

NMCB THREE 2001-2002 Deployment Completion Report



“BETTER THAN BEST” EUROPEAN DEPLOYMENT

Sep 01 – Mar 02

Rota-Naples-Sigonella-Souda Bay

Tidewater- Guantanamo Bay-Gabon-Stuttgart-Georgia

3

5000
S3
15 MAR 02

From: Commanding Officer, U.S. Naval Mobile Construction Battalion THREE
To: Distribution

Subj: DEPLOYMENT COMPLETION REPORT

Ref: (a) COMSECONDNCB/COMTHIRDNCBINST 3121.1A
(b) COM TWO TWO NCR OPERATIONS ORDER 16-01

Encl: (1) NMCB THREE Deployment Completion Report

1. Enclosure (1) is forwarded per reference (a).
2. Per reference (b), NMCB THREE deployed to Rota, Spain from 06 September 2001 to 12 March 2002, with Details deployed to Souda Bay, Crete; Naples, Italy; Sigonella, Sicily; Thurmont, Maryland; Tidewater, Virginia; and Guantanamo Bay, Cuba. NMCB THREE also executed five Deployments for Training(DFTs) to Gabon, Africa; T'blisi, Georgia; Panzer Kaserne, Germany; Bahrain and an MPF offload exercise in Blount Island.

K. J. SCHMADER

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EXECUTIVE SUMMARY

U.S. Naval Mobile Construction Battalion THREE completed a “Better Than Best” European deployment on 12 Mar 02. Battalion personnel were distributed throughout the globe from mainbody in Rota, Spain, to Details in Thurmont, MD; Tidewater, VA; Guantanamo Bay, Cuba; Naples, Sigonella, Souda Bay, as well as DFTs to The Republic of Georgia, Stuttgart, Bahrain and Gabon, West Africa.

The mainbody arrived in Rota, Spain just after the terrorist attacks of 11 Sep 01 to find the base in Force Protection Condition DELTA for the first time since the Gulf War. Despite the additional security requirements, the battalion began work on turnover projects (the Camp Mitchell Administration Facility and the BEQ Roof project) immediately after turnover. In addition to the turnover work, new projects were started at the BEQ Pavilions, Pier II Repairs and the Runway Drainage Repairs.

During an already full deployment, the battalion was called upon to construct a forward operating base in Kulyab, Tajikistan in support of OPERATION ENDURING FREEDOM(OEF). NMCB THREE spent the month of Dec 01 preparing a heavy Air Det to support the mission. Though the mission was ultimately cancelled, NMCB THREE demonstrated a high state of readiness and once again proved why Seabee presence is vital in this theater. Also in support of OEF, the Battalion provided facility, planning and logistics support to Commander, U.S. Naval Forces Central Command’s Logistics Readiness Center in Bahrain.

NMCB THREE was also one of the first battalions to feel the effects of ITEMPO as we launched additional Dets out to Tidewater, Virginia and Guantanamo Bay, Cuba at the midpoint of our deployment. Detail sites would remain dynamic as most of Det Tidewater was sent to Cuba in Jan 2002 to construct Al-Qaida detainee camps in support of Joint Task Force 160 and OPERATION ENDURING FREEDOM.

Throughout the deployment in Rota, 10,71 man-days were earned on direct labor training, camp maintenance and 11 projects valued in excess of \$1.8M. The Details and DFTs fortified NMCB THREE’s reputation as the “Better Than Best” battalion. From providing assistance to host stations as they moved to Force Protection Condition DELTA, to improving the quality of life for personnel in Italy, Souda Bay, Tidewater, Cuba, and West Africa, they were successful in every endeavor. Collectively, the details and DFTs accumulated 17,019 earned man-days on direct labor training, camp maintenance and on 28 construction projects valued at over \$6.5M.

A battalion priority this deployment was to increase participation in the command’s Seabee Combat Warfare Specialist (SCWS) program. The Training Department re-energized the SCWS program, updating PowerPoint presentations, test questions, study guides and conducting evening courses 5 times/week. As a result, over 70 Seabees earned SCW designations between Sep 01 and Mar 02.

NMCB THREE not only focused on improving construction and combat skills this deployment, but also personal career development. During the deployment, 93 personnel were advanced in rate, including 27 new Petty Officers. Over 27 first term members, nine second termers, and eight career members re-enlisted. Through 28 Feb 02, category A retention stood at 67%, up 18% over the end of FY 01 rate of 49%.

The Supply Department provided superb support to every battalion evolution. Over 2,000 sets of travel orders were processed with a cumulative value of \$600,000. CTR and ARP inventory validity was expertly maintained at 96% and 98%, respectively. Disbursing, berthing, messing, postal services, and construction material procurement were all paramount to the battalion’s European deployment success.

NMCB THREE made a tremendous contribution to host activities and Navy personnel quality of life programs throughout the European and Atlantic theaters, while providing contingency construction support for OEF. Throughout the deployment, the “Better Than Best” met operational and training commitments and perpetuated the “Can Do” Seabee legacy.

ADMINISTRATION / SPECIAL STAFF

ADMINISTRATION & PERSONNEL

GENERAL: The Administration Offices worked hard to ensure outstanding support was provided in all facets of administrative and personnel matters for over 600 Seabees deployed throughout the European theater. Nine Personnelman and eight Yeoman were directly responsible for processing Fitness Reports and Enlisted Evaluations, award recommendations, and setting-up award ceremonies. Additionally, they coordinated all advancement examination requirements for the Sep 01, Jan 02 and Mar 02 Navy-wide Advancement Examinations for over 1200 participants. They also tracked all correspondence, reports, and travel requirements. Four personnel from the department earned their Seabee Combat Warfare qualification this deployment to bring the Department to 52% Seabee Combat Warfare qualified.

STATISTICS:

September 2001 Navy-Wide Advancement Results

	E4	E5	E6
Time in Rate Eligible	73	132	17
Recommended	73	132	17
Participated	73	132	17
Selected	54	27	3

September 2001 Navy-Wide Advancement "Late" Results

	E4	E5	E6
Time in Rate Eligible	4	2	32
Recommended	4	2	32
Participated	4	2	32
Selected	2	0	7

January 2002 Navy-Wide Advancement Exam Takers for CPO

	CPO	LDO
Time in Rate Eligible	63	24
Recommended	63	04
Participated	TBD	04
Selected	TBD	TBD

LEGAL DEPARTMENT

GENERAL: The Legal Department found Spain to be quiet with regards to disciplinary infractions. The legal drinking age is 18, but we had very few incidents involving alcohol. NMCB THREE Seabees understood the importance of responsible behavior while drinking and the potential legal ramifications if involved in an alcohol-related incident in Spain.

ADMINISTRATION / SPECIAL STAFF

Contact numbers:

Base SJA Office (located across from NFCU ATMs, bldg 1):
CDR Schwartz, SJA, ext. 3171
LNCS(SW/AW) Smith, ext. 2356
LN3 Sneed, ext. 3171
LT Romero, ext. 2759
Senor Ramos (Legal Hold) ext. 2320

Naval Legal Service Office Rota (located on the right-side of NFCU ATMs) Legal assistance is done on a walk-in basis with the exception of defense services or wills. Call 2531/2 for appointments.

OFFICER IN CHARGE:
Captain Robert Q. Ward, USMC
Email: wardrq@legal.rota.navy.mil
Home: 956-81-6531
Cell: 619-063-743
DSN 314-727-1708/2531
FAX 314-727-1707
COM 39-956-82-xxxx

ASSISTANT OFFICER IN CHARGE:
Robert "Rock" C. De Tolve, USNR
detolverc@legal.rota.navy.mil
cell: 629-752-914

LEADING PETTY OFFICER/SENIOR TRIAL PARALEGAL
Legalman First Class Karen Ramsey, USN
Email: ramseyk@legal.rota.navy.mil
Home: 956-82-4481

Address
U.S. TRIAL SERVICE OFFICE EUROPE AND SOUTHWEST ASIA
DETACHMENT ROTA, SPAIN
PSC 819 Box 46
FPO AE 09645-5046
tel: DSN 727-1708/2531/2/3/4, COM (011) 34-956-82-xxxx
fax: DSN 727-1707, COM (011) 34-956-82-1707

ADMINISTRATION / SPECIAL STAFF

CAREER COUNSELOR

Retention continued to be a top priority for NMCB THREE throughout the deployment. Between Sep 01 and Mar 02, the battalion had 27 first term re-enlistments (67% re-enlistment rate), nine second term re-enlistments (100% rate), and 18 career re-enlistments (100% rate). The total Selective Re-enlistment Bonuses (SRB) authorized was \$267,159, a 30% increase from our previous deployment. Memorable reenlistment ceremonies included: presentation of Discharge and Re-enlistment certificates, a United States Flag, a huge SRB check, a personal handbook copy of The Constitution of the United States, and a re-enlistment cake.

	Eligible	Not Eligible	Reenlist	NET		Navy Goal
Zone A	38	10	27	69%	Zone A Goal	52%
Zone B	9	0	9	100%	Zone B Goal	64%
Zone C	9	0	9	100%	Zone C Goal	84%

Reenlistment data Table



Triple-threat BU3 reenlistment. BU3 Hill, BU3 Willard, and BU3 Corcoran.



EO2 Veldhuizen cuts his reenlistment cake.



CO presents Selective Reenlistment Bonus check to EO2 Northrop.



Master Chief Ronquillo presents a U.S. Flag flown over Camp Mitchell to BU1(SCW) Brochu.

ADMINISTRATION / SPECIAL STAFF

DENTAL

During the 2001-2002 European Deployment, the Dental Department maintained an impressive 100% Dental readiness! Overall, 800 patients were treated and over 1,500 dental procedures were performed. Over the course of the deployment, Dental Health of the battalion rose from 45% to 64%. With a new Dental Officer and new Leading Petty Officer, the dental team set out to meet and exceed the battalion's needs. The Chief of the Dental Corp's goal of "through and beyond readiness" was a daily focal point.

MEDICAL

GENERAL: Medical Department personnel provided excellent medical care to the "Better than Best" Seabees throughout the European Deployment. The medical department sent an IDC with DFT Gabon, West Africa, where he provided superb care despite extremely austere living and working conditions. In Rota, members of the Battalion Aide Station (BAS) were given the opportunity to work with Naval Hospital Rota. NMCB THREE corpsmen assisted in the disaster training of the hospital's surgical relief team and participated in a physical therapy training program. Naval Hospital Rota corpsmen received sick call training by working with the NMCB THREE BAS. In addition, the hospital provided laboratory, radiology, pharmacy, inpatient, and emergency support.

In December, the medical staff assisted with the preparations to send an Air Det to Tajikistan in support of OPERATION ENDURING FREEDOM. The medical department provided an IDC and an HM2 to ensure the 122 Seabee Air Det was medically ready to deploy. The medical staff worked long hours to complete the Authorized Minimal Medical Allowance List (AMMAL) and pre-deployment screenings for all members of the Air Det.

STATISTICS:

Information	Rota
Total Contact Visit	1681
Patients Seen	1681
Sick in Quarters	91
Pharmacy Units	1044
Sanitary Inspection	19
Immunizations	1073
PPD/HIV/DNA	286/271/1
Audiograms	120
Physical	49
Administrative	305
MEDEVACS	0

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EMBARK

GENERAL: NMCB THREE's Embark staff successfully planned, coordinated, and executed the incident free movement of battalion personnel throughout the European Theater. Cruise boxes were delivered before Main Body personnel arrived in Rota, and there was a "straggler" turn-in set up for those who were on leave, TAD, or newly checked in.

The Advance Party (295 PAX) departed via commercial aircraft to Rota, Spain on 05 Sep 01. The Advanced Parties for Details Naples (13 Seabees), Sigonella (72 Seabees) and Souda Bay (42 Seabees) departed Rota and arrived at their respective sites within 24 hrs. Embark successfully loaded DFT Gabon's CESE (38 pieces), supplies (eight 20' containers) and 3 PAX on a chartered barge at the Rota pier. The barge left Rota on 12 Sep 01 amid a flurry of force protection activity and arrived in Libreville, Gabon on 20 Sep 01.

NMCB THREE's Main Body (247 PAX) left Port Hueneme on 15 Sep 01 and the European Details arrived at their sites within 24 hrs. DFT Panzer Kaserne (17 Pax) left on a C-5 on 19 Sep 01 and Detail Thurmont (13 PAX) arrived at Camp David on 13 Sep 01. NMCB THREE sent three Seabees to the country of Georgia for Operation Provide Hope and three to NSA Bahrain to provide technical support for Commander, U.S. Naval Forces Central Command's Logistics Readiness Center.

During the European deployment, Embark arranged for the return of DET Naples, DFT Georgia, and DFT Panzer Kaserne upon the completion of their operational tasking while embarking DET Tidewater (18 PAX) and DET Guantanamo Bay (17 PAX). The Advance Party and Main Body flights for DET Tidewater and DET Guantanamo Bay flew together on 07 Dec 01 and 14 Dec 01, respectively. DET Guantanamo Bay traveled on channel flights to Guantanamo Bay after arriving in Norfolk, VA.

Embark completed an emergency evacuation plan for DFT Gabon and supervised the continuous travel of Seabees to and from 10 different detail sites to meet the battalion's operational and administrative needs.

CHAPLAIN

This deployment was very successful for the Chaplain and his religious staff. There were various opportunities for religious worship and service to the battalion. Along with the regular Bible study and church services, a daily "Chap-line" inspirational radio broadcast and a "Leadership Thought for the Day" e-mail were offered.

The chaplain provided anger management classes to individual departments and presented suicide awareness/prevention to all incoming Seabees.

On the weekends, transportation was arranged to services at the main side chapel. This presented a wide variety of different religious services to our Seabees, including Roman Catholic, Lutheran, Presbyterian, and Gospel services.

Every Thursday, approximately 15 to 20 Seabees attended the Bible study held in the camp chapel. The Sunday evening worship time was also well attended with an average of 15-20. In addition, the Rota Bible Church invited our personnel to celebrate Thanksgiving and Christmas, and to take scenic tours with them twice a month. Part of this attraction was the chance to be

ADMINISTRATION / SPECIAL STAFF

involved in the congregational life of a church, which is something that battalion worship sometimes lacks.

During this deployment, the camp library was moved from the town hall to the chapel. This move provided the battalion members a more relaxing atmosphere to read and to check out books.



Chaplain Amador leads the bible study in prayer.



Bible Study was held Thursday evenings.

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COMMUNICATIONS / ADP

GENERAL: NMCB THREE'S S6 Department provided excellent service to the battalion during the deployment to Camp Mitchell, Rota, Spain. ISD maintained a centralized server based LAN of seven servers and 120 workstations on the network, providing the battalion centralized file storage and communications via the NIPERNET. The Communications Shop (COMM) maintained and reorganized the tactical communications gear and facilitated satellite communications readiness for DFT Gabon. Members of the S6 Department optimized Camp Mitchell's communications by repairing all equipment possible, while providing input to 2NCB for improvements and computer upgrades.

COMPUTERS: The 120 network workstations and dozen standalone computers were kept operational for users by our four-man ISD staff. ISD repaired over 25 workstations that were not functioning properly during turnover and completed hundreds of trouble calls debugging software compatibility issues, and replacing faulty equipment throughout the camp. On the basis of life cycle analysis, ISD recommended twenty-five percent of the workstations be replaced in the near future.

WEB SITES: NMCB THREE has hosted an Internet site for "Friends & Family" and an Intranet site within the NCF web site. In doing so, we provided operational information to Brigade and increased communication between the friends and family of our deployed Seabees. The Webmaster updated these sites weekly information from the Public Affairs Officer and the Operations staff.

VIRUSES: Early in the deployment, the battalion experienced complications due to viruses that created problems with the Microsoft Exchange Server. These problems were resolved by updating the anti-virus software, setting virus definitions, assigning file extension checks for attachments, and enhancing the awareness of users about potential viruses. ISD also used a mandatory network virus scan on a daily basis to prevent undetected viruses from remaining in the system.

SECURITY: The network's security was satisfactory during deployment and complied with Navy standards. The network did not experience any breaches in security and was protected through a firewall and security monitoring at NCTAMS. Users were advised of network policies and procedures pertaining to the use of government computers and information. ISD randomly monitored numerous workstations on a monthly basis to detect misuse or unauthorized programs. Administrative passwords were changed in accordance with INFOSEC security regulations.

PROGRAMS: ISD provided support to the battalion in using several MS-DOS based programs, including SNAP, FOXPRO, UMIDS, and ATOPS. The technicians also assisted Admin and Embark with message-related programs.

DATABASE: ISD oversaw the administration, operation, and use of the Microsoft Access Databases, including the Command, Camp Maintenance, Minor Property, and ISD Inventory databases.

TRAINING: Department level training was conducted when time permitted. Training focused on sharing job experience and instruction in NETG courses. The 20th NCR instructed the ET's on

ADMINISTRATION / SPECIAL STAFF

the new radios being introduced in the TOA. Technical manuals were ordered to enhance the availability of study materials and references.

TACTICAL COMMUNICATION GEAR: All tactical communication equipment was thoroughly maintained utilizing an aggressive Preventive Maintenance program. The program ensured everything from operational checkout to required documentation was updated. Training was held with Communications Platoon during training Saturdays.

PUBLIC AFFAIRS

GENERAL: The Public Affairs Office (PAO) provided support to NMCB THREE in several ways. The most visible was through press releases that reached numerous media sources. In addition to outstanding media coverage, the PAO staff prepared for distinguished visitors, supported the cruise book, prepared a brief for the Family Support Group, updated the command brief and command history, and posted information to the command internet and intranet web sites. The PAO staff was also responsible for providing photographic coverage for battalion operations and activities.

MEDIA COVERAGE: NMCB THREE submitted 75 press releases over the entire deployment. Press releases were sent to the following media outlets: NMCB THREE internet/intranet web page, the *Lighthouse* (NBVC newspaper), *Coastline* (Naval Station Rota, Spain newspaper), PACFACTS (PACDIV newspaper and internet site), Navy Wire Service, *All Hands*, *Civil Engineer* magazine, CINCUSNAVEUR web site, *Community Service News*, *Ventura County Star*, *All Hands*, *Naval Reservist News*, and *The Military Engineer* magazine. In addition to our press releases, *Stars and Stripes* also provided coverage for NMCB THREE activities and AFN produced several news broadcasts on our Seabees.



AFN covers Seabees working on the Reflections Club project.



NAVSTA ROTA CO, Captain Noble, speaks to the troops at Reflections. AFN is there to document our work.

TRAINING

CHAPTER THREE

GENERAL: While operations and projects take the priority during deployment, training is essential in both homeport and deployment to keeping the battalion's military and technical skills proficient. Training was accomplished using Training Saturdays, SCWS classes, On-the-Job training (OJT), and by holding a bi-monthly Planning Board for Training (PB4T). During inclement weather and Training Saturdays, companies presented a variety of GMT topics to their personnel, with the S7 department providing CD's, overheads, and instructor guides for all topics.

The Physical Readiness Program involved Battalion Physical Training three times per week, with an official Physical Fitness Assessment (PFA) administered in Oct 01. The Fitness Enhancement Program (FEP) was also scheduled twice per week for those personnel that failed the PFA, were out of body fat standards, or who were having difficulty keeping up with the battalion run.

TECHNICAL TRAINING: The Training Department coordinated six Training Saturdays during the deployment for the mainbody. Det sites coordinated and conducted their own training program during Training Saturdays. These training evolutions kept our Seabees sharp in military tactics, health and safety practices, and contingency construction skills. Every Training Saturday included weapons cleaning, PT, and some company time. Other topics included embark, communications, land navigation, crew-served weapons, RRR, various medical topics, safety videos, CBR, SAVI, and various subjects taught by the battalion's military advisor. Monthly FEP PRT's were also conducted at the end of every Training Saturday.



HMI Unruh teaches CPR during a SCWS class.



DKCS Cabana provides training on the Thrift Savings Plan.

TRAINING

ON-THE-JOB-TRAINING: Companies assisted the Training Department by administering two Seabee Skill Assessment interview evolutions during deployment. Seabee skill attainments were processed into the PISTOL computer program and skill deficiencies were identified in preparation for homeport. On-the-job-training(OJT) was also conducted during Training Saturdays and periods of inclement weather.

SERVICE RECORD REVIEW: One of the major evolutions undertaken by the Training Department staff was a complete A-Z review of the service records of every member of the battalion. This was done to validate the online records kept in the PISTOL database, which is used to evaluate unit attainment and calculate SORTS numbers. When the review was finally completed, all the missing information was entered into the database and a hard copy binder was created as a back up and reference for the department. Now when a service member transfers out of the command, he or she is given a printout containing all the skills and training earned while at the command. This information is useful whether the member is transferring, retiring, or separating.

SEABEE COMBAT WARFARE PROGRAM: The battalion's Seabee Combat Warfare Specialist (SCWS) program continued to be a top command priority. NMCB THREE utilized Power Point teaching aids, reviewed and expanded its test question bank, and updated tests to reflect the new qualification standards with Core, Unit Specific, and NCF Officer sections. New study aids were printed and distributed to the companies for their use, and CPR classes were incorporated into the schedule. Evening classes were held four to five times per week with good participation. As of 01 Mar, there are 71 newly-qualified SCWS warriors. This is a tribute to NMCB THREE's commitment to a thorough and aggressive SCWS program.

	Number Pers Assigned	Previously SCW Qualified	Qualified SCW on Deployment	Number SCW Qualified on Board at Deployment Completion
E1-E6	590	136	69	205
E7-E9	37	16	0	16
O1-O5	24	9	2	11

LT Rang presents CE2 Fale his SCWS pin while deployed to Sigonella.



