

NAVAL MOBILE CONSTRUCTION BATTALION THREE

DEPLOYMENT COMPLETION REPORT



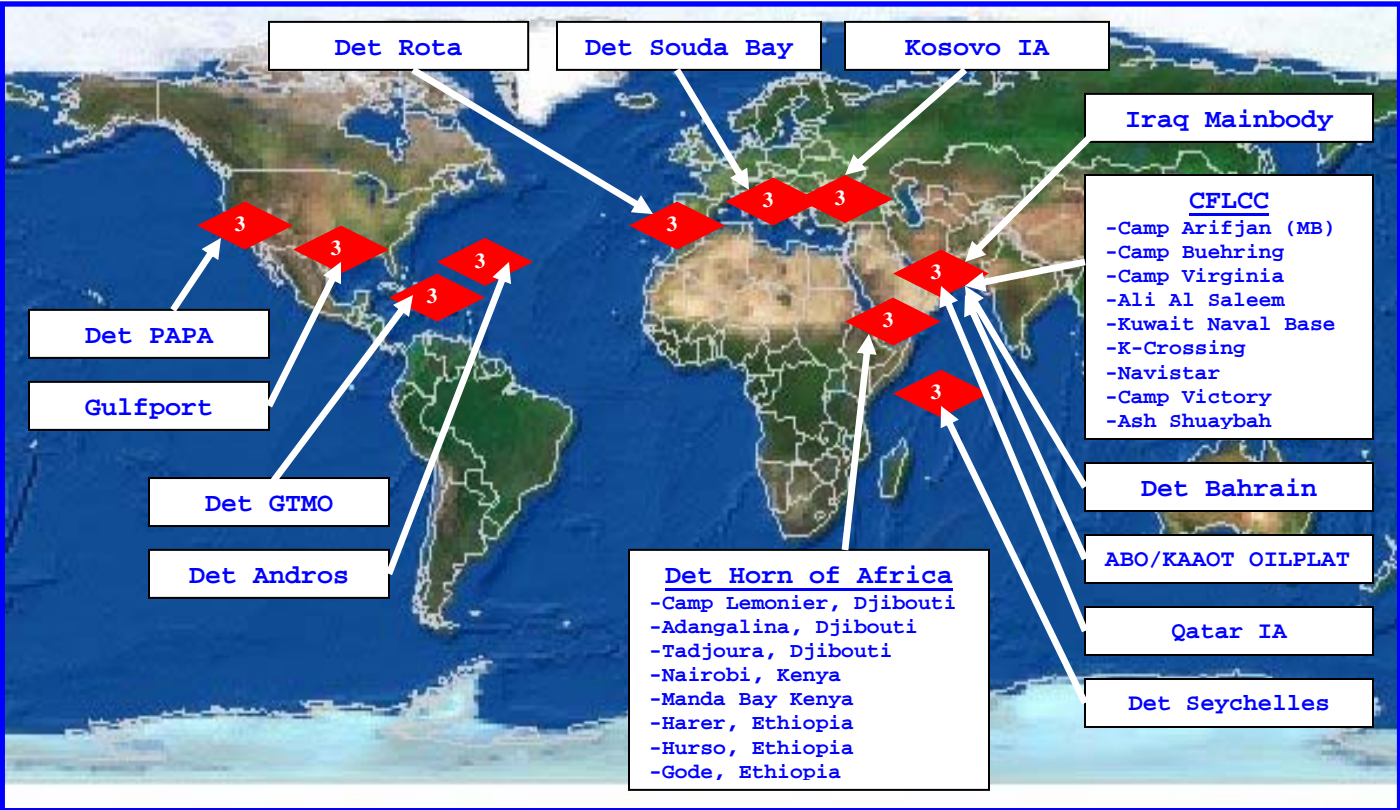
"BETTER THAN BEST"

26JUL2005-21FEB2006

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Chapter I

EXECUTIVE SUMMARY



"BETTER THAN BEST"

IV - EXECUTIVE SUMMARY

The 2005/2006 deployment to Iraq and Kuwait in direct support of Operation IRAQI FREEDOM 04-06 marked another successful milestone in the history of U.S. Naval Mobile Construction Battalion THREE. The deployment was marked by several "first" time accomplishments in the Naval Construction Force. NMCB THREE was the first Battalion to launch and maintain six Convoy Movement Teams, which successfully executed 133 escort missions traveling over 21,506 miles on combat zone supply routes and resulting in 17 combat action ribbon awards. NMCB THREE began the deployment by establishing a Battalion main-body site in Camp Fallujah, Iraq to support the SECOND Marine Expeditionary Force (II MEF), transformed Rota from a mainbody to a Detail site, and closed down Detail Souda Bay. Three months into deployment, the Battalion redeployed to Camp Arifjan, Kuwait in support of Coalition Forces Land Component Command (CFLCC), and setup a new mainbody site that Seabees will be deploying to for years to come. The setup of two new mainbody sites on one deployment, was also a first time achievements for an NCF Battalion. Upon re-deployment to Camp Arifjan, NMCB THREE was augmented by Seabees from NMCB TWENTY-ONE and soldiers from the U.S. Army 63rd Construction Support Element (CSE) to support construction and maintenance for eight bases throughout Kuwait. NMCB THREE masterfully wove the combination of Active, Reserve, Navy and Army units together to create an efficient organization that served as the model for active and reserve integration as well as joint operations. NMCB THREE also established Detail sites around the globe in support of 22NCR and Combined Joint Task Force (CJTF) operations, specific locations included: Horn of Africa; Souda Bay, Greece; Guantanamo Bay, Cuba; Andros Island, Bahamas; Rota, Spain; The Kingdom of Bahrain, Seychelles islands, and Iraqi oil platforms. All in all, NMCB THREE had personnel deployed to 39 locations around the globe. Despite the demanding operational tempo and arduous combat conditions, the Seabees and Soldiers assigned to NMCB THREE rose to the occasion to responsively execute missions with galvanizing commitment and stellar professionalism. During an intense, dynamic deployment that stretched resources to the limit, the Battalion constantly adjusted fire and kept focus to ensure the three main priorities of MISSION, PEOPLE and OWNERSHIP were at the heart of all procedures and operations. The projects and tasking completed by NMCB THREE during this deployment will have a lasting impact on the Global War on Terrorism and directly contributed to the reconstruction and establishment of a free Iraq. The Seabees of NMCB THREE lived up to their heritage and motto, "With compassion for others, we build and fight for peace and freedom."

ADMINISTRATIVE DEPARTMENT

The Administrative Department executed and resolved a tremendous number of human resources and personnel career issues. The department processed 112 gains, 48 transfers, and 25 separations during the deployment. In addition, the department updated all Battalion page-2s and completed over 3,000 travel claims and over 2,000 pay and personnel transactions. The number of personnel reenlisting this deployment was outstanding with 45% percent of those eligible deciding to extend their Navy careers. The Command recognized outstanding individual performances and contributions to the Battalion's success. The department has processed the award of over 30 Navy Achievement Medals and continues preparing the end of deployment, end of tour, and special acknowledgement awards earned by the hard working and dedicated Seabees during this challenging and rewarding deployment.

IV - EXECUTIVE SUMMARY

TRAINING/READINESS

The Training Department executed a well-organized and robust training plan for the deployment. All personnel deploying to SWA participated in a four-day Reception, Staging, Onward Movement, and Integration (RSO&I) training held at Camp Moreell, Kuwait. When the call came out to provide three additional convoy security teams, a month before deployment, the Training Department immediately went to work and coordinated with the 31st SRG to develop a two-week, homeport training plan for the new teams. This training was the cornerstone of safe, and successful operations for those three teams. The Battalion Convoy security teams aggressively conducted left seat/right seat training with their NMCB ONE, NMCB TWENTY FOUR and NMCB ONE THREE THREE counterparts during the turnover processes. As a result of NMCB THREE's convoy expertise, the Battalion was tasked to provide subject matter experts, to lead the convoy security training for NMCB FOUR at the start of their deployment. When the Battalion redeployed to Kuwait, the Training Department masterfully created a three day training program to provide all Seabees with CFLCC required courses, Kuwait indoctrination courses, safety courses, and combat stress training. Additionally, monthly GMTs, Seabee Combat Warfare round robin training and continuous Combat Operations Center (COC) training challenged the leadership and Seabees of the Battalion. Training was implemented to aid Battalion personnel assigned to the II MEF area of operations in obtaining the Fleet Marine Force (FMF) qualification, and in three short months, 5 FMF pins were awarded, and 10 FMF ribbons were awarded. All Details employed an equally diverse and thorough training program. An aggressive Seabee Combat Warfare program was maintained which resulted in 97 personnel achieving their SCW qualification during this deployment. NMCB THREE maintained its combat readiness in Iraq by conducting two mass casualty drills and three CBR drills during the Battalion's time in Iraq. Additionally, training was conducted regularly by the medical staff to refresh combat lifesaver skills, and re-certify troops in Basic Life Support. The convoy security teams maintained their edge by continuously training. If they did not have a mission, they were training for the next mission. Training topics included: convoy safety, crew served weapons ranges, immediate action drills, COC exercises, and numerous "what if" scenarios based on intelligence information on the latest in complex attacks.

OPERATIONS

NMCB THREE's major deployment challenge was the operation of six Convoy Movement Teams, while still maintaining direct labor to support construction operations at 11 different sites in Iraq. The Operations Department masterfully balanced the convoy and construction requirements by "thinking outside the box" and utilizing CS, SK, PS, SH, EA, and PC ratings for convoys, COC watches, and direct labor. All members of the Battalion stepped up and worked out of their comfort zone and area of expertise to make the mission in Iraq a phenomenal success. The convoy requirement also created a challenge for maintenance of CESE, communication gear, and weapons, which required around the clock support operations. While deployed to Iraq, NMCB THREE completed 133 convoy missions, and logged over 21,506 miles escorting approximately 2,200 TCN vehicles. In support of the II MEF Engineer Group in Iraq, the Battalion completed 14,368 mandays of convoy mission tasking and 10,488 mandays on twenty-six tasked projects with material value of over \$1.4M, achieving a cost avoidance of nearly \$3.3M. The projects included: construction of three hardened galleys, completion of over 30 SWA huts,

IV - EXECUTIVE SUMMARY

design and construction of a hardened timber tower, concrete footing for a communication tower, setup of an Iraqi Security Force (ISF) camp, and setup of a Coalition Forces Forward Operating Base (FOB).

Midway through the deployment, the Operations Department masterfully orchestrated the Battalion movement of over 300 personnel from five turnover Detail sites in Iraq to a new mainbody site and two detail camps in Kuwait. To add to the complexity of this move, NMCB ONE THREE THREE was delayed in deploying, due to Hurricane Katrina, and the Army 844th Construction Support Battalion (CSB), who NMCB THREE was scheduled to relieve in Kuwait, got bumped up on their redeployment date. This created a situation where NMCB THREE was running two camps simultaneously. NMCB THREE took charge of Seabee Camp Arifjan on 18 November 2005, and immediately began setting up the mainbody site in Arifjan, as well as detail camps at Camp Virginia and Camp Buehring. The tasks included: construction of armories, setup of Alfa shops/yard, MLO yards, supply laydown areas, and construction/reconfiguration of office spaces to account for efficient Seabee operations. While in Kuwait, NMCB THREE was OPCON over 145 Seabees from NMCB TWENTY ONE, and TACON over 139 soldiers from 63rd Construction Support Element (CSE). NMCB THREE masterfully wove the combination of Active, Reserve, Navy and Army units together to create an efficient organization that served as the model for active and reserve integration as well as joint operations. While deployed to Kuwait, NMCB THREE successfully completed over 16,669 mandays of construction tasking, while completing 58 tasked projects and partially completing 19 projects. These completed projects include but were not limited to: ECP sunshade at Ali Al Saleem, placement of 4-100'x150' concrete large area maintenance (LAM) pads, construction of a secure room in ASG headquarters building, design and construction of Zone 6 drainage. The Battalion also worked the CFLCC number one priority project, K-Crossing, from 5% to 38%. The projects were staffed with personnel from all three units to maximize expertise, and ensure a smooth, and transparent turnover with NMCB SEVEN. The Battalion worked a total of 77 projects with a material value of \$11M and cost avoidance of \$4.5M.

Detail Horn of Africa had a 120 personnel det, and was tasked with doing projects at eight different project sites in three different African countries. Some of their most noteworthy achievements include: Drilling three water wells, which offered relief to drought stricken areas in Ethiopia, and helped to win the hearts and minds of the local population; Providing expedient disaster relief in Nairobi when a five story building collapsed; and designing and building a boat ramp in Kenya for the Kenyan Navy; a project that other Seabee Battalions and construction units shied away from. Detail Horn of Africa worked on a total of 10 projects with a material value of \$875K and a cost avoidance of \$2.4M.

The various other CENTCOM and EUCOM Details, including Souda Bay, Greece; Guantanamo Bay, Cuba; Andros Island, Bahamas; Rota, Spain; The Kingdom of Bahrain, Seychelles islands, and Iraqi oil platforms worked on a total of 16 projects with a material value of \$2.2M and a cost avoidance of \$2.5M.

SUPPLY / EQUIPMENT

The Supply Department was responsible for receipt and issue of all automotive parts and consumable materials, management of the Battalion/Camp TOA, camp collateral equipment, OPTAR funding via Camp Mitchell (Rota), barracks operations and management, Post Office and postal services, and the Barber Shop at Camp Knott on Camp Fallujah, Iraq. Additionally, NMCB THREE provided

IV - EXECUTIVE SUMMARY

direct support in handling project material and Class IV working stock maintained by the 30NCR MLO. Upon redeployment to Camp Arifjan the Battalion MLO/CTR operations were basically established from scratch at all three DET sites in Kuwait. Overall supply department tasking and operations mirrored the operation more in Camp Knott than at Camp Mitchell. The Battalion coordinated and executed the formidable task of moving the Rota Table of Allowance (TOA) from Camp Mitchell to Camp Arifjan, painstakingly off-loading, inventorying and storing all TOA equipment, tools and miscellaneous items in the newly established camp. All of the supply outlets (ARP, CSR, CTR, and MLO) were established from scratch here on Camp Arifjan and set NMCB SEVEN up for success upon our relief. The Battalion managed and ran a professional CESE maintenance program to ensure equipment and transportation assets were readily available to support all mission requirements

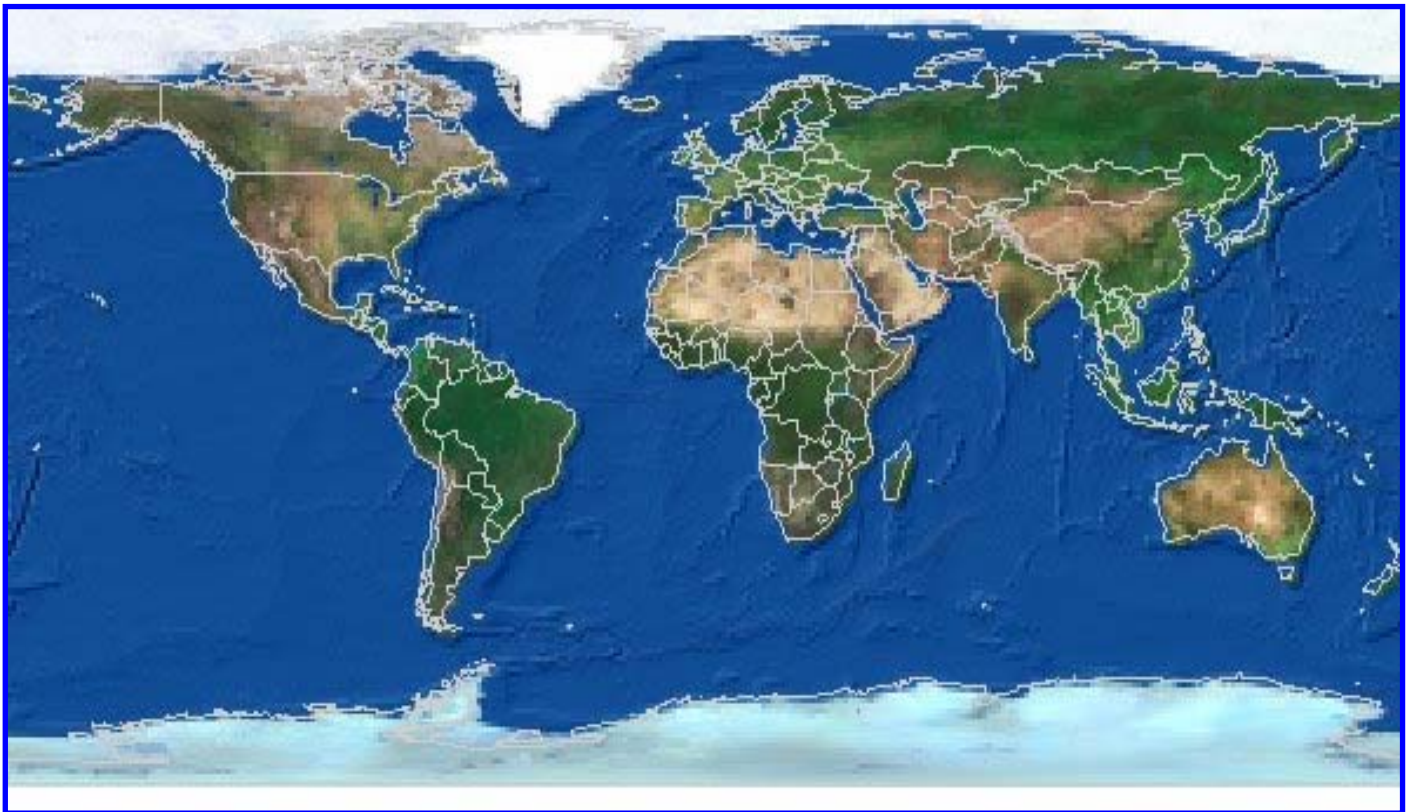
The condition of the Iraq TOA was significantly improved as the initial deadline was cut in half and 100% availability was maintained for convoy CESE. The Rota TOA was moved to Camp Arifjan, Kuwait. Many challenges resulting from storage were addressed as much of the TOA was put to use for the first time in many years. The Alfa yard and shops were set up from scratch but were turned over to NMCB SEVEN fully up and running.

SUMMARY

NMCB THREE's deployment has been one of many "first" time, amazing accomplishments. The establishment of the Battalion Mainbody sites in Iraq and Kuwait, the movement of a full TOA from Rota to Kuwait, the successful launching of six convoy security teams, and the successful deployment of personnel to 39 different sites around the world made it an extraordinary deployment. The myriad of deployment sites and wide variety of unique tasking in support of Operation Iraqi Freedom 04-06, Operation Enduring Freedom and the European and Caribbean Detachments provided the challenges necessary to make it a rewarding deployment for all personnel. NMCB THREE has achieved unparalleled success in all areas of tasking, personal, and professional development while forward deployed. The battalion has truly lived up to its motto of "Better than Best" on this deployment.

Chapter II

ADMINISTRATIVE



"BETTER THAN BEST"

II - ADMINISTRATIVE

The Administrative and Personnel Offices worked hard and were very committed in ensuring outstanding support was provided in all facets of administrative and personnel matters for over 800 Seabees deployed throughout Southwest Asia and around the globe. NMCB THREE stood up a Homeport PAPA Det, comprised of 10 Personnel Support Specialists (PS), which provided around the clock support to all the Dets around the world. The PAPA Det team was directly responsible for processing and tracking all Fitness Reports and Enlisted Evaluations, all award recommendations, correspondence, reports, travel requirements, transfers, gains, separations, re-enlistments, promotions, and advancement exams. The Personnel office provided superb support to every Seabee attached to the Battalion, with coordination of the September 05 Navy-Wide Advancement Examinations, all requirements for 350 active duty and Naval reserve participants spread throughout the world in 17 deployment sites were completed with outstanding results. 60 personnel participated in the Jan 06 CPO exams and preparations for administering the March 06 E4-E6 Navy-wide exam to 300 personnel were completed. Retention continued to be a top priority for NMCB THREE throughout the deployment. With outstanding support from our Career Counselors many Seabees decided to "Stay Navy" and take that next step into the millennium. by providing reenlistment ceremonies, including presentation of discharge and reenlistment certificates, a United States Flag with certificate and SRB checks when available, Battalion operations were greatly enhanced through the diligent efforts of NMCB THREE's support personnel. This was truly a remarkable feat considering that NMCB THREE did not have an actual NC on staff for the entire deployment.

ADVANCEMENT DATA

*Sep 05 Exam

PAYGRADE	E4	E5	E6
ANTICIPATED	87	163	57
SELECTED	38	32	10
% SELECTED	43%	19%	17%
% SELECTED NAVY WIDE	35%	17%	13%



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BATTALION RETENTION DATA AUGUST 05 - FEBRUARY 2006

		AT EAOS	Before EAOS	Ineligible Losses		Reenl	Reenl Rate	Ret Rate	Att
				Before EAOS RE-4	Other				
A	0-6 Years	43	9	7	2	18	41.9%	41.9%	20.9%
B	6-10 Years	3	2	0	2	3	100.0%	100.0%	66.7%
C	10-14 Years	0	1	1	0	0	0.0%	0.0%	0.0%
D	14-19 Years	8	0	0	0	8	100.0%	100.0%	0.0%
E	20+ years	3	0	0	0	3	100.0%	100.0%	0.0%
Total		54	12	8	4	29	45%	54%	18.1%

Note:

Retention Rate: Combines reenlistment and Attrition Rate.

Attrition Rate: Measures loss behavior prior to end of service obligation.

Reenlistment Rate = Reenlistments divide @EAOS plus before EAOS.

Retention Rate = Reenlistments divided @ EAOS.

Attrition Rate = Before EAOS divide @ EAOS plus before EAOS.

Disbursing

The Disbursing staff's main focus of effort was processing over 5000 pay documents, travel claims and monthly per diem payments. Disbursing operations were primarily carried out by Detail Papa, which consisted of 10 administrative personnel that remained in Naval Base Ventura County during the deployment. This team maintained 24 hour operations to ensure that detail sites from around the world had access to administrative support whenever it was required.

Medical

The Medical Department had an extremely busy deployment and excelled in many areas despite being understaffed for the mission at hand. In addition to providing continual coverage to each of the six convoy security teams with five corpsmen and one dental technician, the Medical Department assisted Fallujah Surgical with on call casualty care. After completing a successful turnover with NMCB ONE in Camp Fallujah, Medical worked diligently towards maintaining its medical readiness, which already stood at 99%. Pest and rodent control



were among many of the safety and disease prevention roles that were handled by the NMCB THREE Preventative Medicine Technician. The Medical Department also maintained liaison with Fallujah Surgical to allow for the Battalion Dental Officer to carry out routine and emergent dental care on a regular basis. Despite the high operational tempo, training was conducted regularly to refresh combat lifesaver skills, re-certify troops in Basic Life Support and conduct mass casualty drills. The medical staff was also on call for

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Fallujah surgical, when casualties were flown into the camp. NMCB THREE medical responded to Fallujah surgical on several occasions to care for the wounded that were transported to the Camp. Medical personnel were also an integral part of teaching Seabee Combat Warfare, Fleet Marine Force, and basic first aid classes throughout NMCB THREE's time in theater.

The medical staff of NMCB THREE was busy the second half of the deployment as well. On its arrival to Camp Arifjan, NMCB THREE was tasked by CFLCC to take over a BAS that served a population in Zone 6 ranging from 6000-10,000 soldiers, sailors and airmen at any given time. Augmented by an enthusiastic and knowledgeable medical staff from NMCB TWENTY ONE, the medical staff was able to provide quality care for our own, but also for more than 1000 members of other services. In addition to their presence in Camp Arifjan, NMCB TWENTY ONE provided corpsman to staff the Battalion Aid Station's at both Camps Buehring and Virginia, allowing NMCB THREE to send three additional corpsmen to the detail sites in HOA and Seychelles. With ready access to a variety of specialty services, the medical staff was able to arrange for and provide access to consultations that ensured the highest quality care, regardless of the problem. In preparation for post deployment, an aggressive campaign was initiated to complete PDHA and HIV requirements prior to redeployment. In doing so, we were able to capture a number of wellness issues that were appropriately addressed before the member returned to their loved ones. The BAS underwent several physical modifications during our tenure, allowing for a more efficient rendering of medical care, and more importantly ensuring a greater degree of privacy for our patients. The medical and health requirements of this deployment were rigorous, and on a daily basis the NMCB THREE Medical Department was presented with challenges of both a logistic and healthcare nature. With DET sites around the world, the medical staff was able to maintain a medical readiness of 98% throughout the deployment allowing for a seamless transition to homeport.

CAMP ARIFJAN BAS TOTALS 19 NOV 05 - 19 FEB 06				
	TOTAL VISITS	SIQ	HOSPITAL	LIGHT DUTY
NMCB-3	496	16	3	37
OTHER UNITS	1003	33	1	114
TOTAL PATIENTS SEEN	1499	49	4	151

Dental

Upon arrival of the delayed party in Camp Fallujah, the Dental Department aggressively pursued working out an amicable relationship with the Marine 2nd Dental Battalion to agree on a space rotation schedule for NMCB THREE patients. This was required because an ADAL was not sent with the Battalion for use in Fallujah, and space in Camp Knott was minimal. Since the 2nd Marine Dental Battalion was in the middle of a turnover, the NMCB THREE dental staff helped to thoroughly clean the spaces allowing the dental staff to be ready for patient care almost immediately. The Department worked closely with the 2nd Marine Dental Battalion staff in order to assure minimal impact on the availability of their own equipment for use. This allowed for approximately four patients seen on a daily basis. NMCB THREE construction

II - ADMINISTRATIVE

mechanics regularly helped out the dental clinic by fixing the compressor when it would break down.

Upon arrival of the main body from Fallujah to Camp Arifjan, the Dental Department aggressively located, inventoried and set up the field dental clinic, with the ADAL that was sent from Rota. Since the 844th CSB did not have a dental officer, a new location had to be identified and setup for an NMCB dental facility. It was determined that a 20' x 20' tent would be used. The tent, which belonged to the 844th CSB chaplain, was gutted out, and transformed into a dental clinic, complete with a waiting area, exam area, and records storage area. This was one of the first camp maintenance projects that was



completed by NMCB THREE in Kuwait. The permanent Zone 1 dental clinic in Camp Arifjan was fully manned with Army and Navy dental personnel, and there was no available operatory for use by the Battalion Dental Officer. The NMCB THREE Dental Department worked closely with Zone 1 Dental Clinic staff in order to find as many times as possible to see Seabee patients while the new field clinic was being erected, and the Army was very accommodating with supplies and support. The ADAL from Rota was all designed for use with a 120V/60Hz electricity source, because the equipment pulls heavy amperage, and all camp power is 220V/50Hz. Therefore, a 120V/60Hz generator was provided by the Army, and set behind the dental clinic for use solely by the new clinic. As with setting up any new clinic, problems with equipment was encountered and was dealt with as it popped up. Most of the problems were from the equipment being stored so long in the ADAL without being used. Bravo Company was especially helpful with providing electrical and construction assistance and the Zone 1 dental clinic provided much support in our endeavor. All consumable supplies were readily ordered through the Class VIII Supply Warehouse on base using the battalion DODAC number. 1NCD approved the order of "big-ticket" items necessary for a fully functional clinic. Upon completion of the deployment, the Command's Dental Readiness was at 98% which was above the Navy's goal of 95%. A successful turnover with NMCB SEVEN was accomplished, with minimal remaining work-orders for a working clinic.

Religious Ministry Team (RMT)

The Religious Ministry Team was deployed with the mainbody to Camp Fallujah, Iraq and Camp Arifjan, Kuwait. While at Camp Fallujah, the Battalion Chaplain assisted II MEF (FWD) with conducting combined Sunday Chapel Services, and leading the 1300 Gospel Service. In addition, the RMT instituted the *United Through Reading* program, which was also available through the II MEF (FWD) Chaplains' Office. The RMT was responsible for supervising the Command Religious Program and for providing religious ministry for both the battalion and the 30th NCR. The majority of religious ministry was pastoral care and counsel, primarily in relation to the Convoy security teams, Red Cross Messages, and Chapel Service. The Chaplain also acted as the Supervisory Chaplain for the NMCB TWO FOUR, NMCB TWO TWO, and 983rd Engineering Battalion

II - ADMINISTRATIVE

religious ministry teams. The Chaplain conducted site visits within the AO and also conducted a long-term site visit to the HOA region, in which all remote detail sites were visited.

After the mainbody redeployed to Kuwait, the Chaplain rejoined the Battalion mainbody after completing his visit with DET HOA. The battalion had personnel at Camp Arifjan, Camp Buehring, and Camp Virginia. Each Camp in the AO provided religious services under the supervision of the Area Support Group (ASG) at Camp Arifjan. Therefore, the majority of religious ministry within the battalion involved pastoral care and counsel, and visitation. At the end of deployment, the Chaplain provided training on Stress Awareness, Seabee Return and Reunion, and Warrior Transition. All Seabees who were in Iraq, Kuwait, or HOA received the Warrior Transition Training.

Public Affairs Officer (PAO)

Before the first element of the Battalion deployed the Public Affairs Office was able to garner significant television coverage for the departure of advance party personnel. This was the first coverage of a battalion deploying from Port Hueneme in recent memory. This coverage increased awareness in our local community of all the local battalions deployed, and deploying overseas and reflected positively on the command, the base and the Navy as a whole.



Having deployed to Camp Knott, Iraq, a location that was not meant to house a full mainbody crew, the Public Affairs Office carved out a niche that will serve future battalions very well. A space was designated for Public Affairs use at Camp Knott, which was shared with the command Drug and Alcohol Program Advisor and the Seabee Combat Warfare Program Coordinator. All three programs were able to meet their goals while sharing a single computer.

Because of the remote locations of detail sites, and the limited travel opportunities, the PAO also trained Public Affairs Representatives (PAO Reps) for each of the Battalion Details. The PAO Reps were given basic "stringer" training manuals, made available on the command computer network, to study. These pamphlets helped them improve their writing ability and photography skills as well as their ability to interview subjects effectively. They were also given direction on how to approach the Area Public Affairs Office to solicit their assistance with producing articles and gaining photographic coverage. This strategy worked extremely well as the nearly 100 articles and hundreds of photographs of NMCB THREE's time in Iraq will attest.

The Public Affairs Reps were also provided a calendar containing a press release schedule for each company and detail. This calendar of milestones was generated by the Command Journalist and was included in the package of training material for the PAO Reps. The calendar, which included story ideas, writing help and photography tips, detailed the monthly due dates for the command's website, family-gram and external publications. Having this calendar of milestones proved to be an excellent tool to improve the flow of information from the details to the command, the families and the command's external audiences.

II - ADMINISTRATIVE

The Battalion Journalist also implemented a number of story templates. These templates allowed for large numbers of stories to be produced in a very short time. In the first few weeks of deployment the number of submissions was greatly improved over the previous deployment. Each submission was screened in-house by the Command Journalist, Public Affairs Officer (articles) and Executive Officer. All approved press releases and photos from Details working in Iraq were sent to 30th NCR for Operational Security screening and subsequently released to several Navy and civilian publications worldwide.

The Battalion "Friends and Family" website was updated almost daily by the Command Journalist. Short detachment site updates and photos were made available to those back home to provide them with timely information of the projects and living conditions their loved ones were working with everyday. The website was also used as a central publishing location for all the Battalion's press releases and released photos. This gave the friend's and family of Battalion personnel access to



every piece of news released by the Battalion increasing the effectiveness of the public affairs program. By having all the command information in a central location, families not living in the immediate area still had access to news and messages from the command, sometimes faster than those who read the base newspaper.

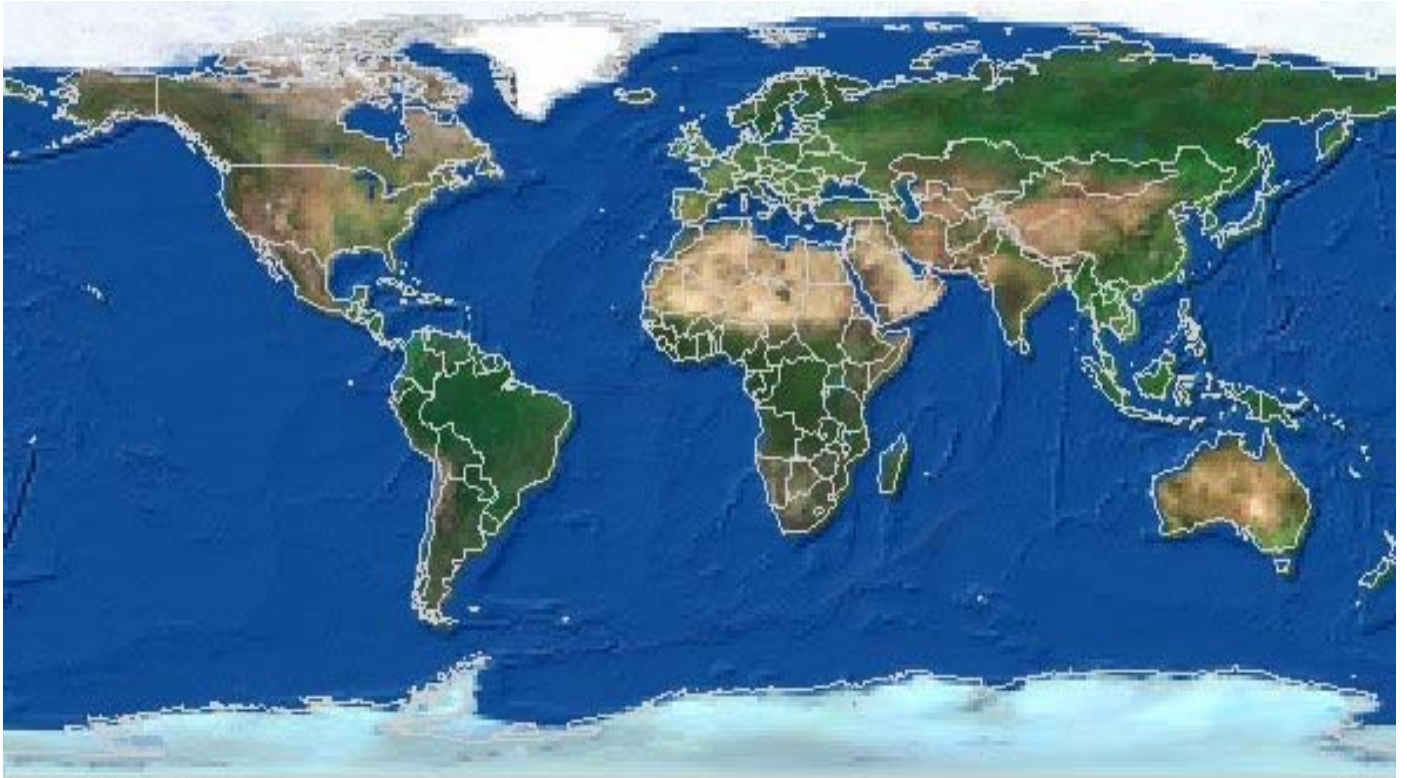
A cruise book contract was signed with Friesens' Corporation, Yearbook Division for a 128 page cruise book. The cruise book fund, which is maintained by individual book sales and fund raising, was sufficient to cover the production cost of 250 cruise books. No command MWR money was involved in its publication.

Additional help for photo captioning and selection came from the cruise book committee as well as volunteers. This process, although faster than those used in years past, was the single largest time consuming evolution in the production of the cruise book. The Public Affairs Team spent long hours designing the layout for the book in an attempt to maximize the amount of photos in the book over previous years. This layout is a fine balance of quality and quantity.

ADP equipment obstacles as well as the fluid nature of the personnel allocation due to ever changing tasking continued to threaten the effectiveness of the commands Public Affairs program. Perseverance was the key to the Public Affairs Office success.

