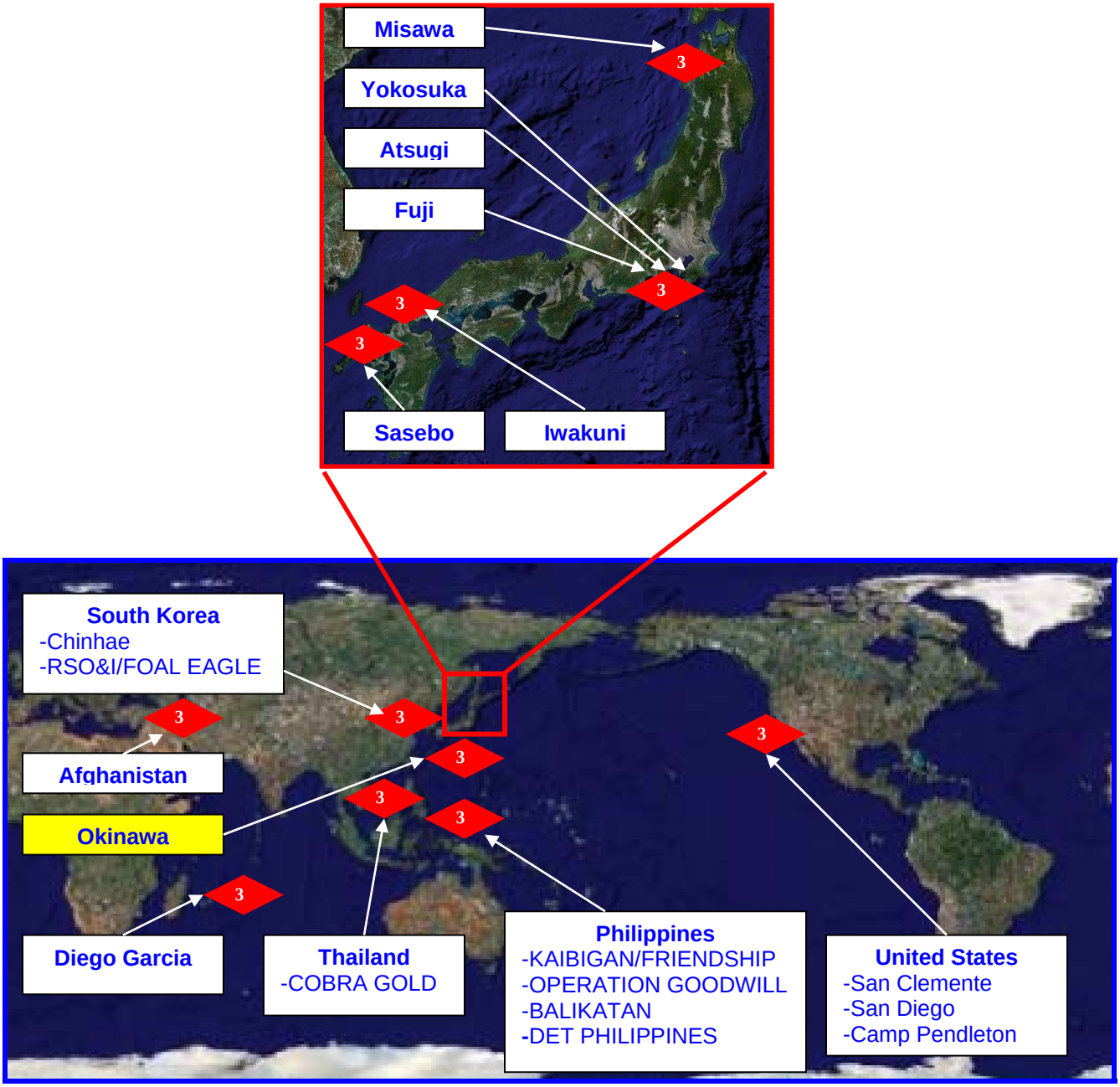
TABLE OF CONTENTS

Chapter I

EXECUTIVE SUMMARY

NMCB THREE DEPLOYMENT LOCATIONS



"BETTER THAN BEST"

