “They are also more willing to talk about painful issues.”

Medical experts within NSW have experienced and reaped the benefits of these effects firsthand.

“Those that I have worked with who have had a therapy dog usually have faster recovery times and an ease of psychological stress due to the companionship of a therapy dog,” said Lt. Ronald Montgomery, a physical therapist at Naval Special Warfare Logistics Support Unit 1. “The rehabilitation and recovery process is difficult and having a companion there each step of the way makes the recovery easier and more tolerable.”

“Chopper has most definitely helped me with the recovery process and everything I was going through and he continues to do that,” said Maroshek. “I am never without him. He follows me everywhere and goes everywhere with me. It’s a weird sensation when you have a connection like this. I am really blessed to have this kind of bond with another creature; it’s amazing. He is the perfect companion.”

MCSN Geneva Brier



TBI continued

with the early detection and recovery from a concussion, personnel deploying with NSW are required to take a neurocognitive assessment once every five years. If an individual suffers a potential concussion, the neurocognitive assessment

is readministered and compared to that individual’s baseline assessment. If a decline in cognitive performance is detected, the patient is further evaluated and treated for a brain injury.

The Defense and Veterans Brain Injury Center (DVBIC) collects TBI data on service members and reports that most (approximately 95 percent) fully recover from a concussion with no long-term effects. Usually, recovery takes only hours to days; but occasionally, symptoms persist for 1 to 3 months. Management of a concussion is based on the individual’s symptoms. Some of the common symptoms of a concussion include headaches, dizziness, excessive fatigue, concentration problems, memory problems, increased irritability, balance problems, vision changes, and sleep disturbances. Medications can be used to treat symptoms such as headaches, sleep disturbances, and some psychological symptoms. According to DVBIC, the most important component of treatment is injury related education, provided as early as possible to the injured person and the family. Occasionally, other diagnoses, such as post-traumatic stress disorder (PTSD) co-exist and require additional resources.

Technology and advances in medicine are providing more accurate and effective diagnoses and treatment of TBI. Centers such as the National Intrepid Center of Excellence (NICoE) in Bethesda, MD offer cutting-edge diagnostic and treatment capabilities in a holistic, patient and family-centered environment to individuals with a combat related TBI. The Navy also has the highly regarded Comprehensive Combat and Complex Casualty Care (C5) at the Naval Medical Center San Diego. Individuals with TBIs or potential TBIs are asked to start with their NSW medical or mental health provider to ensure they receive the best treatment plan for their injury and situation. Two websites that offer excellent resources and education about TBI are www.dvbic.org and www.Brainline.org.

Over the past 160 years since Phineas Gage’s accident, diagnostic and treatment procedures of brain injuries have radically advanced. Although temporary personality and behavioral changes may still occur with a moderate to severe TBI, the negative side effects be mitigated with social and cognitive rehabilitation, medication, and education. Also, concussions can now be more easily monitored and treated, allowing for safer and more rapid healing.

Given the prevalence of TBIs and concussions in the military, it is likely that everyone in NSW has experienced one or knows someone that has.

As teammates, we can offer a valuable and effective resource to those in the recovery process; friendly, social support. However, if additional resources are required, NSW has readily accessible medical, mental health, chaplain, and family services.

Cmdr. Lloyd Davis

BUILDING CAMP NSW



Since their inception in 1942, Seabees have enjoyed the hard-earned reputation as the Navy’s combat and construction experts, proving their mettle and value by building advance bases, major airfields and piers under the most daunting of circumstances – under enemy fire.

Seventy years later and every major conflict since, the “Can Do” spirit and ability to execute and manage the planning, design, construction, operation and maintenance of Navy and Marine Corps facilities in combat zones around the globe has only added luster to the Seabee reputation.

Deployed NSW forces have been direct recipients of Seabee ingenuity and skill. Overseas deployments for NSW Sailors are usually realized when he or she reports aboard the forward operating base (FOB). These FOBs, built by NSW Combat Service Support Detachment Seabees, are secure military locations that provide support to main operating bases without establishing full support capabilities – an important resource that provides U.S. forces with vital expeditionary and campaign capabilities.