Chapter III

TRAINING / ARMORY / COMMUNICATIONS



"BETTER THAN BEST"

III - TRAINING / ARMORY / COMMUNICATIONS

Training

The training staff executed an aggressive training plan tailored for a world-wide Battalion deployment. Early in deployment, the Battalion planned and executed Reception, Staging, Onward Movement, and Integration (RSO&I) training for all personnel deployed to Iraq, Kuwait and Horn of Africa (HOA). All personnel deploying to SWA participated in a four-day RSO&I held at Camp Moreell, Kuwait. Training consisted of weapons



familiarization through actual weapons firing, close quarters drills, intel briefs, in-country briefs, and rules of engagement. When the call came out to provide three additional convoy security teams, a month before deployment, the Training Department immediately went to work and coordinated with the 31st SRG to develop a two-week, homeport training plan for the new teams. The training included weapons and communication gear familiarization, immediate action drills, urban warfare, and rules of engagement. This training was the cornerstone of safe, and successful operations for those three teams. The Battalion convoy security teams aggressively conducted left seat/right seat training with their NMCB ONE, NMCB TWENTY FOUR counterparts during the turnover process. Upon completion of the Iraq phase of deployment, the NMCB THREE convoy security teams utilized their expertise in conducting RSO&I training as well as left seat/right seat training for NMCB ONE THREE THREE and NMCB TWO TWO. As a result of NMCB THREE's convoy expertise, the Battalion was tasked to provide subject matter experts, to lead the convoy security training for various Army units prior to their deployments into Iraq.

NMCB THREE maintained its combat readiness in Iraq by conducting two mass casualty drills and three CBR drills during the Battalion's time in Iraq. Additionally, training was conducted regularly by the medical staff to refresh combat lifesaver skills, and re-certify troops in Basic Life Support. The convoy security teams maintained their edge by continuously training. If they did not have a mission, they were training for the next mission. Training topics included: convoy safety, crew served weapons ranges, immediate action drills, COC exercises, and numerous "what if" scenarios based on intelligence information on the latest in complex attacks. Additionally, Monthly GMTs, Seabee Combat Warfare round robin training and continuous Combat Operations Center (COC) training challenged the leadership and Seabees of the Battalion that were deployed to Iraq. With the need to pull CSs, SKs, PSs, SHs, EAs, and PCs into the COCs at the mainbody and various det sites, the COC training was necessary and gave those junior personnel the experience that they needed to successfully communicate with higher, run Blue Force Tracker, and communicate on the MIRC.

Training was implemented to aid Battalion personnel assigned to the II MEF area of operations in obtaining the Fleet Marine Force qualification, and in three short months, 5 FMF pins were awarded, and

III - TRAINING / ARMORY / COMMUNICATIONS

10 FMF ribbons were awarded. All Details employed an equally diverse and thorough training program.

Det Rota, Spain had an in country brief on Spanish culture and local laws and regulations. The Souda Bay, Greece detachment focused on European Driving Safety, Liberty Curfew Hours, and Alcohol consumption while the detachments in Andros and Guantanamo Bay focused on island safety. SCW classes were continuously offered at all locations after normal working hours to improve Seabee Combat Warfare Readiness. 3M-301 Training was a mandatory requirement for all Battalion personnel. Chiefs, Officers and First Class Petty Officers took courses to complete 3M-Departmental and Supervisory qualifications. CPR courses were also conducted during this period.

When personnel redeployed from Iraq to Kuwait, the Training Department masterfully created a three day training program to provide Seabees with all CFLCC requirement courses, Kuwait indoctrination courses, safety courses, and combat stress training. The topics included combat stress, hazing, OPSEC training, ISO prep, sexual harassment, sexual assault, project safety awareness, Area Support Group camp rules and regulations, Kuwait task licensing, and dispatch procedures. The purpose of this training was to accomplish the following: Complete all CFLCC required training, provide decompression time and combat stress training to personnel, and refocus personnel from wartime mentality to the safe execution of quality construction.

Upon completion of the deployment, a 5-day homeport transition period was also developed. Topics included Warrior Transition; Home, Recreation, and Driving Safety; Financial management, sexually transmitted diseases, legal services, stress management, Seabee reunion, supply, DAPA, California driving laws, and OPSEC closeout.

The following table illustrates the total training mandays expended by NMCB THREE during the deployment:

MONTHLY TRAINING MANDAYS

	AUG	SEP	OCT	NOV	DEC	JAN	FEB	TOTAL
II MEF	3263	1328	1013	422	0	0	0	6026
HOA	240	136	192	174	197	185	277	1401
SOUDA	28	33	49	5	0	0	0	115
GTMO	11	49	58	35	44	23	0	220
ANDROS	30	60	48	36	45	45	12	276
ROTA	33	38	51	52	65	47	0	286
BAHRAIN	0	0	48	32	32	24	64	200
ARIFJAN	0	0	0	366	194	196	196	952
VIRGINIA	0	0	0	428	216	216	178	1038
BUEHRING	0	0	0	376	216	208	178	978

Block Training / Embarkation Training

Block and embarkation training were not conducted during NMCB THREE's six month deployment. However, our embark staff was very well trained

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prior to deployment, and received plenty of practical application during this deployment through practical exercises both on personnel and CESE embarkation. Personnel deployments include Iraq, Kuwait, and details to Souda Bay, Andros Island, Guantanamo Bay, Rota Spain, Kosovo, and Horn of Africa. CESE embarkation took place in Rota, and Souda Bay in support of OIF IV. A total of 115 containers, 235 pieces of CESE, amounting to approximately 60,000 square feet, and over 300,000 lbs of ARP from Souda Bay, Greece and Rota, Spain were shipped to Southwest Asia in support of OIF IV. The shipping of over 40,000 lbs of tools, equipment, and ADP assets to Rota, Spain formalized the closure of Souda Bay as a Seabee deployment site.

Weapons Training

NMCB THREE maintained an aggressive weapons training program during deployment. During RSO&I, all personnel who were issued M16s in Iraq and Kuwait were taken to Udairi Range to BZO their weapons and participate in close quarters marksmanship training; they were issued 120 rounds per person for this training. Personnel deploying to Iraq who were issued a 9MM were also taken to Udairi range and received training in close quarters marksmanship; they were issued 45 rounds/per person 9MM sustainment fire. Horn of Africa personnel also arranged their own ranges and BZO'ed their weapons upon arrival in Djibouti.

All six convoy security teams were also regularly rotated through the range so that they could familiarization fire their crew serve weapons, as well as test the weapons to ensure that they were working properly.

For all details, as well as mainbody personnel, the weapons training program was also focused on getting our personnel signed off on their Seabee Combat Warfare Unit Specific Weapons 300 series PQS.

Technical Training

On-the-job-training (OJT) at the project sites and camp shops for all Seabee rates resulted in maintenance of an already high state of readiness. When NMCB THREE redeployed to Kuwait, personnel from NMCB TWO ONE were identified by what trade they performed in their civilian job, and were put on projects that required work in that trade. NMCB THREE personnel were paired with those personnel on the project, so that they could learn from the experienced tradesman. This was a major success in which both active and reserve worked closely together, and shared knowledge with one another.

Physical Training

With the exception of personnel deployed in Iraq, Physical training (PT) was held on Mondays, Wednesdays and Fridays, which included stretching, calisthenics, and a run. Due to safety concerns and operational commitment, personnel deployed in Iraq did physical training on their own time. Upon mainbody arriving in Kuwait, the mainbody and Dets conducted organized PT three days a week also. The PT was scheduled for Tuesday, Thursday, and Saturday in order to better accommodate the Army PT schedule, and work hours. The command PFA Spring cycle was held in May with the following results: Outstanding 13.24%, Excellent 38.82%, Good 36.49%, Satisfactory 1.25%, Failure 2.86% and Medically Waived 4.47%. There was an average of 3%

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improvement on all categories compared to Battalion scores during FY04 PRT Fall cycle. Results of the Fall 05 PRT cycle as follows: 1 PRT failure, 492 operational waivers, 2 medical waivers, 13 outstanding, 43 excellent, 50 good, and 4 satisfactory.

Seabee Combat Warfare (SCW) Training

The Battalion instituted an aggressive program and conducted after hour SCW's training simultaneously in seven deployment locations, covering the 12 topics of the SCW Program, and successfully qualified 87 enlisted personnel and 10 officers during the deployment.

SCW QUALIFICATION REPORT

	Assigned	Previously Qualified	Qualified on Deployment	Total Qualified
E1 - E6	754	149	86	235
E7 - E9	48	39	1	40
O1 - O5	27	8	10	18

Communications

During the first part of the deployment spent in Camp Fallujah, Iraq, the Communications Department was presented with and overcame many challenges with TOA gear. Upon completion of camp turnover, the communication gear in use was operationally checked and the storage container cleaned. The S6 spaces were reorganized and cleaned providing for easy access to all CCI and non-CCI equipment. All gear requiring Depot level maintenance/repair was submitted to the 30NCR and or 8th Comm Marines for disposition.

The communications staff fabricated several RF antenna cables to enhance the communication capability for the convoy teams and installed, configured and programmed the AN-PRC-117 systems providing continuous satellite communications with higher (30NCR) at all detachment sites. Out of spare parts, the S6 Comm Shop constructed an AC/DC power supply converter for the AN/PRC-117 radio system improving performance by eliminating the task of replacing batteries on an almost daily basis.

Additionally, the staff enhanced accountability and streamlined the issue of CCI communications assets by relocating all CCI communication gear into the S6 Shop. This enabled constant accountability of the gear and provided for a visual fit test of the gear removing the sensitive equipment from the extreme climate conditions.

The tactical communications requirements for Camp Arifjan, Kuwait were very minimal. Not utilizing any green gear from the communications TOA but using cellular phones as the primary means of voice communications in Kuwait. The ROTA TOA was received and inventoried. The camp is still lacking an adequate space to properly store and perform maintenance on the TOA equipment. The Battalion coordinated with ASG Kuwait for more permanent Communication storage/maintenance facilities, but for the time being, the TOA equipment was stored in 2 conex containers. Wood shelving was constructed inside of the containers to allow for better organization of the gear.

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Information Systems Department

The transition of Camp Fallujah, Iraq to accommodate the Battalion Mainbody was relatively smooth, even though reliable power and adequate quantities of computer assets were clear obstacles that the ISD department was able to overcome. Additional battery back-up and uninterrupted power source (UPS) systems were needed to insure all servers and workstations were protected from data loss due to the occurrences of frequent power outages. The equipment was eventually purchased and received, and the burden of possible data loss was greatly reduced.

System availability was a major issue, and the ISD Department worked with the Operations Department to prioritize issuing of computer assets to the various Departments and Details to ensure essential elements necessary for mission accomplishment were accommodated. The Battalion received 20 new Dell workstations to alleviate this situation. The downfall was the amount of time to have the systems prepared by 8th Comm Marines (7 to 10 days) prior to deployment to the end user. LAN drop availability was insufficient and the installation timeframe took 7-10 days from initiating request to completing installation. To reduce delays in responding to trouble calls, NMCB THREE ISD developed a good working relationship with the Marine Support Unit, and as a result, they were granted administrative privileges to handle internal trouble calls.

The Battalion redeployed to Camp Arifjan, Kuwait and the ISD staff quickly adapted to the Army procedures and conducted a thorough turn-over with 844th Engineer Support Battalion. Prior to being granted any type of administrative privileges, the ISD personnel had to complete an Army online Information Management Officer (IMO) course. This enabled the ISD personnel to perform limited administrative functions related to the Army LAN and ADP systems.

System availability was an issue early on, but the Battalion received 100 new Dell workstations to alleviate this situation and distributed them between the three camps in Kuwait. Printers were also in high demand and a request for 15 additional printers was submitted to provide relief to the various Companies, Details and Departments that were combining resources to execute the mission. Maintaining adequate re-supply of ISD consumables, such as printer cartridges and miscellaneous peripheral devices, was a challenge due to funding issues but the minimum quantities needed to support Battalion tasking was obtained.

ISD responded to over 325 trouble calls while at Camp Arifjan and assisted Bravo Company with the installation of a new communications duct from the Server hub out to the Alfa and MLO yards to increase capability and provide much needed e-mail and internet service where none previously existed. A common problem encountered was personnel not knowing the correct voltage of equipment and plugging the equipment into an incorrect power source. Several printers were damaged, but fortunately local repair shops were available to repair the equipment.

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TOA arrival condition at Camp Arifjan



Preparing container for TOA



Received COMM TOA from Rota, Spain



ISD Techs installing LAN Fiber



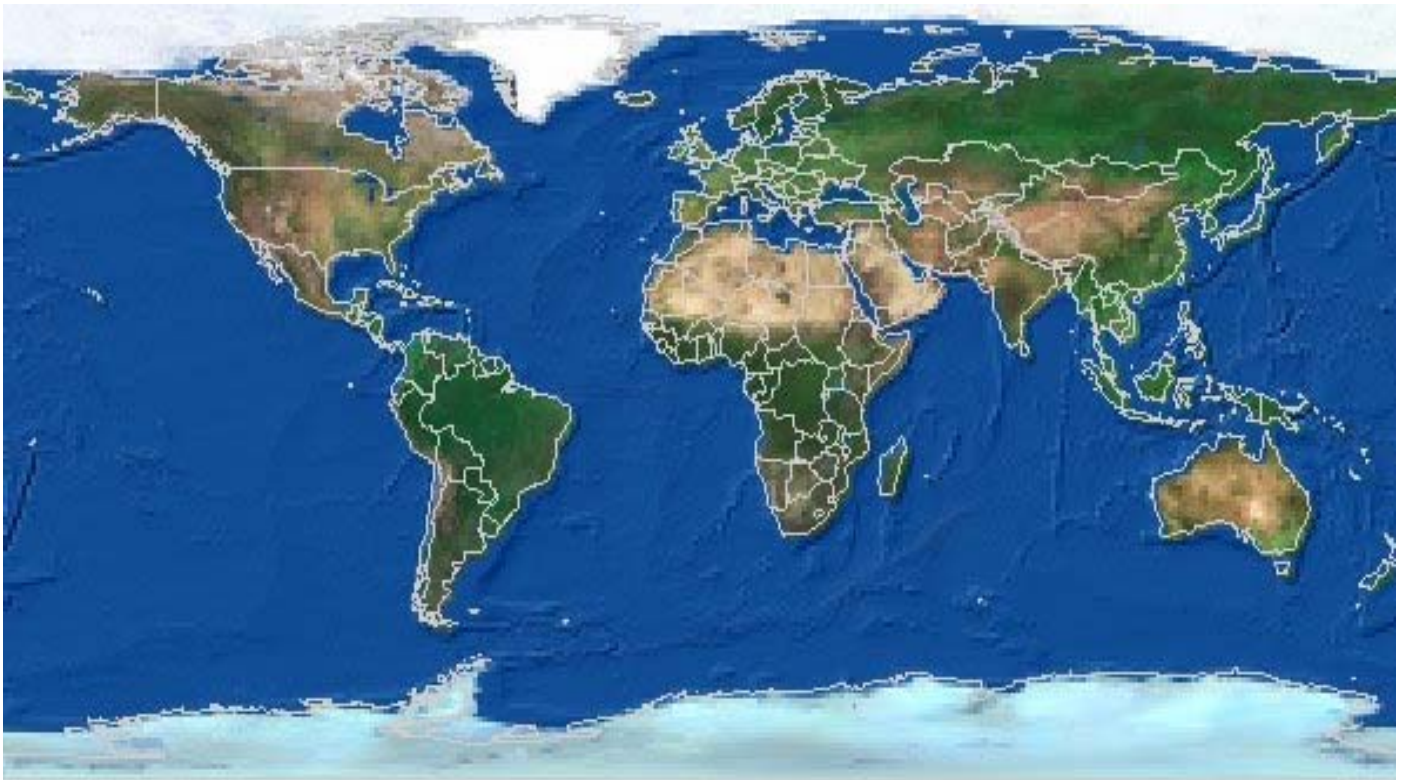
Gear after being organized and stored



Gear after being stored

Chapter IV

SAFETY / OPERATIONS



"BETTER THAN BEST"

IV - SAFETY

Safety Department

The elements of senior leadership commitment to safety and Petty Officer involvement are complementary and form the core of NMCB THREE's safety and health program. Before arriving in theater, the safety office completed an analysis of the last SWA deployments injury and illness trends, in order to identify and prevent patterns with common causes. This analysis enabled the Battalion to reduce the total number of mishaps from the previous deployment. An Iraq Safety Plan was developed and An ORM analysis of the work environment was conducted prior to convoys and projects beginning. Additionally, each project was required to have a safety and QC plan completed prior to start of work. NMCB THREE conducted daily safety inspections and employed a safety inspector at each detail location in order to provide the correct oversight and safe work environment for our personnel.

Our operational activities were diverse and safety plans were developed for all projects. We faced hazards that involved planning for fall protection, respiratory protection, heavy equipment operations, manlifts, electrical, driving on highways, convoying in enemy territory, and excavations. The crewmembers often came up with innovative ways about how to do tasks safely, and this was highly encouraged because it showed that they were focused on executing the project safely. Regular safety meetings were held at all levels. Written safety plans, jobsite inspections, and mishap analysis provided the means by which we developed and implemented our commitment to safety and health protection for NMCB THREE personnel.

NMCB THREE is focused on safety, and has worked hard to implement safety policies to greatly reduce the number of mishaps. NMCB THREE developed an ORM program designed to greatly reduce mishaps by identifying the upcoming high-risk activities for the Battalion, and assigning an action officer to complete the ORM analysis in TASK. Once the ORM is completed, the results are included in the safety plan for the activity. NMCB THREE also assigned full time, on-site safety representatives on four of the Battalions largest and most high-risk projects. One example of this was K-Crossing. With a project footprint of 2KM x 1KM and the placement of over 70,000 metric tons of asphalt, and 1,800 cubic meters of concrete, this project had full time safety representation. This dedicated of personnel resources to safety resulted in no lost time injuries on any of those projects. A monthly safety newsletter was also started while on deployment. The purpose of the newsletter was to bring attention to the hazards most likely to be experienced. A safety climate survey was also developed and distributed throughout the command to assess and improve our awareness and safety culture. This survey will be completed every six months to assess improvements made in the Command.

NMCB Three has also had the challenging job of moving Class IV and other equipment and material around the country of Iraq and providing our own security. We identified the additional personal protective equipment and administrative controls that were needed in order to reduce the amount of risk and maintain equipment to prevent equipment breakdowns, which led to decreased vehicle mishaps.

This truly was a deployment of "firsts," in which the many new challenges led to new safety concerns. NMCB THREE worked hard this deployment to ensure that all hazards were identified early, and that proper precautions were taken to eliminate mishaps. As a result, the Safety Department instituted many new policies that greatly improved safety awareness within the command.

IV - SAFETY

SAFETY SUMMARY

	Aug 05	Sep 05	Oct 05	Nov 05	Dec 05	Jan 06	Feb 06	TOTAL
Fatalities	0	0	1	0	0	0	0	1
# Lost Days	26	44	14	1	6	0	0	91
# Lost Work Cases	2	0	3	1	2	0	0	8
# Light Duty Days	52	21	192	79	188	67	0	599
# Light Duty Cases	6	3	4	6	11	8	0	38
# First Aid Mishaps	9	5	5	0	11	0	0	30
# Govt Vehicle Mishaps	4	1	4	2	5	7	0	23
Total Number Mishaps	13	7	11	12	23	16	0	82
Govt Vehicle Repair Costs	\$69,838	0	\$70,000	0	0	0	0	\$139,838
# Govt Vehicle Miles Driven	2000	13,990	29,800	41,136	16,000	29,452	29,542	161,920

ON-DUTY MISHAPS

	Aug 05	Sep 05	Oct 05	Nov 05	Dec 05	Jan 06	Feb 06	TOTAL
# First Aid Mishaps	9	5	4	0	11	0	0	29
# Light Duty Cases	4	1	3	5	10	7	0	30
# Light Duty Days	31	5	162	65	174	62	0	499
# Lost Work Cases	2	0	3	1	2	0	0	8
Lost Work Days	26	44	14	1	6	0	0	91
Fatalities	0	0	1	0	0	0	0	1

OFF-DUTY MISHAPS

	Aug 05	Sep 05	Oct 05	Nov 05	Dec 05	Jan 06	Feb 06	TOTAL
# First Aid Mishaps	0	0	1	0	0	0	0	1
# Light Duty Cases	2	2	1	1	1	1	0	8
# Light Duty Days	21	16	30	14	14	5	0	100
# Lost Work Cases	0	0	0	0	0	0	0	0
Lost Work Days	0	0	0	0	0	0	0	0
Fatalities	0	0	0	0	0	0	0	0

IV - OPERATIONS

Operations

NMCB THREE's 2005/2006 deployment truly was a deployment of "first" time accomplishments for the Operations Department. NMCB THREE was tasked to move the mainbody site out of Rota, Spain, and created mainbody sites in Fallujah, Iraq and Camp Arifjan, Kuwait. NMCB THREE was tasked with running six convoy security teams in Iraq, while simultaneously performing construction in support of II MEF. NMCB THREE was tasked with moving the Rota TOA to Camp Arifjan, and setting up Seabee Operations for CFLCC in Kuwait, including work on their number one priority project, K-Crossing. With each one of these "firsts", came many unique challenges that enabled the Operations Department to "think outside the box", and resulted in all personnel stepping up and working as a team to overcome these unique challenges with unbelievable results. On top of accomplishing all of these firsts, NMCB THREE touched all ends of the earth, by sending personnel to 39 different locations during this deployment.

NMCB THREE was once again deployed to Iraq. This time it was the entire mainbody, with personnel spread throughout the country at eleven different locations throughout the country. NMCB THREE moved the mainbody site from Rota, Spain, and setup a mainbody site at Camp Fallujah, Iraq. In doing this, the Battalion was faced with many unique command and control challenges. The first challenge was to setup a mainbody site that could effectively maintain command and control over all dets spread throughout the world, while operating in a war zone. This was accomplished by assigning a LT to act as the S3A for all non-Iraq dets, while another LT was assigned as the S3A for Iraq. While communication was a challenge, the Battalion worked through it by combining DSN with SIPR and NIPR e-mail communication as appropriate. The DSN lines were very unreliable, but the e-mail proved to be extremely reliable. The second challenge was to setup mainbody and det COCs capable of maintaining command and control over six convoy teams running missions at the same time through some of the most dangerous areas in Iraq. The COCs processed over 100 SALUTE reports and over 20 detailed significant event reports during the three months that six convoy teams were employed. The third challenge was to take the existing facilities, and lay them out in a manner that provided efficient operations for a Battalion mainbody. This was a challenge because of limited building space. However, a space master plan was created, and NMCB THREE executed an aggressive camp maintenance plan that ensured facilities were modified to meet the demanding requirements.

NMCB THREE was tasked with maintaining and running six convoy teams, which was a first in the NCF. The mainbody and Iraq dets were effectively working 24 hours a day to support over 130 convoy missions, that escorted over 2,200 TCN vehicles, over 21,506 miles occurring almost entirely at night in a hostile environment. In support of the II MEF Engineer Group in Iraq, the Battalion completed 14,368 mandays of convoy mission tasking. On top of convoy operations, NMCB THREE was tasked with providing 55 camp maintenance personnel to Camp Mayors at three different sites. With the requirement for 150 personnel on the convoy teams along with 55 personnel required for camp maintenance, the Operations Department masterfully balanced the convoy and construction requirements by "thinking outside the box" and utilizing CS, SK, PS, SH, YN, and EA ratings for convoys, direct labor, COC, and convoy support. Several personnel from traditional overhead positions stepped up and worked outside of their rates to help accomplish the mission. Others took on added responsibilities to help ensure mission accomplishment. Some examples are the CSs, SKs, and YNs

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that volunteered for convoys, while a PC, SH, EAs and CSs expertly performed as COC watchstanders. All exercised extreme maturity and tactical knowledge for being so junior. The convoy requirement also created a challenge for maintenance of CESE, communication gear, and weapons. Mainbody personnel worked around the clock to ensure that all support gear was in excellent working condition for all convoy teams. With six teams, there was no excess gear, and it was critical to keep the gear up and running. It was especially challenging for Alfa Company, who needed to maintain gear that was run day in and day out in extreme temperatures on terrible roads. On top of that, most EOs were being pulled to support green gear convoys, which limited the amount of EOs available for projects. All members of the Battalion stepped up and worked out of their comfort zone and area of expertise to make the mission in Iraq a success.

The Battalion deployed to Iraq with limited details about the tasked projects, and task organized as personnel were flowing into country. The MEF expected an invisible RIP and expected projects to aggressively continue during and after turnover. Through extraordinary project management, all turnover projects maintained their pace throughout turnover, to the pleasure of the MEF. The Battalion was tasked with many important jobs such as: construction of three hardened galleys, completion of over 30 SWA huts, design and construction of a hardened timber tower, concrete footing for a communication tower, setup of an Iraqi Security Force (ISF) camp, and setup of a Coalition Forces Forward Operating Base (FOB). NMCB THREE successfully completed over 10,488 mandays on twenty-six tasked projects with material value of over \$2.2M, during its three months in Iraq.

All of the global commitments left mainbody with, at times, less than 10 direct labor personnel to execute tasking. Key skills such as Safety and Quality Control representatives, advanced steelworkers, builders, and experienced crew leaders were spread extremely thin across the battalion detachment sites. This meant that the mainbody site, as well as the other sites such as Horn of Africa, Guantanamo Bay, Souda Bay, Rota, and Andros Island had to train new personnel to fill these key billets. This shortage of manpower proved to be an outstanding opportunity for some of the younger personnel to step up, and perform at a higher level.

NMCB THREE's coordination included reporting to not just one, but four higher headquarters, based on where the Det was located at; CENTCOM, 22NCR, 30NCR, and JTF HOA. Despite all these challenges, every detachment site and main body project site produced high quality work that was safely executed.

NMCB THREE's 2005/2006 deployment commenced with the first ever redeployment of the mainbody site from Rota, Spain to Camp Fallujah, Iraq, with the Herculean task of relocating all Rota TOA assets to Arifjan, Kuwait. This movement included relocating 115 containers (95 Government owned and 20 leased) of TOA gear along with approximately 235 pieces of CESE, amounting to approximately 60,000 square feet. The movement of the TOA was a challenge due to the tight timeframes, and the enormous amount of gear that was required to be moved. A crew of 25 personnel was assigned to oversee the movement. This movement is covered in greater detail in the Supply section.

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By mid-deployment NMCB THREE was planning and executing the movement of the mainbody site from Camp Fallujah, Iraq to Camp Arifjan, Kuwait. The Operations Department masterfully orchestrated the Battalion movement of over 300 personnel from five turnover Detail sites in Iraq to a new mainbody and two detail camps in Kuwait. To add to the complexity of this move, NMCB ONE THREE THREE was delayed in deploying, due to Hurricane Katrina, and the Army 844th Construction Support Battalion (CSB), who NMCB THREE was scheduled to relieve in Kuwait, got their redeployment date bumped to an earlier time. This created a situation where NMCB THREE was running two camps simultaneously. Two RIPs were conducted concurrently with NMCB ONE THREE THREE Relieving NMCB THREE in Iraq and NMCB THREE relieving the 844th Engineer Support Battalion in Kuwait. Both turnovers were seamlessly executed as both II MEF and CFLCC expected virtually uninterrupted and continuous operations in their respective areas of operations.

NMCB THREE took charge of Seabee Camp Arifjan on 18 November 2005, and immediately began setting up the mainbody site in Arifjan, as well as Detail camps in Virginia and Buehring. The tasks included: construction of three armories, setup of Alfa shops/yard, setup of MLO yards, setup of supply laydown areas, and construction/reconfiguration of office spaces to account for efficient Seabee operations. The Battalion quickly established itself in Kuwait, with the main body being in Camp Arifjan and detail sites at Camp Virginia and Camp Buehring. The Battalion was augmented by 145 NMCB TWENTY ONE Seabees and 139 soldiers from the 63rd Construction Support Element. NMCB THREE was OPCON over NMCB TWENTY ONE, and TACON over 63rd CSE. NMCB THREE masterfully wove the combination of Active, Reserve, Navy and Army units together to create an efficient organization that served as the model for active and reserve integration as well as joint operations.

Since the TOA was recently received, and was still being inventoried, the Operations Department worked closely with ASG Kuwait and CFLCC to identify the customer priorities. Based on these priorities, each company and detail developed a list of required tool kits and CESE that were required to complete the projects. Based on that list, the Operations Department worked closely with Supply and Alfa Company to prioritize the tool kits and equipment required to accomplish the mission. Based on this priority, equipment was operationally checked, and dispatched out to Camp Virginia and Camp Buehring. Likewise, the priority tool kits were located and pulled out of the TOA. The tool kit was thoroughly inventoried down to the NSN, and subcustodied out to the company or detail. No tool kit was sent out to a project site without first being subcustodied out. Accountability was the driving factor in issuing out the tool kits and CESE.

While deployed to Kuwait, NMCB THREE successfully completed over 16,669 mandays of construction tasking, while completing 58 tasked projects. Alfa and Bravo companies assumed their traditional roles, while the Buehring and Virginia Dets were task organized. All CFLCC construction tasking was prioritized into priority one, two or three by the CFLCC C-7 shop, with priority one missions being the top priority. It was assigned to NMCB THREE via mission directives. During the three months that NMCB THREE managed Seabee Operations in Kuwait, NMCB THREE received a total of 142 mission directives for projects at various locations in Kuwait. The mission directives covered a wide variety of construction, both horizontal and vertical and ranged in size from 5 man days up to the 2800 man day K-

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Crossing. Of the 142 projects, 58 projects were completed, 19 projects were partially complete, and successfully turned over to NMCB SEVEN. Since NMCB TWENTY ONE was only three months into their deployment, when it was time for NMCB THREE and NMCB SEVEN to turnover, NMCB TWENTY ONE crew leaders were assigned to the turnover projects, which ensured a seamless transition during turnover. The remainder of the project backlog was turned over to NMCB SEVEN. Most of these projects are priority three or four, and are low priority. The completed projects include but were not limited to: ECP sunshade at Ali Al Saleem, placement of 4-100'x150' concrete large area maintenance (LAM) pads, construction of a secure room in ASG headquarters building, design and construction of Zone 6 drainage. The Battalion also worked the CFLCC number one priority project, K-Crossing, from 5% to 38%. This project is a 2KM long border crossing between Iraq and Kuwait that requires over 70,000 metric tons of asphalt, and 1,800 cubic meters of concrete, including two concrete vehicle inspection pits and two fuel points. The project was staffed with personnel from all three units to maximize expertise, and ensure a smooth, and transparent turnover with NMCB SEVEN. These are just some of many examples of Better than Best Seabees stepping up to make the mission a success.

NMCB THREE Detail Horn of Africa has been a testament to Seabee flexibility, creativity, and resourcefulness. This detail was tasked with doing projects at 8 different project sites in three different African countries. Seabees deployed to such exotic locations such as Camp Lemonier and Tadjoura in Djibouti, Manda Bay in Kenya, as well as forward operating bases in Hurso, Ethiopia and remote outlying areas like Harer, Ethiopia. Some of their most noteworthy achievements include: Drilling three water wells, which offered relief to drought stricken areas in Ethiopia, and helped to win the hearts and minds of the local population; Constructing a berthing complex in Tadjoura; Designing and building a boat ramp in Kenya for the Kenyan Navy; A project that previous Battalions and engineering units shied away from doing. Capping off the end of deployment in style, we sent a group of 15 Seabees to Nairobi, Kenya, for a week to aid in the rescue of an estimated 200 people trapped when a 5-story concrete column and slab building collapsed in downtown.

The various other CENTCOM and EUCOM Details, including Souda Bay, Greece; Guantanamo Bay, Cuba; Andros Island, Bahamas; Rota, Spain; The Kingdom of Bahrain, Seychelles islands, and Iraqi oil platforms worked on a total of sixteen projects with a material value of \$2.4M and a cost avoidance of \$1.67M.

NMCB THREE Detail Souda Bay completed all missions assigned for this deployment. NSA Souda Bay has officially closed as a Seabee European deployment site. The major waterline replacement project including the installation of 4-fire hydrants was completed with a total of 1050 mandays. Four OIC discretionary projects and a community involvement project were also completed with a total of 182 mandays. Projects completed are: 1) Marathi Pier concrete pad installation, 2) Marathi Pier service drop installation, 3) Air Terminal Stairway demolition/installation, 4) Concrete pad installation for a Fresno Lens Optical Landing System, and 5) Outdoor painting of a town hall and a school house at the isolated town of Anapoli. Embarkation of CESE and TOA items was conducted while projects were going on at the same time. 23 pieces of CESE and 4000 pounds of ARP items were shipped via Northern Lights vessel to SWA in support of OIF IV and 4000 lbs of

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construction, mechanical tools and ADP assets were flown to Rota, Spain. Half of the detachment's work force was redeployed to Iraq during the month of October. The final flight out of Souda Bay was executed in November marking the official closure of the Seabee deployment site. Facilities assigned to the Seabees were properly turned over to NSA Souda Bay Public Works. Morale of detachment personnel was maintained at its highest level with a zero record of alcohol related incidents, and personnel/vehicle mishaps, 84 percent SCW qualification, and 38 percent rate advancement.

NMCB THREE Det Guantanamo Bay's main tasking was to demolish an existing refueling pier and replace it with a new pier. The demolition portion of the project was completed by hand without the assistance of heavy equipment. Crane support, for pile driving pier columns, was provided by the Public Works Department. The det conducted the pre-assembly and inventory of a pre-fabricated bridge system and ensured all missing parts were identified and re-ordered, so the project could be completed in the near future. The laydown area and site preparation for the future bridge project was completed early in the deployment. Hurricane season was in full affect and posed considerable problems, especially with the quarry ops and perimeter road repair tasking. The crusher at the quarry site went down and replacement parts for the nearly 40 year old machine were not readily available. The manufacturer was eventually able to assist and provide the parts necessary to get the crusher working. Det Guantanamo Bay kept busy doing substantial OIC Discretionary work and took advantage of the numerous rain days to conduct various in-rate, military and specialty training.

NMCB 3 Det Andros deployed on 5 Aug 05 tasked with carrying on construction of CBH 14, located onboard AUTECH Andros Island, The Bahamas. CBH 14 is a 9,500 SF concrete block housing unit consisting of a concrete footer and slab, CMU walls and wood truss roof framing system. CBH 14 was designed to accommodate 10 personnel (mixed military and civilian) in individual suites. Each suite contains a full kitchen and toilet. The project was turned over to us from NMCB ONE at approximately 37% complete. The slab was in place and 6 courses of CMU completed. The project was turned over to NMCB SEVEN at approximately 68% complete. All CMU was complete, trusses were installed and a variety of other activities were either complete or near completion. There were no other direct labor projects tasked to the det; However, several self help and camp maintenance projects were completed for both NMCB facilities and the base (particularly base housing). Major issues with a negative impact on construction were material delays and poor weather.

The 2005-2006 NMCB THREE Detail Rota deployment stretched the technical ingenuity and resourcefulness of this young detail. Over the deployment the detail shipped the complete TOA from Rota, Spain to SWA. The detail completed the Command and Control building finishing up the 12,000 Manday project. The Hogan's Alley job developed the construction skills of a junior crew that will have a positive impact on the Battalion for years to come.