OPERATIONS

CHAPTER FOUR

GENERAL: The Operations Department was the nerve center of NMCB THREE throughout the deployment and continued the fast-paced battalion tempo from homeport. The operations leadership, quality control and engineering divisions supported the mainbody in Rota, six detail sites, and five DFTs on three continents by planning, organizing, monitoring, and guiding the construction program. From the onset, the department's focus was on safety, quality, and production at all sites.

Projects ranged from erecting large pre-engineered buildings (PEBs) to placing small concrete pads. Customers included COMNAVACT ROTA SPAIN, CNE, MWR, NSWU-10, JTF 160 and local PWCs/PWDs. NMCB THREE Seabees established good working relationships with customers early in deployment, solidifying the "Better Than Best" reputation and leaving a positive impression of the Naval Construction Force around the world.

The Operations Department was instrumental in preparing for the Air Detachment mission planned for Tajikistan. In addition, the Operations Department planned and directed the redeployment of Det Tidewater to Guantanamo Bay, Cuba to perform contingency construction in support of OPERATION ENDURING FREEDOM.

OPERATIONS

LABOR DISTRIBUTION SUMMARY:

MAIN BODY

Month	Sep 01	Oct 01	Nov 01	Dec 01	Jan 02	Feb 02	Mar 02	Total	%Total
Direct Labor MDs	868	1821	1959	1411	1671	1656	100	9816	65%
Indirect Labor MDs1	945	669	486	393	519	565	35	3376	22%
Readiness/Training	223	339	340	253	264	333	9	1897	13%
Total MDs Exp	2036	2829	2784	2057	2454	2554	143	15089	100%
#Total Personnel	402	409	423	370	339	360	360	NA	
# Direct Labor	170	170	170	120	120	120	108	NA	
Workdays	12	23	21	20	22	20	1	119	
%Direct Labor2	29%	29%	28%	27%	27%	31%	30%	29%	
Ideal Capability3	1569	3240	2933	2267	2329	2646	121	15104	
Availability Factor4	70%	67%	78%	73%	83%	75%	90%	74%	

- Notes: 1. Indirect Labor MDs is mandays spent on indirect activities by DL personnel. This should be any "X" Coded time from timesheets.
2. %Direct Labor = Direct Labor/Total Personnel
3. Ideal Capability = (#Direct Labor) x (# Workdays) x (1.125) –
Note: This is the Ideal Manday Capability. No availability factor is applied. The actual AF is calculated from this number.
4. Availability Factor = (Direct Labor MDs + Readiness/Training MDs)/(MD Capability)

DET / DFT

Month	Sep 01	Oct 01	Nov 01	Dec 01	Jan 02	Feb 02	Mar 02	Total	%Total
Direct Labor MDs	713	2092	2079	1701	1690	1690	1508	11473	68%
Indirect Labor MDs1	292	711	532	484	449	513	1196	4177	25%
Readiness/Training	193	91	133	183	233	173	120	1126	7%
Total MDs Exp	1198	2895	2744	2367	2371	2376	2824	16776	100%
#Total Personnel	217	196	182	246	284	285	285	NA	
# Direct Labor	92	94	105	103	108	116	183	NA	
Workdays	12	24	22	20	23	21	5*	127	
%Direct Labor2	42%	48%	58%	42%	38%	41%	64%	48%*	
Ideal Capability3	1242	2538	2599	2318	2795	2741	1029	152562	
Availability Factor4	73%	86%	85%	81%	69%	68%	79%*	77%*	

**Indicates an average.*

OPERATIONS

SITE SUMMARY:

PROJ #	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Earned by prior NMCBs	Mandays Expended this deployment
DF0-112	1800	\$160,000	1800	0 - 100%	100	0	1800
DF1-125	200	\$0	200	0 - 100%	100	0	200
DF1-126	900	\$95,000	900	0 - 100%	100	0	900
DF2-130	100	\$0	100	0 - 100%	100	0	100
DF2-129	100	\$0	100	1 - 100%	100	1	100
SP9-830	312	\$125,750	312	0 - 100%	100	0	991
SP0-855	4322	\$495,000	1253	14 - 43%	41	523	1697
SP9-831	282	\$48,500	282	0 - 100%	100	0	176
SP0-857	1003	\$132,000	1003	0 - 100%	100	0	887
SP0-875	175	\$60,000	175	0 - 100%	100	0	445
SP1-809	1761	\$200,000	264	0 - 15%	14	0	303
SP0-871	561	\$69,800	561	0 - 100%	100	0	1753
SP2-804	750	\$286,000	750	0 - 25%	17	0	605
SP0-876	1687	\$211,300	246	85 - 100%	100	1441	649
SP1-811	350	\$133,000	350	0 - 100%	100	0	639
SP7-800	500	\$125,000	500	0 - 100%	58	0	289
CR1-857	459	\$55,800	459	0 - 100%	100	0	301
CR1-853	325	\$29,916	325	0 - 100%	100	0	432
CR9-840	1465	\$158,238	934	0 - 64%	58	0	1060
CR7-804	3318	\$470,187	1072	68 - 100%	100	2256	1957
CR2-864	250	\$35,039	100	0 - 33%	21	0	14
CR2-860	340	\$44,429	170	0 - 50%	50	0	249
CR2-863	506	\$24,484	92	0 - 50%	50	0	75
SI1-829	959	\$294,500	1067	0 - 100%	99	0	723
SI8-816	2514	\$149,000	1051	31 - 73%	60	779	817
SI0-824	2431	\$476,700	204	92 - 100%	99	2237	80
SI8-807	2452	\$150,000	1604	0 - 65%	41	0	1585
SI6-890	600	\$185,000	6	99 - 100%	100	554	6
SI8-811	200	\$115,200	200	0 - 100%	74	0	171
NA1-FPT	30	\$0	30	0 - 100%	100	0	30
NA1-855	277	\$75,000	277	0 - 100%	100	0	292
NA9-839	192	\$10,000	143	25 - 100%	100	48	154
NA1-RTR	50	\$0	50	0 - 100%	100	0	50
TH1-864	190	\$9,300	190	0 - 100%	100	0	322
TH1-866	114	\$13,000	114	0 - 100%	100	0	181
TH2-869	200	\$46,000	200	0 - 100%	100	0	264
NV1-816	1971	\$440,000	20	67 - 68%	68	1321	20
NV9-896	5505	\$1,900,000	1046	51 - 70%	64	2808	456
CL2-806	750	\$250,000	84	0 - 12%	12	0	84
GB2-877	1422	\$520,000	57	0 - 4%	8	0	151
GB2-900	3120	\$1,092,000	3120	0-100%	100	0	3120
GB2-400	200	\$0	200	0-100%	100	0	0

OPERATIONS

SP1-500 CO DISCRETIONARY

<u>PROJECT LISTING</u>	<u>MAN-DAYS</u>
Golf Course Head	152
CDC Doors	4
Bowling Alley	62
Basketball Court	108
Golan Pad	87
Force Protection Assistance	77
Total	490

SAFETY STATISTICS

GENERAL: NMCB THREE set extremely high standards for safety this deployment and it paid high dividends. The battalion's Project and Shop Supervisors were primarily responsible for the **Safe and Successful** completion of this mission. Considering the complex and potentially dangerous tasking of our Seabees spread around the globe, the safe completion of this deployment was a most noteworthy accomplishment. The following were areas of concern from the onset of deployment. These are not all inclusive of the safety program, but their impact has been truly significant.

TRAFFIC / VEHICLE SAFETY: This deployment, the battalion was particularly concerned with traffic/vehicle safety due to long distances to some job sites and unique traffic situations found in Europe. We recommend a thorough traffic safety training program (especially for junior troops) for follow-on units to include driving in congested areas, using backup guides, and speed limits.

On Duty Statistics	Sep-01	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Total
Fatalities	0	0	0	0	0	0	0
Lost Work Cases	1	1	0	0	0	0	2
Light Duty Cases	3	4	3	4	7	5	26
First Aid Mishaps	4	8	1	5	7	4	29
Govt. Vehicle Mishaps	1	0	9	0	0	3	13

Off Duty Statistics	Sep-01	Oct-01	Nov-01	Dec-01	Jan-02	Feb-02	Total
Fatalities	0	0	0	0	0	0	0
Lost Work Cases	0	0	0	1	0	0	1
Light Duty Cases	5	7	1	3	1	1	18
First Aid Mishaps	1	2	1	1	0	3	8
Govt. Vehicle Mishaps	0	0	1	0	0	0	0

Note: Statistics for Feb 02 include the numbers for 01 Mar 02

SP9-830 RUNWAY DRAINAGE REPAIR



Scope:

Correct drainage deficiencies between runway and taxiway. Includes excavating site, placement of perforated PVC drainage pipe, and catch basins.

Project Status:

Project Start Date:	19 Sep 01
% WIP at Takeover:	0%
% WIP Turnover:	100%
Useable Completion Date:	11 Jan 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	312
Cumulative to Date:	312
Average Crew Size:	8

Material Cost:	\$125,249
Cost Savings:	\$109,200

Issues:

Significant Safety Issues: Trenching, working on the runway, FOD hazards.

Significant QC Issues: Proper pipe elevation, proper compaction.

Significant Design Issues: None

Significant Material Issues: Catch basin procurement was lengthy.

OPERATIONS – ALFA COMPANY

SP1-811 PAVE WEAPONS ACCESS ROAD

**Scope:**

Perform full depth repairs (FDR), spot leveling, and place a 5cm overlay over weapons area road and magazine areas. Construct and regrade ditch in designated areas.

Project Status:

Project Start Date:	08 Nov 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	01 Mar 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	350
Cumulative to Date:	350
Average Crew Size:	9

Material Cost:	\$133,000
Cost Savings:	\$122,500

Issues:

Significant Safety Issues Working around vehicle traffic and working inside the weapons compound.

Significant QC Issues: Proper asphalt laydown techniques, pay close attention to joints.

Significant Design Issues: None

Significant Material Issues: None

OPERATIONS – BRAVO COMPANY

SP1-300 CAMP MAINTENANCE

GENERAL: At the start of the fiscal year, a Budget Base Transfer was initiated between NAVSTA Rota PWD and 2NCB. All the facilities at Camp Mitchell are now “owned” by Public Works. This change in ownership greatly affected all three major components of Camp Maintenance: SJOs, ESAs and MCDs. Due to this change, many of the Standing Job Orders have been transferred to the PW shops. The change has also affected ESAs, as there is no longer a Camp Maintenance Store Room (CMSR) located at Camp Mitchell. All materials for ESAs were ordered and received through PW self-help. Lastly, all future MCDs will be submitted to the station Maintenance Action Plan (MAP) for scheduling.



STATISTICS:

Completed MCDs tasked by 2nd Naval Construction Brigade: TASKED MANDAYS 2,000

<u>MCD No.</u>	<u>Description</u>	<u>Man-Days</u>
31-01	Install Rain Gutters	46
48-01	Build TOA Comm Shop Storage Containers	29
51-01	Replace Dental Air Compressor	5
15-01	Sidewalk Behind 357	16
49-01	Repair/Replace A/C Blower Fan Units	33
61-01	Install A/C Heating in BLDG 381	9
36-01	Construct Folding Tables	13
37-01	Remove Abandoned Grease Trap	7
53-01	Replace Exterior Doors BLDG 370	37
29-00	Replace Chapel Doors	10
35-01	Replace Smoke Detectors	15
04-00	Replace Dapa Doors	29
30-00	Replace CO/XO Door	15
38-01	Replace Carpet 1778	14
17-17	Rehab Silver City	229
20-01	Paint Awnings	41
50-98	Replace Doors at Silver City	53
57-01	Rehab Restricted Head	18
45-01	Paint-out Special Services Phone Center	8
08-01	Install New Plainer	29
34-01	Rehab Training Classroom	30
13-98	Replace Carpets in BEQ Rooms	8
58-01	Rehab Medical Head	33
03-02	Renovate Town Hall	38
40-01	Repaint BOQ Rooms	36
	MCDs	875
	ESAs	932
	SJOs	193
	TOTAL	2000

SP7-800 PUBLIC WORKS HIGH VOLTAGE SUPPORT



Scope:

Public Works support in maintaining base electrical distribution system

Project Status:

Project Start Date:	18 Sep 01
% WIP at Takeover:	0%
% WIP at Turnover:	58%
Useable Completion Date:	01 Mar 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	289
Cumulative to Date:	289
Average Crew Size:	5

Material Cost:	\$125,000
Cost Savings:	\$101,150

Issues:

Significant Safety Issues: Proper procedures when working with energized high power lines.
Significant QC Issues: None
Significant Design Issues: None
Significant Material Issues: None

OPERATIONS - CHARLIE COMPANY

SP9-831 PIER II REPAIRS

**Scope:**

Construct and replace 31 reinforced concrete covers of various sizes with lifting eyes to replace damaged concrete covers identified on Pier Two.

Project Status:

Project Start Date:	17 Sep 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	26 Feb 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	282
Cumulative to Date:	282
Average Crew Size:	8

Material Cost:	\$48,500
Cost Savings:	\$98,700

Issues:

Significant Safety Issue: Crane work on pier. Use of ground guides essential.
Significant QC Issues: Re-supply materials on the pier placed in areas that will be replaced.
NMCB 3 worked with the shipboard personnel to resolve the situation.
Significant Design Issues: None
Significant Material Issues: None

OPERATIONS - CHARLIE COMPANY

SP0-857 SMALL ARMS RANGE

**Scope:**

Complete improvements to Small Arms Range. Scope of work includes: 300m of 2-inch water line and hose bib, 8 wood power poles, overhead primary electrical service, concrete pad, and underground utility service. Also includes the installation of two modular buildings (4.83m x 5.00m), to include electrical service lights, doors and windows, 300m of new chain-link security fencing (3 strands of 4 point barbed wire on top) and new security gates.

Project Status:

Project Start Date:	19 Oct 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	01 Mar 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	1003
Cumulative to Date:	1003
Average Crew Size:	12

Material Cost:	\$132,000
Cost Savings:	\$351,050

Issues:

Significant Safety Issue: Working with equipment on top of eroded berms. Pole climbing for electrical line installation.

Significant QC Issues: Proper assembly of PEB. Testing of new utility services.

Significant Design Issues: None

Significant Material Issues: Long lead time on HVAC units and electrical panels.

SP0-875 REPLACE HIGH TEMP HOT WATER LINES



Scope:

Replace high temp hot water lines at 2 road crossings on NAVSTA Rota. Welds to be certified through ROICC upon completion. Scope includes securing existing lines, removal and replacement with new and repairing asphalt.

Project Status:

Project Start Date:	25 Oct 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	03 Jan 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	175
Cumulative to Date:	175
Average Crew Size:	10

Material Cost:	\$60,000
Cost Savings:	\$61,250

Issues:

Significant Safety Issues: Welding procedures on high pressure lines.
Significant QC Issues: Certification of welders. Testing of all welds.
Significant Design Issues: None
Significant Material Issues: Prompt delivery of contractor manufactured pipe sections.

SP1-809 RENOVATE REFLECTIONS CLUB



Scope:

Renovate Reflections MWR club in Rota, Spain to include demolition of existing finishes and construct new partitions, new exterior access road and drive-thru area, interior electrical, mechanical, and new interior finishes.

Project Status:

Project Start Date:	Jan 02
% WIP at Takeover:	0%
% WIP at Turnover:	14%
Useable Completion Date:	Feb 03

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	276
Cumulative to Date:	276
Average Crew Size:	14

Material Cost:	\$200,000
Cost Savings:	\$96,600

Issues:

Significant Safety Issues: Safety precautions during demolition phases.
Significant QC Issues: Installation and testing of underslab utilities.
Significant Design Issues: None
Significant Material Issues: None

OPERATIONS - CHARLIE COMPANY

SP0-876 INSTALL BEQ ROOF

**Scope:**

Complete improvements on BEQ roof on Building 569 & 570. Scope of work includes installation of prefabricated steel trusses, metal sheeting, and soffit. Concept of work is to place a pitch roof, similar to a pre-engineered building, on an existing flat roof.

Project Status:

Project Start Date:	17 Feb 01
% WIP at Takeover:	85%
% WIP at Turnover:	100%
Useable Completion Date:	06 Feb 02

Direct Labor Earned:

Previous Battalion(s):	1400
NMCB THREE:	247
Cumulative to Date:	1647
Average Crew Size:	11

Material Cost:	\$211,300
Cost Savings:	\$576,450

Issues:

Significant Safety Issues: Fall protection. Welding on roof.
Significant QC Issues: Sealing around vents and joints. Minimize leaks.
Significant Design Issues: None
Significant Material Issues: None

SP0-871 BEQ PAVILIONS AND LANDSCAPING



Scope:

Construct two steel frame pavilions and a half basketball court at BEQ area. Scope includes construction of 8m x 8m concrete slab, masonry walls, concrete basketball court, sidewalks, ceramic tile, installation of prefabricated grill, grading and landscaping.

Project Status:

Project Start Date:	17 Sep 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	01 Mar 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	561
Cumulative to Date:	561
Average Crew Size:	10
Material Cost:	\$ 69,800
Cost Savings:	\$196,350

Issues:

Significant Safety Issues: Working with welders, tile saws, working on scaffolding and ladders.
Significant QC Issues: Welding joints for roof. Terrazo tile installation.
Significant Design Issues: None
Significant Material Issues: None

OPERATIONS - CHARLIE COMPANY

SPO-855 CONSTRUCT ADMIN FACILITY



Scope: Construct a 5,000 SF facility to include the erection of a structural steel frame, pre-cast concrete walls and placement of three overhead slabs.

Project Status:

Project Start Date:	16 Apr 01
% WIP at Takeover:	14%
% WIP at Turnover:	41%
Useable Completion Date:	Oct 02

Direct Labor Earned:

Previous Battalion(s):	523
NMCB THREE:	1248
Cumulative to Date:	1771
Average Crew Size:	12

Material Cost:	\$495,000
Cost Savings:	\$619,350

Issues:

Significant Safety Issues: Fall protection, scaffolding. Working with cranes.
Significant QC Issues: Overhead pours for concrete decks. Concrete wall panel installation.
Significant Design Issues: None
Significant Material Issues: On time delivery for steel. MILCON threshold.

SP2-804 PERIMETER FENCE



Scope:

Repair and replace security fencing, tension wire, poles and barbwire throughout NAVSTA Rota. NMCB THREE tasked with sections 1 and 2 of 10.

Project Status:

Project Start Date:	15 Jan 02
% WIP at Takeover:	0%
% WIP at Turnover:	17%
Useable Completion Date:	T/O

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	448
Cumulative to Date:	448
Average Crew Size:	14

Material Cost:	\$286,000.00
Cost Savings:	\$156,800

Issues:

Significant Safety Issues: Dogs, working with deteriorated, rusty fence. Working in tall grass near cliffs.

Significant QC Issues: Keeping fence tight. Installing gates properly.

Significant Design Issues: None

Significant Material Issues: None

OPERATIONS – DFT PANZER KASERNE

GENERAL: NMCB THREE deployed a 17-person Deployment For Training (DFT) to Panzer Kaserne, Germany to support Naval Special Warfare Unit Two with construction necessary to expand their operations. The Advanced Party of six Seabees departed Port Hueneme on 05 Sep 01 for Rota Spain to prepare and palletize all tools for Air Movement. The remaining 11 Seabees arrived with the mainbody on 18 Sep 01. On 20 Sep 01, all members of the DFT departed Rota, Spain on a C5 for Stuttgart, Germany. Within three weeks, the AOIC was transferred to Bahrain in support of NAVCENT. The DFT was berthed, messed, and headquartered at the Panzer Kaserne Army Post just outside of Stuttgart, Germany. The DFT worked on one tasked project and four OIC Discretionary projects. Although the DFT was faced with many unforeseen challenges, they were able to overcome and complete all of their assigned tasking, in addition to the OIC Discretionary projects. Due to the early completion of two projects, seven of the DFT's Seabees returned to Rota one month early. The DFT completed a total of 900 mandays and made a lasting impression on the staff of NSWU-2.

ADMINISTRATION: The DFT did not bring Personnel Records. Administrative requirements were coordinated with the mainbody. NSWU-2's Admin Shop provided any additional required administrative help. The Seal Unit provided medical support, although for many medical and dental needs, the Seabees were referred to the Medical/Dental Clinic at nearby Patch Army Post.

TRAINING/READINESS: As a DFT, there were no Training Days, other than PT three times a week.

SEABEE COMBAT WARFARE PROGRAM: As a DFT, there were no formal SCWS classes. The DFT stressed SCWS during the two months it was formed up in homeport, which resulted in 10 personnel achieving SCWS for a total of 12 of 16 SCWS qualified personnel on the DFT.

OPERATIONS: Upon arrival in Stuttgart, the DFT was tasked with two projects: the Building Extension Project (DF1-126A) and the Mezzanine Project (DF1-126B). Within one week of arrival, the DFT took on additional OIC Discretionary projects, including renovations to a classified conference room renovation, construction of divider walls/office spaces in the SEAL platoon hut, new tile and rewiring of lighting in several rooms, placement of concrete pads for a pallet staging area, and a concrete pad for an armory ready locker. The DFT encountered delays with the Building Extension project when an unknown room/parking garage was discovered beneath the concrete pad that was scheduled for demolition. This unforeseen condition necessitated the removal of over 400 cubic meters of fill, sifting of the rubble, and refill and compaction of the hole. Although we encountered minor setbacks, the DFT safely completed all projects.

