

**You have spoken
Customer Survey 2004 Results
are IN!**

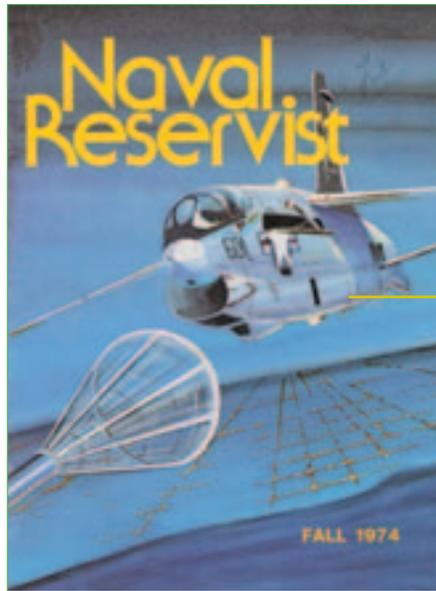
You were asked your opinion about how things are going with the Navy Reserve, and many of you gave it. Now the results of that survey are available, and some of the information will probably surprise you! So take a few minutes to see what your shipmates think is working and what needs fixing.

Visit the Navy Reserve Web site at **http://navalreserve.navy.mil** and log on to CNRF's private side. From there, go to the main menu navigation bar on the left, and under "What's New" select "Customer Service," and then from there look for the link "2004 Customer Survey Results."

From this link, you will have access to force-wide results on top issues affecting Navy Reservists today.

The results of the survey are used strictly as a management tool for focusing time and resources on improving customer service. Honest comments were encouraged, so naturally, there was some negative feedback. Thanks to those that participated, commanders at every level can focus their attention on "solutions" to your issues.

a look back



1974- Naval Reservist VADM Pierre N. Charbonnet was welcomed as the new Chief of Naval Reserve. Also a story appeared showing the recent overhaul in flight pay for officers. Under the new system a Sailor with over six years of aviation service would receive a whopping \$245 a month.

30 years ago



Lt. Matthew Stephens, dental officer for Naval Mobile Construction Battalion Two Three (NMCB-23) prepares to fill a tooth for a fellow battalion Seabee. Stephens has been mobilized in support of *Operation Iraqi Freedom* (OIF) and is ensuring Battalion Seabees are ready for deployment. All Reservists must have a dental exam by a Navy dentist prior to deploying to another country.

Photo by JO2 Leslie A. Shively

NMCB 23

ON CUTTING EDGE OF SEABEE TRAINING EVOLUTION



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PORT HUENEME, Calif.—It began with lessons learned.

Seabees are now fighting the war on terrorism with a more aggressive military posture, and paving the way with training for their changing roles is Naval Mobile Construction Battalion (NMCB) 23, recently mobilized in support of *Operation Iraqi Freedom* (OIF).

"We're receiving lessons learned all the time from over there," explained CMCM Ron Hartle. "Our lessons learned started from the time NMCB 14 mobilized in Gulfport all the way until now" NMCB 23 will be relieving NMCB 14 and the battalion is undergoing major changes with the tactical side of its mission during this deployment, utilizing a new entity called the Tactical Movement Team or TMT that combines strategies from the Seabee Engineering Reconnaissance Team (SERT), Military Operations in Urban Terrain or MOUT, a term borrowed from the Marine Corps and the REACT teams - a Reactionary Force from within the battalion.

Hartle said TMT was created as a result of NMCB 14's experiences in theater. "It's something we never thought about or trained for until recently. We used to dig a foxhole and stay in place. Now we move around communities and travel, so we've had to become more of an offensive group."

Historically, Seabees built stationary camps in rural areas to support Marine detachments. The Marines were tasked with threat aggression and Seabees used force only as a last resort to defend their positions. Their locations in Iraq (near towns and cities) require Seabees to learn different skill sets.

"Before we just returned fire, tried to move and called in support," explained GMC(SCW/DV) Barry Budd, who was recently selected to chief warrant officer, NMCB 23's military training chief. "It has not been our mission in the past to move through buildings. We are planning for not only moving in and around buildings and structures, but we are also taking on the responsibility of being able to clear buildings."

Convoy operations and security needs are also tremendously important for OIF, and TMTs have been tasked with those jobs. "It's a lot more refined, detailed and structured than what we've done in the past. Everybody gets general convoy operation training through Basic Combat Skills I and II classes, but TMT is even more detailed and completely different," Budd said, explaining that units are so heavily tasked in theater, getting a security element for protection would be impossible. Trained to engage certain threats and certain scenarios, NMCB 23 will be able to maintain security and keep the convoys moving. "We should be able to go over there and take care of ourselves. There are so many convoys, we'd really have to have a Marine battalion just to follow us around," Budd said.

Dignitary protection is another skill Seabees are learning. "If our commanding officer has to move, obviously that would be in a convoy, and we would take a full complement. If there were other personnel that would need a security element then we would surround them with the TMT," Budd said.

Personnel Qualifications Standards (PQS) for TMT training do not exist, so Budd and his team members are writing them as they train researching, publications, battalion assets and resources from other military and civilian organizations.