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II MEF IRAQ PROJECTS	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	NMCB 3 Mandays Expended
IZ5-722 Hardened DFAC	19	\$200,000	19	100%	100%	19
IZ5-713 Base Support	398	\$120,000	398	100%	100%	398
IZ5-341 Hardened DFAC	394	\$200,000	394	100%	100%	394
IZ5-357 Hardened DFAC	1128	\$200,000	1128	100%	100%	1128
IZ5-350 BD Guard tower	230	\$15,000	230	100%	100%	230
IZ6-369 ECM SWA HUTS	260	\$22,000	260	100%	100%	260
IZ5-234 SWA Huts	729	\$180,000	729	100%	100%	729
IZ5-364 Med SWA Huts	314	\$25,000	314	100%	100%	314
IZ5-362 Ramadi ISF Camp	469	\$220,000	469	100%	100%	469
IZ5-537 Runway Joint Repairs	114	\$195,000	114	100%	100%	114
IZ5-742 Tower Foundation	108	\$10,000	108	100%	100%	108
IZ5-933 KA RDF Expansion	268	\$35,000	268	100%	100%	268
IZ5-916 LSA Elec. Upgrade	170	\$7,500	170	100%	100%	170
IZ6-743 COP Rawah Turnover	160	--	160	100%	100%	160
IZ5-924 Force Protection	29	\$10,000	29	100%	100%	29
IZ5-149 Pump	245	\$5,500	245	100%	100%	245
IZ5-xxx Convoy Movement Teams	14,368	--	14,368	100%	100%	14,368
Training	6026	N/A	6026	100%	100%	6026
II MEF IRAQ TOTAL	25,429	\$1,445,000	25,429	N/A	N/A	25,429

DET HOA PROJECTS	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended
HOA-501 Construct Well Cistern	337	\$40,000	337	100%	100%	337
HOA-502 Manda Bay Boat Ramp	1539	\$550,000	1539	100%	100%	1539
HOA-503 Tajoura School Facility	1252	\$60,000	814	65%	65%	814

IV - OPERATIONS

HOA-505 AAFES Renovation	814	\$35,000	733	90%	100%	733
HOA-803 Assessment Team Gode, Ethiopia	158	--	158	100%	100%	158
HOA-506 FOB Improvements	495	\$45,000	279	56%	56%	279
HOA-W01 & W02 Water Wells	1108	\$90,000	1108	100%	100%	1108
HOA-802 Camp Lemonier Projects	1570	\$55,000	1570	100%	100%	1570
HOA-800 Training	1216	--	1216	100%	100%	1216
HOA-801 Embark	651	--	651	100%	100%	651
Planning & Estimating	201	N/A	201	100%	100%	201
DET HOA TOTAL	9341	\$875,000	8606	N/A	N/A	8606

DET SOUDA BAY PROJECTS	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended
CR5-806 Install Water Line	1057	\$180,500	404	37%	100%	653
CR2-800 Training	115	--	115	100%	100%	115
DET SOUDA BAY TOTAL	1172	\$180,500	519	N/A	N/A	768

DET GTMO PROJECTS	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended
GB2-882 Replace Bridge	1890	\$502,000	164	7%	7%	164
GB0-867 Replace Pier Quebec	1000	\$250,550	590	100%	76%	452
GB0-400 Quarry Operations	100	--	100	100%	40%	77
GB0-700 P&E	40	--	40	100%	100%	40
GB2-827 Perimeter Road	200	\$5,000	200	100%	100%	214
GB0-801 DLT	220	--	220	100%	100%	220
DET GUANTANAMO BAY TOTAL	3443	\$722,550	1314	N/A	N/A	1164

IV - OPERATIONS

DET ANDROS PROJECTS	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended
AD5-830 Construct CBH14	4166	\$360,000	1712	39%	69%	1155
Training	276	N/A	276	100%	100%	276
DET ANDROS TOTAL	4442	\$360,000	1988	N/A	N/A	1431

DET ROTA PROJECTS	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended
SP0-855 Construct C2 Building	12389	\$450,000	651	4%	100%	843
SP4-808 Hogan's Alley	4156	\$232,636	1058	27%	61%	927
Training	286	N/A	286	100%	100%	286
DET ROTA TOTAL	16831	\$681,598	1995	N/A	N/A	2056

DET BAHRAIN PROJECTS	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended
SW6-301 KNB Compound Improvements	267	\$31,250	217	81%	81%	217
SW6-302 MSCO Gazebo KNB	72	\$1,314	72	100%	100%	72
SW6-302 MSCO SWA Hut	52	\$3,453	52	100%	100%	52
SY4-801 Renovate Orphanage	375	\$52,500	375	100%	100%	375
SY4-802 Rehab Providence Hall	147	\$12,300	147	100	100	147
SY4-803 Rehab Daycare	333	\$31,000	132	14%	100	132
SY4-806 Rehab Infirmary	197	\$30,000	62	14%	100	62
Training	200	N/A	200	100%	100%	200
DET BAHRAIN TOTAL	1643	\$161,817	1257	N/A	N/A	1257

IV - OPERATIONS

CFLCC CAMP ARIFJAN PROJECTS	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended
AJ5-330 TNOSC Pad Expansion	49	\$30,000	49	100%	100%	49
AJ5-362 Zone IV Drainage	1882	\$3,500	1882	100%	100%	1882
AJ5-361 Zone Iv Drainage Colorado Rd	60	\$3,500	51	94%	94%	51
AJ5-346 KNB Wash Rack	94	\$350,000	94	100%	100%	94
AJ5-370 335 th TNOSC Site Work	18	--	18	100	100%	18
AJ5-351 Motor Pool 11	14	--	14	100%	100%	14
AJ5-292 ASP Loading Ramp	792	\$110,000	325	41%	41%	325
AJ5-304 DOL Sunshade	719	\$25,000	154	17%	17%	154
AJ5-313 Secure Room construction	56	\$12,500	56	100%	100%	56
AJ5-332 LAMS Concrete Slabs	823	\$227,000	271	43%	43%	271
AJ5-342 Chapel Build Out	133	\$8,500	133	100%	100%	133
Camp Set-Up	4700	N/A	4700	100%	100%	4700
Training	952	N/A	952	100%	100%	952
Misc Projects	707	\$80,000	707	100%	100%	707
Planning & Estimating	489	N/A	489	100%	100%	489
CAMP ARIFJAN TOTAL	11488	\$881,508	9895	N/A	N/A	9895

CFLCC CAMP VIRGINIA PROJECTS	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended
KA5-229 Ali Al Salem Sunshade	543	\$195,000	479	93%	88%	479
CV5-231 Udari Rd Maintenance	198	\$215,550	198	100%	100%	198
CV5-367 Tent Pad #9	292	--	292	100%	100%	292
CV5-336 Gravel Common Areas	126	\$15,000	126	100%	100%	126
CV5-357 USO Tent Walls	132	\$3,800	110	83%	83%	110
CV5-358 AAFES Project	102	\$52,000	102	100%	100%	102

IV - OPERATIONS

CV5-366 Water Supply	241	\$35,000	241	100%	100%	241
Camp Set-up	1569	\$98,000	1569	100%	100%	1569
Misc Projects	550	\$15,000	550	100%	100%	550
Training	1038	N/A	1038	100%	100%	1038
Planning & Estimating	248	N/A	248	100%	100%	248
CAMP VIRGINIA TOTAL	5039	\$641,850	4953	N/A	N/A	4953

CFLCC CAMP BUEHRING PROJECTS	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended
CB5-078 K-Crossing	4710	\$8,000,000	1658	33%	38%	1658
CB5-160 Trailer Park Prep	490	--	314	64%	100%	314
CB5-244 (a) LAMS Clamshell	295	\$725,000	278	94%	94%	278
CB5-244 (b) PEB Sunshade	884	\$300,000	463	62%	62%	463
CB5-244 (c) Fence Install	302	\$5,000	227	75%	100%	227
CB5-322 Maintain ASR Dallas	275	\$5,000	221	80%	80%	221
CB5-371 ECP Improvements	615	\$15,000	615	100%	100%	615
CB5-353 Road Maintenance	155	\$5,500	155	100%	100%	155
CB5-162 Sunshades	30	\$ 3,500	30	100%	100%	30
CB5-232 ASP Site Prep	1366	--	96	7%	7%	96
Camp Set-up	160	\$1,500	160	100%	100%	160
Training	978	N/A	978	100%	100%	978
Planning & Estimating	301	N/A	301	100%	100%	301
CAMP Buehring TOTAL	10561	\$9,067,500	5496	N/A	N/A	5496

	Total Project Mandays	Total Project Material Cost	Mandays Tasked	Tasked %	Final WIP	Mandays Expended- Earned
NMCB 3 TOTAL	89,389	\$15,017,323	61,452	N/A	N/A	60,955

IV - OPERATIONS

NMCB THREE Deployment Level I

MSC:		NMCB THREE			Mandays Tasked					66381			12 Feb 2006	
Operation:		DEPLOYMENT AUG '05-FEB '06			Mandays Total Project					66381			MDs @ TO	
MDE	DESCRIPTION	MDs Est	MDs @ T/O	WIP - Est	2005	2006	2006	2005	2005	2006	2006	2006	MDs @ TO	
		MDs Tasked	Weighted %	Est - Tsk	AUG	SEP	OCT	NOV	DEC	JAN	FEB		ECN	100%
		Total Project	Earned MDs	WIP - Tsk									Status	
	HOA	8753	0	100%	1041	906	1416	1420	1761	1449	760		0	100%
		8753	13.2%	100.0%									11-Feb	
		8753	8753	100%	1041	906	1416	1420	1761	1449	760		0	
	IA's (Qatar & Arifan)	673	0	100%	76	111	112	106	111	106	51		0	
		673	1.0%	100.0%									11-Feb	
		673	673	100%	76	111	112	106	111	106	51		0	
	ANDROS	1912	0	93%	249	281	281	339	423	339			0	
		1912	2.9%	93.3%									28-Jan	
		1912	1783	93%	252	256	233	303	399	340			0	
	GTMO	1588	0	95%	197	303	322	307	351	108			0	
		1588	2.4%	95.0%									31-Jan	
		1588	1509	95%	197	299	316	276	316	105			0	
	ROTA	2701	0	95%	304	486	423	447	510	531			0	50%
		2701	4.1%	94.6%									11-Feb	
		2701	2554	95%	259	462	414	444	483	492			0	
	SOUDA	919	0	101%	213	340	338	28					0	
		919	1.4%	100.9%									7-Nov	
		919	927	101%	199	306	394	28					0	
	MEF	24856	0	100%	2896	9236	8328	4396					0	
		24856	37.4%	100.0%									11-Feb	
		24856	24856	100%	2896	9236	8328	4396					0	
	BAHRAIN	1107	0	96%			121	300	310	300	76		0	
		1107	1.7%	96.1%									11-Feb	
		1107	1064	96%			119	262	284	279	120		0	
	ARIFJAN	10392	0	100%				1383	3677	3576	1756		0	
		10392	15.7%	100.0%									11-Feb	
		10392	10392	100%				1383	3677	3576	1756		0	
	BUEHRING	7889	0	100%				1226	3542	2876	245		0	
		7889	11.9%	100.0%									11-Feb	
		7889	7889	100%				1226	3542	2876	245		0	
	VIRGINIA	5591	0	100%				607	2300	2160	524		0	
		5591	8.4%	100.0%									11-Feb	
		5591	5591	100%				607	2300	2160	524		0	
	Total MDs Estimated	66,381	100.0%										0	
	Total MDs Tasked	66,381												
	EARNED Mandays Per Period		Avg	9.427	4920	11576	11332	10451	12873	11383	3456		Availability Factor	
	EARNED Mandays Cumulative			65,991	4920	16496	27828	38279	51152	62535	65991		90%	
	EARNED Percent Complete		Total	99%	7%	25%	42%	58%	77%	94%	99%		MD Capability	
	ESTIMATED Mandays Per Period		Avg	9.483	4976	11663	11341	10559	12985	11445	3412		42,623	
	ESTIMATED Mandays Cumulative		---	66,381	4976	16639	27980	38539	51524	62969	66381		MD Tasked	
	ESTIMATED Percent Complete			100%	7%	25%	42%	58%	78%	95%	100%		66,381	
	Work Days Available this period		Avg	19	15	22	22	21	24	21	8		+OVER / -UNDER	
	Direct Labor Available this period		Avg	345	343	394	350	368	357	362	243		23,758	
	MDs Available this period		Avg	6,089	4631	7802	6930	6956	7712	6842	1750		Percent Tasked	
	MDs Available Cumulative		Total	42,623	4631	12433	19363	26319	34031	40873	42623		156%	
	+ OVER / - UNDER TASKED this period		Avg	3,394	345	3861	4411	3603	5273	4603	1662		Total WDs	133

IV - OPERATIONS

NMCB THREE II MEF Level I

MSC:		NMCB THREE				Mandays Tasked										24856		24 Nov 2005	
Operation:		OIF 04-06				Mandays Total Project										24856		24856	
PROJ ID#	DESCRIPTION	MDs Est	MDs @ T/O	WIP - Est	2005	2006	2005	2005	2005	2005	2005	2005	2005	2005	2005	MDs @ TO	MDs @ TO		
		Total Project	Earned MDs	WIP - Tsk	AUG	SEP	OCT	NOV	NOV	NOV	NOV	NOV	NOV	NOV	NOV	Status	100%		
I25-149	BAHARIA PUMPHOUSE OP	245	0	100%	25	46	32	43	54	30	18								
I25-537	AA JOINT REPAIRS	150	0	100%	47	67	28	8											
I25-713	AL GAM ISF BASE SUPPORT	398	0	100%	190	190	18												
I25-933	KA RDF EXPANSION PH2	268	0	100%	2	65	29						65	107			90%		
I25-234	NMCB 24 SWA HUTS (12)	729	0	100%	300	300	129												
I25-722	CAMP GANNON HARD MD	19	0	100%	14	5													
I25-341	AR HARDENED MESS DECKS	394	0	100%		150		42	62	120							80%		
I25-XXX	TG MLO SUPPORT	80	0	100%		40		40											
I25-364	RAMADI MEDICAL SWA HUTS	314	0	100%		314													
I25-916	LSA REWIRE	170	0	100%		117	53												
I25-357	HURRICANE PT HARD MD (15 BAYS)	1128	0	100%		288		636	204								70%		
I25-362	EAST RAMADI ISF CAMP (TURNOVER)	489	0	100%		6		24	90	120	169								
I25-742	TOWER FOUNDATION (22' x 22')	108	0	100%					67	41									
LOE as Tasked	ELECTION SUPPORT	14	0	100%						14							60%		
I26-743	COP RAWAH (TURNOVER)	160	0	100%						80	80								
I25-350	BD GUARD TOWER	230	0	100%						150	80								
I25-369	ECM SWA HUTS	260	0	100%						130	130						50%		
I25-919	MOTOR POOL (GRAVEL ON HOLD - TURNOVER)	0	0	#DIV/0!															
I25-365	AR GOVT CENTER HYD BARRIERS (PENDING 9630 WORK - TURNOVER)	0	0	#DIV/0!															
I25-100	CO DISCRETIONARY	41	0	100%		13	16	12									40%		
I25-101	FALLUJAH CAMP SUPPORT	1897	0	100%	165	473	483	274	182	220	100								
I25-200	TG OIC DISCRETIONARY	104	0	100%		40	30	30	4										
I25-201	TG CAMP SUPPORT	2603	0	100%	152	289	260	534	616	385	270								
I25-700	AA OIC DISCRETIONARY	263	0	100%		100		50	113								30%		
TMT 1 (FALLUJAH)		3518	0	100%	634	322	878	878	366	351	89								
TMT 2 (FALLUJAH)		3983	0	100%	648	336	790	790	731	512	176								
TMT3 (AL ASAD)		2219	0	100%	358	398	406	390	390	230	47						20%		
TMT 4 (AL ASAD)		2213	0	100%	358	398	392	406	406	206	47								
I25-701	AA CAMP SUPPORT	150	0	100%		84	15	51											
I25-924	KA FP IMPROVEMENTS (LOE)	29	0	100%		13	10	4	2										
I25-900	KA OIC DISCRETIONARY (LOE)	45	0	100%		45													
I25-901	KA CAMP SUPPORT	320	0	100%		57	17	60	42	102	42						10%		
TMT 5 (TAGADDUM)		1618	0	100%		351	337	336	300	294									
TMT 6 (TAGADDUM)		817	0	100%		351	337	129											
Total MDs Estimated		24,856	100.0%																
Total MDs Tasked		24,856																	
EARNED Mandays Per Period			Avg	3,551	3046	4454	4640	4782	3546	3036	1352	20,331							
EARNED Mandays Cumulative				24,856	3046	7500	12140	16922	20468	23504	24856	24,856	Availability Factor	90%	100%				
EARNED Percent Complete				100%	12%	30%	49%	68%	82%	95%	100%	100%	MD Capability	1.25	24,856				
ESTIMATED Mandays Per Period			Avg	3,551	3046	4454	4640	4782	3546	3036	1352								
ESTIMATED Mandays Cumulative				24,856	3046	7500	12140	16922	20468	23504	24856								
ESTIMATED Percent Complete				100%	12%	30%	49%	68%	82%	95%	100%								
Work Days Available this period			Avg	13	13	13	13	13	13	13	13	13	13	13	13	13	13	OVER / - UNDER	
Direct Labor Available this period			Avg	199	200	250	250	200	200	200	90	90	4,525						
MDs Available this period			Avg	2,904	2925	3657	3657	2925	2925	2925	1317	1317	Percent Tasked	122%	20,331				
MDs Available Cumulative				20,331	2925	6582	10239	13164	16089	19014	20331	20,331							
OVER / - UNDER TASKED this period			Avg	646	121	797	983	1857	621	111	35	35	Total WCs	81					



Convoy Security Teams PROJECT SUMMARIES



"BETTER THAN BEST"

IV - CONVOY SECURITY TEAM SUMMARY

Naval Mobile Construction Battalion THREE embarked 3 Convoy Movement Teams comprised of 71 personnel with the Advanced Party on 27 July 2005. The remaining 3 teams, comprised of 74 personnel, were embarked with Mainbody on 7 August 2005. The convoy security team personnel departed Port Hueneme on different days, but all troops were destined to Camp Moreell, Kuwait to start the Reception Staging Onward Movement and Integration (RSO&I) period of instruction. This period of instruction was intended to prepare all personnel reporting to Iraq with theater specific training. The teams were divided into two groups in order to meet space limitations at Camp Moreell, and to allow for streamlined training, RSO&I and gear issue.

Once the RSO&I portion of training was completed, each team was assigned 6 convoy advisors. NMCB ONE provided 18 advisors and NMCB TWENTY FOUR provided 18 advisors as left seat/right seat trainers. The advisors were responsible for providing NMCB THREE with the latest tactics, techniques, and procedures and evaluating the team on their readiness level. The left seat/right seat concept was a valuable training tool that should be part of the Seabee doctrine for Relief In Place convoy procedures. Upon completion of three months of convoy operations, NMCB THREE shared their expertise with convoy security teams from NMCB TWO TWO and NMCB ONE THREE THREE, as two of the teams were sent to Camp Moreell to provide the RSO&I portion of the training. Upon completion of the RSO&I, all convoy security teams provided six of their subject matter experts for the left seat/right seat portion of the training. Later in the CFLCC phase of deployment, the subject matter experts were again called upon to provide RSO&I training at Camp Moreell for the convoy security teams from NMCB FOUR.

NMCB THREE was tasked with maintaining and running six convoy teams, which was a first in the NCF. This proved to be a challenging mission in which the mainbody and Iraq dets were effectively working 24 hours a day to support over 130 convoy missions, that escorted over 2,200 TCN vehicles, over 21,506 miles occurring almost entirely at night in a hostile environment. All assigned missions were tactical movements that consisted of six gun trucks at a minimum. The missions were diverse and consisted of escorting civilian contractors on delivery runs of food and other important supplies, construction equipment, class IV materials, and escorting 30NCR personnel to the Civil Military Operation Center in downtown Fallujah.

Due to the high operational tempo conducted by all six teams, training was streamlined and enforced. Training topics included convoy safety, crew serve weapons ranges, immediate action drills, COC exercises, and numerous "what if" scenarios in case of enemy complex attack. If a convoy team did not have a mission, they were training and preparing for the next mission.

During the deployment, teams experienced light to moderate enemy encounters. Three improvised explosive device (IED) attacks occurred on convoys, one IED was found, seven small arms fire attacks, one indirect fire attack, and four escalation of force incidents occurred. Only minor injuries were received to four personnel during the IED attacks. The IED attack also damaged a 20-ton tractor-trailer to Battalion CESE, and the remaining attacks reported no damages to personnel or equipment. As a result of the enemy encounters, 17 combat action ribbons were awarded to personnel on the convoy security teams.

IV - CONVOY SECURITY TEAM SUMMARY

NMCB THREE convoy security teams had a very successful deployment. The teams displayed exceptional poise and unmatched determination to accomplish many challenging missions in the face of danger and multiple obstacles. These teams all gave a phenomenal effort, and lived up to the Battalion motto of "Better than Best!"

IV - CONVOY SECURITY TEAM SUMMARY



Planning the Mission



Remaining Vigilant

Mission Scope: 6 Convoy Movement Teams that perform well-executed convoy missions on time every time.

Personnel: 146

Duration: August 2005 - November 2005

Mandays Expended: NMCB THREE 14368

Tasking: MD Tasked to NMCB THREE: 14368
Total Mission MD: 14368

Material Cost: N/A

Cost Savings: N/A

Significant Issues: The Convoy team personnel are escorting Third Country Nationals (TCN). The enemies' most likely course of action is to use the TCN drivers to sabotage the convoy mission. A weighing station is not available to check loads prior to traveling. Numerous TCN vehicles have been in accidents due to over loading. The Convoy Commanders are required to perform visual inspections on every TCN vehicle; besides from the obvious loading infractions, the vehicles can't be properly inspected and cleared for over loading. All HMMWVs should be outfitted with the best up armor. All convoy team supplies should be listed as a priority 03.

IV - CONVOY SECURITY TEAM SUMMARY

MISSION SUMMARY

MISSION LISTING PER CONVOY TEAM

	MISSION	MILES
BR 33	8	939
FS 33	27	4441
SP 33	24	3821
SP 66	38	5510
AP 33	16	2698
HB 33	20	4097
TOTAL MISSIONS ASSIGNED	133	
TOTAL MILES TRAVELED		21,506



Making friends along the way



Leading the way to freedom

CONVOYS

MISSIONS

Perform safely executed convoys that escorts materials such as CESE, class IV material, gravel, sand, mail, internal supplies, food and personnel. 133

TOTAL MANDAYS EXPENDED

14368





Southwest Asia PROJECT SUMMARIES



"BETTER THAN BEST"

IV - DET SWA PROJECT SUMMARIES



Before - Old pumps/motors removed



After - Replacement pumps/motors tied in

IZ5-149

Pump House Maintenance

Project Scope: NMCB THREE was tasked with the operation and maintenance of 4 electrical pumps and motors used to supply water to Camp.

Personnel: 1-4

Duration: August - November 2005

Mandays Expended: NMCB THREE 249

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	249
Total Project MD:	249

Material Cost: \$ 2,500

Cost Savings: \$ 87,150

Significant Safety Issues: Although the pump house is well guarded, the threat of IDF attacks kept everyone alert. The contractor that was originally hired to install and operate two of the four pumps quit the job and defaulted on the contract, because of threats made by insurgents. NMCB THREE was tasked to take over where the contractor had left off. Prior to default, the contractor's progress was not significant.

IV - DET SWA PROJECT SUMMARIES



Installing blast protection Security container for BFT
IZ5-100
Camp Fallujah CO Discretionary

Project Listing:

Force Protection HESCO barriers	6
Comm wire lay down	4
SWA Hut ceiling and wall panel	8
Upgrade window protection	10
Remove and replace TCP roof	5
Construct trailer steps	4
Security container for BFT antennae	4
TOTAL MANDAYS EXPENDED	41

Personnel:	5	
Duration:	August - October 2005	
Mandays Expended:	NMCB THREE	41
Tasking:	WIP at turnover:	N/A
	WIP at completion:	N/A
	MD Tasked to NMCB THREE:	41
	Total Project MD:	41
Material Cost:	\$2,000	
Cost Savings:	\$14,350	

Significant Issues: Several of the security boards on the windows were discovered to be simply fastened to the wall, which increased the probability of falling out. To remedy the situation, both sides of the window were braced to add lasting security. There was no set procedure in place to obtain Class IV materials.

IV - DET SWA PROJECT SUMMARIES



Trenching to install
underground feeder cable



Constructing covered storage
for CTR outlet

IZ5-101

Camp Fallujah Camp Maintenance

Project Scope: NMCB THREE Camp Maintenance was tasked with providing contingency repairs and taking preventive and corrective actions to improve safety, security and quality of life within the camp. Another part of the tasking involved OPCON transfer of 25 Seabees to the Mayor's Cell, IIMEF Headquarters Group (IIMHG) for construction support of their operations.

Personnel: 6 (Camp Maintenance); 25 (II MHG)

Duration: August - November 2005

Mandays Expended: NMCB THREE 1897

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	1897
Total Project MD:	1897

Cost Savings: \$663,950

Significant Issues: Quality of local wood was poor. The wood was very dry and had the tendency to deform after a relatively short period of time. There was no set procedure in place to obtain Class IV materials.

IV - DET SWA PROJECT SUMMARIES



SWA Hut sub floor



Finish Photo

IZ5-234

Construct SWA Huts

Project Scope: NMCB THREE work included the Construction of 12 ea 48'x16' HESCO protected SWA huts for military berthing. The interior has 3 to 4 man rooms each containing built in areas for the occupants' weapons and protective equipment.

Personnel: 10 personnel

Duration: August 2005-September 2005

Mandays Expend: NMCB THREE 729

Tasking:

WIP at Turnover:	0%
WIP at completion:	100%
MD Tasked:	729
Total Project MD:	729

Material Cost: \$180,000

Cost Savings: \$255,150

Significant Issues: Design Issues: Slightly modified the standard open bay SWA hut design. Completed SWA huts are divided into 3 to 4 four person rooms. Material Issues: Not all materials were available. Crews had to work with other units to obtain all required materials. This project was supported by local Base Ops, not MLO. Weather Issues: Extreme heat Other Issues: No tools, CESE or equipment were available when we arrived in camp. We had to borrow tools and CESE for several weeks until Seabee assets showed up.

IV - DET SWA PROJECT SUMMARIES



Completed SWA huts



Current Photo

IZ5-364 Medical SWA Huts

Project Scope: Construct two SWA Huts (16x32) for use by medical personnel.

Personnel: 4 personnel

Duration: September 2005

Mandays Expend: NMCB THREE 314

Tasking:
WIP at completion: 100%
MD Tasked: 314
Total Project MD: 314

Material Cost: \$25,000

Cost Savings: \$109,900

Significant Issues: Design Issues: Medical staff had many special design requests. Design improvements Included a ramp and double doors that lead to the outside, hallway connections between the SWA Huts and a transition hallway from the SWA huts to the existing building. All design requests were met. Material Issues: There were no material issues. Weather Issues: Extreme heat. ATFP Issues: Crew worked under constant threat of indirect fire

IV - DET SWA PROJECT SUMMARIES



Damaged perimeter wall



Renovating bldg for use as
Seabee berthing

IZ5-362

ISF Camp Construction

Project Scope: NMCB THREE work included the Construction of 16 ea 48'x16' SWA huts for military berthing. Each SWA hut is protected on all sides by HESCO barriers. Also included is the rehab of 4 abandoned buildings to include correction of all electrical, plumbing and structural deficiencies. The site needed extensive trash and debris removal and the interior spaces of the buildings required sanitation.

Personnel: 10 personnel

Duration: September 2005-November 2005

Mandays Expend: NMCB THREE 469

Tasking: WIP at completion: 100%
MD Tasked: 469
Total Project MD: 469

Material Cost: \$220,000

Cost Savings: \$164,150

Significant Issues: Design Issues: The buildings were severely looted of all electrical fixtures and wire, plumbing, doors and windows. Material Issues: Class IV had to be convoyed along a very dangerous rout. Weather Issues: Extreme heat. Health Issues: The site was littered with human urine and feces. Other Issues: The area was vulnerable to both direct fire and indirect fire. Hostile threat was high.

IV - DET SWA PROJECT SUMMARIES



Arrival Condition



Current Photo

IZ5-357 Construct Hardened DFAC

Project Scope: NMCB THREE work included the Construction of a 165' X 45' hardened mess facility consisting of a 7425 sq. ft. wooden structure with HESCO reinforcement single story building. The roof was an impact resistant roof designed to absorb any explosion incurred by indirect fire while protecting the troops dining below. The interior has 2 rooms, one for serving and dining and the other for food preparations.

Personnel: 15 personnel

Duration: September 2005-October 2005

Mandays Expend: NMCB THREE 1128

Tasking: WIP at completion: 100%
MD Tasked: 1128
Total Project MD: 1128

Material Cost: \$200,000

Cost Savings: \$394,800

Design Issues: This is a new design, troops were building this facility with no prior experience.

Material Issues: Many delays in delivery of material caused by availability of convoy support and supply support.

Weather Issues: Extreme heat slowed troops at times.

ATFP Issues: Crew worked under constant threat of indirect fire

IV - DET SWA PROJECT SUMMARIES



Constructing CPO mess decking

Minor road leveling

IZ5-200

OIC DISCRETIONARY

Scope: A variety of construction projects as determined by the Detail OIC.

Personnel: 2-4 personnel

Duration: September 2005 - November 2005

Mandays Expend: NMCB THREE 104

Tasking:
WIP at completion: 100%
MD Tasked: 104
Total Project MD: 104

Material Cost: \$0

Cost Savings: \$36,400

Significant Issues: Had to work with other units to obtain materials for these projects.

IV - DET SWA PROJECT SUMMARIES



Preparing laydown yard



SWA Hut being Constructed for
Marines

IZ5-201 Camp Maintenance

Project Scope: Provide a 15 person camp maintenance section to the base operations department.

Personnel: 15 personnel

Duration: September 2005 - November 2005

Mandays Expended: NMCB THREE 2503

Tasking: WIP at completion: 100%
MD Tasked: 2503
Total Project MD: 2503

Material Cost: \$45,000

Cost Savings: \$876,050

Significant Issues: Worked with various units to obtain construction materials for these projects.

IV - DET SWA PROJECT SUMMARIES



Soil used for blast protection in DFAC roof



Crew applying floor sealant

IZ5-341

Construct Hardened DFAC

Project Scope: NMCB THREE work included the Construction of a 7 bay hardened mess facility. Construction was a structure with HESCO reinforcement single story building. The roof was an impact resistant roof designed to absorb any explosion incurred by indirect fire while protecting the troops dining below.

Personnel: 15 personnel

Duration: August - November 2005

Mandays Expend: NMCB THREE 394

Tasking: WIP at completion: 100%
MD Tasked: 394
Total Project MD: 394

Material Cost: \$200,000

Cost Savings: \$137,900

Design Issues: This is a new design, troops were building this facility with no prior experience.

Weather Issues: Extreme heat.

Other Issues: Had to resolve acceptable quality control standards and heavy equipment availability issues upon turnover.

ATFP issues: Crew worked under constant threat of indirect fire.

IV - DET SWA PROJECT SUMMARIES



Filling protective HESCOs



Placing the tower base

IZ5-350

Timber Tower

Project Scope: Construct a 25-foot high timber tower to increase force protection measures at a critical FOB in SWA. NMCB THREE produced a design for the customer, which included a modified ABFC timber tower that was hardened by HESCO barriers and sand bags.

Personnel: 7

Duration: October 2005 - November 2005

Mandays Expended: 230

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	230
Total Project MD:	230

Material Cost: \$ 4,000

Cost Savings: \$ 80,500

Significant Safety Issues: Project was located in a very active SAF and IDF insurgent area. Troops were required to wear full battle rattle while working above the wall. Troops were required to work high above the ground causing the need for robust fall protection. There were several crane lifts needed to support this project.

IV - DET SWA PROJECT SUMMARIES



Runway Operations

Project Detasked

IZ5-537 (ISO NMCB 24) Runway Joint Repairs

Project Scope: Replace 100 lateral joints on runway 27R. NMCB THREE provided 2 Steelworkers to assist NMCB TWENTY FOUR with cutting #8 Rebar, prior to being detasked.

Personnel: 2

Duration: August 2005 - September 2005

Mandays Expended: NMCB THREE 114

Tasking:

WIP at turnover:	0%
WIP at completion:	4%
MD Tasked to NMCB THREE:	114
Total Project MD:	2700

Material Cost: \$200,000

Cost Savings: \$39,900

Significant Issues: Spalling appearing in and around joints and open areas due to inability to control material delivery process and running operations out of a cretemobile. Significant delays in joint sealant delivery impacted start date. Sand delivered did not meet specifications. Project was detasked in October, as a result of change in mission requirements.

IV - DET SWA PROJECT SUMMARIES



Preparing Trusses



Nearing Completion

IZ5-713 (ISO NMCB 24)

Iraqi Security Force Base Support

Project Scope: Construct long-term site for 400 ISF troops consisting of five specialty buildings, lagoon, and 44 SWA huts with power, lighting, and air conditioning. NMCB THREE constructed 12 of the 44 huts. This tasking was in support of NMCB TWO FOUR.

Personnel: 13

Duration: August 2005 - September 2005

Mandays Expended: NMCB THREE 398

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	398
Total Project MD:	398

Material Cost: \$120,000

Cost Savings: \$139,300

Significant Issues: None.

IV - DET SWA PROJECT SUMMARIES



Completing Tin and Ridge Cap



Finish Photo

IZ5-722

Hardened DFAC Roofing

Project Scope: Construct a 40' x 106' climate controlled, hardened structure with HESCO wall, pre-detonation layered roof, wooden flooring to be used as a chow aboard a SWA FOB. NMCB THREE was tasked with finishing roof.

Personnel: 6

Duration: September 2005 - September 2005

Mandays Expended: NMCB THREE 19

Tasking:

WIP at turnover:	97%
WIP at completion:	100%
MD Tasked to NMCB THREE:	19
Total Project MD:	19

Material Cost: \$200,000

Cost Savings: \$6,650

Significant Safety Issues: Project was located in a very active SAF and IDF insurgent area very near an international border. Troops were required to wear flak vest and Kevlar helmets the entire time in Camp. Communications with this Camp also was extremely poor due to its austere conditions and distance from the main bases.

IV - DET SWA PROJECT SUMMARIES



Placing rebar and formwork



Spot Footings and slab
concrete in place

IZ5-742

Tower Foundation

Project Scope: Construct foundation to support communications tower being erected by civilian contractor. Work included: site prep, grading and compaction, Placing reinforcing steel and concrete formwork, and placing concrete for slab and spot footings.

Personnel: 7

Duration: November 2005

Mandays Expended: 108

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	108
Total Project MD:	108

Material Cost: \$ 10,000

Cost Savings: \$ 37,800

Significant Issues: None

IV - DET SWA PROJECT SUMMARIES

**IZ5-700
OIC DISCRETIONARY**

PROJECT LISTING

Base Camp Admin spaces	18
Base Camp Various Improvements/Dust Control	25
FOB DFAC tables, guard tower rails, and guard tower ladder wells.	19
FOB floor deck over maintenance trench in converted berthing area	35
Convert storage shed to supply/mail office	20
30 th MLO Yard Relocation	26
Convert courtyard into office space	35
Construct Chaplain and RPO Spaces	40
Convert 4 solariums into office space	45

TOTAL MANDAYS EXPENDED 263

Material Cost: \$0

Cost Savings: \$92,050



Converted courtyard to office space



Replacement Ladder Well

**IZ5-701
CAMP MAINTENANCE**

PROJECTS

Perform inspections, maintenance, and repair for all facilities and stationary equipment assigned to NMCB TWENTY FOUR. Perform "outside the wire" infrastructure repair to base water supply system	150
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TOTAL MANDAYS EXPENDED 150

IV - DET SWA PROJECT SUMMARIES



Arrival Condition



Finish Photo

IZ5-916

LSA Electrical Upgrade Phase II

Project Scope: NMCB THREE Detail was tasked with Phase Two of a two-phase electrical construction mission. The second phase of the mission called for complete rewiring of the FOB's billeting areas.

Personnel: 8

Duration: August 2005 - September 2005

Mandays Expended: NMCB THREE 170

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	170
Total Project MD:	170

Material Cost: \$7,500

Cost Savings: \$59,500

Significant Issues: There were significant electrical safety concerns with system prior to project. Unsafe practice led to electrocution of a Master Sergeant. Quality of breaker material is below American safety standards. The current use of generators does not consider back-up for cycling. Material shipments were frequently delayed.

IV - DET SWA PROJECT SUMMARIES



Arrival Condition



Finish Photo

IZ5-924

Force Protection Improvements

Project Scope: NMCB THREE Detail was tasked to provide survivability improvements to the FOB by placing concrete barriers, filling HESCO barriers, creating vehicle search areas near the north and east ECPs, constructing a Rapiscan shelter at the north ECP, improving perimeter roads for guard rotation and QRF response, and constructing better guard towers.