I – EXECUTIVE SUMMARY

U.S. Naval Mobile Construction Battalion (NMCB) THREE executed a "Better than Best" Okinawa deployment from December 2006 to June 2007. Battalion personnel were distributed around the globe from the mainbody in Okinawa, Japan to detail sites spread throughout 20 different locations in the Pacific and CENTCOM theater of operations. Detail sites included: Atsugi, Fuji, Iwakuni, Sasebo, and Yokosuka, Japan; Chinhae, Korea; Diego Garcia; San Clemente and Camp Pendleton, California; Zamboanga, Philippines; and Afghanistan. The Battalion also successfully executed five DFTs, with superb accountability of tools and equipment. The DFTs included: COBRA GOLD, Thailand; OPERATION FOAL EAGLE, Korea; OPERATION BALIKATAN, Philippines; OPERATION PACIFIC HORIZONS Philippines; and OPERATION GOODWILL, Philippines. NMCB THREE participation in these DFTs is summarized in this report, and is covered in greater detail in separate after action reports. In addition to these assignments, two Individual Augmentees were sent to CENTCOM in support of OEF/OIF and two seabees were sent to Misawa AFB for NAVFAC construction contract support. Throughout this dynamic deployment in which NMCB THREE supported numerous commands in the Pacific theater and Central Command, NMCB THREE maintained excellent command and control, and impressive accountability, resulting in a highly successful Pacific deployment.

ADMINISTRATIVE DEPARTMENT

The Administrative and Personnel Departments provided outstanding support for over 680 Seabees deployed across the Pacific theater and Central Command AOR. After a successful turnover with NMCB ONE, the Administrative Department hit the ground running to ensure NMCB THREE personnel received the best administrative support possible to allow them to successfully accomplish their mission. The Administrative Department provided outstanding customer service, with the processing of over 85 command directives, 165 awards, approximately 35 security clearances, 200 evaluation reports, 150 change of command invitations and over 62 Seabee Combat Warfare certificates. The Personnel Office provided superb customer service support to every Seabee attached to the Battalion. In addition, over 300 E4-E7 Navy-Wide advancement exams were provided to eligible candidates encompassing more than 18 rates and 11 detail sites stretched across the Pacific Theater. The Personnel Department also processed 65 transfers, 35 separations, 70 personnel gains and over 2,549 pay and personnel transactions during the deployment.

TRAINING/READINESS

The Battalion performed over 3,900 man-days of physical, tactical, and general military training during the deployment to Okinawa from December 2006 to June 2007.

NMCB THREE saw tremendous improvements in the PFA scores during this deployment. Training consisted of morning physical training and the fitness enhancement program. Morning physical training was conducted on Monday, Wednesday, and Friday mornings for one hour consisting of stretching, calisthenics and running. The fitness enhancement program met on Tuesday and Thursday evenings for one hour. The fitness enhancement program followed a similar routine as regular physical training except it was geared towards weight loss and increased stamina.

Email, satellite, and radio communications were all utilized during the deployment. Despite many challenges, NMCB THREE maintained flawless accountability and made many improvements upon the communication spaces and equipment. As a result, high inspection scores were achieved at both the 45 day review and at turnover with NMCB SEVEN, scoring an overall score of excellent.

The armory made drastic improvements in weapon system availability over the course of the deployment by reducing the number of down weapon systems, insuring impeccable cleanliness and ensuring the completion of many facility improvements. This led to an outstanding score in every category, notably impressing the 31st Seabee Readiness Group during their visit at turnover.

Tactical training consisted of weapons Battle Sight Zero (BZO), familiarization fire, and qualifications. During the first month of deployment, 90% of personnel with M16s as their TOA weapon performed BZO. Soon after the M16 BZO, all the M9 personnel went to the pistol range for a qualification course. During the third month of the deployment, the Battalion conducted a military training week with the intent of preparing the battalion for any re-deployment within the Pacific Area of Operations. The training week covered basic combat skills courses on land navigation, first aid, communications, command operations center familiarization, range cards, orders briefing, CBR threats and equipment, M16 qualification course and crew served weapons familiarization fire. During the deployment, 109 personnel qualified on the M16 and 84 personnel on the M9. The Battalion also conducted over 61 SCWS boards during the deployment, increasing the number of SCWS qualified Seabees from 180 at the beginning of the deployment to 237 at the end of deployment.

General military training was conducted on training Saturdays during the deployment. All of the required GMT topics were covered during the deployment: Code of Conduct; Drug, Alcohol, and Tobacco Cessation; Suicide Awareness; Physical Readiness; Sexual Assault; Navy Pride & Professionalism; Fraternization, Hazing & Homosexual Policy; Equal Opportunity; Financial Management; OPSEC; and Sexual Health. In addition to the GMTs, the Battalion conducted an in-country brief at the beginning of deployment and a post deployment brief at the end of the deployment to prepare the Seabees for their return to homeport.

OPERATIONS

The NMCB THREE Operations Department executed its mission with a determined focus on quality construction done safely. As a result, the Battalion completed over 36,500 mandays of effort on 33 tasked construction projects, direct labor training allocation, camp maintenance and CO/OIC discretionary projects valued at over $25M. NMCB THREE successfully completed and received BOD letters on 20 projects among the various sites, saving customers over $3.75M in labor. All projects were turned over to the customer with exceptional quality. The other 13 projects were worked to a clean stopping point, and successfully turned over to NMCB SEVEN, achieving a cost avoidance of over $4.55M in labor. Additionally, over 55 CO and OIC Discretionary projects were completed during the deployment achieving a cost avoidance of $500K. The deployment projects were comprised of a challenging mix of trade skills and provided outstanding construction training opportunities. Projects included: road construction and repair, vertical CMU block, vertical concrete construction, interior building renovations, concrete retaining walls, PEB construction, fence installation, bollard installation, quarry operations, and drainage repairs.

