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From: Commanding Officer, U.S. Naval Mobile Construction Battalion THREE
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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 Guam, U.S. from 06 April 2004 to 14 October, 2004, with Details (DETs) deployed to Iraq in support of Operation Iraqi Freedom II and Afganistan in support of Operation Enduring Freedom. In addition NMCB THREE sent DETs to Magsayay, Philippines; Bahrain; Jordon; Djibouti; Andros Island, Bahamas; and Hawaii. NMCB THREE also executed a Deployment for Training (DFT) to Timehri, Guyana and a Civic Action Team (CAT) to Palau. In all, NMCB THREE had projects in over 36 separate locations on four continents.

K. W. BRANCH

Distribution:
OPNAV(N44)
COM THREE ZERO NCR (N3)
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CSFE
NMCB SEVEN
NMCB ONE

# DEPLOYMENT COMPLETION REPORT

## *PACIFIC DEPLOYMENT 2004*

# NMCB THREE

## *"Better Than Best"*

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CHAPTER I

# EXECUTIVE SUMMARY

# I. EXECUTIVE SUMMARY

U.S. Naval Mobile Construction Battalion THREE completed a "Better Than Best" Guam deployment on 14 October, 2004. Battalion personnel were distributed throughout the globe from the mainbody in Guam, to Details in Andros Island, Alaska, Hawaii, Bahrain, Jordan, Djibouti, the Philippines and CMATT. We sent nearly half of the battalion to USCENTCOM AO in support of contingency operations IRAQI FREEDOM II and ENDURING FREEDOM, as well as DFTs to Guyana and the Philippines, with participation in exercises CARAT, NEW HORIZONS and ULCHI FOCUS LENS, and Civic Action Team in Palau. NMCB THREE's command and control was stretched over four continents, three oceans, and eighteen time zones, supporting every US combatant commander except EUCOM. NMCB THREE was the lead unit in Task Force Sierra under OIF-II and integrated five other units (NMCB's 15, 14, 5, 133 and U.S. Army Rangers) into the daily operations and administration. NMCB THREE was relieved by NMCBs SEVEN, FOUR and ONE THIRTY THREE.

**ADMINISTRATION/SPECIAL STAFF**: The Administrative, Personnel and Disbursing Departments provided outstanding support for over 740 Active and Reserve Seabees deployed across the Pacific theater and Central Command AOR. NMCB THREE reenlisted 55 personnel, including 100% retention in zones "C" and "D". The battalion also advanced 5 First Class, 13 Second Class and 43 Third Class Petty Officers. In addition, 372 exams were distributed to 14 separate detachment sites ensuring that all eligible THREE Bees could participate in the September Navy-Wide Advancement Exam. Battalion operations were greatly enhanced through the diligent efforts of NMCB THREE's administrative support personnel.

**OPERATIONS:** As of this writing, mainbody Seabees in Guam successfully completed more than 8,600 direct labor mandays of tasked construction projects, training, camp maintenance, direct labor training, and CO discretionary projects. Construction highlights for the Guam Mainbody projects included construction of; a vital 40' x 80' masonry building to support maintenance on critical ground support equipment for Helicopter Combat Support Squadron (HC) 5 at Anderson Air Force Base Guam, a new 40' x 50' masonry security facility at the NCTAMS in Tamuning, Guam, a 68' x 31' masonry bathroom and shower facility for MWR services at Sumay Cove on Naval Base Marianas, replacement of a bridge at Polaris Point Recreation Area, constructing a pavilion at Nimitz Hill officer quarters, and completion of the softball field at the Seabee's own Camp Covington.

NMCB THREE's six remote detail sites (including two deployment for training sites) accumulated more than 8,500 direct labor mandays, working on 23 separate projects taking 20 of them to 100%. Projects supported not only Navy and Marine Corps installations throughout the world but a variety of projects supporting the Philippine military and communities and Civic Action projects in the countries of Palau and Guyana. Projects at detail sites included: upgrading a 5000' runway for C-130 capability, rehab and construction of several barracks in Jordan, Andros, and the Philippines; construction of PEB for AAFES in Djibouti; construction of school buildings in Guyana and the Philippines; improvements to weapons ranges and the construction of a 40' steel jump and rappelling tower.

Our Seabees also provided superb quality engineering support to the Coalition Military Assistance Training Team, Operation Alaskan Roads, Combined Joint Task Force-Horn of Africa and various "sub-dets" in Iraq and Afghanistan. These Bees were tasked with a wide range of unique engineering challenges ranging from quality control services and planning and estimating for multi-national contracts for the Coalition Military Authority to providing training, logistical support and field engineering services to Air Force, Marine Corps, and Army units in Alaska. In the Horn of Africa, THREE Bees planned, estimated and supervised over 18 projects in Ethiopia and Djibouti, valued at $1.75 million.

Led by NMCB THREE, the Task Force Sierra Seabees had to overcome numerous obstacles while providing contingency construction services throughout South West Asia. The daily occurrence of indirect fire, limited material availability, 130-degree plus desert heat, and nearly impossible construction schedules were all met with the "Can Do" attitude that has become the hallmark of the Seabees. Leadership at all levels was able to find new and innovative ways to continue to get the job done. Whether it was through the quick redesign of a structure to utilize the available material or the application of SOP's to better protect personnel, Task Force Sierra was able to accomplish the mission on time with a strong, consistent, and fully alert force protection posture.

# I. EXECUTIVE SUMMARY

Task Force Sierra put in place $6.2 million in construction materials. The customer was able to witness projects go from concept to completion to maintenance under the direction of its single facilities support enabling force, NCMB THREE. Most notably was the construction of a 60'x225' Kirby Pre Engineered Building that included 76 distinct rooms, half of these rooms had to be individually climate controlled. The entire PEB project was completed in only two and half months, working 24hrs per day, 7 days per week to meet the client's critical operational timeline. From operational requirements to final facility delivery and maintenance, NMCB THREE amazed the entire Special Operations Forces with the facility support and engineering capabilities of Seabees.

Task Force Sierra also maintained an unprecedented 95% CESE availability. This, in part, was a key factor in the overall success in construction. Mechanics, storekeepers and all support Seabees put forth a true team effort.

**TRAINING/READINESS:** NMCB THREE's high attainment for skills in both war and peacetime Readiness Conditions prepared the battalion for a successful deployment. 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, allowing the battalion to request the maximum required training quotas, contributing to maintaining an 83% skill attainment level at the end of the Guam Deployment. The training department also completed two Seabee Skill Assessment interview evolutions to document the knowledge gained through hands-on experience over the deployment. Six Training Mondays were conducted during the deployment for Main body personnel and for most Detail sites.

NMCB THREE conducted a deployment field exercise Exercise KENNEL BEAR 2004 at South Anderson Air Force Base. A grade of SATISFACTORY was awarded to NMCB THREE, despite the fact that 74% of the troops participating had recently joined the battalion and/or had not yet received any formal combat/military training.

The battalion's Seabee Combat Warfare (SCW) program continues to be a top command priority. SCW classes were conducted 5 times per week in Guam, resulting in a total of 94 SCW warriors obtaining their qualification during the FY04 deployment.

**CAMP MAINTENANCE:** In Camp Maintenance Division, the difficult is completed immediately….the impossible will take 1-3 business days. Setting the standard for readiness has been the motto for Camp Maintenance since April. The Guam shops completed over 600 Trouble Calls, logging in over 300 mandays, and installing over $6,700 in materials. Despite the shops being severely undermanned, they still accomplished this by completing 15 MCD's, compiling over 300 man-days, totaling over $26k in materials. Despite two back to back typhoons, Bravo Company consistently stepped up and accomplished the mission. They worked on everything from ensuring backup generators were online and checked around the clock, to filling 1200 sandbags and distributing them throughout the base.

**SUPPLY/LOGISTICS**: The Supply Department provided superior support to every battalion evolution, including the management of all travel financial reports and a $1.5 million travel budget. The Stock Control Office processed 2,900 requisitions through the supply system, 647 open purchases, and expedited over 681 NORS/ANORS requisitions. ARP personnel processed 350 repair parts issues from the warehouse, 1,276 receipts and 2,700 requisitions, helping to keep CESE operational and increasing availability. All repair parts shortages were pulled from the repair parts excess program, saving approximately $8,000 that would have been paid for by OPTAR funds. During the recent Logistics and Financial Management Inspection, Disbursing received a grade of 95.3%. This contributed to the command receiving the "Best Command" recommendation by Afloat Training Group (ATG) Middle Pacific. The high level of service provided by disbursing, berthing, messing, postal, and construction material procurement services were critical to the success of this deployment.

# I. EXECUTIVE SUMMARY

**EQUIPMENT:** Equipment maintenance in Guam was challenged by aging CESE, lack of experience at mainbody, operational commitments and most notably, the newly implemented 3M System. The CESE to mechanic ratio was 15:1 at the beginning of deployment. The ratio slowly increased to 9:1 with new personnel checking aboard from 'A' school and the return of Det Philippines one month prior to the end of deployment. NMCB THREE met all obstacles head on and met all tasking set forth by the 30th NCR. A professional CESE management program kept equipment availability steadily increasing from 80% in April to a high of 91% for Guam and an overall Recorded Accomplished Rate of 93.5%.

**CONCLUSION**: From the very beginning of Homeport 2004, NMCB THREE began training, practicing and refining our skills to meet our top three deployment goals of 1) Go Anywhere, Build Anything, 2) Make Better Seabees and 3) Bring Everyone Home Safe. The hard work and persistence certainly paid off as we deployed throughout the globe and met this challenging but rewarding deployment head on. NMCB THREE's Pacific deployment challenged every Seabee by providing a balance of dynamic operational tasking, critical military training, and professional development. NMCB THREE safely and successfully met all operational requirements with the highest quality construction and improving mission readiness at every site.

With the battalion literally split between PACOM and CENTCOM and activated reservists reporting in with limited military skills training, the challenges were many. The continual addition of Dets, sub-dets and tasking exponentially increased the challenge of command and control and the delivery of construction talent to the site. The Wardroom, the Chief's mess and the Small Unit Leadership never faltered, they met the challenge.

# ADMINISTRATION & SPECIAL STAFF

# ADMINISTRATION & PERSONNEL

**GENERAL:** The Administration and Personnel Offices worked hard to ensure outstanding support was provided in all facets of administrative and personnel matters for over 740 Seabees deployed throughout the Pacific theater and Central Command Area of Responsibility. A team of 7 Personnelmen and 8 Yeomen were directly responsible for processing all Fitness Reports and Enlisted Evaluations, tracking all award recommendations, correspondence, reports, travel requirements, and setting-up award ceremonies. For the September 04 Navy-wide Advancement Examinations, the Personnel Staff coordinated all requirements for 372 active duty and Naval reserve participants spread throughout the world in 16 deployment sites. During the July 2004 MAV from Afloat Training Group Middle Pacific, NMCB THREE Personnel Office received an excellent score of 93.5% and is now the holder of "best command" by ATG MidPac.

**STATISTICS:**

September 2004 Navy-Wide Advancement Results

| | E4 | E5 | E6 |
|---|---|---|---|
| Time in Rate Eligible | 148 | 155 | 75 |
| Participated | 147 | 150 | 75 |
| Selected | TBD | TBD | TBD |
| Percent Selected | TBD | TBD | TBD |
| Navy Wide Percent Selected | TBD | TBD | TBD |

# LEGAL DEPARTMENT

The Legal Department found Guam a challenge, especially with regard to alcohol-related infractions. Despite a wide assortment of off-duty recreational activities, the legal drinking age of 18 produced a fair number of incidents involving alcohol. NMCB THREE Seabees understood the importance of responsible behavior and their role as ambassadors in an overseas location, and were involved in only one minor liberty-related incident outside of Camp Covington.

# DENTAL DEPARTMENT

The dental department has taken an active approach in addressing the needs of NMCB THREE. By combining all cleanings with yearly exams in the same appointment, NMCB THREE was able to increase the dental health of the battalion from 34% to over 45%, exceeding the Navy's goal of 40%. Dental readiness was maintained well above 95% for the duration of the deployment. An active role was taken to improve the clinic facilities by repairing water damage and painting the interior walls of the clinic. Two sinks were repaired and one of them was outfitted with a model trimmer and plaster traps to allow laboratory work to be done on site. Dental equipment previously ordered was gathered and inventoried to allow for proper turnover. Over $11,000 was obtained for much needed supplies, which were ordered and will be enough to stock the shelves for NMCB SEVEN for about 4 months into their deployment.

## CAREER COUNSELOR

Retention continued to be a top priority for NMCB THREE throughout the deployment. Despite the reduction in GUARD 2000 and Selective Reenlistment Bonus (SRB) benefits and the introduction of the Perform to Serve (PTS) Program to reduce the Navy's end-strength, many Seabees decided to Stay Navy. With outstanding support from NEX, AAFES, MWR, and the chain of command, reenlistment ceremonies included presentation of discharge and reenlistment certificates, a United States Flag with certificate, a ceremonial SRB check, reenlistment coupon books worth over $370, and a reenlistment cake.

| | Eligible | Not Eligible | Reenlist | NET | Navy Goal |
|---|---|---|---|---|---|
| Zone A | 97 | 30 | 37 | 38.1% | 56% |
| Zone B | 12 | 0 | 5 | 41.7% | 70% |
| Zone C | 9 | 0 | 8 | 88.9% | 85% |
| Zone D | 3 | 1 | 3 | 100% | |
| Zone E | 9 | 0 | 6 | 66.6% | |


**CS3 Soto receives her "huge" Selective Reenlistment Bonus (SRB) check from BUC(SW) Jones.**

**ADM Fargo presents the reenlistment certificate to EAC(SCW) Ybanez in Fort Magsaysay, Philippines.**

## CHAPLAIN

The primary areas of responsibility for the battalion Religious Ministry Team (RMT) were counseling, worship, visitation, and command advisor. Counseling was consistent throughout the deployment, particularly with regard to work and family related stress. This deployment the command received 33 AMCROSS messages. The Chaplain was the primary point of contact for all incoming AMCROSS messages. The average bible study and worship attendance was two people. After offering morning, afternoon, and evening worship services, the RMT concluded that the evening worship received the most consistent response. The COMNAVMAR Chapel RMT provided outstanding support to the battalion RMT, which included providing Area Religious Ministry Team training and certifying two Catholic laypersons. The battalion RMT and Catholic layperson set up transportation for battalion personnel who desired to attend Catholic Mass at COMNAVMAR Chapel on Sunday mornings.

The RMT visited workspaces and project sites on a consistent basis. The RMT also used creative ways to enhance morale, which included giving pizza parties, going on lunch outings, and providing Gatorade to troops working on various projects. The Chaplain provided training on Suicide Prevention and

Awareness during Battalion Indoctrination. In addition, with the assistance of Chaplain Appleton from the USS Frank Cable, the RMT facilitated Critical Incident Stress Debriefing (CISD) for battalion personnel who arrived on Guam from forward deployment. The Fleet and Family Support Center (FFSC) provided assistance in the areas of stress and anger management as well as family advocacy. In addition, the Navy-Marine Corps Relief Society provided financial assistance to battalion personnel located both in Guam and at the various Det sites. The most prevalent need was airfare due to emergency circumstances at home.

The United Through Reading Program was somewhat successful. Participation really dropped off toward the end of deployment when operational tempo increased and personnel chose to wait until the end of deployment for family reunions. Library use increased toward the end of deployment, as the RMT established and advertised consistent hours of operation.

## MEDICAL

**GENERAL:** During the 2004 Guam deployment, NMCB THREE's Medical Department continued to provide quality medical care to members of the battalion deployed around the globe. Organic battalion medical providers and Hospital Corpsmen provided medical care to detachments in Iraq, the Philippines, Palau, and at Camp Covington. In Iraq, the department established a level 1 Battalion Aid Station (BAS) to provide first echelon care to the members of this detachment. Through hard work and ingenuity, the medical staff maintained more than 95% medical readiness for the duration of the deployment. During a recent Medical Readiness Assessment (MRA) conducted by 1NCD Force Medical Officer, CAPT Koffman, the department received a C2 readiness rating. The Medical Officer was recertified in Advanced Cardiac Life Support. The Department Hospital Corpsmen participated in various training classes and continuing medical education.

**HM1 Orille administers first aid to a shipmate during the battalion's deployment FEX**

**STATISTICS:**

a. Camp Covington Clinic Utilization and Referrals to Specialty Care:

| NMCB THREE Guam Deployment 2004 | |
|---|---|
| Total seen at Camp Covington | 619 |
| Pharmacy units dispensed | 481 |
| PPDs, HIVs, and DNA tests | 429 |
| Immunizations | 870 |
| Audiograms | 23 |
| Sick In Quarters (SIQ) days | 33 |
| Physical Exams | 30 |
| Sanitary Inspections | 10 |

| NMCB THREE Guam Deployment 2004 | |
|---|---|
| **Clinic Referred to** | **# visits** |
| Radiology | 44 |
| Orthopedic | 15 |
| Optometry | 4 |
| Physical Therapy | 16 |
| General Surgery | 2 |
| Dermatology | 5 |
| Mental Health | 7 |
| Dietician | 1 |
| Urology | 2 |
| OB / GYN | 3 |
| Internal Medicine | 3 |
| Ear, Nose, Throat | 2 |
| Family Practice | 1 |

b. Iraq BAS Utilization and Referrals to Higher Levels of Care

| NMCB THREE Iraq BAS 2004 | |
|---|---|
| Total seen at LSAA | 857 |
| PPDs, HIVs, and DNA tests | 10 |
| Immunizations | 120 |
| Audiograms | 30 |
| Sick In Quarters (SIQ) days | 20 |
| Physical Exams | 19 |
| Uniforms Treated | 200 |

| NMCB THREE Iraq BAS 2004 | |
|---|---|
| Level 2 | 20 |
| Level 3 | 15 |
| Dental | 25 |
| Medevac | 6 |

**Member required an external jugular peripheral IV, placed by LCDR Skinner in the field to treat him during the battalion's deployment FEX**

# TRAINING/READINESS & ARMORY/COMMUNICATIONS

# III. TRAINING/ARMORY/COMMUNICATIONS

**GENERAL:** Although mission driven projects and operations take priority during deployment, training is essential at all times to maintain proficiency in military and technical skills. The deployment training program started with various speakers during the Welcome Aboard session, placing a strong emphasis on water and liberty safety. Further training was coordinated during monthly Planning Boards for Training (PB4T) and was accomplished using Training Days, SCW classes, and On-the-Job training (OJT). Indoctrination class was made mandatory for newly reporting personnel, ensuring every personnel started battalion life on a positive note. During inclement weather and Training Days, companies presented a variety of GMT topics to their personnel, with the S7 department providing Power Point presentations 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 September 04. The PRIMS command database (i.e. PFA results, PARFQ, PHA and 5 year physical) was continuously updated. The Fitness Enhancement Program (FEP) took place five times per week. Monthly FEP assessment was implemented so as to monitor progress of participants and to increase the readiness of the battalion.

**MILITARY/TECHNICAL TRAINING:** Six Training Mondays were conducted during the deployment for Main Body personnel. Detail sites coordinated and conducted their own training program for each Training Day. Typical training topics included military tactics, health and safety practices, contingency construction skills, and GMT. Company time was also incorporated and was tailored by respective companies to fit their needs. Other topics included communications (CPX exercises), land navigation, crew-served weapons, various medical topics, safety videos, CBR, Seabee Skills Assessment interviews, and various subjects taught by certified Seabee Military Instructors. The combined direct labor training mandays for Guam and the different Detachment Sites are as follows:

During the month of July, NMCB THREE Main Body personnel conducted a CPX exercise on Camp Covington and a deployment field exercise "EXERCISE KENNEL BEAR 2004" on South Anderson Air Force Base.

Many lessons were learned for the Guam FEX participants, 74% of which had recently joined battalion and have not yet received MILBLOCK training.

**CS3 Cordoba begins defending Headquarters area of responsibility against terrorists.**

**MONTHLY TRAINING MANDAYS**

| APR | MAY | JUN | JUL | AUG | SEP |
|---|---|---|---|---|---|
| 111 | 437 | 205 | 641 | 199 | 161 |

**MENTORSHIP PROGRAM:** Twenty-eight NMCB THREE personnel participated at the Harry S. Truman Elementary School, Guam mentorship program providing one-on-one instruction to selected school children. Topics included Mathematics, English, and Reading.

**ARMORY:** BZO of M16 Service rifles and 9MM qualification course were conducted at the beginning of the deployment period. Familiarization fire was conducted upon receipt of six M240B crew served weapons. A weapons wash rack was installed in the armory to facilitate

**LCDR Nevel received a thank you banner from H.S. Truman school children for NMCB THREE's efforts in the construction of the school playground equipment and in the mentorship program.**

the cleaning of weapons. An Armory drill was conducted with COMNAVMAR Security forces and Armory staff, resulting in a 100% operational alarm warning system. Maintenance of weapons was conducted under the newly implemented 3M program. Lay up of un-assigned weapons was also implemented, resulting in increased accountability and modified cleaning requirements.

**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. Verification of PRD/EAOS of every member was also implemented. This was accomplished to validate the online records kept in the PISTOL database, which is used to evaluate unit attainment and calculate SORTS data. Upon review, all missing information was entered into PISTOL and a hard copy binder was created as a back up and reference for the department. As service members checked into the command, the PISTOL database information was verified with their service records and updated as required. Upon transfer out of the command, the service member was 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 (SCW) program continued to be a top command priority. New study aids were printed and distributed to the companies, and CPR classes were incorporated into a SCW training schedule. Evening classes were held four to five times per week with good participation. As of September 2004, there were a total of 154 qualified SCW warriors.

| Rank | Number Pers Assigned | Previously SCW Qualified | Qualified SCW on Deployment | # of SCW Qualified on Board at Deployment Completion |
|---|---|---|---|---|
| E1-E6 | 665 | 115 | 83 | 198 |
| E7-E9 | 47 | 27 | 4 | 31 |
| O1-O5 | 28 | 7 | 7 | 14 |
| TOTAL | 740 | 149 | 94 | 243 |

**LCDR Naiser and UCCM Libs present MR1 Lassen the SCW pin at battalion quarters.**

# COMMUNICATIONS / ADP

**GENERAL:** NMCB THREE'S S6 Department provided excellent service to the battalion during the deployment to Camp Covington, Guam. ISD maintained a centralized server based LAN of eight (8) servers and 130 workstations on the network, providing the battalion centralized file storage and communications. The Communications Shop (COMM) maintained and reorganized the tactical communications gear and facilitated a HF data and voice link with our Det Philippines.

**COMPUTERS:** The 130 network workstations were kept operational for users by our combined IT/ET staff. ISD completed over 900 trouble calls, debugging software compatibility issues and replacing faulty equipment throughout the camp. Including when the Camp Covington network went down and the S6 Department completely restored service, work typically reserved for high caliber service providers. ISD was responsible for maintaining 10 Internet café computers for MWR purposes, ensuring the most recent updates were loaded and the virus definitions were up to date. ISD maintained and set-up the command's video teleconference communications (VTC) for use by other commands to include; conferences facilitating the PWC, OICC, FEC stand-up and a simultaneous, international re-enlistment of all Master Chiefs at the command.

**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 by NMCB THREE. ISD complied with all IAVA instructions and routinely updated all computer workstations with crucial security updates. All users signed a user agreement advising them 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.

**The COC during the deployed FEX.**

**SYSCON and Antenna farm for KENNEL BEAR'04**

**TACTICAL COMMUNICATION GEAR**: All tactical communication equipment was thoroughly maintained utilizing the newly implemented 3M system. Communication TOA was brought to full operational status by isolating faults and troubleshooting non-operational equipment with the AN/GRM test set. The Communications Platoon conducted CPX's during training Mondays, leading to a valuable training field exercise (FEX).

# OPERATIONS

# IV. OPERATIONS - GUAM

**GENERAL:** The Guam Operations Department maintained positive command and control while successfully directing tasks for 12 sites during the six-month deployment period. NMCB THREE's mainbody was responsible for over 8,600 mandays of tasking while deployed to Camp Covington, Guam. Besides the Guam projects, the Battalion manned detail sites in Alaska, the Philippines, Andros, Hawaii, Jordan, Djibouti, and Bahrain. The Battalion completed two Deployments for Training (DFT); NEW HORIZONS 2004 in Guyana and CARAT 2004, Philippine phase. Upon completion of the Philippine tasking, 21 Seabees redeployed to stand up Detail Hawaii and begin construction on a 48'x100' Tension Fabric Structure, after a 16-month gap. All the while, the Battalion also supported Operations ENDURING FREEDOM and IRAQI FREEDOM II, with 270 THREE BEE"s scattered over the CENTCOM Area of Operation.

Worldwide commitments drained resources so significantly for Mainbody that operations were streamlined to the maximum extent by combining Bravo and Charlie companies and assigning projects like the bridge replacement project at Polaris Point to Alfa Company, forcing project crews to think out of the box and manage work not typically assigned to their rate. Additionally, Guam received over 45" more rainfall than average in the months of June and August, to include one three-day period of typhoon conditions as Super Typhoon Chaba passed slightly north of the island. Seabees stood by to supplement COMNAVMAR disaster recovery plans and were requested to assist the base by providing and maintaining multiple potable water sources in housing areas, schools, and for general base consumption during an island-wide shut down of the water distribution system after the storm.

NMCB THREE was tasked with a total of eight project sites on Guam four of which were new starts and a total of four projects were taken to 100%. All of the work was exposed to the elements, creating challenging working conditions in the wet weather for the mostly young and unseasoned crews. However, NMCB THREE met all final tasking goals while also supporting the local community by completing three community relations CO Discretionary projects and providing support for a USMC/Japanese Ground Self Defense Force MOUT exercise. Though challenged with increased leadership responsibilities, arduous working conditions, and limited resources, the Guam THREE BEE"s maintained impeccable safety and quality standards, receiving repeated compliments from customers, visiting battalions, and higher.

## SAFETY DEPARTMENT

**GENERAL:** Project Safety Petty Officers and the Detail Safety Petty Officers worked hard to reduce mishaps in comparison with past historic trends through targeted safety stand-downs, highly applicable daily safety lectures, and continuous observation. Considering the high operational tempo, short-fused taskers and rapidly changing mission requirements; safety plans, compliance, and ORM remained a high priority. A combined Battalion effort to identify: uncommon fall hazards, UXO, electrical, airfield, and expeditionary construction hazards, led to the safe completion of this deployment.

Task Force Sierra exceeded all expectations with no Class A, B, or C mishaps. Main Body, Guam also showed some impressive improvements from past deployments, also with no Class A, B, or C mishaps. Each project was tasked with writing site specific, detailed fall protection and Scaffolding Plans that have kept our troops safe during all work above 6 feet. On the ground the crew stressed daily safety lectures, not only in the morning before work, but before the start of each new activity. Project Safety Petty Officers updated Safety Plans daily, adding new hazards and control measures as new situations arose. Camp Covington itself has gone through many changes, mainly in the handling, storage, and disposal of Hazardous Materials and Hazardous Waste. Facility improvements have drastically improved with very few, minor NAVOSH deficiencies.

**ENVIRONMENTAL**: Task Force Sierra's Environmental Department managed hazardous material, waste and waste disposal. These sites were maintained in full accordance with Federal and Department of Defense Environmental Governing Standards. The Environmental Department was staffed from within the Task Force and worked directly with the Safety Department. The department implemented a non-existent HAZMAT program, complying with storage requirements and implementing

a reutilization processes. The Environmental staff properly collected and disposed of over 3,000 gallons of liquid and 700 lbs of solid HAZWASTE, which was abandoned on site by other military forces. The Task Force finished the deployment with no environmental deficiencies or reportable spills.

In Guam, Camp Covington went through many changes; mainly in the handling, storage, and disposal of Hazardous Materials and Hazardous Waste. Each jobsite, Company or Space had it's own Authorized Use List which was bounced off of the Battalion AUL to give Camp Covington a 100% accurate account of all Hazardous Material activities. Facility improvements have drastically improved with very few, minor NAVOSH Deficiency's. During the Battalions MAV inspection it was noted that NMCB-3 had an outstanding program from what the 30th had seen in previous years. They were especially impressed with the already implemented Joint Environmental Material Management System (JEMMS).

## SAFETY SUMMARY

| | Apr 04 | May 04 | Jun 04 | Jul 04 | Aug 04 | Sep 04 | Oct 04 | TOTAL |
|---|---|---|---|---|---|---|---|---|
| Fatalities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lost Work Days | 0 | 3 | 0 | 1 | 2 | 0 | 0 | 6 |
| # Lost Duty Cases | 0 | 1 | 0 | 1 | 1 | 0 | 0 | 3 |
| # Light Duty Days | 35 | 82 | 57 | 101 | 45 | 79 | 30 | 429 |
| # Light Duty Cases | 6 | 10 | 6 | 9 | 4 | 7 | 1 | 42 |
| # First Aid Mishaps | 9 | 37 | 10 | 21 | 1 | 9 | 1 | 96 |
| # Govt Vehicle Mishaps | 2 | 4 | 2 | 0 | 1 | 0 | 0 | 9 |
| Total Number Mishaps | 17 | 52 | 18 | 31 | 7 | 16 | 2 | 143 |
| # Govt Vehicle Repair Costs | $300 | $18106 | $847 | NONE | $50 | NONE | NONE | $19,303 |
| # Govt Vehicle Miles Driven | 24,998 | 51,443 | 30,202 | 34,243 | 26,940 | 27,000* | 16,000* | 210,826* |

*approx.

| ON DUTY | Apr 04 | May 04 | Jun 04 | Jul 04 | Aug 04 | Sep 04 | Oct 04 | TOTAL |
|---|---|---|---|---|---|---|---|---|
| # First Aid Mishaps | 4 | 37 | 9 | 14 | 8 | 7 | 0 | 79 |
| # Light Duty Cases | 2 | 2 | 3 | 7 | 3 | 5 | 0 | 23 |
| # Light Duty Days | 14 | 9 | 19 | 68 | 31 | 72 | 0 | 213 |
| # Lost Work Cases | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 2 |
| Lost Work Days | 0 | 0 | 0 | 1 | 2 | 0 | 0 | 3 |
| Fatalities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

# IV. OPERATIONS - GUAM

| OFF DUTY | Apr 04 | May 04 | Jun 04 | Jul 04 | Aug 04 | Sep 04 | Oct 04 | TOTAL |
|---|---|---|---|---|---|---|---|---|
| # First Aid Mishaps | 5 | 0 | 1 | 7 | 1 | 2 | 0 | 16 |
| # Light Duty Cases | 3 | 8 | 3 | 2 | 1 | 2 | 1 | 20 |
| # Light Duty Days | 21 | 73 | 38 | 33 | 14 | 14 | 30 | 223 |
| # Lost Work Cases | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Lost Work Days | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 3 |
| Fatalities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

## PROJECT SUMMARY TABLES

| GUAM MAINBODY PROJECTS | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Project** | **Total Project Mandays** | **Total Project Material Cost** | **Mandays Tasked** | **Tasked %** | **Final WIP** | **Mandays Expended by Prior NMCBs** | **Mandays Expended this Deployment** |
| GM0-859 | 600 | 255,000 | 450 | 0-75% | 80% | 0 | 105 |
| GM1-803 | 251 | 116,000 | 251 | 0-100% | 40% | 0 | 78 |
| GM1-873 | 3231 | 659,100 | 1132 | 56-90% | 87% | 1744 | 958 |
| GM2-851 | 75 | 50,000 | 75 | 0-100% | 100% | 5 | 70 |
| GM2-862 | 1194 | 350,000 | 125 | 0-10% | 10% | 0 | 102 |
| GM2-853 | 525 | 180,000 | 131 | 75-100% | 100% | 395 | 107 |
| GM2-857 | 2000 | 250,000 | 1156 | 14-75% | 71% | 296 | 789 |
| GM2-869 | 730 | 100,000 | 110 | 85-100% | 100% | 621 | 71 |
| GM4-411 | 325 | 0 | 325 | 0-100% | 34% | 0 | 110 |
| GM4-412 | 200 | 0 | 200 | 0-100% | 100% | 0 | 200 |
| Mainbody Totals | **9131** | **1,960,100** | **3,955** | | | **3,056** | **2,590** |

# IV. OPERATIONS - GUAM

| Project | Total Project Mandays | Total Project Material Cost | Mandays Tasked | Tasked % | Final WIP | Mandays Expended by Prior NMCBs | Mandays Expended this Deployment |
|---|---|---|---|---|---|---|---|
| **DET PHILIPPINES PROJECTS** | | | | | | | |
| BK04-001 | 1935 | 714,789 | 538 | 72-100% | 100% | 1397 | 538 |
| BK04-002 | 20 | 0 | 20 | 0-100% | 100% | 0 | 8 |
| BK04-005 | 637 | 106,272 | 545 | 14-100% | 100% | 92 | 475 |
| BP04-001 | 323 | 71,403 | 323 | 0-100% | 100% | 0 | 292 |
| SP04-001 | 426 | 50,817 | 426 | 0-100% | 100% | 0 | 426 |
| SP04-002 | 487 | 53,057 | 487 | 0-100% | 100% | 0 | 400 |
| SP04-003 | 105 | 29,785 | 105 | 0-100% | 100% | 0 | 163 |
| SP04-004 | 154 | 25,670 | 154 | 0-100% | 100% | 0 | 208 |
| CA4-001 | 500 | 31,759 | 500 | 0-100% | 100% | 0 | 536 |
| **Philippine Totals** | **4,587** | **1,083,553** | **3,098** | | | **1,489** | **3,046** |
| **DET ANDROS PROJECTS** | | | | | | | |
| AD0-MLO | 100 | N/A | 100 | 0-100% | 100% | 0 | 100 |
| AD2-828 | 2896 | 374,541 | 200 | 97-100% | 100% | 3327 | 200 |
| AD3-829 | 3514 | 334,000 | 1425 | 57-88% | 85% | 1869 | 1129 |
| **Andros Totals** | **7142** | **708,541** | **1725** | | | **5196** | **1734** |
| **DET BAHRAIN PROJECTS** | | | | | | | |
| SW4-805 | 1313 | 207,789 | 1313 | 0-100% | 100% | 0 | 1255 |
| DJ4-609 | 355 | 219,569 | 355 | 0-100% | 100% | 0 | 331 |
| **Bahrain Totals** | **1668** | **427,358** | **1668** | | | **0** | **1586** |
| **CAT PALAU PROEJCTS** | | | | | | | |
| ROR03-05 | 394 | 46,894 | 394 | 0-100% | 100% | 0 | 394 |
| ROR04-06 | 42 | 2,500 | 42 | 0-100% | 100% | 0 | 42 |
| ROR04-19 | 28 | 1,000 | 28 | 0-100% | 100% | 0 | 28 |
| ROR04-20 | 962 | 300,000 | 248 | 0-25% | 25% | 0 | 248 |
| ROR04-22 | 60 | 6,500 | 60 | 0-100% | 100% | 0 | 60 |
| ROR04-24 | 20 | 1,000 | 20 | 0-100% | 100% | 0 | 20 |
| ROR04-26 | 10 | 500 | 10 | 0-100% | 100% | 0 | 10 |
| ROR04-28 | 50 | 2,000 | 50 | 0-100% | 100% | 0 | 50 |
| **Palau Totals** | **1566** | **360,394** | **852** | | | **0** | **852** |
| **DFT GUYANA (NEW HORIZONS 2004)** | | | | | | | |
| DFT-001 | 1034 | 355,000 | 1034 | 0-100% | 100% | 0 | 1033 |
| **DET HAWAII PROJECTS** | | | | | | | |
| HW0-842 | 700 | 199,000 | 105 | 0-15% | 19% | 0 | 130 |

## GUAM MAINBODY LABOR DISTRIBUTION SUMMARY

***(updated 08 September)***:

| | Apr 04 | May 04 | Jun 04 | Jul 04 | Aug 04 | Sep 04 | Oct 04 | TOTAL | %Total |
|---|---|---|---|---|---|---|---|---|---|
| Direct Labor MDs | 107 | 1691 | 828 | 678 | 721 | 1056 | 529 | 5610 | 60% |
| Indirect Labor MDs | 0 | 236 | 277 | 7 | 422 | 745 | 436 | 2123 | 23% |
| Readiness / Training MDs | 78 | 372 | 138 | 575 | 133 | 178 | 93 | 1566 | 17% |
| **Total MDs Expended** | **185** | **2299** | **1243** | **1260** | **1275** | **1980** | **1058** | **9299** | **100%** |
| # Personnel | 286 | 289 | 274 | 277 | 294 | 319 | 319 | 294 | |
| # Direct Labor | 88 | 85 | 70 | 73 | 89 | 96 | 114 | 88 | |
| # Workdays | 2 | 32 | 21 | 20 | 17 | 22 | 11 | 125 | |
| % Direct Labor | 31% | 29% | 26% | 26% | 30% | 30% | 30% | 36% | |
| Ideal MD Capability | 198 | 3065 | 1658 | 1640 | 1700 | 2376 | 1411 | 12047 | |
| Actual Availability Factor | 93% | 67% | 58% | 77% | 50% | 52% | 44% | 63% | |

***Note:*** *% DL = (Direct Labor Personnel)/(Total Personnel)*
*Ideal MD Capability = # Direct Labor x # Workdays x 1.25*
*Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability*

## CO DISCRETIONARY PROJECTS

**Average crew size:** VARIOUS

**CO Discretionary Tasking:** 600 Mandays

**Material Cost:** $ ALL CUSTOMER SUPPLIED

**PROJECT LISTING:**

- Landing Zone Clearing for Special Operations COMNAVMAR
- Construct playground Harry S. Truman School
- Paint exterior Chief Brodie Elementary School
- Paint exterior/cleanup Harry S. Truman School
- Facility/grounds Improvements (non-maintenance) Camp Covington
- CESE support to III MEF/JGSDF & JCOC Exercises

# GM4-310 CAMP MAINTENANCE

**Average crew size:** 17 - 21 personnel

**Camp Maintenance Tasking:** 1499 Mandays

**Material Cost:** $26,360.00

| TYPE OF WORK | TOTAL EXPENDED MD | TASKED MD | % COMPLETE (as of 08Sep) |
|---|---|---|---|
| WO | 525 | 390 | 134 |
| MCD | 485 | 650 | 74.6 |
| SJO | 136 | 260 | 52 |
| **TOTAL** | 1146 | 1500 | 76.4 |

**PROJECT LISTING:**

| TITLE/DESCRIPTION OF WORK | MANDAYS |
|---|---|
| Install Generator Pad Bldg 556A | 128 |
| Install New Post Office Service Counter | 17 |
| Rehab Laundry Facility & Construct Combined Recreational and Laundry Facility | 270 |
| Rehab Alpha Co Head Facility | 180 |
| Install rifle parts washer 100% complete | 20 |
| Install chapel sign | 24 |
| Install carpet for BEQ phone areas | 15 |
| NAVOSH Deficiencies | 16 |
| Repaint Parking Lot and Symbols on Camp | 10 |
| Install air curtains, contractors completed the installation. | 16 |
| Camp Clean up, removed brush around transformers/condensers. | 12 |
| Replace weight room interior double doors | 4 |
| Other | 434 |
| **TOTAL MANDAYS EXPENDED** | **1146** |

**SWCN HILLEGASS CUTTING PIPE WITH TORCH FOR MCD PROJECT.**

**BUCN FOX WORKING IN THE BU SHOP CUTTING BOARDS FOR A PROJECT.**

CECN HERNANDEZPARTIDA HOOKING UP THE CHAPEL SIGN WITH POWER.