Personnel: 2

Duration: August 2005 - November 2005

Mandays Expended:

NMCB ONE	323
NMCB THREE	44

Tasking:

WIP at turnover:	88%
WIP at completion:	100%
MD Tasked to NMCB THREE:	44
Total Project MD:	367

Material Cost: \$10,000

Cost Savings: \$15,400

Significant Issues: None.

IV - DET SWA PROJECT SUMMARIES



Arrival Condition



Finish Photo

IZ5-933

RDF Expansion Phase II

Project Scope: Level and compact site. Construct TWO 24'X60' SWA Huts to be used as detention cells. Provide at least 30 additional cells. Upgrade existing electrical distribution panel to accommodate additional requirements. Install THREE A/C's per structure.

Personnel: 5

Duration: August 2005 - September 2005

Mandays Expended: NMCB THREE 268

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	268
Total Project MD:	268

Material Cost: \$35,000

Cost Savings: \$93,800

Significant Issues: There were significant IDF events during this project. The roof covering required the splicing of two HESCO panels. The splice resulted in additional caulking to provide quality. Cell design required eliminating possible locations to hide weapons. The poor quality of the Iraqi wood received resulted in control measures to compensate.

IV - DET SWA PROJECT SUMMARIES

LABOR DISTRIBUTION

Month	Aug 05	Sep 05	Oct 05	Nov 05	Total	% Total
Direct Labor MDs	3046	9094	8328	4388	24856	67%
Indirect Labor MDs ¹	675	1820	1820	1820	6135	17%
Readiness/ Training MDs	3263	1328	1013	422	6026	16%
Total MDs	6984	12242	11161	6630	37017	100%
# Personnel	322	325	325	243		
# Direct Labor	198	250	200	145		
# Workdays	13	26	26	26		
% Direct Labor ²	61%	77%	62%	60%		
Ideal Capability ³	3218	8125	6500	4713		
Efficiency ⁴	196%	128%	144%	102%		

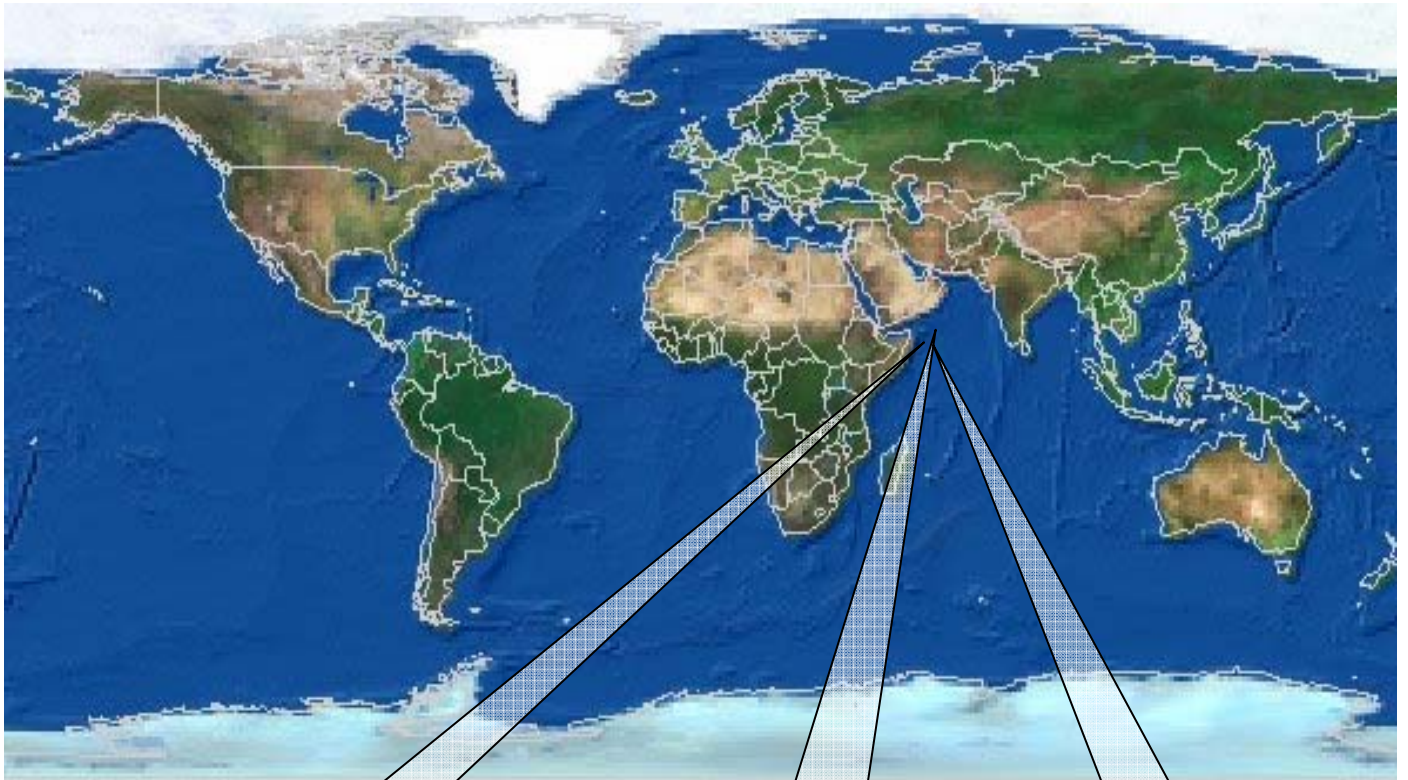
NOTES:

1. Indirect labor MDs are the MDs spent on indirect activities by DL personnel
2. % Direct Labor = (# Total Direct Labor for period)/(# Total Personnel)
3. MD Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.25)
4. Efficiency Factor = (Total Direct Labor Man-days for period)/(MD Capability)

Total Direct Labor Man-days for period is sum of Direct Labor Man-days and Readiness/Training Man-days.



Detail Horn of Africa PROJECT SUMMARIES



"BETTER THAN BEST"

IV - DET HOA PROJECT SUMMARIES

NMCB THREE Detail Horn Of Africa has been a testament to Seabee flexibility, creativity, and resourcefulness. Seabees were deployed to such exotic locations such as Camp Lemonier and Tadjoura in Djibouti, Manda Bay in Kenya, as well as Forward operating Bases in Hurso, Ethiopia and remote outlying areas like Harer, Ethiopia. Capping off the end of deployment in style, we sent a group of 15 Seabees to Nairobi, Kenya, for a week to aid in the rescue of an estimated 200 people trapped when a 5-story concrete column and slab building collapsed in downtown.

In Djibouti, the projects consisted of remodeling the AAFES store, barbershop and gift shop, and construction of 5 SWA huts. The AAFES remodeling consisted of three phases. Phase I was turned over by NMCB ONE and entailed the beginnings of demolition as well as the building of a barbershop and a bathroom. Phase II consisted of framing, hanging drywall, installing the drop ceiling, and placing vinyl tile in a new customer service area as well as four other rooms that are designed as a new managers office, a new alterations shop, gift shop, and break room. Phase III consisted of the installation of a drop ceiling throughout the existing store and into the new extension. The SWA hut project entailed the building of five 20'x 40' SWA huts in two different sites. The first two buildings were for the Joint Operation Center, and allowed for office expansion. The offices contained workstations to accommodate 60 additional personnel that will greatly enhance their operational ability. Two other buildings are for use by the base MWR department. The previous MWR facilities were located in tents. This upgrade will enhance the QOL for the entire Camp. The fifth SWA hut is a new coffee shop with a deck on two sides where patrons can enjoy their coffee in the fresh air of Africa. In Tadjoura, Seabees are working on the construction of a dormitory and two latrines to benefit the secondary school in the community. This arduous project is generating goodwill in the community and helping the students that live in the local area by providing living and sleeping quarters.

The Seabees in Manda Bay, Kenya have expended over 1500 mandays towards the construction of a 300' boat ramp that will enable the Kenyan military to launch boats for their day-to-day operations. The Seabee team also cleared 20 acres of jungle around the runway facilitating the landing of HC-130's, greatly improving their mission capability.

The work on the forward operating base in Hurso, Ethiopia consisted of completing various repairs on existing buildings around the camp to include putting screens on windows, placing two concrete pads, remodeling a kitchen area, as well as building a SWA hut to be used as a dining facility and classroom.

The water well team was busy in Harer, Ethiopia where they quickly finished ahead of schedule rehabbing one well and drilling two new wells. They were also tasked with another well and constructing a shed around a well generator for security. Their efforts in this drought-stricken country will greatly enhance the quality of life for the locals. The team has definitely accomplished the most important mission of winning the hearts and minds of the Ethiopians. We also had Seabees in Adangalina, Djibouti working on installing fencing, cistern stand, water trough, a generator pad, and solar panels for an existing well head. At the Ali Faren well site in Djibouti, Seabees quickly placed gabion barriers to prevent erosion around the well head and cleared

IV - DET HOA PROJECT SUMMARIES

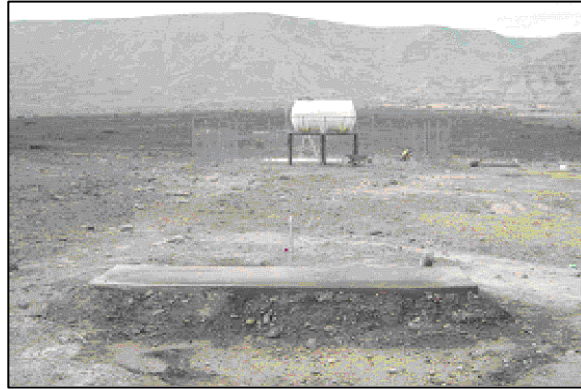
sediment filled pipe, allowing water to flow again to the livestock water trough. These improvements have provided relief during the worst drought Djibouti has seen in years.

Last but not least, DET HOA provided 15 Seabees to aid in the rescue of an estimated 200 locals trapped in a building that collapsed in downtown Nairobi. The Seabees were on scene within 18 hours of the building collapse aiding in the rescue effort and boosting the morale of the Kenyans already on the scene. The Seabees worked beside Rescue teams from Israel, Great Britain, the Red Cross, and the Kenyan military, Police and Fire Rescue Teams.

IV - DET HOA PROJECT SUMMARIES



Arrival Condition



Finish Photo

HOA-501

Construct Well Cistern

Project Scope: Demo existing concrete slab and trough and install new slab, underground plumbing, hardware, cistern and protective fence to facilitate installation of new solar pump system.

Personnel:	14	
Duration:	September 2005 - October 2005	
Mandays Expended:	NMCB THREE	337
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 3:	337
	Total Project MD:	337
Material Cost:	\$40,000	
Cost Savings:	\$117,950	

Significant Safety Issues: Dehydration and the possibility of heat injuries associated with working in intense heat is our main concern. Small Unit Leadership has been stressed to the Crew Leader and precautionary measures are in place.

Significant QC Issues: The Crew Leader performs quality control inspections during all three phases of work. The most important issue is to ensure that the pump works correctly and that the trough is large enough for the village.

Significant Design Issues: FAR submitted and approved to reduce slab dimensions thus reducing amount of on site, hand mixed concrete needed to complete this job.

Significant Material Issues: Initial move-in and re-supply conducted via regularly scheduled helicopter flights. Project site road was inaccessible due to flooded lowlands.

IV - DET HOA PROJECT SUMMARIES



Arrival Condition



Finish Photo

HOA-503

Tadjoura School Facilities

Project Scope: Three school facilities to include one 30x60 foot pre-engineered male/female berthing and dining building, pre-engineered male and female bathroom facilities. Installation of new utilities to support bathrooms and electrical needs. Local civilian contractor poured concrete slab.

Personnel: 12

Duration: August 2005 - February 2006

Mandays Expended: NMCB THREE 814

Tasking:

WIP at turnover:	0%
WIP at completion:	65%
MD Tasked to NMCB 3:	814
Total Project MD:	1252

Material Cost: \$60,000

Cost Savings: \$284,900

Significant Safety Issues: Heat injuries are the number one concern. The crew is taking preventative measures including drinking plenty of water and taking frequent breaks.

Significant QC Issues: Local contractor was hired to lay the foundation. We perform the tests required (i.e. slump test) and attempt to teach the local contractors about the importance of these tests so we can better their skills. The anchor bolts were installed improperly, and other avenues had to be explored to rectify the problem.

Significant Design Issues: Project drawings were vague, and written in French. Erection manual for building was unobtainable. Local standards subject to question.

Significant Material Issues: Re-supply conducted via 4-5 hour convoy. The bill of materials was submitted through J4, and estimated delivery date was not known at turnover.

IV - DET HOA PROJECT SUMMARIES



Arrival Condition



Finish Photo

HOA-502

Manda Bay Boat Ramp

Project Scope: Construction of a 24-foot wide and 300-foot long boat ramp with a reinforced concrete finish surface.

Personnel:	30	
Duration:	September 2005 - February 2006	
Mandays Expended:	NMCB THREE	1539
Tasking:	WIP at turnover:	100%
	WIP at completion:	100%
	MD Tasked to NMCB 3:	1539
	Total Project MD:	1539
Material Cost:	\$550,000	
Cost Savings:	\$538,650	

Significant Safety Issues: Heavy equipment operation near the water, the crew assigned one personnel to one piece of CESE for the entirety of the project. Concrete mixing by hand, the crew identified who would be loading the mixer with cement, had them respirator fit tested, and the wear respirators to prevent the inhalation of Silica dust.

Significant QC Issues: A quality control person is on site dedicated to conducting daily inspections on the boat ramp and prefabrication yard

Significant Design Issues: Project was submitted for redesign, due to the fact that the original information taken for the project design was not correct. The boat ramp was redesigned to allow for launch capability during high and low tides. NAVFAC reach back was used for design assistance.

Significant Material Issues: All material was procured locally and easily attainable.

IV - DET HOA PROJECT SUMMARIES



Arrival Condition



Finish Photo

HOA-W01 & HOA-W02 Water Well Missions

Project Scope: Mission Harer, Ethiopia. Phase 1 consists of the rehabilitation of one existing well site, drill two additional wells, and install pumps and generators. Phase 2 consists of drilling one new well and installing a hand pump.

Personnel: 20

Duration: October 2005 - December 2005

Mandays Expended: NMCB THREE 1108

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 3:	1108
Total Project MD:	1108

Material Cost: \$90,000

Cost Savings: \$387,800

Significant Safety Issues: Heat injuries are the number one concern. The crew is taking preventative measures including drinking plenty of water and taking frequent breaks. There was a permanently assigned Safety Supervisor who is solely dedicated to observing all operations.

Significant QC Issues: Detachment OIC is responsible for ensuring and performing quality inspections throughout the duration of the project.

Significant Material Issues: Water Well Rig went down hard, during the second mission, on the second well. Immediately repair parts were identified, but they were difficult to procure. The Team is bringing the Rig back on line, and will be ready for operation for the relieving battalion.

IV - DET HOA PROJECT SUMMARIES



Arrival Condition



Finish Photo

HOA-506

Forward Operating Base Improvements

Project Scope: Complete repair work on existing buildings around camp, consisting of screens on windows, place two 16'x10' reinforced concrete pads, renovate kitchen area and construct a SWA hut.

Personnel: 8

Duration: October 2004 - February 2005

Mandays Expended: NMCB THREE 279

Tasking:

WIP at turnover:	0%
WIP at completion:	56%
MD Tasked to NMCB 3:	279
Total Project MD:	495

Material Cost: \$45,000

Cost Savings: \$97,650

Significant Safety Issues: Roof work was a concern and was accomplished with the use of scaffolding. Minor injuries occurred during construction, i.e. striking hand with hammer.

Significant QC Issues: Detachment OIC was responsible for ensuring and performing quality inspections throughout the duration of the project.

Significant Design Issues: Drawings were vague, and the scope changed as the projects went on to fit the needs of the customer.

Significant Material Issues: The crew ran out of materials for the remainder of the SWA Hut project, and the project was turned over to KBR to complete.

IV - DET HOA PROJECT SUMMARIES



Arrival Condition



Finish Photo

HOA-802

Camp Lemonier Improvements

Project Scope: Construct five 20'x40' wood framed buildings with gabled roof trusses, corrugated metal exterior finish. Interiors are drywall with textured finish and painted. Finish floors will be vinyl tile. One of the five (the coffee hut) will have an attached 12' and a 14' "L" shaped deck.

Personnel: 12

Duration: November 2005 - February 2006

Mandays Expended: NMCB THREE 1570

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 3:	1570
Total Project MD:	1570

Material Cost: \$55,000

Cost Savings: \$549,500

Significant Safety Issues: The called for roof pitch was a concern, so we changed it a 2/12, which will allowed to work to be preformed with a Safety watch on the roof during construction.

Significant QC Issues: The detachments quality control representative, along with the Public Works Representative, conducts quality control inspections daily.

Significant Design Issues: Coffee hut was slowed because of design changes to the floor due to a preexisting drainage pipe that was located near one corner of the building. Other changes have been implemented to accommodate for the requirements of the customer.

Significant Material Issues: Slow procurement of critical materials has delayed production severely.

IV - DET HOA PROJECT SUMMARIES



Arrival Condition



Arrival Condition

HOA-803

ASSESSMENT TEAM GODE, ETHIOPIA

Project Scope: Team will assess future project sites and develop bill of materials. The projects consist of install a 2" waterline from existing water well with a hand pump to a Medical Clinic with a distance of 1.6km, also minor repairs around the hospital, to include faucets, door repairs, parking lot repairs, and the construction of two water cistern stands. Repairs needed to an existing timber bridge located in Geladi, Ethiopia. The team also provided some much-needed camp maintenance to include repairs to 2 showers, 8 toilets and A/C units.

Personnel:	7
Duration:	January 01, 2005- January 28, 2005
Mandays Expended:	NMCB THREE 158
Tasking:	WIP at turnover: 0%
	WIP at completion: 100%
	MD Tasked to NMCB 3: 158
	Total Project MD: 158
Material Cost:	\$0
Cost Savings:	\$55,300

Significant Safety Issues: The local water used for shower was un-potable, and many of the crew experienced slight illnesses. The team had a Corpsman along with them during the mission.

Significant QC Issues: Detachment OIC was responsible for quality control; they helped the local community population accomplish some required work.

Significant Design Issues: Drawings were developed on site.

Significant Material Issues: The team developed all required bill of materials, and they have been submitted through J-4 for purchasing.

IV - DET HOA PROJECT SUMMARIES



Arrival Condition



Finish Photo

HOA-505

AAFES Renovation

Project Scope: Renovate barbershop, beauty shop, bathroom, customer service office (Phase I), manager's office, alterations, gift shop & break room (Phase II) and main AAFES ceiling (Phase III). Project includes demolition of existing walls, new electrical and plumbing, partition walls, floor tiles and drop ceilings throughout.

Personnel:	9	
Duration:	July 2005 - January 2006	
Mandays Expended:	NMCB ONE	81
	NMCB THREE	733
Tasking:	WIP at turnover:	10%
	WIP at completion:	100%
	MD Tasked to NMCB 3:	733
	Total Project MD:	814
Material Cost:	\$35,000	
Cost Savings:	\$256,550	

Significant Safety Issues: Dust inhalation, demolition of CMU block walls and dry-wall work created a significant concern. Existing interior wiring required close and careful attention. The crew experienced fatigue due to the requirement for the work to be completed during the stores off hours.

Significant QC Issues: The crew leader is conducted continual inspection of work activities. QC was able to inspect daily, enabling greater quality assurance.

Significant Design Issues: The design agent, KBR, was on site and readily available for consultation.

Significant Material Issues: Inefficient procurement of materials has delayed production immensely.

IV - DET HOA PROJECT SUMMARIES

OIC DISCRETIONARY DETAIL HORN OF AFRICA

Warranty work	25
HIV Clinic Repairs and Improvements	50
Land Survey and Berm Construction for New ECP	75
Install Basketball Court Surface	15
Seabee Detail Office Expansion and Improvements	75
Create MLO & Storage	100
Create CTR	25
Create Alfa Yard	75
TOTAL MANDAYS EXPENDED	440

Material Cost: \$0

Cost Savings: \$154,000



MLO Storage Facility



Central Tool Room

IV - DET HOA PROJECT SUMMARIES

LABOR DISTRIBUTION

Month	AUG 05	SEP 05	OCT 05	NOV 05	DEC 05	JAN 06	Total	% Total
Direct Labor MDs	730	699	1153	1175	1493	597	5847	61%
Indirect Labor MDs ¹	15	819	557	453	570	159	2573	27%
Readiness/ Training MDs	240	136	192	174	197	277	1216	13%
Total MDs	985	1654	1902	1802	2260	848	9636	100%
# Personnel	119	119	122	122	120	118		
# Direct Labor	79	79	79	67	67	67		
# Workdays	15	24	24	22	25	22		
% Direct Labor ²	66%	66%	66%	55%	56%	57%		
Ideal Capability ³	1333	2133	2133	1658	1884	1658		
Efficiency ⁴	73%	39%	63%	81%	90%	42%		

NOTES:

1. Indirect labor MDs are the MDs spent on indirect activities by DL personnel
2. % Direct Labor = (# Total Direct Labor for period)/(# Total Personnel)
3. MD Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.125)
4. Efficiency Factor = (Total Direct Labor Man-days for period)/(MD Capability)

Total Direct Labor Man-days for period is sum of Direct Labor Man-days and Readiness/Training Man-days.



Newly completed water well in Ethiopia providing needed relief

Nairobi Disaster Response



Seabee's...Compassion at it's finest

Within hours of a terrible disaster the Seabee's were once again called to action. 280 Kenyan construction workers along with women and children were trapped beneath the remains of a five-story building. NMCB 3 Seabees went on their way to assist with the rescue and recovery efforts. Detachment HOA Seabee's departed with a team of fifteen personnel that included one Safety Petty Officer, one Independent Duty Corpsman and thirteen troops. The team was composed of five of the seven Seabee ratings leading the way to rescue trapped survivors beneath the rubble.

Arriving at the site less than 24 hours from the collapse, in the midst of the mass confusion, HM1 Claudine Volkart began to set a Medical Treatment Facility alongside the Kenyan medical teams to render expedient field first aid to survivors rescued by the teams. Among the group of "worker bees" were two combat lifesavers, UT2 McCarty and BU3 Blanchard that aided HM1 in preparing the first aid stations.

SW1 John Swagerty and E01 Thomas Allen teamed up with the Kenyan military officials who were in charge of the rescue and immediately began assessing the building damages. "Because of the unusual situation I didn't want the troops in the building until myself and E01 reviewed the prints to see where the troops would be safest to work," said SW1 Swagerty. They were mainly concerned with the troops' safety while working in the rubble. After the assessment they set up four-hour shifts for three teams of four personnel to work for three days straight.

IV - DET HOA PROJECT SUMMARIES

Shortly after the Seabee's arrived, the Israeli Army showed up with enough tools and equipment to expedite the rescue more efficiently. The Israeli team was very professional with the operations of the rescue in terms of where, when, and what to do. They immediately took charge and the Seabee's as well as the Kenyans worked alongside them. The tools and equipment that they brought and disbursed included: gas powered and pneumatic jackhammers, acetylene torches, crowbars, grinders, jaws-of-life, buckets, picks and shovels. They also brought in excavators, cranes, and front loaders. The Kenyans provided dump trucks and cranes to assist the effort.

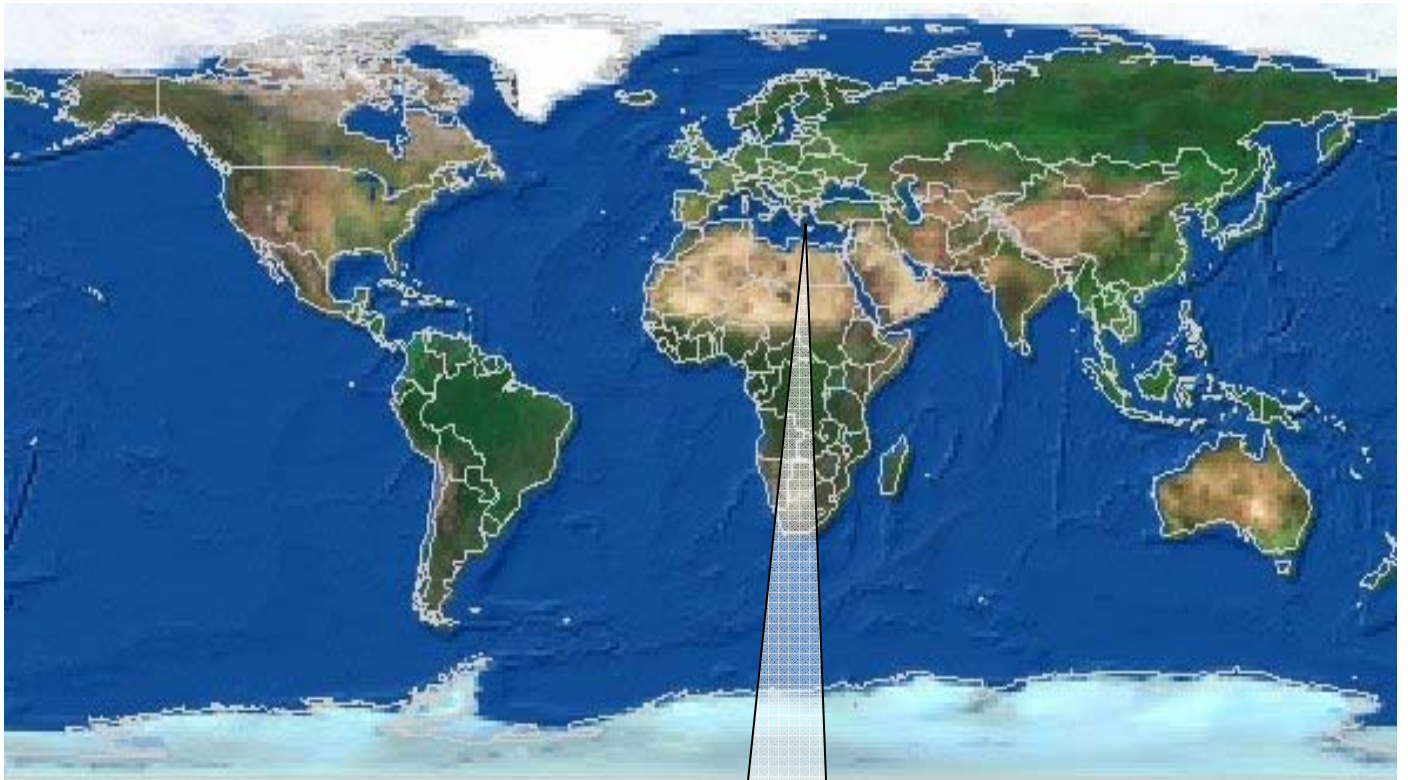
The process to remove pieces of the rubble in a manner that was safe and well organized was quite simple. First the rescuers jack-hammered or pick chiseled through the concrete slabs to expose the re-bar. They would chisel out square sections, about 6' by 6' on average. Secondly, they would use the jaws-of-life or the grinder to cut the re-bar. After the slab was cut, they used the jackhammers to make two holes in order to fit some chains through. Thirdly, a crane was then used to lift the slab out of the way and on to a dump truck. After the slab was lifted the teams could then proceed to the next slab, and so on. "The hardest part about the process of removing the rubble was keeping bystanders off the section you are working on and away from the tools in operation in your area," said UT2 McCarty.

The amount of support from the rescuers definitely exceeded the need. The Kenyan Army was helping as much as they could with the rescue and crowd control. EOCN Meyer said, "There were so many people there that wanted to help but couldn't, that at times we found ourselves without tools. We just started using our hands to move the rubble." Once the Israeli Rescue team took charge, the once chaotic operation began to change into a more precise operation. The Kenyans were glad to have the expertise of the Israeli Rescue team who are specifically trained for these types of disasters.

Seabee's live by a motto, "Can Do"! This motto knows no race, creed, color or ethnicity. Nor, is it limited to US boundaries. Since their inception on March 19, 1942, anytime the need arose Seabee's have answered in kind. Today we've proven once again, whether on the front lines, fighting for freedom from terrorism or the streets of Kenya, lending a hand to those in need, you can be sure the Seabee's will be there, honoring the footprints of those who have walked before them.



Detail Souda Bay PROJECT SUMMARIES



"BETTER THAN BEST"

IV - DET SOUDA BAY PROJECT SUMMARIES



Before



After

CR5-806 INSTALL WATER LINE

Project Scope: Installation of 1485 ft of 8" underground PVC main waterline to include 9 manholes, 24 valves, 5 fire hydrants, 4'x100'x 8" concrete sidewalk pad, and 4' x 100' x 6'' concrete parking apron.

Personnel: 14

Duration: 17May05 - 04Nov05

Mandays Expended: NMCB THREE 653

Tasking:

WIP at turnover:	70%
WIP at completion:	100%
MD Tasked to NMCB THREE:	404
Total Project MD's:	1057

Project Cost: \$180,500

Cost Savings: \$228,550

Significant Safety Issues: Manhole trenching was 8 feet deep. Shoring constructed to prevent personnel injury. Water pump was readily available at job site for the purpose of dewatering.

Significant QC Issues: Waterline route was not clearly marked on the ground. Several changes were implemented due to lack of underground utility prints.

Significant Design Issues: Installed new trust blocks previously missing.

Significant Material Issues: Delay encountered in the shipment of fire hydrants from mainland USA. Adapter to connect English and Metric fittings was not shipped. Field adjustment were made to connect the fittings together.

IV - DET SOUDA BAY PROJECT SUMMARIES



CR5-500
CESE/TOA SHIPMENT

Project Scope: Ship 21 pieces of CESE and ARP to SWA. Ship TOA items, tools and ADP assets to Rota, Spain. Safety tools and equipment shall be shipped to Guantanamo Bay, Cuba. Fabricate shipping boxes as required.

Personnel: 6

Duration: 20Mar05 - 04Nov05

Mandays Expended: NMCB THREE 316

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 3:	316
Total Project MD:	316

Project Cost: \$0

Cost Savings: \$110,600

Significant Safety Issues: Observe speed limit when traveling through local roadway. Clear the ramp when equipment is being loaded to the ship. Provide a tow guide when backing equipment.

Significant QC Issues: Metal to metal contact on the ship is not allowed. Observe shoring requirements as required.

Significant Design Issues: Ramp was too high for equipment loading resulting to slippage due to loss of traction.

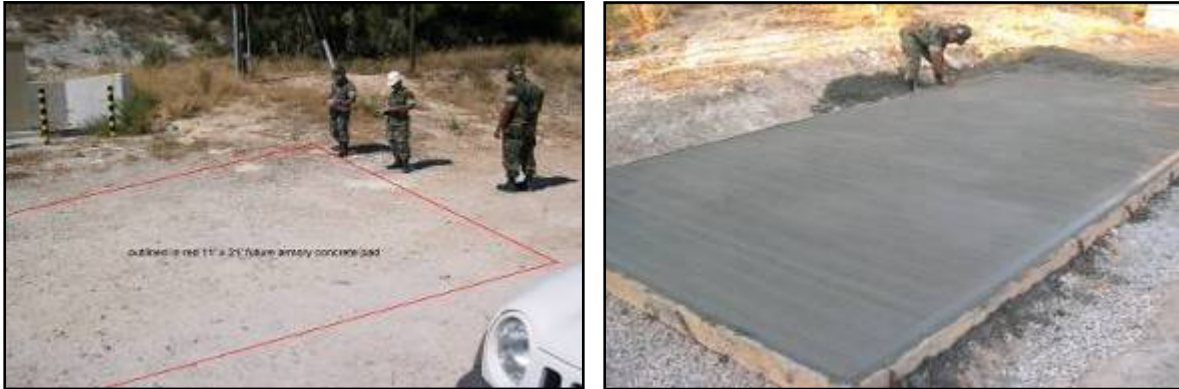
Significant Material Issues: Undefined ship arrival and items for shipment to SWA caused last minute container configuration.

IV - DET SOUDA BAY PROJECT SUMMARIES

CR0-500 OIC DISCRETIONARY

PROJECT LISTING

1) Marathi Pier Concrete pad installation:



Project Scope: Install an 11'x 21'x6" concrete pad as a foundation for a 76,000 pound armory ISO container for NSA security department.

Personnel: 4

Duration: 4 days

Mandays Expended: NMCB THREE 23

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 3:	23
Total Project MD:	23

Material Cost: \$647

Cost Savings: \$8,050

Significant Safety Issues: Bull float handles, might contact energized electrical conductors, shall be constructed of nonconductive material or insulated.

Significant QC Issues: Backfilling must be performed in accordance with specification, using satisfactory materials compacted at 95%.

Significant Design Issues: N/A

Significant Material Issues: All materials purchased locally.

IV - DET SOUDA BAY PROJECT SUMMARIES

2) Air Terminal Steel Staircase



Project Scope: Demolish, design, construct, install, and paint 2 units of steel stairway at the Air Terminal Operations Department. Fabricate new stairway using c-channel beams and stair threads using diamond steel plates and angular bars using joint weld. Cut existing steel walkway approximately 2 feet in length to accommodate new slope. Relocate structural post supporting the overhead walkway. Old stairway is an outstanding Safety discrepancy due to improper slope.

Personnel: 2

Duration: 28 days

MD's Expended: NMCB THREE 40

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	40
Total Project MD:	40

Material Cost: \$3,000

Labor Cost Savings: \$14,000

Significant Safety Issues: Two or more points of excess between levels, at least one point of excess shall be kept clear to permit free passage of all employees.

Significant QC Issues: Handrails shall not be less than 36".

Significant Design Issues: Submit field adjustment request (FAR) revised blue print measurements conflicts with existing construction. Cut 1'1" upper walkway East side and 1'6" West side (Approved).

Significant Material Issues: All materials purchased locally.

IV - DET SOUDA BAY PROJECT SUMMARIES

3) Marathi Pier Service Drop Installation



Project Scope: Provide power supply by installing an underground service lateral encased in a 2" PVC in accordance with the NEC. Connection will be from the emergency generator to the armory container crossing a roadway.

Personnel: 5

Duration: 6 days

Mandays Expended: NMCB THREE 18

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	18
Total Project MD:	18

Material Cost: \$300

Labor Cost Savings: \$6,300

Significant Safety Issues: Coordinate the final connection on the emergency generator and the armory container so that no power is sent through the line while connecting.

Significant QC Issues: Ensure the PVC is buried at the required depth.

Significant Design Issues: None

IV - DET SOUDA BAY PROJECT SUMMARIES

4) Community Service



Project Scope: Renovate a town hall, and a schoolhouse with outdoor fresh paint at a remote village of Anopoli, a small town of 300 residents. Job preparations require removal of loose, chipped paint prior to finish painting. Town hall requires painting of outside perimeter and inside hallway entrances.

Personnel: 3

Duration: 2 days

MD's Expended: NMCB THREE 20

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	20
Total Project MD:	20

Material Cost: \$500

Cost Savings: \$7,000

Significant Safety Issues: Observe ladder safety. Be extra careful in driving the rough roads going to the village. Observe minimum speed of 20kph. Paint shall free of asbestos and lead.

Significant QC Issues: Apply second coat of paint to provide a finished texture. Use outdoor type paint.

Significant Design Issues: None applicable.

Significant Material Issues: All materials were readily available at site. Food and lodging coordinated by local town officials.

IV - DET SOUDA BAY PROJECT SUMMARIES

5) FLOLS Concrete Pad Installation



Project Scope: Install a 21'x25'x6" and 6' x 6' x 6" concrete pad at the 500-meter mark northeast of the active airfield runway. Pad edge shall be 115' from center of runway. Height of concrete pad and edge of runway shall be the same. Pads shall be used as foundation of the Fresno Lens Optical Landing System (FLOLS) used to guide pilots during emergency landing. Obtain clearance from control tower at all times.

Personnel: 4

Duration: 7 days

MD's Expended: NMCB THREE 18

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	18
Total Project MD:	18

Material Cost: \$1,200

Cost Savings: \$6,300

Significant Safety Issues: Obtain flight clearance from the control tower when crossing the active runway and taxiway. Notify control tower and flight line of work duration time daily. Tools and equipment shall be removed from the job site daily.

Significant QC Issues: Elevation of concrete pad shall be even with edge of runway. Align center of both pads together.

Significant Design Issues: Difference in elevation will result to error reading of the landing system equipment. Obtain approval by the Greek authority before starting project.