SUPPLY: All aspects of supply were handled by a German-speaking BU3 who acted as Expeditor when required. All other supply needs were handled by NSWU-2's Supply Department, including all equipment rentals, materials, and services.

EQUIPMENT MANAGEMENT: The DFT was assigned a 13-pax van and a crew cab truck. All equipment was maintained by CMs attached to NSWU-2, including two loaders/forklifts and three 15T stake trucks. Any additional equipment was rented.

CENTRAL TOOL ROOM: All tools were checked out of mainbody before departure and shipped via air to Stuttgart. Tool inventories were conducted biweekly. NSWU-2 has their own Builder Shop that proved invaluable. Any additional tools were rented.

OPERATIONS – DFT PANZER KASERNE

LABOR DISTRIBUTION SUMMARY

Month	Sep 01	Oct 01	Nov 01	Dec 01	Jan 02	TOTAL	% Total
Direct Labor MDs	61	437	281	203	205	1187	89%
Indirect Labor MDs	21	48	44	35	4	152	11%
Readiness/Training	0	0	0	0	0	0	0%
Total MDs Exp	82	485	325	238	209	1338	100%
# Personnel	17	16	16	11*	9	14*	
# Direct Labor	14	14	14	10*	8	12*	
# DL Reserves	0	0	0	0	0	0	
# Workdays	7	24	22	21	22	96	
% Direct Labor	74%	90%	88%	86%	89%	85.4%*	
Ideal Capability	110	378	347	224	198	1257	
Availability Factor	55%	114%	81%	90%	103%	88.6%*	

**Indicates an average*

PROJECT SUMMARIES: Outlined on the following pages.

DF1-126A BUILDING EXTENSION



Scope:

The removal of a 10' x 20' temporary storage facility and erection of a 1,500 SF building extension to include concrete masonry walls with stucco finish, drop ceiling and rolled roof.

Project Status:

Project Start Date:	17 Sep 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	26 Dec 01

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	420
Cumulative to Date:	420
Average Crew Size:	7

Project Cost

Material Cost:	\$95,000
Cost Savings:	\$136,500

Issues:

Significant Safety Issues: None
Significant QC Issues: Take caution not to damage the existing building during demolition.
Significant Design Issues: None
Significant Material Issues: None

DF1-126B ERECT STEEL MEZZANINE DECK



Scope:

Erection of a 30' x 118' steel mezzanine, assembly of numerous 8' x 8' steel cages and the installation of fluorescent lighting fixtures.

Project Status:

Project Start Date:	17 Sep 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	16 Nov 01

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	327
Cumulative to Date:	327
Average Crew Size:	4

Project Cost

Material Cost:	\$128,000
Cost Savings:	\$103,950

Issues:

Significant Safety Issues: Fall protection.

Significant QC Issues: Ensure columns, bond beams, and girders are installed IAW German specifications.

Significant Design Issues: None

Significant Material Issues: None

DF1-126C INSTALL BOAT RAMP AND WINCH



Scope:

Install 24' x 70' concrete pad with ramp to provide a smooth transition when loading boats from the hangar to the outside crane.

Project Status:

Project Start Date:	27 Sep 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	23 Nov 01

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	73
Cumulative to Date:	73
Average Crew Size:	3

Project Cost

Material Cost:	\$13,000
Cost Savings:	\$25,550

Issues:

Significant Safety Issues: None
Significant QC Issues: Ensure top pad is level with existing pad in the hangar.
Significant Design Issues: None
Significant Material Issues: None

OPERATIONS – DFT PANZER KASERNE

OIC DISCRETIONARY

<u>PROJECT LISTING</u>	<u>MAN-DAYS</u>
Renovate Conference/Briefing Room	15
Construct Pallet Staging Area	20
Tile and Carpet Supply Office	4
Construct Partitions in SEAL Platoon Spaces	6
TOTAL	45
TOTAL MAN-DAYS TASKED	45

OPERATIONS –DFT GABON

GENERAL: U. S. Naval Mobile Construction Battalion THREE deployed a Deployment for Training (DFT) to Libreville, Gabon, Africa to conduct construction and training in support of the joint training exercise, West African Training Cruise-01, 02 (WATC-01,02). The primary goal of the exercise was to improve the interoperability between the U.S. and Gabonese militaries and included construction of an Exercise Reception Facility and a Humanitarian, Civic Action (HCA) medical clinic. NMCB THREE's 46 Seabees joined a team of 31 Gabonese, who acted as a single-service component. The mission consisted of three major projects: establish and maintain a 81-man base camp, construct two K-spans for an Exercise Reception Facility and construct a 50' by 60' CMU Medical Clinic.

ADMINISTRATION: DFT Gabon consisted of 46 NMCB THREE Seabees and 31 Gabonese soldiers from various sections of the Gabonese military. Five NMCB 23 reservists joined the DFT in January. The OIC was overall responsible for the Joint Task Force. The Americans were broken up into four rifle squads for administration and military organization, and further assigned to one of three construction positions. The Gabonese included 14 dedicated security personnel, 16 constructionmen and one OIC. After the reservist's arrival, they were assigned to one of the two direct labor projects.

TRAINING/READINESS: The detachment training included physical training three times a week and Seabee Combat Warfare training 5 times a week. Physical training was conducted in the morning before the start of the workday and SCWS training was conducted in the evening. Safety briefings were conducted before the start of the workday.

SEABEE COMBAT WARFARE PROGRAM: The DFT implemented an aggressive SCWS training program consisting of five night classes per week, tests, practical applications and pre-boards, resulting in four personnel receiving their SCWS qualifications.

OPERATIONS: The DFT maintained an average of 33 direct laborers. Five Reservists augmented DFT Gabon for one month of the deployment. The Reserves provided 164 mandays of direct labor.

SUPPLY: The Det deployed with an SK2 for general supply, material support and accountability, as well as all personal equipment to conduct the exercise. The Supply Petty Officer managed the accountability of all equipment and materials and ran the DFT's MWR program.

EQUIPMENT MANAGEMENT: DFT Gabon deployed 38 pieces of CESE valued at \$3.5M. A team of four CMs and three EOs managed the equipment.

MATERIAL LIAISON OFFICE: DFT Gabon deployed with all the steel and electrical items necessary to construct the K-Span. The remaining materials needed to complete the buildings were purchased locally. A materials acquisition team consisting of one UT1, a CE3 and 2 Gabonese constructionmen was established to expedite material acquisition.

OPERATIONS –DFT GABON

LABOR DISTRIBUTION SUMMARY

	Dec 01	Jan 02	Feb 02	TOTAL	% Total
Direct Labor MDs	386	555	559	1,500	76%
Indirect Labor MDs	98	98	98	392	20%
Readiness/Training	28	28	28	84	4%
Total	512	681	685	1974	100%
# Personnel	46	50	45	47*	
# Direct Labor	31	36	31	33*	
# DL Reserves	0	5	0	0	
# Workdays	22	24	26	72	
% Direct Labor	67%	72%	69%	69%*	
Ideal Capability	767	972	906	2645	
Availability Factor	54%	60%	65%	60%*	

**Indicates an average*

PROJECT SUMMARIES: Outlined on the following pages.

EXERCISE RELATED CONSTRUCTION



Scope:

Construct two 60' by 100' K-Span structures to include the placement of concrete slabs, miscellaneous underground utilities and electrical work.

Project Status:

Project Start Date:	10 Dec 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	24 Feb 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	533
Cumulative to Date:	533
Average Crew Size:	13

Project Cost:

Material Cost:	\$80,894
Cost Savings:	\$186,550

Issues:

Significant Safety Issue: Local climate, heat stress. Working with heavy machinery
Significant QC Issues: Proper procedures for using ABM K-Span machine.
Significant Design Issues: None
Significant Material Issues: None

HCA MEDICAL CLINIC



Finished Facility



Finished Facility

Scope:

Construct a 50' by 60' CMU/concrete medical facility with wood truss and steel roof construction to include the placement of concrete slabs, and miscellaneous underground and interior utilities and electrical work.

Project Status:

Project Start Date:	10 Dec 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	24 Feb 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	764
Cumulative to Date:	764
Average Crew Size:	12

Project Cost:

Material Cost:	\$61,787
Cost Savings:	\$267,400

Issues:

Significant Safety Issue: Local climate, heat stress.
Significant QC Issues: Obtaining quality masonry materials.
Significant Design Issues: None
Significant Material Issues: None

OPERATIONS –DETAIL SOUDA BAY, CRETE

GENERAL: NMCB THREE deployed a 50-person Detail (Det) to Souda Bay, Crete, Greece to support Naval Support Activity (NSA) Souda Bay with operational and MWR construction projects. The advanced party, comprised of 26 Seabees, departed Port Hueneme, CA on 05 Sep 01 and arrived in Souda Bay on 06 Sep. The remaining Seabees arrived on 16 Sep 01. Berthing and messing were provided by NSA Souda Bay. The Det worked on seven tasked projects (six new starts and one turnover project) and 11 OIC Discretionary projects. Upon completion of 129 workdays and 3,920 overall mandays (including camp maintenance, training, and planning and estimating), 21 Seabees departed Souda Bay on 05 Mar 02. The remainder, after a thorough turnover with NMCB SEVEN, departed on 11 Mar 02.

ADMINISTRATION: Detail Souda Bay deployed with a YN2 for administrative support. YN2 was responsible for handling correspondence, processing orders, annual leave, awards, personnel and disbursing matters, and assisting in administering advancement exams. She also maintained division officer records (DORs), collected, sorted and distributed mail, and managed the detail's medical and dental readiness. NSA Souda Bay's Personnel Support Detachment provided disbursing and advancement exam support as well. NSA's Chief Master at Arms provided urinalysis support. Seven Det personnel re-enlisted this deployment, including 3 first termers and 1 second term.

TRAINING/READINESS: The Det's initial training plan mirrored that of the mainbody. However, in order to meet an accelerated customer schedule, training Saturdays for the months of November through February were used as workdays and make up off days. Required safety and general military training was conducted and the Det held two safety stand down briefs. Physical training was held three times weekly prior to the start of the workday. The semi-annual physical readiness test was conducted on 15 Oct 01. Overall, the Detail performed 390 mandays of physical, safety, and general military training.

SEABEE COMBAT WARFARE PROGRAM: Detail Souda Bay's SCWS training program consisted of classes three nights per week, tests, practical applications, pre-boards, and boards. Seven Seabees earned their designation as Seabee Combat Warfare Specialists during deployment.

OPERATIONS: Detail Souda Bay had the opportunity to complete one of NSA Souda Bay's top quality of life projects at Marathi pier. Completing the Recreation Center became increasingly important after 11 Sep as this facility supports ships transiting through the Mediterranean. Crews worked every Saturday for two and a half months to meet the customer's accelerated timeline. Additional projects included: completing 60% of the final phase of the Marathi master plan (Marathi Recreation Center, Phase III), completing the final phase of a taxiway lighting replacement project that had been ongoing for several years (Taxiway Lighting, Phase IV), and erecting a pre-engineered building to house spill response equipment at Marathi (Marathi PEB). On 07 Dec 01, the Det was tasked with three additional force protection projects totaling 362 mandays. Overall, 3,552 construction mandays were completed this deployment.

SUPPLY: The Det's SK1 provided superb general supply and material support. Managing a quarterly OPTAR of \$14,000 and \$634,000 in project funds, he worked closely with the NSA Comptroller and Purchasing departments to procure construction materials, Det support materials, consumables, vehicle parts, and services. Along with managing purchases, he coordinated the embarkation of personal property and surface shipments and directed the operations of the Material Liaison Office, Central Tool Room, Automotive Repair Parts outlet, and Central Storage Room.

OPERATIONS –DETAIL SOUDA BAY, CRETE

MATERIAL LIAISON OFFICE: MLO was comprised of two Second Class Builders. One was responsible for receipt, storage, and issuance of construction materials and the other procured material from local vendors using a Government purchase card. The MLO Petty Officer managed 2,100 total line items, 1,600 of which were for NMCB THREE’s tasking. Detail Souda Bay’s expeditor worked closely with a Public Works expeditor who provided continuity between details, a valuable knowledge base, and Greek/English translation. The MLO warehouse was physically located outside of the confines of NSA Souda Bay, but in a complex controlled by the Greek Air Force. Per the 22ND NCR Operation Order, Mr. Mike Fiscella visited Souda Bay on 10-12 October to provide helpful MLO training.

CENTRAL TOOL ROOM: A Third Class Builder, who performed tool issues, receipts, and tool kit validations, managed CTR. Weekly spot inventories and bi-weekly tool inventories were conducted to validate tool accountability. As a result, 253 items valued at \$19,864 were found to be unserviceable and were reordered this deployment.

EQUIPMENT MANAGEMENT: Detail Souda Bay organized and operated its own CESE management program headed by a CM2. Four additional CMs maintained 28 pieces of augment CESE, ARP, and a tool room. The Detail’s Tab A includes two tactical 5 ton dump trucks, a grader, loader, roller, excavator, CUCV, two seven passenger vans, a 5 ton tractor with 50 ton lowboy trailer, water truck, fuel truck, two 15 ton stake trucks, and maintenance truck. An EO3 performed the duties of dispatcher, license examiner, and accident investigator for half of the deployment, after which a CM3 assumed dispatcher duties and an EO1 assumed license examiner and accident investigator responsibilities. Equipment maintenance proved to be challenging in Souda Bay as a result of limited repair part availability and the age of the equipment, which averaged 20 years. The Detail relied heavily on mainbody ARP for parts. The average delivery time was 32 days, resulting in an average CESE availability of 80% throughout the duration of the deployment.

LABOR DISTRIBUTION SUMMARY

	Sep 01	Oct 01	Nov 01	Dec 01	Jan 02	Feb 02	Mar 02	TOTAL	% Total
Direct Labor MDs	233	590	906	566	607	563	74	3,539	66%
Indirect Labor MDs	138	256	303	204	188	266	25	1,380	26%
Readiness/Training	69	71	55	65	125	48	5	438	8%
Total	440	917	1,264	835	920	877	149	5,402	100%
# Personnel	50	50	49	48	60	58	36	50*	
# Direct Labor	35	35	33	32	33	30	10	30*	
# DL Reserves	0	0	0	0	11	11	10	5*	
# Workdays	12	24	24	23	21	19	7	129	
% Direct Labor	70%	70%	67%	67%	73%	72%	55%	68%*	
MD Capability	378	756	713	662	713	701	126	4,049	
Availability Factor	80%	87%	135%	95%	103%	87%	63%	93%*	

**Indicates an average*

PROJECT SUMMARIES: Outlined on the following pages.

OPERATIONS –DETAIL SOUDA BAY, CRETE

CR7-804 MWR BUILDING, MARATHI



Scope:

Turnover project. NMCB 3 work includes interior painting, installing ceramic floor tile, carpet, rework on rough electrical and mechanical, finish electrical and plumbing, bathroom partitions, cabinets, and bathroom accessories. HVAC, fire alarm system, and finish carpentry installation is contracted

Project Status:

Project Start Date:	15 Sep 01
% WIP at Takeover:	68%
% WIP at Turnover:	100%
Useable Completion Date:	14 Jan 02

Direct Labor Earned:

Previous Battalion(s):	2,246
NMCB THREE:	1,072
Cumulative to Date:	3,318
Average Crew Size:	16

Material Cost:	\$470,187
Cost Savings:	\$1,161,300

Issues:

Significant Safety Issues: None
Significant QC Issues: Significant tile and interior finish work.
Significant Design Issues: None
Significant Material Issues: Subcontract for doors and cabinets.

OPERATIONS –DETAIL SOUDA BAY, CRETE

CR9-840 MARATHI RECREATION CENTER, PHASE III



Scope:

Construct 75 square meter male and female head facility, dugouts, and bleacher pads. Head facility scope includes construction of CMU walls with cast in place columns and beams, overhead slab, service tie-ins, interior mechanical/electrical, and floor/wall tile.

Project Status:

Project Start Date:	19 Sep 01
% WIP at Takeover:	0%
% WIP at Turnover:	58%
Useable Completion Date:	Jun 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	849
Cumulative to Date:	849
Average Crew Size:	12

Material Cost:	\$86,139
Cost Savings:	\$297,150

Issues:

Significant Safety Issues: Working during occasional windy and rainy weather conditions.
Significant QC Issues: None
Significant Design Issues: None
Significant Material Issues: None

OPERATIONS –DETAIL SOUDA BAY, CRETE

CR1-853 TAXIWAY LIGHTING, PHASE IV



Scope: Remove and replace 26 new taxiway apron lights on airfield. Connect new lights to existing circuit.

Project Status:

Project Start Date:	15 Oct 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	23 Jan 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	325
Cumulative to Date:	325
Average Crew Size:	4

Material Cost:	\$29,916
Cost Savings:	\$113,750

Issues:

Significant Safety Issues: Performing electrical work outdoors. Working on the flightline.

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None

CR1-857 MARATHI PEB



Scope:

Construct a 12-meter by 6-meter PEB near Marathi pier to house spill response equipment. Scope includes construction of a PEB with windows, roll up doors, and an access road.

Project Status:

Project Start Date:	10 Dec 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	01 Mar 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	459
Cumulative to Date:	459
Average Crew Size:	8

Material Cost:	\$55,800
Cost Savings:	\$160,650

Issues:

Significant Safety Issues: Safely lifting and erecting corrugated panels during times of high wind.
Significant QC Issues: None
Significant Design Issues: None
Significant Material Issues: None

CR2-864 FORTIFY ELECTRICAL SUBSTATIONS



Scope:

Construct reinforced concrete walls around electrical substations and telephone pedestals. Complete 4 of 12 locations. Turnover to NMCB SEVEN.

Project Status:

Project Start Date:	19 Feb 02
% WIP at Takeover:	0%
% WIP at Turnover:	21%
Useable Completion Date:	Jun 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	63
Cumulative to Date:	63
Average Crew Size:	6

Material Cost:	\$35,039
Cost Savings:	\$22,050

Issues:

Significant Safety Issues: Working around active substations and telephone cables.
Significant QC Issues: None
Significant Design Issues: None
Significant Material Issues: None

CR2-863 FLOATING DOCK FOR PATROL BOATS



Scope:

Scope of work includes installing shore support facilities for two floating boat docks including anchor points and utility connections.

Project Status:

Project Start Date:	28 Jan 02
% WIP at Takeover:	0%
% WIP at Turnover:	50%
Useable Completion Date:	Aug 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	92
Cumulative to Date:	92
Average Crew Size:	5

Material Cost:	\$24,484
Cost Savings:	\$36,750

Issues:

Significant Safety Issues: Safety while working around water.

Significant QC Issues: Incomplete design. Detail proposed head wall, ramp, light pole, and utility connections.

Significant Design Issues: None

Significant Material Issues: None

OPERATIONS –DETAIL SOUDA BAY, CRETE

CR2-860 PERIMETER FENCE IMPROVEMENTS



Scope:

Project Status:

Project Start Date:	22 Jan 02
% WIP at Takeover:	0%
% WIP at Turnover:	50%
Useable Completion Date:	Jun 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	170
Cumulative to Date:	170
Average Crew Size:	5

Material Cost:	\$44,429
Cost Savings:	\$59,500

Issues:

Significant Safety Issues: Erecting fence on ladders during high winds.
Significant QC Issues: None
Significant Design Issues: None
Significant Material Issues: None

OPERATIONS –DETAIL SOUDA BAY, CRETE

OIC DISCRETIONARY

<u>PROJECT LISTING</u>	<u>MAN-DAYS</u>	<u>COST</u>
FP Condition Delta Preparations		
Filled Sandbags	4	\$0
Set up Cots	12	\$0
Put Together Beds	5	\$0
Stocked NEX Shelves	3	\$0
Moved Furniture	4	\$0
Assist in Mooring Ships	4	\$0
Assist w/ Ship offloads	4	\$0
Construct EODMU 8 Drying Cage	12	\$0
Construct Swale Behind PW	29	\$0
Repair Broken Waterline at Washrack, Marathi	6	\$0
Repair Oil / Water Separator Fence	16	\$0
Provide Shoulder for Taxiway Access Road	4	\$0
Marathi Exterior Improvements	150	\$1,230
Marathi Interior Improvements	43	\$920
Taxiway Lighting Warranty Work	12	\$0
TOTAL	308	\$2,150
TOTAL MAN-DAYS TASKED	250	

OPERATIONS –DETAIL SOUDA BAY, CRETE

Construct EODMU 8 Drying Cage



Construct Swale Behind PW



Assist NSA Souda Bay in Mooring Ships



OPERATIONS –DETAIL SOUDA BAY, CRETE

Marathi Recreation Center, Exterior Improvements



Marathi Recreation Center, Interior Improvements



Taxiway Access Road Shoulder



Concrete Steps, Building 53



OPERATIONS –DETAIL SOUDA BAY, CRETE

CAMP MAINTENANCE

<u>PROJECT LISTING</u>	<u>MAN-DAYS</u>	<u>COST</u>
Emergency / Service Authorizations	128	\$1,360
Standing Job Orders	21	\$0
Maintenance Control Division Projects		
Placed Concrete for Steps, B.53	2	\$0
Repair Floor, B.53	12	\$640
Trace Lighting Circuits/Replace Bulbs, MLO	6	\$18
Paint, Bldg. 53 and 84	8	\$856
Install Parts Washer	2	\$146
TOTAL	179	\$3,020
TOTAL MAN-DAYS EARNED	150	

OPERATIONS -DETAIL SIGONELLA, SICILY

GENERAL: NMCB THREE deployed a 74-person Detail to Sicily to support Naval Air Station Sigonella with projects at both NAS I and NAS II. The Detail consisted of a LT as Officer in Charge, a CMC as Assistant Officer in Charge, a SWC as Operations Chief, a CMC as Alfa Shops Chief, and 70 Petty Officers and junior enlisted personnel. Detail Sigonella had a LTJG assigned to the Detail during the first two months of deployment as the Assistant Officer in Charge. Detail Sigonella operated from Camp Olson and the station furnished berthing facilities at NAS II and messing at both NAS I and NAS II. The Detail worked on five tasked projects (two new starts and three turnover projects), seven OIC discretionary projects, Camp Maintenance, Planning & Estimating, and Direct Labor Training. Four construction projects were located at NAS II while one was located aboard NAS I. At the end of the deployment, 73 personnel were assigned to Detail Sigonella.