SWCN HILLEGASS FINISHING UP THE CUT ON A PIECE OF TUBE STEEL.

BRAVO COMPANY PERSONNEL FILLING 1000 SANDBAGS FOR TYPHOON PREPARATIONS.

UT3 WOOD INSTALLING A WATERLINE FOR THE COPPER IN THE GALLEY.

## CAMP COVINGTON BALL FIELD
## GM2-853

Existing field was not draining correctly due to improper grading. Customer did not sign a BOD letter and the project was reopened to correct deficiencies.

**Project Data**

**Scope:** Remove sections of existing fence and poles. Install additional fill and grade to ensure proper drainage.

**Personnel:** 7 personnel

**Duration:** August 2004 – October 2004

**Mandays Expended:**

| | |
|---|---|
| NMCB THREE: | 107 |
| Cumulative: | 502 |

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 75% |
| WIP at completion: | 100% |
| Tasked MD: | 131 |
| Total Project MD: | 525 |

**Material Cost:** $180,000
**Cost Savings:** $183,750

**Significant Issues:**
**Safety:** Heavy equipment movement.

**Quality Control:** Ensure fence is level and straight, posts are set to correct elevation. Ensure field drains properly after rain and a quality field surface is achieved.

**Design Issues** Original field elevations were not set correctly.

**Material Issues:** Fill can only be delivered after 2 days of dry weather and project work was accomplished during one of the wettest typhoon seasons in history. Equipment work can only be accomplished when the field was dry.

## CORROSION CONTROL AND PRESERVATION
## GM4-411

Maintain corrosion control and preservation on all quarry equipment at Orote Point.

**Project Data**

**Scope:** Preserve all quarry based equipment, using grinding, brushing and reapplication of primer and paint to all surfaces affected by the elements.

| | | |
|---|---|---|
| **Personnel:** | 4 personnel | |
| **Duration:** | April 2004- September 2004 | |
| **Mandays Expended**: | NMCB THREE: | 110 |
| | Cumulative: | 110 |
| **Tasking**: | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 325 |
| | Total Project MD: | 325 |
| **Material Cost:** | $0 | |
| **Cost Savings:** | $113,500 | |

**Significant Issues:**
**Safety:** Ensure MSDS is followed. Hearing, eye and breathing protection required.

**Quality Control:** Ensure no decay is visible on equipment and surfaces are resealed to protect from further deterioration.

**Design Issues:** None

**Material Issues:** None

# OROTE POINT MAINTENANCE
# GM4-412

Ensure all equipment is properly maintained. 150 additional MD's were added to Maintenance from Corrosion Prevention to help offset additional requirements.

**Project Data**

**Scope:** To set high standards of maintenance and repair to all quarry production equipment to produce optimum performance.

| | | |
|---|---|---|
| **Personnel:** | 5 personnel | |
| **Duration:** | April 2004 –October 2004 | |
| **Mandays Expended** | NMCB THREE: | 200 |
| | Cumulative: | 200 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 200 |
| | Total Project MD: | 200 |
| **Material Cost:** | $0 | |
| **Cost Savings:** | $122,500 | |

**Significant Issues:**
**Safety:** Pinch points, cutting torch and arc welding hazards, electrical shock, tripping and falling hazards, overhead obstructions, eye, ear and respiratory protection required.

**Quality Control:** Proper pre-starts, adjustments, frequent lubrication, tensioning and overall cleanliness.

**Design Issues:** None

**Material Issues:** Long lead times on replacement parts. Most parts come from CONUS. Belts, hoses, electrical components, conveyor components and casting/pushing components must be replaced more often in this severe operating environment, causing more downtime and maintenance requirements.

## SECURITY FACILITY
## GM2-862

When completed, this facility will provide administrative space to support the Naval Computer and Telecommunications Area Master Station (NCTAMS) Security Force. The 200 square foot facility is locate on the perimeter fence line and will be used for Pass and ID operations. The NMCB THREE Bravo Company personnel received valuable training in earthwork. NMCB THREE will take the project to NMCB SEVEN will complete the facility.

**Project Data**

**Scope:** Construct 40' X 50' single story concrete building to include slab on grade, concrete walls and roof, utilities run to site, finish electrical and plumbing.

**Personnel:** 9 personnel

**Duration:** April 2004 – March 2005

**Mandays Expended:**

| | | |
|---|---|---|
| | NMCB THREE: | 102 |
| | Cumulative: | 102 |

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 10% |
| Tasked MD: | 125 |
| Total Project MD: | 1194 |

**Material Cost:** $350,000
**Cost Savings:** $417,900

**Significant Issues:**
**Safety:** None

**Quality Control:** None

**Design Issues:** Chase wall in bathroom is submitted as a FAR due to plumbing set into CMU wall. Telephone line crossing site requires redesign of swale.

**Material Issues:** 10% material on hand

## GROUND SUPPORT EQUIPMENT BUILDING
## GM1-873

NMCB THREE was tasked with continuing the construction of a 3,200 square foot facility to house the ground support equipment for Helicopter Combat Support Squadron Five (HC-5) This facility will replace the previous tin structure destroyed by a Typhoon Pongsona two years ago. House the repair parts and ground support equipment (Helicopter support equipment).

**Project Data**

**Scope:** Construct a 40' X 80' CMU block equipment shelter with reinforced concrete columns and a concrete roof slab. Interior work includes mechanical and electrical for a 120 SF office area, 130 SF of changing room, a 100 SF male/female restroom as well as a paint booth and wash facility.

| | | |
|---|---|---|
| **Personnel:** | 15 personnel | |
| **Duration:** | February 2003 – September 2004 | |
| **Mandays Expended**: | NMCB THREE: | 958 |
| | Cumulative: | 2702 |
| **Tasking:** | WIP at turnover: | 56% |
| | WIP at completion: | 90% |
| | Tasked MD: | 1132 |
| | Total Project MD: | 3231 |
| **Material Cost:** | $659,100 | |
| **Cost Savings:** | $1,131,200 | |

**Significant Issues:**
**Safety:** None

**Quality Control:** 8" water line tap into existing 20" line, pressure test and electrical tie in had to be coordinated with base utilities. Critical path item is exterior stucco. Weather and contractual issues have delayed WIP on this activity.

**Design Issues:** Change in prints required drastic change in BM.

**Material Issues:** 10% of materials outstanding, which could delay project.

## CMU BATHROOM AND SHOWER FACILITIES
## GM2-857

NMCB THREE was tasked with constructing a head facility for COMNAVMAR Marina and NOWA weather personnel. The Bravo Company's most junior crew gained significant experience with CMU block and concrete placement, including forming for a 55 cubic yard overhead roof pour, as well as utilities and electrical work. The project was started by NMCB ONE and will be completed by NMCB SEVEN.

**Project Data**

**Scope:** Construct a 40' X 60' CMU block building with concrete roof. Includes male and female bathrooms with showers and locker rooms and a laundry room.

**Personnel:** 16 personnel

**Duration:** February 2004 – December 2004

**Mandays Expended**:

| | |
|---|---|
| NMCB THREE: | 789 |
| Cumulative: | 1085 |

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 14% |
| WIP at completion: | 75% |
| Tasked MD: | 1156 |
| Total Project MD: | 2000 |

**Material Cost:** $250,000
**Cost Savings:** $700,000

**Significant Issues:**
**Safety:** Junior crews working from scaffolding is a significant fall protection hazard.

**Quality Control:** Concrete placement of the overhead concrete roof requires quality framing.

**Design Issues:** Forming plan for 55 CY overhead concrete is a challenging design.

**Material Issues:** None.

# NIMITZ HILL BOQ CONCRETE PAVILION
# GM2-869

This Pavilion project is for the VIP visitors of COMNAVMAR and NCTAMS. The structure overlooks Tumon Bay and is designed to resemble native Chamorran architecture.

**Project Data**

**Scope:** The Pavilion Project consists of placing an octagonal concrete foundation, five columns and a Spanish style roof with red ceramic tiles. All horizontal concrete surfaces including the stairs are covered with quarry tile. Separate from the Pavilion is a concrete and tile barbecue pit. The area surrounding the Pavilion will be landscaped.

| | | |
|---|---|---|
| **Personnel:** | 16 personnel | |
| **Duration:** | September 2003 – September 2004 | |
| **Mandays Expended:** | NMCB THREE: | 71 |
| | Cumulative: | 692 |
| **Tasking:** | WIP at turnover: | 85% |
| | WIP at completion: | 100% |
| | Tasked MD: | 110 |
| | Total Project MD: | 730 |
| **Material Cost:** | $100,000 | |
| **Cost Savings:** | $255,500 | |

**Significant Issues:**
**Safety:** None

**Quality Control:** The grout seal material application resulted in a problem on the floor tile. The problem was resolved by an extremely detailed application of the seal.

**Design Issues:** None.

**Material Issues:** None.

## BRIDGE REPAIR SITE 3
## GM1-803

Current bridge has deteriorated to the point it is a significant safety issue for pedestrians and vehicles accessing "Fantasy Island" at Polaris Point. Project will replace deteriorated steel plate bridge & I-beams with a new pre-cast double tee concrete bridge to access the very popular MWR picnic area.

**Project Data**

**Scope:** Remove existing steel bridge and replace with a new concrete double tee bridge. Overall bridge length will be 84 foot 10 inch by 14 foot.

**Personnel:** 7 personnel

**Duration:** August 2004 – October 2004

**Mandays Expended:**

| | |
|---|---|
| NMCB THREE: | 78 |
| Cumulative: | 78 |

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0 |
| WIP at completion: | 100% |
| Tasked MD: | 251 |
| Total Project MD: | 251 |

**Material Cost:** $116,000
**Cost Savings:** $87,850

**Significant Issues:** Must comply with all Environmental Protection Plan regulations. Work can only be done during low tide due to very high water table.
**Safety:** Crane operations.

**Quality Control:** Tight tolerances for bridge abutment alignments to set pre-cast concrete tee's. Tremmie pour for concrete footings.

**Design Issues** Double tee's were pre-cast by local vendor. Due to design of double tee, 2 feet of the existing abutment wall needs to be removed. Depth of footers put us below the water table.

**Material Issues:** Original P&E was incorrect causing some delay. BM items, quantities and forming plans were corrected. Bridge removal and placement of new double tee's being contracted out.

# REPAIR GOLF COURSE CART PATH
# GM0-859

Current cart paths at the Admiral Nimitz golf course have disintegrated in some areas where driving the carts is hazardous. New cart path will allow golfers safer and smoother driving conditions. Also includes additions of new cart parking areas.

**Project Data**

**Scope:** Construct concrete curb. New golf cart parking and modify existing golf cart parking. Overlay cart path with 1" thick bituminous hot mix. Remove all organic material from cart path. Add new golf cart parking areas and renovate existing parking areas.

**Personnel:** 7 personnel

**Duration:** August 2004 – October 2004

**Mandays Expended**
NMCB THREE: 105
Cumulative: 105

**Tasking:**
WIP at turnover: 0
WIP at completion: 75%
Tasked MD: 450
Total Project MD: 600

**Material Cost:** $255,000
**Cost Savings:** $210,000

**Significant Issues:**
**Safety:** Coordination with golf course operations to minimize "golfing" hazards.

**Quality Control**: Preparation of sub-base for contracted paver.

**Design Issues:** Prints used for project were from 2000 did not show placement of new trees and abandoned or new sprinkler lines.

**Material Issues:** None

# BUILD LANDFILL INSPECTION ROAD
# GM2-851

**Project Data**

**Scope:** Resurface 3,700 feet of North Road leading to the landfill with crushed coral.

| | | |
|---|---|---|
| **Personnel:** | 7 personnel | |
| **Duration:** | MAY 2004-JULY 2004 | |
| **Mandays Expended** | NMCB THREE: | 70 |
| | Cumulative: | 75 |
| **Tasking:** | WIP at turnover: | 0 |
| | WIP at completion: | 100% |
| | Tasked MD: | 75 |
| | Total Project MD: | 75 |
| **Material Cost:** | $50,000 | |
| **Cost Savings:** | $26,250 | |

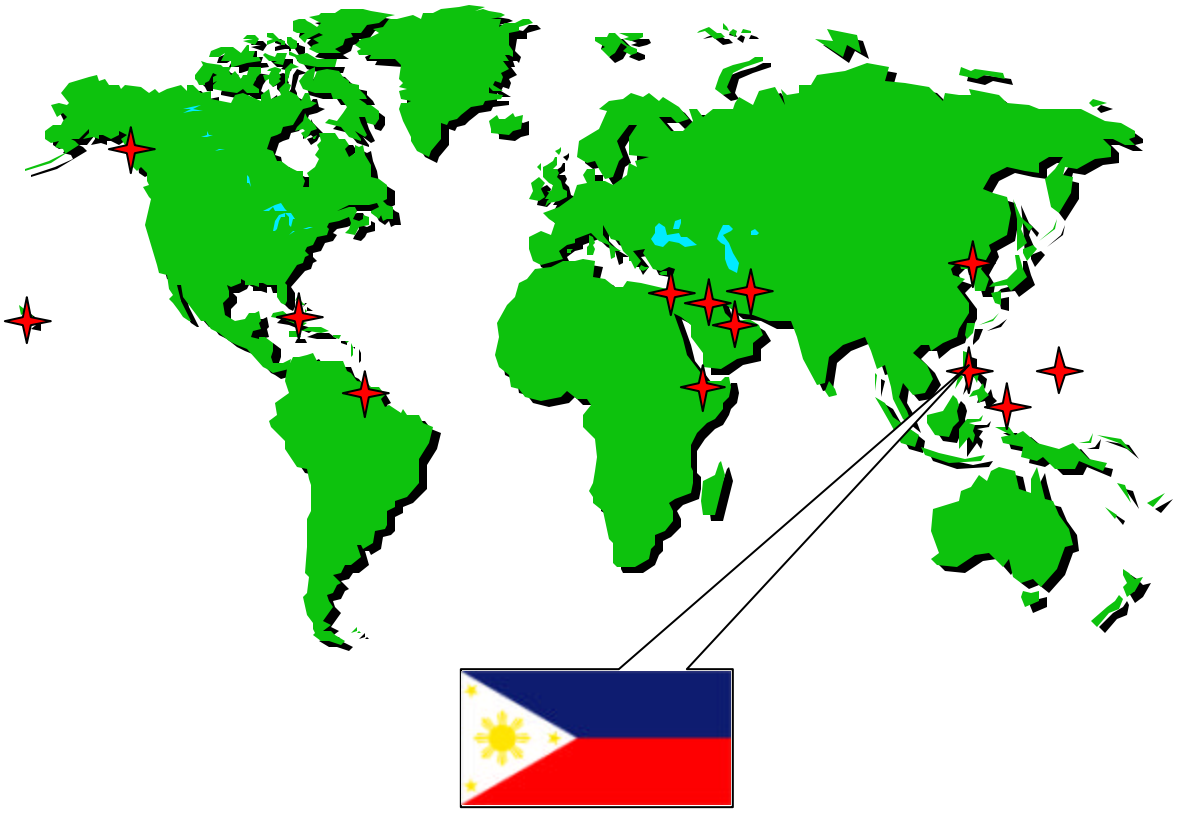
**Significant Issues:**

**Safety:** Heavy equipment moving on site, and dehydration**.**

**Quality Control:** Proper compaction of rock

**Design Issues:** Redesign was required due to discovery of hazardous waste on site.

**Material Issues:** None.



# DETAIL PHILIPPINES

# IV. OPERATIONS – DETAIL PHILIPPINES

NMCB THREE deployed a 61-person Detail to Fort Ramon Magsaysay Philippine Army base in Nueva Ecija, Republic of the Philippines from Guam on 11-12 April 2004. The Det consisted of one Officer, one Senior Chief, two Chief Petty Officers, six E-6's and 51 E-5 and below. While planning the Sangley Point work, we identified the need for 5 additional builders and 5 additional steelworkers, as well as two engineering aides for the runway. These 12 troops were sent from main body around 15 May, bringing the total number of U.S. personnel to 72. As the command element for Combined Naval Construction Task Group Magsaysay, NMCB THREE led 15 Philippine Seabees from the 3rd Naval Construction Battalion, Philippine Navy and 15 soldiers from the 51st Engineering Brigade, Philippine Army, including 3 officers. At it's peak, during our deployment, CNCTG Magsaysay consisted of 104 personnel.

**ADMINISTRATION:** The Fort Magsaysay site was the command center for all Det Philippines operations. Troops were dispatched to other locations with task tailored tool kits, CESE and gear. Due to the high visibility of our projects, daily SITREPs were required by 30th Naval Construction Regiment (R34) and weekly SITREPS were sent to main body. Communication assets consisted of pre-paid cell phones, satellite internet service, local telephone lines and a fax machine. All personnel actions were coordinated through S1 department in Guam. Service records were maintained by main body and DOR's were kept on site.

**TRAINING:** Very little training was conducted during the Philippine deployment due to 24-hour operations at first and then the fragmented tasking. Eventually we were spread out over four sites with very few resources, limiting our ability to conduct training. PT was held at the end of the workday to reduce the amount of dirty laundry (no facilities available so laundry was contracted) and to accommodate meal hours (contracted meal provider.)

**OPERATIONS:** The detail was originally tasked with completing the Fort Magsaysay Runway Improvement Project and retrograding all the CESE and gear from the Philippines back to Guam. Before leaving homeport, additional tasking for four projects in Naval Base Cavite, Sangley Point was added. There were no drawings, specifications or even a clearly defined scope for this new work. We were to conduct a site survey, plan and estimate the projects and order materials after arriving and settling in to Fort Magsaysay. The runway and K-span projects were turnover projects and, due to numerous material and other delays, both projects were behind schedule. The target completion date of 28 June and the fast approaching monsoon season forced us to work 24/7 for six weeks straight. Once the critical work on the runway was completed, we stopped the night shift and deployed a 33 man "sub-det" to Sangley Point to begin work on the 4 new Security Assistance projects. Simultaneously, we planned all the logistics for the upcoming CARAT'04 ENCAP project.

An additional, unplanned requirement to build and renovate 6 classrooms and a head facility for an elementary school in the southern province of Batangas came about in late May. This project also was a month behind schedule and had to be completed by 28 June. We took as much direct labor as we could spare from each site and sent 13 troops, to join 16 Philippine Army engineers and complete the task. The project was completed in just a month and with great praise from the US Embassy Philippines, HQ US Army Pacific and the local government.

**SUPPLY/LOGISTICS:** Detail Philippines supply functions were varied. The main site provided support to three smaller detachment sites with the task tailored tool kits, CESE and consumable supplies. Fort Magsaysay had nearly an entire MCA1 TOA, that was shipped from Guam in December for BALIKATAN'04. A complete inventory of this gear and all equipment acquired during ours and the previous deployment was conducted prior to our departure. Per direction from 30NCR (R34), all gear was repacked, restowed and transported to Subic Bay for storage, with the exception of all weapons, communications gear and a few excess tool kits, which were airlifted back to Guam.

Navy Regional Contracting Center (NRCC) Det Manila coordinated contracting of all life support and service contracts. Because Fort Magsaysay is in such a remote location and standard of living is far below U.S. standards, contracts were required for bottled water, daily ice and laundry service, portable toilets, trash collection, telephone and satellite services and food. NRCC also coordinated contracts for

all project materials, to include over 30,000 cubic meters of select fill and concrete pours. ROICC Thailand coordinated contracting of all construction sub-contracts, such as asphalt.

**EQUIPMENT:** There are 74 pieces of CESE in the Philippines, most of which is in poor condition and several pieces are waiting disposition. Some of the heavy equipment such as the graders, scrapers, loaders, and dump trucks were used for the runway project but many other pieces were deadlined and/or not needed. The biggest shortfall for the primary tasking was the lack of reliable rollers. We had to rely on the Philippine Army and later rental companies to provide rollers to complete the runway project. Obtaining repair parts through traditional supply chain proved to be challenging and often impossible given the compressed schedule we had to keep. Often parts were procured or rebuilt locally to expedite the repairs of critical pieces. Currently, all CESE has been cleaned, transported and is stored at Global Ship Management Terminal at Subic Bay Freeport zone in the Philippines.

**LABOR DISTRIBUTION SUMMARY:**

| | Apr 04 | May 04 | Jun 04 | Jul 04 | Aug 04 | Sep 04 | TOTAL | %Total |
|---|---|---|---|---|---|---|---|---|
| Direct Labor MDs | 22 | 1211 | 913 | 1092 | 560 | 24 | **3882** | 82.1% |
| Indirect Labor MDs | 5 | 280 | 115 | 146 | 82 | 6 | **633** | 13.6% |
| Readiness / Training MDs | 11 | 134 | 22 | 22 | 11 | 0 | **200** | 4.3% |
| Total MDs Expended | 38 | 1625 | 1050 | 1260 | 653 | 30 | **4655** | 100% |
| # Personnel (avg) | 60 | 61 | 72 | 72 | 52 | 4 | **60** | |
| # Direct Labor (avg) | 30 | 33 | 42 | 42 | 22 | 0 | **33** | |
| # Workdays | 14 | 28 | 23 | 22 | 20 | 2 | **107** | |
| % Direct Labor | 50% | 54% | 58% | 59% | 48% | 50% | **55%** | |
| Ideal Capability | 38 | 1625 | 1050 | 1260 | 653 | 30 | **4655** | |
| Actual Availability Factor | 88.0% | 82.8% | 89.0% | 88.4% | 87.5% | 80.0% | **86.4%** | |

***Note:*** *% DL = (Direct Labor Personnel)/(Total Personnel)*
*Ideal MD Capability = # Direct Labor x # Workdays x 1.25*
*Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability*

## OIC DISCRETIONARY

Due to the high operational tempo of this deployment, little emphasis was placed on OIC Discretionary work. All projects undertaken were a result of excess material on other tasked projects. Concrete in the Philippines can only be ordered in multiples of 5 cubic meters, thus there were several instances of excess material to be used elsewhere around camp.

**PROJECT LISTING**:

Concrete Sidewalks and boat ramp at NSWG Sangley Point
Pave Aviation Rear Access Road
Build Concrete Sidewalk to K-Span

**TOTAL MANDAYS:** **110**
**TASKED MANDAYS:** **110**

**Preparing Aviation Access road for asphalt at Fort Magsaysay**

**Widening existing boat ramp at Sangley Point for safety and to accommodate larger boats for SEAL Teams**

# CAMP MAINTENANCE

Camp Maintenance at Fort Magsaysay was significant during the first two months of deployment. Many improvements were made such as building hand wash stations, gas cylinder racks for safety, building wooden floors for the armory/communications tent and screening in the galley tent. Also, at least 100 mandays were expended on weatherproofing the camp for the inevitable rainy season.

In Sangley Point, Camp Maintenance tasking mostly consisted of setup and teardown of, MLO/CTR yard, building temporary shower facilities and improving the barracks.

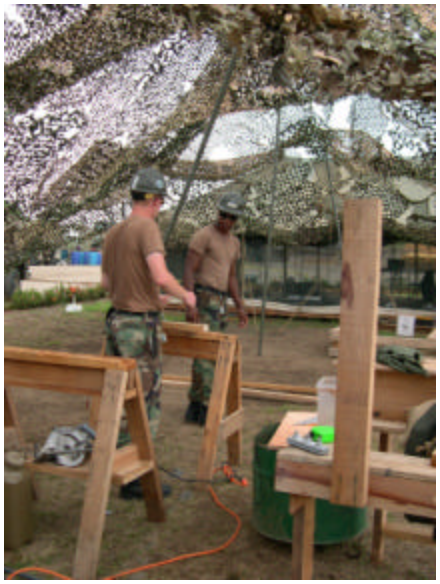
**PROJECT LISTING**:

| | |
|---|---|
| **TOTAL MANDAYS EXPENDED:** | **700** |
| **TOTAL TASKED MANDAYS:** | **700** |

**Raging flood waters threaten the Chief's berthing tent**

**Sandbags always on standby to fight the monsoon rains**

**Our field expedient builder's shop provided many health and safety upgrades to Fort Magsaysay**



**CM's and CE's alike spent many hours maintaining and repairing our three generators that provided power 24/7 for 5 months.**

**With very few injuries or illnesses, HM1 found time to help with grounds maintenance**

# FORT MAGSAYSAY RUNWAY IMPROVEMENT PROJECT BK4-001

This runway will be used by USPACOM for movement of supplies, equipment and troops for training exercises as well as greatly improving the mobility of the Special Operations Command, Armed Forces of the Philippines in support of the Global War on Terrorism.

**Project Data**

**Scope:** This project widened and improved the existing 5000' runway at Fort Magsaysay, to include replacing 3,800 feet of failed asphalt pavement and upgrading the substructure to support C-130 aircraft. Demolition involved removal of existing asphalt, base course, and excavation down to 43" below final grade. Construction work included 12" of soil stabilization with a 5% lime mix, 20" of imported sub base fill, 6" of imported base fill, and 5" of asphalt (contractor placed).

| | | |
|---|---|---|
| **Personnel:** | 13 U.S. Seabees, 14 PA Engineers and 14 PN Seabees | |
| **Duration:** | January 2004 – August 2004 | |
| **Mandays Expended** | NMCB THREE: | 538 |
| | Cumulative: | 1935 |
| **Tasking:** | WIP at turnover: | 72.2% |
| | WIP at completion: | 100% |
| | Tasked MD: | 538 |
| | Total Project MD: | 1935 |
| **Material Cost:** | $714,789 | |
| **Cost Savings:** | $677,250 | |

**Significant Issues:**

| | |
|---|---|
| **Safety:** | Despite over three weeks of 24-hr operations, there were no safety mishaps. |
| **Quality Control:** | Supplier was inconsistent and did not have adequate testing facilities. |
| **Design Issues:** | Design did not provide for drainage of subsurface and trapped rainwater. |
| **Material Issues:** | Suppliers in the Philippines are often unreliable and have difficulty meeting U.S. standards for quality, timeliness and quantity verification. |

# FORT MAGSAYSAY STORAGE FACILITY (K-SPAN)
# BK4-005

This storage facility was built adjacent to the newly upgraded airfield using the Automatic Building Machine (ABM) and provides much needed storage and office space for USPACOM units training on Fort Magsaysay. The combined construction effort provided great training opportunities for Philippine Navy (PN) Seabees and (PA) Army Engineers, as well as our own troops.

**Project Data**

**Scope:** This project provides a 50' x 100' K-Span storage with an interior office, head facility and septic tank in the vicinity of the Fort Magsaysay Runway to provide for long-term storage of troop support equipment.

| | | |
|---|---|---|
| **Personnel:** | 5 US personnel, 8 PN and 4 PA personnel | |
| **Duration:** | February 2004 – August 2004 | |
| **Mandays Expended** | NMCB THREE: | 475 |
| | Cumulative: | 567 |
| **Tasking:** | WIP at turnover: | 14% |
| | WIP at completion: | 100% |
| | Tasked MD: | 545 |
| | Total Project MD: | 637 |
| **Material Cost:** | $ 106,272 | |
| **Cost Savings:** | $ 222,950 | |

**Significant Issues:**

**Safety:** Crane operations in inclement weather and unstable soil. Sharp edges and heavy weights of shaped metal panels required large numbers of personnel to carry them, increasing susceptibility to cuts and scrapes.

**Quality Control:** Set-up of first panel very tricky due to free-floating concrete forms. Resulted in constant adjustment of panels from 100mm to 150mm making door installation difficult.

**Design Issues:** The design was incomplete for this project. Only a 2-page foundation design was provided and a PowerPoint sketch of the office and head facilities. Details of the interior work and utilities were completed by the Det OIC and project supervisor in the field.

**Material Issues:** Steel was originally planned to be procured locally, when the correct gage of steel could not be found in the Philippines, excess rolls of steel were located in Port Hueneme, CA. The steel was shipped to PI via commercial vessel and delayed the project one month.



# SANGLEY POINT ARMORY EXPANSION PROJECT
# SP4-001

This project was constructed to support the Philippine Naval Special Warfare Group and US Navy SEAL Teams. The facility will be utilized as a storage area for weapons and ammunition required for training exercises and operations in support of Operation Enduring Freedom Philippines.

**Project Data**

**Scope:** This project added 600 sq ft of weapons storage space to the existing Philippine Naval Special Warfare Group (PNSWG) armory, also used by US Navy SEALs and Marines on joint training exercises. Scope included demolition of 12' x 20' concrete pad, 900 sf of sheet metal roof with wood trusses, suspended acoustical ceiling and entire electrical system. New construction included concrete footers, columns, new slab and CMU block walls, steel purlins, sheet metal roof and security mesh, installation of new electrical system to include new panel, outlets, lighting and ceiling fans.

**Personnel:** 8 U.S. Seabees and 4 Philippine Navy Seabees

**Duration:** May– August 2004

| | | |
|---|---|---|
| **Mandays Expended:** | Previous Battalions | 0 |
| | NMCB THREE: | 426 |
| | Cumulative: | 426 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | MD Tasked: | 426 |
| | Total Project MD: | 426 |

**Material Cost:** $50,817

**Cost Savings:** $149,100

**Significant Issues:**

**Safety:** Work had to be stopped frequently due to heavy rain and lighting storms.

**Quality Control:** None

**Design Issues:** None

**Material Issues:** Concrete usually came 3-5 hours late. Although 4" slump was ordered supplier consistently delivered 8"-9" slump. Concrete mixers had no extension chutes, requiring crew to construct makeshift chutes to reach far side of the placement area.