Significant Material Issues: Materials are readily available.

IV - DET SOUDA BAY PROJECT SUMMARIES

**CAMP MAINTENANCE
DETAIL Souda Bay**

PROJECTS

Perform inspections and Maintenance for all facilities and stationary equipment within the control of Detail OIC. Coordinate larger projects with local Public Works. 57

TOTAL MANDAYS EXPENDED 57

LABOR DISTRIBUTION

Month	Aug 05	Sep 05	Oct 05	Nov 05	Total	% Total
Direct Labor MDs	171	273	345	23	812	66%
Indirect Labor MDs ¹	81	125	86	18	310	25%
MDs	28	33	49	5	115	9%
Total MDs	280	431	480	46	1237	100%
# Personnel	20	20	10	7		
# Direct Labor	14	14	7	4		
# Workdays	15	24	24	4		
% Direct Labor ²	70%	70%	70%	57%		
Ideal Capability ³	236	378	189	18		
Efficiency ⁴	84%	81%	208%	156%		

NOTES:

1. Indirect labor MDs is the MDs spent on indirect activities by DL personnel
2. % Direct Labor = (# Total Direct Labor for period)/(# Total Personnel)
3. MD Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.125)
4. Efficiency Factor = (Total Direct Labor Man-days for period)/(MD Capability)

Total Direct Labor Man-days for period is sum of Direct Labor Man-days and Readiness/Training Man-days.



Detail Guantanamo Bay Cuba PROJECT SUMMARIES



"BETTER THAN BEST"

IV - DET GTMO PROJECT SUMMARIES



Bridge pre-assembly underway



Completed laydown area

GB2-882

REPLACE BRIDGE

Project Scope: NMCB THREE will pre-fabricate and inventory 196' GTMO Bridge and construct material lay down area.

Personnel: 3

Duration: August 2005 - October 2006

Mandays Expended: NMCB THREE 164

Tasking:

WIP at turnover:	7%
WIP at completion:	7%
MD Tasked to NMCB THREE:	164
Total Project MD:	1890

Material Cost: \$502,000

Cost Savings: \$57,400

Significant Safety Issues:

- Equipment operation. 100% of all operators have been briefed on the proper backing guide techniques.
- U.S. Marine Force protection escort is required at all times.
- Hot weather, dehydration.

Significant QC Issues

- Hurricane season, wet weather affected compaction required for Lay Down area.

Significant Design Issues:

- Specs and BM did not match but design is still 196' long.

Significant Material Issues:

- Bridge crew identified and re-ordered all missing items necessary for project completion.

IV - DET GTMO PROJECT SUMMARIES



Arrival Condition



Current Photo

GB0-867

REPLACE PIER QUEBEC

Project Scope: Demo existing refueling pier and reconstruct a new pier to include electrical, new refueling system and fire suppression system.

Personnel: 5

Duration: August 2005 - February 2006

Mandays Expended: NMCB THREE 452

Tasking:

WIP at turnover:	0%
WIP at completion:	55%
MD Tasked to NMCB THREE:	590
Total Project MD:	1000

Material Cost: \$ 250,550

Cost Savings: \$ 158,200

Significant Safety Issues:

- Small boat operations.
- Working over water.
- Crane safety.

Significant QC Issues:

- Mooring hardware was reused for the activity.
- 42" cleats removed and stored in conex box.

Significant Design Issues:

- None.

Significant Material Issues:

- Preservative arrived and prefabricating of bracing was started.
- 95% of construction materials on site.

IV - DET GTMO PROJECT SUMMARIES



Arrival Condition



Current Photo

GBO-400

QUARRY OPERATION

Project Scope: Crush raw material into finished product ¾" minus.

Personnel: 4

Duration: August 2005 - October 2005

Mandays Expended: NMCB THREE 77

Tasking:

WIP at turnover:	77%
WIP at completion:	77%
MD Tasked to NMCB 3:	100
Total Project MD:	100

Material Cost: \$ 0

Cost Savings: \$ 26,950

Significant Safety Issues:

- Hot and humid weather, dehydration.
- Operator awareness of equipment pinch points.

Significant QC Issues:

- Hot, wet, and humid conditions affected separating fine materials through grizzly bars and screens.
- Hurricane season and frequent rainstorms caused saturation of product material, which had an abundance of clay. Material could not be crushed without clogging the crusher machine.

Significant Design Issues:

- None

Significant Material Issues:

- Crusher down due to PTO. The power take off that drives the primary and secondary rock crushers came apart eternally.
- PTO for crusher is a model year 1968. Manufacturer considers anything before 1975 obsolete.
- Awaiting replacement PTO to get here. PTO has been ordered and sent.

IV - DET GTMO PROJECT SUMMARIES



Arrival Condition



Current Photo

GB2-827

REPAIR PERIMETER ROAD

Project Scope: Provide road construction to Force Security on and around the perimeter of Guantanamo Bay, Cuba.

Personnel: 4

Duration: August 2005 - October 2005

Mandays Expended: NMCB THREE 214

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 3:	200
Total Project MD:	200

Material Cost: \$ 0

Cost Savings: \$ 70,000

Significant Safety Issues:

- Traffic control during construction.

Significant QC Issues:

- Ensure proper emulsion temperature and rate of application.

Significant Design Issues:

- None

Significant Material Issues:

- Material support from the Det Quarry hampered by down crusher.

IV - DET GTMO PROJECT SUMMARIES

**OIC DISCRETIONARY
DETAIL GTMO**

PROJECT LISTING

Demo Airfield Signs	7
Galley Road	1
Post Office Truck	2
Kittery Beach Road Material	48
Cabana Carwash	7
Parade Pavilion	23
Marine Gate	2
Golf Course Hole	2
Fill for Camp Delta	4
Happy Valley Fuel Farm	38
Golf Course Access Roads	5
Coast Guard Boat Ramp	2
JTF Seahuts	3
Sherman Road Shoulder Work	2
Fill for Camp Delta	4
Demo Camp America Fence	4
Install Harbor Light Pole	2
Demo Hidden Beach Cabanas	7
Kittery Beach Road Repair	3
Fiber Optic Trench	19

TOTAL 185

Material Cost: \$ 0

Cost Savings: \$ 64,750

IV - DET GTMO PROJECT SUMMARIES

**CAMP MAINTENANCE
DETAIL GTMO**

PROJECTS

Perform inspections and Maintenance for all facilities and stationary equipment within the control of Detail OIC. Coordinate larger projects with local Public Works.

TOTAL MANDAYS EXPENDED

104

LABOR DISTRIBUTION

Month	Aug 05	Sep 05	Oct 05	Nov 05	Dec 05	Jan 06	Total	% Total
Direct Labor MDs	197	290	290	276	316	139	1311	66%
Indirect Labor MDs ¹	84	112	109	98	104	39	462	23%
Readiness/ Training MDs	11	49	58	35	44	23	209	11%
Total MDs	292	451	457	409	464	201	1982	100%
# Personnel	25	25	25	25	25	25		
# Direct Labor	13	13	13	13	13	13		
# Workdays	15	22	22	21	24	21		
% Direct Labor ²	52%	52%	52%	52%	52%	52%		
Ideal Capability ³	219	322	322	307	351	307		
Efficiency ⁴	95%	105%	108%	101%	103%	53%		

NOTES:

1. Indirect labor MDs are the MDs spent on indirect activities by DL personnel
2. % Direct Labor = (# Total Direct Labor for period)/(# Total Personnel)
3. MD Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.125)
4. Efficiency Factor = (Total Direct Labor Man-days for period)/(MD Capability)

Total Direct Labor Man-days for period is sum of Direct Labor Man-days and Readiness/Training Man-days.



Detail Andros PROJECT SUMMARIES



"BETTER THAN BEST"

IV - DET ANDROS PROJECT SUMMARIES



Arrival Condition



Current Photo

AD5-830

Construct CBH 14

Project Scope: Construct a ten-unit CMU bachelor housing facility, 182'x52'.

Personnel: 19

Duration: August 2005 - February 2006

Mandays Expended:	NMCB THREE	1155
	NMCB ONE	1731
	TOTAL MDS	2886

Tasking:	WIP at turnover:	42%
	WIP at completion:	67%
	MD Tasked to NMCB THREE:	1712
	Total Project MD:	4311

Material Cost: \$360,000

Cost Savings: \$404,250

Significant Issues: Weekly material shipments were frequently late resulting in delays. Project funding linked to FY06 defense budget bill resulted in crucial material order delay of one month causing project completion date to be delayed accordingly. Hurricane season caused significant delay in shipping of trusses via barge from Port Canaveral, FL.

IV - DET ANDROS PROJECT SUMMARIES

OIC DISCRETIONARY DETAIL ANDROS

PROJECT LISTING

Storage sheds	17
Replace ceiling tiles	63
Haunted Forest castle	32
Admin East upgrades	26
Grade perimeter road	12

TOTAL MANDAYS EXPENDED 150

Material Cost: \$0
Cost Savings: \$52,500

CAMP MAINTENANCE DETAIL ANDROS

PROJECTS

Perform inspections and Maintenance for all facilities and stationary equipment within the control of Detail OIC. Coordinate larger projects with local Public Works.	50
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TOTAL MANDAYS EXPENDED 50

IV - DET ANDROS PROJECT SUMMARIES

LABOR DISTRIBUTION

Month	Aug 05	Sep 05	Oct 05	Nov 05	Dec 05	Jan 06	Feb 06	Total	% Total
Direct Labor MDs	252	256	233	303	399	340	100	1631	73%
Indirect Labor MDs ¹	3	121	137	60	12	14	2	346	16%
Readiness/ Training MDs	30	60	48	36	45	45	12	246	11%
Total MDs	285	437	418	399	456	399	114	2223	100%
# Personnel	25	25	25	25	25	25	25		
# Direct Labor	19	19	19	19	19	19	19		
# Workdays	15	23	23	21	24	21	6		
% Direct Labor ²	76%	76%	76%	76%	76%	76%	76%		
Ideal Capability ³	321	492	492	449	513	449	128		
Efficiency ⁴	88%	64%	57%	76%	87%	86%	87%		

NOTES:

1. Indirect labor MDs are the MDs spent on indirect activities by DL personnel
2. % Direct Labor = (# Total Direct Labor for period)/(# Total Personnel)
3. MD Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.125)
4. Efficiency Factor = (Total Direct Labor Man-days for period)/(MD Capability)

Total Direct Labor Man-days for period is sum of Direct Labor Man-days and Readiness/Training Man-days.



Detail Rota, Spain PROJECT SUMMARIES



"BETTER THAN BEST"

IV - DET ROTA PROJECT SUMMARIES



Arrival Condition



Finish Photo

SP0-855

Construct Command and Control Building

Project Scope: Construct an administrative facility that includes finish drywall, floor tile, finish mechanical, finish electrical, interior and exterior painting, and interior finishes.

Personnel:	11
Duration:	August 2005 - January 2006
Mandays Expended:	NMCB THREE 843 Previous NMCB 11,546
Tasking:	WIP at turnover: 96% WIP at completion: 100% MD Tasked to NMCB THREE: 651 Total Project MD: 12389
Material Cost:	\$450,000
Cost Savings:	\$295,050

Significant Issues: Scaffolding erection and use was the primary safety hazard for this phase in the project as well as confined space entry to finish the power tie for the AC units. We utilized the bases confined space engineer and borrowed a ventilator unit from PWC. Multiple Battalion turnovers have greatly effected the over all quality of this project. There are no accurate red lined prints for the project and no concurrent FAR/RFI logs for the complete project. With the redesign of the facility no coordination was performed between mechanical, electrical and structural drawings. We have lights that cannot be installed due to ductwork and ceiling grids that interfere with the AC ductwork drops. Material for the mechanical system was purchased from both the states and Spain causing delays to the completion of the project because of the incompatibility of metric and US standard fittings. The project was at its funding limit allowing minimal material procurement for its completion.

IV - DET ROTA PROJECT SUMMARIES



Arrival Condition



Finish Photo

SP4-808

Hogan's Alley

Project Scope: Construction of a 2-story block structure to include sitework, concrete, masonry, block, brick, and stucco finishes with a metal roof. Marines will use structure as an urban combat training center.

Personnel:	7	
Duration:	August 2005 - February 2006	
Mandays Expended:	NMCB THREE	927
	Previous NMCB	1259
Tasking:	WIP at turnover:	39%
	WIP at completion:	61%
	MD Tasked to NMCB THREE:	1058
	Total Project MD:	4156
Material Cost:	\$232,636	
Cost Savings:	\$324,450	

Significant Issues: Scaffolding erection and use was the primary safety hazard for this project. All freestanding columns on façade A had to be removed due to improper embedment of reinforcing steel. This project was not designed to be modular in dimension creating additional work by having to cut block.

IV - DET ROTA PROJECT SUMMARIES

**CAMP MAINTENANCE
DETAIL ROTA**

PROJECTS

Prepare Camp Mitchell facilities to be turned over to NAVSTA Rota Public Works. Perform inspections and Maintenance for all facilities and stationary equipment within the control of Detail OIC. Coordinate larger projects with local Public Works. 350

TOTAL MANDAYS EXPENDED 350

LABOR DISTRIBUTION

Month	Aug 05	Sep 05	Oct 05	Nov 05	Dec 05	Jan 06	Total	% Total
Direct Labor MDs	226	424	363	392	418	445	2268	78%
Indirect Labor MDs ¹	24	53	45	52	84	99	357	12%
Readiness/ Training MDs	33	38	51	52	65	47	286	10%
Total MDs	283	515	459	496	567	591	2911	100%
# Personnel	58	62	46	48	49	49		
# Direct Labor	18	19	19	21	21	21		
# Workdays	15	23	22	21	24	25		
% Direct Labor ²	31%	31%	41%	44%	43%	43%		
Ideal Capability ³	304	492	470	496	567	591		
Efficiency ⁴	85%	94%	88%	89%	85%	83%		

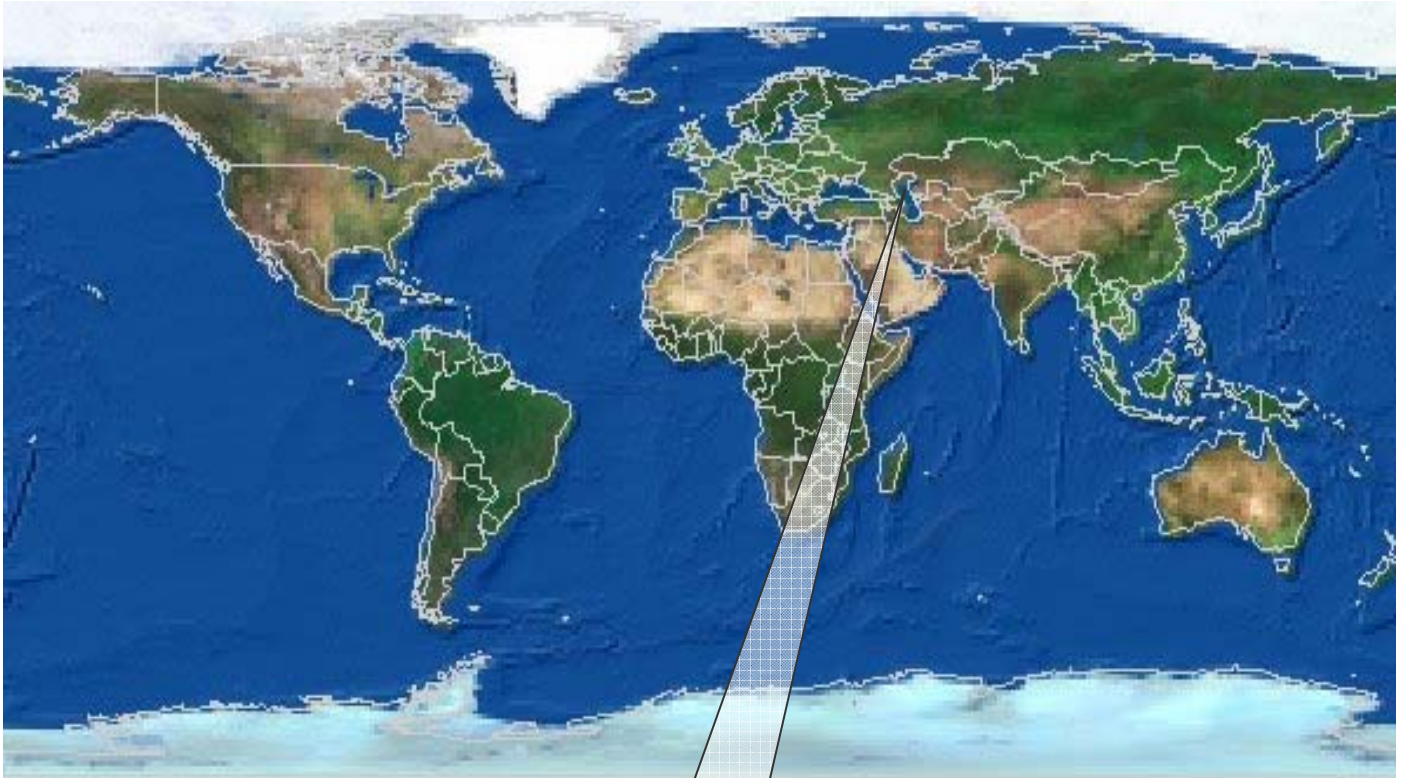
NOTES:

1. Indirect labor MDs are the MDs spent on indirect activities by DL personnel
2. % Direct Labor = (# Total Direct Labor for period)/(# Total Personnel)
3. MD Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.125)
4. Efficiency Factor = (Total Direct Labor Man-days for period)/(MD Capability)

Total Direct Labor Man-days for period is sum of Direct Labor Man-days and Readiness/Training Man-days.



Detail Bahrain PROJECT SUMMARIES



"BETTER THAN BEST"

IV - DET BAHRAIN PROJECT SUMMARIES



Arrival Condition



Current Photo

SW6-301

Compound Improvements, Kuwait Naval Base

Project Scope: Enclose a courtyard for mission planning area, provide environmental controls to 2 Tension Fabric tents and restore and upgrade utilities to the Tactical Operations Center

Personnel: 14

Duration: October 2005 - December 2005

Mandays Expended: NMCB THREE 217

Tasking:

WIP at turnover:	0%
WIP at completion:	81%
MD Tasked to NMCB THREE:	217
Total Project MD:	267

Material Cost: \$31,250

Cost Savings: \$75,950

Significant Issues: Project was stopped by Kuwaiti military due to non authoritative source approving work on 7 November 2005. Work was cleared to continue on 2 February. NMCB SEVEN has been tasked to complete.

IV - DET BAHRAIN PROJECT SUMMARIES

Arrival Condition

Current Photo



SW6-302

MSCO GAZEBO, Kuwait Naval Base

Project Scope: Construct a 21' Diameter Pre-fabricated Gazebo adjacent to the MSCO Barracks, Kuwait Naval Base.

Personnel: 5

Duration: October 2005 - November 2005

Mandays Expended: NMCB THREE 72

Tasking: WIP at turnover: 0%

WIP at completion: 100%

MD Tasked to NMCB THREE: 72

Total Project MD: 72

Material Cost: \$1,314

Cost Savings: \$25,200

Significant Issues: None.

IV - DET BAHRAIN PROJECT SUMMARIES



Arrival Condition



Current Photo

SW6-302

MSCO SWA Hut, Shuiba Port

Project Scope: Construct a 16' x 40' SWA hut with A/C and electrical service replacing a strong back tent at Shuiba Port.

Personnel:	10	
Duration:	November 2005	
Mandays Expended:	NMCB THREE	52
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	52
	Total Project MD:	52
Material Cost:	\$3,453	
Cost Savings:	\$18,200	
Significant Issues:	None	

IV - DET BAHRAIN PROJECT SUMMARIES



Arrival Condition



Current Photo

SY4-801

Renovate Boys Orphanage DFT Seychelles

Project Scope: Renovate portions of the Nazareth Boys Orphanage. Install 3000 sq ft of ceramic floor tile, install partition wall and door, replace existing bathroom fixtures, replace and upgrade lighting and power distribution, demolish and replace existing patio, remove and replace existing playground equipment.

Personnel: 16

Duration: December 2005 - January 2006

Mandays Expended: NMCB THREE 375

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	375
Total Project MD:	375

Material Cost: \$52,500

Cost Savings: \$131,250

Significant Issues: None.

IV - DET BAHRAIN PROJECT SUMMARIES



Arrival Condition



Current Photo

SY4-802

Rehab Providence Hall DFT Seychelles

Project Scope: Demo existing partitions, Replace tile floor with 12" x 12" ceramic tile. Install 12 new windows. Repaint interior walls.

Personnel: 6

Duration: December 2005

Mandays Expended: NMCB THREE 147

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	147
Total Project MD:	147

Material Cost: \$12,300

Cost Savings: \$51,450

Significant Issues: None.

IV - DET BAHRAIN PROJECT SUMMARIES



Floor tile repairs in daycare

Completed kitchen

SY4-803

Rehab Butterfly Daycare DFT Seychelles

Project Scope: Demo existing bathroom partitions and remove floor tile through out the building. Construct a new bathroom with 4 toilets, three sinks, and three tile showers. Construct new kitchen with one double sink and tile counters, repair concrete floor and set 12"x 12" ceramic tile in one half of the building and repaint. Tear off and replace the roof with corrugated metal roofing and build a new 10' x 20' entrance roof.

Personnel:	6	
Duration:	December 2005	
Mandays Expended:	NMCB THREE	132
	NMCB SEVENTY FOUR	201
Tasking:	WIP at turnover:	86%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	132
	Total Project MD:	333
Material Cost:	\$31,000	
Cost Savings:	\$46,200	

Significant Issues: Significant rework was necessary after turnover due to rough plumbing not being tested prior to walls being enclosed.

IV - DET BAHRAIN PROJECT SUMMARIES



Arrival Condition



Current Photo

SY4-806

Rehab Infirmary DFT Seychelles

Project Scope: Demo existing partitions, bathroom and kitchen. Construct new partition walls, kitchen and bathroom including new toilet, sinks and tiled shower. Install new 12"x 12" ceramic floor tile, lights and outlets throughout the building.

Personnel: 5

Duration: December 2005

Mandays Expended: NMCB THREE 62
NMCB SEVENTY FOUR 135

Tasking: WIP at turnover: 86%
WIP at completion: 100%
MD Tasked to NMCB THREE: 62
Total Project MD: 197

Material Cost: \$30,000

Cost Savings: \$21,700

Significant Issues: Significant rework was necessary after turnover due to rough plumbing not being tested prior to walls being enclosed.

LABOR DISTRIBUTION

Month	Oct 05	Nov 05	Dec 05	Jan 06	Feb 06	Total	% Total
Direct Labor MDs	71	230	252	255	56	864	81%
Indirect Labor MDs ¹	0	0	0	0	0	0	0%
Readiness/ Training MDs	48	32	32	24	64	200	19%
Total MDs	119	262	284	279	120	1064	100%
# Personnel	20	20	20	20	20		
# Direct Labor	13	13	14	15	15		
# Workdays	10	25	22	21	5		
% Direct Labor ²	65%	65%	70%	75%	75%		
Ideal Capability ³	146	366	347	354	84		
Efficiency ⁴	81%	72%	82%	79%	142%		

NOTES:

1. Indirect labor MDs are the MDs spent on indirect activities by DL personnel
2. % Direct Labor = (# Total Direct Labor for period)/(# Total Personnel)
3. MD Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.125)
4. Efficiency Factor = (Total Direct Labor Man-days for period)/(MD Capability)

Total Direct Labor Man-days for period is sum of Direct Labor Man-days and Readiness/Training Man-days.



Camp Arifjan PROJECT SUMMARIES



"BETTER THAN BEST"

IV - CAMP ARIFJAN PROJECT SUMMARIES



TNOSC Spreading Getch



Final grade of pad

AJ5-330

TNOSC Pad Expansion

Project Scope: Expand the Northern Pad of the 335th Warehouse. Tasking required a horizontal team to conduct a cut, fill and compact the site to enable the placement of generators and latrines on the site.

Personnel: 8

Duration: November 2005

Mandays Expended: NMCB THREE 49

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	49
Total Project MD:	49

Material Cost: \$30,000

Cost Savings: \$17,150

Significant Safety Issues: Ground Guides: RAC # 4D. Project site is right next to an on going project, so the possibility of personal injuries is higher due to the traffic flow. To ensure the safety of all personnel ground guides will be used at all times.

Significant QC Issues: The Crew Leader performs quality control inspections during each lift to get specified compaction.

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - CAMP ARIFJAN PROJECT SUMMARIES



Excavated retention pond



Cutting ditch for culvert

AJ5-362

Zone VI SE Drainage & Site Preparation

Project Scope: To perform site improvements to include construction of 10,000 cubic meter retention pond, approximately 950 LM of 3 meter "V" ditching, and laying of 150 meter of 600 mm culverts with associated head walls.

Personnel: 10

Duration: December 2005 - January 2006

Mandays Expended: NMCB THREE 1882

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	1882
Total Project MD:	1882

Material Cost: \$3,500

Cost Savings: \$658,700

Significant Safety Issues: Area being excavated was not cleared by EOD it was suspected that it was an old dump site. So to ensure the safety of crew member's interceptor vest with Kevlar were worn.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - CAMP ARIFJAN PROJECT SUMMARIES



Excavated retention pond



Flat bottom ditch

AJ5-361

Zone VI Drainage Colorado Rd & New Mexico Ave

Project Scope: To perform site improvements to include the construction of one retention pond and flat bottom ditch and associated interconnecting ditching to facilitate adequate drainage in the vicinity of ECP 1.

Personnel: 6

Duration: December 2005 - January 2006

Mandays Expended: NMCB THREE 51

Tasking:

WIP at turnover:	0%
WIP at completion:	94%
MD Tasked to NMCB THREE:	51
Total Project MD:	60

Material Cost: \$3,500

Cost Savings: \$17,850

Significant Safety Issues: Ground Guides: RAC # 4D. Crew leader will ensure that ground guides/ or any personnel on the ground (i.e. Engineering Aids, Safety, QC, all visitors) wear a reflective vest inside the project operating envelop due to the amount of construction equipment being operated on site.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - CAMP ARIFJAN PROJECT SUMMARIES



Arrival to site



Beginning of grading phase

AJ5-346

KNB Vehicle Wash Rack Staging Area

Project Scope: Spread and compact gravel and getch to allow for proper flood control measures. Site was graded in order to allow for proper scarification and introduction of gravel and getch. Completed area shall have approximately a 3-4 in depth of gravel and getch.

Personnel: 6

Duration: December 2005 - January 2006

Mandays Expended: NMCB THREE 94

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	94
Total Project MD:	94

Material Cost: \$350,000

Cost Savings: \$32,900

Significant Safety Issues: Ground Guides: RAC # 4D. Ensure ground guides are used to prevent the possibility of injury to personnel. The ground guides will also be required to watch the loader operator to ensure that no roll over occurs.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - CAMP ARIFJAN PROJECT SUMMARIES



Arrival condition



Final condition

AJ5-370

335th TSC/TNOSC Bldg Site Gravel

Project Scope: Tasked unit shall lay and compact gravel throughout the perimeter of the building. Complete fine grading on slopes and install and compact river rock (rip-rap) on slopes to reduce erosion.

Personnel: 10

Duration: December 2005 - January 2006

Mandays Expended: NMCB THREE 18

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	18
Total Project MD:	18

Material Cost: \$0

Cost Savings: \$6,300

Significant Issues: Ground Guides: RAC # 4D. Project site is right next to an on going project, so the possibility of personal injuries is higher due to the traffic flow. To ensure the safety of all personnel ground guides will be used at all times.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - CAMP ARIFJAN PROJECT SUMMARIES



Arrival Condition



Final condition

AJ5-351 Motor Pool 11

Project Scope: To perform site preparation and pad development in support of the motor pool 11 improvement.

Personnel: 3

Duration: January 2006 - January 2006

Mandays Expended: NMCB THREE 14

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	14
Total Project MD:	14

Material Cost: \$0

Cost Savings: \$4,900

Significant Issues: None for this project site.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - CAMP ARIFJAN PROJECT SUMMARIES



Site layout



Concrete walls and apron

AJ5-292

Loading Ramp at ASP Site

Project Scope: Construct large concrete ramp which will serve as two separate loading docks - one for commercial trucks, and the other for military transport. Loading dock for commercial trucks will be two 12-foot lanes, with height at 58 inches. Loading dock for military transport will be three 12-foot lanes, with height at 48 inches. Approach apron will be 100 ft length x width of ramp x 8" reinforced thickness. Loading dock will support issue and transportation of wheeled and tracked vehicles to OIF units.

Personnel:	8	
Duration:	December 2005 - March 2006	
Mandays Expended:	NMCB THREE	325
Tasking:	WIP at turnover:	0%
	WIP at completion:	41%
	MD Tasked to NMCB THREE:	325
	Total Project MD:	792
Material Cost:	\$110,000	
Cost Savings:	\$113,750	

Significant Issues: In-situ soil was too dry and sandy to achieve optimum compaction, even when water was added to it. Soil had to be re-excavated and mixed with getch fill material, which has more clay-like properties and compacted better. Procurement for Class IV material such as lumber and RST for forms, was lengthy and at times non-existent, which forced the crew to borrow from other project sites and MLO to proceed with the project.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - CAMP ARIFJAN PROJECT SUMMARIES



Site Layout



Footers in place

AJ5-304

DOL Parking and Fuel Yard

Project Scope: Work consists of placing of concrete foundation to support reassembly of existing dismantled Kirby PEB from DOHA. Sun shade PEB to be reassembled after new fuel tank skids are set. Project is located in Zone VII, Camp Arifjan and includes minor site prep and final grading with construction of concrete foundation.

Personnel:	7	
Duration:	August 2005 - April 2006	
Mandays Expended:	NMCB THREE	154
Tasking:	WIP at turnover:	0%
	WIP at completion:	17%
	MD Tasked to NMCB THREE:	154
	Total Project MD:	719
Material Cost:	\$25,000	
Cost Savings:	\$539,000	

Significant Issues: Achieving optimal soil compaction took longer than expected. The underlying soil needed to be mixed with getch soil in order to achieve proper compaction. Hand compactor was used at times due to the limited availability of a roller. Heavy rains filled the footer trenches, forcing the project crew to dewater and recompact the fill.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - CAMP ARIFJAN PROJECT SUMMARIES



Metal studs and wire lathe



Unpainted wall

AJ5-313

Secure Room Construction

Project Scope: Construct a new 14' x 22' "Secure Room" in the S2 spaces at Bldg 216 by partitioning the existing basement space with metal studs, metal wire lathe, 5/8" fire-code gypsum board, and sound attenuated insulation.

Personnel:	6-8
Duration:	November 2005 - December 2005
Mandays Expended:	NMCB THREE 56
Tasking:	WIP at turnover: 0%
	WIP at completion: 100%
	MD Tasked to NMCB THREE: 56
	Total Project MD: 56
Material Cost:	\$12,500
Cost Savings:	\$19,600

Significant Issues: Due to the thin and sub-par quality of the locally procured paint, additional coats of paint were required to accomplish the finished look, expending more man-days than expected.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - CAMP ARIFJAN PROJECT SUMMARIES



Arrival Condition at Site #1

Finish Photo of Site #1

AJ5-332

LAMS Concrete Slabs

Project Scope: Prepare site and place approximately 200 mm reinforced concrete slab inside existing LAMS for five (5) different sites. Each pad size varies from 13 CD to 360 CD. The pads will be set on polyethylene .25 mm thick vapor barrier and will be reinforced with #10 rebar spaced 0.6m on-center each way.

Personnel:	8	
Duration:	December 2005 - April 2006	
Mandays Expended:	NMCB THREE	271
Tasking:	WIP at turnover:	0%
	WIP at completion:	43%
	MD Tasked to NMCB THREE:	271
	Total Project MD:	823
Material Cost:	\$227,000	
Cost Savings:	\$94,850	

Significant Issues: Achieving optimal soil compaction was challenging and took longer than expected. The underlying soil needed to be mixed with getch soil in order to achieve proper compaction. Hand compactor was used at times due to the limited availability of a roller. During heavy rains at the job site, project crew was forced to re-compact the soil. The most dangerous hazard faced were lime burns from concrete placement. All work crew personnel wore Gore-Tex bottoms in tandem with concrete boots, along with gloves and long sleeve blouses, to counter the lime burn hazard.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - CAMP ARIFJAN PROJECT SUMMARIES



Start of work



Wall completed awaiting paint

AJ5-342

New Chapel Build Out, Zone VI

Project Scope: Perform vertical construction on the new (American Tent) Chapel in Zone VI. Work included interior build-out consisting of two 8-ft x 29'-8" wall partitions, two 36-inch doors, one 72-inch double door and a 18'x12' raised platform.

Personnel: 6

Duration: December 2005 - January 2006

Mandays Expended: NMCB THREE 133

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	133
Total Project MD:	133

Material Cost: \$8,500

Cost Savings: \$46,550

Significant Issues: Available local material was the primary quality control issue for this project. Drywall panels were $\frac{3}{4}$ " short along the length and width. Work crew was forced to install additional metal studs to counter the offset of fastening points from the preset 16" on-center. Due to the thin and sub-par quality of the paint, additional coats of paint were required to accomplish the finished look, expending more man-days than expected.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - CAMP ARIFJAN PROJECT SUMMARIES



Tent build-out complete



Constructed storage in DAS

CAMP Set-Up ARIFJAN

Project Scope: Establish a Main Body deployment site camp to include, Alfa yard, Bravo shops, Armory, Headquarters, MLO/CTR yard and office spaces.

Personnel:	As required	
Duration:	On going	
Mandays Expended:	NMCB THREE	4700
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 3:	4700
	Total Project MD:	4700
Material Cost:	N/A	
Cost Savings:	\$1,645,000	
Significant Safety Issues:	None	
Significant QC Issues:	None	
Significant Design Issues:	None	
Significant Material Issues:	None	

IV - CAMP ARIFJAN PROJECT SUMMARIES



Completed deck for Command Cell



Trenching for new utilities

ADDITIONAL CONSTRUCTED PROJECT LISTING

MLO/ALFA COMMUNICATION DUCT INSTALL, AJ5-567	44
WALKING PATH PAVING, AJ5-087	28
KNB VEHICLE WASH RACK, AJ5-303	40
TEXAS STREET CONSTRUCTION, AJ5-325	12
MOTOR POOL 21 SITEWORK, AJ5-326	26
SPOD ICODE STAGING AREA, AJ5-329	14
SPOD GRAVEL RAMP, AJ5-331	8
MOTOR POOL 22 SITEWORK, AJ5-337	26
SOIL RECLAMATION, AJ5-352	30
CHAPEL II IMPROVEMENTS, AJ5-365	106
COLORADO ROAD DRAINAGE, AJ5-368	236
37 TH CONVOY TRAINING SITE PREP, AJ5-369	27
HANDICAP HEAD UPGRADES, AJ6-003	79
TOTAL MANDAYS EXPENDED	707

Material Cost: \$80,000

Cost Savings: \$247,450

CAMP MAINTENANCE

PROJECTS	MD
Miscellaneous projects to perform emergency, routine, and specific construction work focusing on alleviating safety and security discrepancies, and enhancing command mission accomplishment.	770
Spray Commanding Officer's Office	2
Command Cell Pad	5
Army supply - split door	5
ARP Office Renovation	10
XO Office Door Lock	2
Barber Shop build out	6
BAS sign	2
Admin office partitions and window shutter	5

IV - CAMP ARIFJAN PROJECT SUMMARIES

Barber shop platform, counter, and framing	8
Alfa Company office space	4
Wyoming Ave speed bumps	2
Dispatch office	4
Quarterdeck reception desk	4
Build room addition	4
Alfa Company check refer	2
Conference room doors	2
Admin office renovations	3
Dispatch trailer	3
Alfa yard site work	13
Post office counter	1
Engineering tent	2
Camp clean up	32
Niper net Cable duct install	32
Remove/replace walkway and apply non-skid paint	10
TOTAL MANDAYS EXPENDED	940

LABOR DISTRIBUTION

Month	Nov 05	Dec 05	Jan 06	Feb 06	Total	% Total
Direct Labor MDs	1033	3105	2964	1368	8470	80%
Indirect Labor MDs ¹	126	378	416	192	1112	11%
Readiness/ Training MDs	366	194	196	196	951	9%
Total MDs	1525	3677	3576	1756	10533	100%
# Personnel	131	129	130	130		
# Direct Labor	65	67	68	68		
# Workdays	9	27	26	12		
% Direct Labor ²	50%	52%	52%	52%		
Ideal Capability ³	731	2261	2210	1020		
Efficiency ⁴	127%	124%	121%	121%		

NOTES:

1. Indirect labor MDs are the MDs spent on indirect activities by DL personnel
2. % Direct Labor = (# Total Direct Labor for period)/(# Total Personnel)
3. MD Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.25)
4. Efficiency Factor = (Total Direct Labor Man-days for period)/(MD Capability)

Total Direct Labor Man-days for period is sum of Direct Labor Man-days and Readiness/Training Man-days.