ADMINISTRATION: The Det deployed with one YN3 for administrative support. YN3 was responsible for all correspondence, orders, annual and emergency leave, awards, and personnel and disbursing matters. She processed division officer records (DORs), collected, sorted and distributed mail, and managed the detail's medical and dental readiness with the support of the NAS Sigonella's Medical and Dental Branch Clinics. All berthing, food service, and laundry services were provided by NAS Sigonella.

TRAINING/READINESS: Physical training was held three times weekly prior to the start of the workday. The semi-annual physical readiness test was conducted on 19 Oct 01 and a practice PRT was held on 19 Jan 02. Monthly training Saturdays were held covering professional development, construction cross-rate training, general military training, and safety training. Overall, the Detail's direct labor performed over 700 mandays of physical, SCWS, tactical, construction, safety, and general military training.

SEABEE COMBAT WARFARE PROGRAM: The Det implemented an aggressive SCWS training program consisting of three night classes per week, tests, practical applications, and pre-boards. Over the deployment, 14 Seabees became Seabee Combat Warfare qualified.

SUPPLY: An SK1, along with a SKSN supply assistant, deployed with Detail Sigonella as the Supply Petty Officer and maintained OPTARs for Camp Maintenance, Alfa Company Parts and Lubes, and Camp Consumables valued at \$65,000 annually (not including augment). He supervised the MLO, CTR, Fuels and ARP outlets and served as a liaison with the 2NCB material expeditor. Detail Sigonella was the custodian of all minor property, industrial plant equipment, and controlled equipment aboard Camp Olson.

AUTOMOTIVE REPAIR PARTS: The Detail Supply Petty Officer inventoried, stored, and issued parts and material to the Detail mechanics for CESE maintenance and repair.

MATERIAL LAISON OFFICE: The Material Liaison Officer and his assistant managed material procurement, storage, and issue for five tasked projects. In coordination with the 2NCB Material Expeditor, BM line items within the credit card threshold were procured by local purchase. Items exceeding the credit card threshold were forwarded to the Purchasing Department at base supply for solicitation.

CENTRAL TOOL ROOM: The Central Tool Room Custodian managed all tool receipt, issue and bi-monthly kit validation. He also performed maintenance, repair, and survey of tools.

EQUIPMENT MANAGEMENT: Detail Sigonella managed 49 augment pieces of CESE. One CMC assigned as the Alfa Shop Chief and eight other mechanics were assigned to the Detail. Due to the

OPERATIONS -DETAIL SIGONELLA, SICILY

frequent repairs to the CESE, the Detail often rented equipment from outside sources or borrowed equipment from NAS Sigonella's PWD to support all of the projects.

LABOR DISTRIBUTION SUMMARY

	Sep 01	Oct 01	Nov 01	Dec 01	Jan 02	Feb 02	Mar 02	TOTAL	% TOTAL
Direct Labor MDs	324	706	700	612	680	756	27	3805	65
Indirect Labor MDs	123	332	242	229	271	262	43	1502	25
Readiness/Training	56	134	143	131	40	100	5	609	10
Total	503	1172	1085	972	991	1118	75	5916	100
# Personnel	72	72	72	72	72	72	72		
# Direct Labor	50	50	52	46	47	49	49		
# Workdays	13	21	22	22	23	23	1	125	
% Direct Labor	69%	69%	73%	64%	66%	68%	68%	68%*	
Ideal Capability	731	1181	1293	1138	1229	1268	55	6895	
Availability Factor	52%	71%	65%	65%	59%	68%	58%	63%*	

**Indicates an average.*

PROJECT SUMMARIES: Outlined on the following pages.

OPERATIONS -DETAIL SIGONELLA, SICILY

SI0-824 CONSTRUCT MWR SPORTS FIELDS



Scope:

Scope includes the installation of a sprinkler irrigation system, tennis court fence, sports equipment, backstop, placing topsoil and compacting. Grass seed and sod to be subcontracted through PWD FSC. Turnover project to NMCB-7.

Project Status:

Project Start Date:	18 Sep 01
% WIP at Takeover:	94%
% WIP at Turnover:	99
Useable Completion Date:	Mar 02 * For tennis/basketball courts ECD ~ Mid-summer for soccer/softball fields

Direct Labor Earned:

Previous Battalion(s):	2228
NMCB THREE:	192
Cumulative to Date:	2420
Average Crew Size:	6

Project Cost:

Material Cost:	\$476,245
Cost Savings:	\$847,000

Issues:

Significant Safety Issues: None
Significant QC Issues: None
Significant Design Issues: Changes in design by customer during construction phase.
Significant Material Issues: Changes in design after material has been procured.

OPERATIONS -DETAIL SIGONELLA, SICILY

SI1-829 UPGRADE PERIMETER ROAD NAS II



Scope:

Remove existing asphalt and reconstruct 2.7 km perimeter road around NAS II. Scope includes removing existing material and preparing new sub-base and base course. Install temporary road adjacent to the permanent road. Asphalt was placed in sections by a contractor.

Project Status:

Project Start Date:	18 Sep 01
% WIP at Takeover:	0%
% WIP at Turnover:	99%
Useable Completion Date:	22 Feb 01

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	1057
Cumulative to Date:	1057
Average Crew Size:	8

Project Cost:

Material Cost:	\$260,910
Cost Savings:	\$369,950

Issues:

Significant Safety Issues: Maintain appropriate speed limits while working around airfields.
Significant QC Issues: Work with ROICC to resolve poor asphalt placement by contractors.
Significant Design Issues: None
Significant Material Issues: None

OPERATIONS -DETAIL SIGONELLA, SICILY

SI8-807 CONSTRUCT ADDITION, B418 ELECTRICAL SHOP



Scope: Construct 116 SM, two-story addition with reinforced concrete columns and CMU walls. Scope includes interior electrical, mechanical with HVAC, and finish work.

Project Status:

Project Start Date:	18 Sep 01
% WIP at Takeover:	0%
% WIP at Turnover:	41%
Useable Completion Date:	20 Jun 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	995
Cumulative to Date:	995
Average Crew Size:	14

Project Cost:

Material Cost:	\$45,693
Cost Savings:	\$348,250

Issues:

Significant Safety Issues: Proper fall protection in place while working above ground level.
Significant QC Issues: Ensure all walls are plumb and straight.
Significant Design Issues: None
Significant Material Issues: None

OPERATIONS -DETAIL SIGONELLA, SICILY

SI8-811 LIGHTING SYSTEM RETROFIT



Scope:

Replace 4,600 fixtures/ bulbs throughout entire base for energy improvement. Tasking includes ballast replacement and fixture and wiring replacement as needed. Coordination between Detail and NAS Sigonella's Energy Manager to identify specific buildings. Turnover project to NMCB-7.

Project Status:

Project Start Date:	18 Sep 01
% WIP at Takeover:	0%
% WIP at Turnover:	74%
Useable Completion Date:	1 Mar 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	148
Cumulative to Date:	148
Average Crew Size:	4

Project Cost:

Material Cost:	\$115,000
Cost Savings:	\$51,800

Issues:

Significant Safety Issues: Working with live electrical.
Significant QC Issues: None
Significant Design Issues: None
Significant Material Issues: Long lead time for ballast.

OPERATIONS -DETAIL SIGONELLA, SICILY

SI8-816 REPAIR WATER DISTRIBUTION SYSTEM



Scope:

Repair water distribution system at NAS II. Scope included installation of 800 meters of heat welded high-density polyethylene pipe, valves and manholes. Turnover project from NMCB-40. NMCB-3 scope includes segments 2 and 3 of 8 segments. Turnover project to NMCB-7.

Project Status:

Project Start Date:	18 Sep 01
% WIP at Takeover:	32%
% WIP at Turnover:	60%
Useable Completion Date:	19 Jul 02

Direct Labor Earned:

Previous Battalion(s):	761
NMCB THREE:	754
Cumulative to Date:	1515
Average Crew Size:	8

Project Cost:

Material Cost:	\$147,110
Cost Savings:	\$530,250

Issues:

Significant Safety Issues: Proper signs and warnings while excavating close to roads and sidewalks.
Significant QC Issues: Proper heating and welding of polyethylene pipe and fittings.
Significant Design Issues: None
Significant Material Issues: None

OPERATIONS -DETAIL SIGONELLA, SICILY

OIC DISCRETIONARY

<u>PROJECT LISTING</u>	<u>MAN-DAYS</u>
Crash, Fire, Rescue, fire truck accident assist	5
EOD Observation Tower, replace mirror	9
BOQ/BEQ, sidewalk construction	56
Crash, Fire, Rescue, pavilion install	18
Black Stallion Supply Office, tile floor	5
PW Bunkroom, renovation work	18
Officer's Lounge, patch wall	8
Fire Dep't, rewire ovens/gear lockers	6
TOTAL	125
TOTAL MAN-DAYS TASKED	150

Pictures of Discretionary Work:



Crash, Fire, Rescue, fire truck accident assist



BOQ/BEQ, sidewalk construction



Replace mirror, EOD Observation Tower



Install tile Black Stallion Supply Office

OPERATIONS –DETAIL NAPLES ITALY

GENERAL: NMCB THREE deployed a 13-person Detail (Det) to Naples, Italy to support NSA Naples and MWR with construction projects. The advanced party of 7 Seabees departed Port Hueneme for Naples on 05 Sep 01, and the remaining Seabees arrived on 18 Sep 01. The Detail was berthed, messed, and headquartered at NSA Naples, Capodichino. The Det was tasked projects with one new start project and one turnover project. The Det was also tasked with the closing of the Det site and retrograde to Rota, Spain. After three months of deployment in Naples, Det Naples completed 56 workdays and 527 mandays of construction effort. Thirteen Seabees departed Naples, Italy on 04 Dec 01.

ADMINISTRATION: The Det AOIC and LPO were responsible for all administrative support, including correspondence, orders, annual and emergency leave, awards, and personnel and disbursing matters. They processed DORs, collected and distributed mail, and, with the support of the NSA Naples Medical and Dental Clinics, managed the Detail's medical and dental readiness. NSA Naples Personnel Support Detachment and Educational Service Office provided disbursing, travel, and advancement exam support. NSA Naples Chief Master at Arms provided urinalysis support. Berthing, food service, and laundry service were provided by NSA Naples.

TRAINING/READINESS: A formal Det training plan was followed, and all required safety and general military training was conducted. Physical training was held three times weekly. The semi-annual physical readiness test was conducted on 12 Oct 01. Overall, the Detail performed 66 man-days of physical, SCWS, tactical, safety, and general military training.

SEABEE COMBAT WARFARE PROGRAM: The Det implemented an aggressive SCWS training program that consisted of meetings with SCWS mentors, tests, practical application exercises, and pre-boards. The Det was able to leave the site with 85% of the personnel SCWS qualified.

OPERATIONS: Det Naples completed 527 mandays of work during their three-month deployment. The Det completed the renovation of Building 524's Head Facility, which was started by NMCB 40, and constructed three new PEB Cabins. All work was completed for MWR and was located at Carney Park.

SUPPLY: The Det did not maintain its own OPTAR and was supported by PWD Seabees for tools, consumables, and incidentals. The Det Ops Officer worked with PWD and MWR expeditors in order to purchase material for the Det's two projects. The Det AOIC managed the purchase of consumables, and the embarkation of personal property and surface shipment items.

EQUIPMENT MANAGEMENT: PWD Seabees ran the overall equipment management program. The detail maintained ownership of only a small amount of equipment in the headquarters office, while PWD Seabees retained ownership of all other CESE and tools. The Detail only maintained custody of equipment and tools while they were in use.

MATERIAL LIAISON OFFICE: The Det's Ops Officer managed the procurement of material for the two projects. The Ops Officer worked with PWD and MWR expeditors to procure and track the acquisition of material.

CENTRAL TOOL ROOM: The Det managed 13 tool kits. Bi-weekly inventories were done on the kits. However, because of the retrograde to Rota, new tools were not ordered to replace lost or broken tools. PWD Seabees supported all other tool requirements.

OPERATIONS –DETAIL NAPLES ITALY

LABOR DISTRIBUTION SUMMARY

	Sep 01	Oct 01	Nov 01	TOTAL	% Total
Direct Labor MDs	66	200	248	514	65%
Indirect Labor MDs	22	81	68	171	22%
Readiness/Training	69	22	15	107	13%
Total	157	304	331	792	100%
# Personnel	13	13	13	13	
# Direct Labor	10	10	10	10	
# DL Reserves	0	0	0	0	
# Workdays	12	23	21	56	
% Direct Labor	77%	77%	77%	77%*	
Ideal Capability	135	258	236	630	
Availability Factor	100%	86%	111%	99%*	

**Indicates an average.*

PROJECT SUMMARIES: Outlined on the following pages.

OPERATIONS –DETAIL NAPLES ITALY

NA1-855 CONSTRUCT 3 NEW CABINS



Scope:

Includes demolition of one pavilion and associated fitness trail stations, placement of three concrete pads and erection of three new cabins.

Project Status:

Project Start Date:	18 Sep 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	25 Nov 01

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	277
Cumulative to Date:	277
Average Crew Size:	6

Project Cost:

Material Cost:	\$75,000
Cost Savings:	\$96,950

Issues:

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: Problems associated with customer changing the design during construction.

Significant Material Issues: Problems associated with customer's indecision on material issues related to long lead items.

OPERATIONS –DETAIL NAPLES ITALY

NA9-839 RENOVATE HEAD FACILITY BLDG 524

**Scope:**

Rehabilitate a head facility BLDG 524 at Carney Park. Scope includes demolition of existing head, installation of tile, new toilets, new partitians, new sinks, and automatic flush sensors.

Project Status:

Project Start Date:	18 Sep 01
% WIP at Takeover:	22%
% WIP at Turnover:	100%
Useable Completion Date:	29 Nov 01

Direct Labor Earned:

Previous Battalion(s):	47
NMCB THREE:	143
Cumulative to Date:	190
Average Crew Size:	4

Project Cost:

Material Cost:	\$10,000
Cost Savings:	\$66,500

Issues:

Significant Safety Issue: None

Significant QC Issues: None

Significant Design Issues: Problems associated with customer changing the design during constructon.

Significant Material Issues: Problems associated with customer's indecision on material issues related to long lead items.

OPERATIONS –DETAIL NAPLES ITALY

NA1-RTR RETROGRADE

Scope:

Retrograde tool kits and ADP assets to Rota, Spain and turn over all spaces to PWD Naples, Italy.

Project Status:

Project Start Date:	01 Nov 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Completion Date:	05 Dec 01

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	50
Cumulative to Date:	50
Average Crew Size:	10

Project Cost:

Material Cost:	\$ N/A
Cost Savings:	\$17,500

Issues:

Significant Safety Issue: None
Significant QC Issues: Proper documentation of all inventories.
Significant Design Issues: None
Significant Material Issues: None

OPERATIONS –DETAIL NAPLES ITALY

NA1-FPT FORCE PROTECTION

Scope:

Proved force protection assistance to the NSA Naples during Threat Con Delta.

Project Status:

Project Start Date:	11 Sep 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Completion Date:	15 Sep 01

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	30
Cumulative to Date:	30
Average Crew Size:	10

Project Cost:

Material Cost:	\$ N/A
Cost Savings:	\$10,500

Issues:

Significant Safety Issue: Ensure all troops understand the Rules of Engagement.

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None

OPERATIONS – DETAIL THURMONT, MARYLAND

GENERAL: NMCB THREE deployed a 13-person Detail to Naval Support Facility (NSF) Thurmont, Maryland to support the installation commander with operational and MWR construction projects. The Detail consisted of one Master Chief Petty Officer as OIC, 11 Petty Officers and one junior enlisted. Berthing for the Detail was located at the National Emergency Training Center (NETC) in Emmitsburg, MD. Det messing was supported by NSF Thurmont and occasionally at NETC on weekends/holidays. NETC's MWR facilities were available to Det personnel. PWD's CESE and augment tools were available throughout the deployment. The Detail completed 3 new start projects and numerous OIC Discretionary projects totaling 879 mandays.

ADMINISTRATION: The OIC and AOIC performed all evaluation and counseling reports, correspondence, orders, documented annual and emergency leave, maintained Division Officer Records and award submittals. Personnel and disbursing issues were managed by corresponding with the mainbody. The AOIC performed Quality Control responsibilities and project management. The Detail Timekeeper recorded Detail labor hours and submitted weekly reports to the mainbody. NSF Thurmont Branch Medical and Dental Clinic maintained all medical/dental records and were pro-active in providing health services and improving dental readiness. The NSF Thurmont Administrative/Personnel Office provided superb support throughout the deployment and supported all Detail eligible personnel in taking advancement exams. NSF Thurmont security department provided urinalysis support.

TRAINING: A formal training plan was published and all required Safety and General Military Training was conducted on scheduled Training Days. Physical training was conducted three times weekly prior to breakfast. The semi-annual physical fitness assessment was conducted on 13 Oct 01.

SEABEE COMBAT WARFARE PROGRAM: Detail Thurmont's SCW program consisted of two classes per week after working hours from 1830-2000. The program included PQS instruction utilizing PowerPoint presentations, practical applications, PQS written exams, pre-boards, and final boards. NSF Thurmont's Medical Division assisted in CPR qualifications and materials. Four Seabees earned their designation as Seabee Combat Warfare Specialists during deployment.

OPERATIONS: Six days after the Detail arrived and within an hour following the 911 terrorist attacks, all non-essential personnel were required to depart camp until further notice. The Detail immediately returned to FEMA in Emmitsburg, MD and helped the Security Officer perform a force protection assessment. Following this, the Detail augmented FEMA's civilian security team by conducting perimeter and communication watches until relieved by local law enforcement. The Det returned to camp on 17 Sep 01.

Progress on all projects was frequently interrupted by "Visits" and the crews were required to "move-out and move-in" to minimize the appearance of construction activity during visits. Projects TH1-864 Renovate Guard Towers & Guard Shacks and TH1-866 Replace Holly Roof both started 17 Sep 01 and were completed in Nov 01. The Catoctin Mountain's fall weather was unusually warm and dry, which greatly aided in the crews completing these initial projects a few days ahead of schedule. Towards the end of Nov 01, the Det started projects TH2-869 Replace Camp Pathway Lights and OIC Discretionary project Construct Landscape Bins & Storage Shed in the housing area.

SUPPLY/LOGISTICS/EQUIPMENT: The Det EA served as our Timekeeper/Supply Petty Officer/Expeditior. Working closely with the NSF Supply Department, our EA2 procured the majority of project materials, admin supplies and CESE repair parts procurement. He also managed uniform survey and issue and personal property and surface shipments. The OIC maintained a \$3,500 OPTAR account for consumables, incidentals & CESE repair parts. The Detail maintained ownership of the controlled equipment maintained in the Det admin office, ten tool kits, and various augment tools located in the Detail's warehouse. The Det was assigned four government vehicles for daily use. These vehicles were

OPERATIONS – DETAIL THURMONT, MARYLAND

checked out on a weekly basis and maintained by Det personnel and CMs assigned to NSF Transportation Department.

AUTOMOTIVE REPAIR PARTS: Automotive repair parts were procured locally and vehicle records were maintained by NSF’s Transportation Department.

MATERIAL LIAISON OFFICE: Material procurement, storage, and issue was managed by the Detail AOIC and Supply/MLO Petty Officer, who worked closely with NSF’s Supply Department to order and track materials. Our Supply Petty Officer networked directly with our vendors arranging orders, pick-ups and deliveries.

CENTRAL TOOL ROOM: The Det maintained eleven tool kits, and a variety of augment tools. The Det CTR Custodian managed all tool issues, receipts, and tool kit validations. Tool kit inventories were conducted bi-weekly, and the complete tool room was validated against current stock records.

EQUIPMENT MANAGEMENT: The Naval Support Facility maintained all CESE, but Det personnel performed first echelon maintenance and assisted during PMs. The Det did not require a CM because the host command’s Transportation Department provided minor equipment maintenance and dispatch services. Local vendors occasionally performed repairs when NSF personnel were otherwise busy.

LABOR DISTRIBUTION SUMMARY:

	Sep 01	Oct 01	Nov 01	Dec 01	Jan 02	Feb 02	TOTAL	% Total
Direct Labor MDs	66	163	163	166	170	118	846	59%
Indirect Labor MDs	44	122	57	99	106	46	474	33%
Readiness/Training	15	30	15	14	17	15	106	8%
Total	125	315	235	279	293	179	1426	100%
# Personnel	12	13	13	13	13	9	12*	
# Direct Labor	10	11	11	11	11	7	10*	
# DL Reserves	0	0	0	0	0	0	0	
# Workdays	11	26	19	22	24	21	123	
% Direct Labor	83%	85%	85%	85%	85%	78%	84%*	
Ideal Capability	124	322	235	272	297	165	3,960	
Availability Factor	65%	60%	76%	66%	63%	80%	68%*	

**Indicates an average.*

PROJECT SUMMARIES: Outlined on the following pages.