# SANGLEY POINT MULTI-PURPOSE TRAINING TOWER
# SP4-002

This Security Assistance project was built for the Philippine Naval Special Warfare Group and US Navy SEAL Teams for rappelling, wall climbing, fast and slow rope training and simulated helicopter jump training. This project will significantly enhance training capability for SEAL teams and trainees.

**Project Data**

**Scope:** This project provides the Philippine and US Navy SEALs with a 40' high multi-purpose training tower for rappelling, fast and slow-rope operations at Naval Special Warfare Group, Sangley Point on Naval Base Cavite. Construct a modified ABFC watchtower: includes steel columns and beams with 18'x18' concrete foundation. Install 2 x 12" treated lumber for rappelling wall faces.

| | | |
|---|---|---|
| **Personnel:** | 8 US Seabees, 14 PN Seabees (steelworker class students) | |
| **Duration:** | May-August 2004 | |
| **Mandays Expended:** | NMCB THREE: | 400 |
| | Cumulative: | 400 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | MD Tasked: | 487 |
| | Total Project MD: | 487 |
| **Material Cost:** | $53,057 | |
| **Cost Savings:** | $170,450 | |

**Significant Issues:**

**Safety:** Had to construct welding guards to protect passing pedestrians from flash burn. Detailed crane lift plan using crane had to be compiled and submitted for approval.

**Quality Control:** None

**Design Issues:** The project design was a modification of ABFC 40' Guard Tower. The modifications were made at the site and then submitted via e-mail to an engineer from ROICC Thailand. Many details were done in the field by the project supervisor and through discussion with the customers. The late delivery of the 'design' caused significant delay in ordering and receiving materials, extending the completion date to the very last day of deployment.

**Material Issues:** To save time, fabrication of steel columns was contracted. The vendor was very slow with fabricating and delivery. Structural steel materials came from multiple vendors and had difficulty matching and connecting components.

## SANGLEY POINT JIATF-WEST BARRACKS REHAB
## SP4-003

This project was built for the Philippine Naval Special Warfare Group and US Navy SEAL Teams. The facility will serve as a berthing area for US Navy SEALs when assigned to NSWG. Existing barracks required extensive renovations for safety and quality of life.

**Project Data**

**Scope:** Removal/replacement of existing 2800 SF sheet metal roof, 2000 SF ceiling sheeting, insect screens and replace with new. Install new lighting and oscillating fan circuits. Paint walls, floor and ceiling. Paint exterior walls, window frames and soffits. Install 25 new bunk beds and mattresses.

| | | |
|---|---|---|
| **Personnel:** | 8 personnel | |
| **Duration:** | May-July 2004 | |
| **Mandays Expended:** | NMCB THREE: | 163 |
| | Cumulative: | 163 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | MD Tasked: | 105 |
| | Total Project MD: | 105 |
| **Material Cost:** | $29,785 | |
| **Cost Savings:** | $57,050 | |

**Significant Issues:**

**Safety:** Scaffolding required for fall protection during roofing phase. Foul weather prevented any roofing work to be done due to slippage.

**Quality Control:** During demolition phase discovered trusses were sagging from water damage. Trusses required temporary support, replacement of damaged 2 x 10" timbers and installation of two 4' tube steel support columns.

**Design Issues:** None

**Material Issues:** None



## SANGLEY POINT SMALL ARMS RANGE IMPROVEMENTS
## SP4-004

This project greatly improves safety of firing range as well as enhanced training conditions for Philippine Naval Special Warfare Group and US Navy SEAL teams and Marines during joint training exercises.

**Project Data**

**Scope:** This project provides safety improvements and upgrades to existing small arms firing range. Increase height of existing berm to 10'. Construct two side berms to protect adjacent obstacle course and training classrooms. Construct two new 15' x 30' concrete pads with steel roof structures to protect shooters from the elements.

| | | |
|---|---|---|
| **Personnel:** | 6 personnel | |
| **Duration:** | May-August 2004 | |
| **Mandays Expended:** | NMCB THREE: | 208 |
| | Cumulative: | 208 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | MD Tasked: | 154 |
| | Total Project MD: | 154 |
| **Material Cost:** | $25,670 | |
| **Cost Savings:** | $70,000 | |

**Significant Issues:**
**Safety:** None

**Quality Control:** High water table made it difficult to construct footers. Required three pumps to keep area dry during forming, RST installation and concrete placement.

**Design Issues:** None

**Material Issues:** This project has suffered due to lack of timely material delivery. Weather effects delivery of fill material due to muddy roads at the quarry. Contractor had issues with fabrication of shelter steel resulting in delivery delay.

# BAILEY PEACOCK II, CONSTRUCT SCHOOL BLDGS, BATANGAS BP4-001

The tasking came to Det Philippines as an urgent requirement on May 20, 2004 to take the place of US Army engineers and work in conjunction with the 564th Engineering Bn of the Philippine Army. This project was part of USPACOM's Humanitarian/Civil Assistance program to improve educational opportunities for the children of the Philippines through infrastructure upgrades and joint construction efforts, strengthening relationships between the United States and the Republic of the Philippines.

**Project Data**

**Scope:** This project constructed a new four-classroom building, a new two-head facility and renovated an existing two-classroom building. Construction consisted of CMU block walls, pre-fabricated steel roof trusses and sheet metal roofing. Interior and exterior walls are finished with plaster and painted. Includes installation of jalousie window, hollow metal doors, ceiling fans, lighting, blackboards and desks.

| | | |
|---|---|---|
| **Personnel:** | 13 U.S. personnel, 16 Philippine Army personnel | |
| **Duration:** | June 2004 | |
| **Mandays Expended:** | NMCB THREE: | 292 |
| | Cumulative: | 292 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | MD Tasked: | 323 |
| | Total Project MD: | 323 |
| **Material Cost:** | $71,403 | |
| **Cost Savings:** | $113,050 | |

**Significant Issues:**

**Safety:** Frequent heavy rain and lighting storms caused delays. Philippine counterparts refused to follow US safety standards and often worked without shoes, shirts, etc.

**Quality Control:** Quality of existing block work at turnover was very poor. Walls and floors had to be squared up by filling in large gaps with plaster.

**Design Issues:** None

**Material Issues:** None. The availability of a cash fund greatly reduced the lead-time for materials, which was key for this short-duration and high visibility project.



# CARAT 2004 CONSTRUCT SCHOOL BUILDING
# CA4-001

Cooperation Afloat Readiness and Training is an annual bilateral military training exercise designed to enhance interoperability of the respective sea services. The ENCAP portion of CARAT'04 Philippine phase consisted of construction of two new classrooms by a combined team of US and Philippine Navy Seabees in a remote and depressed area of the province of Zambales. This exercise also included community relations projects to install 15 new chalkboards at an elementary school and repair the roof of a nearby high school.

**Project Data**

**Scope:** This project added two 48 square meter classrooms to Pundakit Elementary School. The work included a concrete foundation, lintel and pedestals, with 10 steel columns and rafters on top. CMU block, wood, and hard-i-plex made up the interior and non-loadbearing walls and ceiling. The scope also included the construction of two comfort rooms (heads) and a septic tank.

**Personnel:** 20 U.S. and 17 PN Seabees

**Duration:** July 2004

**Mandays Expended:**

| | |
|---|---|
| NMCB THREE: | 536 |
| Cumulative: | 536 |

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 100% |
| MD Tasked: | 500 |
| Total Project MD: | 500 |

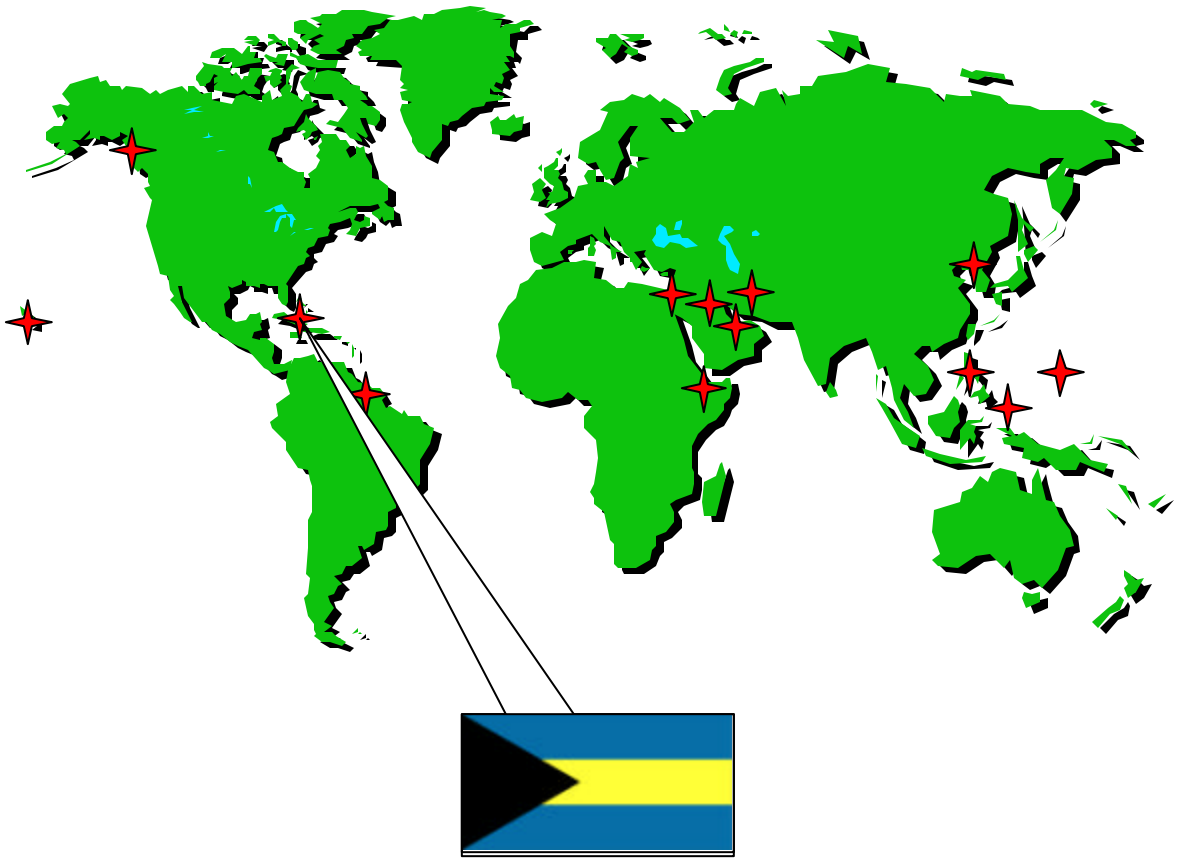
**Material Cost:** $31,759
**Cost Savings:** $175,000

**Significant Issues:**
**Safety:** None

**Quality Control:** Care had to be taken to avoid mixing Standard and metric units, especially in plumbing fixtures and fittings.

**Design Issues:** Work was started with 65% design, on-site field adjustments supplemented the unfinished drawings.

**Material Issues:** The original manufacture of the specified PEB had gone out of business and a substitute kit was not available in time. The building had to be redesigned to make use of locally available materials. The steel supplier used consistently delivered roof members with poor workmanship in pre-drilled holes making it difficult to match up pieces of the roof structure.



# DETAIL ANDROS

# IV. OPERATIONS – DETAIL ANDROS

U.S. Naval Mobile Construction Battalion THREE deployed a 25-person Detail to Naval Undersea Weapon Center, Atlantic Undersea Testing Evaluation Center (AUTEC) Andros Island, Bahamas in support of the 22nd NCR. Our detail was tasked with 2167 mandays of quality construction, training and CESE management. The advanced party, comprised of 19 Seabees, departed Port Hueneme, CA on 04 Apr 2004 via C-130 transport and arrived in Andros on 05 Apr 2004. The remaining six mainbody personnel departed eleven days later via commercial airline and arrived on island 15 Apr 04. The Detail executed all assigned tasks with exceptional quality while providing outstanding training for all personnel, despite the persistent inclement weather and evacuations associated with hurricane season.

**ADMINISTRATION:** The mainbody site at Camp Covington, Guam provided administrative support and maintained all detail personnel service records. Effective communication with the different codes was essential in keeping up with administrative deadlines. The Mainbody also provided personnel support to include military pay, processing of travel claims, orders and leave control. All of our troops were able to utilize MyPay online for their pay needs. The Mainbody ESO provided advancement exam support during the September Navy-wide exam cycle. The Detail OIC administered and proctored the advancement exam on site. Communication between Mainbody and Detail was handled primarily by e-mail. Other means of communication that were used included DSN and commercial phone lines. The remaining administrative duties were performed by the OIC and AOIC. All postal services were provided by AUTEC. Mail distribution was tasked to the Mail Clerk.

**TRAINING/READINESS:** The Detail's training plan was similar to Mainbody. Formal training was conducted on eight training Mondays. Training topics covered a wide range of General Military Training (GMT) topics as well as an emphasis on safety training. Seabee Combat Warfare Training was offered twice a week on Tuesday and Thursday evenings. Individual Safety Training was offered for Adult and Child CPR by the local fire department on base. Physical Fitness Training was conducted three times a week on Monday, Wednesday and Fridays with the detail staff stressing endurance by a standard 2 mile run on PT days. To maintain detail readiness the Detail conducted its own Urinalysis Program.

**MEDICAL/DENTAL**: Medical and Dental records were maintained by the detail AOIC. Normal sick call hours and regular dental cleaning were held by AUTEC branch clinic. All other medical and dental appointments were handled by the VA Hospital located in West Palm Beach, FL.

**OPERATIONS:** Detail Andros was tasked with 2167 mandays of project construction, OIC discretionary, camp maintenance, restructure MLO and training. The Detail was tasked to complete two turnover Concrete Block Housing facilities, CBH-12 and CBH -13. Expended 200 mandays completing punch list items on CBH-12. The main project, consisting of 1425 mandays, involved the construction of a 9,500 SF single story CMU housing facility with complete electrical and mechanical work to include air conditioning units and fire suppression system. We completed 100 mandays of various OIC Discretionary projects which included Hurricane preparedness and evacuation, mooring block removal and warranty work. We expended 50 Camp maintenance mandays repairing leaky roofs, drainage improvements, and corrected numerous NAVOSH deficiencies. The detail also expended 100 mandays restructuring MLO to NCF standards.

**SUPPLY & LOGISTICS:** All Detail supply and logistics issues were supported on station by our SK2. He was responsible for managing all supply and logistical issues for the Detail. These responsibilities included controlled equipment, personal property shipments, procurement of consumables and supply management issues. He provided general supply and material support by managing a quarterly OPTAR budget of $5,000. He worked closely with both AUTEC supply department and 22nd NCR to procure construction tools, detail support materials, consumables, various automotive repair parts, and services.

**Food Services/Berthing Andros:** AUTEC supplied berthing and food services. The dining facility on base provided outstanding support and has a great reputation. Our troops were berthed in single rooms with all the amenities.

**MLO/CTR:** The Detail Storekeeper controlled over 600 line items for the CBH project. He received, stored, and issued project material and conducted weekly inventory of MLO materials to insure accuracy and accountability of warehouse stock. He also managed a 500 line item CTR and 31 tool kits totaling over $90,000 in support of project construction. Through steady efforts, SK2 was able to complete a wall-to-wall inventory and project material alignment. His dedication and the OIC's extensive experience enabled a full overhaul of MLO operations, the elimination of old and deteriorating excess material and resolution of project material shortages.

**EQUIPMENT MANAGEMENT:** A Third Class Petty Officer Equipment Operator served as the Dispatcher. This position was responsible for the daily assignment of CESE to Detail personnel in support of project tasking. Two Construction Mechanics conducted CESE management and maintenance. These personnel were used as floor mechanics, field crew and HAZMAT custodian in support of CESE in the field and project construction.

A successful BEEP between NMCB ONE and NMCB THREE was completed in 3 days. Twelve pieces of CESE were turned over. One piece was scheduled for DRMO and another piece on deadline. Two Front-end loader attachments were on deadline as well. During the turnover, we received parts for one attachment on deadline while other parts were on order and waiting requisition numbers. At this time, we realized getting parts on island would be one of our biggest challenges.

One of many goals was to inventory ARP MOD 96, MOD 98 and our shop tools. We conducted a wall-to-wall inventory and fixed all discrepancies found during the turnover. All the tools and materials missing were forwarded to the 22nd NCR for processing. Our 6102 spare parts storage area was ordered as well. With no SNAP system on site, everything pertaining to ARP was manually generated. We reorganized the technical library to be easily identified and accessible.

During the reorganization process we began PM of our equipment manually since the MOSS program was unavailable. By mid July, we received the MOSS program and the CM's input all CESE information into the program and things have been running smoothly ever since. Between PMs, inventories and reorganization we developed SOP's for a newly installed electrical hydraulic tire machine, posted warning signs, and brought the shop up to NAVOSH compliance. HAZMAT was another area of concern. Our Hazmat Coordinator did an excellent job of reorganizing the HAZMAT lockers. We insured strict compliance to the AUL and made available MSDS for all hazardous materials stowed. We also insured that the material was properly labeled and separated according to compatibility.

Another of our challenges was getting the ditcher back on line. This piece had been on deadline for over four months awaiting parts. It took numerous e-mails and phone calls before receiving the parts. After a few hours of work the ditcher was back on line, bring availability to 100%. By working closely with the 22nd NCR, the detail was able to identify and solve the problem of getting ARP parts on island.

## LABOR DISTRIBUTION SUMMARY

| | Apr 04 | May 04 | Jun 04 | Jul 04 | Aug 04 | Sep 04 | Oct 04 | TOTAL | %Total |
|---|---|---|---|---|---|---|---|---|---|
| Direct Labor MDs | 169 | 302 | 324 | 361 | 354 | 341 | 31 | 1882 | 74% |
| Indirect Labor MDs | 38 | 49 | 76 | 85 | 46 | 65 | 6 | 365 | 14% |
| Readiness / Training MDs | 34 | 45 | 43 | 45 | 65 | 47 | 23 | 302 | 12% |
| Total MDs Expended | 241 | 396 | 443 | 491 | 465 | 453 | 60 | 2549 | 100% |
| # Personnel | 25 | 24 | 24 | 25 | 25 | 25 | 25 | 25 | |
| # Direct Labor | 18 | 17 | 17 | 18 | 18 | 18 | 18 | 18 | |
| # Workdays | 13 | 23 | 24 | 25 | 25 | 24 | 3 | 151 | |
| % Direct Labor | 72% | 71% | 71% | 72% | 72% | 72% | 72% | 86% | |
| Ideal MD Capability | 263 | 440 | 459 | 506 | 506 | 486 | 61 | 2721 | |
| Actual Availability Factor | 77% | 79% | 80% | 80% | 83% | 80% | 89% | 80% | |

***Note:*** *% DL = (Direct Labor Personnel)/(Total Personnel)*
*Ideal MD Capability = # Direct Labor x # Workdays x 1.125*
*Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability*

## OIC DISCRETIONARY

| PROJECT LISTING | MANDAYS |
|---|---|
| AD4-001 Warranty work | 17 |
| AD4-002 Mooring block demolition & construct concrete deck | 4 |
| AD4-003 Disaster preparedness & evacuation (Hurricane “Frances”) | 30 |
| **TOTAL MANDAYS EXPENDED** | **51** |
| **TOTAL MANDAYS TASKED** | **100** |

## CAMP MAINTENANCE

| PROJECT LISTING | MAN-DAYS |
|---|---|
| AD0-001 Roof repairs | 1 |
| AD0-002 Shop tool and equipment maintenance | 2 |
| AD0-003 Building 1717 drainage improvement | 4 |
| AD0-004 CM shop electrical repairs | 1 |
| AD0-005 Replace water valve box | 1 |
| AD0-006 Correct NAVOSH deficiencies (6 of 8) | 4 |
| AD0-007 “Seabee” Emblem for the Chain of Command board | 4 |
| **TOTAL MANDAYS EXPENDED** | **25** |

# CONSTRUCT CONCRETE BLOCK HOUSING CBH-12
# AD2-828

Three battalions contributed labor and effort into the construction that was turned over to NMCB THREE at 97%. Tasked at 200 mandays, the Detail completed 480 linear feet of fascia and exterior trim, graded and landscaped the building perimeter, and simultaneously worked inside the 10-unit structure to troubleshoot electrical ground-fault problems, replace faulty light fixtures, connect and complete air and exhaust ducting, expose septic clean-outs, make drywall repairs, and perform interior and exterior painting.

**Project Data**

**Scope:** Construct a 9,500 square foot, 10-unit, single story CMU housing facility, with pre-fabricated wood truss and asphalt shingle roof system, complete residential electrical and plumbing conveniences, 7-12 BTU air conditioning units, and a fire suppression system.

| | | |
|---|---|---|
| **Personnel:** | 17 personnel | |
| **Duration:** | March 2003 – May 2004 | |
| **Mandays Expended:** | NMCB THREE: | 200 |
| | Cumulative: | 3527 |
| **Tasking:** | WIP at turnover: | 97% |
| | WIP at completion: | 100% |
| | MD Tasked: | 200 |
| | Total Project MD: | 2896 |
| **Material Cost:** | $374,541 | |
| **Cost Savings:** | $1,013,600 | |

**Significant Issues:**

| | |
|---|---|
| **Safety Issues:** | None |
| **QC Issues:** | None |
| **Design Issues:** | None |
| **Material Issues:** | None |

# CONSTRUCT CONCRETE BLOCK HOUSING CBH-13
# AD3-829

Two battalions contributed labor and effort into the construction that was turned over to NMCB THREE at 57%. Tasked at 1350 mandays, the Detail completed 480 linear feet of soffit, fascia and exterior trim, installed underground electrical and communications (LAN) conduit, graded and landscaped the building perimeter, placed concrete walkways, and simultaneously worked inside the 10-unit structure relocating utility stub-ups, installing a structural ceiling grid system, plywood and drywall finished ceilings, exterior and interior metal stud walls, and rough residential electrical and plumbing.

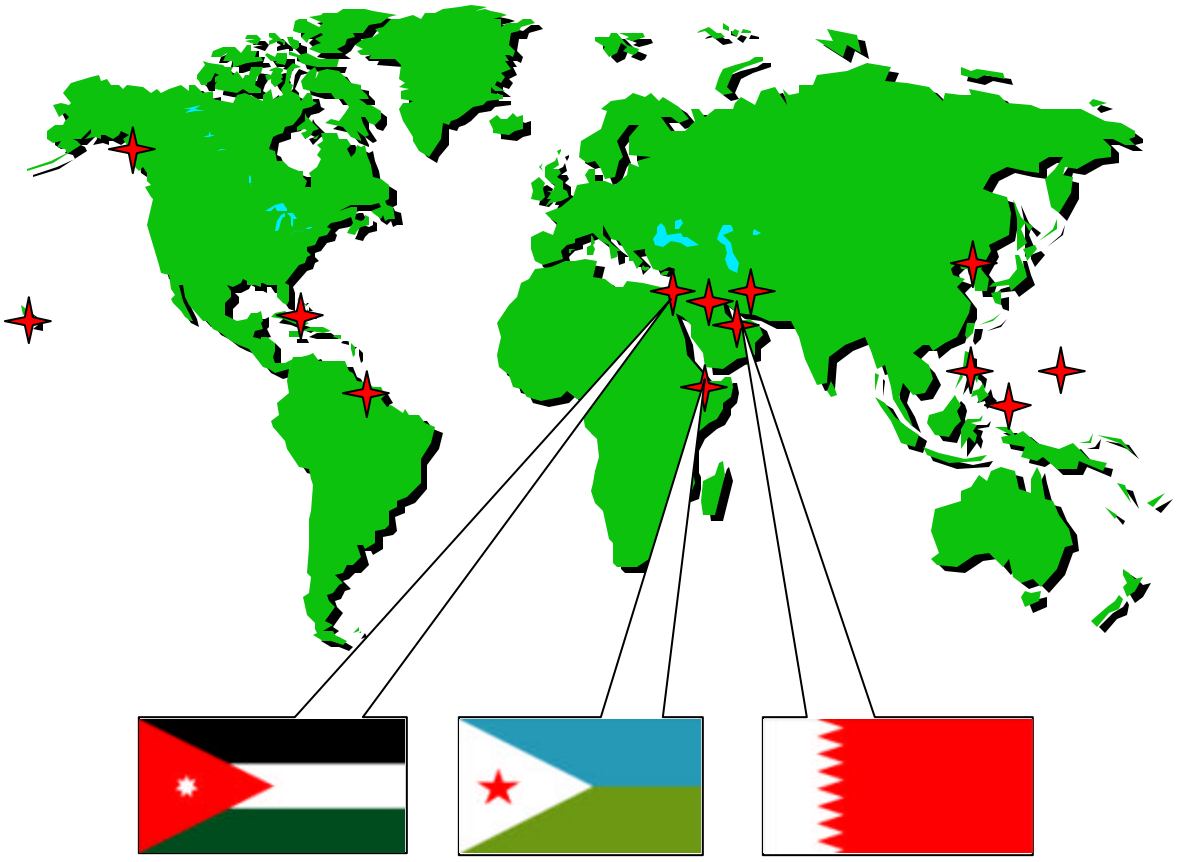
**Project Data**

**Scope:** Construct a 9,500 square foot, 10-unit, single story CMU housing facility, with pre-fabricated wood truss and asphalt shingle roof system, complete residential electrical and plumbing conveniences, 7-12 BTU air conditioning units, and a fire suppression system.

| | | |
|---|---|---|
| **Personnel:** | 17 personnel | |
| **Duration:** | March 2003 – October 2004 (turnover) | |
| **Mandays Expended:** | NMCB THREE: | 1129 |
| | Cumulative: | 2998 |
| **Tasking:** | WIP at turnover: | 57% |
| | WIP at completion: | 88% |
| | MD Tasked: | 1425 |
| | Total Project MD: | 3514 |
| **Material Cost:** | $334,000 (to date) | |
| **Cost Savings:** | $443,100 ($1,030,250 Total, MD x 350 = CA) | |

**Significant Issues:**

| | |
|---|---|
| **Safety Issues:** | None |
| **QC Issues** | Some general specifications conflicted with drawn sections and details. |
| **Design Issues:** | |
| **Material Issues:** | Many borrowed, and/or absent materials required re-order. |



# DETAIL BAHRAIN

# IV. OPERATIONS – DETAIL BAHRAIN

U.S. Naval Mobile Construction Battalion THREE deployed a 20-person Detail to Bahrain to support Chief of Naval Central Command, Fifth Fleet (NAVCENT) with a construction project and CESE maintenance. The advanced party, comprised of 10 Seabees, departed Port Hueneme, CA on 07 Apr 2004 and arrived in Bahrain on 08 Apr 2004. The main body, comprised of 10 Seabees departed Port Hueneme, CA on 14 Apr 04 and arrived on 15 Apr 04. All travel was done by commercial airlines. Despite austere conditions and long travel to supporting commands, the detail was able to execute all tasked construction projects with exceptional quality, while providing excellent training for all personnel.

**ADMINISTRATION:** The Main body at Camp Covington, Guam maintained the detail's service records. Effective communication with the S1 Department was essential for keeping up with administrative deadlines. Detail Bahrain deployed with a SK2 for administrative support. SK2 was responsible for handling correspondence, processing orders, and annual leave. Personnel Support Office, Bahrain provided support for most of the Detail's needs, including the September advancement exam cycle. One person from the Detail re-enlisted this deployment. Postal services were provided by NSA Bahrain.

**TRAINING/READINESS:** The Detail's training plan mirrored the main body's. Required safety and general military training was conducted and the Detail held two safety stand-down briefs. Physical training was held three times weekly. Overall, the Detail completed 347-man days of physical, safety, and general military training. Detail Bahrain's SCW training program consisted of PQS Classes two nights per week. Five Seabees earned their designation as Seabee Combat Warfare during deployment.

**MEDICAL**: Medical and Dental support was provided by NSA Bahrain Clinic. The Detail maintained our own Medical and Dental records. Seabees in Jordan were provided with emergency medical care on site in Al-Kerak, as well as follow up and urgent care by medical personnel at the U.S. Embassy in Amman.

**OPERATIONS:** Detail Bahrain was tasked with 1613 Mandays of construction and training including the Al Kerak Barracks Rehab Project in Jordan and repair and maintenance of pre-positioned TOA at NSA Bahrain. Due to limited direct labor in Bahrain, camp maintenance and OIC Discretionary work was non-existent. Upon arrival, our first priority was to get the 13 troops headed to Jordan on their way. This project consisted of 1313 Mandays, and was a new start project. The crew overcame many hurdles including language barriers, variances in construction methods, and availability of materials. All material was procured through a local contractor with an average turn around time for tools and materials of about one week. There were some problems with availability of some specialized tools and materials needed, such as dielectric unions, all drywall tools, and dressed lumber. One final change was the addition of a drop ceiling throughout the entire building. This was a huge improvement on the aesthetics of the facility, hiding all electrical and plumbing utilities. Project was completed and ribbon-cutting ceremony took place on 15 August 2004.

Midway through deployment, we received additional tasking for the erection of a 30 m x 15 m PEB warehouse for the AAFES on Camp Lemonier in Djibouti, Africa. After reviewing the plans, it was decided that we did not have the manpower to complete the erection of the structure, but could reasonably complete the extensive foundation work and pad before the end of deployment and provide a clean breaking point prior to turnover.

Groundbreaking for this centrally located, highly visible project took place on 22 Aug 2004. Although starting off slowly we quickly learned the nuances of the camp and how to deal with the unhurried delivery of material. Additionally the heat in Djibouti was nearly 1 ½ times what we experience in Jordan. We were able to complete some OIC Discretionary work to include; clearing trees and vegetation from 200 yards of shoreline to provide a landing zone / training area for LCAC vehicles, and enclosing and insulating existing switch panels for the prime power generators on base. Upon completion of the enclosure base HVAC personnel installed air conditioning to prevent switch panels from overheating

**SUPPLY:** The Detail's SK2 provided superb general supply and material support. Managing a quarterly OPTAR of $5,000, she worked closely with NAVCENT's Comptroller Department to procure construction materials, detail support materials, consumables, vehicle parts, and services. Along with managing purchases, she coordinated shipment of all cargo and directed the operations of the Central Tool Room, Automotive Repair Parts outlet, and Central Storage Room.

**Food Services/Berthing Bahrain:** Berthing was provided by NSA Bahrain. Troops were berthed in very nice rooms with plenty of amenities. No Galley support on NSA Bahrain. Food was bought out of pocket by personnel. Most meals were purchased from an MWR-operated food service establishment in the Food Court. Restaurants were available out in town as well.

**Food Services/Berthing Al Kerak:** Local contractor supplied berthing and food services. A dining facility was located on camp and food was paid for by each member. Four berthing trailers were supplied, each capable of berthing 4 personnel.

**MLO/CTR:** No MLO outlet. CTR in Jordan was manned by a BU3, who performed tool issue and receipt, and tool kit validations. Weekly spot inventories and bi-weekly tool inventories were conducted to validate tool accountability.

**EQUIPMENT MANAGEMENT:** The BEEP between NMCB ONE and NMCB THREE was completed without a safety mishap. Both teams accomplished the turnover of 67 pieces (59 organic and 8 augment) of CESE in 4 days, with only 5 pieces on deadline. Many pieces, including the deadline equipment, had parts on order prior to the BEEP but requisition numbers and statuses were unobtainable due to SNAP being down for nearly 2 weeks.

Once we assessed the condition of the CESE and the shop, we set a goal to have all equipment off deadline and in a fully operational status prior to turn over. Another high priority was to plan and establish all the Alfa outlets, a clean functional office space, a safe and efficient mechanic workshop and to implement 3M before the next battalion arrived on site.

While continuing our normal PM schedule and preparing the equipment for storage, we cleaned and organized the mezzanine deck, separated and inventoried excess materials, military gear, and 30 tool kits. We found 3 Unit Loads (UL) during the cleanup, one of which did not belong to any of our APL's and was sent back to Port Hueneme. Another UL was a MOD 98 that was not sent out with the CESE that had been embarked to Kuwait. We contacted the 30th and the 22nd in Kuwait, and found they desperately needed these repair parts and the tech manuals. Within 3 days we inventoried, packed, weighed and labeled the 4 tri-walls for shipment. For the MOD 96, we were instructed by 30th NCR, to keep on site and order up to the allowed quantities. We then began a bin-to-card and card-to-bin inventory, repackaging, labeling and ordering as we went along. We are now at 100% accountability for this MOD.

In mid-May we began implementation of the 3M system. It took some time to get used to, and many calls to main body 3M office, but we made a great effort and got through it. By the time the 30th came for the MAV we faired well, with only 2 minor discrepancies.

The biggest challenge in equipment maintenance was the procurement of repair parts. Parts were being ordered through the stock system, but receiving requisition numbers was extremely difficult. It was nearly 10 weeks into deployment before we started getting requisition numbers, even for the NORS or deadline equipment parts. In mid July we started getting requisition numbers and MOV's on a regular basis. Local parts expediting was difficult as well because our Detail SK did not have a Government Purchase Card, and we had to coordinate with 5 different people to make a transaction. A single purchase could take nearly 2 weeks.

**SAFETY/ENVIRONMENTAL:** We made significant improvements to the safety program, downloading hundreds of safety lectures, writing shop SOP's, ordering and posting warning signs, and getting some PPE on site. We also conducted a drill for confined space entry and wrote an SOP for SIXCON, water and fuel tank entry procedures. Next was HAZMAT, we disposed of nearly 15 drums of used oil and a dozen lead-acid batteries. As we learned of how to dispose of these items, we wrote a HAZMAT disposal SOP. We then inventoried, organized, cleaned and labeled the oil drums and items in the flam lockers and located all the MSDS's for the products on site.

There were a few challenges along the way. Working in the 120 degree warehouse was one, and working around the 20 local contractors while they built the office, installed lighting and the air conditioning system, we were constantly moving the CESE around the already cramped warehouse, and assisting them with forklift support throughout the entire evolution. On about 1 July all was well, the office and the A/C were complete, just in time for the extreme summer heat.