Detail Camp Virginia PROJECT SUMMARIES



"BETTER THAN BEST"

IV - DET CAMP VIRGINIA PROJECT SUMMARIES

NMCB THREE Delta Company transitioned from Al Asad, Iraq to Camp Virginia, Kuwait during November 2005 over four distinct movements. In the process of taking on the construction and maintenance mission at Camp Virginia, Delta Company also worked feverishly to fold in approximately 40 NMCB TWENTY ONE activated reservists maximizing the skill sets they brought to the table. By Early December, the Det was functioning as a cohesive unit with all personnel in place and starting work in one of the most dynamic tasking environments ever seen.

Initial focus was on setup of a long-term presence Seabee compound smack dab in the middle of an Army base. Astonishing improvements were made to existing spaces and several new ones added to support a continuing Air Detachment size project team for years to come. The compound now includes: administrative spaces, ALFA yard, CM Shop, 3M office, dispatch office, armory, BU shop, SW shop, CE shop, UT shop, CTR, MLO, CSR, medical office, and an embark/unit movement control center. Berthing is in temper style tents with no more than 8 personnel in one tent.



Upon initial arrival at Camp Virginia, there were no long-term projects on the books for the det to step into and punch crews out to. Our planning and setup cell worked very closely with the NAVFAC Field Engineering Team (also newly in place for the AOR), to estimate initial projects, figure out the local material purchasing procedures, and get the right tools and equipment in place (all from the recently relocated Rota TOA) to get us off to a roaring start. And what a start it was! Going from **ZERO** assets, project packages, ongoing projects, tools, or CESE onsite, the detachment, in 65 working days, put more than 5,000 safe and quality mandays of work in place! Projects included work across the rating board. In fact, the det turned CS's and SK's into licensed equipment operators to meet the project CESE demand.

IV - DET CAMP VIRGINIA PROJECT SUMMARIES

Project tasking has included: re-grading 20km of roads, removal of 16km of berms, installation of communication network manholes, construction of prefabricated steel structures, re-plumbing the AAFES services areas, re-plumbing shower trailers, grading millions of square feet of future camp expansion, rewiring electrical distribution systems, correcting pervasive drainage issues, and reconstructing several facilities just to name a few of the more than 40 mission directives received. This work has been conducted at four different camp locations separated by 20 miles over Northern Kuwait requiring daily movements in a strictly controlled movement area.

NMCB THREE and NMCB TWENTY ONE have been thrilled with the task of establishing a ground floor long term Seabee camp deployment site. Every mission, task, and improvement taken on was given strong consideration to not only the present impact but what the impact will be for those who follow us. NMCB THREE DET Virginia also owes a lifelong debt of gratitude to the outstanding Seabee's from NMCB TWO ONE. This was a perfect combination at the perfect time in a deployment cycle to integrate our troops with the mature, experienced, and motivated Seabee's we had the pleasure to serve with. The Compound at Camp Virginia, the work ethic set from the get go at Camp Virginia, and the long term success of all Battalions to follow will all draw from the solid foundation these Seabee's provided during our time together.

IV - DET CAMP VIRGINIA PROJECT SUMMARIES



Arrival condition



Nearly completed structure

KA5-229

Ali Al Salem ECP Sunshade

Project Scope: Construct a 30 x 54 meter pre-engineered building (PEB) for use as entry control point (ECP) sunshade. Tasking includes; site preparation, placement of 18 precast footers, erection of steel PEB, and installation of a generator with containment pad (installed by contractor), sixty 400w high bay lights, fourteen exterior 400w lights, and ten 240v receptacles.

Personnel: 12

Duration: November 2005 - February 2006

Mandays Expended: NMCB THREE 479

Tasking:

WIP at turnover:	0%
WIP at completion:	91%
MD Tasked to NMCB THREE:	479
Total Project MD:	543

Material Cost: \$195,000

Cost Savings: \$167,750

Significant Issues: Adequate initial supply of fall protection equipment. Equipment is now on hand for one PEB and work at height is continuing. Material damage during offload by local contractors. Locating threading dies for "GI" conduit. Conduit is a lighter grade than typical US style. Local soil testing contractors extremely limited.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - DET CAMP VIRGINIA PROJECT SUMMARIES



Arrival Condition



Completed Road

CV5-231

Udari Road Maintenance

Project Scope: Regrade and widen 16 miles of range access roads.

Personnel: 8

Duration: November 2005 - December 2005

Man days Expended: NMCB THREE 198

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	198
Total Project MD:	198

Material Cost: \$ 215,550

Cost Savings: \$ 69,300

Significant Issues: Two hour round trip for equipment to be hauled to site every day due to lack of secure storage at ranges. No permanent ramps for offloading equipment. Traffic control became critical, as the road improved drivers accessing the ranges increased their speed.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - DET CAMP VIRGINIA PROJECT SUMMARIES



CV5-367

Clear and Grade Tent pad #9

Project Scope: Clear and grade approximately 135,000 square meters of earth and the removal of 1500 square meters of 3 inch crushed stone from abandon evaporation beds.

Personnel: 7

Duration: December 2005 - February 2005

Man-days Expended: NMCB THREE 292

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	292
Total Project MD:	292

Material Cost: \$0

Cost Savings: \$102,200

Significant Issues: Difficult to cordon site due to very large area and high winds. Personnel and vehicular traffic has occasion to try and pass through site. Handled by keeping ground guides near all moving equipment. Buried metal and stakes have potential to cause tire damage. Abandon wells found on site.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - DET CAMP VIRGINIA PROJECT SUMMARIES



Work was performed at night for pedestrian safety reasons



Completed site

CV5-336

Gravel Common Areas

Project Scope: Spread gravel within designated common areas for dust abatement and improve quality of life to Camp Virginia's personnel.

Personnel: 5

Duration: November 2005 - December 2005

Man days Expended: NMCB THREE 126

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	126
Total Project MD:	126

Material Cost: \$15,000

Cost Savings: \$44,100

Significant Issues: Portions of the project done at night to reduce likelihood of personnel passing through the area. Cable is often not buried very deep and as-builts do not exist.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - DET CAMP VIRGINIA PROJECT SUMMARIES



Arrival on project



Ongoing Photo

CV5-357

USO Tent Walls

Project Scope: Construct and sheath interior metal stud walls for USO activity tent including an office and boot room. Relocate existing electrical and fire alarm systems.

Personnel: 7

Duration: December 2005 - January 2006

Man days Expended: NMCB THREE 110

Tasking:

WIP at turnover:	0%
WIP at completion:	83%
MD Tasked to NMCB THREE:	132
Total Project MD:	132

Material Cost: \$3,800

Cost Savings: \$38,500

Significant Issues: Material delivery delays by Local Nationals. The existing tent has significant leaks slowing construction awaiting contractor repair. Contracted carpeting for walls, which delayed the completion date.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - DET CAMP VIRGINIA PROJECT SUMMARIES



Arrival Condition



Completed Photo

CV5-358

AAFES Project

Project Scope: Reconnect 4 preexisting AAFES trailers, re-install deck entrance, waterproof roofing, and install gutters.

Personnel: 8

Duration: December 2005

Man days Expended: NMCB THREE 102

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	102
Total Project MD:	102

Material Cost: \$52,000

Cost Savings: \$35,700

Significant Issues: Short fuse priority tasker. No drawings. Run more or less as a design build.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - DET CAMP VIRGINIA PROJECT SUMMARIES



Arrival Condition



Ongoing Photo

CV5-366

Water Supply & Grey Water

Project Scope: Install a 3,000 gallon water supply and 4,000 grey water collection system for nine AAFES activities. Complete 700 linear feet of water main and grey water piping. Install duplex pumping system.

Personnel: 6

Duration: December 2005 - February 2006

Man days Expended: NMCB THREE 241

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB THREE:	241
Total Project MD:	241

Material Cost: \$35,000

Cost Savings: \$84,350

Significant Issues: Excavation operation was hard going layer of Calcium Carbonite encountered at an average depth of two feet. Delay of customer supplied supply pumps.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - DET CAMP VIRGINIA PROJECT SUMMARIES



Arrival Condition



Completed office space

VA-06-070

Compound Setup

Project Scope: Establish a Seabee camp site at Camp Virginia Kuwait. Initial CESE and TOA establishment for a long-term Seabee presence supporting CFLCC.

Personnel:	20
Duration:	November 2005 - February 2006
Man days Expended:	NMCB THREE 1569
Tasking:	WIP at turnover: 0% WIP at completion: 100% MD Tasked to NMCB THREE: 1569 Total Project MD: 1569
Material Cost:	\$98,000
Cost Savings:	\$549,150

Significant Issues: Material, tool, and safety equipment availability was a major stumbling block during camp set-up. Local power source did not always match US style tools and insufficient GFCI equipment for 220v systems. Installed dual electrical systems to accommodate tool and equipment differences.

Significant QC Issues: N/A

Significant Design Issues: N/A

Significant Material Issues: N/A

IV - DET CAMP VIRGINIA PROJECT SUMMARIES

REMAINING PROJECTS FOR DETAIL CAMP VIRGINIA

ADDITIONAL CONSTRUCTED PROJECT LISTING

COMM BOXES COOLING STATION, VI5-333	50
COMM MANHOLE AND FIBER OPTIC, VI5-334	55
AAS SEATING PLATFORM, VI5-360	77
11 SHOWER PADS, VI5-350	68
POST HOLES AND GATE, VI5-340	35
ECP DRAINAGE, VI5-355	75
CAMP VICTORY ECP GRADING AND SPEED BUMPS	47
CAMP VIRGINIA ECP LANES GRADING AND LEVELING	53
RELOCATE MWR STAGE	90
TOTAL MANDAYS EXPENDED	550

Material Cost:	\$0
Cost Savings:	\$192,500

OIC DISCRETIONARY DETAIL CAMP VIRGINIA

PROJECT LISTING

PATIO AND DECK	75
TMC SHELVING FABRICATION	27
TMC PHARMACY RACK	14
TMC PARKING AND ENTERANCE SIGNS	13
SHOWER TRAILOR REHAB #1	83
DUSTY ROOM PICTURE SCREEN SUPPORT TRUSS	14
DUSTY ROOM TALLENT SHOW DRESSING ROOMS	18
AAS VOLLY BALL COURTS	16
SHOWER TRAILOR REHAB #2	83
TOTAL MANDAYS EXPENDED	343

Material Cost:	\$0
Cost Savings:	\$120,050

IV - DET CAMP VIRGINIA PROJECT SUMMARIES



Arrival Photo



Completed Photo

CAMP MAINTENANCE DETAIL CAMP VIRGINIA

LUMBER YARD ORGANIZATION	50
OFFICE LIGHTING REPAIR	38
BU, SW, CE, UT SHOPS REORGANIZED	98
PAINTING OFFICE WALLS	75
MAIL ROOM LIGHTING REPAIR	41
MWR FLOOR AND TRIM REPAIR	38
OFFICE WALL RECEPTICALS REPLACED	28
REPAIRED BARBER SHOP LEAKING ROOF	37
TROUBLE SHOOT COMPOUND PANNEL BOX	45
TOTAL MANDAYS EXPENDED	450

LABOR DISTRIBUTION

Month	DEC 05	JAN 06	FEB 06	Total	% Total
Direct Labor MDs	1924	1520	310	3754	73%
Indirect Labor MDs ¹	331	424	36	791	15%
Readiness/ Training MDs	216	216	178	610	12%
Total MDs	2471	2160	524	5155	
# Personnel	113	116	116		
# Direct Labor	76	80	80		
# Workdays	34	24	6		
% Direct Labor ²	67%	69%	69%		
Ideal Capability ³	2907	2160	540		
Efficiency ⁴	74%	80%	90%		

NOTES:

1. Indirect labor MDs is the MDs spent on indirect activities by DL personnel
2. % Direct Labor = (# Total Direct Labor for period)/(# Total Personnel)

IV - DET CAMP VIRGINIA PROJECT SUMMARIES

3. MD Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.25)

4. Efficiency Factor = (Total Direct Labor Man-days for period)/(MD Capability)

Total Direct Labor Man-days for period is sum of Direct Labor Man-days and Readiness/Training Man-days.



Detail Camp Buehring PROJECT SUMMARIES



"BETTER THAN BEST"

IV - DET CAMP BUEHRING PROJECT SUMMARIES

By early December 2005, NMCB THREE integrated with NMCB TWO ONE and the 63rd CSE to form a 280-person detail at Camp Buehring, Kuwait. NMCB THREE Detail Buehring personnel made the transition out of Iraq and conducted a rare turnover with an Army Engineer Company. Army Engineer Companies travel with all their heavy equipment and tools so once they left, a void was created that had to be filled quickly. All CESE and tools needed to support the Det were identified from the Rota TOA and transported from Camp Arifjan to Camp Buehring prior to any work starting. This evolution was carefully planned and flawlessly executed.

The Seabee/Engineer compound at Camp Buehring was built to support the operations of a 150-person unit. Detail personnel quickly hit the ground and started to make improvements to the compound setting it up in true Seabee fashion. Electrical and all other safety hazards were quickly identified and corrected, making the compound safe for all. New facilities were built and put in place. The existing equipment maintenance buildings and offices were offered to the 63rd CSE in an effort to build a strong partnership with the Army. The facilities needed to support the Seabee maintenance program were built from the ground up and were in place and operational in time for the turnover with NMCB SEVEN. A fully functional UMCC was put into place to meticulously track the travel of all Detail Buehring personnel throughout Kuwait. Project planning was in full swing throughout the entire camp set-up process.



Detail Buehring was tasked with numerous challenging and exciting construction projects both on and off of Camp Buehring. One of the more noteworthy projects assigned to Detail Buehring was the construction of the new Coalition Forces border crossing between Iraq and Kuwait. This project includes placing 70,000 metric tons of asphalt and 1,800 cubic

IV - DET CAMP BUEHRING PROJECT SUMMARIES

meters of concrete along with the corresponding amount of earth and base work. Once complete, K Crossing will provide a safer route for Coalition Forces to travel into and out of Iraq. Other notable projects tackled by detail Buehring were: ASR Dallas maintenance and build up, PEB sunshade and Clamshell construction, trailer park installation, the new ASP site preparation, road maintenance and dewatering at NAVISTAR, entry control point improvements, MWR facility renovations along with numerous other projects to benefit Camp Buehring and its personnel. Upon completion of NMCB THREE's deployment, over 5000 mandays of work were completed by the Seabees and Soldiers of Detail Buehring.

IV - DET CAMP BUEHRING PROJECT SUMMARIES



Setting forms for fueling slab



Aerial View of entire K-Crossing project site

CB5-078

Khabari Alawazem Crossing

Project Scope: Construct an inspection, customs, immigration and refueling station for Coalition Forces just south of the Iraq/Kuwait border. This project is a 2KM long border crossing between Iraq and Kuwait that requires over 70,000 metric tons of asphalt, and 1,800 cubic meters of concrete, including two concrete vehicle inspection pits and two fuel points.

Personnel:	47	
Duration:	November 2005 - May 2006	
Mandays Expended:	NMCB THREE	1658
	844 th Army CSB	82
Tasking:	WIP at turnover:	5%
	WIP at Completion:	38%
	MD Tasked to NMCB 3:	1658
	Total Project MD:	4710
Material Cost:	\$8,000,000	
Cost Savings:	\$580,300	

Significant Safety Issues: Excessive speed of civilian deliveries and Kuwaiti police along road is extremely dangerous for troop construction. A serpentine of Jersey barriers was placed in the roadway in front of the project trailer and at the water point to slow down drivers in high troop concentration areas.

Significant QC Issues: Asphalt temperature is measured on each truck upon delivery with thermal sensory gun. Compaction of base and sub-base courses are checked by EA's in accordance with Kuwaiti Highway specifications.

Significant Design Issues: All designs are or will be complete prior to turn over.

Significant Material Issues: It is anticipated that the CFLCC budget will be short of asphalt for the project. This has been communicated to the client and solutions are being explored.

IV - DET CAMP BUEHRING PROJECT SUMMARIES



Connecting water lines



Completed project

CB5-160

Trailer Park Prep

Project Scope: Repair and connect water lines to 100 trailers in a 200 person trailer park

Personnel: 10

Duration: December 2005 - January 2006

Mandays Expended: 844th Army CSB 176
NMCB THREE 314

Tasking: WIP at turnover: 36%
WIP at completion: 100%
MD Tasked to NMCB 3: 314
Total Project MD: 490

Material Cost: \$0

Cost Savings: \$109,900

Significant Safety Issues: Non-tactical vehicles operating in the construction area posed a hazard to the troops working under the trailers. Delta barriers were placed in areas to prevent vehicles from entering the construction site.

Significant QC Issues: Previously placed water lines are inches below the surface. The customer has elected not to lower the water lines at this time.

Significant Design Issues: None

Significant Material Issues: Inadequate materials were delivered several times and had to be re-ordered to complete the project.

IV - DET CAMP BUEHRING PROJECT SUMMARIES



Laying out new structure



Three completed

CB5-244 (a)

LAMS V Clamshell Buildings

Project Scope: Construct four 83' x 123' Clamshell Buildings for the Camp Buehring Class VII yard.

Personnel: 10

Duration: December 2005 - January 2006

Mandays Expended: NMCB THREE 278

Tasking:

WIP at turnover:	0%
WIP at turnover:	94%
MD Tasked to NMCB 3:	295
Total Project MD:	295

Material Cost: \$725,000

Cost Savings: \$97,300

Significant Safety Issues: None

Significant QC Issues: Parts missing. Rubber grommets/gaskets used in assembly process of arches can bulge and cause additional resistance when pulling fabric through channels. Pay extra attention during this process as it can cause a stoppage and possible damage to fabric panels. Project will be completed in late March when parts arrive from California.

Significant Design Issues: None

Significant Material Issues: None

IV - DET CAMP BUEHRING PROJECT SUMMARIES



Laying out new structure



Four structures started

CB5-244 (b)

Pre-Engineered Sunshade buildings

Project Scope: Erect five Pre-Engineered Buildings for the Class VII yard.

Personnel: 10

Duration: December 2005 - March 2006

Mandays Expended: NMCB THREE 463
844th Army CSB 29

Tasking: WIP at turnover: 6%
WIP at completion: 62%
MD Tasked to NMCB 3: 463
Total Project MD: 884

Material Cost: \$300,000

Cost Savings: \$162,050

Significant Safety Issues: High winds prevented placing the sheeting along the eaves and roof. Fall protection was required while working on the scissor lifts, and operators training was conducted.

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: Material shortages for electrical conduit, lights, and panel boxes. FET North ordered required material.

IV - DET CAMP BUEHRING PROJECT SUMMARIES



Laying out the fence post



Completed product

**CB5-244 (c)
Fence project**

Project Scope: Install 800LM Fence, 4 personnel, gates and two 16' vehicle gates.

Personnel:	7	
Duration:	December 2005 - January 2006	
Mandays Expended:	NMCB THREE	227
	844 th Army CSB	75
Tasking:	WIP at turnover:	25%
	WIP at completion:	100%
	MD Tasked to NMCB 3:	227
	Total Project MD:	302
Material Cost:	\$2,000	
Cost Savings:	\$79,450	

Significant Safety Issues: High vehicle and tank traffic area around job-site.

Significant QC Issues: Fence height is 6', and followed the natural contour of landscape. In areas where abrupt changes in elevation occurred, hand tools were used to smooth the area to produce smooth transitions.

Significant Design Issues: None

Significant Material Issues: None

IV - DET CAMP BUEHRING PROJECT SUMMARIES



Prior rain water basin



Improved rain water basin

CB5-322

Maintain ASR Dallas

Project Scope: Maintain an existing 10KM sand and gatch main entry road to Camp Buehring. Due to the fact that this road is a sand and gatch road cut through the middle of the desert, with no design consideration for drainage, the road requires continuous maintenance to ensure that it remains passable.

Personnel: 14

Duration: On going

Mandays Expended to date: NMCB THREE 221

Tasking:

WIP at turnover:	0%
WIP at completion:	80%
MD Tasked to NMCB 3:	221
Total Project MD:	275

Material Cost: \$5,000

Cost Savings: \$77,350

Significant Safety Issues: ASR Dallas is a 10K main entry road to Camp Buehring and convoys moving in and out are a hazard to troops working on the improvement of the road and catchments' basins. Vehicles and large warning signs are used to block traffic at both ends of the construction site, and the use of safety observers are used at all times of construction.

Significant QC Issues: None

Significant Design Issues: A design to build-up the road will be released in mid February; troop labor will be tasked with this construction.

Significant Material Issues: Awaiting funding to start construction of the new road base.

IV - DET CAMP BUEHRING PROJECT SUMMARIES



Making the first lifts



Completed entry/exit & starting track vehicle lane

CB5-371

ECP I & II Improvements

Project Scope: Raise ECP II 15" with getch gravel/mix to prevent flooding and improve ECP I in accordance with the Base Commander's master plan.

Personnel: 23

Duration: December 2005 - March 2006

Mandays Expended to date: NMCB THREE 615

Tasking:
WIP at turnover: 0%
WIP at completion: 100%
MD Tasked to NMCB 3: 615
Total Project MD: 615

Material Cost: \$15,000

Cost Savings: \$110,250

Significant Safety Issues: None

Significant QC Issues: Tracked vehicles on this road tend to cause continual damage when making tight radius turns.

Significant Design Issues: ECP I is currently under design.

Significant Material Issues: None

IV - DET CAMP BUEHRING PROJECT SUMMARIES



Grading along loading ramps
for drainage



Finished grading and
compacting

CB5-353

Interior road maintenance

Project Scope: Maintain interior roads as required

Personnel: As needed

Duration: December 2005 - February 2006

Mandays Expended to date: NMCB THREE 155

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 3:	155
Total Project MD:	155

Material Cost: \$5,500

Cost Savings: \$54,250

Significant Safety Issues: High traffic area, vehicular awareness is important.

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None

IV - DET CAMP BUEHRING PROJECT SUMMARIES



Cutting column extensions to size



Welding gutters to central support I-Beams

CB5-162 Simple Sunshades

Project Scope: Erect 24 simple sunshades

Personnel: 3

Duration: January 2006

Mandays Expended: NMCB THREE 30

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 3:	30
Total Project MD:	30

Material Cost: \$3,500

Cost Savings: \$10,500

Significant Safety Issues: Working with steel that could have sharp edges. Ensure personnel wear required PPE.

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None

IV - DET CAMP BUEHRING PROJECT SUMMARIES



Starting site work



Project on hold

CB5-232

ASP Site Prep

Project Scope: Grading of 1,000,000 SM site that will serve as the ASP for Coalition Forces pushing north to Iraq.

Personnel: 6

Duration: TBD

Mandays Expended: NMCB THREE 96

Tasking:

WIP at turnover:	0%
WIP at completion:	7%
MD Tasked to NMCB 3:	1366
Total Project MD:	1366

Material Cost: \$0

Cost Savings: \$33,600

Significant Safety Issues: Large area with multiple pieces of equipment operating simultaneously. Ensure safe speed is maintained, and ensure that equipment operators do not get complacent with working in such a large area, and crash into one another.

Significant QC Issues: None

Significant Design Issues: Original design was not practical or constructible. Site plan is currently under re-design.

Significant Material Issues: None

IV - DET CAMP BUEHRING PROJECT SUMMARIES



View of Camp



Placing Equipment

CAMP Set-Up DETAIL Buehring

Project Scope: Establish a joint service camp with Seabee's and the Army's 63rd CSE to include, Alfa yard, Bravo shops, Armory, Headquarters, MLO/CTR yard and office spaces.

Personnel: As required

Duration: On going

Mandays Expended: NMCB THREE 160

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 3:	160
Total Project MD:	160

Material Cost: \$1,500

Cost Savings: \$56,000

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None

IV - DET CAMP BUEHRING PROJECT SUMMARIES

**CAMP Maintenance
DETAIL Camp Buehring**

AIRFIELD HANGER KNEE WALL	34
ECP2 GUARD SHED	38
SUBDIVIDE ARMY COMMAND TENT	68
ROOF AND TRUSSES FOR CM MAINTENANCE GARAGE	62
ARMORY CONSTRUCTION	34
PROJECT SUPPORT/SIGNAGE MATERIAL FABRICATION	35
BRAVO/CHARLIE SHOP ADDITION	33
SET SHOWER TRAILER AND INSTALL WASHER/DRYER	32
REHAB CM OFFICE TRAILER FOR POWER AND ROOFING	24
CAMP MWR VOLLEYBALL COURT REHAB	20
 TOTAL MANDAYS EXPENDED	 380

LABOR DISTRIBUTION

Month	Nov 05	Dec 05	Jan 06	Feb 06	Total	% Total
Direct Labor MDs	440	2374	2258	31	5942	71%
Indirect Labor MDs ¹	410	424	410	36	1308	16%
Readiness/ Training MDs	376	216	208	178	1080	13%
Total MDs	1226	3014	2876	245	8330	
# Personnel	113	116	115	243		
# Direct Labor	76	80	79	145		
# Workdays	10	24	27	26		
% Direct Labor ²	67%	69%	69%	60%		
Ideal Capability ³	855	2160	2400	4241		
Efficiency ⁴	95%	120%	103%	5%		

NOTES:

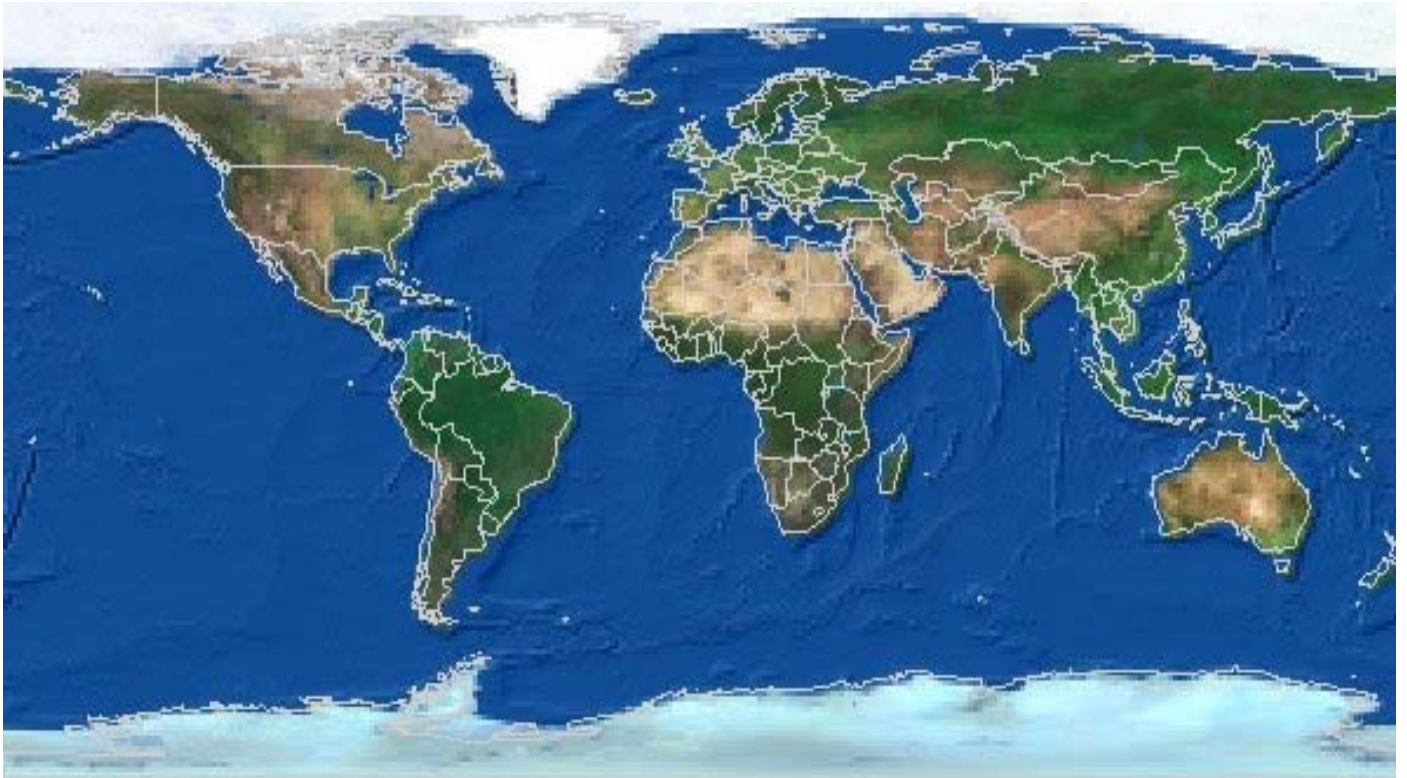
1. Indirect labor MDs is the MDs spent on indirect activities by DL personnel
2. % Direct Labor = (# Total Direct Labor for period)/(# Total Personnel)
3. MD Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.25)
4. Efficiency Factor = (Total Direct Labor Man-days for period)/(MD Capability)

Total Direct Labor Man-days for period is sum of Direct Labor Man-days and Readiness/Training Man-days.



Chapter V

SUPPLY / LOGISTICS / EQUIPMENT



"BETTER THAN BEST"

CH V - SUPPLY / LOGISTICS / EQUIPMENT

Financial

The Financial Work Center managed both the NMCB THREE Homeport OPTAR and the Camp Mitchell OPTAR totaling \$2.4M. Since the Camp Knott turn-over in August, the area of concern has been effectively allocating the remainder of the Camp Mitchell OPTAR for the 4th quarter as well as FY05 financial close-outs. An OPTAR grant of \$5,000.00 was received from 1NCD to offset a negative balance in the HOA travel budget from turnover. Additionally, an augment for \$25,735.00 was provided to eliminate a negative balance for consumables/lodging/vehicle repairs in HOA which was turned over as well. We received an additional \$10,000 from 1NCD for our Battalion travel budget due to the fact that we had some unforeseen travel back to homeport at approximately \$2,000 a ticket. It was a bit challenging for the S4 to effectively manage the Battalion OPTAR and the Camp Mitchell OPTAR from Camp Knott in Fallujah, Iraq (main body site), but he had a sharp SK1 (SK1 Alviz) at Camp Mitchell that sent frequent budget updates and kept in constant communication both by email and phone.

The situation did not change significantly when the mainbody moved from Camp Fallujah, Iraq to Camp Arifjan, Kuwait. The S4 was still responsible for the Camp Mitchell OPTAR in Rota and the homeport OPTAR though physically located in Kuwait, but in Kuwait we were assigned a DODAAC for requisitioning without having a functional MicroSNAP system assigned to it. We began tracking the expenditures on this new DODAAC manually, but later discovered that there was no funding tied to the account. Originally we were told that the Army was providing funding from Operation Iraqi Freedom (OIF) funds. The plan for the Seabee Camp budget at Camp Arifjan was to shut down the Camp Mitchell V66740 UIC at the end of 1st Quarter FY 2006 and to have the V69407 UIC fully up and running on 01 JAN 06. To meet this goal, a MicroSNAP install was originally scheduled for the second and then third weeks in December. When this date was pushed back to 09 JAN 06, it was met with some apprehension. The install date was later revised to 16 JAN 06 and once that date had passed the word was that the install had been pushed back to JUN 06. The third week of JAN 06, the S4 contacted the Comptroller at 1NCD to get further information about the funding situation. After a quick check by the Comptroller shop, it was realized that the V69407 DODAAC, though established, had never had any line of accounting placed against it. At this point, the 22nd NCR directed us to stop all requisitioning processing against the UIC and to immediately begin a mass cancellation of all requisitions that did not have shipping status or had not been received. After the determination that there was no funding for V69407 and the mass cancellations, an "emergency teleconference" was held between the Comptroller and N4 shop at 1NCD, the R4 shop at 22nd NCR, NFELC, and the S4's of both NMCB THREE and NMCB SEVEN. What this teleconference achieved was to both develop a firm plan to get the DODAAC funded and the MicroSNAP system up and running for the Seabee Camp at Camp Arifjan as quickly as possible. Despite rumors that the MicroSNAP install was now not scheduled until June 2006, the new target timeframe was to have the system up and running by the end of February 2006. The install is now scheduled to be performed the week of 06 March 2006. SPAWAR has already mirrored the Rota "weapons systems file" onto the system for the V69407 UIC. The final figures after the aforementioned actions were that a total of approximately \$196,000 had been requisitioned and approximately another \$305,000 of requisitions were cancelled. The amount that was validated to DFAS for payment by 1NCD for the month of January was approximately \$177,000. This leaves approximately \$19,000 worth of requisitions that could still be pending

CH V - SUPPLY / LOGISTICS / EQUIPMENT

against the V69407 UIC. It has been verified that these amounts will be deducted from the initial \$305,000 grant placed against the V69407 DODAAC.

In order to have funding available and a vehicle (MicroSNAP) for tracking the requisitions and expenditures generated during the turnover, 1NCD's comptroller shop programmed an additional \$250,000 toward the Rota V66740 DODAAC. This way, Alfa Company and the Supply Department at Camp Arifjan were able to order items via the web-enabled MicroSNAP system in Rota. A total of approximately \$150,000 of the \$250,000 was spent to order TOA, tools, collateral, and kit shortages both identified previously and cancelled and identified during the turnover.

Consumables were originally ordered through the V69407 DODAAC, but were cut off when the DODAAC was suspended. After that we had to submit consumable material requirements to Camp Mitchell on a limited basis. Additionally, the Army provided us a \$1,000 per quarter expense account at their SSSC, which is set up similar to the "Uncle Sam's Marts" or Serv-Marts the Navy used to run. Unfortunately, \$1,000 per quarter did not last very long when toner cartridges alone run in the \$135-160 range. After our SK's attended Government Purchase Card (GPC) training through the Army (offered one day a month here on Camp Arifjan), we were able to secure a credit card with \$10,000 a month credit towards it courtesy of the Area Support Group, Kuwait (ASG-KU). This training was required by the Army to get a GPC card on their account regardless whether an individual had previously attended the training or not. They also used the GPC training to promulgate their procedures for tracking expenditures and validating the payments for payment. One of our NMCB TWO ONE personnel was assigned as the cardholder (for continuity with NMCB SEVEN) and the other NMCB TWO ONE SK was assigned as the Approving Official (AO), once again for the same reason. It did take approximately six weeks after the training for the card to arrive. NMCB SEVEN was able to send their SK's to the training their second full week in country so they should have their credit cards in time for NMCB TWO ONE to redeploy, making it a smooth transition. ASG-KU is the Agency Program Coordinator (APC) for the card.

Automotive Repair Parts

Overall, ARP was in good shape when NMCB THREE relieved NMCB ONE in Fallujah, but giant strides were taken to increase the range and depth of the on-hand stock to more effectively reflect the allowance quantities in the COSAL. This was a particular challenge since we did not use MicroSNAP in this location and did not initially have a hard copy of the COSAL. After locating the hard copy COSAL and performing a literal wall-to-wall inventory of ARP in the first five weeks, the storekeepers (SK2 Vaquera and SK3 Lake) placed orders to fill the gaps in ARP and updated unit pricing data from One Touch (vice FEDLOG) in order to gain an accurate total dollar figure for the inventory. This was accomplished by both SK's working as a team (when possible), but primarily by SK3 Lake working late hours (mostly past midnight five nights a week) due to SK2 Vaquera being heavily utilized as a truck driver in several convoys (NMCB THREE was tasked with providing six convoy movement teams in country). Due to the shortage of IT assets on Camp Knott, ARP also used SK2 Vaquera's personal computer and external hard drive to maintain a local inventory database and to transfer ordering information to the Supply office.