OPERATIONS – DETAIL THURMONT, MARYLAND

TH1-864 RENOVATE TOWERS AND GUARD SHACKS

No Photos Available due to security conditions.

Scope:

NMCB THREE was tasked with the interior and exterior repairs to all perimeter guard towers and all guard shacks at Camp David in Thurmont, Maryland. The project included re-siding, re-roofing, painting and installing doors on these small oak buildings. Challenges included adverse weather conditions and unannounced work interruptions to accommodate numerous high-level visitors.

Project Status:

Project Start Date:	17 Sep 01
WIP at Takeover:	0%
WIP at Turnover:	100%
Useable Completion Date:	05 Nov 01

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	190
Cumulative to Date:	190
Average Crew Size:	5

Project Cost:

Material Cost:	\$9,248
Cost Savings:	\$66,500

Issues:

Significant Safety Issue: None

Significant QC Issues: Grounds must be returned to NSF standards.

Significant Design Issues: None

Significant Material Issues: None

TH1-866 REPLACE HOLLY ROOF



Scope:

Removing and replace 3,800 SF of cedar shakes and roofing paper on a one story multi-section oak building. Fall protection was enhanced by the use of 5-point harnesses and hardhats provided the “roofers” protection from the continuous pelting of acorns. A technically challenging project, the new roof is aesthetically beautiful and truly enhanced the appearance of the Holly cabin.

Project Status:

Project Start Date:	17 Sep 01
WIP at Takeover:	0%
WIP at Turnover:	100%
Useable Completion Date:	09 Nov 01

Direct Labor Earned:

Previous Battalion(s)	0
NMCB THREE:	114
Cumulative to Date:	114
Average Crew Size:	5

Project Cost:

Material Cost:	\$12,911
Cost Savings:	\$33,950

Issues:

Significant Safety Issue: Fall protection.
Significant QC Issues: Grounds must be returned to NSF standards. Working with cedar shakes.
Significant Design Issues: None
Significant Material Issues: None

TH2-869 CAMP PATHWAY LIGHTING



Scope:

NMCB THREE was tasked with replacing the pathway lighting between cabins throughout Camp David in Thurmont, Maryland. The new lights truly enhanced safety and improved appearance of the camp's pathways. The project entailed replacing 67 pathway light fixtures and underground utilities with 73 new lights and underground utilities. The crew started this project with the long-lead, special order lights on order that were not received until the end of Jan 02. Meanwhile, the crew removed the old lights, utilities and installed temporary inexpensive lights, new underground utilities and 73 concrete light pedestals (footers).

Project Status:

Project Start Date:	26 Nov 01
WIP at Takeover:	0%
WIP at Turnover:	100%
Useable Completion Date:	01 Mar 02

Direct Labor Earned:

Previous Battalion(s)	0
NMCB THREE:	200
Cumulative to Date:	200
Average Crew Size:	4

Project Cost:

Material Cost:	\$46,000
Cost Savings:	\$70,000

Issues:

Significant Safety Issue: None
Significant QC Issues: Grounds must be returned to NSF standards.
Significant Design Issues: None
Significant Material Issues: None

OPERATIONS – DETAIL THURMONT, MARYLAND

TH1-500 OIC DISCRETIONARY PROJECTS



Scope:

NMCB THREE was tasked with 375 mandays of OIC Discretionary mandays at Camp David.

Project Status

Project	Project Name	MDs
OIC-001	Support FEMA Security after 9-11	50
OIC-002	Demolish Housing Gazebo	10
OIC-003	Construct Landscape Bins & Shed	55
OIC-004	Replace Holly Porch Deck	10
OIC-005	Install Fire Sprinkler Heads	0
	Total Mandays	125

OPERATIONS –DETAIL GUANTANAMO BAY, CUBA

GENERAL: NMCB THREE deployed to Guantanamo Bay (GTMO), Cuba to support Naval Station GTMO, Joint Task Force (JTF) 160, and OPERATION ENDURING FREEDOM (OEF). The original GTMO Det consisted of 20 personnel dispatched to Cuba on 08 Dec. Upon announcement of construction of a detainment facility for Al-Qaida terrorists, the Det was substantially augmented with personnel from Dets in Camp Lejeune, Norfolk, and the mainbody in Rota, Spain, bringing it to its full strength of 66 personnel during the first week of Jan 02.

The Det then became a part of the 22nd Naval Construction Regiment Forward (22NCR FWD), along with NMCB 133, ACB TWO, and 8th Marine ESB. This transition occurred during the second week of January. NMCB THREE Det GTMO and 22NCR FWD were directly supporting JTF 160 accomplishing all military engineering tasking for the detainee camp operations and with several base support projects. Due to tight deadlines directly relating to OEF, the operational tempo at Det GTMO had Seabees working on site 24 hours a day. This hard work and mission accomplishment on a highly visible project brought outstanding recognition to the Seabees.

ADMINISTRATION/ADP: The Det initially deployed with one EA2 for administrative and ADP support. After becoming a part of 22 NCR FWD, a YN1 was deployed to handle all the Administrative functions to include muster reports, mail pick up and distribution, all official correspondence, advancement exam coordination, and daily admin requirements. A BU2 was utilized in support of admin duties as well setting up a computer network at the Det spaces and maintaining this network. The new network and all admin support greatly enhanced the communications and production ability of the Det.

TRAINING/READINESS: Formal training Saturdays were not held due to the high operational tempo. However, SCWS, physical, and safety training were integrated into the regular workdays.

SEABEE COMBAT WARFARE PROGRAM: The Det implemented a SCWS training program consisting of night classes during the week, tests, practical applications, pre-boards, and boards. Three personnel attained Seabee Combat Warfare Specialist qualification while on the Det.

OPERATIONS: 22NCR FWD included work forces from both NMCB 3 and NMCB 133. Every project completed by 22NCR FWD included personnel from both battalions.

SUPPLY: The Det deployed with a Storekeeper Second Class for general supply, material support, and tool room support. Once the 22NCR FWD stood up, an additional Second Class Storekeeper was added to the Det along with five full time personnel to work in the warehouse. In addition to managing the purchase of consumables, they managed the embarkation of personal property and surface shipment items, directed the daily operations of Automotive Repair Parts, and maintained controlled equipage inventories.

EQUIPMENT MANAGEMENT: The original Det maintained and managed 39 pieces of CESE, which was drastically increased to 87 pieces of CESE during the JTF operations. Three to four PMs were accomplished each day along with running transportation for 130 Seabees and up to ten different project locations. Crane operations and quarry operations were sustained from January through March.

MATERIAL LIAISON OFFICE: The MLO office managed 28 JTF BMs and seven Brigade-tasked project BMs. MLO was a challenging operation due to the pace of operations. A new 1114 card deck was created from scratch for every Brigade tasked project, which included Pier V Fire Suppression System, Move Shore Power from Pier L to Pier V, Replace GTMO River Bridge, Renovate Bayview Club, Construct Restroom Cooper Field, Pier Q, and Recompression Chamber. A complete inventory was accomplished on all excess items in the warehouse and all JTF materials in the warehouse. All

OPERATIONS –DETAIL GUANTANAMO BAY, CUBA

Brigade tasked projects were ordered through 20 NCR R35 in Gulfport and JTF materials were ordered through GTMO base supply and 20 NCR R35.

CENTRAL TOOL ROOM: CTR managed 140 kits and miscellaneous tools to support the JTF. A new 1114 card deck was created from scratch on all tool kits and miscellaneous tools. Tool inventories were conducted biweekly, and the tool room was fully validated during a 100% inventory and turnover with NMCB 133.

LABOR DISTRIBUTION SUMMARY: Jan 02 – Mar 02 data from a combined 22NCR FWD force.

	Dec 01	Jan 02	Feb 02	Mar 02	TOTAL	% Total
Direct Labor MDs	304	3679	2835	1390	8208	88%
Indirect Labor MDs	61	405	324	162	952	10%
Readiness/Training	15	123	79	0	217	2%
Total	380	4207	3238	1552	9377	100%
# Personnel	20	138	132	132	105*	
# Direct Labor	15	109	105	103	83*	
# DL Reserves	0	0	0	0		
# Workdays	18	30	24	12	84	
% Direct Labor	75%	79%	80%	78%	78%*	
Ideal Capability	303	3679	2835	1390	8207	
Availability Factor	120%	103%	103%	100%	106%*	

**Indicates an average*

PROJECT SUMMARIES: Outlined on the following pages.

OPERATIONS –DETAIL GUANTANAMO BAY, CUBA

GB2-877 RECOMPRESSION CHAMBER



Scope:

Demolish existing wooden building and construct new CMU and steel building to house new recompression chamber, including underslab utilities and renovation of existing CMU portion.

Project Status:

Project Start Date:	17 Dec 01
% WIP at Takeover:	0%
% WIP at Turnover:	14%
Useable Completion Date:	Aug 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	200
Cumulative to Date:	200
Average Crew Size:	7

Project Cost:

Material Cost:	\$300,000
Cost Savings:	\$700,000

Issues:

Significant Safety Issues: Demolition of existing structure.

Significant QC Issues: Prefab yard.

Significant Design Issues: None

Significant Material Issues: Lead time for materials from CONUS.

OPERATIONS –DETAIL GUANTANAMO BAY, CUBA

GB2-900 CAMP CONSTRUCTION

Pictures unavailable due to security restrictions.

Scope:

Construct camp and detention facilities in support of Operation Enduring Freedom.

Project Status:

Project Start Date:	17 Dec 01
% WIP at Takeover:	0%
% WIP at Turnover:	100%
Useable Completion Date:	Mar 02

Direct Labor Earned:

Previous Battalion(s):	0
NMCB THREE:	3120
Cumulative to Date:	3120
Average Crew Size:	105

Project Cost:

Material Cost:	\$1,000,000
Cost Savings:	\$1,092,000

Issues:

Significant Safety Issues: Long working hours.

Significant QC Issues: Prefab yard.

Significant Design Issues: None

Significant Material Issues: None

OPERATIONS –DETAIL TIDEWATER

GENERAL: At mid-deployment, NMCB THREE deployed a 50-person Detail (Det) to three different sites in North Carolina and Virginia to support local shore installation commanders with operational construction projects. The advanced party of 29 Seabees departed Rota, Spain on 08 Dec 01, and the remaining Seabees arrived on 15 Dec 01. The Det worked on a PEB in Little Creek, VA; a PEB at the Catfish II site; and a log cabin in Camp Lejeune, NC. After approximately one month, the Little Creek and Camp Lejeune details were re-deployed on 05 Jan 02 to support OPERATION ENDURING FREEDOM in Guantanamo Bay, Cuba. The Det in Catfish II remained for the duration of the deployment. The entire Det accomplished 819 overall mandays of construction effort on three tasked projects.

ADMINISTRATION: The Det deployed with one EACN for administrative support. The EACN was responsible for collecting and sorting all mail for each Det site, daily admin support, tracking leave, and drafting correspondence.

TRAINING/READINESS: A formal Det training plan was followed, and all required safety and general military training was conducted. Physical training was held three times weekly, prior to the start of the workday.

SEABEE COMBAT WARFARE PROGRAM: The Det implemented a SCWS training program consisting of two night classes per week.

SUPPLY: The Det received all its supply support from CBU 411 and was co-located in their spaces in Norfolk. CBU 411 support included all tools, consumables, and incidentals. Detail Catfish had support from the station PWD, including equipment and specialty tools.

EQUIPMENT MANAGEMENT: The overall equipment management program was run by CBU 411. The detail supported the CBU with an EO3 in dispatch and several CMs in the shops. The detail only maintained custody of equipment and tools while they were in use. A CM2 performed necessary PMs on equipment borrowed from CBU 411, as well as assisting station mechanics with PMs.

MATERIAL LIAISON OFFICE: MLO warehouse support was handled by CBU 411. Det personnel handled any special BM information and coordination, including Estimate at Completion reports.

CENTRAL TOOL ROOM: The Det CTR representative managed all tool issues, receipts, and tool kit validations. Tool inventories were conducted biweekly, and the complete tool room was validated against current stock records. The Det was able to resource tools from several Seabee commands in the Norfolk area.

OPERATIONS –DETAIL TIDEWATER

LABOR DISTRIBUTION SUMMARY

	Dec 01	Jan 02	Feb 02	Mar 02	TOTAL	% Total
Direct Labor MDs	281	248	342	17	888	68%
Indirect Labor MDs	116	101	101	5	323	25%
Readiness/Training	23	21	49	3	82	7%
Total	420	370	492	25	1307	
# Personnel	58.5	18	22	22	30*	
# Direct Labor	55	16.5	20.5	20.5	28*	
# DL Reserves	0	0	0	0	0	
# Workdays	10	24	21	1	56	
% Direct Labor	94	92	93	93	93%*	
Ideal Capability	618	445	484	20.5	1567.5	
Availability Factor	50%	60%	80%	97%	71%*	

**Indicates an average*

PROJECT SUMMARIES: Outlined on the following pages.

OPERATIONS –DETAIL TIDEWATER

NV9-896 CONSTRUCT CATFISH II PEB



Scope:

Construct a PEB on a 4” concrete slab. NMCB THREE completed roof sheeting, siding, soffit and fascia. Installation of metal studs for sections “A” and “B”. All door jambs were installed in section “A”. Upon arrival, the Detail discovered required rework. Re-work identified includes roof hips, valleys, channel support and entrance misalignment. Rough mechanical re-work identified includes improperly placed sink and shower stub-ups. All identified re-work was completed.

Project Status:

Project Start Date:	Jun 01
% WIP at Takeover:	51%
% WIP at Turnover:	64%
Useable Completion Date:	Jul 02

Direct Labor Earned:

Previous Battalion(s):	2751
NMCB THREE:	715
Cumulative to Date:	3445
Average Crew Size:	19

Project Cost

Material Cost:	\$1,900,000
Cost Savings:	\$1,233,277

Issues:

Significant Safety Issues: Fall protection.
Significant QC Issues: None
Significant Design Issues: None
Significant Material Issues: None

SUPPLY/LOGISTICS

CHAPTER FIVE

GENERAL: NMCB THREE's Supply Department displayed outstanding professionalism throughout the 2001-02 European deployment and distinguished itself in all areas of supply support, services, and logistics.

SUBSISTENCE AND BERTHING: NMCB THREE's Food Service division provided superior service throughout the deployment. Integrating into the Naval Station Rota Food Service Division, NMCB THREE's Mess Management Specialists worked along side the regular galley personnel and Civilian Spanish Nationals to produce over 1600 meals daily in support of the mainbody with an average food expenditure in excess of \$140,000 per month and bulk food inventory of over \$420,000. In addition, NMCB THREE successfully operated a field mess in Gabon, Africa for 75 personnel in extremely primitive conditions. The MS leadership also supported the refurbishment of the Camp Mitchell Galley by designing layouts and sourcing messing and office furniture that will be needed by the new galley.

The Camp Mitchell Barracks were managed in a professional manner and housed over 375 personnel in six buildings. The Barracks staff remained flexible in reallocating room assignments during multiple personnel transfers while maintaining optimal living conditions for all residents. Daily habitability inspections were initiated and resulted in a clean and enjoyable environment. Complete building inventories were conducted that resulted in identification of deficiencies and generation of requirements needing funding through FY03.

DISBURSING: The disbursing office managed a monthly payroll in excess of \$895,000 and liquidated an average of \$90,000 in travel claims and per diem per month. NMCB THREE members also kept the cash office busy by cashing over \$15,000 per month in personal checks. Cross rate and combined training with the personnel department was initiated and resulted in significant improvements in accuracy and timeliness of document transmittals. Disbursing hours provided for after hours customer service to support project crews.

POSTAL: The Post Office conducted full operations throughout deployment and was manned by two Postal Clerks. An estimated 15,000 pounds of mail was handled and sales in excess of \$13,000 in stamps and over \$15,000 in money orders were conducted. During the Expectation Setting Session (ESS) the Post Office received its first comprehensive review in over 2 years and received excellent marks in all areas. Postal hours provided after hours postal services and money order sales three nights per week to support project crews.

MATERIAL LIAISON OFFICE: The Material Liaison Office (MLO) played a critical role in the success of NMCB THREE during deployment. MLO successfully operated through end of the fiscal year funding turnover, keeping projects going while waiting for funds for the current fiscal year. MLO expertly managed the budget for the \$495,000 Administration Facility, ensuring the project did not exceed MILCON threshold, delivering materials to the project on time and on budget. In total, MLO handled over \$1.5M of funding and spent over \$500K on project materials.

MLO minimized costs by utilizing prime vendors and supply contracts to purchase materials. Local vendors work on a Spanish workday, which includes a siesta in the middle of productive project working hours. MLO expeditors professionally navigated through cultural and language barriers between Seabees and local vendors to facilitate the success of construction projects.

SUPPLY/LOGISTICS

SUPPLY OPERATIONS: The supply operations team displayed outstanding skills this deployment. The team at Camp Mitchell was tasked with completing the P25 Modular TOA reconfiguration. This involved significant inventory and reorder work in the Infantry Gear and CBR equipment storerooms. Activities and accomplishments include:

- Central Tool Room (CTR) Kits: Identified kit deficiencies of over 224 line items valued at \$12,576 and promptly placed on order. Kit inventory validity was greatly improved and was brought up to over 95% as a result of the diligent efforts of the supply operations team.
- Automotive Repair Parts (ARP): ARP inventory validity was maintained at 98% or better throughout deployment. As part of the TOA reconfiguration, over 3,000 line items were reordered and stowed in the newly formed modules. In addition, over 1,313 items were processed for maintenance actions, including 359 NORs/ANORS items.
- 782 Gear/GBR: Inventory validity was greatly increased and the deployment was completed at nearly 100%. All storerooms were completely reorganized to improve issue procedures and accountability.
- Requisition/SNAP: Processed nearly 7,220 requisitions with a value of \$570,095.
- Travel Section: Processed over 2,000 sets of orders with a cumulative value of \$607,000.

EQUIPMENT

CHAPTER SIX

GENERAL: The Rota Deployment turnover was more hectic than usual as the battalion adjusted to a heightened Force Protection Condition while simultaneously supporting the sealift of DFT Gabon. Thirty-seven pieces of pre-BEEP CESE set aside for DFT Gabon were shipped within three days of arrival, and a complete and thorough turnover of the remaining 282 pieces of CESE was completed within 5 days. The early days were intense and long, however, teams from both NBCB-3 and NMCB-40 pulled off the BEEP without a hitch. At the conclusion of the BEEP, NMCB 3 inherited 8 pieces of CESE on deadline and an equipment availability of 90%.

Alfa Company established a deployment goal to stay below 12 pieces of CESE on deadline and maintain at least 85% availability. It was a conservative and realistic target that kept shop operations moving efficiently and Alfa resources out on the projects supporting battalion operations. Deploying at the end of the fiscal year added an element of fiscal year budgeting uncertainty to the BEEP. This presented funding and logistical challenges that ultimately equated to a quick increase of deadlined assets and a slow decline in availability. The members of Alfa Company adjusted well and were flexible as they commenced aggressive maintenance operations managing 319 pieces of CESE (289 organic and 30 augment).

Overall, the maintenance program functioned as designed. Everyone properly utilized personal protective gear and concentrated on maintaining a safe work environment that ultimately led to an injury-free deployment. During the visits from Second Brigade Safety and Equipment Offices, zero discrepancies were noted and high praise was given for managing outstanding maintenance and safety operations. Alfa Company worked hard maintaining this standard throughout the deployment.



Case Tractor Brake Actuator Repair



Asphalt Paver hydraulic adjustments

Typical maintenance difficulties and successes were experienced throughout the six-month deployment. Repair parts were the epicenter of concerns that revolved around long procurement and receipt times. At times this made it a challenge to maintain equipment availability above 85%. To keep assets flowing through the shops, we procured parts locally in Rota through six local vendors, ordered through the Navy Supply System, or procured through the Gulfport expeditor. Parts ordered NORS/ANORS had an average turnaround time of 14 days, and parts ordered DTO had a turnaround of 83 days. The average PM to Interim ratio for the deployment was 3:1 with an average availability of 84%. The high end of availability topped out at 92% with a low end of 79%. This dip in availability was due to a decrease in mechanic to equipment ratio and inability to keep up with scheduled PMs and interim repairs associated with loss in shop manpower. Shop workload increased in mid-December as the battalion Air Det was placed on alert. The Alfa shop began preparing 76 pieces of CESE and associated repair parts in response

EQUIPMENT

to a warning order to deploy a heavy Air Det to Tajikistan in support of OPERATION ENDURING FREEDOM. At the same time, the battalion mounted out details to Guantanamo Bay, Cuba; Little Creek, Virginia; and Camp Lejeune, North Carolina.

NMCB THREE started the deployment with 270 pieces in A4 condition and 53 pieces in A5 condition. The paint shop re-painted 20 units of CESE, significantly increasing the overall CESE condition from September.