## LABOR DISTRIBUTION SUMMARY

| | Apr 04 | May 04 | Jun 04 | Jul 04 | Aug 04 | Sep 04 | Oct 04 | TOTAL | %Total |
|---|---|---|---|---|---|---|---|---|---|
| Direct Labor MDs | 143 | 253 | 264 | 253 | 264 | 253 | | 1430 | 58% |
| Indirect Labor MDs | 117 | 161 | 168 | 161 | 168 | 161 | | 910 | 37% |
| Readiness / Training MDs | 20 | 20 | 20 | 20 | 40 | 20 | | 140 | 6% |
| Total MDs Expended | 280 | 434 | 452 | 434 | 452 | 434 | | 2486 | 100% |
| # Personnel | 20 | 20 | 20 | 20 | 20 | 20 | | 120 | |
| # Direct Labor | 11 | 11 | 11 | 11 | 11 | 11 | | 66 | |
| # Workdays | 13 | 23 | 24 | 23 | 24 | 23 | | 130 | |
| % Direct Labor | 55% | 55% | 55% | 55% | 55% | 55% | | 55% | |
| Ideal MD Capability | 161 | 285 | 297 | 285 | 297 | 285 | | 1609 | |
| Actual Availability Factor | 101% | 96% | 96% | 96% | 102% | 96% | | 98% | |

***Note:*** *% DL = (Direct Labor Personnel)/(Total Personnel)*
*Ideal MD Capability = # Direct Labor x # Workdays x 1.125*
*Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability*

## OIC DISCRETIONARY

| **PROJECT LISTING** | **MANDAYS** |
|---|---|
| Clear Shoreline | |
| Build Generator Enclosures | |
| **TOTAL MANDAYS EXPENDED** | **37** |
| **TOTAL MANDAYS TASKED** | **49** |

# BARRACKS RENOVATION AL KERAK, JORDAN
# SW4-805

The completion of this project provided Jordanian Royal Medical Services with a 3-department facility consisting of a daycare unit, physical therapy center, and an 11-room nurses barracks.

**Project Data**

**Scope:** Renovate 5100 SF of existing barracks. Demolition work includes demolition of one existing stairwell, demolition of 20% of interior walls, demolition/cut/cap of all existing utilities. Complete new construction to water supplies, electrical distribution system, sanitary/sewer/gray water returns to point of tying in with existing hospital system, and all associated hardware/fixtures. Additionally, construct new 2x4 stud walls w/ sheet rock, replace existing doors and windows, and place 5,000 SF of ceramic tile.

| | | |
|---|---|---|
| **Personnel:** | 11 personnel | |
| **Duration:** | April 2004 – August 2004 | |
| **Mandays Expended:** | NMCB THREE: | 1255 |
| **Tasking:** | WIP at turnover | 0% |
| | WIP at completion: | 100% |
| | MD Tasked: | 1313 |
| | Total Project MD: | 1313 |
| **Material Cost:** | $207,789 | |
| **Cost Savings:** | $560,000 | |

**Significant Issues:**

**Safety:** Jordan does not enforce strict safety regulations. Very difficult to get contracted labor to conform to jobsite Safety Program.

**Quality Control:** Differences in construction practices and language barriers made coordination of contracted/Seabee activities very difficult.

**Design Issues:** Prints received did not match existing conditions. Floor plan and construction designs had to be changed due to lack of communication with customer prior to start of construction and local construction practices.

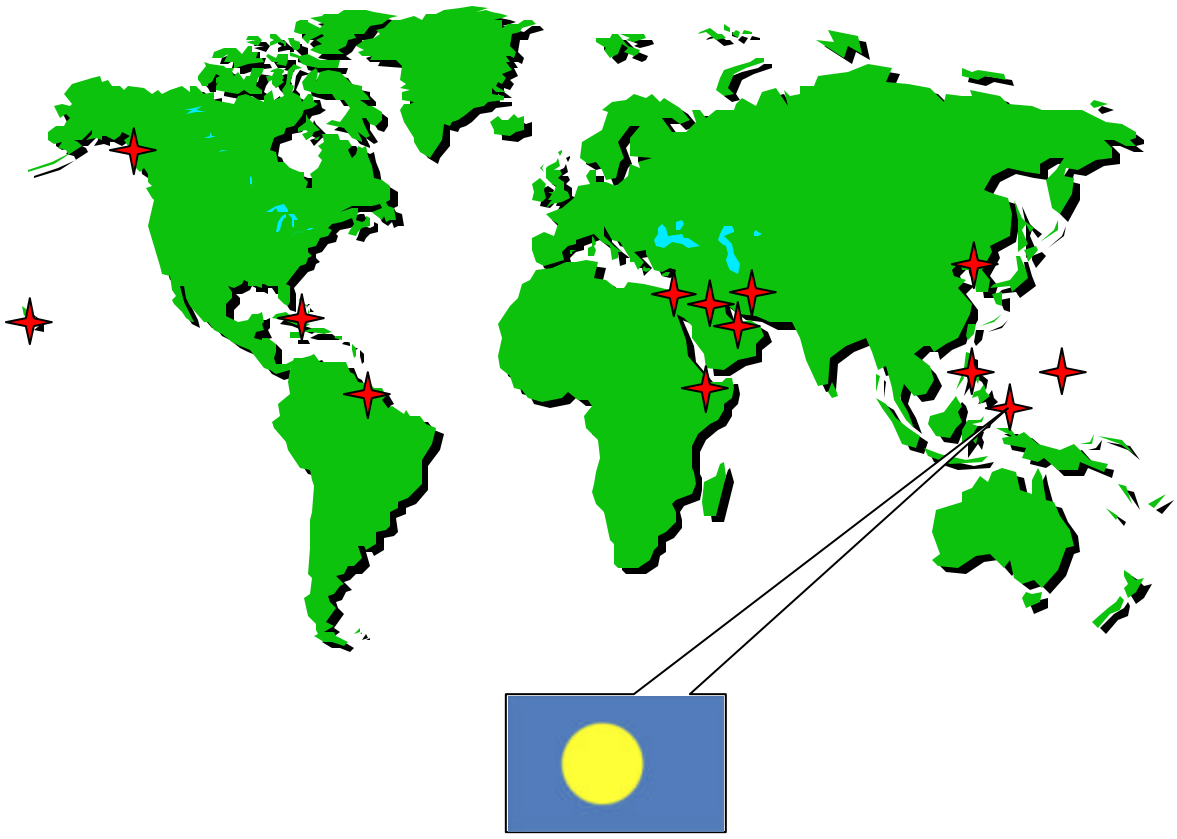
**Material Issues:** Procured all material locally. A lot of the tools and materials customary to U.S. construction practices were not available.

# CONSTRUCT PAD FOR AAFES PEB, CAMP LEMONIER, DJIBOUTI DJ4-609

**Project Data**

**Scope:** Construct 100' x 50' reinforced concrete pad for future PEB warehouse for AAFES on Camp Lemonier, Djibouti, to include 16 footers and perimeter bond beam.

| | | |
|---|---|---|
| **Personnel:** | 11 personnel | |
| **Duration:** | August 2004 – September 2004 | |
| **Mandays Expended:** | NMCB THREE: | 331 |
| **Tasking:** | WIP at turnover | 0% |
| | WIP at completion: | 100% |
| | MD Tasked: | 355 |
| | Total Project MD: | 355 |
| **Material Cost:** | $219,569 | |
| **Cost Savings:** | $124,250 | |
| **Significant Issues:** | | |
| **Safety:** | None | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | None | |



# CIVIC ACTION TEAM PALAU

# IV. OPERATIONS – DET CIVIC ACTION TEAM PALAU

U. S. Naval Mobile Construction Battalion THREE deployed a 13-person Civic Action Team (CAT) 03-34 to Camp Katuu in the Republic of Palau. All personnel embarked from Port Hueneme, California on 07 April 2004 and arrived on 08 April 2004 after a half-day indoctrination in Guam. The detail consisted of one Officer, one Senior Chief Petty Officer, four First Class Petty Officers, five Second Class Petty Officers, and two Third Class Petty Officers. The detail was tasked with four mission elements: Community Construction, Community Relations (COMREL), Apprentice training, and Medical Civic Action Program (MEDCAP).

**ADMINISTRATION:** The Civic Action Team was ADCON to the mainbody in Camp Covington, Guam who maintained service records for the detail. Support for processing reenlistments and providing advancement exams was provided by the mainbody in Guam as well. Medical records were maintained on site by the details Independent Duty Corpsman. Most other administrative duties were handled in Palau by the details EA, who had the collateral duty of supply clerk, and the SK/YN apprentice. Primarily email and the telephone handled communication between the detail and mainbody.

**OPERATIONS:** The detachment had a manday capability of 2192 combined military and apprentice labor. This capability includes the four mission elements of community construction, COMREL, apprentice training and MEDCAP. CAT Palau is unlike the normal NCF detachment in that most projects are not developed by higher headquarters and tasked prior to arrival. Thus, the CAT OIC & AOIC must work with the local Government of Palau to develop, plan and execute projects. During the tail end of deployment the team was tasked to begin a pre-engineered building, ROR 04-20, which will be turned over to the next team.

**COMREL:** One of the most unique and rewarding aspects to being apart of the Civic Action Team is the direct community involvement. During the teams time they participated, supported and hosted many events throughout the Republic of Palau. Highlights of the teams participation include setup and manning the Red Cross Yap Typhoon Relief Drive, supporting the Red Cross, Olympic Day, Smoke Free and Angaur 5k Run/Walk-a-Thons, refereeing the Palau High School Track and Field and Airai Cross-Country Championships, Transportation of War Canoes, Supporting the Festival of Pacific Arts and 60$^{th}$ Anniversary of Battle of Peleliu, and hosting the Peleliu Memorial Day Service & 'Independence Day' Open Camp Basketball Tournament. In addition, the team also showed movies twice a week on camp and in many states throughout the Republic of Palau.

**APPRENTICE TRAINING:** The apprentice-training program consists of a one-year curriculum in all seven Seabee ratings, HM and SK/YN apprentices. Fourteen apprentices are trained at any one time, and a total of 6 graduated during the detail's time in Palau. Training consisted of multiple training elements. The most prominent was on-the-job training, which was taught at both the projects and in the shops. Not as frequently the team would provide classroom training to the apprentices, but this was not as effective as OJT. The program is a great benefit for Palau and the members that goes through it. Beyond the basic skills they gain in their rate, they are exposed to two viewpoints that the Seabees use everyday and will serve them for the rest of their life: The United States Navy Core values of Honor, Courage and Commitment and the Seabee "CAN DO" spirit.

**MEDCAP:** The Medical Civic Action Program here in Palau is lead by the team's Independent Duty Corpsman (IDC). There are several elements that make up the MEDCAP program. Patients are seen at the Camp Katuu clinic on a walk-in basis and the corpsman makes trips to dispensaries, at outlying states, in conjunction with the Belau National Hospital to see patients in their local states. Throughout this deployment the team corpsman has volunteered his time and expertise at various events where medical support was required. Over the course of the deployment the team corpsman has visited 10 states and seen over 950 patients.

# IV. OPERATIONS – DET CIVIC ACTION TEAM PALAU

**TRAINING:** The training plan for the detachment was similar to the mainbody in Guam, with the exception that training days where conducted on Saturdays vice Mondays, due to apprentices work routine. Over the course of deployment the team conducted seven training days on a variety of topics: Required GMTs, safety and operational risk management (ORM), boat operations, and cross-rate training. In addition to training Saturdays the detail offered SCW classes on Tuesday and Thursdays up until all members had their books signed off. The opportunity for the 'bee' test, pre-board and board was made available for all non-qualified members of the team, which resulted in 1 people being qualified during deployment. Physical training was held on Monday, Wednesday and Friday mornings.

**SUPPLY AND LOGISTICS:** The detachment received a re-supply shipment from DETCAT Guam, via surface vessel, approximately every three weeks, containing TOA items, ARP, and personal items. In addition to items received on the shipment the detail could purchase items locally in Palau through the use of SF44s and a $1,000 Imprest fund.
Since there was no Government messing available in Palau the team contributed their per diem to hire a cook and purchase groceries.

**CTR/MLO:** All materials for projects were paid for by the customer at local vendors and then delivered to the Civic Action Team Camp or directly to the project site. The CAT has a TOA for tools, which were used for all projects and stored in their respective shops.

**EQUIPMENT:** The CAT Civil Engineer Support Equipment TOA consists of 21 pieces of CESE. This provided enough equipment to do minor horizontal projects (site-leveling, roads, parking lots, etc) and transport the team and apprentices to the project sites. The team also had a 25-foot twin-engine Boston Whaler boat that was used to transport the team to various remote islands in Palau to perform projects, conduct COMREL events, and provide medical care. The roads in Palau are very rough, creating a harsh environment for the equipment. The team underwent many challenges during the deployment with the CESE, especially troop carriers, as they reached the end of their workable lifespan. The team will be refitted with 3 new vehicles (2 CUCV's and 1 4-door pickup) by the end of deployment, which will drastically help the team's mobility. The CM's did an outstanding job with the equipment they had to keep availability up and the team mobile.

**LABOR DISTRIBUTION SUMMARY:**

| | Apr 04 | May 04 | Jun 04 | Jul 04 | Aug 04 | Sep 04 | Oct 04 | TOTAL | %Total |
|---|---|---|---|---|---|---|---|---|---|
| Direct Labor MDs * | 135 | 153 | 166 | 130 | 146 | 168 | | 898 | 59% |
| Indirect Labor MDs | 64 | 105 | 90 | 85 | 105 | 75 | | 524 | 35% |
| Training MDs | 13 | 13 | 13 | 26 | 13 | 13 | | 91 | 6% |
| Total MDs Expended | 212 | 271 | 269 | 241 | 264 | 256 | | 1513 | 100% |
| | | | | | | | | | |
| # Personnel | 13 | 13 | 13 | 13 | 13 | 13 | | 13 | |
| # Direct Labor | 8 | 8 | 8 | 8 | 8 | 8 | | 8 | |
| # Workdays | 14 | 22 | 21 | 22 | 24 | 23 | | 126 | |
| % Direct Labor | 64% | 56% | 62% | 54% | 55% | 66% | | 59% | |
| MD Capability (Max) | 126 | 198 | 189 | 198 | 216 | 207 | | 1134 | |
| Efficiency Factor | 107% | 77% | 88% | 66% | 68% | 81% | | 81% | |

**Note:** **DL MDs includes (Community Construction, COMREL, MEDCAP and Apprentice Training)*
*% DL = (Direct Labor MDs + DLT)/(Total MDs)*
*MD Capability (Max) = # Direct Labor x # Workdays x 1.125*
*Efficiency Factor = (Actual Direct Labor MDs + DLT)/MD Capability (Max)*

## PALAU MISSION ACADEMY ROAD PHASE III

## ROR 03-05

Palau Mission Academy is a local school in the state of Airai, Republic of Palau. This phase of construction will continue on where the two previous phases had stopped. This project will continue a concrete road from the school to the main road. Thus allowing the school traffic to travel with fewer considerations to the weather and vehicle wear.

**Project Data**

**Scope:** Grade and compact existing gravel road and place approximately 900 linear feet of concrete at 18' wide x 6" deep and a concrete V-Ditch running the side of the road, totaling 350 cubic yards of concrete.

| | | |
|---|---|---|
| **Personnel:** | 6 personnel | |
| **Duration:** | April 2004 – July 2004 | |
| **Mandays Expended:** | NMCB THREE: | 394 |
| | Cumulative: | 394 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Total Project MD: | 394 |
| **Material Cost:** | $46,894 | |
| **Cost Savings:** | $51,220 | |

**Significant Issues:**

| | |
|---|---|
| Safety: | None |
| Quality Control: | None |
| Design Issues: | None |
| Material Issues: | None |

## NIGWAL ELEMENTARY SCHOOL RENOVATIONS

## ROR 04-06

Ngiwal Elementary is a school located in the state of Ngiwal, Republic of Palau. This school was in need of multiple repairs, in which the Civic Action Team was able to assist the renovations.

**Project Data**

**Scope:** Replace 1,200 square feet of tin roofing and paint approximately 10,000 square feet of exterior surface to three schoolhouses

| | | |
|---|---|---|
| **Personnel:** | 3 personnel | |
| **Duration:** | April 2004 – May 2004 | |
| **Mandays Expended:** | NMCB THREE: | 42 |
| | Cumulative: | 42 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Total Project MD: | 42 |
| **Material Cost:** | $2,500 | |
| **Cost Savings:** | $5,460 | |

**Significant Issues:**

| | |
|---|---|
| Safety: | None |
| Quality Control: | None |
| Design Issues: | None |
| Material Issues: | None |

# PALAU ASSEMBLY OF GOD PARKING LOT

## ROR 04-19

Palau Assembly of God was in need of extra parking for their congregation members. The team converted an unusable surface to a parking lot that can facilitate 10 cars.

**Project Data**

**Scope:** Grade, compact and place 4" of base course to a 125' x 25' parking lot.

**Personnel:** 4 personnel

**Duration:** April 2004 – April 2004

**Mandays Expended:**

| | |
|---|---|
| NMCB THREE: | 28 |
| Cumulative: | 28 |

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 100% |
| Total Project MD: | 28 |

**Material Cost:** $1,000

**Cost Savings:** $3,640

**Significant Issues:**

| | |
|---|---|
| Safety: | None |
| Quality Control: | None |
| Design Issues: | None |
| Material Issues: | None |

# POLICE AND FIRE EMERGENCY SUBSTATION

## ROR 04-20

The Government of Palau was awarded a Humanitarian Assistance Grant of $300,000 to construct an emergency response building for the Ministry of Justice, Police and Fire Department. The building will be constructed in the State of Melekeok, where the Republic of Palau will be moving their Capital in the next couple years.

**Project Data**

**Scope:** Construct a 40' x 60' Butler pre-engineered building. The facility will include all site-work, utilities, building and access road.

| | | |
|---|---|---|
| **Personnel:** | 10 personnel | |
| **Duration:** | August 2004 – October 2004 | |
| **Mandays Expended:** | NMCB THREE: | 248 |
| | Cumulative: | 248 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 25% |
| | Total Project MD: | 962 (Design Not Finalized) |
| **Material Cost:** | $300,000 | |
| **Cost Savings:** | $215,000 | |

**Significant Issues:**

| | |
|---|---|
| Safety: | None |
| Quality Control: | None |
| Design Issues: | None |
| Material Issues: | None |

# EARTHWORK FOR THE FESTIVAL OF PACIFIC ARTS

## ROR 04-22

Assist the local Government of Palau in earthwork preparations for the 9th Festival of Pacific Arts.

**Project Data**

**Scope:** Perform earthwork for the Festival of Pacific Arts Logistics Committee at 6 different venue sites: To include a total of 388 cubic yards of base course and the excavation of 20 cubic yards of material.

| | | |
|---|---|---|
| **Personnel:** | 4 personnel | |
| **Duration:** | May 2004 – July 2004 | |
| **Mandays Expended:** | NMCB THREE: | 60 |
| | Cumulative: | 60 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Total Project MD: | 60 |
| **Material Cost:** | $6,500 | |
| **Cost Savings:** | $7,800 | |

**Significant Issues:**

| | |
|---|---|
| Safety: | None |
| Quality Control: | None |
| Design Issues: | None |
| Material Issues: | None |


## NGIWAL ELEMENTARY ELECTRICAL UPGRADE

## ROR 04-24

Ngiwal Elementary is a school located in the state of Ngiwal, Republic of Palau. Due to damage caused by a leaky ceiling, the school was in need of electrical work. Picture on the left portrays the previous lights that were damaged due to the rain and the picture on the right shows the new electrical installation.

**Project Data**

**Scope:** Rewire two classrooms at Ngiwal Elementary in Ngiwal, Palau. Work to include the installation of wall mounted conduit, 8 lights and 4 outlets per room.

**Personnel:** 2 personnel

**Duration:** May 2004 – June 2004

**Mandays Expended:**

| | |
|---|---|
| NMCB THREE: | 20 |
| Cumulative: | 20 |

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 100% |
| Total Project MD: | 20 |

**Material Cost:** $1,000

**Cost Savings:** $2,600

**Significant Issues:**

| | |
|---|---|
| Safety: | None |
| Quality Control: | None |
| Design Issues: | None |
| Material Issues: | None |

# FESTIVAL OF PACIFIC ARTS SUPPORT

## ROR 04-26

Assist the local Government of Palau in preparations for the 9th Festival of Pacific Arts.

**Project Data**

**Scope:** Construct a stairway underneath the KB Bridge on the Airai side to assist people arriving in canoes with the easy debarkation from the water.

**Personnel:** 3 personnel

**Duration:** June 2004 – July 2004

**Mandays Expended:**

| | |
|---|---|
| NMCB THREE: | 10 |
| Cumulative: | 10 |

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 100% |
| Total Project MD: | 10 |

**Material Cost:** $500

**Cost Savings:** $1,300

**Significant Issues:**

| | |
|---|---|
| Safety: | None |
| Quality Control: | None |
| Design Issues: | None |
| Material Issues: | None |

# PELELIU MUSEUM RENOVATIONS

## ROR 04-28

Assist the State of Peleliu by performing renovations to their museum that was opened during the 60th Anniversary of the Battle of Peleliu, on 15 September 2004.

**Project Data**

**Scope:** Project will consist of building shelves to hold war artifacts, refinishing the front doors and re-wire all electrical to accommodate the museums needs.

**Personnel:** 4 personnel

**Duration:** August 2004 – August 2004

**Mandays Expended:**

| | |
|---|---|
| NMCB THREE: | 50 |
| Cumulative: | 50 |

**Tasking:**

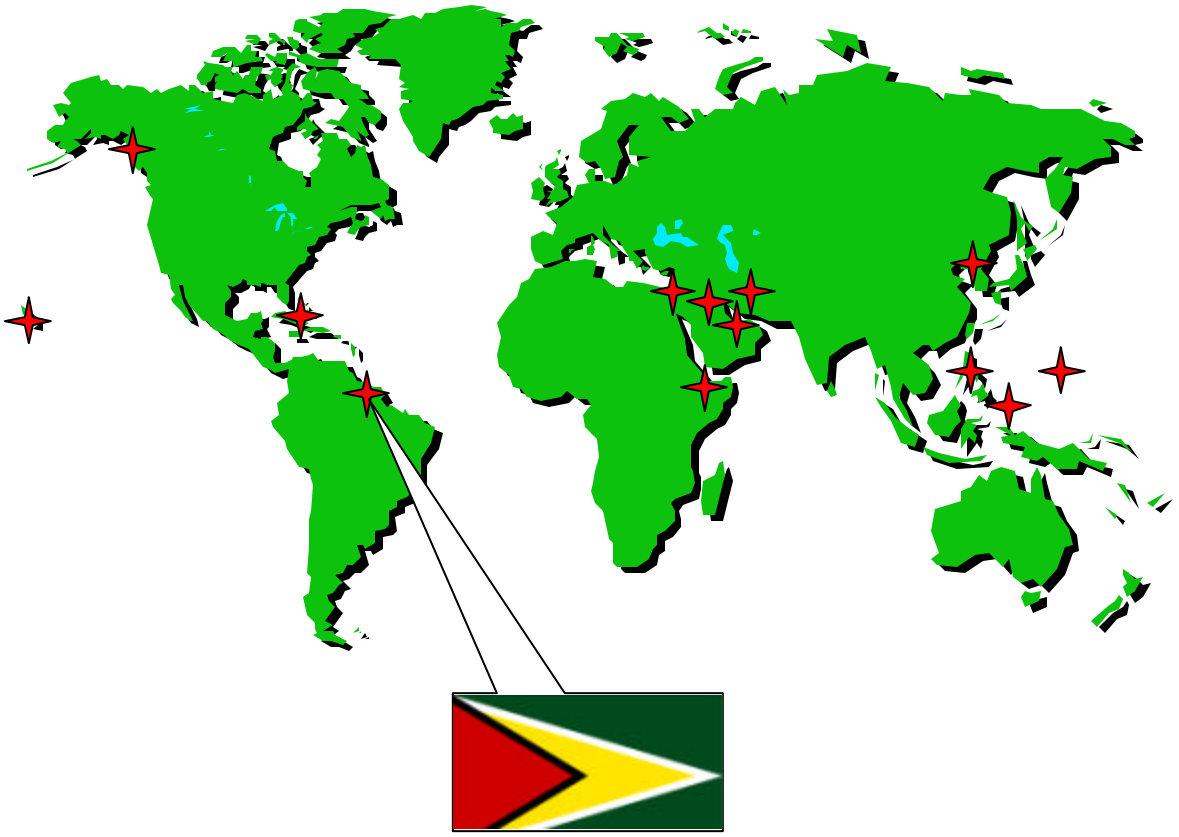
| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 100% |
| Total Project MD: | 50 |

**Material Cost:** $2,000

**Cost Savings:** $6,500

**Significant Issues:**

| | |
|---|---|
| Safety: | None |
| Quality Control: | None |
| Design Issues: | None |
| Material Issues: | None |



# DFT GUYANA
# NEW HORIZONS 2004

# IV. OPERATIONS – DFT GUYANA

U.S. Naval Mobile Construction Battalion THREE deployed a 24-person Detail for Training to Guyana to support SOUTHCOM exercise, NEW HORIZONS-04 with a construction project. The original DFT tasking was to take place in Ecuador, but was cancelled about 3 weeks before the original departure date. The country was then changed to Suriname, again was cancelled, and finally Guyana was selected and new tasking was immediately planned. The DFT, departed Guam on 09 June 04 via commercial aircraft and flew to Nellis AFB to join 820th RED HORSE. The task force then flew to Georgetown, Guyana via chartered aircraft from Nellis on 11 June 04. Despite heavy rainfall and heat typical for monsoon season, and logistic and material issues typical for a developing country, the detail was able to execute all tasked construction projects with exceptional quality, while providing excellent training for all personnel. The DFT redeployed to Guam at the end of September.

**ADMINISTRATION:** The Main body at Camp Covington, Guam maintained the detail's service records. Effective communication with the S1 Department was essential for keeping up with administrative deadlines. All administrative support was coordinated through the OIC, AOIC, and adjutant. The adjutant was responsible for handling correspondence and coordinating administrative needs through main body, Guam. Postal services were provided by the JTF.

**TRAINING/READINESS:** The Detail's training plan mirrored the main body. Required safety and general military training was conducted and the DFT held two safety stand-down briefs. Physical training was held three times weekly. Overall, the Detail completed 100-man days of physical, safety, SCW, and general military training. Our SCW training program consisted of PQS classes two nights per week. DFT Guyana did not have the required number of SCW board standers to qualify personnel.

**MEDICAL:** Medical support was provided by the JTF medical staff comprising of one doctor and 4 IDC's, including one IDC assigned to our construction site. NMCB 3 medical provided initial one-month supply of anti-malaria medication, and JTF provided resupply. Main body, Guam maintained our Medical and Dental records.

**OPERATIONS:** DFT Guyana was tasked with 1308 Mandays of construction, camp maintenance, and training. Camp maintenance included 195 mandays of electrical support for power distribution, and utilities work to include water treatment and water line installation. OIC Discretionary work consisted of the rehabilitation of an existing boys and girls bathroom and septic system at Timehri Primary School. The DFT's primary tasking was the highly visible Timehri School House. This project was a 1033 Manday new start project consisting of a 3040 sq. ft. CMU single story building. The interior has 9 rooms, including a male and female restroom and 2 faculty/Handicapped restrooms.

**SUPPLY/LOGISTICS:** The JTF logistics and supply department provided superb general supply and material support, although the project was delayed on occasion due to late delivery of construction materials. All material requests and budget management was the responsibility of 820th RED HORSE, however, NMCB THREE had purchase authority at local construction supply store and purchased material on a regular basis. Air Force contracting did an outstanding job of procuring materials and services.

> **Food Services/Berthing:** Berthing was provided by 820th RED HORSE. Troops were berthed in 2, 6-section air-conditioned Temper tents, 10 to a tent. Galley support was provided by RED HORSE with augmentation from NMCB THREE and other JTF commands. Hot breakfasts and dinners were served daily and MRE's were available for lunch. Minimal amount of restaurants were available out near the jobsite.
>
> **MLO/CTR:** No MLO outlet. CTR was manned by a BU3, who performed tool issue, and tool kit validations. Weekly tool inventories were conducted to validate tool accountability. 820th RED HORSE supply purchased tools as needed.

**EQUIPMENT:** MANAGEMENT: DFT Guyana organized and operated its own CESE management program led by a CM3. He was responsible for maintaining 8 pieces of CESE including a CUCV, 15T

Stake Truck, 2 Light Plants, 2 Water Bulls, a Welder, and a Sixcon. CM3 also served as Dispatcher, and EO3 was the DFT License Examiner.

## LABOR DISTRIBUTION SUMMARY

| | Apr 04 | May 04 | Jun 04 | Jul 04 | Aug 04 | Sep 04 | Oct 04 | TOTAL | %Total |
|---|---|---|---|---|---|---|---|---|---|
| Direct Labor MDs | | | 260 | 438 | 477 | 133 | | 1308 | 87% |
| Indirect Labor MDs | | | 31 | 52 | 50 | 21 | | 154 | 10% |
| Readiness/Training MDs | | | 8 | 15 | 15 | 7 | | 45 | 3% |
| Total MDs Expended | | | 299 | 505 | 542 | 161 | | 1507 | 100% |
| # Personnel | | | 24 | 24 | 24 | 24 | | 24 | |
| # Direct Labor | | | 17 | 17 | 17 | 17 | | 17 | |
| # Workdays | | | 16 | 27 | 26 | 11 | | 94 | |
| % Direct Labor | | | 71% | 71% | 71% | 71% | | 71% | |
| Ideal MD Capability | | | 306 | 516 | 497 | 210 | | 1530 | |
| Actual Availability Factor | | | 88% | 88% | 99% | 67% | | 88% | |

***Note:*** *% DL = (Direct Labor Personnel)/(Total Personnel)*
*Ideal MD Capability = # Direct Labor x # Workdays x 1.125*
*Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability*

## OIC DISCRETIONARY

| **PROJECT LISTING** | **MANDAYS** |
|---|---|
| DFT-002 Rehab existing school restroom. | |
| **TOTAL MANDAYS EXPENDED** | **80** |
| **TOTAL MANDAYS TASKED** | **80** |

## CAMP MAINTENANCE

| **PROJECT LISTING** | **MAN-DAYS** |
|---|---|
| General camp maintenance | |
| **TOTAL MANDAYS EXPENDED** | **195** |
| **TOTAL MANDAYS TASKED** | **195** |

# TIMEHRI PRIMARY SCHOOL, GUYANA
# DFT-001

The completion of this project increased Timehri Primary School space by 3040 sq. ft.

**Project Data**

**Scope:** NMCB THREE work included the construction of a 102' X 28' 10-room school facility consisting of CMU block walls, concrete pad with ceramic tile finish, wood framed, masonite sheeted interior walls, 9 windows, 14 doors and the installation of 9 toilets. The roof consisted of steel trusses, metal sheeting and flashing.

| | | |
|---|---|---|
| **Personnel:** | 17 personnel | |
| **Duration:** | June 2004 – September 2004 | |
| **Mandays Expended:** | NMCB THREE: | 1033 |
| **Tasking:** | WIP at start | 0% |
| | WIP at turnover: | 100% |
| | MD Tasked: | 1034 |
| | Total Project MD: | 1034 |
| **Material Cost:** | $355,000 | |
| **Cost Savings:** | $361,550 | |

**Significant Issues:**

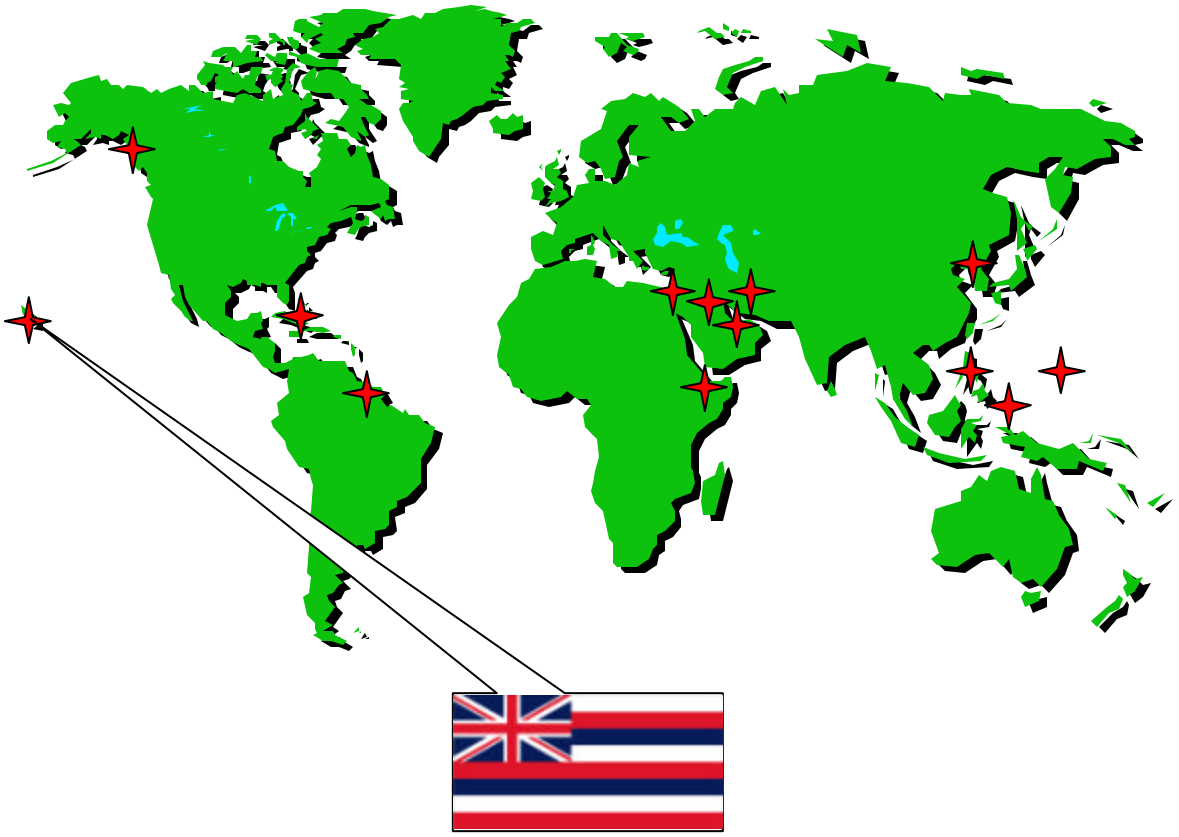
**Safety:** Sewage leaching onto work area during excavation.

**Quality Control:** Significant finish work. JTF did not provide overall Quality Control. Block quality (size, consistency, and brittleness). Manufactured steel trusses had defects.

**Design Issues:** Scope kept changing during first 3 weeks of construction. JTF added approximately 220 MD of extra work.