CH V - SUPPLY / LOGISTICS / EQUIPMENT

Once again, as in the financial section, there was no MicroSNAP system in place when we moved down to Kuwait from Iraq. Due to this, many of the same challenges that we faced up north were experienced in Kuwait. The primary difficulty of not having the MICROSAP system in place was not being able to figure out what items were SIM and non-SIM based on demand. Additionally, we were not able to identify what COSAL allowances were for the entire ARP inventory, thus were forced to order items on a one-for-one basis to replenish the stock once items were issued. Two full wall-to-wall inventories of the ARP containers were conducted during NMCB THREE's tenure in Kuwait, one during the initial set-up of the outlet and the other approximately two weeks prior to the turnover with NMCB SEVEN.

SK3 Lake was again designated as ARP custodian. One of the first challenges his crew faced was setting up a suitable workspace for the ARP shop on Camp Arifjan. We were able to secure a former shower trailer that the 844th Army Engineers had begun to rehab, but they had only put in four partition walls, done a small amount of wiring new lighting, and cut three holes for doors in the side. It was determined that the trailer would be rehabbed by our Bravo company and shared between Alfa company and the ARP office. Since Bravo Company was tied up on high priority projects for CFLCC, the ARP SK's decided to take the matter into their own hands and rehabbed their half of the trailer themselves. They knocked down one of the dividing walls, closed up one of the door openings, used plywood sheets to finish the walls (including ripping wood strips for trim pieces), installed a wall air conditioning unit, and got some help from some electricians in wiring new light fixtures and wall outlets. After all of that was complete, they also ran a temporary line out to the trailer from the Alfa shop so they could gain web access. SK3 Lake and his personnel did an outstanding job in their area.

One advantage we had in the Kuwaiti theater of operations, more specifically onboard Camp Arifjan, was having access to a Defense Logistics Agency (DLA) warehouse (Bldg. 540) right on base. This enabled us to receive spare parts common to many vehicles used by both the Army and the Navy in a very short timeframe. We were literally able to "walk" the requests through the warehouse and obtain material that same day. Most requisitions sent from the States would arrive in approximately a 7-10 day window for the high priority items and approximately three weeks for routine requisitions. FEDEX service was available in 3-5 days. All parts support requirements for the two DET sites in Kuwait (Camps Buehring and Virginia) were supported by the Main Body site.

Two problems that we encountered in January 2006 were the mass cancellation of parts requisitions that had been placed against the V69407 DODAAC and the inability to order parts on that DODAAC for about two weeks at the end of January. The NORS and ANORS requisitions were immediately passed to Rota to be ordered against the V66740 DODAAC, but Rota was not funded to support the Camp Arifjan 3M system material/parts requirements, so we were not able to order all of the parts that were actually required. Eventually the call was made by the 1NCD Comptroller to order against Camp Mitchell funds and drive the balance to zero. We were then asked to send a request detailing what amount would be required to support Camp Arifjan through the time the MICROSAP system was set up there. A problem that arose by a lot of the routine maintenance items that had been ordered in Camp Arifjan being cancelled was that the availability factor was negatively affected near the end of deployment and turnover.

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There are several dealerships out in town (Kuwait City) that can provide service and support for various pieces of CESE. The primary ones are the Caterpillar dealership and the International dealership. Additional items are available through General Motors and Ford dealerships as well, though NMCB THREE did not have a direct method of procurement other than either requesting the 22nd NCR purchase these items from Camp Moreell on a credit card or have an adjacent Army unit purchase the items for us. We understand that new V69407 UIC will have a credit card for repair parts with a \$35,000 limit, which will be a great benefit for future Battalions.

Central Storeroom

The CSR custodian made great progress at Fallujah by improving on hand stock items (required to support aforementioned six convoy teams) and straightening out the material condition of the office and yard. We were at an advantage at the main body site due to the increase in personnel on the camp. 30 NCR and their Log Cell at Al Taqaddum provided us with outstanding parts support. The Battalion determines the requirements and does all steps for reordering stock through the tech edit phase and then passes the requirements to the Log Cell for final approval, entry into an automated system, and the assignment of requisition numbers.

The Central Storeroom in Camp Arifjan was plagued by both a lack of space (relegated to only a 20' CONEX box next to the Supply Officer tent) and funding. We were able to order items that we needed originally through the V69407 UIC, but once obligating against it was suspended in late January, we had to rely on only the \$1000 per quarter from SSSC on Camp Arifjan (which was rapidly depleted) and Rota consumables funding. The sticking point, however, was printing services in that they were available on base with a purchase card via the Trident Copy Service Center in Zone VI, but they would not accept simply the card number and cardholder's name, they physically wanted the card for an imprint. Though we had an SK3 from Rota who came here after we moved south, his credit card (on the Rota account) never did arrive in the mail, possibly being affected by the postal cut-off date in mid-January. We originally submitted Purchase, Request, and Commitment (PR&C, DA Form 3953) to ASG for funding for copy service, but at \$30,000, it was denied. We may have been able to establish a bulk fund for printing services, but it was later discovered that the best way to get printing jobs without a credit card was through the use of individual contract requests which, due to their fairly low dollar amounts, could be approved and run through the contracting office in a rather short period of time. Now that we have received the ASG-KU funded GPC, the best way to fund printing services for short-fused requirements is to charge it to the GPC.

Due to being deployed in a contingency environment, the GPC is also authorized for purchases from the Exchanges on base. At turnover with NMCB SEVEN there were no more significant CSR challenges left to be addressed.

Infantry

NMCB THREE was tasked by 30 NCR to do a wall to wall inventory of the MCI and MCA1 P-25 Cores at the main body site. Three storekeepers were assigned to this task (SK1 Ledford, SK3 Brown, and SK3 Flournoy) and were validating the Cores down to the NSN level to verify the validity. Additionally, we were tasked to pull items out of the cores and prepare them for shipment both to a more forward location and back to the rear in

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anticipation of the eventual drawdown of U.S forces and turnover of the camp to the Iraqi Security Forces (ISF). The task was slowed, to some extent, with the reassignment of SK1 Ledford to our DET in Al Taqaddum, but the training she provided the two SK3's prior to her departure has proved invaluable in keeping the requirements on track. The MCI and MCAI were loaded/stored in 6 tri-cons, 15 20' containers, and four 20' flat racks.

Once we arrived in Camp Arifjan, we set out to inventory the entire Camp Mitchell TOA. Our goal in the three months we had in Kuwait was to inventory the TOA down to the Assembly level to confirm what we had received from Rota (115 containers of TOA materials and approximately 235 pieces of Construction Engineer Support Equipment (CESE)). We were in the process of wrapping it up when we received a Fragmentary Order (FRAGO) from the 22nd NCR (dated 27 JAN 06 and received on 28 JAN 06) to inventory the entire TOA down to the NSN level prior to turnover. This was an unrealistic goal (though it would be appropriate for initial tasking for a full six month deployment) given the time until the turnover with NMCB SEVEN (about two weeks at that point). After revealing this fact to the 22nd NCR R4 and R43, it was adjusted to require the inventory to the assembly level with only the tools and tool kits being inventoried to the NSN level. This was subsequently completed prior to and in conjunction with the turnover. The 22nd NCR and NMCB SEVEN now have a baseline inventory of what is in Kuwait and will complete the inventory of the TOA to the NSN level across the board. No radiacs were located during the inventories, nor were NMCB THREE radiacs turned over with NMCB SEVEN. NMCB THREE maintained their own radiacs, and these were taken back to Port Hueneme.

Postal Service/Barber Shop

The Battalion Post Office conducted postal services with the exception of postal money order transactions and other monetary transactions such as stamp sales. There was a full-service Post Office available on Camp Fallujah that precluded the necessity for this, along with the fact that letter service is free from this location. The Battalion sent two additional MRI requests since deploying in order to increase the level of mail service to two of the large DET sites in country rather than being satisfied with the delays in routing all the mail to the main body and distributing it further via convoys. The NMCB THREE Barbershop offered outstanding service to NMCB THREE main body members, co-located 30 NCR personnel, and departing NMCB ONE troops and was open seven days a week.

NMCB THREE had the same set up in Camp Arifjan as well for postal operations. There were two full-service Post Offices on Camp Arifjan (Zone I and Zone VI). NMCB THREE picked up mail at the Post Office and distributed it to the DETs in country as well as processed outgoing mail. No cash transactions were performed.

Initially there was no Barbershop on the Seabee Camp in Camp Arifjan. The Battalion refurbished and finished the interior of an existing 8' x 12' wood shed (located next to the Supply tent) and set up our Barbershop inside that. Initially we offered services to the Battalion during normal working hours, however these hours were later modified to stay open until 2100 to help accommodate troops who were on project sites during the day. An Exchange Barbershop was also available within a three minute walk of the Battalion work spaces, but our Barbershop helped our troops stay clean cut and save money at the same time.

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Food Services

There was no NMCB THREE food service support within the Battalion during the deployment. The galley at Camp Mitchell had been closed and the only accountability items left for the Battalion were the MRE's remaining on camp to support future contingency operations. In all other locations in Southwest Asia (SWA), food service support was being provided by civilian contractors, which freed up the CS's to provide other types of physical support to the Battalion. Several CS's were employed to provide watch standing support in DET Command Operation Centers (COC's), providing barracks and MWR support, standing roving and quarterdeck watches, and even providing construction support. All of the Battalion's CS's have embraced the true spirit of the Seabee's "Can Do" motto. The same situation existed in the Kuwaiti theater with there being three Dining Facilities (DFACs) on Camp Arifjan in Zones I, II, and VI. The DET sites in Kuwait had the same service as well.

Berthing

The billeting staff accommodated over 170 main body personnel including 18 CPOs and 15 Officers. In addition, all NMCB THREE convoy movement team berthing requirements were anticipated, and over 60 convoy movements, amounting to more than 1800 personnel, were afforded appropriate accommodations on short notice. Camp maintenance crew addressed and remedied over 40 berthing related discrepancies. DET Rota utilized the existing BOQ and BEQ facilities on Camp Mitchell.

On Camp Arifjan, berthing for the Battalion was provided by the Army in the form of Pre-cast Concrete Buildings (PCB's). The Battalion was assigned to seven of them. They were 40' x 100' open-bay barracks that contained 29 bunk beds each for a total capacity of up to 58 per building. The Officers, Chiefs, and females were each assigned their own building with the remaining four being split between Alfa, Bravo, and Headquarters Companies. Both DET sites were in a combination of PCB and trailers.

Central Tool Room

The Central Tool Room (CTR) at Camp Fallujah turned over 79 tool kits and an additional 404 line items of augment tools. Once the turnover was complete, NMCB THREE started a thorough inspection and sweep of the material condition of the tools (especially hand held power tools in CTR) and set about attempting to repair what was economically feasible and replacing items that were damaged beyond reasonable repair. A new electronic database was compiled by SK2 Brigham, CTR custodian in order to better be able to track the receipt, inventory, and issue of tools in the Battalion.

Once the Battalion arrived in Camp Arifjan, they set out to establish the Supply outlets expeditiously while maintaining focus on another primary concern of Supply's, complete accountability. All tool kits were pulled from their shipping containers and inventoried prior to their being distributed among the DET sites and project sites. The overall condition of the kits was poor with many missing and broken parts in each. To complicate things further, there were no kit jackets/files to go with them, only inventory sheets of what was included. We quickly set out to identify kit shortages and place them on order. The bi-weekly (payday) inventories were also required for all sites that had kits checked out.

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SK2 Brigham was once again appointed as the CTR custodian. A large portion of the tools that were initially ordered to cover shortages were later cancelled due to the funding issues. These items were once again all identified during turnover with NMCB SEVEN and were placed on order to ensure that the tool kits of the TOA will once again be at 100% validity.

TOA Movement

NMCB THREE DET Rota was busy during their first month of deployment preparing for the movement by sea of 115 containers (95 Government owned and 20 leased) of TOA gear along with approximately 235 pieces of CESE. The process of stuffing the government owned containers was begun by NMCB ONE during their deployment; however there was still a good portion for NMCB THREE to do, including stuffing 20 leased containers that were delivered to Rota in this month. Further work performed to prepare for the sealift included "tipping and scaling" the containers and CESE (measuring and weighing them), generating the cargo documentation, and providing such supporting documentation and HAZMAT certifications. Before the vessel could even be scheduled, the entire move had to be entered in the TRANSCOM Time-Phase Force Deployment Data (TPFDD) system. The cargo amounts ended up being approximately 52,000 sq. ft. for the Rota stop, 4,800 sq. ft. for the Sigonella port call, and 2,400 sq. ft. for the Souda Bay, Crete stop. The vessel was loaded in Rota and Sigonella with assistance from civilian stevedores and completely in Souda by commercial labor (2,400 sq. ft. is only the equivalent of 15 20' containers which are 160 sq. ft. each). The arrival time in Kuwait was the second week in October and the commercial line haul will be coordinated between 22 NCR and the Military Surface Deployment and Distribution Command (SDDC, formerly MTMC).

All 95 of the containers including 20 footers (77), flat racks (14), half racks (3), and tricons (11) including the leased twenty foot containers (20) arrived at their destination at Camp Arifjan Kuwait. We spent the better part of our three months on the ground pulling items out of the containers and verifying them down to the assembly level to support a 100% TOA inventory and organizing the container yard to allow for easy access to the containers. We placed them in the MLO/CTR yard on the Seabee Camp on Camp Arifjan so that they would be secure in a fenced in area. The tricons, flat racks, and half racks are just outside of the yard behind our crane yard, but are strategically placed so that the roving patrol can easily inspect them while doing sweeps of the Alfa yard. On pulling the contents and inventorying them, it became readily apparent that the TOA was not neatly organized or loaded into the containers as it is supposed to be to support pulling various modules for contingency movements/requirements. This is something that NMCB SEVEN will address and correct as they are performing their TOA validation/inventory during their tenure at Camp Arifjan. We were able to verify that everything that was shipped from Rota that was listed in the TOA did in fact arrive here. There are items that were believed to be, or listed as being in the TOA by NMCB ONE, but they could not all be located and validated during our inventory process. It should also be noted that NMCB THREE was not allowed to open and inspect or spot inventory any of the TOA containers in Rota prior to their being shipped. We were directed by 22nd NCR to accept the inventory as previously listed.

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Material Liaison Office

While the main-body was based in Camp Fallujah, NMCB THREE provided direct labor support of 7 personnel to the 30th Naval Construction Regiment MLO, at two sites in SWA. The support varied from administrative and clerical tasks to loading tractor-trailers and organizing the MLO yard storage areas. 30th NCR established a material working stock from which the various Det sites obtained their project materials. The battalion worked closely with the regiment MLO staff and movement control to ensure all project material needed at the various SWA det sites was identified, loaded and included in the appropriate convoy movement to the project sites.

Upon redeployment to Camp Arifjan, turn-over was conducted with the 844th Engineer Support Battalion and NMCB THREE took over what the Army called their BoM Yard. The BoM Yard was the area where excess project material was stored, with the majority of project material being delivered directly to the project sites and received by project crews. Upon assuming possession of the Yard, NMCB THREE immediately proceeded to establish a traditional MLO yard combined with the CTR outlet and TOA container storage area. A work request for phone and LAN drops was submitted and MLO assisted in obtaining the necessary material for NMCB THREE Camp Maintenance to complete the project. After clearing, inventorying and restowing the excess material left by the 844th, the yard was arranged to accommodate the TOA containers, CTR outlet and storage area for construction projects. Alfa Company assisted MLO in clearing an area adjacent to the MLO yard for use as a gravel and select fill stockpile area, for the frequent earthwork projects tasked to the Battalion. The close proximity of the stockpile to Battalion spaces provide added security and minimized the possibility of gravel being taken by unauthorized personnel, as had happened in the past. Improvements to CTR, MLO and TOA storage are ongoing, and the groundwork for success has been set for future NCF Battalions deploying to the region.



Section of MLO yard after turnover



TOA containers placed in MLO yard

Equipment Management

The condition of the IRAQ TOA was significantly improved as maintenance efforts were focused on the highly utilized convoy inventory which accounted for almost a third of the TAB A. 167 pieces of CESE were turned over to NMCB THREE from NMCB ONE and 34 pieces were turned over from NMCB 24 upon arrival. Accelerated wear patterns caused by the harsh

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environment and terrain were identified on many parts. Replacement parts were ordered continuously in order to correct those deficiencies and augment the inventory, reducing the required repair time. The CESE on deadline at the beginning of the deployment totaled around 34 but was significant reduced over the course of the deployment. Initially, there was a significant surplus of CESE at Camp Knott, Fallujah. A program was implemented to put a significant amount of the excess into live storage. Additional equipment was sent to other bases in theater to be staged for future projects.



NMCB THREE re-established the crane program in Iraq while continuing existing programs in Spain and Cuba. While in Iraq, NMCB THREE successfully certified two cranes, one hydraulic crane, and one lattice boom crane, during their brief three months in country. These cranes were certified in case a mission came up requiring barricades to be placed. NMCB THREE laid the groundwork for a successful crane program in

Kuwait. Since no weights were shipped with the TOA, NMCB THREE could not certify the cranes that arrived with the TOA. However, a supplier of crane weights was identified, and the acquisition of crane weights was underway prior to NMCB THREEs departure.

In Rota, Spain, 297 pieces of CESE were turned over to NMCB THREE by NMCB ONE though the Battalion Equipment Evaluation Program. Upon completion, the small but highly skilled crew in Rota prepared virtually an entire TOA for surface shipment to Kuwait. The mechanics in Rota and detachment Horn of Africa ran very successful 3M programs, never missing a scheduled maintenance check. Furthermore, brand new 3M work centers were successfully implemented at detachment Andros, Bahamas, and detachment Guantanamo Bay, Cuba.

The establishment of CESE Maintenance program at Camps Arifjan, Buehring and Virginia was exciting and challenging. It began with an advanced party of mechanics and equipment operators who met the ship packed with the Rota TOA at the pier. The equipment was unloaded and transferred to Camp Arifjan. The main body of NCMB THREE and the Air Det from NMCB 21 then arrived to turn over the camps. Camp Virginia had, for the most part, adequate CESE maintenance facilities in place upon the arrival of the Seabees. Camp Arifjan was turned over with minimal existing maintenance facilities and Camp Buehring had none. The tools and associated maintenance equipment for all three locations were shipped from Rota and distributed to the Dets from Camp Arifjan. The mechanics managed to unpack and set up their shops, while at the same time, preparing the recently received TOA for immediate commencement of construction projects. As most of the CESE sent to Kuwait from Rota had been in live storage for a significant amount of time prior to arrival, there were many pieces with deteriorated hydraulic seals, corroded electrical components, contaminated crank cases, and other individualized challenges. These issues collectively accounted for an approximately 20% deadline of the newly arrived TOA. The resourceful Seabees of NMCB THREE and NMCB 21 explored their new home and formed relationships with other

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area commands. This helped them to acquire repair parts and fix a large portion of the CESE on deadline before the seal was cracked on the very first APR container. Since then, with the assistance of ARP, supply and some contracted CFLCC resources; the maintenance shops increased the availability to 90% in just over month. In addition, an aggressive yard program was established, allowing and accounting for the proper cycling of all equipment, ensuring that it was always kept in the best possible condition. The 3M UIC for Micro-Snap was originally scheduled to be installed at Camp Arifjan on 02 December 2005. This installation date has now been pushed back beyond the February turnover by NFELC for budgetary reasons. Without, Micro-Snap, there is still quite bit of manual work required in submitting requisitions for repair parts. Nonetheless, SKED was installed and 3M foundation in Kuwait had been laid as NMCB THREE and 21 and now conducting maintenance according to the 3M schedule.

EQUIPMENT POPULATION

	BEEP	AUG	SEP	OCT	NOV	DEC	JAN	BEEP
In Service	590	618	695	481	471	471	471	471
Preservation	0	0	0	0	0	0	0	0
Total	590	618	695	481	471	471	471	471

AVERAGE AVAILABILTY

Month	%
BEEP	90
August	91
September	90
October	88
November	89
December	89
January	90
BEEP	89
Total	89.5

PM:INTERIM REPAIR RATIO

Month	Ratio
August	3:1
September	2:1
October	6:1
November	3:1
December	2:1
January	5:1
February	4:1
Total	3.57:1

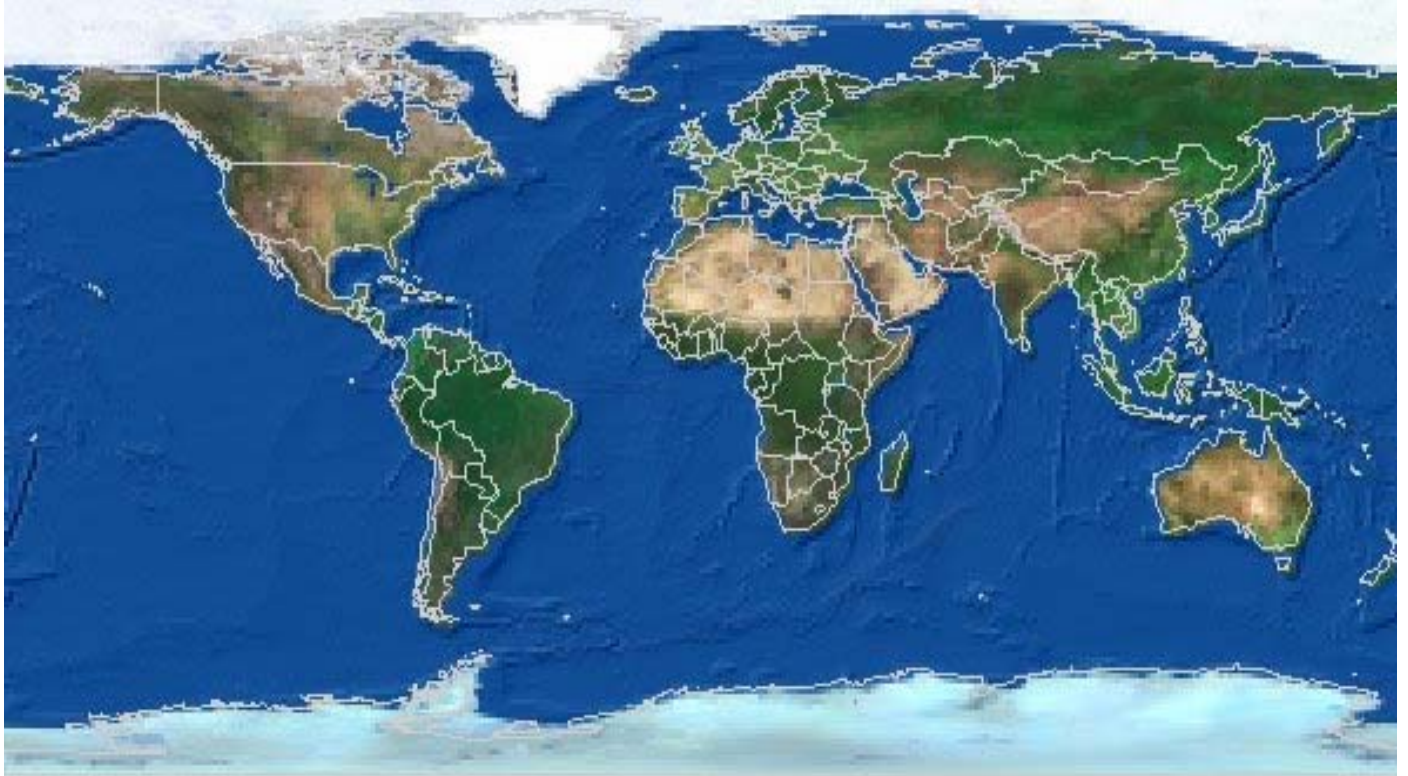
EQUIPMENT AVAILABILITY STATUS

Month	BEEP	AUG	SEP	OCT	NOV	DEC	JAN	BEEP
<u>On Deadline</u>								
Auto	7	10	6	8	13	8	12	14
Construction	25	18	10	12	30	25	30	33
MHE	0	4	5	4	5	4	2	2
Total	32	32	21	24	48	37	44	49
Total Equip. in Service	558	586	597	671	433	434	427	422
% Availability	90%	91%	90%	88%	89%	89%	90%	89%



Appendix 1

LESSONS LEARNED



"BETTER THAN BEST"

APPENDIX I - LESSONS LEARNED

DETAIL ROTA LESSONS LEARNED

1.a. ITEM: INTERPRETER

1.b. DISCUSSION: Local companies and drivers do not speak English. Someone has to meet individuals providing services on the job site such as concrete in order to communicate during the delivery.

1.c. RECOMMENDATION: The Detail should have someone who speaks Spanish available to meet contractors and assist job sites when dealing with local companies.

2.a. ITEM: CBCM

2.b. DISCUSSION: Battalions would benefit greatly from additional CBCM course slots especially when the battalion is divided as in this case. Currently, the battalion receives two classes on CBCM in homeport and has roughly 50 personnel proficient in the program.

2.c. RECOMMENDATION: Provide more quotas for the Battalion.

3.a. ITEM: TOAMS

3.b. DISCUSSION: With the recent hurricane that went through Gulfport Mississippi the detail lost all contact with the TOAMS system during a critical time in the preparation to move the TOA. The battalion could not get an accurate shorts list.

3.c. RECOMMENDATION: Back ups of the TOAMS database needs to be sent to the 1NCD. This would allow the system to be brought back on line quickly if it went down for an extended time again.

4.a. ITEM: SPANISH WORK PATTERNS

4.b. DISCUSSION: The local business practices are much slower paced than in the United States. Generally, one should not expect to receive quotes or materials quickly. Quotes take approximately 1 week, and the local material delivery lead-time is at least 1 month.

4.c. RECOMMENDATION: It is very important to plan accordingly when dealing with the Spanish workers at Base Supply and local vendors.

5.a. ITEM: END OF FISCAL YEAR

5.b. DISCUSSION: The detail arrived on site near the end of the fiscal year, and it was critical that all material was ordered for the project for the next 90 days. This caused a bit of a crunch in the ordering process.

5.c. RECOMMENDATION: It is essential that the detail have accurate 30,60,90 material list before arriving on site, so funds can be committed before the end of the fiscal year.

6.a. ITEM: DETAIL SITE CREDIT CARDS

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6.b DISCUSSION: Delays in the procurement of supplies and services under the single purchase limit of \$2,500 could be averted with the credit card program up and running before the battalion arrives on site.

6.c RECOMMENDATION: The Battalion Agency Program Coordinator (APC) must submit the names of designated credit card holders to Citidirect via Camp Czar or the regiment at least 30 days prior to deployment to have the credit cards on hand when battalion arrives on site.

7.a. ITEM: COSAL

7.b. DISCUSSION: With the continuous movement of CESE throughout the theater the on site COSAL's do not match the on site equipment.

7.c. RECOMMENDATION: With every turnover the 22nd NCR needs to send a master list to the on site battalions reflecting the changes in equipment.

8.a. ITEM: TECHNICAL MANUALS FOR EQUIPMENT

8.b. DISCUSSION: There are an insufficient amount of technical manuals in the TOA. With the worldwide deployment of CESE the number of manuals are insufficient for all the detail sites to have one.

8.c. RECOMMENDATION: The Technical manuals need to be put onto CD's with a master set being sent to all main body sites. With this master set the battalions could burn the required manuals to be sent with any piece of CESE that is forward deployed.

9.a. ITEM: 3M PROGRAM

9.b. DISCUSSION: Currently there is a lack of qualified 301 personnel in the battalion especially among the junior troops. This skill is critical to the daily operation of the battalion. Also senior leadership of the detachments are lacking working knowledge of the full 3M program.

9.c. RECOMMENDATION: The 3M 301 qualification requirements need to be introduced to all new personnel at command indoc. There needs to be an established time frame that all new personnel have to be 301 qualified. All detachment senior leadership needs to be at least qualified up to 304.

10.a. ITEM: TRAINING OF KEY SUPPLY BILLETS

10.b. DISCUSSION: Some of our key supply billets had no training in their respective areas because of identifying detail personnel late in homeport.

10.c. RECOMMENDATION: Not only should the identified individuals be sent to MLO/CTR supply block training. The battalion needs to train some personnel to be in standby for any last minute detachments.

11.a. ITEM: TURNOVER OF SUPPLY OUTLETS

11.b. DISCUSSION: During the turnover with NMCB ONE several key personnel had gone home with the advanced party. Leaving personnel that were less knowledgeable in their supply outlets.

APPENDIX I - LESSONS LEARNED

12.c. RECOMMENDATION: Both battalions need to communicate about the Turnover. Both battalions need to come to an agreement on which key personnel will be maintained on site for turnover with key counter parts communicating at least a month before turnover.

12.a. ITEM: MLO/CTR TURNOVER OF MAIN BODY SITE TO A DETACHMENT.

12.b. DISCUSSION: During the turnover of detail Rota one person was responsible for both MLO and CTR. This combination works for most detail sites because of the limited tools and material on site but proved to be difficult for this turn over because one person was trying to turn over what amounted to a main body CTR and MLO at the same time.

12.c. RECOMMENDATION: For any turnover that is changing a main body site to a detail site two personnel need to be identified for MLO and CTR for the turnover. After the turnover you can then consolidate the two outlets together. Doing this will allow a more complete turnover of both outlets.

13.a. ITEM: INCOMPATIBILITY OF US and METRIC PARTS.

13.b. DISCUSSION: The Command and Control Building's Mechanical systems were bought states side and all the piping and fittings were purchased in Europe. The two systems were not compatible causing delays and extra cost to a building that was all ready at the MILCON threshold.

13.c. RECOMMENDATION: The complete mechanical and electrical systems need to be designed in either metric or US standard. All the required parts need to be purchased accordingly.

14.a. ITEM: PROJECT WORK DURING TURNOVER

14.b. DISCUSSION: Work continued on the projects throughout turnover with tools not being turned in until the last minute. This made it hard on all supply outlets and the project supervisors to make a complete turnover and created a lot of rework on the projects.

14.c. RECOMMENDATION: The battalion being relieved needs to set a stop work date before turnover. All work on the site needs to be stopped and tools and materials turned-in to facilitate the turnover of CTR/MLO and the projects.

15.a. ITEM: EMBARKATION CREW

15.b. DISCUSSION: One of our primary jobs over the deployment was the embarkation of the tools and equipment from Rota, Spain. We had few people with any embarkation training or experience.

15.c. RECOMMENDATION: If one of the details primary missions is the embarkation of tools and materials. Personnel need to be identified and trained for pallet building, weighing and marking and computerized load planning.

16.a. ITEM: MEDICAL AND DENTAL RECORDS

16.b. DISCUSSION: Personnel reporting to the detachment after being MEDIVAC'd/transferred from other sites did not have their medical or dental records with them.

APPENDIX I - LESSONS LEARNED

16.c. RECOMMENDATION: Once the command knows that personnel are being transferred to a detail their records need to be FEDEX to that detachment. This will facilitate our ability to get them medical care on site.

17.a. ITEM: PAO PHOTOGRAPHS

17.b. DISCUSSION: Getting pictures to the PAO has proven difficult because of the file size of digital photographs and the limited size of in boxes for E-mail accounts.

17.c. RECOMMENDATION: Details should burn all pictures to CD at the end of every month and then mail it back to the battalion PAO.

DET ANDROS LESSONS LEARNED

1.a. ITEM: DETAIL MOVEMENT

1.b. DISCUSSION: Options IRT initial movement of the Detail to Andros.

1.c. RECOMMENDATION: Plan to move the entire Detail in one flight (via C130) from homeport to Andros. This facilitated a much faster, more accurate turnover utilizing the larger number of personnel available.

2.a. ITEM: PROJECT MATERIAL

2.b. DISCUSSION: Material is shipped via ocean going barge from Florida.

2.c. RECOMMENDATION: Barge is frequently delayed by rough sea conditions. Recommend material be stockpiled to a 90% level before construction of a similar project begins.

3.a. ITEM: PRE-DEPLOYMENT VISIT

3.b. DISCUSSION: Both the OIC and AOIC should attend pre-deployment visit.

3.c. RECOMMENDATION: A more thorough visit can be accomplished with both the OIC and AOIC attending. Planning for a two day visit would allow the OIC to focus on QOL issues, while the AOIC can spend more time focused on operations.

4.a. ITEM: SUPPLY PROCEDURE

4.b. DISCUSSION: Base supply system is run through civilian contractors utilizing non-Navy standard operation.

4.c. RECOMMENDATION: Det SK needs access to PeopleSoft program used to track material purchase. Currently, CSC has refused to allow the SK access to the program making it extremely difficult to plan around material arriving in a timely manner. This problem was exacerbated by the departure of a civilian supply clerk and an extremely poor turnover with his relief.

APPENDIX I - LESSONS LEARNED

DETAIL GUANTANMO BAY LESSONS LEARNED

1.a. ITEM: CREDIT CARD

1.b. DISCUSSION: Detail does not have control of the consumable or HAZMAT OPTAR. The Detail SK must track down the PWD cardholder for all purchases. This creates delays for needed material and supplies.

1.c. RECOMMENDATION: The independent SK for the Detail site should be an authorized credit card holder and the AOIC or OIC the approving authority should be analyzed. This will enable the detail SK to control and expedite open purchase requirements.

2.a. ITEM: ORDERING OF PARTS, 3M

2.b. Discussion: Detail has a hard time receiving parts needed to repair CESE. With only 39 pieces available, every piece that is in mechanic shop due to repairs can impact the projects directly. When assigning a priority to parts being ordered, through MicroSnap, although every part is important, only a certain percentage can be ordered A or B priority.

2.c. RECOMMENDATION: Although every part we order is extremely important, the following priority should be assigned:

MANDATORY: (NORS) "W" Req #'s are reserved for parts ordered for DEADLINE equipment ONLY.

ESSENTIAL: (ANORS) "D" Req #'s are used for parts ordered when a piece of CESE is anticipated, to break down.

HIGHLY DESIRABLE: "A and B" Req #'s used for ordering DTO/Repair parts.

DESIRABLE: is used for ARP replenishment.

3.a. ITEM: PIER QUEBEC CRANE/PILE HAMMER

3.b. DISCUSSION: The PWD Contracted Crane that Quebec Pier project is utilizing is brand new. The Pile Hammer that the crane is using is old and obsolete. Pile Hammer breaks frequently.

3.c. RECOMMENDATION: 22nd should task future Det's accordingly. If a part that breaks on the Pile Hammer cannot be manufactured on island it will be a least 30 day wait to receive the part through the mailing system.

4.a. ITEM: QUARRY SITE LOCATION

4.b. DISCUSSION: The location of the Quarry is within the boundaries of the NAVSTA Granadillo firing Range. During the time that the range is active all personnel are removed. The quarry has been at the same location for over 12 years and it has run out of quality rock to crush.

4.c. RECOMMENDATION: When the Quarry is shut down because of the range you can use the crew for OIC Discretionary. It is advisable to future details that future OIC discretionary projects are obtained. Eight alternate sites have been identified and should be looked at and considered for a future move.

5.a. ITEM: ADD-ON'S FOR BILL OF MATERIALS

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5.b. DISCUSSION: To date (Jan 06) we have not received any construction materials from the ADD/ON, REORDER Bill of Materials that we submitted August 2005. We did receive select materials that were brought to us on a Regimental site visit.

5.c. RECOMMENDATION: This is not a Seabee Det only issue; this is a NAVSTA wide challenge. NAVSTA needs to incorporate a more expedient mailing system, but future dets will want to make sure that their material requirements are identified early.

6.a. ITEM: BASE SAFETY AND HAZMAT SUPPORT

6.b. DISCUSSION: NAVSTA Safety and Environmental do not carry any PPE, Fire extinguishers or HAZMAT spill kit products. Also the Fire Department does not issue or charge fire extinguishers. Items must be ordered state side, which has a very long lead-time - sometimes 2 months.

6.c. RECOMMENDATION: Do not wait until a large spill has occurred or you run out of safety glasses to order the items. Be sure to have an abundance of this type of safety and HAZMAT support items on hand.