Painting 750 CFM Air Compressor



Repave Weapons Road Project

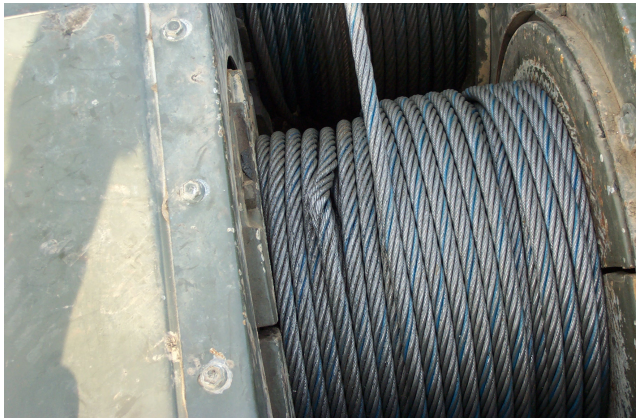
Another deployment challenge was providing adequate maintenance support to DFT Gabon. Equipment that was in ideal condition was selected to support DFT Gabon in full anticipation that logistical support would be difficult due to DFT tasking and location. Although the CESE was deployed on schedule, the DFT personnel were not. The equipment was stored in a warehouse for 3 months and received minimal maintenance. Once the personnel of DFT Gabon were deployed, regular preventive maintenance resumed and the DFT maintained an average availability of 91%, with a high of 94% and a low of 88% over the three-month period. The main focus of maintenance operations was to defer any maintenance not affecting the overall condition or operability of the assets. Repair parts were expedited via the mainbody and hung in DTO for future placement and repair once the equipment arrived back in Camp Mitchell.

Mainbody Rota personnel drove over 52,395 miles and placed over 3,169 hours on construction equipment. Deployment jobsites were widely dispersed throughout the base. The two projects that consumed the most mileage were the Small Arms Range and the Magazine Road Paving projects at 12 and 6 miles round trip, respectively. We experienced average horizontal construction workload supporting a dozen projects and performed as the prime on two heavy horizontal construction projects. Alfa Company completed 1,200 feet of runway drainage piping and approximately 2.5 miles of road repair and repaving.

The crane crew did an exceptional job maintaining all three 35-ton Linkbelt cranes and attachments as well as performing over 200 crane lifts for projects and crane load certifications. Upon arrival, USN 82-04862 was undergoing a load certification. During the certification, and while not under load, the hydraulic line that controls the boom hoist brake ruptured. The crane was placed on deadline and repair parts were procured. Two months later the crane was repaired and readied for another load certification. Interim repairs were performed on USN 82-05138 and 82-05137, which in turn required selective load certifications to ready them for future service. During the certification of both of these cranes, problems were encountered that

EQUIPMENT

crushed a 5/8" wire rope on the main hoist drums. Although the cause was speculative, it was corrected by changing the wire rope to a 3/4" diameter and re-spooling less wire rope on the main hoist drums. During an internal self-audit of the Crane Program in early November, it was determined that some additional Original Equipment Manufacturer (OEM) parts required maintenance and needed to be incorporated into the preventive maintenance program. Those areas were mainly fluid changes and inspections (i.e. Speed-O-Matic, chain drive oils, and boom hoist brakes) to be performed at specified intervals. Other deficiencies noted and corrected included improper documentation of maintenance functions, ordering 3 new "anti-two block" systems, and the ordering of nearly \$12,000 in necessary rigging gear, wire rope, PPE, and crane inspection tools. In general, the crane crew was able to incorporate all necessary maintenance changes and certify all three cranes for service.



Crushing 5/8" wire rope



Crane Operations at Camp Mitchell Admin Facility

The last two months of deployment were full of newfound spirit, energy, and motivation to recapture the CESE management ground lost during the December and January Air Det and Detail embark and mount out evolutions. Our goal was to turnover 323 pieces of CESE to NMCB-7 with minimal pieces deadlined and availability above 90%.

EQUIPMENT

MAIN BODY ROTA SPAIN EQUIPMENT POPULATION

	<u>BEEP</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>BEEP</u>
ACTIVE	147	147	150	137	134	126	127	165
STORAGE	172	172	173	144	154	159	159	159
TOTAL	319	319	323	281	288	285	286	324

PM & INTERIM REPAIR ERO SUMMARY

<u>MONTH</u>	<u>01's</u>	<u>02's</u>	<u>03's</u>	<u>04's</u>	<u>07's</u>	<u>09's</u>	<u>12's</u>	<u>TOTAL</u>	<u>PM:INT</u> RATIO PM: 1 INT
SEP	17	0	1	13	2	0	1	34	1.43
OCT	72	1	5	40	10	1	1	130	2.17
NOV	102	2	2	27	6	9	1	149	4.32
DEC	31	7	0	47	5	3	0	93	0.98
JAN	59	16	18	13	1	10	3	120	6.50
FEB	33	7	13	14	1	4	0	72	4.14
TOTAL	314	33	39	154	25	27	6	598	2.74

PM & INTERIM ERO'S CLOSED PER MONTH

	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>TOTAL</u>
PM	18	78	106	46	105	58	411
INTERIM	16	52	43	47	15	14	187
TOTAL	34	130	149	93	120	72	598

DEADLINE STATUS

	<u>BEEP</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>BEEP</u>
AUTO	1	1	1	1	0	2	4	5
CONST	5	5	8	3	2	4	1	10
MHE	4	5	5	3	0	2	3	5
TOTAL	10	11	14	7	2	8	8	20

% AVAILABILITY

	<u>BEEP</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>BEEP</u>
%	90	90	81	82	82	84	87	93

(From monthly CESE Reports)

UTILIZATION

	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>TOTAL</u>
MILES	45,230	17,164	13,054	10,754	13,002	11,653	110,857
HOURS	516	830	827	803	942	1,133	5051

MAINTENANCE COST

	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>TOTAL</u>
COST	\$24,622	\$45,849	\$45,901	\$43,851	\$68,063	\$49,659	\$277,945

EQUIPMENT

DETAIL SIGONELLA EQUIPMENT POPULATION

	<u>BEEP</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>BEEP</u>
ACTIVE	47	46	46	46	48	49	49	49
STORAGE	0	0	0	0	0	0	0	0
TOTAL	47	46	46	46	48	49	49	49

PM & INTERIM REPAIR ERO SUMMARY

<u>MONTH</u>	<u>01's</u>	<u>02's</u>	<u>03's</u>	<u>04's</u>	<u>07's</u>	<u>09's</u>	<u>12's</u>	<u>TOTAL</u>	<u>PM:INT</u> RATIO PM: 1 INT
SEP	1	4	0	10	1	5	1	22	1.00
OCT	10	11	5	12	0	4	0	42	2.50
NOV	4	2	15	13	1	7	1	43	2.07
DEC	11	2	12	11	2	4	0	42	2.82
JAN	24	1	1	19	1	4	0	50	1.63
FEB	11	3	2	5	0	5	0	26	4.20
TOTAL	61	23	35	70	5	29	2	225	2.13

PM & INTERIM ERO'S CLOSED PER MONTH

	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>TOTAL</u>
PM	6	26	22	27	27	16	124
INTERIM	10	12	14	11	19	5	71
TOTAL	16	38	36	38	46	21	195

DEADLINE STATUS

	<u>BEEP</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>BEEP</u>
AUTO	0	2	4	2	2	3	2	3
CONST	1	2	0	3	2	1	3	5
MHE	0	1	0	2	0	0	0	0
TOTAL	1	5	4	7	4	4	5	8

% AVAILABILITY

	<u>BEEP</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>BEEP</u>
%	90	86	78	68	71	79	80	84

(From montly CESE Reports)

UTILIZATION

	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>TOTAL</u>
MILES	4,397	8,883	7,123	7,509	7,384	5,586	40,882
HOURS	2,421	708	575	424	465	408	5001

MAINTENANCE COST

	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>TOTAL</u>
COST	\$5,026	\$4,745	\$7,184	\$2,545	\$10,804	\$3,794	\$34,098

EQUIPMENT

DETAIL SOUDA BAY EQUIPMENT POPULATION

	<u>BEEP</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>BEEP</u>
ACTIVE	29	29	28	28	29	29	28	28
STORAGE	0	0	0	0	0	0	0	0
TOTAL	29	29	28	28	29	29	28	28

PM & INTERIM REPAIR ERO SUMMARY

<u>MONTH</u>	<u>01's</u>	<u>02's</u>	<u>03's</u>	<u>04's</u>	<u>07's</u>	<u>09's</u>	<u>12's</u>	<u>TOTAL</u>	<u>PM:INT</u> RATIO PM: 1 INT
SEP	5	1	0	6	0	0	0	12	1.00
OCT	7	4	2	1	0	0	0	14	13.00
NOV	0	0	11	5	0	0	0	16	2.20
DEC	5	3	7	2	1	0	0	18	8.00
JAN	7	3	2	6	0	0	0	18	2.00
FEB	7	4	1	4	0	0	0	16	3.00
TOTAL	31	15	23	24	1	0	0	94	2.92

PM & INTERIM ERO'S CLOSED PER MONTH

	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>TOTAL</u>
PM	6	13	11	16	12	12	70
INTERIM	6	1	5	2	6	4	24
TOTAL	12	14	16	18	18	16	94

DEADLINE STATUS

	<u>BEEP</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>BEEP</u>
AUTO	2	0	0	1	1	1	1	1
CONST	1	3	3	2	0	1	1	1
MHE	0	0	0	0	0	0	0	0
TOTAL	3	3	3	3	1	2	2	2

% AVAILABILITY

	<u>BEEP</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>BEEP</u>
%	90	85	84	77	78	82	79	93

(From montly CESE Reports)

UTILIZATION

	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>TOTAL</u>
MILES	2,458	3,793	3,309	5,838	7,109	5,170	27,677
HOURS	40	114	54	116	105	108	537

MAINTENANCE COST

	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>TOTAL</u>
COST	\$109	\$2,179	\$940	\$4,850	\$6,275	\$1,624	\$15,978

EQUIPMENT

DFT GABON

EQUIPMENT POPULATION

	<u>BEEP</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>BEEP</u>
ACTIVE	0	0	0	0	38	38	38	0
STORAGE	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	38	38	38	0

PM & INTERIM REPAIR ERO SUMMARY

<u>MONTH</u>	<u>01's</u>	<u>02's</u>	<u>03's</u>	<u>04's</u>	<u>07's</u>	<u>09's</u>	<u>12's</u>	<u>TOTAL</u>	<u>PM:INT</u> RATIO PM: 1 INT
SEP	0	0	0	0	0	0	0	0	0.00
OCT	0	0	0	0	0	0	0	0	0.00
NOV	0	0	0	0	0	0	0	0	0.00
DEC	8	1	4	12	0	0	3	28	0.87
JAN	9	4	11	5	0	0	0	29	4.80
FEB	6	4	3	7	0	0	0	20	1.86
TOTAL	23	9	18	24	0	0	3	77	1.85

PM & INTERIM ERO'S CLOSED PER MONTH

	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>TOTAL</u>
PM	0	0	0	13	24	13	50
INTERIM	0	0	0	15	5	7	27
TOTAL	0	0	0	28	29	20	77

DEADLINE STATUS

	<u>BEEP</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>BEEP</u>
AUTO	0	0	0	0	0	0	0	0
CONST	0	0	0	0	3	5	6	0
MHE	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	3	5	6	0

% AVAILABILITY

	<u>BEEP</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>BEEP</u>
%	0	0	0	0	95	88	83	0

(From montly CESE Reports)

UTILIZATION

	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>TOTAL</u>
MILES	0	0	0	4,607	3,965	3,758	12,330
HOURS	0	0	0	703	749	696	2148

MAINTENANCE COST

	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>TOTAL</u>
COST	\$0	\$0	\$0	\$1,973	\$2,035	\$3,031	\$7,039

APPENDIX ONE – LESSONS LEARNED

KEYWORD: CHAPLAIN

1. Concern / Item: Vehicles for use on deployment.
Discussion: There is a constant problem of securing a vehicle for use by the chaplain while deployed. Even with the proper paperwork completed, rarely was a vehicle available for use, thereby causing a scramble to secure any available vehicle.
Recommendation: There should be duty vehicle available for use by staff for pre-authorized activities.

KEYWORD: DENTAL DEPARTMENT

1. Concern / Item: Supply Requisitions.
Discussion: The Dental Department placed a routine dental supply requisition through the Supply Department during the second week of the deployment (24 Sep 01) and was told that the order had to go through Gulfport. The order was received and shipped by Gulfport on 30 Nov 01 and to this date has not been received by the NMCB-3 Dental Department.
Recommendation: Allow the Dental Department to use the P-Cam Medical Dental Online Supply Ordering Program. A second quarter order was placed through the medical department and was received three weeks after being placed. Ideally, the dental department should have their own account through P-Cam.
2. Concern: Foul Odor in Camp Mitchell Dental Clinic.
Discussion: The Dental Clinic has a foul odor emanating from the Dental Clinical rooms. Although not a constant odor, it can be quite unpleasant. A trouble call was placed with Bravo Company's Camp Maintenance and they responded by investigating the odor and suggested running water through the four hand washing sinks in the clinic. This turned out to be a temporary fix, as the smell returns the next day. PWC was also unable to determine the cause of the odor.
Recommendation: Further investigation is required to alleviate the foul odor.

KEYWORD: LEGAL

1. Concern: Legal trouble with Spanish government.
Discussion: If arrested out in town, personnel knew that they would be subject to legal hold and would be left in Spain after the battalion departed. The legal process for any U.S. service member must go to the Supreme Court of Spain in Madrid for all rulings before the case can be turned over to U.S. authorities. This usually takes six months or more for determination. Only in rare circumstances will the Spanish court not turnover U.S. service members to Naval authorities.
Recommendation: If any personnel are arrested off base, it is imperative that the command contacts the Staff Judge Advocate's (SJA) office **ASAP** in order to receive a brief on laws related to Spanish court. It is recommended that the Legal Officer accompany the member with an interpreter to court. The member will then be placed on legal hold by the SJA's office awaiting the decision of the Spanish Supreme Court.

It should be noted that the Spanish authorities weigh heavily on the member's actions before and after the crime. If Spanish nationals are involved, it is highly recommended the member make every means possible to apologize for their actions.

APPENDIX ONE – LESSONS LEARNED

KEYWORD: MEDICAL

1. Concern / Item: Difficulty obtaining vaccinations (ex: JEV).
Discussion: Medical staff had difficulty maintaining medical readiness due to delays in obtaining JEV and Hep A vaccinations. The vaccines brought on the deployment were quickly expended. Naval Hospital Rota, though extremely helpful, also experienced difficulty obtaining the large amounts of JEV needed for the battalion and other deployed units.
Recommendation: Bring enough single dose JEV for at least 1.5 times the number of people requiring the vaccine before leaving homeport
2. Concern / Item: Difficulty maintaining medical readiness for Dets.
Discussion: Some Dets, though supported by local Naval Medical Clinics, were unable to obtain certain vaccinations, PPDs, HIV tests, and routine physicals. These items are the responsibility of the battalion medical department.
Recommendation: From the beginning of homeport, the medical department should create a list of people requiring routine 5 year physicals through the deployment and 2 months beyond the deployment. Each month, the physicals that are due by the end of the following month as well as a portion of the physicals that will become due during deployment will be completed. New check-ins who require a physical during this period will complete their physical within a month of checking in. A battalion-wide shot exercise should be held 2 months prior to deployment to administer PPDs and draw HIV tests on all individuals who will require these items between that time and 2 months after the completion of deployment. At this time, vaccinations such as tetanus, typhoid, and yellow fever should also be given to those who will require them.

KEYWORD: TRAINING

1. Concern / Item: ADP assets.
Discussion: The S7 department currently has 8 personnel assigned but only 4 desktop computers and 1 antiquated laptop computer allocated. We must have sufficient number of computers assigned to the department that is networked to the internet in order to access our PISTOL training database. In addition, we are responsible for managing the SCWS program, creating training Saturday presentations, contacting training commands and schools via the internet, and submitting numerous reports on a monthly basis. Training needs a dedicated color printer for reports and presentations.
Recommendation: Provide sufficient numbers of computers for all personnel in the Training Department.
2. Concern / Item: Training Classrooms.
Discussion: The Training Classroom at Camp Mitchell has been recently renovated, with improvements in lighting, doors, and new furniture. The capacity of the classroom is the limiting factor in the ability of the battalion to carry out its training mission. The capacity of the classroom is maximized at about 20 personnel. This limits the number of people we can comfortably train for indoctrination classes, nightly SCWS classes, Training Saturday classes, and any other company or platoon level training.
Recommendation: More indoor training space needs to be located for the battalion to have an effective and flexible training program.

APPENDIX ONE – LESSONS LEARNED

KEYWORD: OPERATIONS

- Concern / Item:** Deployment Completion Report.
Discussion: The DCR is a challenging assignment that requires timely input from all Dets, DFTs, Companies and Departments. 2NCB/3NCB INST 23121.1A outlines the format, distribution and other DCR requirements for Naval Construction Force Units.
Recommendation: Start on the DCR early in deployment and have a format in place in accordance with the DCR instruction. Ensure accurate recording of all data required in the DCR.
- Concern:** SITREP Reporting.
Discussion: Monthly SITREP reporting is a time consuming task that requires timely, accurate submission from all Details, DFTs and companies.
Recommendation: Before deployment, ensure all Detail and Mainbody personnel are trained on proper SITREP reporting requirements and ensure they have received copies of sample reports.
- Concern / Item:** CBCM
Discussion: 2nd NCB requires all project planning and reporting done in the latest version of CBCM. The program requires significant amount of training and practice for personnel to become proficient.
Recommendation: During homeport, ensure Detail and Mainbody personnel receive adequate training and practice on CBCM. All Chiefs and Officers should be familiar with the program and should be able to perform basic operations, including creating Level of Effort projects, building a calendar and creating Level Is and IIs. Ensure all project planning is done as early in the homeport period as possible utilizing CBCM.
- Concern / Item:** INTRANET
Discussion: The deployed battalion is required to maintain the camp Intranet site at <https://ncf.navy.mil/mitchell>. All monthly reporting for SITREPs, Turnover Information , etc is posted on the Camp Mitchell Intranet site.
Recommendation: Ensure a trained webmaster is assigned to the operations shop to handle all updates. A smart EA3 or EA2 can be trained in a week to handle the duties associated with updating and maintaining the Intranet page.
- Concern / Item:** Late drawings and specifications.
Discussion: Several project plans and specifications for the Mainbody, Details and DFT were provided late in homeport or sometimes not until early in deployment. Per NAVFACINST 11010.10, complete design should be provided 10 months prior to the scheduled start of construction. It is vital that plans are delivered the battalion as soon as possible to ensure accuracy of planning and estimating and to allow the battalion to identify long lead items.
Recommendation: Ensure project plans and specifications are provided as early in homeport as possible.
- Concern / Item:** Submittal Process
Discussion: Per NAVFACINST 11010.10, the local ROICC shall create a submittal register for all battalion projects. Since many projects do not have formal specifications, often times a submittal log is not created.
Recommendation: Involve ROICC in submittal process. ROICC and the battalion should jointly determine submittal requirements for each job.

APPENDIX ONE – LESSONS LEARNED

7. Concern / Item: Safety materials on jobs.
Discussion: With a large number of projects underway at the mainbody site, CTR may run short of supply on some required safety items (5 gal coolers, eyewash stations, etc.).
Recommendation: Incorporate safety gear and supplies in to every project BM.
8. Concern / Item: Preparatory Phase Meetings
Discussion: Utilizing the three phases of quality control is critical to minimizing rework and ensuring quality construction. The battalion QC staff and the entire chain of command must be able to track and verify that crew leaders are utilizing the 3 phase method.
Recommendation: Identify the major elements of work which require 3 phase Quality Control and create a register similar to a submittal log to track on each project.
9. Concern / Item: European Piping
Discussion: The battalion has encountered problems on several jobs regarding the use of European standard piping.
Recommendation: Any piping (particularly in any overhead) should be specified to be procured in the US.

KEYWORD: SUPPLY / LOGISTICS

1. Concern / Item: Barracks
Discussion: Currently, HAZMAT (including all cleaning gear) must be stored in the HAZMAT locker in Bravo company and cannot be checked out for longer than one week.
Recommendation: Recommend procuring and installing small HAZMAT lockers outside of each barracks building so that cleaning gear is readily available and does not have to be collected and turned in every week.
2. Concern / Item: Disbursing
Discussion: Deposits must be mailed in to FRB Richmond, Virginia, which can result in significant delays in receiving Deposit confirmations and Debit Vouchers.
Recommendation: Recommend checking Treasury Department Deposits in the Transit Reconciliation website (<https://dit.jax.disa.mil/>) often to track progress of deposits.
3. Concern / Item: Postal
Discussion: Post office is in good condition. However, PCs had to borrow the CO's van to pick up mail which worked well. However, if futures Cos are not willing to give up their vehicle everyday from 0800-0845 this can be a problem.
Recommendation: Recommend securing vehicle solely for postal use to avoid delayed mail service. Also, recommend that Postal Clerks have 24 hour access to the airfield so that the Fleet Mail Center can be accessed as necessary.
4. Concern / Item: Supply
Discussion: MLO does not have IMPAC cards. All materials are requisitioned through base Supply. There is only one person processing 1348s at Supply. As a result, there may be significant delays in receiving material after the requisition is written.
Recommendation: In the short term, it is necessary to prioritize and track 1348s in the Supply system. Coordination with base Supply is a must. In the long term, either MLO needs to have IMPAC cards or base Supply needs another billet to process 1348s.

APPENDIX ONE – LESSONS LEARNED

5. Concern: Concrete
Discussion: The local vendors often supply low quality concrete. This situation is exasperated by the fact that there are only two suppliers and relations with the vendors is poor due to a past history of last-minute concrete cancellations.
Recommendation: Immediately reject any poor quality concrete and submit complaint with documentation to base Supply. Require approval from S3 for any concrete cancellations.
6. Concern / Item: Vendor Delivery
Discussion: The local vendors often fail to deliver material on agreed delivery date. Liquidated damages and other remedies are not in place.
Recommendation: Plan for late delivery by scheduling delivery earlier than material is actually required. Be forceful with vendors concerning delivery according to contract. Coordinate complaints through base Supply contracting officer.