**Material Issues:** Many delays in delivery of material (Infill rock, trusses, concrete, contractor support, etc), primarily from suppliers. Poor existing soil conditions combined with rain caused additional work to stabilize soil.

**Weather Issues:** Constant rain slowed construction especially during excavation. Rain delays postponed concrete pours. During block phase, constant rain forced the rework of block due to mortar degradation.



# DETAIL HAWAII

# V. OPERATIONS – DETAIL HAWAII

U.S. Naval Mobile Construction Battalion THREE deployed a 24-person Detail to Pearl Harbor, Hawaii to support COMPACFLT construction projects and re-establish NMCB presence, which has been absent for nearly two years. Though only able to be on the ground for six weeks, the tasking included the "Clamshell" site preparation, camp maintenance and various OIC discrecionary projects. The most vital part of the deployment was the reestablishment of det spaces, logistics and liaisons. The Det accomplished all tasking and handed NMCB SEVEN a rejuvenated camp, ready for a full deployment.

**ADMINISTRATION:** The Main body at Camp Covington, Guam maintained the detail's service records. Effective communication with the S1 Department was essential for keeping up with administrative deadlines. All administrative support was coordinated through the OIC.

**TRAINING/READINESS:** The Detail's training plan mirrored the main body's. Required safety and general military training was conducted. Physical training was held three times weekly, PFA was conducted 27 & 29 September. The Det SCW coordinator and board members held two Pre-boards.

**MEDICAL:** Medical support was provided by the Naval Station Pearl Harbor Branch Medical Clinic. Det admin maintained medical and dental records.

**OPERATIONS:** Detail Hawaii was tasked with 365 Mandays of construction, camp maintenance, OIC discretionary work and training. Camp maintenance included 50 mandays of repairs and improvements to Det Spaces. OIC Discretionary work consisted of 75 mandays of various renovations to numerous commands throughout the base. The Det's primary tasking was the site preparation for two "Clamshell" storage facilities. This project was a 105 Manday new start project consisting of clearing and grubbing of four acres of jungle and leveling.

**SUPPLY/LOGISTICS:** ProcureNet provided all material and equipment rental quotes, purchasing and delivery. CBU 413 provided our initial office supplies until Det operational funds were available.

**Food Services/Berthing:** Berthing was provided by COMNAVREG HI at Ford Island. Troops were berthed in single rooms and shared a head and small kitchenette with another room. Messing facilities provided by Silver Dolphin Bistro (galley) on Pearl Harbor. The troops working at Kaneohe Marine Corp Base ate lunch at Anderson Hall. Plenty of fast food and other restaurants were available also.

**MLO/CTR:** MLO and CTR facilities were provided by CBU 413 and augmented by the battalion with a CE3 and BUCN who performed tool issue, and tool kit validations. Bi-monthly tool inventories were conducted to validate tool accountability. Special tools (if needed) could be rented or purchased through ProcureNet.

**EQUIPMENT MANAGEMENT:** All CESE is provided and maintained by CBU 413. In addition, GSA provided one 12-passenger van, three 8-passenger vans and one small pick-up for OIC. CBU also provided two 6-pax trucks. Any equipment CBU did not have or was deadlined we rented through ProcureNet.

## LABOR DISTRIBUTION SUMMARY

| | Apr 04 | May 04 | Jun 04 | Jul 04 | Aug 04 | Sep 04 | Oct 04 | TOTAL | %Total |
|---|---|---|---|---|---|---|---|---|---|
| Direct Labor MDs | | | | | 22 | 275 | 0 | 297 | 65% |
| Indirect Labor MDs | | | | | 9 | 100 | 2 | 111 | 24% |
| Readiness/Training MDs | | | | | 3 | 30 | 15 | 48 | 11% |
| Total MDs Expended | | | | | 34 | 405 | 17 | 456 | 100% |
| # Personnel | | | | | 24 | 23 | 23 | 23 | |
| # Direct Labor | | | | | 15 | 15 | 15 | 15 | |
| # Workdays | | | | | 2 | 24 | 1 | 41 | |
| % Direct Labor | | | | | 63% | 65% | 65% | 64% | |
| Ideal MD Capability | | | | | 34 | 405 | 17 | 456 | |
| Actual Availability Factor | | | | | 74.1% | 75.3% | 88.9% | 79.4% | |

***Note:*** *% DL = (Direct Labor Personnel)/(Total Personnel)*
*Ideal MD Capability = # Direct Labor x # Workdays x 1.125*
*Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability*

## OIC DISCRETIONARY

The OIC solicited different commands for small, high quality, training-value projects.

| **PROJECT LISTING** | **MANDAYS** |
|---|---|
| HW4-001 Bldg 75 demo | 8 |
| HW4-002 Bike Lockers | 25 |
| HW4-002 Bldg 39 head rehab | 47 |
| HW4-003 Chapel walkway non-skid | 6 |
| HW4-005 Elementary School Sidewalk | 14 |
| **TOTAL MANDAYS EXPENDED** | **100** |
| **TOTAL MANDAYS TASKED** | **100** |

# CAMP MAINTENANCE

| PROJECT LISTING | MAN-DAYS |
|---|---|
| HW0-001 Det spaces repairs/improvements | 50 |
| HW0-002 Direct Labor Training | 50 |
| HW0-003 Planning & Estimating | 50 |
| **TOTAL MANDAYS EXPENDED** | **150** |
| **TOTAL MANDAYS TASKED** | **150** |

## REPLACE WAREHOUSE I
## HW0-842

This facility is located on Marine Corps Base Hawaii, Kaneohe Bay and will provide much needed storage space for MWR and/or Exchange services. Due to the late start in re-establishing the Det site, NMCB THREE's tasking consisted of clearing, grubbing and leveling the site for two warehouses.

**Project Data**

**Scope:** Clear and grub three acres of dense trees, shrubs and bushes. Backfill/compact to required elevations. Excavate, backfill/compact and install forms/RST for footers and slab. Place concrete for a 52' x 100' concrete pad. Erect and construct "Clamshell" building. Install electrical service disconnect.

**Personnel:** 10 personnel

**Duration:** AUG 2004 – OCT 2004

**Mandays Expended:**

| | |
|---|---|
| NMCB THREE | 130 |
| Cumulative: | 130 |

**Tasking:**

| | |
|---|---|
| WIP at Turnover: | 0% |
| WIP at completion: | 15% |
| MD Tasked to NMCB: | 105 |
| Total Project MD: | 700 |

**Material Cost:** $199,000
**Cost Savings:** $45,550

**Significant Issues:** Funding was an issue. This project is using FY02 funds and it took time and coordination with Public Works to locate funding codes. During this time we began clearing/grubbing by hand, exceeding planned mandays.

**Safety Issues:** None

**QC Issues:** None

**Design Issues:** None

**Material Issues:** None

# OIF II
# SOUTHWEST ASIA
# TASK FORCE SIERRA

# V. OPERATION IRAQI FREEDOM II

U.S. Naval Mobile Construction Battalion THREE deployed a 160-person detail to Southwest Asia as the lead element of Task Force Sierra (TF-S). TF-S was split over four main contingency locations and numerous Forward Operating Bases (FOB) across the USCENTCOM area of operations. TF-S Commander was the CO of NMCB THREE and the Operations Officer for NMCB THREE was the Operations and COS for TF-S. S3 provided continous leadership while CO and CMDCM traveled to different Det sites around the globe.

**ADMINISTRATION:** TF-S deployed to the AO focused not only on the mission, but also on the daily administrative items that had to continue regardless of situation and/or location. TF-S brought along a YN2 to handle these administrative needs for 160 personnel. YN2 worked through challenging communication channels and across multiple time zones to coordinate with five separate TF-S Details all the while funneling paperwork and information to our main body. Administrative needs were complicated even further by the fact that TF-S was augmented with 59 reservists from NMCB 15. The challenge of rectifying pay issues while updating over 130 evaluations proved time consuming yet critical to morale and readiness. Over the course of deployment YN2 processed 13 reenlistments, 127 advancement exams, 2 separations, 1 transfer, 7 extensions and 42 FITREPs. YN2 also acted as the TF Mail LPO, receiving and distributing over 15 tons of mail to all of our Seabees throughout the AO.

**TRAINING/READINESS:** TF-S worked from a streamlined training plan that allowed as much time on the jobsites as possible. Safety training was conducted as required with a dynamic approach to safety stand-downs that allowed every Seabee to get the proper training while still maintaining 24/7 and 12/6 work schedules. Safety lectures and smaller scale training were held for individual rates or on specific jobsites as required. Overall TF-S completed 420-mandays of safety and general military training. In order to maintain the demanding operations schedules, dedicated instructors and motivated individuals conducted classes and studied after hours, 5 days per week, leading to 46 Seabees earning their Seabee Combat Warfare designation during the deployment.

**MEDICAL:** Multiple outlets were utilized to provide every level of medical and dental care. NMCB THREE deployed with the battalion's medical officer and two HM's. Medical records for the TF were maintained by the medical staff and controlled in the BAS. Malaria and Anthrax preventative medicine were administrated as needed through the BAS. Level One and Level Two care was available through higher and adjacent units. Dental care was also readily available and TF-S utilized them for both annual and emergency needs.

**OPERATIONS:** NMCB THREE was the lead battalion in Task Force Sierra, responsible for completing over 34,935 mandays worth of construction in support of a tier one Joint Task Force. Task Force Sierra Seabees constructed facilities worth more than $6.2 million in construction materials and drove projects from concept to construction and maintenance in a single deployment. Most notable was the construction of a 60'x225' Kirby Pre Engineered Building that included 76 distinct rooms, half of these were individually climate controlled. The entire PEB project was completed in only 75 days, meeting the client's operational requirements.

TF Sierra worked 24 hours a day, seven days a week for over 90 days. This hard work paid off with every mission critical project being completed on time and within budget, time being the client's critical concern. Even with this accelerated pace and wartime conditions, Task Force Sierra maintained an aggressive force protection posture (FPP) and exceptional construction quality.

**SUPPLY:** Working in a combat zone with multiple clients and dozens of mission-critical projects, the supply team overcame numerous challenges and established various SOPs to assist the Task Force in completing their mission. The Supply team of Task Force Sierra worked throughout the deployment developing, organizing, and managing a Supply system that was readily accessible and equipped in supporting the needs of the projects. Supply was in constant contact with the Marine Expeditionary Force Engineer Group (MEG) and our main body when dealing with the procurement of construction materials, vehicle parts and services, and other support materials needed to continue the mission. Managing and directing a robust Central Tool Room, Automotive Repair Parts, and Central Storage Room, our Supply team made it possible for TF-S to complete their mission.

**Food Services/Berthing:** Troops were berthed in trailers with a bed, lamp, and locker. Galleys were provided both in and out of camp. Seabees received numerous care packages from families and businesses back at home throughout the deployment.

**MLO/CTR:** MLO and CTR outlets were managed by an SKC and manned by a BU1, SK1, SK2, and BUCN. All were available to perform tool issue, tool kit validity, and receipt of all deliveries when needed. Weekly spot inventories and bi-weekly tool inventories were conducted to validate tool accountability. Both shops were "textbook" NCF operations, augmented with previously unimaginable capability via client support.

**EQUIPMENT MANAGEMENT:** The equipment turnover in Iraq was more difficult than most deployments due to the heightened Force Protection Condition and the high OPTEMPO of Task Force projects. The BEEP of 79 pieces of CESE was completed within 4 days of arrival, and the remaining Alfa Company outlets and resources within 5 days. The early days were intense and long, however, teams from both NMCB THREE and NMCB ONE pulled off the BEEP without a hitch. At the conclusion of the BEEP, there were 5 pieces of CESE on deadline and an equipment availability of 90%.

We established a deployment goal to stay below 2 pieces of CESE on deadline and maintain at least 90% availability. It was a high but realistic target that kept shop operations moving efficiently and Alfa resources out on the projects. After the BEEP we discovered that there was not a reliable system in place to order and receive needed repair parts. Working aggressively with the 22NCR(Fwd) and the MEG to resolve these issues enabled us to meet our deployment goals. Additionally, a wall-to-wall inventory of ARP was conducted, enabling the elimination of all "shorts", both O level and G level.

Everyone properly utilized personal protective gear and concentrated on maintaining a safe work environment that ultimately led to an injury-free deployment. After the Mid Deployment Review, high praise was given for managing outstanding maintenance and safety operations.

Task Force Sierra also maintained an unprecedented 95% CESE availability. This was a key factor in the overall success of the battalion during this operation. A true team effort was put forth by mechanics, storekeepers and every supporting Seabee.

# PROJECT SUMMARY TABLE

| Project Number | Total Project Mandays | Total Material Cost | Mandays Tasked | Tasked Percentage | Final WIP | Mandays Expended by Prior Battalion | Mandays Expended this deployment |
|---|---|---|---|---|---|---|---|
| **TASK FORCE SIERRA PROJECTS** | | | | | | | |
| IZ4-803 | 372 | $182,000 | 168 | 55-100% | 100% | 204 | 168 |
| IZ4-804 | 2194 | $428,756 | 2194 | 0-50% | 50% | 0 | 1394 |
| IZ4-805 | 800 | $606,000 | 800 | 0-100% | 100% | 0 | 800 |
| IZ4-806 | 403 | $487,796 | 403 | 0-100% | 100% | 0 | 612 |
| IZ4-807 | 940 | $313,000 | 940 | 0-100% | 100% | 0 | 931 |
| IZ4-808 | 1838 | $539,134 | 1838 | 0-100% | 100% | 0 | 1900 |
| IZ4-809 | 6533 | $1,861,099 | 3702 | 0 - 57% | 57% | 0 | 4088 |
| IZ4-810 | 870 | N/A | 870 | 0-100% | 100% | 0 | 879 |
| IZ4-811 | 1282 | $523,519 | 1238 | 3-100% | 100% | 44 | 1238 |
| IZ4-812 | 1283 | $140,406 | 976 | 23-100% | 100% | 307 | 976 |
| IZ4-813 | 1499 | $329,074 | 1499 | 0-100% | 100% | 0 | 1499 |
| IZ4-814 | 787 | $175,218 | 787 | 0-100% | 100% | 0 | 792 |
| IZ4-815 | 560 | $45,000 | 560 | 0-50% | 50% | 0 | 225 |
| IZ4-816 | 500 | $188,240 | 500 | 0-100% | 100% | 0 | 500 |
| IZ4-817 | 750 | $567,000 | 750 | 0-100% | 100% | 0 | 750 |
| IZ4-818 | 650 | $65,000 | 650 | 0-100% | 100% | 0 | 650 |
| IZ4-819 | 500 | $140,000 | 500 | 0-100% | 100% | 0 | 500 |
| | | | | | | | |
| **Siera Totals** | **21,761** | **5,632,884** | **18,375** | | | **555** | **17,902** |
| **SOF SUPPORT PLATOON 3I PROJECTS** | | | | | | | |
| IZ4-902 | 137 | $114,000 | 137 | 0-100% | 100% | 0 | 120 |
| IZ4-903 | 310 | $98,500 | 310 | 0-100% | 100% | 0 | 340 |
| IZ4-904 | 357 | $120,000 | 357 | 0-100% | 100% | 0 | 327 |
| IZ4-905 | 139 | $97,000 | 139 | 0-100% | 100% | 0 | 98 |
| IZ4-906 | 139 | $123,000 | 139 | 0-100% | 100% | 0 | 98 |
| IZ4-907 | 157 | $97,000 | 157 | 0-100% | 100% | 0 | 117 |
| IZ4-909 | 229 | $103,000 | 229 | 0-100% | 100% | 0 | 229 |
| IZ4-912 | 624 | $237,000 | 624 | 0-24% | 24% | 0 | 150 |
| | | | | | | | |
| **SOF Totals** | **2,092** | **989,500** | **2,092** | | | **0** | **1,479** |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

# LABOR DISTRIBUTION SUMMARY

***(Updated 08 September)***

| | Apr 04 | May 04 | Jun 04 | Jul 04 | Aug 04 | Sep 04 | Oct 04 | TOTAL | %Total |
|---|---|---|---|---|---|---|---|---|---|
| Direct Labor MDs | 2613 | 6489 | 6626 | 5828 | 8172 | 3974 | 1233 | 34935 | 75% |
| Indirect Labor MDs | 675 | 1950 | 1950 | 1950 | 1950 | 1950 | 675 | 11100 | 24% |
| Readiness/Training MD | 22 | 75 | 75 | 75 | 75 | 75 | 23 | 420 | 1% |
| Total MDs Expended | 3310 | 8514 | 8651 | 7853 | 10197 | 5999 | 1931 | 46455 | 100% |
| # Personnel | 235 | 235 | 285 | 280 | 251 | 255 | 255 | 257 | |
| # Direct Labor | 219 | 219 | 230 | 241 | 195 | 195 | 195 | 213 | |
| # Workdays | 10 | 25 | 24 | 24 | 24 | 24 | 5 | 150 | |
| % Direct Labor | 93% | 93% | 81% | 86% | 78% | 76% | 76% | 83% | |
| Ideal MD Capability | 2464 | 6159 | 6210 | 6507 | 5265 | 5265 | 1097 | 32967 | |
| Actual Availability Factor | 107% | 107% | 108% | 91% | 157% | 77% | 115% | 109% | |

***Note:*** *% DL = (Direct Labor Personnel)/(Total Personnel)*
*Ideal MD Capability = # Direct Labor x # Workdays x 1.25*
*Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability*

## OIC DISCRETIONARY
## IZ4-800

| Projects | Mandays |
|---|---|
| Sprung Warehouse | 250 |
| Aviation Seahut | 60 |
| Bravo Seahut | 60 |
| Lounge Seahut | 60 |
| Medical Buildout | 57 |
| Seahut Improvments | 15 |
| TOC Super Seahut | 121 |
| Trailer Improvments | 11 |
| MLO Yard | 100 |
| Chapel | 175 |
| MWR Buildout | 70 |
| Warehouse Buildout x 3 | 345 |
| Guard Seahut | 60 |
| Electrical Upgrades | 94 |
| ASP | 50 |
| Trailer Force Protection | 40 |
| **TOTAL MANDAYS EXPENDED** | **1548** |

## CAMP MAINTENANCE
## IZ4-801

| Projects | Mandays |
|---|---|
| E/S | 625 |
| STANDING JOB ORDERS | 447 |
| SPECIFIC JOB ORDERS | 422 |
| **TOTAL MANDAYS EXPENDED** | **1494** |

# DELTA COMPANY, TASK FORCE SIERRA 2004
# IZ4-803

**Project Data**

**Scope:** Construct a two 32'x32' Seahuts and five 16'x32' Seahuts to include a COC, BAS, QC/Safety Office, Delta Company Office, Echo Company Office, Foxtrot Company Office, MWR facility and Supply Office. All Seahuts to include plywood ceilings, split unit A/C's, electrical buildout. Provide a walking deck to connect all Seahuts.

| | | |
|---|---|---|
| **Personnel:** | 5 personnel | |
| **Duration:** | April 2004-May 2004 | |
| **Mandays Expended** | NMCB THREE: | 168 |
| | Cumulative: | 372 |
| **Tasking:** | WIP at turnover: | 55% |
| | WIP at completion: | 100% |
| | Tasked MD: | 168 |
| | Total Project MD: | 372 |
| **Material Cost:** | $182,000 | |
| **Cost Savings:** | $130,200 | |
| **Significant Issues:** | None | |
| **Safety:** | None | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | None | |

# TASK FORCE SIERRA FIXED WING PARKING
# IZ4-804

Project details and future use classified. NMCB 14 played a large part in this project.

**Project Data**

**Scope:** Clear and prepare 3.6 acre site: construct 50,000 SF of AM2 matting; provide dust abatement for 2.5 acres to minimize FOD; prepare area for future construction of 12" thick concrete parking apron.

| | | |
|---|---|---|
| **Personnel:** | 15 | |
| **Duration:** | May 2004 – July 2004 | |
| **Mandays Expended** | NMCB THREE: | 1394 |
| | Cumulative: | 1394 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 50% |
| | Tasked MD: | 2194 |
| | Total Project MD: | 2194 |
| **Material Cost:** | $428,756 | |
| **Cost Savings:** | $767,900 | |
| **Significant Issues:** | Paperwork and coordination to utilize war reserve stock was substantial. | |
| **Safety:** | None | |
| **Quality Control:** | Proper site prep is critical to a useable long lasting parking apron. | |
| **Design Issues:** | Accommodating the existing drainage system that had to be covered up. | |
| **Material Issues:** | Coordinating the use of war reserve stock of AM2 matting. Select fill provided by post or extracted from our own borrow pit. | |

# FOXTROT COMPANY, TASK FORCE SIERRA 2004
# IZ4-805

**Project Data**

**Scope:** Place four 20' by 30' concrete footers and two 20' by 100' concrete extensions to the taxiway to complete a concrete slab 90' by 188'. Erect a 90' by 187' Sprung structure with hangar doors on the east and west end. The Covered Hangar (Sprung structure) will contain office spaces, bay lighting, and mechanical.

| | | |
|---|---|---|
| **Personnel:** | 12 personnel | |
| **Duration:** | July 2004 – August 2004 | |
| **Mandays Expended** | NMCB THREE: | 800 |
| | Cumulative: | 800 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 800 |
| | Total Project MD: | 800 |
| **Material Cost:** | $606,000 | |
| **Cost Savings:** | $280,000 | |

**Significant Issues:**

**Safety:** Worked successfully day to day (0 mishaps) at a height of 30 feet

**Quality Control:** High importance was placed on the hangar doors being braced, bolted, plumb and square for correct operations.

**Design Issues:** None that were not corrected by the technical representative

**Material Issues:** Coordination of using scissor lifts and bucket trucks were a constant issue that slowed the project considerably.

# FOXTROT COMPANY, TASK FORCE SIERRA 2004
# IZ4-806

**Project Data**

**Scope:** Place two 30' x 40' concrete pads and two 60' x 150' concrete pads for the erection of two sprung structures and two seahuts to be used as warehouses. Warehouses will contain A/C units and an electrical system.

| | | |
|---|---|---|
| **Personnel:** | 12 personnel | |
| **Duration:** | April 2004 – June 2004 | |
| **Mandays Expended** | NMCB THREE: | 612 |
| | Cumulative: | 612 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 403 |
| | Total Project MD: | 403 |
| **Material Cost:** | $487,796 | |
| **Cost Savings:** | $141,050 | |
| **Significant Issues:** | | |
| **Safety:** | Worked successfully day to day at heights of 22+ feet | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | Coordination of scissor lifts and bucket trucks were a constant issue that slowed the project considerably. | |

## DELTA/FOXTROT COMPANY, TASK FORCE SIERRA 2004
## IZ4-807

**Project Data**

**Scope:** Construct a 60'x150' Tension Fabric Structure on a concrete slab with a thickened edge. Install interior lighting and electrical. Construct a weight room and indoor basketball court. Install ductwork and 2 10-ton A/C units.

| | | |
|---|---|---|
| **Personnel:** | 12 personnel | |
| **Duration:** | June 2004 – September 2004 | |
| **Mandays Expended** | NMCB THREE: | 931 |
| | Cumulative: | 931 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 940 |
| | Total Project MD: | 940 |
| **Material Cost:** | $313,000 | |
| **Cost Savings:** | $329,000 | |

**Significant Issues:**

**Safety:** Worked successfully day to day at heights of 22+ feet

**Quality Control:** None

**Design Issues:** None

**Material Issues:** Duct work for A/C units was a long lead item that took significant time to arrive.

# DELTA COMPANY, TASK FORCE SIERRA 2004
# IZ4-808

**Project Data**

**Scope:** Construct forty 16'x32' SWA huts to include air-conditioning, electrical buildout, plywood ceilings and corrugated metal roofing. NMCB 14 played a large part in this project.

| | | |
|---|---|---|
| **Personnel:** | 28 personnel | |
| **Duration:** | April 2004-August 2004 | |
| **Mandays Expended** | NMCB THREE: | 1900 |
| | Cumulative: | 1900 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 1838 |
| | Total Project MD: | 1838 |
| **Material Cost:** | $539,134 | |
| **Cost Savings:** | $ 643,300 | |
| **Significant Issues:** | None. | |
| **Safety:** | Completed over 5000 cuts with various saws with no accidents. | |
| **Quality Control:** | Focus on aligning 40 buildings in a grid pattern and maintaining plumb structures with local wood products. | |
| **Design Issues:** | Pitch of roof was lowered for the SWA via SEA climates to save material and improve safety | |
| **Material Issues:** | Roofing material was in short supply and project was delayed due to the availability. | |

# DELTA COMPANY, TASK FORCE SIERRA 2004
# IZ4-809

**Project Data**

**Scope:** Project consists of placing over 39,060 linear feet of 7' Hesco barriers and 7,600 linear ft of 4' Hesco barriers in and around the compound and berthing areas, hauling and placing of 76,000 cubic yards of fill, installing 19,087 ft of concertina wire, placing 650 Texas barriers around office spaces and holding areas. Additionally, construct one entry control point large enough to facilitate 1 tractor-trailer and one passenger vehicle simultaneously with a guardhouse including electrical and A/C. Construct a 24' x 10' x 8' command timber bunker and reinforce with sandbags, and 3 fortified Hesco Bastion Barrier fighting positions. Three 15' high metal guard towers and harden 165 berthing trailers with sandbags and 4' Hesco barriers.

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| | | |
|---|---|---|
| **Personnel:** | 18 personnel | |
| **Duration:** | April 2004- October 2004 | |
| **Mandays Expended** | NMCB THREE: | 4088 |
| | Cumulative: | 4088 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 57% |
| | Tasked MD: | 3702 |
| | Total Project MD: | 6533 |
| **Material Cost:** | $1,861,099 | |
| **Cost Savings:** | $2,286,550 | |

**Significant Issues:** This title contains six different projects. Its large scope and various aspects required constant crew swaps and the learning curves that are encountered.

**Safety:** Over five hundred crane lifts were conducted during this project with only one minor accident. Additional heavy equipment was used in close proximity to berthing.

**Quality Control:** Several of the protection schemes had never been attempted before.

**Design Issues:** Design has changed over ten times since the initial tasking.

**Material Issues:** Almost two million dollars in material had to be obtained since the start of the project.

# ECHO COMPANY, TASK FORCE SIERRA 2004
# IZ4-810

**Project Data**

**Scope:** Design and build an electric distribution system that is safe, reliable, and expedient to new and existing facilities based on the clients' requirements. This includes, but is not limited to, supplying generator power, both 220/416 volt 50Hz and 120/208 volt 60Hz, to the following locations:
The JOC; Three Hardened Aircraft Shelters (HAS); 63 SWA Huts at various locations in camp; The Covered Hanger Project (90'x180' Sprung Structure); A 60'x225' Kirby PEB; Seven 60'x150' Sprung Structures used as warehouses, shops and a gym; 38 prefabricated trailers used as heads, office spaces and berthing; and 3 ECPs.
Install the following 50HZ, 220/416 volt generators:
one 80KW, one 100KW, one 120KW, one 200KW, two 300KW, and one 1.1MW.
Install the following 60HZ, 120/208 volt generators:
two 15KW, one 45KW, one 360KW, and one 500KW.
Install 7200 meters of, direct burial, three-phase, 600-volt electrical cable ranging in size from 16 $mm^2$ to 240 $mm^2$. Install 700 meters of 120$mm^2$, direct burial, three-phase, 11KV electrical cable and set two 1.2MW transformers and one 1.0MW transformer. Install two 800-amp main distribution panels, two 800-amp double-throw switches, one 600-amp main distribution panel, eleven 400-amp main distribution panels, four 400 amp double-throw switches, five 200-amp main distribution panels, two 200-amp double-throw switches, nineteen 150-amp sub distribution panels, and ten 100-amp sub distribution panels.
Install the following 50HZ to 60HZ frequency converters:
one 25KW, one 125KW, one 250KW, and one 300KW.
Rewire the interior of nine prefabricated trailers to include grounded outlets and both 50 cycle and 60 cycle power.

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| | | |
|---|---|---|
| **Personnel:** | 18 personnel | |
| **Duration:** | April 2004 - October 2004 | |
| **Mandays Expended** | NMCB THREE: | 879 |
| | Cumulative: | 879 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 870 |
| | Total Project MD: | 870 |
| **Material Cost:** | $625,000 | |
| **Cost Savings:** | $304,500 | |

**Significant Issues:** 300KVA 50HZ generators are overloaded due to unanticipated load growth. Swapped remaining 400KVA 60HZ generator with 300KVA 50HZ generator and converted both generators to proper frequency and voltage.
**Safety:** Hazards associated with working with high power electrical systems.
**Quality Control:** Ensure all terminations are tight and all cables MEGGED prior to energizing. Ensure all connections in panels are tight.
**Design Issues:** None
**Material Issues:** Client has ordered four various sized frequency converters for the distribution system. This will allow current generators to operate as back up and primary electric service will be base shore power.

# FOXTROT COMPANY, TASK FORCE-SIERRA 2004
# IZ4-811

**Project Data**

**Scope:** Erection of a 60' x 225' double walled insulated Kirby Pre-Engineered Building utilizing existing concrete foundation. The first phase consisted of 22 footers and a grade beam, totaling 145 cy of concrete, as well as erecting 60 tons of steel columns and trusses. 37, 290 square feet of corrugated sheeting was installed, with five personnel doors. The second phase utilized 23,300 board feet of lumber to frame out 26 office spaces and 46 3' x 6' rooms. Also included construction of a carport, 13 split system air conditioning units, 21 window ACU's, electrical wiring, a head facility, and a Guard Shack for controlled access into the facility.

| | | |
|---|---|---|
| **Personnel:** | 17 personnel | |
| **Duration:** | April 2004 – June 2004 | |
| **Mandays Expended** | NMCB THREE: | 1238 |
| | Cumulative: | 1282 |
| **Tasking:** | WIP at turnover: | 3% |
| | WIP at completion: | 100% |
| | Tasked MD: | 1238 |
| | Total Project MD: | 1282 |
| **Material Cost:** | $523,519 | |
| **Cost Savings:** | $448,700 | |

**Significant Issues:** Critical timeline with no specifications to follow.

**Safety:** Developed and fabricated a mobile scaffolding system that allowed the crew to work more efficiently and effectively at higher heights while installing the metal sheathing for the building's exterior.

**Quality Control:** Roof Sheathing on three-room classroom not parallel to fascia, constant deviation from 88mm to 143mm over 28m run.

**Design Issues:** Began laying out building with hand-drawn sketch. Received design modifications and conflicting drawings on a daily basis. Modifications and improvements were made while still maintaining the original finish date of overall project.

**Material Issues:** Constant delay in the ordering and delivering of materials. Regularly borrowed materials from adjacent units to remain on schedule.

PHOTOS CLASSIFIED

# FOXTROT COMPANY, TASK FORCE SIERRA 2004
# IZ4-812

**Project Data**

**Scope:** A building retrofit. Construct twelve office spaces, a conference room, and an auditorium with sound baffling to be used as a computer workstation with 6 – 72" Plasma TV screens. Project is broken into several phases. First phase consists of installing offices, electrical services (including adjusting the lighting system in the auditorium), A/C, and raised flooring. Next phase is the computer and communication rooms. These two rooms have their own backup power supply and A/C. Phase III consists of the conference room and office space with electrical services, A/C, and use of existing flooring. Last phase consists of the five existing concrete rooms to be used for berthing, the guardhouse at the entrance of the building, and construction of a break room, and ID/Pass building.

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| | | |
|---|---|---|
| **Personnel:** | 6 personnel | |
| **Duration:** | March 2004-June 2004 | |
| **Mandays Expended** | NMCB THREE: | 976 |
| | Cumulative: | 1283 |
| **Tasking:** | WIP at turnover: | 23% |
| | WIP at completion: | 100% |
| | Tasked MD: | 976 |
| | Total Project MD: | 1283 |
| **Material Cost:** | $140,406 | |
| **Cost Savings:** | $449,050 | |
| **Significant Issues:** | | |
| **Safety:** | None | |
| **Quality Control:** | None | |
| **Design Issues:** | Several variations of drawings that have multiple scopes to the same project tasking | |
| **Material Issues:** | Constant material delays | |

# DELTA COMPANY, TASK FORCE SIERRA 2004
# IZ4-813

**Project Data**

**Scope:** Construct a 72,000 SF (60'x150') tension fabric structure on a 6" concrete foundation with interior office spaces consisting of 2"x4" wooden framing with plywood sheathing. All rooms will have acoustical ceiling panels adhered to a plywood ceiling. Electrical system will consist of lights in each room and a minimum of 4 outlets per room. Twelve 1.6KG 220V 50HZ split A/C units will be installed for adequate temperature control.

| | | |
|---|---|---|
| **Personnel:** | 19 personnel | |
| **Duration:** | May 2004-July 2004 | |
| **Mandays Expended** | NMCB THREE: | 1499 |
| | Cumulative: | 1499 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 1499 |
| | Total Project MD: | 1499 |
| **Material Cost:** | $329,074 | |
| **Cost Savings:** | $524,650 | |

**Significant Issues:** Project was delayed three weeks while scope was revalidated and original deadline was still required to be met.

**Safety:** Build out required significant overhead hazards to be addressed. No accidents occurred.

**Quality Control:** First Sprung structure erection by this unit. Significant learning curve was encountered.

**Design Issues:** Acoustical ceiling panels had to be screwed to the plywood ceiling to make them properly adhere.

**Material Issues:** None.

# CHARLIE COMPANY TASK FORCE SIERRA AREA 16
# IZ4-814

Project details and future use classified.

**Project Data**

**Scope:** Construct ten SWA huts and three Super SWA huts with air-conditioning and electrical. Prepare site as required. NMCB 14 played a large part in this project.

| | | |
|---|---|---|
| **Personnel:** | 15 | |
| **Duration:** | May 2004 – August 2004 | |
| **Mandays Expended** | NMCB THREE: | 792 |
| | Cumulative: | 792 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 787 |
| | Total Project MD: | 787 |
| **Material Cost:** | $175,218 | |
| **Cost Savings:** | $288,050 | |

**Significant Issues:** There was a long lead time on all materials. Having the ability to react to ever changing customer requirements is critical.

**Safety:** None

**Quality Control:** None

**Design Issues:** Design for SWA huts is based on the ABFC plans for a SEA hut, the major differences being the pitch of the roof and height above ground. An updated decking system was also used which ensured every sheet of plywood floor had a 2”x4” joist on each edge.

**Material Issues:** There was a long lead-time on even the most common materials. Timeliness of delivery was affected by everything from enemy activity to material availability with contractors.