The U.S. has countless FOBs overseas and like anything in this world, no two are exactly alike in design or mission. Important factors, such as the unit tasked with supporting a FOB, location, mission, size and the host nation infrastructure dictate whether a forward operating base is large and domestically sophisticated or small and primitive. Some FOBs provide service members with a hometown atmosphere, where Pizza Hut, state of the art gymnasiums and internet cafés are readily available. Other FOBs

provide service members with basic necessities—food, clothing, shelter and showers.

But imagine being deployed to an assignment that has no FOB? How would you get your tasking orders? Where would you store your ammunition? Where would you eat and sleep? Simply put, “If you don’t have a Forward Operating Base, you’re in bad shape,” said Matthew Brock, program manager for NSW’s Operational Stocks (NSW OPSTOCKS) Facility in Eleanor, W.Va.

Brock has firsthand knowledge about building FOBs, he’s been there, done that and responsible for teaching NSW CSSD Seabees to build them.

Turning potential into performance

NSW exclusively uses CSSD Seabees and Individual Augmentees (IA), to help build FOBs during training and overseas deployments. With different missions and operating areas, the various branches of our armed forces use different building materials and methods to construct FOBs, NSW is no exception. Since NSW operates in a variety of climates and terrain, CSSD Seabees require intimate knowledge of the materials used to build different FOBs. They also learn basic construction FOB building techniques during a new training program at NSW’s OPSTOCKS facility in Eleanor.

“The whole point of the program is to make our CSSD Seabees experts in the gear we own,” said Cmdr. Alexander Kohnen, NSW’s CSSD division and force mobility officer. “While they learn broad skills in

their "A" school, the course instructors at NSW OPSTOCKS tailor the curriculum to what they will need in the field when working with NSW equipment."

Training is held at two locations—the OPSTOCKS building at the West Virginia Army National Guard Eleanor Maintenance Facility and at the top of an inactive coal mine 30 minutes Southeast of Charleston, W. Va.

Since 2007, NSW worked tirelessly to establish a solid training program dedicated to the ins and outs of FOB construction. The staff at OPSTOCKS has a close working relationship with NSW, and built a solid training program based on the premise of "training the way they play," an approach that ensures CSSD Seabees are well prepared for their overseas deployments.

"The Seabees come here to learn how to maintain and set up their equipment, so that they're not seeing it for the first time when they deploy," said Maj. Shane Nichols, director of maintenance for West Virginia's Army National Guard Eleanor Maintenance Facility.

Training spans a two-week period and entails both classroom and some hands-on, down and dirty field training. Some of the course curriculum includes basic camp set up, basic and advanced maintenance on heating and cooling units, setting up outdoor portable showers and laundry units and leading a convoy of humvees on mountainous and unpaved roads.

"The benefit of the course is, when the Seabees get to where they're deploying, they'll know exactly what they need to build a base camp or what to do in case of a generator or lighting unit break down," said Brock.

The creation of training curriculum is fluid and caters to the command's needs. Correspondence between Brock and the CSSD's officer in charge (OIC) breaks down what Seabees will need to know for their upcoming deployment, as well as their current level of expertise working with NSW building materials. Brock caters his curriculum and instructors to support the OIC's requirements. Once training plans between the two are approved, the Seabees head off to the facility in Eleanor where they battle the outdoor elements, hone their craft and live by the motto "Make it Work."

Training, training, and more training

According to Chief Warrant Officer David Wolff, OIC of NSW Logistics and Support Unit Two (LOGSU 2) CSSD, NSW's operational



Rip It!

West Virginia National Guard Staff Sgt. Clifton Sommer opens a field showering unit for CSSD Seabees during training at NSWOPSTOCKS



Beep, Beep

Part of training at NSW OPSTOCKS involves teaching CSSD Seabees how to drive in a convoy, as well as driving on underdeveloped roads.



Whose house?

NSW CSSD Seabees start building a FOB by the Kanawha River in Eleanor, W. Va.

tempo requires well trained support personnel, including its Seabees. CSSD Seabees spend more than 250 days a year deployed and the rest of their time in homeport training for their next deployment. According to Wolff, additional training includes a basic soldiering course that covers first aid, weapons qualification training and land navigation. He also said that Seabees are often integrated into SEAL squadron and urban warfare training prior to deploying. Depending on scheduling, Seabees often complete these courses before they head to West Virginia.

"There is an NSW CSSD training pipeline that sets the requirements for Seabees to be ready for deployment," Wolff said. "As a command, we deploy our Seabees with the best training."