KEYWORD: ALFA

1. Concern/Item: Lack of ARP parts support for main body when a DFT mounts out.
Discussion: ARP parts to support a DFT are not re-ordered. The locations in 6101 ARP for the DFT parts are changed to the location of the DFT. This practice leaves main body without the ARP parts and it does not get re-ordered because it is considered “on hand” at a location other than main body.
Recommendation: When pulling ARP parts from the shelf to support a DFT, do not pull the entire quantity on hand. If it is imperative to pull all the stock on hand, then reorder half the inventory pulled to re-supply ARP. It is better to have excess ARP on the shelf when a DFT returns than to have no parts at the main body sight throughout the DFT’s deployment.
2. Concern/Item: Lack of repair parts support by parts expeditor for items not carried in the stock system.
Discussion: For the first two months of deployment, the Parts Expeditor was unable to procure repair parts from the local economy due to non-availability of a Parts Expeditor credit card. Without the credit card, we were unable to purchase needed repair parts not carried in stock system.
Recommendation: Follow up with the supply department during home port to ensure the credit card applications are being processed and the credit card will be available prior to deployment.
3. Concern/Item: Erroneous reporting of mileage/hours usage by the Maintenance and Operations Support System (MOSS).
Discussion: Weekly and monthly CESE reports rely on accurate data supplied by the MOSS system. At times, MOSS will drop a piece of CESE from its database and that piece will have to be inputted back into MOSS. When this is done, MOSS resets the mileage for that piece to zero, and the first time the piece of CESE is dispatched and checked back in, MOSS will report the total mileage on the piece in its usage data base and not the mileage accumulated during its checked out period. For example, a HMMWV is checked out with 6000 miles on it. MOSS drops the piece from its database and the dispatcher puts the piece back into the database. A week later when the HMMWV is checked in with 6100 miles on it, MOSS will report all 6100 miles for the week and not the actual 100 miles that it accumulated. This 6000 mile error causes gross inaccuracies in our usage numbers for that week.
Recommendation: Maintain manual mileage and hour usage logs to verify MOSS’s report
4. Concern / Item: Fuel
Discussion: The Battalion is required to have all fuel issued through public works. We experienced many delays due to PW’s fuel pumps being down.

APPENDIX ONE – LESSONS LEARNED

Recommendation: Ensure the battalion fuel trucks and vehicles remain at a minimum of half full.

KEYWORD: BRAVO

1. Concern / Item: Dumpsters for MCDs.
Discussion: All dumpsters are rented through the local facilities support contract. The local contractor delivers them where necessary for a maximum of four working days. This may present a problem during long rehab projects.
Recommendation: Plan the flow of work so that most demo can be performed in a few days. Arrange to have the dumpster on-site over a working Saturday.
2. Concern / Item: Acquiring material from CHRIMP.
Discussion: The local CHRIMP takes at least 6 days to process any requests. This has slowed down several MCDs.
Recommendation: Work with the local CHRIMP and give as much lead time as possible.
3. Concern: Coordination with PW.
Discussion: Due to the recent budget base transfer, PW now “owns” all Camp Mitchell facilities. The line between what PW repairs and where Camp Maintenance takes over is in dispute and not clear.
Recommendation: Compare standard Bravo Company PM and repair schedule with new PW schedule and assess differences. Have a partnering meeting with battalion, Public Works and Camp Czar to ensure all parties understand their roles and responsibilities regarding camp maintenance.
4. Concern / Item: Material conflicts
Discussion: Due to different construction standards and measurement systems, a fairly large percentage of U.S. and Spanish construction materials are not compatible.
Recommendation: Purchase either all locally procured or all U.S. material.

KEYWORD: CHARLIE

1. Concern/Item: Lack of specifications/notes on prints.
Discussion: Most projects require numerous RFIs/FARs to obtain adequate information for planning and construction purposes.
Recommendation: More information should be included on prints.
2. Concern/Item: CTR/AugmentTools.
Discussion: Some projects require finish work and this cannot be accomplished with tools from the TOA.
Recommendation: Continue to purchase augment tools for special construction work. Include on project BMs.

KEYWORD: DET SOUDA

1. Concern: Clean joints before grouting tile.
Discussion: Grouting floor tile was delayed because joints had to be cleaned over and over.
Recommendation: Grout floor tile as soon as possible to avoid dirt build up to save time.

APPENDIX ONE – LESSONS LEARNED

2. Concern: Rebar Mats
Discussion: The Detail used zip ties instead of tie wire for reinforcing mats on Marathi PEB and the overhead for Marathi Recreation Center, Phase III. This is an acceptable industry standard if the rebar mat will not sustain a lot of foot traffic during construction.
Recommendation: Use zip ties instead of tie wire, particularly on projects with large areas of reinforcing mats. The cost may a little more expensive than tie wire, but production will increase.
3. Concern: Extensive re-work on plumbing.
Discussion: Previously installed water pipes were supposedly tested, but extensive re-work was required for them to hold pressure.
Recommendation: The relieving detail should request detailed documentation of a hydrostatic test. If this cannot be produced, assume the pipes will not hold working pressure.
4. Concern: Traveling to and from Marathi.
Discussion: It takes an average of 30 minutes each way to travel to and from Marathi Pier for the crew truck / bus, thus cutting into project production time.
Recommendation: Have the crew truck / bus pre-started and ready to go prior to the Detail falling out from morning quarters. Coordinate with NSA Souda Bay's Greek Representative to either get proper codes on Greek ID badges or make other arrangements to utilize the Hellenic Air Base's main gate. Using this route removes at least 5 minutes from travel time and reduces Detail vehicles on public roads. Account for this travel time in the production efficiency factor during planning and estimating.
5. Concern: Ammunition Evolutions at Marathi Pier.
Discussion: During ammunition evolutions, construction crews have to vacate Marathi pier. Port Operations tries to notify the Detail in advance and accommodate Seabee construction operations. However, this is not always possible.
Recommendation: Denote an activity during planning and estimating called "Ammunition loading and off loading". Have it float the duration of the project. Count on at least five evolutions per project during deployment.
6. Concern / Item: Working on a Taxiway.
Discussion: Working on an active aircraft taxiway can present different challenges to a project. Due to restrictions such as not wearing covers (including hard hats), vacating areas where aircraft is taxiing, and minimizing debris, a project can easily fall behind schedule. Safety is also a major consideration when working around airplanes. The Safety Supervisor and Project Supervisor briefed the crew on expected aircraft schedules as a part of the daily safety lecture.
Recommendation: Contact Air Ops and establish a working relationship with key personnel as soon as possible. Obtain any specialized training or security clearances needed to work on the taxiway. Contact Air Ops to help plan work.
7. Concern: Vehicle access on and off base during Force Protection Condition "Charlie" is difficult.
Discussion: During Force Protection Condition "Charlie", vehicle access on base is limited. A majority of vehicles are required to park outside of NSA Souda Bay, but within the confines of the Air Base, approximately .7 miles from Det spaces. To reduce impact to personnel and production, get permission for certain vehicles to get access to the base.
Recommendation: Have a list ready of all vehicles that require access onto the NSA footprint during restricted periods that contains a vehicle description, license number, and purpose. Note those vehicles that require flight line access. As soon as notice of a higher force protection condition is

APPENDIX ONE – LESSONS LEARNED

posted, forward the list to the approving authority and a courtesy copy to Security to minimize impact.

8. Concern: ROICC Participation.

Discussion: It is extremely important for ROICC to frequently inspect Seabee jobs to train personnel, monitor progress, and provide quality assurance services. There are two construction inspectors at NSA Souda Bay that were very busy with military construction projects throughout our deployment, but would be available upon request.

Recommendation: Keep constant contact with ROICC and encourage them to visit project sites often, not just during critical construction phases.

9. Concern: Keep in close contact with main body QC shop.

Discussion: Detail Souda Bay utilized the expertise of main body QC personnel for suggestions with construction practices, including forming for an overhead concrete placement.

Recommendation: Don't be afraid to contact main body QC or Ops for help. When there's inexperience on a particular construction method, get a second opinion before risking safety or quality.

10. Concern: Crete Winter Weather Conditions.

Discussion: It rains a lot during the winter months, making 40 degree temperatures seem colder.

Recommendation: Consider weather conditions in production efficiency factors during planning and estimating.

11. Concern: Concrete Curing Time

Discussion: Cure time for the overhead concrete on Marathi Recreation Center, Phase III was inadvertently omitted, impacting interior finish work.

Recommendation: Factor in lag times for concrete placement.

12. Concern: Batter Boards

Discussion: Wooden batter boards were used initially, but because the ground is so rocky and hard, they constantly split, rendering them unusable.

Recommendation: Use #6 or larger rebar to make batter boards instead of wood. Drive in two bars about 3 feet apart and set the horizontal bar to elevation. Cut a small groove in the rebar.

13. Concern / Item: Purchase Card Processes

Discussion: The Detail relies heavily on making micro purchases with the Government Purchase Card. It is imperative that records(Purchase Card Order Log and Statement Reconciliation File) are maintained properly and that personnel receive proper training in Micro-purchases prior to deployment.

Recommendation: Ensure all Job Order Numbers have sufficient funds to cover purchases for the month. Bulk funding documents have to be submitted to NSA Comptroller at the beginning of each month. Obligate more money to avoid over expenditures. Maintain files in an organized manner. Refer to NAVSUPACT SOUDABAYINST 4200.2A (Use of Government Purchase Card) for more guidance. Also, prospective purchase cardholders and approving officials need to attend the Navy Commercial Purchase Card Course for Micro-Purchasers.

14. Concern / Item: Storekeeper Manning

Discussion: The Detail's storekeeper is involved in MLO, ARP, CTR, and regular supply operations. An experienced SK familiar with Seabee supply procedures handled these tasks by routinely working extended working hours.

APPENDIX ONE – LESSONS LEARNED

Recommendation: Two storekeepers are adequate for the detail. A senior SK can handle financial and supply operations while a junior SK can help with supply outlets. Detail SK's should attend Supply Block training which includes MLO, CTR, and ARP operations.

15. Concern / Item: OPTAR and Project Funding

Discussion: "Money makes the WIP go up." Whether office supplies or project materials, both are essential in the Detail's mission. Project packages will not exist if there were no copy paper. Vehicles in transportation need repair parts. Tools in CTR need replacement.

Recommendation: Identify requirements well in advance. Submit funding requests in a timely manner. Send requests to the Brigade Comptroller a couple of weeks before the start of the next quarter.

16. Concern: Tool Kit Custodians

Discussion: The CTR Custodian conducted tool kit training to familiarize project tool kit custodians with expectations. This proved to be useful in maintaining accuracy and accountability.

Recommendation: Create training slides and establish guidelines early in deployment to stress the importance of bi-weekly tool kit inventories and proper tool maintenance.

17. Concern / Item: Material (particularly concrete) Delivery/Procurement

Discussion: There are two concrete suppliers on Crete. They deliver Monday through Friday and no holidays. August, typically a popular month for European vacations, and the end of December through the first of January can also be a slow period for material procurement and delivery.

Recommendation: Plan ahead and know which days will not be available for delivery or material procurement out in town.

18. Concern: Proper description of material on requisitions.

Discussion: Many requisitions were submitted with incomplete information unnecessarily increasing the time between the requisition submittal and material delivery. This contributed to material procurement delays, inaccurate materials being received, and cost increases.

Recommendation: Project Supervisors should take the time to explicitly describe material requirements, include diagrams, examples, and / or specifications to expedite material procurement.

19. Concern: Material going directly to job site.

Discussion: On occasion, it's necessary or more convenient for materials to be delivered directly to job sites. However, crew leaders often forgot to submit 1250s for materials they received.

Recommendation: Minimize the number of materials delivered directly to project sites. Any material that has to be delivered to the job site such as concrete, 1250s should be turned in at least a day prior or, in the case of concrete, with the concrete and aggregate request (CAAR).

20. Concern: Improve MLO Yard Conditions

Discussion: The MLO yard, comprised of clay soil, gets extremely muddy when it rains and water ponds in some areas making it hard to keep the MLO yard clean and organized.

Recommendation: Put gravel on the ground to keep mud and water below materials.

21. Concern: Material Delivery to Marathi Pier (Especially Concrete)

Discussion: The Detail is required to submit access requests to NSA Souda Bay's Port Operations Department via facsimile detailing the company's name, vehicle license number, and delivery driver. This request must be submitted at least 24 hours in advance so they can submit the information to Greek authorities that control access to the pier. The concrete and aggregate company often switched

APPENDIX ONE – LESSONS LEARNED

drivers or trucks at the last minute, thus causing delay or denied access. This becomes critical if the load is concrete, as it must be placed 90 minutes after adding water to the batch.

Recommendation: Verify that Port Ops has received the access request. On the morning of delivery, double check with NSA Purchasing, the contracting agent for concrete, that the company has not changed drivers or trucks, then follow up with Port Ops.

22. Concern: European Materials

Discussion: Material procurement and delivery directly affect productivity. Items that can be easily obtained in the U.S. may not be readily available on Crete. Many materials are delivered from Athens by ferries, which are dependent upon sea conditions. Poor weather and rough sea conditions will directly affect material delivery.

Recommendation: When deploying to Europe, maximize the number of personnel that attend the “European Construction” course. Ensure crews are proficient with the metric system to properly specify materials.

23. Concern: Crete Road Conditions and Driver Safety

Discussion: Detail personnel experienced numerous close calls with vehicles due, in part, to the narrow road in front of NSA Souda Bay (Mouzarous Rd). Cars are often parked on the roadside, but protruding into lanes because there are no shoulders. The road has many blind spots, there are no lines designating lanes, and traffic signs are merely suggestions to the local population.

Recommendation: In addition to NSA Souda Bay’s standard driver’s brief and test, have Detail personnel complete comprehensive training to include hazard awareness. Stress the importance of driving cautiously, especially around POVs. Obtaining permission to transit through the Hellenic Air Base will eliminate the need to use Mouzarous Rd.

24. Concern / Item: Training Requirements

Discussion: Upon deploying, all projects and shops had trained safety supervisors to properly perform their duties. Reorganizing crews due to operational tempo or tasking sometimes displaced key personnel from one project to another.

Recommendation: Identify safety-manning requirements for each project and shop early in homeport and get personnel trained, include lockout/tag-out, fall protection, scaffolding, excavation/trenching, respirators, hazardous material transportation, and CPR/First aid. Consider collateral duties, including safety training, when personnel are being transferred to another project.

25. Concern / Item: Safety Programs

Discussion: NSA Souda Bay’s Clinic provides limited medical and dental support. The Industrial Hygienist, Optometrist, and Dentist come from Sigonella approximately once a quarter.

Recommendation: Update personnel medical and dental records prior to deployment. Identify those who are enrolled on any safety conservation programs such as sight, hearing, or respiratory. Ensure personnel deploy with an extra pair of prescription glasses.

26. Concern / Item: Personal Protective Equipment (PPE)

Discussion: The Detail’s Safety Office does not have funds specifically to support PPE replenishment, but the Det Material OPTAR can be used for this purpose.

Recommendation: Maintain a reasonable amount of PPE such as respirators and filters (size and type) and eye and hearing protection. Identify specialized tools and safety consumables on project bills of material.

27. Concern: Benchmarks

Discussion: Inaccurate and damaged benchmarks are of no use.

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Recommendation: When planning projects, make sure you have suitable benchmarks, and make sure they are protected.

28. Concern: Instrument Calibration

Discussion: Two instruments were inoperable and one had a faulty battery.

Recommendation: Obtain copies of the latest calibration dates for instruments, where applicable. Prior to deploying, ask the on site Detail to ensure calibration will be current upon arrival and throughout deployment.

29. Concern / Item: Project Plans

Discussion: The NCF continues to accept jobs that have very poor construction documents. Four of the seven tasked projects did not have an adequate level of detail to perform work without many RFIs and close coordination with PW and ROICC, creating design/build projects of sorts.

Recommendation: PW and ROICC, in conjunction with the design agent, must make a concerted effort to provide Seabees with plans that show existing obstructions, utilities, and facilities in relation to proposed new work. Make contact with PW and ROICC early to help identify known major concerns.

30. Concern: ADP Assets and Support

Discussion: There is no solid framework for ADP assets and support for Detail Souda Bay. Only one building has Internet access and support outlets such as MLO/CTR and Transportation do not have network connections. There is no current technical support agreement with the manufacturer of computers. Since the base ISD does not have enough personnel to maintain all computers on base, the Seabee Det is left to manage their own network and troubleshoot any problems.

Recommendation: Identify and provide funding to standardize computers in Det spaces and establish a service contract with the manufacturer wherein defective parts can be mailed back and replaced. In addition, establish network connection in MLO/CTR and Transportation buildings via fiber or modem.

31. Concern: Inadequate berthing for Det Khaki.

Discussion: The current E-7 and above barracks is now primarily for transient personnel. Due to a lack of rooms, Det Khaki beginning with NMCB THREE were scheduled to reside in an old pre-engineered metal building. Instead, the two Detail Chiefs berthed in the Seabee barracks and the OIC moved to the E-7 and above barracks after 11 Sep.

Recommendation: Formal arrangements should be made, in writing, detailing berthing arrangements for all Seabee personnel deployed to NSA Souda Bay.

32. Concern: Mud in Transportation Shop

Discussion: The driveway in front of the transportation shop is clay so when it rains, mud builds up and is tracked into the shop. Also, the Detail does not have a pressure washer to clean vehicles before they come into the shop. However, one can be borrowed from Public Works.

Recommendation: Request permission from PW to install a concrete driveway in front of the shop. Set aside Detail Support OPTAR at the beginning of a quarter to purchase a pressure washer.

33. Concern: Direct turn over (DTO) parts.

Discussion: Upon arrival, DTO requisitions were forwarded to main body Alfa Company, researched, ordered, and tracked. After the ESS, main body Supply acquired these responsibilities and some parts known to be in ARP were instead ordered through the stock system, thus increasing the time it took to get parts and repair vehicles. The average time it took to receive DTO parts was 55 days.

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Recommendation: Ensure requisitions are filled by ARP if possible and shipped to Crete in a timely fashion. Details depend on main body for support. Therefore eliminating unnecessary steps from an already cumbersome process will increase CESE availability and project production.

34. Concern: Troop Carriers

Discussion: Designated troop carriers in Souda Bay are limited to a CUCV, a blazer, two-7 passenger vans (one of which has been on deadline for six weeks), and two-15T stake trucks. Early in deployment, project crews were transported to Marathi in the stake trucks. However, cold and rainy conditions made this option less favorable. The Detail borrowed a 36-passenger bus from PW. PW wants the bus back so it can be sent to DRMO and taken out of their inventory.

Recommendation: Turn the bus over to the Detail. It is in better condition than much of the CESE currently assigned to the Detail.

35. Concern: VIP Visits

Discussion: Souda Bay has several standing rules that make arranging VIP visits tedious, such as the rule that civilian clothes must be worn when flying in and out of Greece (even on military aircraft), limited transient berthing (particularly during increased force protection conditions), the FAA regulation that prohibits travel on Greek carriers while traveling on Government orders, and submitting requests to Port Operations for access to Marathi piers.

Recommendation: Arrange berthing on base immediately, if applicable, upon notification of VIP visits. Verify and re-verify that confirmation numbers have been acquired. Request assistance from the NSA Supply Officer, if necessary. Early coordination and detailed communication will reduce misunderstandings and make VIP visits more pleasant.

KEYWORD: DET SIG

1. Concern / Item: Goretex/Cold weather boots

Discussion: During the cold weather months in Sicily, temperatures hover at or near freezing. The Brigade and battalion did not initially issue cold weather boots (arrived late in the winter season) and the existing Goretex available is in poor condition and the quantity is inadequate for the Detail size.

Recommendation: 2NCB Supply should outfit Camp Olson with cold weather gear or Seabee Details, before departing on deployment, should be outfitted correctly for the environment in which they will operate. In addition, we recommend an inspection of the existing Gore-tex/cold weather gear at the Camp and replenish as needed.

2. Concern / Item: Personnel Records

Discussion: Missing information (DAPA, evals, SCWs, EDVR, etc) in the DORs that required the Detail to contact Main Body to obtain information.

Recommendation: During homeport, provide a prescribed list of paperwork needed in DORs.

3. Concern / Item: Project material delays and CESE repair parts.

Discussion: The detail ran into difficulties with obtaining materials during the Fiscal Year turnover (because lack of funds) and the Christmas period liberal leave stand down (absence of support personnel).

Recommendation: Brigade assign a full time SK (shore duty, language capable) to Camp Olson to assist the 2NCB material expeditor with office duties and material requisition. This billet will allow for continuity and full support of the Seabee Detail.