PHOTOS CLASSIFIED

# BRAVO CO. TASK FORCE SIERRA HANGAR IMPROVEMENTS IZ4-815

**Project Data**

**Scope:** Provide improvements to two degraded Hardened Aircraft Shelters. Work includes site cleanup, fabrication of workbenches and shelves, exterior site improvements, complete rewiring and replacement of electrical outlets and lights, and construction of mezzanine with office spaces. NMCB 5 played a large part in this project.

| | | |
|---|---|---|
| **Personnel:** | 10 personnel | |
| **Duration:** | June 2004 – October 2004 | |
| **Mandays Expended** | NMCB THREE: | 225 |
| | Cumulative: | 225 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 50% |
| | Tasked MD: | 560 |
| | Total Project MD: | 560 |
| **Material Cost:** | $45,000 | |
| **Cost Savings:** | $166,950 | |
| **Significant Issues:** | None | |
| **Safety:** | None | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | None | |

# DELTA COMPANY, TASK FORCE SIERRA 2004
# IZ4-816

**Project Data**

**Scope:** Project consists of clearing and leveling a 360,000 sf area, placing five concrete slabs consisting of 880 CM of concrete. Placing 400 LF of 11' high Hesco Bastion Barriers to provide blast protection for aircraft and fuel bladders during refueling operations. Placing of 37,560 sf of AM2 matting, and placing of 450 cd of 2" stone for dust abatement. Project consists of leveling 6,80 SF area and placing 400 LF of 9' Hesco Bastion Barriers to provide protection for Ammunition containers. Project consisted of placing 385 cm of concrete to extend existing concrete taxiway to extend working area for helicopter operations and maintenance. A 250 LF wall of Hesco Bastion Barriers were placed to provide protection from any accidental discharge of helicopter armament.

| | | |
|---|---|---|
| **Personnel:** | 12 personnel | |
| **Duration:** | July 2004-October 2004 | |
| **Mandays Expended** | NMCB THREE: | 500 |
| | Cumulative: | 500 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 500 |
| | Total Project MD: | 500 |
| **Material Cost:** | $188,240 | |
| **Cost Savings:** | $210,000 | |
| **Significant Issues:** | Various customers for a single project made customer interface difficult. | |
| **Safety:** | Working near an active runway made runway safety paramount. | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | Concrete availability was limiting factor. | |

# FOXTROT COMPANY, TASK FORCE SIERRA 2004
# IZ4-817

**Project Data**

**Scope:** Place three 60' by 150' concrete pads and erect three tension fabric sprung structures to be used as warehouses and a mechanic's shop. All three warehouses will contain A/C units, electrical, and mechanical systems.

| | | |
|---|---|---|
| **Personnel:** | 9 personnel | |
| **Duration:** | July 2004 – October 2004 | |
| **Mandays Expended** | NMCB THREE: | 750 |
| | Cumulative: | 750 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 750 |
| | Total Project MD: | 750 |
| **Material Cost:** | $ 567,000 | |
| **Cost Savings:** | $ 262,500 | |
| **Significant Issues:** | None | |
| **Safety:** | Worked successfully day to day at heights of 22+ feet | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | None | |

# FOXTROT COMPANY, TASK FORCE SIERRA 2004
# IZ4-818

**Project Data**

**Scope:** Place nine 20' by 150' pads totaling 900 cubic meters of concrete and 27,000 square feet for the erection of three tension fabric structures.

| | | |
|---|---|---|
| **Personnel:** | 12 personnel | |
| **Duration:** | August 2004-September 2004 | |
| **Mandays Expended** | NMCB THREE: | 650 |
| | Cumulative: | 650 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 650 |
| | Total Project MD: | 650 |
| **Material Cost:** | $ 65,000 | |
| **Cost Savings:** | $ 227,500 | |
| **Significant Issues:** | None | |
| **Safety:** | None | |

**Quality Control:** 3500 psi or greater strength was required per specifications for all concrete that was placed.

**Design Issues:** The use of keyways vice cold joints and 1" dowels connecting the existing taxiway to the new concrete were mandatory designs given in the specifications to distribute the ACL of the aircrafts entering and exiting the area.

**Material Issues:** Coordinating and scheduling the use of one grader between three companies.

# BRAVO COMPANY TASK FORCE SIERRA 2004 SWA HUTS
# IZ4 - 819

**Project Data**

| | | |
|---|---|---|
| **Scope:** | Construct ten SWA huts across camp. NMCB 133 played a large part in this project. | |
| **Personnel:** | 10 personnel | |
| **Duration:** | August 2004 – October 2004 | |
| **Mandays Expended** | NMCB THREE:<br>Cumulative: | 500<br>500 |
| **Tasking:** | WIP at turnover:<br>WIP at completion:<br>Tasked MD:<br>Total Project MD: | 0%<br>100%<br>500<br>500 |
| **Material Cost:** | $140,000 | |
| **Cost Savings:** | $175,000 | |
| **Significant Issues:** | None | |
| **Safety:** | None | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | None | |



## SOF SUPPORT PLATOON - 3I
## CONSTRUCTION MANAGEMENT & ENGINEERING

**Scope:** Provide construction planning, management and engineering oversight for the design and construction of the below listed projects being executed by Iraqi Nationals, Third County Nationals, and US Based Firms.

| PROJECT | Contractor | Construction Cost |
|---|---|---|
| FOB Director Center | Yuksel | $235,276 |
| FOB SUPCEN | Yuksel | $234,632 |
| FOB ISOFAC | Yuksel | $231,535 |
| FOB OPCEN | Yuksel | $270,201 |
| FOB Motor Pool | Yuksel | $275,000 |
| Force Protection (Cast-in-Place Wall, Barriers, Bunkers, Gates, ECPs) | Yuksel – CIP | $580,255 |
| | Yuksel - Alaska Barriers | $411,280 |
| | Yuksel - NJ, TX, Bunkers | $393,562 |
| | Waleed - Barriers, Gate | $390,840 |
| FOB SIGCEN | Melec/ Waleed | $319,178 |
| Medical Aid Station | Waleed | $27,500 |
| NSWTU JOC | Melec | $330,891 |
| NSWTG TOC | Waleed | $129,540 |
| Warehouse Clean-Out | Waleed | $170,000 |
| Various Building Demolition | Waleed | $155,000 |
| SOF DFAC | KBR | $2,700,000 |
| Surge Billeting | AFCAP – RMS | $5,200,000 |
| | **TOTAL** | **$12,054,690** |

**Significant Issues:** Creating technical specs for electrical and mechanical construction and ensuring the contractor adhered to applicable specs was challenging due to the language barrier and differing construction techniques and codes from the United States. The client providing an interpreter and daily design and quality control meetings mitigated these obstacles greatly.

Local national workers were impacted greatly by terrorist attacks against the installation or in the region. Contracting third country nationals residing on the installation and Seabee labor were critical in maintaining construction timeline to meet mission requirements.

# SOF SUPPORT PLATOON - 3I
# IZ4-902 NSW STORAGE / MWR

**Project Data**

**Scope:** Convert an existing 12,000 sqft corrugated metal PEB into a Storage / MWR facility. 6000 sqft of the facility will serve as a bulk storage facility that will include overhead lightning, ventilation and wall receptacles. The remaining 6000 sqft will serve as an MWR facility to include metal studs with drywall sheathing, suspended ceiling system, and HVAC system.

**Personnel:** 7

**Duration:** September 2004 - October 2004

**Mandays Expended:** NMCB THREE: 120

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 100% |
| Tasked MD: | 137 |
| Total Project MD: | 137 |

**Material Cost:** $114,000
**Cost Savings:** $97,500

**Significant Issues:**
**Safety:** None

**Quality Control:** Ensure metal studs are anchored properly.

**Design Issues:** Installation of Turkish suspended ceiling system; Sizing the heating and cooling units for MWR areas. Existing electrical system was antiquated and had to be demolished. Repair damaged metal wall panels and horizontal sliding bay doors.

**Material Issues:** Securing adequate construction materials and tools in a timely manner to execute construction.

# SOF SUPPORT PLATOON - 3I
# NSW CSSD VEHICLE MAINTENANCE/STORAGE
# IZ4-903

**Project Data**

**Scope:** Convert an existing 12,000 sqft corrugated metal PEB into a maintenance and storage facility. Facility layout includes 4 offices, latrine / shower, mezzanine deck and compressed air drops and work benches along the perimeter wall.

**Personnel:** 7

**Duration:** June 2004 – September 2004

**Mandays Expended:** NMCB THREE: 340

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 100% |
| Tasked MD: | 310 |
| Total Project MD: | 310 |

**Material Cost:** $98,500
**Cost Savings:** $85,000

**Significant Issues:** Existing electrical system was antiquated and had to be demolished.
**Safety:** None

**Quality Control:** Constructing and installing hand railings around mezzanine; installation of ceramic tile on wooden surface

**Design Issues:** Design and construction of wood framed walls for office spaces with a mezzanine deck above capable of supporting load requirements; adequate heating and cooling for office spaces and building ventilation system to accommodate vehicle exhaust.

**Material Issues:** Securing adequate construction materials and tools in a timely manner to execute construction.

# SOF SUPPORT PLATOON - 3I
# IZ4-904 NSW ARMORY

**Project Data**

**Scope:** Convert an existing 12,000 sqft corrugated metal PEB into an Armory. Facility layout includes two 60' x 30' bays with automatic roll up doors, HVAC systems, personnel doors, compressed air drops along main entrance perimeter wall, and storage shelves in rear of facility.

**Personnel:** 8

**Duration:** June 2004 – September 2004

**Mandays Expended:** NMCB THREE: 327

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 100% |
| Tasked MD: | 357 |
| Total Project MD: | 357 |

**Material Cost:** $120,000
**Cost Savings:** $105,000

**Significant Issues:** Existing electrical system was antiquated and had to be demolished.
**Safety:** None

**Quality Control:** Proper design and deflection testing of truss system to ensure adequate to support plywood ceiling.

**Design Issues:** Design and construction of wood ceiling trusses to span a 30'-0" area without columns. Design and Installation of two vertical coiling overhead doors for vehicle access.

**Material Issues:** Securing adequate construction materials and tools in a timely manner to execute construction.

# SOF SUPPORT PLATOON - 3I
# IZ4-905 NSW OPERATIONAL VEHICLE STORAGE FACILITY

**Project Data**

**Scope:** Convert an existing 12,000 sqft corrugated metal PEB into an operational vehicle storage facility. Facility layout includes overhead lighting, 16 air compressor drops, work benches along the perimeter wall and exhaust system.

**Personnel:** 4

**Duration:** September 2004 – October 2004

**Mandays Expended:** NMCB THREE: 98

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 100% |
| Tasked MD: | 139 |
| Total Project MD: | 139 |

**Material Cost:** $97,000
**Cost Savings:** $88,000

**Significant Issues:** Existing electrical system was antiquated and had to be demolished
**Safety:** None

**Quality Control:** Replacement of damaged exterior metal panels to ensure structural integrity of facility.

**Design Issues:** Installation of new electrical system, lighting and receptacles; installation of air compressor system with all associated piping and drops.

**Material Issues:** Securing adequate construction materials and tools in a timely manner to execute construction.

## SOF SUPPORT PLATOON - 3I
## IZ4-906 MARSOF OPERATIONAL VEHICLE STORAGE FACILITY

**Project Data**

**Scope:** Convert an existing 12,000 square feet corrugated metal PEB into an operational vehicle storage facility. Facility layout includes overhead lighting, 16 air compressor drops, work benches along the perimeter wall and exhaust system.

**Personnel:** 4

**Duration:** September 2004 – October 2004

**Mandays Expended:** NMCB THREE: 98

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 100% |
| Tasked MD: | 139 |
| Total Project MD: | 139 |

**Material Cost:** $123,000
**Cost Savings:** $88,000

**Significant Issues:** Existing electrical system was antiquated and had to be demolished

**Safety:** None

**Quality Control:** Replacement of damaged exterior metal panels to ensure structural integrity of facility.

**Design Issues:** Installation of new electrical system, lighting and receptacles; installation of air compressor system with all associated piping and drops.

**Material Issues:** Securing adequate construction materials and tools in a timely manner to execute construction.

# SOF SUPPORT PLATOON - 3I
# IZ4-907 MARSOF STORAGE

**Project Data**

**Scope:** Convert an existing 12,000 sqft corrugated metal PEB into a storage facility. 6000 sqft of the facility will be dedicated for bulk and palletized storage. The remaining 6000 sqft will be partitioned into 4 rooms designated to store MARSOF team equipment and gear.

**Personnel:** 6

**Duration:** September 2004 – October 2004

**Mandays Expended:** NMCB THREE: 117

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 100% |
| Tasked MD: | 157 |
| Total Project MD: | 157 |

**Material Cost:** $97,000
**Cost Savings:** $89,000

**Significant Issues:** Existing electrical system was antiquated and had to be demolished.

**Safety:** None

**Quality Control:** Replacement of damaged perimeter metal panels to ensure structural integrity of facility. Deflection testing of trusses to ensure they are adequate to support plywood ceiling.

**Design Issues:** Construction of wood ceiling trusses to span a 16'-0" open area with columns; installation of an adequate building ventilation system.

**Material Issues:** Securing adequate construction materials and tools in a timely manner to execute construction.

# SOF SUPPORT PLATOON - 3I
# IZ4-909 FOB STORAGE FACILITY

**Project Data**

**Scope:** Convert an existing 6,000-sqft concrete exterior building with into a storage facility for SF teams. Building layout will consist of thirteen, 15'-0"x15'-0" storage units with a 30'-0" wide access corridor.

**Personnel:** 5

**Duration:** August 2004 – September 2004

**Mandays Expended:** NMCB THREE: 229

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 100% |
| Tasked MD: | 229 |
| Total Project MD: | 229 |

**Material Cost:** $103,000
**Cost Savings:** $98,300

**Significant Issues:** The existing electrical system was antiquated and the building's ventilation system was inadequate.

**Safety:** None

**Quality Control:** Proper site preparation to ensure the existing slab leveled.

**Design Issues:** Accommodating thirteen storage units within the subject building and maintaining adequate maneuverability for forklift type equipment.

**Material Issues:** Securing adequate construction materials and tools in a timely manner to execute construction.

# SOF SUPPORT PLATOON - 3I
# IZ4-912 HELIPAD

**Project Data**

**Scope:** Construct an unlighted helicopter landing pad for rotary wing aircrafts. Clear a 500' x 400' area to construct a 300' x 200' HLZ with a 25' perimeter erosion control apron.

**Personnel:** 8

**Duration:** August 2004 – September 2004

**Mandays Expended:** NMCB THREE: 150

**Tasking:**

| | |
|---|---|
| WIP at turnover: | 0% |
| WIP at completion: | 24% |
| Tasked MD: | 624 |
| Total Project MD: | 624 |

**Material Cost:** $237,000
**Cost Savings:** $407,000

**Significant Issues:** None

**Safety:** Site located parallel to major MSR, thus direct fire threat is high. Alaskan barriers placed around perimeter of pad to mitigate risk.

**Quality Control:** Proper site preparation is essential to achieve proper elevation and pad thickness.

**Design Issues:** None

**Material Issues:** Lack of concrete finishing tools created substantial delays in accomplishing more WIP. Tools were borrowed from an adjacent unit for early on placements early.

# DETACHMENT NORTH CENTCOM

# VI. OPERATION ENDURING FREEDOM

On 5 April 2004, Task Force Sierra SOF Support Platoon 3A deployed via SAAM airlift from NBVC Ventura County to Bagram Airfield, Afghanistan (BAF) with 35 personnel to accomplish contingency construction in support of Operation Enduring Freedom. Due to the OPSEC concerns of our customer, we were not provided a detailed scope of work until we arrived at BAF. No useful project planning and estimating were done in homeport due to these limitations.

**ADMINISTRATION:** The J1 provided personnel financial support and limited administrative services. The Main body at Camp Covington, Guam maintained the detail's service records. Local administration services were provided through Task Force Sierra.

**TRAINING/READINESS:** Training days held in support of ongoing contingency efforts were primarily focusing on safety and redeployment. SCW's training resulted in fourteen individuals being SCW qualified; seven qualified from NMCB THREE and seven from NMCB FIFTEEN.

**MEDICAL:** In-camp medical support provided by Spear Clinic and base camp had CSH for all other medical services.

**OPERATIONS:** Upon arrival at BAF, we discovered that there was no engineer on the Task Force J4 staff. As a result, very little project planning or project design had been done in advance of our arrival. We took the client's requirements and translated them into scopes of work, project packages, and plans and specifications for any work they needed, using CBCM project planning and AutoCAD for project drawings.

Because of the Detail's flexibility, and "Can Do" spirit, we were able to build three wooden antenna decks with a total of 740 square feet of surface area, a 12' x 15' vehicle wash rack, a 25' x 52' B Hut-style multi-purpose building, miscellaneous projects for six forward operating bases, a 22' x 32' wood and concrete dog kennel capable of holding up to eight military dogs, two berthing buildings for dog handling personnel, a 48' x 100' supply building, an 80' x 120' gym facility, a 48' x 120' parachute rigging facility, a 75' x 30' close quarter combat training building, 100' x 120' maintenance facility and completed the steel erection for a 56' x 100' Seabee workshop. We also provided much-needed space for additional camp facilities in two separate camp expansion projects, expanding the camp perimeter and leveling and grading over 1 acre of land while installing 450 HESCO Barriers and 260' of chain link fence. This work included K-Span structures as large as 100' wide by 120' wide by 28' tall, heavy and light frame wooden buildings, and interior renovation projects. We also served as quality control for any and all contracted construction work on the camp.

In addition, we provided time-critical support to several forward operating bases in the form of two-man tiger teams. These teams went forward via helicopter, sometimes at very little notice, for up to two weeks at a time, and they provided construction and repair services to include interior structural and electrical renovations and upgrades, generator repair, B Hut construction and a host of miscellaneous work to upgrade both the mission capabilities and quality of life of these forward deployed forces.

The DET used nearly 5,900 mandays to complete 16 major projects and a myriad of minor construction, placed over 1,500 cubic yards of concrete, erected over 220,500 pounds of steel, and built almost 50,000 square feet of enclosed facilities. In all, a total of $872,470 in project materials were installed saving $1,851,150 in contracted labor costs, for a total project cost of $2,723,620.

**SUPPLY:** Uniforms provided by TFS and local Army Logistics Unit. Majority of other supplies provided from J4.

**Food Services/Berthing:** Food provided by Brown and Root, berthing was in camp B Huts.

**MLO/CTR:** The DET ran their own MLO/CTR, the materials and tools were purchased through J4 from local Afghanistan, Qatar and Stateside vendors.

# VI. OPERATION ENDURING FREEDOM

**EQUIPMENT MANAGEMENT:** CESE and vehicle maintenance were provided by J4 through local leasing and Army mechanics, respectively.

**SAFETY/ENVIRONMENTAL:** All safety equipment was provided by J4. Manlift cage was designed and built by our Seabees to provide fall protection. Safety inspector provided daily reports on all projects.

## PROJECT SUMMARY TABLE

| Project Number | Total Project Mandays | Total Material Cost | Mandays Tasked | Tasked Percentage | Final WIP | Mandays Expended by Prior Battalion | Mandays Expended this deployment |
|---|---|---|---|---|---|---|---|
| AF4-005 | 67 | 3,000 | 67 | 0-100% | 100% | | 70 |
| AF4-024 | 847 | 170,000 | 847 | 0-100% | 100% | | 847 |
| AF4-017 | 700 | 59,000 | 700 | 0-100% | 100% | | 788 |
| AF4-018 | 722 | 149,000 | 722 | 0-100% | 100% | | 690 |
| AF4-023 | 696 | 128,000 | 696 | 0-100% | 100% | | 640 |
| AF4-019 | 850 | 111,000 | 600 | 0-70% | 70% | | 600 |
| AF4-021 | 388 | 21,634 | 388 | 0-100% | 100% | | 388 |
| AF4-010 | 464 | 17,846 | 464 | 0-100% | 100% | | 495 |
| AF4-007 | 120 | 9,320 | 120 | 0-100% | 100% | | 131 |
| | | | | | | | |
| | | | | | | | |

## LABOR DISTRIBUTION SUMMARY

| | Apr 04 | May 04 | Jun 04 | Jul 04 | Aug 04 | Sep 04 | Oct 04 | TOTAL | %Total |
|---|---|---|---|---|---|---|---|---|---|
| Direct Labor MDs | 169 | 302 | 324 | 361 | 354 | 341 | 31 | 1882 | 74% |
| Indirect Labor MDs | 38 | 49 | 76 | 85 | 46 | 65 | 6 | 365 | 14% |
| Readiness/Training MDs | 34 | 45 | 43 | 45 | 65 | 47 | 23 | 302 | 12% |
| Total MDs Expended | 241 | 396 | 443 | 491 | 465 | 453 | 60 | 2549 | 100% |
| # Personnel | 25 | 24 | 24 | 25 | 25 | 25 | 25 | 25 | |
| # Direct Labor | 18 | 17 | 17 | 18 | 18 | 18 | 18 | 18 | |
| # Workdays | 13 | 23 | 24 | 25 | 25 | 24 | 3 | 151 | |
| % Direct Labor | 72% | 71% | 71% | 72% | 72% | 72% | 72% | 86% | |
| Ideal MD Capability | 263 | 440 | 459 | 506 | 506 | 486 | 61 | 2721 | |
| Actual Availability Factor | 77% | 79% | 80% | 80% | 83% | 80% | 89% | 80% | |

***Note:*** *% DL = (Direct Labor Personnel)/(Total Personnel)*
*Ideal MD Capability = # Direct Labor x # Workdays x 1.25*
*Availability Factor = (Actual Direct Labor MDs + R/T MD)/Ideal Capability*

# SOF SUPPORT PLATOON, TASK FORCE SIERRA 2004
# AF4-007

This camp multi-purpose room was a modified "B" Hut with stepped, theater-type seating on the interior. It is used to host both official camp functions as well as MWR events.

**Project Data**

**Scope:** Construct a 52'X24' "SEAHUT STYLE" Building complete with stadium seating to accommodate 72 personnel.

| | | |
|---|---|---|
| **Personnel:** | 9 personnel | |
| **Duration:** | April 2004-May 2004 | |
| **Mandays Expended** | NMCB THREE: | 131 |
| | Cumulative: | 131 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 120 |
| | Total Project MD: | 120 |
| **Material Cost:** | $9,230 | |
| **Cost Savings:** | $39,000 | |
| **Significant Issues:** | None | |
| **Safety:** | None | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | None | |

# SOF SUPPORT PLATOON, TASK FORCE SIERRA 2004
# AF4-010

**Project Data**

**Scope:** Construct a berthing SWA hut for dog handlers and modified b hut for kennels, to include concrete foundation and 4 foot sill, site work, electrical, CMU walls for eight kennels, four bed rooms, an office, 8 doggie doors, u ditch w/ catch basin and chain link fence.

| | | |
|---|---|---|
| **Personnel:** | 9 personnel | |
| **Duration:** | April 2004-June 2004 | |
| **Mandays Expended** | NMCB THREE: | 495 |
| | Cumulative: | 495 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 464 |
| | Total Project MD: | 464 |
| **Material Cost:** | $17,846 | |
| **Cost Savings:** | $148,500 | |
| **Significant Issues:** | None | |
| **Safety:** | None | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | None | |

# SOF SUPPORT PLATOON, TASK FORCE SIERRA 2004
# AF4-017

This warehouse was the detachment's first K-Span facility.

**Project Data**

**Scope:** Construct a 52' x 100' structure to include site work, concrete foundation, electrical, HVAC, ducting and roll up door.

| | | |
|---|---|---|
| **Personnel:** | 12 personnel | |
| **Duration:** | May 2004-July 2004 | |
| **Mandays Expended** | NMCB THREE: | 788 |
| | Cumulative: | 788 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 700 |
| | Total Project MD: | 700 |
| **Material Cost:** | $59,000 | |
| **Cost Savings:** | $210,000 | |
| **Significant Issues:** | None | |
| **Safety:** | None | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | None | |

# SOF SUPPORT PLATOON, TASK FORCE SIERRA 2004
# AF4-018

This K-Span structure replaced two previous Alaskan shelters that had been housing a gym for the camp. It allowed for a climate-controlled, all-in-one gymnasium and training facility for the Task Force.

**Project Data**

**Scope:** Construct an 80'X120' by 22' high K-Span Gym structure to include all site work, concrete foundation, HVAC, ducting, electrical and one overhead door.

| | | |
|---|---|---|
| **Personnel:** | 16 personnel | |
| **Duration:** | July 2004-September 2004 | |
| **Mandays Expended** | NMCB THREE: | 690 |
| | Cumulative: | 690 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 722 |
| | Total Project MD: | 722 |
| **Material Cost:** | $149,000 | |
| **Cost Savings:** | $216,000 | |
| **Significant Issues:** | None | |
| **Safety:** | Used a 20-ton crane to place the sections of K-Span panel into place, and also had personnel on top of the K-Span to help set these panels. We used tag lines and an experienced signalman to help ensure a safe lift, and all personnel atop the K-Span were tied off using 5-point harnesses as fall protection. | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | Had completed 79% of the curved panel shell when we ran out of rolled K-Span steel. Project was delayed for 3 days while the client pushed more steel into theater. | |

# SOF SUPPORT PLATOON, TASK FORCE SIERRA 2004
# AF4-019

Once completed, this K-Span structure will provide follow-on Seabee detachments with interior shop spaces as well as space for MLO/CTR and a detachment office.

**Project Data**

**Scope:** Construct an 56'X100' by 20' high Seabee K-Span structure to include all site work, concrete foundation, HVAC, ducting, electrical and one overhead door.

| | | |
|---|---|---|
| **Personnel:** | 16 personnel | |
| **Duration:** | August 2004-October 2004 | |
| **Mandays Expended** | NMCB THREE: | 600 |
| | Cumulative: | 600 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 70% |
| | Tasked MD: | 600 |
| | Total Project MD: | 850 |
| **Material Cost:** | $111,000.00 | |
| **Cost Savings:** | $255,000.00 | |
| **Significant Issues:** | None | |
| **Safety:** | Used a 20-ton crane to place the sections of K-Span panel into place, and also had personnel on top of the K-Span to help set these panels. We used tag lines and an experienced signalman to help ensure a safe lift, and all personnel atop the K-Span were tied off using 5-point harnesses as fall protection. | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | None. | |

# SOF SUPPORT PLATOON, TASK FORCE SIERRA 2004
# AF4-021

**Project Data**

**Scope:** Construct a 30'X75' two story building with eleven interior rooms to be used as a training facility for the Task Force.

| | | |
|---|---|---|
| **Personnel:** | 8 personnel | |
| **Duration:** | July 2004-August 2004 | |
| **Mandays Expended** | NMCB THREE: | 388 |
| | Cumulative: | 388 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 388 |
| | Total Project MD: | 388 |
| **Material Cost:** | $21,634 | |
| **Cost Savings:** | $116,400 | |
| **Significant Issues:** | None | |
| **Safety:** | None | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | None | |

# SOF SUPPORT PLATOON, TASK FORCE SIERRA 2004
# AF4-023

This K-Span structure replaced two previous Alaskan shelters that had been housing a gym for the camp. It allowed for a climate-controlled, all-in-one gymnasium and training facility for the Task Force.

**Project Data**

**Scope:** Construct an 48'X120' by 18' high K-Span parachute rigger facility to include all site work, concrete foundation and interior slab, interior storage spaces, HVAC, ducting, electrical and one overhead door.

| | | |
|---|---|---|
| **Personnel:** | 10 personnel | |
| **Duration:** | June 2004-September 2004 | |
| **Mandays Expended** | NMCB THREE: | 640 |
| | Cumulative: | 640 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 696 |
| | Total Project MD: | 696 |
| **Material Cost:** | $128,000.00 | |
| **Cost Savings:** | $208,000.00 | |

**Significant Issues:** Project was delayed due to issues with interior insulation. A contractor was originally hired to insulate the facility, but he could not complete the work. An Army engineer unit loaned the detachment an insulation blower. Client procured insulation, and we finished the job.

**Safety:** Used a 20-ton crane to place K-Span panels into place and also had personnel on top of the K-Span to help set these panels. Used tag lines and an experienced signalman to ensure a safe lift. All personnel atop the K-Span were tied off using 5-point harnesses as fall protection.

**Quality Control:** None

**Design Issues:** None

**Material Issues** None

# SOF SUPPORT PLATOON, TASK FORCE SIERRA 2004
# AF4-024

**Project Data**

**Scope**: Construct 100'x120' k-span, to include site work, concrete foundation, office and shop space, electrical, HVAC, ducting and 2 roll up doors.

| | | |
|---|---|---|
| **Personnel:** | 16 personnel | |
| **Duration:** | May 2004-August 2004 | |
| **Mandays Expended** | NMCB THREE: | 847 |
| | Cumulative: | 847 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 847 |
| | Total Project MD: | 847 |
| **Material Cost:** | $170,000 | |
| **Cost Savings:** | $254,100 | |
| **Significant Issues:** | None | |
| **Safety:** | None | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | None | |

# SOFT SUPPORT PLATOON, TASK FORCE SIERRA 2004
# AF4-005

**Project Data**

**Scope:** Construct a 14'x22' concrete pad with two ramps to serve as a vehicle wash rack. Install pump and water storage tank.

| | | |
|---|---|---|
| **Personnel:** | 16 personnel | |
| **Duration:** | May 2004-August 2004 | |
| **Mandays Expended** | NMCB THREE: | 70 |
| **Cumulative:** | | 70 |
| **Tasking:** | WIP at turnover: | 0% |
| | WIP at completion: | 100% |
| | Tasked MD: | 67 |
| | Total Project MD: | 67 |
| **Material Cost:** | $3,000 | |
| **Cost Savings:** | $20,000 | |
| **Significant Issues:** | None | |
| **Safety:** None | | |
| **Quality Control:** | None | |
| **Design Issues:** | None | |
| **Material Issues:** | None | |

# SUPPLY, LOGISTICS & EQUIPMENT

# VII. SUPPLY/LOGISTICS/EQUIPMENT

The Supply department played a major role in the battalion's highly successful Guam deployment, and provided exemplary service support to all personnel at the Camp Covington main body site and twelve detachment sites scattered around the globe. Improvements were made across the board in keeping with NMCB THREE's "Better Than Best" tradition, including physical upgrades, improved financial records and processing, and greatly enhanced material readiness of support equipment.

**SUPPLY OUTLETS:**

**Automotive Repair Parts (ARP) Outlet:** ARP personnel got busy when they were tasked to reconfigure two cores, MCA2 and MC2 of the Coordinated Seabee Allowance List (COSAL). Every single item on both cores was validated by bouncing hard copy of COSAL against the micro-snap stock record cards. As a result, 242 items were deleted out of the system because the equipment originally supported by those repair parts are no longer onboard. Ironically, 577 new items were added, increasing support capability of ARP. All repair parts shortages were pulled from repair parts excess program, saving approximately $8,000 that would have been paid for by OPTAR funds. ARP personnel processed 350 repair parts issues from the warehouse, 1,276 receipts and 2,700 requisitions, helping to keep CESE operational and increasing availability. Additionally, all shelf-life repair parts have been purged of expired materials that possibly preventing equipment damage and personal injury. Approximately 40-45 pallets of repair parts were received, processed for direct turn over and stowed in various warehouse locations.

**Stock Control Office:** The supply office processed 2,900 requisitions through the supply system, 647 open purchases, and expedited over 681 Not Operationally Ready Supply and Anticipated Not Operationally Ready Supply requisitions (NORS/ANORS). The financial Storekeeper meticulously managed the $1.4 Million Camp OPTAR, and accounted for $194,000.00 in government credit card purchases. Keen attention to detail and aggressive tracking habits kept average delivery time to less than 28 days. Outstanding support in preparation for the deployed field exercise FEX, Operation KENNEL BEAR 04. The Supply Department covered all the bases as it geared up for the 5-day FEX.

**Travel Clerk**: The travel personnel were among the busiest people in Supply. Single-handedly writing over 700 travel orders in support of all battalion movements, including per diem computation, lodging and transportation reservations. Managed all travel financial reports including the $1.5 million travel budget.

**Barber Shop:** During the beginning of the deployment, the barbershop was manned by one barber, who was a Seaman Culinary Specialist. During this time the barbershop serviced over 155 main body personnel, meeting the needs of project crews by staying open late on Mondays and Thursdays, when needed. The battalion received a Ships Serviceman first class in late July. Since then he has provided over 190 haircuts, saving personnel over $ 1,200.00. Over 340 outstanding regulation haircuts were provided this deployment, saving personnel over $ 2,200.00 in personal funds.

**Material Liaison Office:** The Material Liaison Office (MLO) played a critical role in meeting the Battalion's Operational commitments throughout the deployment and ensured continued success for Seabees operating in the Pacific Theater. NMCB THREE's MLO team managed over 4,200 project line items and services, for 22 projects, with a total of $ 5,920,000. In addition to procurement, MLO's meticulous storage and inventory led to 100% inventory validation during the MAV. MLO utilized prime vendors and locally procured materials to keep projects supplied with material. MLO implemented a just-in-time delivery service to ensure project sites could stay fully manned. MLO, in cooperation with COMNAVMAR DRMO, disposed of 1,500 cubic yards of scrap metal and miscellaneous items that had accumulated in the MLO yard. MLO's HAZMAT department weaned down 100% excess, by working jointly with the regional JEMMS program manager, only keeping on hand the HAZMAT needed for current projects.

**FOOD SERVICES:** The Food Service division continues to provide great service and meals for NMCB THREE. As a division they have continuously met the needs of the battalion, whether it was opening

earlier or staying later when needed. Whenever a concern or desire was brought to the attention of the crew, they would always come up with creative and inventive solutions. While on deployment, the Culinary Specialists provided over 4,500 nutritious meals. The Culinary Specialists continued to improve the menu with premium food items on a regular basis, including many seafood items and special meals. The new menu was reviewed by a Registered Dietician at the Navy Hospital and earned a grade of "Outstanding." Continuous improvements are being made to the menu for constant success. The Food Service Division inherited a galley in need of significant improvement in order to become eligible for the Five Star Ney Competition. With the help of Bravo company, and Raytheon, the galley has been has greatly improved in all areas of operation. The Food Service division received a 3 Star rating during its recent Navy Food Management Team visit in consideration for the 5-Star Accreditation. The galley personnel have made improvements to the overall operation of the galley, which was seen and noted by the inspectors. The division has constantly scored high on Medical Sanitation Management inspections, improving each time.