During FOB training, Seabees work with the team they will be deploying with, which is usually eight to 16 Seabees assigned per SEAL Team. Because such a small number of Seabees deploy with the teams, it's important that everyone becomes a competent jack of all trades.

Construction Electrician 1st Class (EXW/SCW) Frankie Jackson, a CSSD Seabee assigned LOGSU 2, is currently on his second NSW deployment and says that they're required to have a wide range of skill sets.

"[CSSD Seabees] are held to a higher standard," Jackson said. "A Naval Mobile Construction Battalion (NMCB) will deploy with around 500 Seabees. So you'll have a ton of construction electricians, builders and steel workers. But NSW won't have that many Seabees. You may have a plumber who has to know certain aspects of being a mechanic or being an electrician. On the other hand, when you have a person who is a jack of all trades that deploys with a SEAL team, this person may be able to perform jobs that normally require four or five Seabees."

The first thing the Seabees do outside of the classroom is build the camp that they will be living in.

The camp site location is determined in the training plan by the OIC and Brock. Once the Seabees arrive on site, they begin building the camp by first unpacking the internal storage unit (ISU). During training exercises the units are delivered via forklift, but during deployments the ISU is delivered by shipping freight or by air. Regardless of how it's delivered, CSSD Seabees usually get everything they need during deployments within 48 hours.

The ISU itself is a 9-by-8 steel shipping box. Inside, the box is packed to the brim with everything the Seabees need to build a camp - everything from tents to sinks, generators, refrigeration units, nuts, bolts and manuals—the same materials the Seabees will use when they go downrange.

During training, Seabees only set up what the OIC requires and enough tents to house their training group. During deployments, depending on the number of people, they get a 50-man tent set up, which includes three ISUs; one can serve as a storage unit once

completely unpacked, one can house up to five generators for both heating and air conditioning and one is used as a laundry unit. Brock says that if the FOB requires fewer materials downrange, he sends his staff to unpack the unit to fit their requirements before shipping it off.

Once they have all of their supplies, course instructors and Seabees work together to build their berthing areas, and other areas that the OIC and Brock specified in the training plans. This is when the Seabees get to see how skilled their peers are and what they bring to the table.

"It's good to go on these training operations with the people you're going to deploy with," says Utilitiesman Constructionman (EXW) Daniel Reynolds, a deployed CSSD Seabee attached to LOGSU 2. "You get to know your Seabees better, build a relationship and see how they work."

Maj. Shane Nichols, director of maintenance for West Virginia's Army National Guard Eleanor Maintenance Facility, says one of the challenges of the program is training people with mixed experience levels.

"This training is not a cookie cutter approach," Nichols said. "[CSSD] Chiefs know where their platoons need more training and what they need to be trained on and we tailor it to their needs. You get everything from new guys to guys that have completed three or more NSW deployments."

Once training has been completed, both the instructors and the Seabees break down their camp and pack it back into the same ISU box materials arrive in. From there, Brock and his staff double check the box and its contents.

New group, new training plan

With the completion of each class, Brock says that he and his instructors always learn something new. In the future, Brock and his team hope to include Mine Resistant Ambush Protected (MRAP) vehicle training and more locations in the course.

Wolff says that regardless of an individual's skill set before and after training, he is confident in the training provided and the overall attitude of the Seabees.

"Seabees, whether they're in a Naval Mobile Construction Battalion, an NSW CSSD Seabee, or an IA, they will always do their best to complete their tasking in a timely manner with the utmost professionalism, quality of work, and their "Can Do" attitude," Wolff said. ☺

MC2 Shauntae Hinkle-Lymas

The Pack Out

NSW CSSD Seabees use different materials to build NSW FOBs than other service branches. Here are some of the materials they use to build a 50-man tent camp.

Storage Containers

These containers come equipped with nuts, bolts, tools, hoses, and other handy tools for building a camp. These containers weigh 1,840 pounds empty and can hold up to 10,000 pounds.



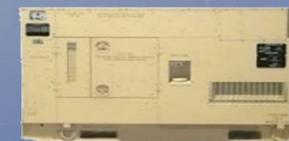
Washers and Dryers

This type of container carries two washers and two dryers weighing 3,090 pounds. It is approximately 90 inches high, 80 inches wide and has a length of 108 inches.



Generators

The packout also includes five 60 kilowatt generators used to power all aspects of the FOB.