APPENDIX ONE – LESSONS LEARNED

4. Concern / Item: MLO interaction with local community.
Discussion: Majority of the local material vendors speak very little English. Our detail MLO Petty Officer did not have Italian language skills, making it difficult to procure materials without the 2NCB material expeditor's assistance.
Recommendation: Brigade assign a full time SK (shore duty, language capable) to Camp Olson to assist the 2NCB material expeditor with office duties and material requisition. This billet will allow for continuity and full support of the Seabee Detail.
5. Concern / Item: Dig permits
Discussion: During the deployment, we encountered several utility systems and structures that were not listed on our dig permits or prints. These unforeseen systems endangered our personnel and increased our construction efforts.
Recommendation: NAS Sigonella PWD and ROICC needs to update their GDMs and utility prints to allow for a more efficient construction process for Seabees, contractors, and Public Works.
6. Concern / Item: ROICC and NMCB Detail interaction.
Discussion: There is no regularly scheduled meeting between the NMCB Detail and the ROICC office to discuss status of construction projects or to address RFI/FARs. Interaction between ROICC and the Detail was on an as-needed basis to address questions or issues as they surfaced.
Recommendation: Set up a weekly or bi-weekly meeting with the project's AROICC/CONREP and the Detail to discuss construction projects and address topics before they become issues.
7. Concern / Item: Oil/Water separator within Camp Olson
Discussion: NAS Sigonella's HAZMIN/HAZWASTE and PW will not remove the HAZMAT located in the oil/water separator within Camp Olson. Currently, there is no washrack in camp that allows the mud/dirt from cleaned CESE to flow into the oil/water separator.
Recommendation: Develop a local contract to dispose the HAZMAT located in the oil/water separator.

KEYWORD: DET NAPLES

1. Concern: Messing
Discussion: Messing for Det Naples was initially difficult. Galley hours are set by the host and must be followed, greatly reducing the Detail's operational flexibility. Late night rations are not provided and often Seabee deployment work hours do not correspond to shore duty galley hours. Weekend meals and hours were even less satisfactory. The situation improved over the course of the deployment because a relationship was developed with the galley staff. However, limited galley hours definitely impacted production and efficiency.
Recommendation: Factor galley operations into direct labor availability or provide COMRATS to Det personnel.
2. Concern / Item: Project Materials
Discussion: The majority of project materials are procured locally. This is a time consuming process and often requires the expertise of all the trades, significantly increasing overhead and indirect labor demands. This problem is compounded by the lack of plans and specifications.
Recommendation: Additional time should be included in project planning at this site for expediting project materials.

APPENDIX ONE – LESSONS LEARNED

3. Concern / Item: Project Specifications

Discussion: No specifications were supplied for any work. References were not available for Italian Construction Standards.

Recommendation: Provide specifications and/or pertinent portions of the Italian Standard specifications.

KEYWORD: DET THURMONT

1. Concern / Item: Security Clearances

Discussion: All personnel must have a “Yankee White” SSBI clearance in order to work unencumbered (unescorted) at NSF Thurmont. This high level clearance is difficult to obtain, and even under the best of conditions it takes a significant amount of time, effort and communication to acquire the "final" clearance. NMCB Details temporarily overcome clearance problems by using the already “cleared” members of the Detail to act as escorts for those that have not yet obtained their clearance. This works, but it clearly reduces productivity.

Recommendation: The process to obtain clearances must start at least 12 months from the start of deployment. The prospective OIC AND the NMCB S1 Dept must communicate with NSF Thurmont’s Admin Officer as soon as clearance packages are being assembled and BEFORE the NMCB mails the packages. Thurmont’s Admin Officer can flag the packages for expedient screening at OPM. Otherwise, the packages are processed in a routine manner, meaning fewer members will be fully cleared prior to deployment.

2. Concern / Item: Detail Messing & Berthing

Discussion: Personnel assigned to Detail at NSF Thurmont are berthed at the Federal Emergency Mgt Administration (FEMA) at Emmitsburg, Md, which is approximately 15 miles from NSF Thurmont. Two significant reasons for not berthing Detail personnel at Camp David are the camp’s limited berthing space and the predictable problem of Detail personnel arriving without their YW clearance. The berthing and messing arrangements at FEMA are excellent. NMCB Seabees assigned to Detail Thurmont are authorized to use FEMA’s messing facility on off days as a result of previous point papers and extensive discussion. Prior to official visits, Detail personnel are required to clean all job sites, stow materials and tools, and cease operations. Non-essential personnel such as the Seabee Det are asked to depart camp prior to guest arrival time. This is why we must have an alternate place for messing and berthing.

Recommendation: Continue using FEMA’s facilities.

3. Concern / Item: Communicating/Timely submission of reports

Discussion: This item was not a problem for this Detail, but is listed here more as an awareness item for future Details. Official visits to camp are usually unannounced. As such, the mainbody must be flexible and understand that at a moment’s notice the Detail will depart camp without giving prior notice to the mainbody. This may occur on the same day that project reports are due, such as Level I & II updates. The data for such reports must be extracted from the CBCM software program on the due day in order to provide Ops with a correct Data Date for their reports. The reports due could be just a few hours or a few days late depending on the visit length.

Recommendation: Give the OIC a little latitude on the timely submission of reports.

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KEYWORD: DET GUANTANAMO BAY

1. Concern / Item: ARP ordering
Discussion: Coordination with the logistics cell in Gulfport requires a significant amount of follow up. Many parts have been on order for months and get kicked out of the system unless frequent status reports are sent to Gulfport. Many times items will not get ordered due to paperwork missing information. In these instances, no feedback to that document is provided.
Recommendation: Call Gulfport at least twice a week and confirm that all the paperwork needed has arrived.
2. Concern / Item: Construction materials shipment
Discussion: Material only gets shipped on barges unless there is a serious requirement. It is very hard to get materials flown in, so planning a month ahead is necessary.
Recommendation: Work closely with base supply to get more common construction materials placed in the stock system and coordinate closely with 20 NCR R35 to have any special barge shipments provided.
3. Concern: MLO/CTR/Supply procedures and forms
Discussion: The current inventory procedures at the GTMO site were not in accordance with standard Seabee methods. This came about due to the base supply office using only the MicroSnap program and no physical inventory supply forms (form 1250 and 1114). Therefore, none of the appropriate forms could be found in Cuba. The Seabee Det does not have the MicroSnap program and can only keep account of its tools, supplies, and materials through physical inventory cards and 1250 forms for issuing items.
Recommendation: Use the standard Seabee procedures and get all forms printed at DAPs on base or bring all 1250s and 1114s in from main body.
4. Concern / Item: Operational tasking interface with the Joint Task Force (JTF)
Discussion: Tasking was issued from all directions when the JTF initially stood up. No priority was placed on any customer and a clear chain of command for operational tasking was not in place.
Recommendation: Develop a single tasking contact and chain of command as early as possible with a priority listing. The engineer representative in J3 should be the point of contact for all operational tasking.
5. Concern / Item: Galley Support
Discussion: The galley operations were overwhelmed quickly with JTF personnel, so strict adherence to current rosters of personnel with chow passes was in effect. A few times people just arriving on island with chow passes were turned away from the galley. On a few occasions, the galley ran low on food quickly when all of the Seabees arrived at one time.
Recommendation: Update your roster with the galley as soon as possible when there are any changes, especially new arrivals. In addition to rosters, be sure to give the galley a current daily routine so they know when to expect the bulk of the Seabees.
6. Concern / Item: Housing Support
Discussion: The Det has its own housing area and maintains all the units. The JTF personnel average 2.5 persons per bedroom, while the Seabees average 1.5 people per bedroom. This would probably change if our relationship with housing were ever damaged.
Recommendation: Continue to support the Housing office with our own maintenance and any odd jobs that they need support with.

APPENDIX ONE – LESSONS LEARNED

KEYWORD: DFT PANZER KASERNE(STUTTGART GERMANY)

1. Concern / Item: Office & Computer Assets

Discussion: The Battalion's ADP Office supplied the DFT with a laptop computer that could not support the software we required. We were unable to use Zipdisk, unable to hook up to any printers, unable to use CBCM as the software requires a printer, etc. NSWU-2's ADP office supplied a laptop computer, which proved useful, but within a matter of weeks all computer work was completed at the Computer Lounge where CBCM and AUTOCAD were loaded for us. We had a desk in the CM's office, but the computer assets did not have Outlook, so other than storing some DOR's and Project Packages, all administrative work was accomplished in the Computer Lounge. At times, we "got in the way" of SEAL/SBU personnel who were also trying to use the Computer Lounge.

Recommendation: Provide funds to update battalion computer assets.

2. Concern / Item: Funding

Discussion: The DFT had no budget for mission requirements. Normally this would be a major concern, but the greatest thing about supporting the SEALs is there is usually not a money problem. The DFT was fully funded by our customers. There were numerous meetings concerning cost estimates to keep us in line with original projections, but any increase, if well documented, was not an issue.

Recommendation: None. For information only. Ensure OIC is fully engaged with battalion Supply/Disbursing Office before and during DFT to ensure they understand which accounting data to use.

3. Concern: Messing

Discussion: The Galley does not serve dinner or weekend meals and it closed for a three-week period to support an exercise at another base. Its breakfast hours do not support a deployed battalions "early start." As such, PT was conducted M-W-F so personnel could eat breakfast before the start of the workday. It also opened early enough on Tuesday's for "Sergeant's Call" to attend breakfast. This left one day during the week when personnel were on their own. There is a kitchen facility with stove/oven, microwave and full sized refrigerator on the floor where personnel were berthed. Two personnel were sent home two hours early to make dinner for the DFT, as 16 personnel would not have been able to work around each other to cook their own meals.

Recommendation: None, for information only. The DFT was paid approximately \$30.00 on days galley was open and \$60.00 on days the galley was closed.

4. Concern / Item: Engineering Support

Discussion: There is no regular Engineering service. Kelley Barracks has the Engineering Support for Panzer Kaserne. They appeared surprised that Seabees would be able to accomplish the Building Extension project. While quite competent in their abilities to provide prints and other engineering services, we were provided with what would be better termed "shop drawings." There was much left off of the prints, much of it was in German and much of it appeared "over engineered." The Engineers made approximately a half dozen visits to the project, prompted by the extensive unplanned excavation due to the "hollow" area found during footer excavation. The Engineers made numerous changes to the prints due to this, but we would get conflicting information when a different Engineer would show up.

Recommendation: Clarify the chain of command for project design and engineering support for follow on DFTs to Panzer Kaserne.

APPENDIX TWO – BZ MESSAGES

ROUTINE

R 221915Z FEB 02 PSN 670945E31
FM CINCUSNAVEUR LONDON UK//N3/CDO//
TO CBC PORT HUENEME CA
CBC PORT HUENEME CA
CINCUSNAVEUR LONDON UK
CINCUSNAVEUR LONDON UK
CNO WASHINGTON
COM THIRD NCB PEARL HARBOR
COM THREE ONE NCR PORT HUENEME CA
COM THREE ONE NCR PORT HUENEME CA
COMFAIRMED NAPLES IT
COMFAIRMED NAPLES IT
COMNAVFACENGCOM WASHINGTON DC
COMNAVFACENGCOM WASHINGTON DC
COMMAND GROUP
NMCB THREE
CINCPACFLT PEARL HARBOR HI
CINCPACFLT PEARL HARBOR HI
COM SECOND NCB

UNCLAS

MSGID/GENADMIN/CINCUSNAVEUR D00//
SUBJ/WELL DONE TO NAVAL MOBILE CONSTRUCTION BATTALION THREE//
POC/M SPENCER/LT/CINCUSNAVEUR N7/LOC:LONDON, UK
/TEL:011-44-20-7514-4359/EMAIL:CNEN728(AT)NAVEUR.NAVY.MIL
/SECTEL:DSN 235-4359//

RMKS/1. ON BEHALF OF ADM JOHNSON, COMMANDER-IN-CHIEF U.S. NAVAL FORCES, EUROPE, I EXTEND HEARTY CONGRATULATIONS TO THE ENTIRE NMCB THREE TEAM FOR AN EXTREMELY SUCCESSFUL SEVEN MONTH DEPLOYMENT TO THE NAVEUR THEATER. YOUR BATTALION HAS EXEMPLIFIED THE SEABEES' "CAN DO" MOTTO BY IMPROVING CRITICAL SHORE FACILITIES, FURTHERING THE NAVEUR THEATER ENGAGEMENT PLAN, AND MAINTAINING A ELEVATED STATE OF READINESS.

2. ALTHOUGH THE TRAGIC EVENTS OF SEPT 11TH REFOCUSED YOUR TASKING AND PRIORITIES MID-STREAM, YOU PERFORMED SUPERBLY, QUICKLY DIRECTING YOUR RESOURCES TO PROVIDE ADDITIONAL PERSONNEL TO AUGMENT THE SECURITY FORCES AT NSA NAPLES AND NS ROTA WHILE COMPLETING NUMEROUS CRITICAL PROJECTS TO IMPROVE THE THEATER ANTI-TERRORISM/FORCE PROTECTION POSTURE. YOUR SUPERB PREPAREDNESS ALLOWED YOU TO QUICKLY AND EFFICIENTLY REDEPLOY OVER 100 SEABEES TO IMMEDIATELY SUPPORT OEF IN CENTRAL ASIA AND REDEPLOY OVER 100 SEABEES TO CONSTRUCT A DETENTION FACILITY AT CAMP X-RAY. AT THE SAME TIME YOU WERE ABLE TO COMPLETE THE INTERMEDIATE SUPPORT BASE IN GABON ISO WATC '02. YOU PUSHED THROUGH THE TAPE, FINISHING THE FLEET WELCOME CENTER AT THE MARATHI NATO PIER IN SOUDA BAY THAT WILL WELCOME THOUSANDS OF SAILORS EACH YEAR. IN SIGONELLA, YOUR PLANNING CONTRIBUTIONS TO THE NAS I SPORTS FIELDS WILL SET THE STAGE FOR COMPLETION IN THE SPRING.

3. YOUR BATTALION'S CONTRIBUTIONS TO THIS THEATER AND TO OUR EUROPEAN FRIENDS AND ALLIES ARE TRULY COMMENDABLE. GOD SPEED AS YOU PREPARE FOR A WELL-DESERVED REUNION WITH FAMILY AND FRIENDS. RADM HART.//

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NNNN

APPENDIX TWO – BZ MESSAGES

RAAUZYUW RUFTMFC6367 0631537-UUUU--RUFAPTJ.

ZNR UUUUU ZUI RUFTMCA4342 0631536

R 041536Z MAR 02 PSN 969777T45

FM NAVSTA ROTA SP

TO RUFAPTJ/NMCB THREE//00//

INFO RHDLCNE/CINCUSNAVEUR LONDON UK//N7//

RUFNASC/COMFAIRMED NAPLES IT//00/N423//

ZEN/NAVSTA ROTA SP

ZEN/COM THIRD NCB PEARL HARBOR HI

ZEN/COMNAVAFACENGCOWASHINGTON DC

ZEN/COMNAVAFACENGCOWASHINGTON DC//JJJ//

ZEN/LANTNAVAFACENGCOWORFOLK VA

ZEN/COM TWO ZERO NCR GULFPORT MS//00//

ZEN/COM SECOND NCB LITTLE CREEK VA//00//

ZEN/COM TWO TWO NCR LITTLE CREEK VA//00//

BT

UNCLAS

SUBJ: BRAVO ZULU

MSGID/GENADMIN/NAVSTA ROTA SP PWD/FEB 02//

RMKS/1. AS YOU COMPLETE YOUR DEPLOYMENT AND RETURN HOME I WANT TO EXPRESS MY APPRECIATION AND ADMIRATION FOR THE NUMEROUS

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CONTRIBUTIONS YOU HAVE MADE TO OUR COMMUNITY DURING YOUR DEPLOYMENT.

YOUR ACCOMPLISHMENTS WERE ALL THE MORE IMPRESSIVE GIVEN THE FACT

THAT YOU SUCCESSFULLY BALANCED FLUID TASKING, RESPONDED PROACTIVELY

TO FORCE PROTECTION MISSIONS, AND DEPLOYED SEVERAL DETAILS

THROUGHOUT THE THEATER.

2. DURING THE LAST SIX MONTHS YOUR BATTALION DISPLAYED A TREMENDOUS

"CAN DO" SPIRIT IN COMPLETING A MYRIAD OF PROJECTS. FROM THE RUNWAY

DRAINAGE AND HIGH TEMPERATURE HOT WATER LINE PROJECTS TO THE

BEQ ROOFS AND PAVILLIONS, PIER TWO PADS, THE COMPLETION OF THE SMALL

ARMS RANGE, AND PAVING AT THE WEAPONS COMPOUND, YOUR OUTSTANDING

WORK HERE HAS TOUCHED EVERY ASPECT OF LIFE IN THE ROTA

AREA. IN MY TWO YEARS AS COMMANDING OFFICER I HAVE BEEN THE

BENEFICIARY OF MANY EXCEPTIONAL SEABEE BUILT PROJECTS, BUT THE SAFE,

QUALITY, ON-TIME CONSTRUCTION DELIVERED BY NMCB THREE HAS BEEN

BETTER THAN BEST. YOUR EFFORTS GREATLY ENHANCED OUR ABILITY TO

ACCOMPLISH OUR MISSION AND OUR QUALITY OF LIFE.

3. AS YOU SETTLE IN AT HOME YOU SHOULD BE JUSTLY PROUD OF YOUR MANY

ACCOMPLISHMENTS AND THE FAVORABLE IMPRESSION THAT YOU LEFT WITH THE

PERSONNEL ASSIGNED TO NAVAL STATION ROTA AND THE ROTA COMMUNITY.

YOU PROVIDED A STERLING EXAMPLE OF PROFESSIONALISM AND SERVICE.

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THANKS FOR YOUR SUPERB PERFORMANCE AND A JOB WELL DONE.

4. CAPT NOBLE SENDS.//

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#6367

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APPENDIX TWO – BZ MESSAGES

R 071300Z FEB 01 ZYB PSN 333186T24
FM NAVSPECWARUNIT TWO//
TO RUFAPTJ/NMCB THREE
INFO RHMFIUU/CHINFO WASHINGTON DC//00//
RUENAAA/CHINFO WASHINGTON DC//00//
RHMFIUU/COMNAVFACENGCOR WASHINGTON DC//00//
RULSADK/COMNAVFACENGCOR WASHINGTON DC//00//
RUCBCLF/CINCLANTFLT NORFOLK VA//00//
RHMFISS/COMFAIRMED NAPLES IT//00//
RUFNASC/COMFAIRMED NAPLES IT//00//
RHMFIUU/USCINCEUR VAHINGEN GE//ECCC/ECJ4-EN//
RUFGCIN/USCINCEUR VAHINGEN GE//ECCC/ECJ4-EN//
RHMFISS/COMNAVSPECWARCOM CORONADO CA//00//
RUWFAPK/COMNAVSPECWARCOM CORONADO CA//00//
RHMFIUU/COMSOCEUR VAHINGEN GE//
RUFGSOC/COMSOCEUR VAHINGEN GE//
RHMFIUU/CBC PORT HUENEME CA//
RUWFPCR/CBC PORT HUENEME CA//
RUCOHAG/COM SECOND NCB LITTLE CREEK VA//
RHMFIUU/CINCUSNAVEUR LONDON UK//003//
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RHDLCNE/CINCUSNAVEUR LONDON UK//003//
RHMFIUU/COMNAVSPECWARGRU TWO
RUCOZBG/COMNAVSPECWARGRU TWO
BT

UNCLAS //N01650//

MSGID/GENADMIN/NSWU2/FEB//

SUBJ/BRAVO ZULU//

RMKS/1. I WISH TO EXPRESS MY SINCERE APPRECIATION TO THE ENTIRE NMC
THREE TEAM UPON THE COMPLETION OF AN OUTSTANDING DEPLOYMENT FOR
TRAINING (DFT) TO NAVAL SPECIAL WARFARE UNIT TWO ON PANZER KASERNE,
GERMANY. YOUR TEAM TRULY EXEMPLIFIED THE SEABEES' "CAN DO" MOTTO BY
EXECUTING A CRITICAL FACILITY EXPANSION AND SEVERAL QUALITY OF LIFE
IMPROVEMENTS FOR OUR NAVY SEALS STATIONED IN THE EUCOM THEATER.
2. YOUR DFT PERFORMED SUPERBLY, EXPENDING OVER 900 MAN-DAYS OF
DIRECT LABOR ON PROJECTS VALUED AT \$550K THAT SUPPORTED NAVAL SPECIAL
WARFARE'S ABILITY TO CONDUCT OPERATIONS. IN ADDITION TO THE THREE
TASKED PROJECTS, YOUR SAILORS COMPLETED NUMEROUS DISCRETIONARY
PROJECTS, MANY DURING THEIR OFF DUTY HOURS. A SHORT LIST INCLUDES
UPGRADING OUR CLASSIFIED BRIEFING ROOM, CONSTRUCTING A PALLET
STAGING AREA, REMODELING THE SEAL PLATOON SPACES, REBUILDING THE
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ARMORY TO PROVIDE A MORE SECURE WEAPONS STORAGE, LAYING TILE IN
NUMEROUS OFFICES, AND COMPLETING A SHORT FUSED PROJECT FOR AN
OPERATIONAL MISSION.
3. THE TRUEST MARK OF A NAVY PROFESSIONAL IS IN MAKING THE DIFFICULT
JOBS LOOK EASY, AND THE "INCREDULOUS PLAN" APPEAR WORKABLE. YOU
SUCCEEDED ON BOTH COUNTS. YOUR DETACHMENT'S PERSONNEL AND THEIR MANY
CONTRIBUTIONS IN SUPPORT OF THE COMMAND, IT'S MISSION, AND IT'S
PEOPLE WILL BE REMEMBERED. THE HISTORIC RELATIONSHIP OF SEABEES AND
SEALS CONTINUES THROUGH US.
4. FAIR WINDS AND GOD SPEED AS YOU RETURN HOME FOR A WELL DESERVED
REUNION WITH FAMILY AND FRIENDS. CDR HERON SENDS.//

BT



“BETTER THAN BEST”
Naval Mobile Construction Battalion THREE