**DISBURSING OFFICE:** Set highest standards for customer service and processed over $400,000 in travel claims with zero discrepancies. Continues to promote the use of the established DFAS Internet account access, and proactively established "My Pay" accounts for entire battalion to allow 24hr account access. During the recent Logistics and Financial Management Inspection, Disbursing received a grade of 95.3%. This contributed to the command receiving the "**Best Command**" recommendation by Afloat Training Group (ATG) Middle Pacific.

**POST OFFICE:** Postal Operations truly excelled over the course of deployment. The Postal Clerks worked diligently to get mail service to all of the detachment sites around the globe. The Postal Clerks have monitored and corrected any and all problems that have risen from issues pertaining to mail service for personnel. Their hard work and dedication provided great morale boosters to battalion personnel worldwide.

**BILLETING:** NMCB THREE took over berthing facilities that needed significant improvements, including 110 documented material and mechanical deficiencies. With the help of Camp Maintenance and Raytheon, we have been able to resolve most of the deficiencies. In the mist of blackouts and health concerns, the barracks staff would help with the coordination of all support needed to ensure that all operations continued as planned. Even in some of the worst cases, the barracks staff performed far beyond expectations and provided great support to the troops. With improved berthing and an increased concentration on the quality of camp facilities, the quality of life on deployment has been dramatically revived. With the addition of new appliances in the rooms and lounges, the battalions' morale was greatly enhanced.

## EQUIPMENT MANAGEMENT

ALFA Company was challenged by aging CESE, operational commitments and the implementation of 3M. Corrective maintenance on CESE was difficult due to the frequency of breakdowns and the timeliness of receiving parts. Additionally, due to operational commitments the CESE to mechanic ratio was 15:1 at the beginning of deployment. The ratio increased to 11:1 two months into deployment with personnel checking aboard from 'A' school and ultimately to 9:1 with the return of Det Philippines one month prior to the end of deployment and the team far exceeded the goal of bringing CESE availability up from 80% to the current 91%. The 3M System for ALFA Company was constantly improved and many deficiencies in the program identified during the first 3M BEEP were resolved by the end of our deployment. All tasking from corrosion control, quarry operations, live storage, projects, and CESE maintenance were accomplished at or above goals set forth by 30$^{th}$ NCR.

# VII. SUPPLY/LOGISTICS/EQUIPMENT

**EQUIPMENT POPULATION***

| Vehicles | BEEP | Apr | May | Jun | Jul | Aug | Sep | Oct | BEEP |
|---|---|---|---|---|---|---|---|---|---|
| In Service | 141 | 158 | 162 | 154 | 240 | 236 | | | |
| In Preservation | 113 | 160 | 160 | 150 | 131 | 143 | | | |
| **Total** | 254 | 318 | 322 | 304 | 371 | 379 | | | |

* - Includes all NMCB 3 CESE (Guam and Philippines)

**RAR REPORT SUMMARY***

| Month | SKED Checks | Checks Completed | RAR | Spot Checks | UNSAT Checks | Partial Checks | ACF | PPR |
|---|---|---|---|---|---|---|---|---|
| Apr | 77 | 70 | 91 | 2 | 0 | 0 | 100 | 91 |
| May | 406 | 379 | 93 | 7 | 0 | 0 | 100 | 93 |
| Jun | 378 | 340 | 90 | 50 | 1 | 0 | 98 | 90 |
| Jul | 332 | 327 | 98 | 34 | 0 | 0 | 100 | 98 |
| Aug | 475 | 474 | 100 | 23 | 0 | 0 | 100 | 100 |
| Sep | | | | | | | | |
| Oct | | | | | | | | |

* - RAR Report is totaled for Guam and Bahrain as Philippines was not on the 3M Program

**EQUIPMENT AVAILABILITY STATUS - MAINBODY**

| | BEEP | Apr 04 | May 04 | Jun 04 | Jul 04* | Aug 04 | Sep 04 | Oct 04 | BEEP |
|---|---|---|---|---|---|---|---|---|---|
| **On Deadline** | | | | | | | | | |
| Auto | 5 | 5 | 3 | 9 | 9 | 8 | | | |
| Construction | 7 | 20 | 13 | 16 | 13 | 6 | | | |
| MHE | 1 | 4 | 3 | 4 | 3 | 2 | | | |
| **Total** | 13 | 29 | 19 | 29 | 25 | 16 | | | |
| **Total EQ In Service** | 241 | 294 | 303 | 275 | 346 | 363 | | | |
| **Actual Availability** | 80% | 83% | 83% | 86% | 85% | 92% | | | |

# VII. SUPPLY/LOGISTICS/EQUIPMENT

**EQUIPMENT AVAILABILITY STATUS - PHILIPPINES**

| | BEEP | Apr 04 | May 04 | Jun 04 | Jul 04* | Aug 04 | Sep 04 | Oct 04 | BEEP |
|---|---|---|---|---|---|---|---|---|---|
| **On Deadline** | | | | | | | | | |
| Auto | 3 | 1 | 4 | 0 | N/A | N/A | N/A | N/A | N/A |
| Construction | 2 | 3 | 9 | 5 | N/A | N/A | N/A | N/A | N/A |
| MHE | 0 | 1 | 1 | 1 | N/A | N/A | N/A | N/A | N/A |
| **Total** | 5 | 5 | 14 | 6 | N/A | N/A | N/A | N/A | N/A |
| **Total EQ In Service** | 63 | 69 | 60 | 68 | N/A | N/A | N/A | N/A | N/A |
| **Actual Availability** | 82% | 79% | 78% | 76% | N/A | N/A | N/A | N/A | N/A |

* As per direction from 30th NCR, Philippine CESE is included in Mainbody report starting the month of July.

**EQUIPMENT AVAILABILITY STATUS - BAHRAIN**

| | BEEP | Apr 04 | May 04 | Jun 04 | Jul 04 | Aug 04 | Sep 04 | Oct 04 | BEEP |
|---|---|---|---|---|---|---|---|---|---|
| **On Deadline** | | | | | | | | | |
| Auto | 0 | 9 | 0 | 1 | 1 | 2 | | | |
| Construction | 2 | 4 | 2 | 0 | 0 | 0 | | | |
| MHE | 0 | 1 | 1 | 1 | 0 | 0 | | | |
| **Total** | 2 | 5 | 2 | 2 | 1 | 2 | | | |
| **Total EQ In Service** | 26 | 62 | 65 | 59 | 60 | 59 | | | |
| **Actual Availability** | 83% | 88% | 92% | 94% | 96% | 95% | | | |

## MAINTENANCE AND MATERIAL MANAGEMENT SYSTEMS (3M)

The NMCB Three, Camp Covington Guam 3M organization consists of 11 Work Centers in 4 Divisions within 4 Departments, comprised of 114 total personnel. The Battalion 3M org has completed 3,696 planned maintenance requirements (PMS). The battalion has maintained an Accomplishment Confidence Factor (ACF) of 98.1% and PMS Performance Rate (PPR) of 93.3% to date since the APR04 turnover with NMCB ONE.

**QUALIFICATIONS**

While deployed to Camp Covington Guam, NMCB Three strictly adhered to the NAVEDTRA (43241-H) 3M PQS and testing program for qualification attainment.

| 3M SYSTEM QUALIFICATIONS | Qual'd in Homeport Main Body | Qual'd on Deployment Main Body | Total Qual'd Main Body | Total All Other Sites | Total Pers Qual'd |
|---|---|---|---|---|---|
| 3M 301 Level Qualification | 97 | 5 | 102 | 177 | 279 |
| 3M 302 RPPO Qualification | 12 | 0 | 12 | 9 | 21 |
| 3M 303 WCS Qualification | 7 | 0 | 7 | 21 | 28 |
| 3M 304-306 Qualification | 5 | 0 | 5 | 34 | 39 |

# LESSONS LEARNED

# APPENDIX I – LESSONS LEARNED

## ADMIN/PERSONNEL

1. Item: Lack of Navy Standard Integrated Personnel System (NSIPS) at deployed sites.
   Discussion: Because we do not have Pay/Personnel Program, NSIPS, at any of our deployment sites, we are forced to leave a Personnelman in homeport to affect all the pay and personnel transactions. This program affects gains, losses, retirements, advancements, reenlistments, extensions, Page Two's and warfare qualifications, just to name a few. By leaving a PN in homeport it affects the morale of the member and the department in numerous ways. By design the member that stays back is a senior person, since only an E6 or above can actually release the documents.
   Recommendation: Obtain the necessary PKI certificates, so we can access the web-based NSIPS, which will be accessible wherever we deploy.

2. Item: Reserve Advancement Exams
   Discussion: Having never attempted to order Reserve Navy -advancement exams we did not realize that an active duty command was prohibited from ordering Reserve examinations, even though members are under orders to our UIC. This prohibition is no-doubt a means of eliminating the possibility of a command accidentally ordering and administering Reserve vice active duty exams. If we had known this before we deployed we could have sat down with the ESO at PSD to coordinate and orchestrate this process and it might have expedited identifying the numerous advancement discrepancies these member's reported to us with.
   Recommendation: Suggest coordinating a Reserve ESO brief prior to deployment with a Reserve unit and our Personnel office prior to deployment. In addition, suggest deploying and/or identifying Reserve support personnel to work in conjunction with our support personnel to identify and provide the necessary unique support required to more adequately support these Reservist while attached to our battalion.

3. Item: Incorrect time-in-rate (TIR) eligibility dates and lack of understanding on Seabee Vet Reserve programs.
   Discussion: When it came time to administer the exams, there were numerous questions about a Reservists' TIR and whether or not he was eligible to take an exam, and what exam he was eligible to take. The Service Record would have one date recorded, yet another date would be on the EDVR, and still a third date would show on the Master Military Pay Account (MMPA). Without the Reservist here to ask the question and to communicate properly to him/her what exam was ordered and why, the member justifiably felt a lack of support by the command. Personnel tried working with the support component of NMCB 15, but we were directed to the member's individual Reserve Centers and when we were able to get someone to respond to our questions it was obvious they hadn't kept very accurate records either. In addition, there are several different Reserve programs in effect that a member can enter into the Reserves under, which affect their TIR and what test they have to take and pass before they become a permanent Petty Officer.
   Recommendation: Suggest coordinating a Reserve ESO brief prior to deployment with a Reserve unit and our Personnel office prior to deployment. In addition, suggest deploying and/or identifying Reserve support personnel to work in conjunction with our support personnel to identify and provide the necessary unique support required to more adequately support these Reservist while attached to our battalion.

4. Item: Passports.
   Discussion: PSD in homeport was very reluctant to issue passports to our entire battalion, but it is too hard to coordinate passport applications, photos and approving letters while deployed due to geographic dispersion and lack of photo equipment. Even though passports are often not required when traveling on military orders, some countries do require them. Additionally, force protection concerns, emergency leave, and other last minute commercial travel may require the member to carry a passport. To be fully prepared to go anywhere and build anything, all Seabees should carry a passport.

Recommendation: Begin working with PSD early in homeport to get Government No Fee Passports for everyone in the entire battalion and have higher direct PSD or PSA to issue passports to all Seabees preparing for deployment, regardless of what country (or territory) they think they are going to.

5. Item: Fleet Support Billet (FSB) Staff
Discussion: FSB's are personnel TAD from the battalion, and attached to different commands in homeport as supporting instructors for one year or more. Periodically these personnel need their service records and sometimes have pay issues that need to be resolved. Like those who are attached to the command they instruct at, they go to PSD, Port Hueneme for answers to their questions, but unlike their counterparts they are turned away because their UIC is not one of the many commands PSD provides pay and personnel support for.
Recommendation: If an Admin Support person is in homeport the FSB member's service record can be kept with this person in homeport to facilitate member's access to this record and any pay related questions. If no Admin Support, then member's should be transferred with their pay/personnel records to PSD while the battalion is deployed by submitting the TAD orders and completing the appropriate TAD loss events. In doing this, PSD can support these personnel with pay and personnel issues. When the member's TAD time is over, they can be returned to our UIC and their sea duty commencement date adjusted.
Best Solution: Eliminate the FSB "tax", admin impacts and, most importantly, readiness impact.

## TRAINING &COMMUNICATIONS

**FEX**

6. Item: Heat Casualties on Deployed FEX
Discussion: Excessive heat casualties during 4 day deployed FEX occurred.
Recommendation: Mandatory pre-FEX health and safety briefing for all hands. The importance of hydration and calorie consumption in preventing heat casualties and how to recognize signs and symptoms must be stressed and understood by all hands. Further, provide follow on training for supervisors on how to recognize over exertion and better plan for rotation of troops. Recommend developing a simple method to track troop water intake. With troops so widely dispersed, coordinated re-supply of water to fighting positions should be mandatory. Sunblock should also be an issued item.

7. Item: Management of Scenarios & OPORDER adherence
Discussion: Several scenarios during FEX involved more physical contact and stressors than were briefed, resulting in several minor injuries, scrapes, and confrontations.
Recommendation: Battalion Safety Officer should have an active involvement in reviewing and approving scenario's the Control Group plan to execute prior to implementation. Any contentious areas or actions should be discussed at higher levels to resolve potential harmful situations. ORM and Activity Hazard Analysis should be implemented for aggressor activities similar to any project activity to avoid potential injuries through implementation of controls. All aggressor activities should be pre-briefed with a safety representative on hand.

**COMMUNICATIONS**

8. Item: E-mail exchange server service and repair
Discussion: The exchange server encountered hardware problems, which required manufacturer service and part replacement. No dedicated back-up exchange server was available and Dell customer service was not timely due to repair parts being shipped from CONUS to a Dell contracted service representative in Guam were delayed and improperly tracked by DELL. In order to re-establish e-mail service in a timely manner, NMCB-3 ISD personnel replaced the exchange server with the Tactical Data Network (TDN) server, which was not previously in use. E-mail down-time was five days, but would have been over 3 weeks if we waited for DELL to complete the repairs.

Recommendation: A dedicated back-up exchange server is needed to eliminate any potential e-mail down-time.

9. Item: ISD/COMM Department transportation
Discussion: ISD/COMM Department is dispatched to set-up, troubleshoot and repair over 130 computer workstations throughout Camp Covington. Additional trips are required for supply purposes and during CPX/FEX operations a dedicated vehicle is needed for transportation and set-up of communications gear. However, ISD /COMM Department was not provided a vehicle and delays were often encountered during the execution of official duties.
Recommendation: ISD/COMM department needs to be assigned a bicycle and Class C vehicle for carrying loads as needed.

## OPERATIONS

10. Item: Local Contracts
Discussion: Several scope of work statements for local contractors were vague, resulting in less than expected results, leading to delays on our projects.
Recommendation: When going to an outside contractor through the Prime Vendor, scopes need to be developed at the project site by crew leaders who understand exactly what the requirements are. The scope then should be verified by the company ops chain and through the ops/QC/Engineering Department prior to release to Prime Vendor. Scope should then be clarified on-site with prospective bidders by discussing every aspect of the proposed contract no matter how mundane while the prime vendor is soliciting the work.

11. Item: QC Report Process
Discussion: Daily QC reports experienced significant (up to 8 weeks) delays using the established routing process. Battalion QC inspectors typically submitted completed daily reports to the ROICC/ET office for review, comment, and signature on a daily basis. Upon ROICC review, the reports were then routed through the OP's department for review, comment, signature and ultimately returned to the parent company. The inability for ROICC to process the dailies fast enough left the potential for significant amounts of re-work identified well after the work had been placed as well as delayed corrections to work or processes compromising quality.
Recommendation: A revised process had been established for a trial period and it is recommended to continue for future Battalions on Guam. The Battalion's QC inspectors now route completed daily reports directly to the OP's department the day of or immediately following inspection. OP's is able to turn these reports around in a 48 hour window allowing QC inspectors to return the Battalion reviewed inspection forms to each project site within 3 to 4 days. This allows the ET's to verify work on the daily reports on site and comment as required. Further, this also acts as a "check" to the ROICC/ET site inspection system by monitoring how many daily QC reports pile up at the project.

12. Item: SITREP Formats & Project Tracking
Discussion: This deployment the Battalion had detachments OPCON under several different Regiments and other reporting chains. Each had various reporting requirements and styles. In order to efficiently and effectively track detachment operations along with mainbody projects, one single format and tracking spreadsheet should be developed. All projects and detachment sites, no matter who they report to should complete a consolidated report in identical format to the ops department on a weekly or bi-weekly report. Additionally, with Dets reporting to so many different chains of command, we project significant problems recalling these Dets in the event the Battalion receives orders to support an actual contingency.
Recommendation: Develop a format to create a single reporting SITREP to the ops department that captures all the data required for updating all schedules, end of deployment reports, and satisfies the reporting requirements to higher for each detachment. This would aid in routine reporting as well as providing actual redeployment capability to higher when needed.

**SAFETY**

13. Item: Det Site Project Safety
    Discussion: Industrial Hygiene Reports for all Det Sites
    Recommendation: If Det Sites are tasked to conduct any type of renovation or demolition, ensure proper IH reports are obtained prior to leaving homeport, or that there are the proper facilities for testing at that site (i.e. Lead and Asbestos). Det should not leave without a signed off Safety Plan to include a Safety BM and appropriate PPE.

14. Item: Detail Swings
    Discussion: Two Detail Swings are required under the 5100.23F. One 45 days after arriving and again 45 days before leaving. This should include ALL sites.
    Recommendation: Ensure funds are allocated to make this happen. 1st NCD can help out. Safety Officer in SWA should be able to handle DET Swings in that AOR (i.e. Bahrain).

15. Item: Mishap Reporting
    Discussion: WESS II entries into the NAVSAFCEN program is time consuming (20-35 min per Mishap).
    Recommendation: Company's and DET's must push Mishap Reporting after Medical attention. The "Mass Exodus" of Mishap Reports at the end of the month keeps the Safety Office from concentrating on Camp, Shop and Jobsite Safety programs. Have medical notify the Safety Office and enforce Mishap Reporting after treatment of an injury.

## CESE MAINTENANCE

16. Item: Software management and User Rights
    Discussion: MICROSNAP is not configured correctly. Departments, Divisions, and Work Centers do not accurately reflect each division or work center in the Department. This makes it difficult to track the budget section of MicroSNAP. MicroSNAP will not allow authorized users to perform some of the required functions they need to perform (i.e. entering new pieces of equipment, editing information, etc.).
    Recommendation: The Battalion needs to have key billet personnel whose sole purpose is to ensure MicroSNAP remains current and updated.

17. Item: 3M
    Discussion: CESE without MIPs were not identified and were not being maintained. 30th NCR recommended adding the pieces to SKED but maintain them using the 40-day cycle. This defeats the purpose of having a 3M program because these pieces without MIPs cannot be associated with an MRC. Furthermore, it creates major validation issues as these pieces cannot be validated against the 43 P-1 LOEP.
    Recommendation: All CESE without MIPS should be placed in a 40-day Preventive Maintenance Cycle. The Preventive Maintenance Clerk should be brought back into the picture. The PM Clerk would be responsible for running the 40-Day cycle in accordance with the 11200.1A, under the direct support of the Maintenance Supervisor.

## CAMP MAINTENANCE

18. Item: Trouble Calls
    Discussion: During turnover, establish the number of open trouble calls with the contractor, Raytheon, and establish the correct tracking of calls placed into the contractor.
    Recommendation: Upon turnover, an updated list from the contractor should be available identifying all open trouble calls. This list will be validated with battalion records of the same calls.

19. Item: Fire Protection System Panel Access

Discussion: The Fire Protection System panels in each building are locked. The only access was through the Fire Department. In the case of COR 1, the Fire Department will not respond to alarms.
Recommendation: Establish the Fire Panel Access in the case of COR 1 to silence non-emergency alarms. Have the key for access on the Quarterdeck. This was done after Typhoon Chaba.

20. Item: Project Materials Substitution
Discussion: The assigned projects specified both locally available materials and some that must be ordered off island. A review of the project documents proved that some materials could be substituted for on-island materials, saving the Government transportation cost and time.
Recommendation: Receive turnover on the types of materials not available on island such as roll down typhoon shutters. Review projects for possible substitution of materials.

21. Item: Maintenance Contracts
Discussion: The local janitorial and grass-cutting contractor schedules cleanings/cuttings based on their schedule. If buildings were not in use, the contractor would not clean. Once the facility comes into use again, the contractor would not automatically begin cleaning again.
Recommendation: Upon turnover, establish the scope and frequency of Camp Maintenance contracts. Check that the contractor is performing per contract.

22. Item: Contractor Priorities.
Discussion: The Facility Maintenance contractor has priorities for trouble calls. For example, air conditioning problems are not considered emergency. They are considered urgent. The problem arises because the lack of AC promotes mold. The response time is different based on the classification.
Recommendation: Communicate with the contractor and the command element the priorities and the high priority facilities that need additional reclassification such as the Commanding Officers building.

## SUPPLY/LOGISTICS

23. Item: Desert Steel Toe Boots
Discussion: Several personnel in the desert experienced foot problems brought on by poor fitting steel toe boots. Resupply of boots was a slow process, and unique sizes of boots were hard to come by and often backordered through KYLOC and commercial vendors.
Recommendation: Start early in homeport to identify members destined for the desert and ensure all direct labor personnel are properly outfitted with at least two pair of safety boots. Non-direct labor personnel should also have safety boots to enable augmentation of project crews. Supply systems need to shorten procurement timeline and improve quality of boots purchased.

24. Item: Safety, Environmental, and Personnel Protective Equipment
Discussion: These items were in short supply in the desert, and the battalion spent the majority of allotted funding procuring and shipping safety items to the desert.
Recommendation: Safety Officers should estimate total safety requirement for a six month deployment to the desert, request funding, and submit request to supply department 45 days prior to deployment so material can be purchased and loaded with Organization Gear.

25. Item: Hard Hats in the Desert
Discussion: When the project areas in the desert were secured, and personnel were able to switch from Kevlar to hard hats, members discovered that regular hard hats were not rated for the heat and became soft.
Recommendation: Submit request for a custom hardhat for Seabees in the desert, Bullard makes a high temperature hat (rated to 350 degrees) with a wide brim for better sun protection. They will also customize the color for orders of 500 or more. Recommend the TOA manager be provided funding to order 500 Khaki hardhats for testing in the desert.

- Constructed from the same materials as our rugged firefighter helmets
- Ideal for utilities, welding, foundries and steel mills
- A full, wide brim helps to provide extra protection
- Five standard colors (custom colors available for orders of 500 or more)
- Available w/ ratchet sizing or standard six-point suspensions for comfort and convenience
- Moisture wicking Sportek® brow pad
- Meets ANSI Z89.1-2003 Type I, Class E & G

26. Item: Bobcat Rentals
Discussion: The rental of Bobcats was required on two projects for close-in work not suited for larger CESE. Rentals in Guam were typically $1,000 per week.
Recommendation: Purchase a commercial grade Bobcat with all attachments for each camp. The equipment should be stored and maintained in the Central Tool Room (space permitting) and additional funds programmed for contract maintenance. This equipment would easily pay for itself in one year by saving equipment rentals and direct labor on projects and camp maintenance. Estimate available for GSA Contract with Kipper Tool Company, 2375 Murphy Blvd, Gainesville, GA 30504, phone 1-800-295-9595.

27. Item: 782 infantry equipment accountability
Discussion: 782 infantry equipment being loaded onto micro-snap. Infantry equipment should not be loaded on micro-snap because it affects the financial side of the program. Posting of receipts as well as posting of issues (items not returned) would create charges under difference column of budget report. The only way to post the receipt and issues without affecting the budget is to accept the new items as ready for issue and for issues, post the items as lost. Both processes would create adjustment on the inventory (gain and loss by inventory), which could involve thousands and, thousands of dollars.
Recommendation: Infantry equipment inventory should be managed manually with the use of NAVSUP 1114 cards.

**ENVIRONMENTAL**

28. Item: HAZMAT/HAZWASTE Training
Discussion: Need to make sure that all Company's HM reps are qualified and stay were they were put for the deployment. All personal have proper training on HM/HW.
Recommendation: To augment fully trained HM reps, add HM topic to battalion training to go over the key points of HM with all hands.

**CENTRAL TOOL ROOM (CTR)**

29. Item: CTR Consumables
Discussion: Many items are available on the Navy Stock System.
Recommendation: Instead of ProcureNet, use GSA for these purchases by establishing a line of accounting from 30th NCR.

**MATERIAL LIAISON OFFICE (MLO)**

30. Item: Licenses
Discussion: MTVR, bus and fork lift licenses proved to be very valuable.
Recommendation: Have as many as possible SK's, MLO and CTR staff, licensed on those three key vehicles.

31. Item: Prime Vendor Software
Discussion: Even though we were able to have ProcureNet provide training, nothing compares to OJT.

Recommendation: Get ProcureNet's training, but insist on scenarios before OJT, so the process is understood or send a rep out pre-AP.

32. Item: Paperless
Discussion: There are multiple receipts, requests, forms and add-ons that all must be tracked. We also have been mandated by higher to convert over to electronic tracking.
Recommendation: Invest in inventory management systems that are already in place in civilian stores.

**EMBARK**

33. Item: Embark LPO
Discussion: During a 6 month deployment there will be many personnel moves and even large group moves.
Recommendation: Ensure this is a primary position by a sharp First Class with no other primary duties.

34. Item: DET load planners/HAZ Declarations
Discussion: Many DET sites will have to fly NALO and other military lifts from time to time.
Recommendation: Each DET site should have at least one qualified person in each load planning and hazardous declaration.

# DETAIL PHILIPPINES

**ADMINISTRATION/PERSONNEL**

1. Item: Emergency Leave and Travel
   Discussion: Specific local procedures required.
   Recommendation: Contact the American Embassy to determine exact information required. Generally, TAD orders can be sent to NRCC to expedite the purchase of a round trip ticket through the CATO office at the American Embassy. A copy of the member's military ID must be provided before CATO will purchase the ticket. TAD orders need to have the estimated cost and the statement "authorized government procured air travel" in the comments block or CATO will not process the orders. If the member came in via military flight without processing through Immigration, a "Letter of Exit" must be obtained from JUSMAGPHIL. To leave through Manila Intl Airport, member must have the Exit Letter, a copy of their approved leave paper and official TAD orders and 550 Philippine pesos for the Airport "Usage Fee".

2. Item: Limited Liberty Opportunities
   Discussion: There were no adequate MWR facilities at any of the deployment sites. At best there were very limited resources for after hours recreation, and those mostly consist of canteens/bars, with a small gym and no theater or store. Liberty trips usually require Force Protection, and the detail was required to pay for the drivers and escorts' food and berthing if staying over night. NCIS needs to check out and approve any "new" site that the detail wants to go to for liberty.
   Recommendation: MWR funding should be in place that will pick up costs for trips to approved sites, vice coming out of the pockets of the troops. Additional funding should also be allotted for the purchase of local electronic equipment to avoid needing transformers or plug adapters, and for satellite dish TV and Internet services for MWR.

3. Item: Communications
   Discussion: The majority of communications is by email and cell phone, which require prepaid phone cards, and there is no military email address or DSN line available. At Sangley Point there is no local landline available within the detail spaces.
   Recommendation: The battalion and detail need to be fully aware that the limited assets at Fort Magsaysay and Sangley Point makes daily communication a challenge, and needs to be flexible in their expectations of "timely" communications. A recommendation would be for "text capable" cell phones be issued to Main Body Operations, Supply, Admin/Personnel, and Alfa Company to improve communications.

**ENGINEERING**

4. Item: Transport of Nuclear Densometer
   Discussion: Without a military lift, we would have had no way to transport the nuclear densometer from the Philippines back to Guam. Several commercial carriers were contacted (including FEDEX and DHL) to transport this sensitive equipment back to Guam at the end of deployment, in case MILAIR lift was not available. None of the companies on island could ship this hazardous cargo to Guam. There are no cargo (non-passenger) flights from PI to Guam. It was transported to PI via cargo ship with all the other gear. Since the site is currently gapped, we could not leave the densometer in storage, forcing us to acquire lift via MILAIR and keep the RSO back on the delayed party when he was needed at main body.
   Recommendation: Ensure there are measures in place to transport sensitive gear and equipment prior to deploying to a new site and research all possible shipping methods upon arrival.

**CESE MAINTENANCE**

5. Item: Mechanic Tool Kits

Discussion: Kit 13's were missing correct tools for maintenance. According to outgoing NMCB, some Kit 13's were incomplete due to theft from locals.
Recommendation: Adequate storage with security capabilities should be purchased or built for tool kits with enough working room to remove and restow kits on a daily basis. Each Kit 13 should also have locking capabilities with a valid and accurate inventory to accompany it. Special tools need to be identified and purchased prior to standing up a maintenance shop. When working hand in hand with the local Philippine Army and Seabees, any borrowed tools need to be logged out prior to issue.

6. Item: HAZMAT Storage and disposal
Discussion: Hazardous material storage capabilities were virtually non-existent. HAZMAT was stored in the corner of the maintenance shop, which allowed for easy access to everyone. There were little options for containment in case of accidental spills. HAZWASTE storage consisted of a wooden shed on the soil, with no containment.
Recommendation: Storage lockers for paints, solvents and POL's need to be purchased. They should have security and fire containment capabilities. HAZWASTE storage is needed for used oils and lubricants to be stored until proper disposal can be arranged.

**MEDICAL**

7. Item: Facilities.
Discussion: The combined length of time the detachment was on site was eight months. For this amount of time there should have been a hard, temperature controlled building for the BAS. It is difficult to maintain a clean, sanitary, comfortable place inside a GP medium tent for this amount of time.
Recommendation: If from the outset you can expect to be in an area for any length of time you should plan to build / set aside an appropriate area for medical care.

**ISD/COMMS**

8. Item: Equipment Support (Parts, Supplies, Technical Assistance)
Discussion: Equipment such as laser printers, copy/fax machine, etc. brought in-country required parts and support not easily obtained through the local economy.
Recommendation: Adequate stocks of spares should be brought in with the gear and maintained throughout the deployment period or budget to purchase electronic items locally with project funds.

**SUPPLY**

9. Item: Language Barrier.
Discussion: We relied on local contractors a lot for services and supplies. We often had trouble explaining our requirements to the vendors/contractors and would end up with them delivering the wrong product, causing delays in production.
Recommendation: Ensure there are enough personnel fluent in the local language prior to deploying to a foreign country, even if it is a requirement for all government contractors to speak English.

10. Item: Local Food Caterer.
Discussion: The Food Caterers serve mostly Filipino cuisine, and are not familiar with American cuisine, or adapt American cuisine to what is available locally or what the chef thinks the food should be (i.e. Western Chicken is fried so long that the meat is dried, or pasta is made with unrecognizable sauces, etc.)
Recommendation: A weekly menu has to be worked out between the caterer and detail leadership, and arrangements made for "special" meals like pizza or burgers on a regular basis.

**SANGLEY POINT SITE**

11. Item: Material Specifications and Details

Discussion: It is often assumed that everything in the Philippines is in the Metric system but that is not the case. Some things are in the metric and some is in the American Standard.
Recommendation: Material descriptions on BM's need to have both American standard and metric units to clarify any confusion. Have material delivered a week ahead of scheduled installation to prevent delays due to incorrect material being delivered at the last minute and having to be replaced. Provide catalog cuts of desired material type to the contracting office.

12. Item: Pre-fabricated Materials
Discussion: Pre-fabricated RST and other welded steel is available in the Philippines and quality is very good. We did have some issues of multiple vendors fabricating steel columns and some of the items did not match when we installed them, forcing us to make unnecessary adjustments and add-ons.
Recommendation: To save time with fabrication of RST and welded structural steel have those items contracted. Additionally, ***insist*** that NRCC use a single vendor for fabricating/welding metal for certain projects.

13. Item: Site Visit, Engineering and Planning
Discussion: We were fortunate to have a contingency engineer assigned to us from PACDIV/NRCC Singapore/ROICC Thailand to generate drawings and sketches during the two-day site visit to Sangley Point. Even though these were quickly drawn, they gave us a baseline of what had to be built.
Recommendation: Request engineering support for any projects without detailed prints. Our site visit consisted of meeting the customer, identifying his needs, then estimating man-day and material requirements. Our team worked side by side the engineer and got answers on the spot. For follow up questions, we had direct email correspondence with the engineer to provide us with swift responses. Mr. Ayub Hassan was an invaluable asset for these short fused projects with no plans or specifications to start.

14. Item: Fall Protection and Scaffolding
Discussion: The Detail does not have adequate fall protection equipment and scaffolding to accommodate multiple-story projects, much less multiple sites.
Recommendation: The kind of fall protection/arrest system required for a certain phase of work should be identified early in the planning stages. Communication with the relieving battalion should determine if any equipment is onsite and the condition of each. If no equipment is available, this should be procured in homeport or checked out from main body. Local scaffolding does meet OSHA standards.

**FORT MAGSAYSAY RUNWAY IMPROVEMENTS**

15. Item: Weather Conditions
Discussion: Attempting to do work on any project in the Philippines during rainy season is a challenge. More time is required to contend with standing water, drainage, and repercussions from a major rainstorm. Compaction is very hard to achieve due to high moisture content and high percentage of fines in the clay soil, causing mass quantities of material to stick to the drum of the roller.
Recommendation: Do not schedule large horizontal projects in the Philippines from May 15-September 15. Adequate drainage systems must be designed into every project to accommodate the high quantities of runoff generated by frequent monsoon rains and nearby typhoons.

16. Item: Training of Engineering Aides
Discussion: One thing observed on the runway was lack of training on survey crew. There is too much reliance on electronic equipment. If located in a remote area and equipment goes down, the job still needs to get done, sometimes using manual methods. New technology is great for productivity but sometimes unreliable so we must have a back up plan to get the job done.

Recommendation: Teach old school methods before learning newer and simpler methods. Such as learning to use a string line vise always using the transit that could be calibrated wrong and takes much longer to set up for small jobs.

# DETAIL ANDROS

**ADMINISTRATION**

1. Item: Emergency Medical Attention
   Discussion: The AUTEC facility is capable of minor emergency care for most cases. However, only an Independent Duty Corpsman is available for treatment.
   Recommendation: Ensure that all medical records are up to date and that all prescription medications are brought over in adequate supply. Pharmacy stock is limited and may become an issue over the course of your deployment. Any personnel that may have an ongoing medical issue that requires multiple follow up treatments should not be deployed here.