Pallets of tents

These pallets have tents, vestibules, and many other equipment options for camp building needs.



"Seabees... will always do their BEST to complete their taskings in a timely manner..."

-CWO4 David Wolff, CSSD 2 Officer In Charge

HEROISM

IT'S ABOUT ENTITLEMENTS AND RESPONSIBILITIES

Heroism comes in many flavors, colors and contexts, as does courage, from which it springs. The "heroism" I address in this short essay is the heroism borne of courage and exceptional performance in combat.

A friend recently shared with me that he had overheard a couple of SEAL combat veterans belittling other military members who had not "been there, done that" in the war, implying that they were somehow not worthy. My friend had the distinct sense that these young SEALs felt that as combat veterans and "war heroes," they had earned certain "entitlements." A decorated Vietnam veteran himself, my friend was disturbed by what he heard.

So I began to think about the "entitlements" of heroism. While we can never condone arrogance or hubris (excessive pride), I can understand to a certain degree where these young men were coming from. They came into the Teams with dreams of becoming war heroes, and after enduring a stringent selection process, years of hard training and sacrifice, followed by multiple deployments into god-forsaken places and conducting operations in which they risked death or significant injury, it is certainly understandable that they believe they have earned certain entitlements. And they have.

They have earned and fully deserve the respect, appreciation and admiration of the American people, who owe their American way of life to the willingness of men and women to go into harm's way to protect it. And they have earned the pay, medical and other veteran's entitlements that are within the contractual agreement that the American people have made to them through our nation's laws. And they have earned the right to be proud of having served and sacrificed for a greater good, for their family, community and nation.

But their entitlements do not extend beyond that. Arrogance is never justified, nor is a sense of superiority over others who may not have had the desire, courage or opportunity to go into harm's way in battle. While the accomplishments of our community may have earned public admiration, we must never demand it. When it does come – as it has in abundance of late – we should accept it with humility and grace.

I've found that what real war heroes aspire to most, is not an entitlement, but something that must be earned every day - the respect and admiration of their fellow warriors. We can't fool our fellow warriors; they smell a phony in a heartbeat and they give their admiration only grudgingly. Whatever we may have done in the past, fellow warriors want to know what we're doing today for our shipmates, our team and our country. Warriors hold each other accountable for continuing to serve, and serve well. "Wearing my trident is a privilege I must earn every day." (SEAL Ethos).

The public, on the other hand, can be easy to impress – at least in the short term. The media eagerly gives celebrity status to anyone who happens to catch the public's attention, for good or for ill, but today's media darling is frequently tomorrow's goat. Like it or not, the media and the public have recently put the spotlight on us and want to make Naval Special Warriors into today's celebrities – war heroes to look up to – and they want to make every guy who has gone through our training a steely-eyed war-hero, epitomizing all that is good in the American male.

This spotlight is uncomfortable, not only for security considerations, but also due to the increased scrutiny and accountability it brings. "We as a community are not used to operating under such a spotlight," Rear Adm. Sean Pybus recently told the Armed Forces Communications and Electronics Association West conference. A few days later, Adm. William McRaven told National Defense Industrial Association Special Operations/Low Intensity Conflict convention attendees that

sometimes, "the spotlight on us actually makes us better," by making us more accountable.

This "spotlight" holds us accountable for what I call "the responsibilities of heroism." These responsibilities are simple, but they are not easy. Honor, courage, quiet professionalism, humility and exemplary citizenship – essentially, the ideals outlined in the SEAL Ethos. Once you become a hero, you are always held to account and expectations are high.

It can be instructive to look at the character of our greatest war heroes. You will rarely meet people more humble than those who have been awarded the Medal of Honor. All with whom I've spoken are very humble when explaining why they did what they did, how they survived or how many of their friends they lost. None will claim to be a hero – "I was just doing my job, and somehow was lucky," they will nearly all say. They know firsthand the "responsibilities of heroism," for having borne them for so long. Army Sgt. Sammy Davis, Medal of Honor recipient, speaking about soldiering and life, told me, "Heroes are those who do their duty, for their brothers-in-arms and God and country first, and then take care of themselves second."