He said TMT could be a rate or maybe a Navy Enlisted Classification

NMCB 23 staff members clean 9mm pistols following a qualifications course at Port Hueneme, Calif., NMCB 23 has been mobilized in support of *Operation Iraqi Freedom* and are currently training for deployment. NMCB 23's overall mission is to maintain military readiness, while performing construction tasking for the First Naval Construction Division.



Photo by PH2 Jim Watson

What was once a glittering symbol of the financial center of the world now stands blanketed in ash and soot. The World Trade Center was destroyed during a September 11, 2001 terrorist attack.

Deploying NMCB 23 Reservist witnessed WTC devastation

JO2 Leslie A. Shively

PORT HUENEME, Calif.—At first he thought it was a replay of the 1993 blast that occurred in the public parking garage, or an accident. But the effect of the purposeful, directed act of violence hit him full force as he stood on the roof of another building and watched the Twin Towers of the World Trade Center explode then collapse into dust.

Mobilized in support of *Operation Iraqi Freedom* (OIF) and currently training for deployment in Port Hueneme, Calif., LTJG Todd McNamara remembered his first brush with terrorism and the devastation he witnessed in the wake of the attack on the tallest buildings in New York City.

The civil engineer was preparing for a meeting on a building he had just finished constructing in mid-town Manhattan when a colleague told him the World Trade Center was bombed. He scrambled to the roof of the building he was in, unprepared for what would unfold in front of his eyes.

"I could see a plane coming down the Hudson River and turn, over the Statue of Liberty, then slam into the second tower. I could see it ... I don't know ... I couldn't hear it though and I don't know if it was because I was focused on the visual, but I didn't hear anything, I just remember seeing it."

He went downstairs to the 21st floor and called his parents in Virginia. While he was on the phone the Pentagon was hit.

The next day a call went out for engineers willing to help the FBI locate people trapped in the rubble of the Swiss Bank vault and McNamara volunteered. "My job was to find a route for the fire fighters to get to the people. They found them, but they were dead."

His most eerie memory is of the aftermath of the attack. "It was pretty crazy. I remember walking up Eighth Avenue the next day. There were no cars and before, during a regular day right by Penn Station, it would be packed."

One thing that stuck with McNamara was the smell. "Everything was covered in a fine layer of grey dust. It reminded me of the way a construction site smells, with the dust, dirt and a garbage site. It was very odd."

Seeing the wreckage of a building that previously dominated the cityscape due to a terrorist attack terrorism wrought so close to his home hit hard. "It was the first thing you'd look at to figure out where you're going and where you are when you got on the subway. When that came down, I thought, 'Wow, we're really under attack.' It made me realize that I really want to do this, make a difference and not just sit back and watch things go by," said McNamara.

He'd always wanted to be in the Army Corps of Engineers, but a stint in the Army ROTC that kept him with the infantry was not enough. After college and a couple of years behind a desk designing bridges, McNamara was still not satisfied and wanted something more so he applied for a direct commission with the Navy.

That first application was denied. He planned to reapply but was told that he had to wait until he was 26, but after the WTC attack McNamara resubmitted his package several months early and was accepted.

A feeling of disbelief still lingers today as he prepares to deploy and although they weren't married at the time, his wife, Jennifer, who was working in the Pentagon when it was hit, is very supportive of his commitment to the Seabees while he mobilizes.

"I guess I was in both locations in a way," said McNamara.

(NEC) or PQS book. "We're laying down a directive and making our own training platform. We build little bytes and then go out and do it," said Budd. "You try things and add them together. It's not built into our typical Seabee profile yet."

His forward thinking is that all of the training steps and platforms could be stored on a compact disk and shared as other battalions mobilized. All members would go through all stages of the same thing - continuity of training is absolutely imperative Budd emphasizes. "If everybody's on the same page with this it makes a big difference." Training on TMT has been held after normal class hours adding an extra three or four hours to the working day and only volunteers are participating at present. "There's a lot of motivation in these guys. I am proud to work with them," Budd said. The biggest challenge during NMCB 23's deployment and TMT training is licensing drivers for Humvees and the new Medium Tactical Vehicle Replacement (MTRV) trucks used in convoys to carry personnel and equipment.

"The unfortunate side of the reserve part of this is that we don't have our own Humvees and MTRVs, the seven-and-half-ton truck that hauls people, carries equipment and cargo," Budd said. "We have nine who are licensed on the MTRVs," said EOCS Joseph Ott, NMCB 23's alpha company chief, who stressed that although vehicles are not physically available, a lot of familiarization is accomplished through training aids.

One of alpha company's primary tasks on deployment will be to operate and maintain vehicles on a daily basis in the convoys, so training must occur. Ott organized classes after normal working hours using the driving course at Port Hueneme, Calif., where the battalion is mobilizing.

"Originally it was lack of funding to have enough equipment to go around but lately everything is changing where we're going to a lot of new equipment - new trucks, the MTRVs are all brand new," explained Hartle. He said students also must test on an MTRV simulator and that only six or seven are available in the U.S. "It takes awhile to get everybody through that process. We're going to train people here, so at least when we go forward we'll have people that know how to run the equipment."

A lot of communications equipment has also changed in the last couple of years, although the basic in-the-foxhole equipment is staying the same, said Hartle, but the equipment used in office spaces to communicate with headquarters is changing. "All of us, even the officers and chiefs are brand new to it and have to learn that all over again." New tactics, new equipment and as NMCB 23's training is evolving to meet its tasking. ❖