**TRAINING**

2. Item: CPR Qualification
   Discussion: The Base Fire Department offers an adult, toddler and infant CPR course through the American Heart Association. The course takes approximately 6-7 hours to complete if all levels are taught. If only adult CPR is requested then the class time is usually about 3-4 hours.
   Recommendation: The course taught here is good for two years and can usually be done on a training day. Class size can be around 12-15 members so it may take two training days. Recommend going through the course here on base for the additional training for toddlers and infants, not to mention the extra year of qualification.

**SAFETY**

3. Item: Respirator fit test.
   Discussion: The AUTEC installation does not have anyone that is capable of performing a fit test for respirators. Additionally the test kit available on site, does not work well with our PPE. Respirators are available, but due to the ever-changing realm of safety it is advised to be sure that you are testing for the equipment that is readily available. Test should be performed on site with the equipment to be used.
   Recommendation: The detail Safety Supervisor should be trained to fit test personnel for a respirator and shall bring the testing equipment needed. Also ensure all personnel that require a respirator have filled out the correct documentation with the main body medical facility prior to deployment.

4. Item: Base Safety Office responsibilities.
   Discussion: The base Safety Office here on Andros has a responsibility to the AUTEC organization. By contract the Base Safety Office is only here to assist and/or provide additional understanding of regulations pertaining to Safety. All Safety reporting must be routed through the Main Body Safety office for action.
   Recommendation: The Base Safety here is available to assist the Detail Safety Supervisor in any situation. The paperwork required for monthly reporting of mishaps, etc. are to be sent to main body safety for proper reporting.

5. Item: Safety References and Library.
   Discussion: References for the Safety Supervisor position are not in abundance here. The references and manuals that are normally found at a deployment site are not available here. With the Seabee Detachment being one of the only Military Forces here, the library for military references and material is only provided by what each Detachment brings in.

Recommendation: The deploying Battalion should bring any Reference material to the site with them. Finding the references that are used in most of our training courses are not available unless they are brought in by the oncoming battalion to ensure the latest addition is available.

6. Item: Hazardous Materials
   Discussion: The Hazmat lockers on the jobsite were broken and open for anyone to place any material in them and take any material out of the locker.
   Recommendation: Try to replace these lockers either with new ones or with lockers in better shape that can be locked for safe keeping of materials. Inventory lockers and maintain a book with the new inventory and MSDS'. Have two sets of keys one for the Hazardous material representative and one for the assistant to maintain positive control over the locker and the materials contained in the

7. Item: Material Safety Data Sheets (MSDS)
   Discussion: Over abundance and out of date MSDS'
   Recommendation: Inventory all MSDS and keep at least 3 copies of those with more than 3 copies and make copies for those with out. Categorized MSDS' by some similarity of your choosing. For example categorize by sealants, paints or lubricants for easy finding. Out of date MSDS' should be replaced either by the nearest Hazardous Material Center located in the vicinity or by website.

**SUPPLY**

8. Item: Material-tracking programs.
   Discussion: AUTEC has a few tracking programs that may or may not be familiar to you. The People-soft program and the Gold program are what are used here for material tracking. These are used to track all material purchases. These two systems are very different from what we are used to running and they do require installation and log in information prior to use.
   Recommendation: Identify all personnel that will be dealing with your material and tracking those items. Make sure to process this information to the battalion on site, so access can be established prior to your arrival. Additional training will be needed, by the base facilities that use these programs, once on site.

9. Item: Project Materials
   Discussion: Base project material shipping/receiving department maintains inaccurate inventory of materials received on island, causing inaccurate inventory of Detail project materials.
   Recommendation: Have an accurate inventory of materials on hand. Include Base project material inventory as part of turnover.

**OPERATIONS**

10. Item: Support Contracts
    Discussion: A Seabee project cannot be turned over to the customer unless all work on the project is completed, including support contracts. A few projects were virtually complete inside the building, but were not BOD'd pending funding to complete exterior contract work (spoil pile removal). In this case, the next battalion will be charged with the BOD inspection of the project and will most likely require additional mandays.
    Recommendation: The Seabees who completed all tasked mandays will not able to report that a project is 100% if it is not BOD to the customer, even if the support contracts have no effect on the work performed on the inside of the building. Support contract funding should not be unduly delayed, particularly when it is the only left for project completion

# DETAIL BAHRAIN

**OPERATIONS**

1. Item: Industrial Hygiene Report (Asbestos/Lead).
   Discussion: IH testing is available in Jordan and should be coordinated ahead of time if possible.
   Recommendation: In Jordan tests conducted by:
   Royal Scientific Society
   Industrial Chemistry Center
   1438 P.C. 11941
   Amman, Jordan

2. Item: Jordanian electrical code different than U.S.
   Discussion: CE's pulled wires through conduit and had to remove due to color-coding procedures in Jordan concerning lights and outlets.
   Recommendation: Have local electrician on hand when starting new activities to assist and guide through proper installation.

3. Item: Coordination of contracted activities / Safety
   Discussion: Construction methods in Jordan vary significantly from US practices and standards.
   Recommendation: Ensure that before having contractors working on site you brief them on your safety regulations (hardhats, steel-toe boots) and that you will require them to have this if they are to work on your jobsite. It may be necessary to escort workers off site who chose not to comply. Additionally become familiar with the processes and logic that they will use so that you can coordinate where they will be working in a way that does not affect any work you have already put in place or are planning. Ask plenty of questions, and ensure that TOTAL understanding is made by all parties.

4. Item: Material Acquisition.
   Discussion: Material nomenclature different between Jordan/U.S. and at times we received material different that what we required.
   Recommendation: We found it useful to make trips to Amman to discuss and view materials, which we thought might get confused for something else.

**SECURITY**

5. Item: Force Protection.
   Discussion: Jordanian guards not accustomed to 12 general orders of a sentry.
   Recommendation: Set standard of alertness, muzzle awareness, and post standing from the very beginning. Conduct rounds several times per day and in early morning hours. Keep a log book of discrepancies and present to necessary authority. This process is ongoing and at times very frustrating. Do not give up!

**COMMUNICATIONS**

6. Item: Contractor provided cell phones/Internet.
   Discussion: Written into the project contract was the provision for 4 local cell phones and Internet. These tools were vital in this remote location considering force protection considerations and operational readiness. Additionally troops used Internet after hours for MWR purposes.
   Recommendation: Ensure cell phones and Internet service are included in the project budget.

**PERSONNEL**

7. Item: Mail

Discussion: In order to receive mail while deployed in Jordan, the Military Assistance Program gave an address where mail could be sent.
Recommendation: Arrange to make trips bi-weekly to U.S. Embassy on Mondays & Thursdays (considering flow and expectation of mail). These two days seemed to have the most influx of mail. Additionally, outgoing letter mail and packages of the size and nature of a videotape are free for personal use. Address for the M.A.P. Office:

JOE SEABEE
MILITARY ASSISTANCE PROGRAM
UNIT 70207 (SEABEES)
FPO AE 09892-0207

8. Item: Medical care / Tricare
Discussion: Had a member in need of non-critical urgent medical treatment, but could not get treatment from Jordanian facility until had proof of insurance. In our case the Tri-care representative was off for the day from the Embassy which made things just a little more difficult.
Recommendation: Call Tri-care S.O.S. number located in England.
Phone: 00-44-208-762-8133.
Fax: 00-44-208-748-7744
U.S. Embassy will assist with facilities such as fax machine and references to Tri-care.

**SUPPLY**

9. Item: Government Purchase Card on site
Discussion: The Detail SK did not have a Government Purchase card. Open purchase transaction took up to 2 weeks to complete.
Recommendation: Have Detail SK's for this site get a credit card during homeport; it is impossible to get one after deploying to Bahrain and open purchases need to be made.

## CAT PALAU

**SUPPLY**

1. Item: Team Uniform
Discussion: Although not covered in any instruction, precedence has been set for teams to wear an alternate uniform from what is issued. This takes the form of custom t-shirts and team ball caps. Furthermore, it is an expectation that an extra supply of these items will be on hand to give out to distinguished visitors, apprentices, and members of the community. Because the mission of the Civic Action Team extends well beyond construction projects and approaches humanitarian and diplomatic duty, it would be counter productive to suspend this practice and would work to deteriorate the image that the Seabees have built over the many years of working in Palau.
Recommendations: DETCAT needs to investigate the possibility of allowing the team to procure these items using OPTAR or projects funds and not be the responsibility of the individual members of the team.

2. Item: Expeditor
Discussion: DETCAT did not authorize an expeditor from the battalion because DETCAT manning in Guam was higher than usual. This has created problems because the person acting as the team's expeditor works for DETCAT vice the CAT Team on-site. This adds an extra step in the procurement process, adding time to each requisition.
Recommendation: Have the expeditor come from the parent command of the CAT Team.

3. Item: Apprentice Funding
Discussion: There are many times when a project will require the Civic Action Team to sub-deploy for any given length of time. There were issues in funding the apprentice's food while at remote sites.

Recommendation: DETCAT should set up a blanket system for either the Palauan Government or DETCAT to pay for the food during the sub-deployment.

**TRAINING**

4. Item: Homeport Training
   Discussion: In the past, Civic Action Teams were allowed to go through organized cross-rate training and team-building exercises. During the typical homeport the Civic Action Team is viewed as a typical task-organized Detail. It is then left up to the team itself to develop a homeport-training plan based on discussions and hearsay. Due to the non-linear tasking and small size of the team, the member's ability to cross-rate is a vital key to success.
   Recommendation: DETCAT, in conjunction with the Seabee Readiness Group, should develop a homeport-training plan for the teams prior to deployment that focuses on cross-rate skills development.

5. Item: Boating Operations & Training
   Discussion: The Civic Action Team has a 25-foot Boston Whaler for the use of projects, community relations, medical assistance and MWR. It was recommended and implemented that the team attend a boating safety course by the US Coast Guard prior to deployment. This course, while teaching you safety, does not give you a thorough understanding of boating operations. Due to the dynamic nature of the team it is critical to have multiple people trained on watercraft operations.
   Recommendation: Upon arrival in Guam, allocate time during indoctrination with DETCAT to attend in-depth training of boating operations.

# COMMENDATORY CORRESPONDENCE

The Commander, FIRST Naval Construction Division,
takes pleasure in presenting the

Physical Readiness Excellence Award

To

NAVAL MOBILE CONSTRUCTION BATTALION THREE

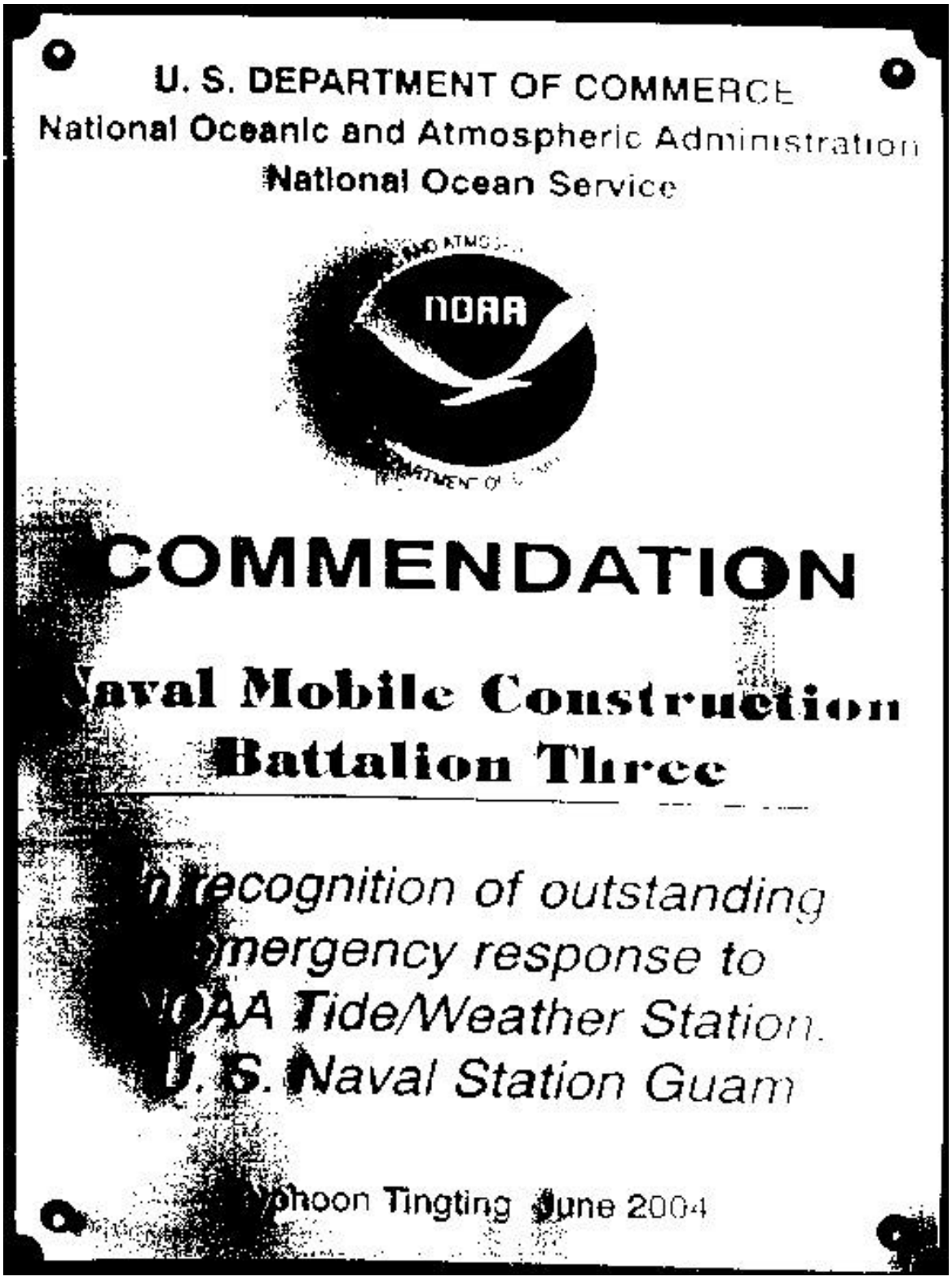
for

Overall Unit Physical Readiness

SPRING 2004

Given this Twenty-Third day of June 2004

C. R. KUBIC
REAR ADMIRAL, CEC, U.S. NAVY
COMMANDER
FIRST NAVAL CONSTRUCTION DIVISION



U. S. DEPARTMENT OF COMMERCE
National Oceanic and Atmospheric Administration
National Ocean Service

NOAA

# COMMENDATION

## Naval Mobile Construction Battalion Three

In recognition of outstanding emergency response to NOAA Tide/Weather Station, U. S. Naval Station Guam

Typhoon Tingting June 2004

# APPENDIX II

RATUZYUW RHHMHAA0010 1902048-UUUU--RUNGCAV.
ZNR UUUUU ZUI RHHMMCB2367 1902057
R 081934Z JUL 04 PSN 648274H31
FM COM THREE ZERO NCR//R00//
TO RUNGCAV/NMCB THREE
INFO RUCOHAG/COMFIRSTNCD LITTLE CREEK VA//N3//
RHMFIUU/FIRST NCD FORWARD PEARL HARBOR HI//N3/N4//
RUHEMDA/COM THREE ZERO NCR//R3//
RHMFIUU/THREE ONE SEABEE READINESS GROUP PORT HUENEME CA//R00/
RUBDPLA/R02//
RUHEMDA/COM THREE ZERO NCR//R00//
BT
UNCLAS //N03590//
MSGID/GENADMIN/COM THREE ZERO NCR//
SUBJ/MAGSAYSAY RUNWAY BRAVO ZULU//
RMKS/1. CONGRATULATIONS TO THE SEABEES OF NAVAL MOBILE CONSTRUCTION BATTALION THREE, DFT PHILIPPINES, ON THE COMPLETION OF THE FORT MAGSAYSAY RUNWAY PROJECT. YOUR DEDICATION TO THE TIMELY COMPLETION OF THIS PROJECT IS COMMENDABLE. YOUR ABILITY TO WORK "SHOULDER TO SHOULDER" WITH THE ARMED FORCES OF THE PHILIPPINES (AFP), AS WELL AS LOCAL CONTRACTORS, UPHELD THE SPIRIT OF BALIKATAN 04 AND IS PARTICULARLY NOTEWORTHY. OVERCOMING NUMEROUS OBSTACLES INCLUDING MATERIAL DELAYS, FORCE PROTECTION ISSUES AND SIGNIFICANT WEATHER IMPACTS, YOU MAINTAINED A STRENUOUS OPERATIONAL TEMPO AND MET THE REQUIRED COMPLETION DATE. YOUR EFFORTS TEAMING WITH THE NAVFAC PACIFIC CONTRACTOR, THE ARCHITECTURE AND ENGINEERING FIRM, ROICC THAILAND AND THE AFP PAID BIG DIVIDENDS AND WERE DIRECTLY RESPONSIBLE FOR DELIVERING A QUALITY PROJECT. YOUR EFFORTS WILL LEAVE A LASTING IMPRESSION ON THE PHILIPPINES AND WILL DIRECTLY ENHANCE THE AFP'S ABILITY TO FIGHT THE GLOBAL WAR ON TERRORISM.
2. ONCE AGAIN, EVERY INDIVIDUAL ON THE TEAM DISPLAYED THE LEGENDARY SEABEE "CAN DO" SPIRIT DAY IN AND DAY OUT. AS YOU BEGIN THE SECOND HALF OF YOUR PACIFIC DEPLOYMENT, RENEW YOUR DEDICATION TO SAFETY AND CONTINUE YOUR FOCUS ON QUALITY. BRAVO ZULU SEABEES. COMMODORE BLOUNT SENDS.//
BT
#0010
NNNN

RATUZYUW RUSICWP0034 2260900-UUUU--RUNGCAV.
ZNR UUUUU ZUI RHHMMCA3554 2261104
R 130717Z AUG 04 PSN 517198H31
FM CTF 712
TO RUNGCAV/NMCB THREE
RHWIPRJ/NMCB EIGHTEEN TACOMA WA
INFO RHHMHAA/COMPACFLT PEARL HARBOR HI//N3/N5//
RHOVVKG/COMSEVENTHFLT
RHFJSAX/COM TWO TWO NCR
RUHEMDA/COM THREE ZERO NCR
RHORBRN/COMNAVBEACHGRU ONE
RHORBDD/COMDESRON ONE
RUSICWP/CTF 712
BT
UNCLAS //N00000//
MSGID/GENADMIN/CTF 712/N00//
SUBJ/CARAT 2004 BRAVO ZULU//
RMKS/1. BRAVO ZULU TO THE MEN AND WOMEN OF NAVAL MOBILE CONSTRUCTION BATTALION THREE AND EIGHTEEN FOR YOUR STANDOUT PERFORMANCE IN SUPPORT OF SOUTHEAST ASIA'S PREMIER BILATERAL EXERCISE SERIES, CARAT 2004.
PAGE 02 RUSICWP0034 UNCLAS
2. YOU CAN TAKE GREAT PRIDE IN KNOWING THAT YOU BROUGHT A POSITIVE AND PROFESSIONAL U.S. MILITARY PRESENCE TO SOUTHEAST ASIA ON A VERY PERSONAL LEVEL. BY CONSTRUCTING A MULTIPURPOSE BUILDING AND LUNCHROOM EXTENSION AT BAN THA LUMBID SCHOOL IN THAILAND, AND A TWO-CLASSROOM EXPANSION AT PUNDAKIT ELEMENTARY SCHOOL IN THE PHILIPPINES, YOU IMPROVED THE LIVES OF HOST NATION CITIZENS AND U.S. RELATIONS WITH OUR CARAT PARTNERS. YOUR EFFORTS, CULMINATING IN A SHELTERED PLACE FOR STUDENTS TO EAT AND PLAY IN THE THAI SCHOOL, AND A SCHOOL EXPANSION THAT ALLOWED FOR THE INTRODUCTION OF A LIBRARY IN THE FILIPINO SCHOOL, GREATLY IMPROVED THE LIVES OF HOST NATION CITIZENS. THESE REMARKABLE ACCOMPLISHMENTS EXEMPLIFIED THE SPIRIT OF CARAT AND DID NOT GO UNNOTICED. BEFORE THE PAINT COULD EVEN DRY, WE WERE ALREADY BEING ASKED TO MAKE PLANS FOR NEXT YEAR.
3. I COMMEND YOU FOR DEMONSTRATING FIRST HAND TO HOST NATION MILITARY AND CIVILIANS OUR CORE VALUES, PRIDE AND PROFESSIONALISM. THE CONSTRUCTION PROJECTS ALSO BUILT A RELATIONSHIP OF TRUST, DIPLOMACY AND FRIENDSHIP VITAL TO THE CONTINUED SUCCESS OF CARAT. UPHOLDING THE SPIRIT OF REGIONAL COOPERATION, THE NAVY SEABEES HAVE PROVEN ONCE AGAIN TO BE PREMIER GOODWILL AMBASSADORS OF THE UNITED
PAGE 03 RUSICWP0034 UNCLAS
STATES.
4. WELL DONE. RDML QUINN SENDS.//
BT
#0034
NNNN

# APPENDIX II

RAAUZYUW RHHMMFA5223 1950347-UUUU--RUNGCAV.
ZNR UUUUU ZUI RHHMMCB3926 1950348
R 131339Z JUL 04 PSN 752232H21
FM COMNAVMARIANAS GU
TO RUNGCAV/NMCB THREE
INFO RHHMUNA/CDR USPACOM HONOLULU HI
RHHMHAA/COMPACFLT PEARL HARBOR HI
RUWFPCF/COM THREE ZERO NCR DET PORT HUENEME CA
ZEN/COMNAVMARIANAS GU
BT
UNCLAS
QQQQ
SUBJ: BRAVO ZULU
UNCLASSIFIED//SBU.
MSGID/GENADMIN/COMNAVMARIANAS//
SUBJ/BRAVO ZULU//
POC/DENNETT, JOHN/CDR/COMNAVMAR/LOC:GUAM/TEL:671-339-7695//
RMKS/1. I WOULD LIKE TO EXTEND MY SINCERE APPRECIATION TO NAVY
MOBILE CONSTRUCTION BATTALION THREE FOR THEIR OUTSTANDING SUPPORT
DURING THE RECENT TURBO CADS 04 EXERCISE AT COMNAVMARIANAS GUAM.
YOUR TEAM PROVIDED SUPERB TRAINING TO OUR ORDNANCE MATERIAL HANDLING
EQUIPMENT OPERATORS, WHICH LED TO SUBSEQUENT CERTIFICATIONS AND OUR
PAGE 02 RHHMMFA5223 UNCLAS
ABILITY TO OPERATE AN ARTICULATING RATCH.  THE USE OF THE ADDITIONAL
RATCH WAS A KEY FACTOR IN THE SUCCESSFUL COMPLETION OF THE
COMNAVMARIANAS PORTION OF THE EXERCISE WHICH CONSISTED OF 940
CONTAINER LIFTS TO/FROM THE SS CAPE FAREWELL.  IN ADDITION, YOU
PROVIDED A RATCH AND QUALIFIED OPERATOR AT A CRITICAL TIME WHEN OUR
EQUIPMENT SUFFERED A CATASTROPHIC FAILURE, WHICH ALLOWED OPERATIONS
TO CONTINUE DURING REPAIRS.  I WANT TO PERSONALLY RECOGNIZE LCDR
DODD NAISER, EOCS(SCW) WILLIAM STEELE, EO1(SCW) MARK HAYS, AND
ESPECIALLY EO2(SCW) WESTON MARTIN FOR THEIR OUTSTANDING SUPPORT FOR
THIS IMPORTANT AND COMPLEX OPERATION.
2. BRAVO ZULU AND KEEP CHARGING! CO SENDS.//
BT
#5223
NNNN

Republic of the Philippines
Province of Zambales
**MUNICIPALITY OF SAN ANTONIO**

**Office of the Mayor**

*Awards this*

# CERTIFICATE OF APPRECIATION

*to*

## NAVAL MOBILE CONSTRUCTION BATALLION 3

UNITED STATES NAVY

*in grateful recognition for their unselfish contribution, unsolicited support and collective efforts in the construction of a two classrooms at Pundakit Elementary School for the educational upliftment of the people of Barangay Pundakit San Antonio, Zambales.*

*Given this 4th day of August 2004 at the Municipality of San Antonio, Zambales.*

HON. ROMEO C. LONGARIDA, M.D.
Municipal Mayor

# Certificate of Special Congressional Recognition

*Presented to*

**Naval Mobile Construction Battalion 3**

*in recognition of outstanding and invaluable service to the community.*

June 2, 2004
DATE

Madeleine Z. Bordallo
MEMBER OF CONGRESS

United States Department of State

*Washington, D.C. 20520*

July 14, 2004

To: CIVIC ACTION TEAM DET COMMANDER- PALAU

Dear Commander,

Subject: Letter of Appreciation

I would like to commend the Civic Action Team Detachment Palau from NAVAL MOBIL CONSTRUCTION BATALLION THREE, on their outstanding performance and commitment to excellence. Project Management and Engineering (PME) appreciates the DET's willingness to provide assistance to the Technical Security Upgrade (TSU) for US Embassy Koror, Palau.

All hands from DET Palau went above and beyond their normal jobs to give assistance to the security installation team. Examples of their efforts include the following:

- Due to the limited storage space at the Embassy compound, NMCB THREE DET Palau took charge and handled the receiving and storage of all material needed for the Technical Security Upgrade.

- DET personnel also maintained flexible schedules to deliver materials and provide technical assistance during the construction phase. Their support provided the means to complete this fast tracked project on schedule.

Their willingness to help others and the "Can Do Spirit" of the Seabees stationed a Palau are greatly appreciated.

Thank you for a job well done!

Sincerely,

Fred J. Knopp
Acting Section Chief
DS/FSE/PME/PE
Bureau of Diplomatic Security

Assemblies of God

**Rev. Lawrence R. Larson**
Minister of the Gospel, Missionary, Pastor
Author of "The Spirit In Paradise" & "The Revealing"
**Assembly of God, P.O. Box 126, Koror, PW 96940**
Ministry to Islands of PALAU, Micronesia
Church Phone: (680) 587-3408; Fax: (680) 587-2103
Home Phone: (680) 587-2364
E-Mail Address: LaryLarson@palaunet.com

U.S.A. Address:
1118 Zarsky Drive,
Corpus Christi,TX 78412
Phone: (361) 993-4486
(Our daughter's home)
During Missions Ministry
to the Pacific Island
country of PALAU

April 30, 2004

ENS Robert Kleinman
Seabee Camp Katuu, Airai, Palau
P. O. Box 6005
Koror, Palau 96940

Sir:

THANK YOU for your very special help to enlarge our **Church Parking Lot** here at the Palau Assembly of God, Ked, Airai, Palau. The cost would have been prohibitive apart from help from your men and heavy equipment.

Your men did a very fine job, of which we are now proud. Previously, for many years, we have been short of parking area for those coming for church services. This new extension will provide parking for approximately fourteen (14) more vehicles, off the main road.

This service to the community in Palau is a great help and blessing to us and to the country.

Please convey our thanks to all the Seabees who worked on this job; and the Palauan young men who worked with them. We are truly grateful. Their names are as follows:

EO2 Ricardo Jimenez
EO3 Christopher Grunewald
EO Oscar Ngiraibai
EO Valens Valentino

Yours sincerely,

Lawrence R. Larson

Rev. Lawrence R. Larson, Pastor

**COALITION FOR A TOBACCO FREE PALAU** Stop Tobacco Use Now
C/O Tobacco Control Program, 3rd Fl., Surangel's Bldg., P.O. Box 6027, Koror, Palau 96940
Phone: 488-8118 Fax: 488-8273, Email: @palaunet.com

June 3, 2004

ENS. Rob Kleinman
U.S. Civic Action Team (Seabees)
Ngerusar, Airai

Dear ENS Kleinman:

On behalf of the Coalition and the Tobacco Control Program, I would like to extend our sincere appreciation to you and your men for the assistance they provided in our recent World No Tobacco Day Walk-a-thon this past June 1, 2004. Their initiative and tireless efforts contributed to the overall success of the walk-a-thon. Thank you very much!

As mentioned earlier, this year's theme for World No Tobacco Day was *"Tobacco and Poverty: A Vicious Circle"* stressing the enormous economic costs of tobacco use and cultivation to families, communities and countries. According to the World Health Organization, studies across all the regions in the world show that it is the poorest people who tend to use tobacco the most in both developing and developed countries, and who bear most of the disease burden. Many studies also show that poorer people spend a higher percentage of their household income on tobacco products, to the detriment of other basic needs such as food, healthcare or education. The slogan 'a vicious circle' explains the inextricable link that exists between tobacco and poverty, and how the use of tobacco, especially by poorer people who consume this product the most, can cause harmful consequences to their already precarious economies and income.

Despite the heavy rain, this year's turn out was high involving 183 participants with ages ranging from 5 to over 60 years, and comprising of a good mix of ethnic groups with 69% Palauans, 21% Filipinos and other Asians, and 3% Caucasians. We were also able to provide intervention and disseminate information to the 18% of the participants who chewed betel nut with tobacco, and the 5% who smoked tobacco.

Thank you again for contributing to the success of the World No Tobacco Day Walk-a-thon 2004! Enclosed for you is this year's walk-a-thon t-shirt as a token of our appreciation. If you are interested in learning more about the Coalition or how you can support your local tobacco control program, please don't hesitate to let us know. Our contact info is listed above.

Best Regards,

Annabel Lyman
Secretary

Ngesechel a Cherchar
Belau National Museum
Since 1955

**Mission**
In the belief that "no song, no performance, no act of creation can be properly understood apart from the culture in which it is found and of which it is a part, it is the purpose of the Belau National Museum (BNM) as a major component of nation building to identify, contextualize and record Palau's past and present through collection, identification, documentation, preservation, interpretation, education, research and exhibition of cultural and natural property for the people of Palau.



July 6, 2004
**BNM04-032**

Ensign Rob Kleiman
Officer in Charge
Civic Action Team 03-34
Camp Katuu
Airai, Republic of Palau

Dear Ensign Kleiman:

On behalf of the Belau National Museum Board of Trustees and staff we would like to take this opportunity and thank you and members of your team for your invaluable assistance during the June 22nd launching of the two Museum canoes (*kabekel* and *kaeb*).

Without your assistance, this momentous occasion would not have been possible. We look forward to working with you again in the future on projects of mutual importance.

Demei O. Otobed
President, Board of Trustees

Faustina K. Rehuher-Marugg
Director

"A Cherchar a Lokelii"
P. O. Box 666, Koror, Republic of Palau PW 96940
Tel: (680) 488-2841 • Fax: (680) 488-3183 • Email: bnm@palaunet.com

10-0557- W60(4/88)

Raytheon

ORGANIZATION:
Range Systems Engineering
AUTEC, Environmental, Safety & Health

CLASSIFICATION; Unclassified

CONTRACT NUMBER: N61339-97-C-0001

Date: September 27, 2004

TO: Donald Naiser, LCDR, CEC USN

FROM: Stephen J. Frost
Environmental Safety & Health Manager

Timothy Swavely, MS, WSO-CSM, REP, HEM
Senior Safety Engineer

SUBJECT: NMCB Three
Unit 25269
Andros Attachment April 04 – October 04

Commander Naiser,

On behalf of the AUTEC Environmental Safety and Health Department we would like to take this opportunity to thank the Seabee's of Detail Andros, NMCB-Three, for their outstanding performance in regard to their Environmental Safety and Health program exhibited while attached to the AUTEC project on Andros Island, Bahamas from April to October 2004.

A weekly inspection was conducted jointly between our office and the Detail Safety Supervisor during the course of this deployment and this company's record was excellent. The Navy has a reason to be proud of this unit's outstanding record, accomplishments and community involvement.

We would also like to give a special recommendation to SW1 (SCW) James Mathews QC/Safety. Petty Officer Mathews responded to each and every concern in the utmost of speed, courtesy and Naval Professionalism. Petty Officer Mathews shows an outstanding aptitude in the Environmental Safety and Health Profession and we hope the Navy continues to foster this ability as to allow SW1 Mathews the opportunity to continue to make great contributions to Naval Safety Programs.

*Timothy A. Swavely*
Timothy A. Swavely, MS, WSO-CSM, REP, HEM
Senior Safety Engineer
& Health Manager

*Stephen J. Frost*
Stephen J. Frost
Environmental Safety


P.O. Box 833, Koror, Palau 96940 Tel. No. (680) 488-1930 / 345-2967 E-mail: peleliu60thanniv@visit-palau.com

**Organizing Committee Members:**

**Overall Committee:**
*Co-Chairman*
Minister Temmy Shmull

*Co-Chairman*
Gov. Jackson R. Ngiraingas

*Vice-Chairman*
Salvador Tellames

**Sub-Committee Chairman**

Mark Orrukem
Program / Public Relations

Alfonzo Diaz
Media / Publicity

Merol Ngirmetiil
Sea Transportation

Pricilla M. Soalablai
Finance

Joan H. Demei
Protocol / Hospitality

Nobert Yano
Secretary

Adalbert Eledui
Logistics / Land Transportation

**Advisors:**
Chief of Staff, Billy G. Kuartei
Governor Johnny Gibbons
F. Masato Kumangai
Elias Camsek Chin
Donald Haruo
Jonathan Isechal

September 20, 2004

Lt. JG Kleiman
Palau Civic Action Team
Koror, Palau 96940

Dear Lt. Kleiman,

The commemoration of the 60th Anniversary - Battle of Peleliu was an important event, not only for the Japanese and US Veterans who attended, but also for the people of Palau. The theme, Peace, represented a healing of the souls who were lost sixty years ago.

As sponsors, your contributions were essential to the overall success to this event, which was not only a milestone for history, but also a great promotion for Palau.

**Kom kmal mesulang** for your sponsorship of the Commemoration of the 60th Anniversary - Battle of Peleliu and the Liberation of Palau.

Yours Respectfully,

Minister Temmy L. Shmull
Co-Chairman
Organizing Committee
60th Anniversary – Battle of Peleliu

Governor Jackson R. Ngiraingas
Co-Chairman
Organizing Committee
60th Anniversary – Battle of Peleliu

CERTIFICATE OF APPRECIATION

On behalf of the Republic of Palau, the Organizing Committee on the 60th Anniversary-Battle of Peleliu and the Liberation of Palau extend our heartfelt gratitude to

CIVIC ACTION TEAM PALAU

In recognition of your valuable sponsorship that contributed to the overall success of this historical event

60th Anniversary - Battle of Peleliu and the Liberation of Palau

Tommy L. Shmull
Co-Chairman, Organizing Committee

Jackson R. Ngiraingas
Co-Chairman, Organizing Committee