Becoming a hero isn't easy, but neither is living in the spotlight as American heroes. For more than 50 years, we have excelled as warriors; now we must also excel as "heroes." The respect and admiration that comes with heroism brings with it more responsibilities than entitlements. True heroes understand this. ☺



Bob Schoultz retired after spending 30 years as a NSW officer. Schoultz can be reached at schoultz@sandiego.edu

Educating today's Force

In September of 2000, Joint Special Operations University (JSOU) was activated by former United States Special Operations Commander (USSOCOM), Gen. Peter Schoomaker. His Commander's intent was to establish a high quality education institution that fills SOF's unique needs and easily adapts to a changing environment. Since its modest beginning nearly 12 years ago, JSOU has grown from an initial cadre of 20 people to a bit more than 100 today.

JSOU accomplishes its mission through four lines of operation: education to U.S, SOF and SOF enablers; education to internationals, SOF education for conventional forces, and research and publication. The majority of the education JSOU provides to NSW is through the education to U.S. SOF and SOF enablers line of operation. However, the other three of lines of operation indirectly and, at times, directly support NSW.

JSOU's main support to NSW is provided primarily through courses conducted in Little Creek, Va., and Coronado, Calif. For NSW, these "off-station" courses make sense, as opposed to an "on-station" course taught at MacDill AFB because of the reduction in time that students spend away from home. It also minimizes costs by having a few instructors on travel instead of 25+ students. Last year, JSOU conducted 65 total courses of which 21 were "off-station" courses and of those, 11 were in support of NSW. In addition, most JSOU courses have been reviewed by national or regional education authorities and are eligible for college credits. JSOU also crafts customized courses of instruction upon request; JSOU conducted three for NSW last year.

A few years back, leaders throughout NSW met and identified existing education gaps. This included not only the subjects and areas that people within NSW need to know, but also when in their careers they need the education, and to what level. This resulted in the establishment of the NSW Professional Military Education (PME) Continuum approved by Rear Adm. Winters, former commander, Naval Special Warfare Command, in May 2009. Since then, JSOU annually teaches the following courses for the NSW PME Continuum in Little Creek and Coronado: Introduction to Irregular Warfare, a 3-day entry level course held twice a year; Irregular Warfare Basic, an 8-day intermediate level course held once a year; and Special Operations Planning, a 15-day intermediate level course held once a year. Of note, both the Introduction to Irregular Warfare and Special Operations Planning courses were created and specifically tailored for NSW and have since become popular with the other SOF components. The other JSOU courses that support the NSW PME Continuum, but are only taught "on-station" at MacDill AFB. Those courses include Joint SOF Pre-Command Course (4.5 days) and the Joint SOF Senior Enlisted Academy (6 months of distance



learning followed by 2 months of resident learning).

JSOU also offers courses that can be held "off-station" upon request. Recent NSW examples include the Introduction to SOF, Interagency Counterterrorism Collaboration, and the SOF Senior Enlisted courses. NSW personnel are also welcome to attend any of the regularly scheduled JSOU courses offered to the general SOF community. Finally, if none of the formal courses meet your specific need, JSOU can craft tailored courses of instruction. With few exceptions, all JSOU courses accept officers, enlisted and civilians. A typical course for NSW ranges from 20 to 50 students with the majority coming from NSW and about one quarter from the other SOF components, interagency partners, and, on occasion, foreign SOF. This diversity adds to the richness of classroom discussions and learning.

Off-station courses are typically held at a local NSW command. JSOU courses are free to attend; the only cost is related travel expenses. A good resource for information is the JSOU public page, <https://jsou.socom.mil>. At this site, you may view course offerings, register for courses and download research publications.