7.a. ITEM: PERIMETER ROAD/BRIDGE SITE ESCORTS

7.b. DISCUSSION: The U.S. Marine Corps Security Force provides security for the perimeter roads. Some days it is difficult to get the required paperwork due to exercises going on at the same time.

7.c. RECOMMENDATION: Stay abreast of the changing requirements by communication with the Sergeant of the Guard (SOG), and let him know at the end of the day what time you will need an escort for the following morning to avoid a long wait.

DETAIL SOUDA BAY LESSONS LEARNED

1.a. FUNDING AND MATERIAL

1.b. DISCUSSION: Long lead items were not delivered on time. No tracking record available at site.

1.c. RECOMMENDATION: Regiment should only task projects that have been funded to receive at least 70% to 80% of material on hand. Provide copy of transaction records.

2.a. ENGINEERING

2.b.1. DISCUSSION: Underground utility prints not available.

2.c.1. RECOMMENDATION: Projects without underground utility prints shall not be started at all. The Public Works Department and ROICC must be proactive in updating base utility prints.

2.b.2. DISCUSSION: Design flaws

2.c.2. RECOMMENDATION: Don't start any project without approved construction drawings. It can result in finger pointing and no firm direction on how to proceed with construction. Various changes can cause construction delays. If the project is design-build, work closely with

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the Public Works Department to ensure that all parties agree on the design.

2.b.3. DISCUSSION: Faulty Installation/Construction.

2.c.3 RECOMMENDATION: Always follow manufacturers instructions. Contact the supplier/manufacturer if instruction guides were missing. The Det inherited warranty rework as a result of manufacturer's instructions not being followed. The fact that the instructions were not followed also resulted in the manufacturer not providing new material as a warranty item. New material had to be ordered.

3.a. EMBARK

3.b.1. DISCUSSION: Lack of support in loading organizational and personal gear on the flight.

3.c.1. RECOMMENDATION: Embark staff of both outgoing and incoming battalion should include this in their embark schedule. While in transit, incoming embark staff should make arrangement with flight operations to pre-load organizational and personal gear in pallets. Treatment as regular passenger is not feasible. Size of organizational gear won't fit the x-ray machine. Palletizing the organizational and personal gear will facilitate check-in and cargo de-embarkation.

3.b.2. DISCUSSION: List of passengers including last name, first name, SSN, blood type and copy of orders shall be readily available.

3.c.2. RECOMMENDATION: Flight OIC must have in his possession a copy of passenger manifest to include passengers name, SSN and blood type to facilitate check-in procedures. Copy of orders shall be readily available especially when boarding a commercial plane, in transit, or change of flight is expected.

4.a. ITEM: BERTHING

4.b. DISCUSSION: The det experienced some issues with berthing availability when they had personnel roll through the det site.

4.c. RECOMMENDATION: Ensure availability of berthing requirements especially for in-transit personnel, and make reservations early because berthing is extremely limited.

SOUTHWEST ASIA LESSONS LEARNED

1.a. ITEM: COMMUNICATION ASSETS TO REACH REMOTE PROJECT SITES

1.b. DISCUSSION: Early on in deployment DET AA was tasked sending troops out to complete short fuse tasking at remote sites. Typical communication systems were relied on (DSN, SiPR, NiPR) and frequently all three were not functioning from this location. Assets were not available to issue HF, UHF, or iridium phone to these crews and we often had to suffer through long term communication outages with this crew.

1.c. RECOMMENDATION: Recommend communications shortfalls and idiosyncrasies for the deployment AO be one of the major points to research by both the S6 shop on the deployment OIC's. Recommend all

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project packages be forwarded to battalion completing work left behind by others to help with lessons learned and planning so same issues are not encountered time after time.

2.a. ITEM: DET MAIL

2.b. DISCUSSION: Mail was extremely slow getting to Det AA. Due to the fact that DET AA was identified very late in homeport we did not have a mailing address when we left.

2.c. RECOMMENDATION: All codes should be involved in all COA developments to better be prepared to handle short fuse decisions that may come up at the end. Also, when a Battalion is deploying to Iraq, their Supply Department should develop a plan in homeport to account for getting mail to new dets that are stood up while in theater. One way to handle the mail at the newly developed sites is to distribute it with the help of the convoy security teams.

3.a. ITEM: TROOPS SEPARATED FROM GEAR AND HAVING TO HAVE IT PACKED AND SHIPPED TO THEM

3.b. DISCUSSION: Detail Al Asad had several troops who were "loaned" to other detachments during times of excess work. These troops were told 2 - 4 weeks at the other site until their return and were allowed to take one bag. As a result of changing mission requirements as well as inter-theater transportation priorities being limited, many personnel were not offered the opportunity to return to where their gear was to collect it.

3.c. RECOMMENDATION: When a troop leaves his main deployment site for any reason, all gear should be packed in case return plan changes.

4.a. ITEM: SECURITY CLEARANCE AND IA CERTIFICATES

4.b. DISCUSSION: All personnel with security clearances and all troops who will require LAN access should deploy with a package containing all of the certs. All personnel arriving in AA had delays in gaining access to LAN's/SiPR's due to having to research clearances and provide online certificates that could have been brought with them

4.c. RECOMMENDATION: S6 shop should gather intelligence on what the LAN/IT requirements are in theatre and develop a plan of attack to ensure all who may need this access deploy with this information in hand.

5.a. ITEM: AO FAMILIARITY

5.b. DISCUSSION: A large number of troops coming through Al Asad during LS/RS time had no AO awareness, no map familiarity, and no situational awareness of ongoing operations. This unfamiliarity with routes, route planning, and danger areas could prove dangerous to new teams.

5.c. RECOMMENDATION: While this was briefly covered in RSO&I, it was not covered in the detail required to help troops gain a good understanding of the AO. Therefore, RSO&I is one place where the training can be improved. Another option is to use a portion of the end of SAT phase to focus less on project execution for those crews not participating in projects. Instead this time should be spent on AO familiarity and intel briefings. SiPR intel and AO specific information should be gathered daily and produced in intel briefs to those participating as movement teams or planning.

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6.a. ITEM: FOCUS MILBLOCK/FEX ON MILITARY TACTICS BEING EMPLOYED NOW

6.b. DISCUSSION: Due to late tasking, the battalion had to put together an additional 3 convoy teams on short notice requiring additional short fuse training and not a true familiarity with what the task would entail

6.c. RECOMMENDATION: MILBLOCK structure needs to change or possibly be combined with TECH phase (morning tech classes/afternoon military training as intended deployment small unit groups) so that all folks are a potential pool to choose from for movement or security teams. FEX and MILBLOCK are still structured to have folks working in their rates and not getting actual, lifelike experiences.

7.a. ITEM: CLEARLY DEFINE WHAT IS EXPECTED FROM TRAINERS AND TRAINEES DURING LS/RS TRAINING AND WHEN TRANSITION OF AUTHORITY OF THE COMMAND OF THE TEAMS AND THE GEAR AND EQUIPMENT IS TO OCCUR

7.b. DISCUSSION: During LS/RS different convoy security team trainers had different perspectives of their responsibilities during the training time. This ranged from purely sitting in the seats and letting the new teams find their way off bases, find fuel pits, and range ops to others performing more as a "turn over" project to others where 12 gun trucks were running as shadows.

7.c. RECOMMENDATION: Due to the nature of the convoy planning it is difficult to say what should be accomplished on a particular day or an exact timeline. Instead goals to get across and ratios of trainers to trainees per convoy leg should be drawn up. These may need to be flexible given the purpose of that particular leg (I.e., TCN procedures, camp entry procedures, etc...) but should all be covered prior to certification. Further, it would appear to be a safer evolution to plan on increasing the ratio per leg. For example, first leg CC and BFT/comms troops, next leg add VC's, next leg CM's HM's, etc etc until the trainers number only one per vehicle. Once a team has gone through a list of critical evolutions and performed adequately the may be certified. Require debriefs after every leg of a LS/RS.

8.a. ITEM: PROVIDE ADEQUATE AND COMFORTABLE TEMPORARY BERTHING FOR CONVOY TEAM'S PLUS DRIVERS AND A DRIVERS

8.b. DISCUSSION: Based on feedback from teams traveling to FOB's, it appears there is little concern given to planning properly to house the surge berthing required for multiple convoy teams and drivers and A drivers resulting in dangerous conditions if team members are not getting adequate rest.

8.c. RECOMMENDATION: Perform a realistic survey of convoy team and green gear requirements and the potential for providing maximum surge berthing capacity. Plan trips to FOB's and home base with consideration given to exactly how many convenient surge bunks are available.

9.a. ITEM: DETACHMENT MATERIAL AND SUPPLIES

9.b. DISCUSSION: The Host Command's inability to provide funding for material and supplies has serious impact on production.

9.c. RECOMMENDATION: The close coordination between Regiment, Battalion, and Host Command on a periodic basis can establish work

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priorities based on available materials and supplies avoiding delay of projects and other impacts to operations.

10.a. ITEM: COMMUNICATION ASSETS

10.b. DISCUSSION: Detachment Command and Control of assets must be maintained. Proper communication assets are required to maintain command and control. If requested assets cannot be furnished, supplemental communication must be provided for Command and Control. If communication equipment or convoy tracking assets are scheduled for transit to an isolated site, the gear must be operationally checked prior to transit to ensure the gear is operational upon arrival at the site with all necessary cables and accessories.

10.c. RECOMMENDATION: Prior to distribution of communication assets, prioritization of the main effort must be made to firmly establish and relayed to all concerned how the communication gear will be distributed in order to identify any Command and Control issues. Any gear to be transported must be operationally checked prior to transit.

11.a. ITEM: TURNOVER

11.b. DISCUSSION: Having to do turnover with another service is unique in itself. Doing turnover with the Army's 844th Engineering Battalion went extremely well. Overcoming the differences in procedures for ADP related services was minimized with the Pre-Deployment Site Survey (PDSS) providing outstanding feedback. Also the AP was able to adapt and overcome in a short period of time.

12.a. ITEM: RELOCATING OF THE ROTA COMM TOA TO KUWAIT WITHOUT ADEQUATE STORAGE FACILITIES.

12.b. DISCUSSION: The ROTA COMM TOA was shipped to Camp Moreell, Kuwait in wooden crates that were not packed properly. This caused several pieces of equipment to be damaged. The communications gear sat for almost 2 months in Camp Moreell in the Armory section of the camp in the open air. Status of gear is unknown due to the non-availability of maintenance/storage space for the communications equipment.

12.c. RECOMMENDATION: Better planning is required when establishing a new deployment site to ensure that the TOA is properly packed, and adequate space is available to properly store the equipment. The communications TOA has been placed into 3 CONEX boxes. Wood shelving was built to properly stow the gear, until a permanent facility can be built. NMCB THREE worked closely with the Army to develop a short and long term solution for storing the gear. However, better planning by higher could have ensured that the communication equipment had an adequate facility to be stored in prior to the Battalion's arrival in Kuwait.

CONVOY MOVEMENT TEAM LESSONS LEARNED

1.a. ITEM: HOMEPORT TRAINING

1.b. DISCUSSION: Manning and preparing the convoy team personnel for Deployment

1.c. RECOMMENDATION:

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- A minimum of 3 Convoy Movement Teams per battalion should be outfitted with 72 personnel; they should muster as a special org during homeport. This should be on top of the SERT (24 personnel). And, they should all fall under the same org.
 - A Convoy Team Officer should be identified, ADCON and OPCON should remain with the Officer
 - A Chief Petty Officer should be assigned to each team, along with 2 CM's, 2 EO's, 1 corpsman, 2 navigators (at least one EA), 6 proven leaders E-5 or E-6 as VC's, and 9 worker Bees.
 - Each member of the team should have the proficiency knowledge to operate a 50cal, 240B, Mk19, and 203. Along with, this the team should go through continuous weapons handling ranges and drills. (i.e. CQB)
 - Every member should attend the 811.1 communication course
 - The communicator and navigator should attend the 812.1 communication course.
 - Every member should have a HMMWV and MTRV license. The team should also train on any vehicle that may be part of the convoy they will work with.
 - Each assigned mechanic should at least have the basic HMMWV maintenance knowledge.
 - All team personnel should attend some form of Desert Training.
 - The Convoy Commander, Navigator, and Assistant Convoy Commander should attend Blue Force Tracker training (If possible the entire team should attend the training).
 - The latest tactics, techniques, and procedures (TTPS) should be taught and rehearsed while in homeport.
 - Considering that TTP requires you to use grenades, flares and flash-bangs, the proper handling of this items should be covered.
 - Everyone should attend the Combat Life saving training.
 - The following training should also be provided during homeport to prepare the convoy team personnel for SWA deployment environment: SMEAC and BAMCIS, EPW handling, Military Operation Urban Terrain (MOUT), Aggressive/assertive driving, Land navigation (we rely too much on the BFT), Vehicle maintenance, Language training for country likely to deploy to, and Improvised Explosive Device training.
- 2.a. ITEM: RECEPTION STAGING ONWARD MOVEMENT AND INTEGRATION (RSO&I)
- 2.b. DISCUSSION: Improving the tactical combat awareness training
- 2.c. RECOMMENDATION:
- Ideally, everything under this point should be done in homeport! RSO&I should only consist of BZO if the weapons are received at the RSO&I location and an in country brief should be given. At this point, the training should be done. It's time to execute!
 - The case studies should be vehicle specific i.e, lead, main, trail vehicle etc
 - Scenarios should be covered during training
 - More in-depth cultural awareness should be covered. Also, more AO awareness should be covered during RSO&I to provide personnel with a general overview of the AO prior to starting LS/RS training.
 - BFT hardware should be outfitted in the HMMWVs during the convoy training.

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- Considering 95% of all convoys will be conducted at night; the convoy battle drill course should be conducted at night. Training on the actual NVG gear should be provided. More night vision driving should be provided

3.a. ITEM: RELIEF IN PLACE

3.b. DISCUSSION: Convoy movement team turnover during LS/RS ranged from team to team, and there was no definitive set of turnover requirements identified by the Regiment.

3.c. RECOMMENDATION: The following items should be a necessary part of every TMT turnover:

- The relieving battalion's Convoy Commander, Assistant Convoy Commander and Navigator should be allowed to experience at least one mission as a ride along before beginning their left seat right seat training.
- Camp Knott can logistically support 4 convoy teams simultaneously.
- The incoming convoy team home base should be based off of the missions that they will be tasked with, not previous battalion missions
- The out going Convoy Commanders and Vehicle Commanders should be the personnel responsible for training the relieving battalion's convoy teams during left seat right seat training

4.a. ITEM: GEAR AND EQUIPMENT

4.b. DISCUSSION: The Battalion made due with the equipment that they had. However, there were certain items that would have made their job much easier and safer.

4.c. RECOMMENDATION: The following list identifies the necessary items required by the convoy team personnel to perform a well executed and safe mission:

- The 3-point sling should be issued with the service rifle
- Personnel should be issued the M-4s instead of the M-16s
- Arm sleeves should be issued with the Kevlar Flak Jacket
- Kevlar helmets should be equipped with the eight point ballistic harness
- A high-powered spot light (10M Candle Power), 24 volt compatible, should be outfitted on each vehicle
- All vehicles need to have high-powered binoculars
- PA system should be on every lead vehicle
- Each vehicle should be outfitted with 2 chains per vehicle
- A kit 13 or a well outfitted mechanic bag should be provided for each convoy team
- Ensure an adequate ARP is provided for the maintenance upkeep
- Fire resistant coveralls and gloves should be issued to the gunner
- Malley gear for the service rifle and pistol should be issued
- Coolers should be outfitted for every vehicle
- Ensure the Crew Served Weapon "A" bags are complete
- All Crew Served Weapon should be rotated out every six months
- The troops should be trained on the 240B and the M60 because both are still in theater.

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- Ensure Rule Of Engagement and smart cards need to be handed out during RSO&I

5.a. ITEM: COMMUNICATION / MAPS

5.b. DISCUSSION: Theater awareness

5.c. RECOMMENDATION: Scenarios should be conducted that require simulated communication traffic to HIGHER requesting Close Air Support (CAS), MEDIVAC, and Quick Reaction Force (QRF) support. Area specific maps should be provided to the Convoy Commanders.

ALFA COMPANY LESSONS LEARNED

1.a ITEM: EQUIPMENT OPERATOR MANNING

1.b. DISCUSSION: Prior to deployment, much thought was put into establishing, training and manning convoy security teams. One of the primary missions of the teams has been to escort trucks carrying class IV materials. There was no pre-planning for this. Therefore, all equipment operators assigned to the main body were pulled, without theater specific training, to drives these trucks. In doing so, the primary jobs of Alfa company's operators such as transportation supervisor, yard boss, collateral equipment manager, etc. have been handled by limited personnel. The normal crew size is 15. Furthermore, the operators that are being utilized for the convoys are being severely overworked.

1.c RECOMMENDATION: In addition to establishing convoy security teams, establish driver teams for movements. Train them with the convoy security teams prior to deployment and establish the deployment organization accordingly.

2.a ITEM: EQUIPMENT LICENSING

2.b DISCUSSION: Many of the equipment operators have been assigned to convoy security teams therefore limiting the number of personnel available to drive trucks in convoys or fulfill equipment operation needs within the bases. Many other personnel are in positions where they are needed to operate equipment in a harsh environment as well but have not had the experience required to obtain a license. This includes the Crane Crew. The crews designated to operate cranes were identified to late in homeport and sent to school a month after FEX. There was no time after their school to get them the OJT required to obtain their operators license. Letters of Designation for the Crane Crew were not printed and signed until after arriving on station in Iraq.

2.c. RECOMMENDATION: Anticipate Equipment Operator requirements in homeport and ensure that all personnel assigned to those duties have licenses. Company Commanders need to push their EO's and other rates within their company to obtain HMMV, MTRV, and Forklift licenses. EO's need to spend more time obtaining the licenses needed to be successful on deployment including but not limited to Tractor/Trailer thru 20T, FEL, and Forklifts thru 12K to name a few. Crane Crews should be identified and sent to the required training earlier in homeport so that they have the time to complete the OJT needed to obtain licenses for any cranes identified at the deployment site.

3.a. ITEM: HMMV MAINTENANCE

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3.b. DISCUSSION: The majority of maintenance work done in the construction mechanic shop is done on HMMWVs for the convoy security teams. Often, multiple crews of mechanics are working on different vehicles at the same time. The most experienced HMMWVs mechanics are overwhelmed and not able to assist every team. Furthermore, there are a few different models of HMMWVs utilized by the battalion, some of which are not normally used by the Navy and Marine Corps making some the parts difficult to obtain.

3.c. SOLUTION: Provide more HMMWV specific training to more or all mechanics in homeport. Also, ensure that the Seabees are consistent with the Navy and Marines regarding the equipment used.

4.a. ITEM: TIRE USE

4.b. DISCUSSION: Tires wear out very rapidly on account of the high heat, additional weight to vehicles and long distances driven over a short period of time. There are many vehicles that we as a Battalion are responsible for that experience these conditions. The mechanics currently spend a significant amount of time making tire changes manually therefore slowing repair operations in other areas.

4.c. RECOMMENDATION: Acquire a tire machine.

5.a. ITEM: AIR CONDITIONERS

5.b. DISCUSSION: In response the high temperatures of the operating environment and the frequent use of ballistic glass, many tactical vehicles are being equipped with air conditioners. Like anything else, these items need preventative and interim maintenance. Construction mechanics are not trained for this.

5.c. RECOMMENDATION: Either train construction mechanics to repair vehicle air conditioners, train an UT to repair vehicle air conditioners and assign that UT to CM shop or ensure that there is pre-established contract support for air conditioners.

6.a. ITEM: CONSTRUCTION MECHANICS ON CONVOY SECURITY TEAMS

6.b. DISCUSSION: The functions of the CMs assigned to convoy security teams include facilitating repairs while teams are moving and ensuring that operators are properly maintaining their vehicles. They also maintain knowledge of condition of their team's vehicles and communicate that knowledge to the CM shop for maintenance and repair. There is no consistency with reference to number of construction mechanics on a given convoy security team.

6.c. RECOMMENDATION: Define a requirement for CMs on convoy security teams and spread load the CMs by quantity and experience throughout the teams to meet that requirement.

7.a. ITEM: COSAL ITEM AVAILABILITY

7.b. DISCUSSION: The harsh operating environment and the excess use of some types of vehicles create and abnormally large demand for specific repair parts. The standard inventory does not provide for this excessive need.

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7.c. RECOMMENDATION: Research ahead of time the high turn over items and work with supply in order to maintain the required inventory.

SWA CAMP MAINTENANCE LESSONS LEARNED

1.a. ITEM: CLASS IV MATERIALS

1.b. DISCUSSION: Class IV materials such as wood are difficult to procure for safety and other camp projects. Improvement projects are considered "Self-Help" and not tasked projects.

1.c. RECOMMENDATIONS: Coordinate with higher and MLO to see if a predetermined allowance of Class IV can be set aside for Battalion at regular intervals, i.e. every quarter, every month.

2.a. ITEM: PUMP HOUSE OPERATION & MAINTENANCE

2.b. DISCUSSION: NMCB THREE was tasked with operation and maintenance of pump houses following a contractor default. The work involved pumps, motors, electrical panels, and generators.

2.c. RECOMMENDATIONS: Ensure pump house duty standers are reliable, capable of working alone, and are equipped with the knowledge of how to maintain and troubleshoot. If manning and/or skill is limited, make arrangements with MHG to have a Marine-supported diesel mechanic to perform operation and maintenance for the generators.

3.a. ITEM: CAMP FALLUJAH CAMP MAINTENANCE CREW

3.b. DISCUSSION: "Camp Maintenance" is outsourced to KBR. The function of NMCB THREE Camp Maintenance is to respond to minor trouble calls and work orders that could be performed much quicker in-house.

3.c. RECOMMENDATIONS: Crew should consist of 4-6 personnel, with a combination of BUs, CEs, and UTs, at a minimum. The crew must include Seabees with A/C repair skills.

DET HORN OF AFRICA LESSONS LEARNED

1.a. ITEM: 22NCR REPRESENTATIVE/LNO

1.b. DISCUSSION: Lack of project planning made BEEP and initial 2 months of deployment very inefficient.

1.c. RECOMMENDATION: A 22NCR Representative/LNO is necessary on staff at the J35 to coordinate, plan and task the resident NMCB. Without this assistance, local NMCB is continuously fighting fires to attempt to solidify tasking and push project teams outside the wire, which is extremely inefficient. With proper planning, the logistics and supply train will be able to better support NMCB teams downrange upon arrival. Additionally, the Representative can assist during the BEEP to ensure proper accountability.

2.a. ITEM: EQUIPMENT

2.b. DISCUSSION: Due to the large AOR, heavy equipment is a limiting factor for project execution.

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2.c. RECOMMENDATION: Rental equipment is very expensive and one horizontal project can deplete the NMCB of equipment resources. Most projects have at least some site work that can be in challenging conditions. Additional heavy equipment assets would allow the NMCB to better support the CJTF. The proposed list of equipment was submitted to 22nd NCR.

3.a. ITEM: NMCB ARRIVAL/DEPARTURE

3.b. DISCUSSION: Arrival and departure of NMCB Det is not optimal considering the size of the det. Previous turnover with NMCB ONE was difficult due to flight limitations and logistical issues.

3.c. RECOMMENDATION: The following are proposed options that can be used for future Battalions that will be turning over in HOA:

- One option is to turnover all gear including interceptor vest and sleeping bags on site to avoid traveling through Kuwait. This will work if the Dets are approximately the same size.
- The inbound NMCB shall provide crew listings and paperwork for downrange projects a minimum of one month in advance to facilitate country clearance, paperwork and immediate departure for turnover projects. This should be closely coordinated with the outbound Battalion.
- The departing NMCB shall complete as much of the paperwork required for the incoming Det to facilitate the turnover. The turnover should be planned to take no more than 7 days (2 day mandatory indoc, 4 day BEEP, last day-departure) with a 22NCR rep on site.

4.a. ITEM: FINANCIAL ACCOUNTABILITY

4.b. DISCUSSION: THE PREVIOUS DET WAS NEGATIVE 40K BOTH TRAVEL AND CONSUMABLE FUNDS

4.c. RECOMMENDATION: Need to ask financial reports bi-weekly from the Comptroller. Make your own tracker or file for accountability. Ensure that you're record and the Comptroller's Record is matching. Have funds requested in advance, because it will take time to receive them.

5.a. ITEM: AUTOMTIVE REPAIR PARTS

5.b. DISCUSSION: The det experienced some problems with wrong part numbers and National Stock Numbers being used to procure items. Since all requisitions currently go through Rota, there are communication challenges that exist.

5.c. RECOMMENDATION: Det needs to do more research to identify if it's the correct Part number or NSN before you submit for procurement. When the requisition is submitted to Rota, follow up is crucial. By doing this you'll prevent double order items and less time to get your parts. For the Maintenance side of the house be patience, the systems is working.

6.a. ITEM: MATERIAL LIASION OFFICE

6.b. DISCUSSION: Project Materials are not locally available, and all material is slow coming because it usually comes from Dubai.

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6.c. RECOMMENDATION: Have project materials ordered in advance before starting any projects. Coordination and a good relationship with the S4, J4 and the Contracting office is your key to success. Don't stop looking for resources. Work with the 22nd NCR to develop a Seabee specific supply chain. Kuwait has everything the HOA Det can need. By utilizing resources in Kuwait, and government resources for shipping the material, this could be improved.

7.a. ITEM: CENTRAL TOOL ROOM

7.b. DISCUSSION: There are currently not enough tools in HOA.

7.c. RECOMMENDATION: 22nd NCR should provide more tool kits. Also, many of the tools need to be upgraded. This was a result of the HOA det constantly growing in size and scope, and the TOA not being increased in theater to meet the growth.

8.a. ITEM: TABLE OF ALLOWANCE

8.b. DISCUSSION: No Custody Record, Not in proper location

8.c. RECOMMENDATION: Use DD Form 1149 as your sub custody receipt for any tools going outside the wire. Ensure all the assemblies are in proper location. Bi weekly inventory of your tool kits is highly recommended for accountability. Don't wait the last minute to procure all your survey or lost items. Coordinate with main body financials for funding of all your Table of Allowance replenishment

SAFETY LESSONS LEARNED

1a. ITEM: PPE

1b. DISCUSSION: PPE was not available to workers upon arrival at the different bases.

1c. RECOMMENDATION: A safety COSAL should be created and maintained by the Battalion Safety Manager. The Safety COSAL should be modified from the COSAL normally used at a main body site. This should be mandated by a FRAGO from the 30th NCR so the items are available for issue.

2a. ITEM: TACTICAL VEHICLE DRIVING

2b. DISCUSSION: More training needs to be applied to drivers who will be driving in Iraq and Kuwait.

2c. RECOMMENDATION: A training program should be developed that includes common traffic signs, background on the driving abilities of Iraqi's and Kuwaiti's, and a tactical vehicle evasive drivers course. The evasive driver's course allows convoy security team members time to practice the handling of the vehicles in a controlled environment. This training should lower the amount of vehicle mishaps related to collisions and rollovers.

HOMEPORT TRAINING

1.a. ITEM: SERT TRAINING EQUIPMENT

APPENDIX I - LESSONS LEARNED

1.b. DISCUSSION: During Homeport, SERT was assigned two vehicles for doctrinal ten team member training. In order to properly train, additional vehicles are required. These vehicles serve to train additional personnel and to allow cross training.

1.c. RECOMMENDATION: The incorporation of three additional SERT vehicles dedicated to SERT is required. Five vehicles, at a minimum, should be dedicated to SERT. These assets should not come from Battalion TOA.

2.a. ITEM: ROC & POE

2.b. DISCUSSION: The current required operating capability is not completely married into the potential operating environment. Although there is no process reactive enough to stay completely up to date with current TTP, there needs to be an element of flexibility to adapt training to align with the combat environment. For example, during homeport, Blue Force Tracker training was researched. Regarding attaining this training, the answer was that there was no funding in Training from 31st SRG or Battalion Supply to send personnel to this training. The reasoning was that this training was not in the ROC & POE. Upon entry into the combat environment, this training proved to be required.

2.c. RECOMMENDATION: Establish a budget for this type of required training that is not captured in the ROC & POE but essential to the combat environment.



Appendix II

Commendatory Correspondence



"BETTER THAN BEST"

APPENDIX II - COMMENDATORY CORRESPONDENCE

PRIORITY

P 202011Z SEP 05 PSN 843153T24

FM USS PONCE

TO TWO ZERO SEABEE READINESS GROUP GULFPORT MS//R43// COMFIRSTNCD//N43//
NFELC PORT HUENEME CA//N442// COM TWO TWO//R43// NMCB THREE

UNCLAS//PERSONAL FOR COMMANDING OFFICERS AND OFFICERS IN CHARGE FROM CDR
JACOB//

MSGID/GENADMIN/PONCE/

SUBJ/BRAVO ZULU//

RMKS/1. OUR PERSONAL THANKS TO THE SEABEES OF NMCB 3, 22 NCR, AND ALL INVOLVED, FOR PROVIDING PONCE WITH A LOW PRESSURE AIR COMPRESSOR (LPAC) PROCURED FROM NMCB 3. WHILE PONCE STEAMED TOWARD ROTA, SPAIN, FOLLOWING A VERY ARDUOUS BUT SUCCESSFUL DEPLOYMENT, SHE SUFFERED A CASUALTY TO HER NR 2 LPAC, JEOPARDIZING HER SAFE RETURN PASSAGE ACROSS THE ATLANTIC OCEAN. THEIR GENEROSITY AND DEDICATION TO THE NAVY TEAM ALLOWED PONCE TO UNDERGO THE JOURNEY HOME TO NORFOLK WITH CRUCIAL REDUNDANCY TO A VITAL SYSTEM.

2. SPECIAL GRATITUDE TO THE FOLLOWING PEOPLE FOR THEIR EFFORTS:

- MR. DAVID NOEL (COMFIRSTNCD, LITTLE CREEK)
- MRS. AURORA HEATHCOTE (NFELC PORT HUENEME)
- MR. MIKE HILDEBRANDT (NFELC PORT HUENEME)
- MR. JOSEPH KALEY (TWO ZERO SEABEE READINESS GROUP GULFPORT)
- LCDR EVERLETH (COM TWO TWO NCR GULFPORT)
- CMC NOONAN (NMCB THREE PORT HUENEME)
- CM1 RUCKER (NMCB THREE PORT HUENEME) THEIR PROFESSIONALISM AND

WILLINGNESS TO GO THE EXTRA MILE ENSURED THAT PONCE DEPARTED ROTA WITH THE ABILITY TO SAFELY RETURN HOME.

THEIR EFFORTS UPHELD THE HIGHEST TRADITIONS OF THE SEABEES' "CAN DO" SPIRIT.

3. THE SHIP'S CREW AND EMBARKED MARINES EXPRESS THEIR GRATEFULNESS FOR THE SEABEES' PART IN PONCE'S RETURN FROM A SUCCESSFUL DEPLOYMENT IN SUPPORT OF THE GLOBAL WAR ON TERRORISM.

BT

NNNN

APPENDIX II - COMMENDATORY CORRESPONDENCE

UNCLASSIFIED

Marc A Doran 01/31/2006 09:48:13 AM From DB/Inbox: DS Shared Inbox

Cable Text:

UNCLASSIFIED
TELEGRAM

January 27, 2006

To: AMEMBASSY NAIROBI - IMMEDIATE

Origin: AF

From: SECSTATE WASHDC (STATE 14412 - IMMEDIATE)

TAGS: AMGT, KE

Captions: None

Subject: APPRECIATION TO ALL U.S. MISSION PERSONNEL AT EMBASSY
NAIROBI

Ref: None

I greatly appreciate and commend the exceptional work by the fine mission team of Embassy Nairobi in responding to the tragedy resulting from the building collapse in central Nairobi. I was tremendously impressed that, when the news broke, all agencies and sections within Embassy Nairobi put aside their own concerns, arrived at the site within two hours with emergency equipment and personnel, secured emergency funding and reached out to CJTF-HOA, who within 17 hours had a U.S. Navy team of Seabees on the ground to aid the rescue efforts.

The extraordinary dedication of the entire U.S. Mission in Nairobi team was remarkable, not only for the superlative coordination of assistance, but also for the personal dedication of each Mission member who reached out to help Kenyans at a time of crisis and personal loss.

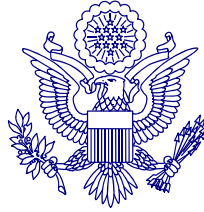
We are fortunate to have such a fine team in Nairobi, and I thank you for your compassion and professionalism.
RICE

Additional Addressees:
None

cc:
None

Distribution:

UNCLASSIFIED
1



**United States Embassy
Nairobi, Kenya**

To All Mission Personnel:

I would like to recognize the exceptional assistance efforts of the US Mission to Kenya after the collapse of the four-story building in downtown Nairobi.

Thanks to the immediate response of different Mission elements, the United States Government was the first international presence in the rescue effort. Through the overnight efforts of KUSLO, 16 Seabees were on the ground within 18 hours of the building's collapse and KUSLO personnel staffed the disaster site, around the clock, until the rescue efforts closed. USAID, through its Office of Foreign Disaster Assistance, was quickly able to identify funding to supply critical items to the rescuers, including gloves, water and oxygen tanks. The Management Section - General Services, Warehouse, Maintenance, Motorpool, Procurement, Information Management - efficiently pulled together needed supplies, equipment, transportation and staffing. Public Affairs, positioned with the Seabees at the disaster scene, was proactive and responsive. Dr. Storm and the Medical Unit provided technical assistance and guidance to rescuers both on the scene and at Kenyatta Hospital. Other sections, including Regional Security, Financial Management and Political, contributed superbly to this effort. And as a final note, RSO Jeff Culver's leadership of the Mission task force was excellent.

This tragic incident highlights the need of the Mission to review our own preparations for disasters so that we can continue to be able to assist with those in crises including, potentially, ourselves. I encourage everyone who supported this response to consider how we can learn from this to best prepare ourselves for future emergencies. This week, the US Mission to Kenya made a difference. By learning from this disaster and remaining prepared, we can increase our capacity to help.

Our thoughts continue to be with the families and friends of those killed and injured in this tragedy.

William M. Bellamy
Ambassador

APPENDIX II - COMMENDATORY CORRESPONDENCE



Commander, FIRST Naval Construction Division

December 19, 2005

Dear *Scott* Commander Higgins,

Congratulations on being recognized by Commander Fleet Forces Command for your efforts in reserve affiliation throughout FY05. Your sustained superior command program is helping the NCF meet its future missions with quality people.

Please pass a hearty Bravo Zulu to your troops for their hard work in reaching this important goal. Well done and keep charging.

Sincerely,

R. L. PHILLIPS
Rear Admiral, CEC, U.S. Navy

CDR SCOTT K. HIGGINS, CEC, USN
COMMANDING OFFICER
NAVAL MOBILE CONSTRUCTION BATTALION THREE
UNIT 25269
FPO AP 96601-4921

Copy to:
COM THREE ZERO NCR

BZ to all !!!



DEPARTMENT OF THE ARMY
Company F, 96 CIVIL AFFAIRS
Combined Joint Task Force–Horn of Africa
Djibouti, Africa APO 09363



AOCP-CAB-CF

21 Jan 2006

MEMORANDUM FOR RECORD

FROM: MSG Joseph T Rutter, Operations Sergeant, Gode, Ethiopia

TO: LT Conner

SUBJECT: Scope of Work (Gode)

Let it be known that NMCB 3, while members of CJTF-HOA Gode, was instrumental and a vital part in Civil Affairs accomplishing our mission. The Detachments work on the Base Camp as well as the Airport provided much needed relief. Through their efforts and expertise, NMCB 3 gave the Combined Task Force Mission more credibility to the local Leaders as well as the populace. Our living conditions and the morale are 100 percent better due directly to the Detachment. They also proved invaluable as Force Pro when needing to go out side the compound on routine chores, always volunteering when work was finished. The CA Teams as well as our Attachments can now look forward to coming to Gode to refit for their next mission. The Seabees are the epitome of Team Players and I will not hesitate to use them again. NMCB 3 are a credit to the CJTF-HOA and The US NAVY.

Joseph T Rutter
MSG, US Army
Operations Sergeant