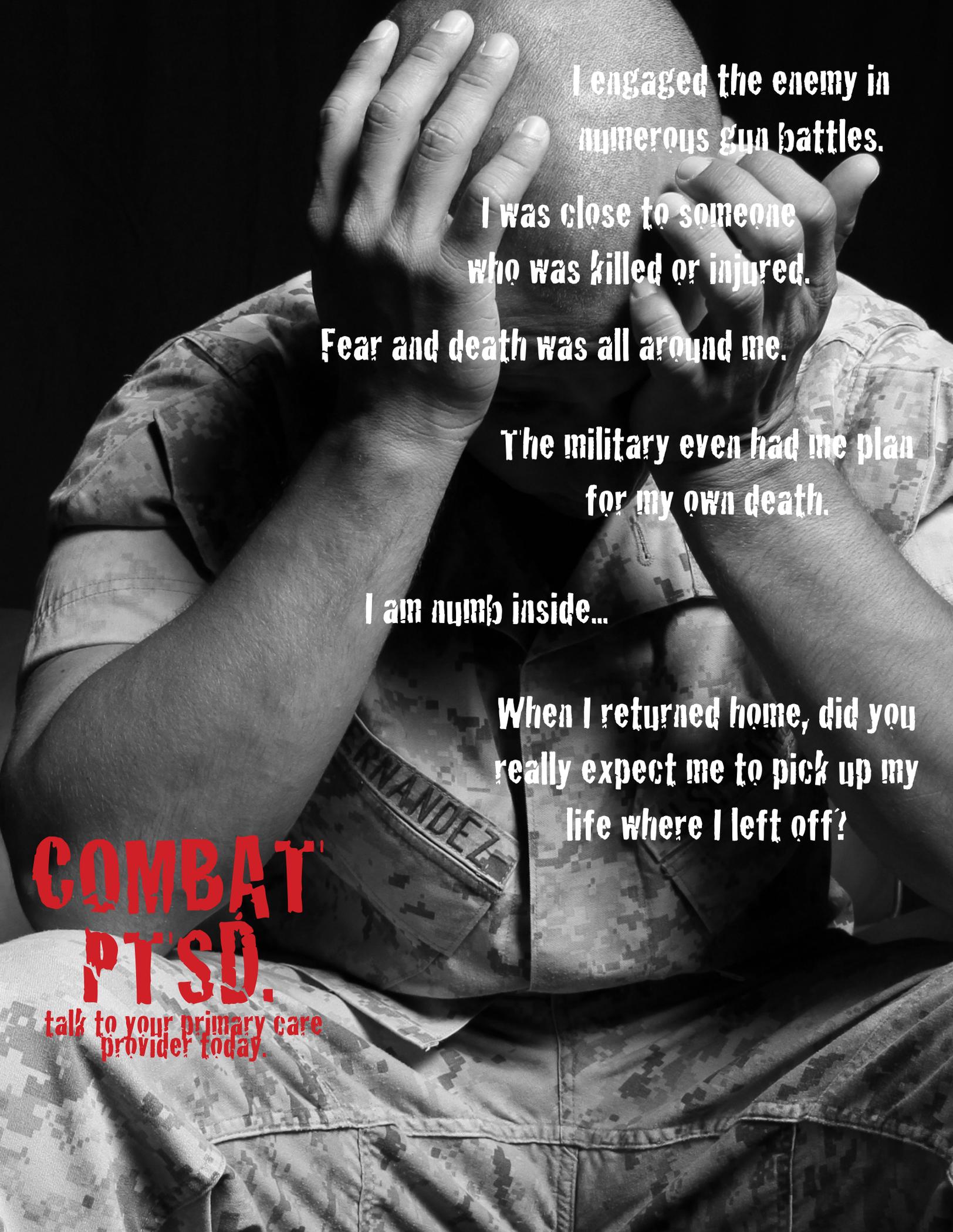
JSOU prides itself on providing quality education that develops a more effective SOF operator and a wiser warrior. As part of this process, JSOU collects feedback for each course through student critiques that are generally positive and often provide useful suggestions. However, some of the best feedback is often the non-solicited type. During a recent Irregular Warfare course, a Chief Special Warfare Operator raised his hand about midway through the course saying he was astounded at what was being taught. He wondered how he had been in the Navy for 12 years and is only now learning about irregular warfare.

As we look to the future, there are numerous indications from USSOCOM and within NSW that education will increase in importance. Adm. William McRaven, USSOCOM, has stated that he wants the best educated force in the DoD. It is likely there will be a greater number and wider variety of education programs and paths for NSW in which JSOU will continue playing a key role. Your education will ensure that we not only continue to apply overwhelming force precision and technology against our nation's adversaries at the right place and time, but that we also out-think them. ☺

David Chelsea

"JSOU prides itself on providing quality education that makes a more effective SOF operator."

-David Chelsea,
NSW JSOU Liaison



I engaged the enemy in
numerous gun battles.

I was close to someone
who was killed or injured.

Fear and death was all around me.

The military even had me plan
for my own death.

I am numb inside...

When I returned home, did you
really expect me to pick up my
life where I left off?

**COMBAT
PTSD.**

talk to your primary care
provider today.