NMCB THREE also successfully launched a 53 person Detail to Afghanistan to establish a new Seabee camp, and provide support to Special Operations Forces in Afghanistan. The mission was identified at the end of homeport, and the Detail trained extensively upon arrival in Okinawa to prepare for the mission. The Detail also coordinated closely with both 30NCR and 22NCR to identify all required CESE and tool kits to support the new mission. As a result, the Detail successfully completed over 7,200 mandays of effort in the setup of Seabee operations and the completion of 13 projects in direct support of special operations forces.

Another noteworthy achievement during the deployment was the successful execution of five DFTs. Three were tasked prior to deployment. Two short fused missions were tasked while on deployment, OPERATION GOODWILL and OPERATION PACIFIC HORIZON, which were in response to the Navy's growing need to gain support in the Pacific Islands for the War on Terror. NMCB THREE was able to answer the call and quickly form and deploy teams for these two operations. OPERATION GOODWILL enabled 14 Seabees to embark with the USS COMSTOCK, and perform construction on three schools in Legazpi, Philippines. OPERATION PACIFIC HORIZON enabled 15 Seabees to embark with the USS BLUE RIDGE, and performed nine construction projects for schools at General Santos City, Manila, and Cebu, Philippines. The Battalion also supported OPERATION BALIKATAN, which was comprised of a 44 person Detail completing a total of six projects on the island of Jolo, Philippines. RSO&I FOAL EAGLE was a Detail comprised of 22 Seabees that were combined from Detail Chinhae and mainbody. The DFT performed joint training with Korean military forces on RRR and bridging. COBRA GOLD was comprised of 41 Seabees performing construction of two schools in Thailand. A total of 18 projects were completed on the five DFTs, which contributed to further strengthening U.S. relations with Thailand, Korea and the Philippines.

The most significant factor contributing to success during this deployment was the safe employment of NMCB THREE's greatest asset, Seabees. By successfully integrating the Battalion safety program into all levels of construction, support services and off-duty events, deployment mishaps were held to an incredible low of 54 compared to the Okinawa average of 72. This efficient use of resources and manpower resulted in increased efficiency, productivity and cost savings.

On Camp Shields, NMCB THREE successfully completed 90 Preventive Maintenance actions (SJO), over 1,900 Work Requests (ESA), and 13 MCDs helping to keep the camp well maintained and operational. These actions were closely coordinated with the camp Czar to ensure the proper priority was placed on each action. During the deployment, Bravo Company completed many important MCDs on the camp to include: armory lighting upgrades, galley improvements, vault door replacement, pavilion wall construction, handrail improvements, miscellaneous interior finish projects, and various equipment repairs.

I – EXECUTIVE SUMMARY

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, barracks operations and management, post office and postal services, and the Barber Shop at Camp Shields in Okinawa, Japan. Additionally, the mainbody Supply Department provided consumable and CESE repair parts support to details in mainland Japan, Korea, and San Clemente Island. Through close coordination with Alfa Company, the Supply Department was able to execute a professional CESE maintenance support program where deadline items were kept to a minimum and CESE availability was over 90%. This resulted in equipment and transportation assets being readily available to support all mission requirements. The Supply Department instituted the use of the Defense Travel System in a deployed environment. This was a challenge due to the fact that the NCF was transitioning to this new system, requiring points of contact and new procedures to be established in Okinawa. The Supply Department successfully ran galley operations on Camp Shields, and received a "Five Star Rating" from the Navy Food Management Team from Pearl Harbor, HI. The Supply Department provided outstanding support to all five NMCB THREE DFTs. Support was also provided to 27 NMCB SEVEN personnel participating in Exercise CARAT.

NMCB THREE managed a global CESE program consisting of 541 pieces in Okinawa and seven other DET sites while successfully maintaining over 90% availability. A total of 6,231 PM checks were completed on deployment, establishing a Required Accomplishment Rate (RAR) of 99.9%. NMCB THREE completed 512 Interim Repairs and spent $209,753 on maintenance costs to ensure all CESE was in the highest state of readiness. As part of this effort 45 new pieces of CESE were received and 57 pieces were disposed of. Seven pieces of CESE were transferred to other sites including CBMU 303, DET San Clemente and DET Yokosuka in order to support their missions. The crane program was a huge success as the crane crew flawlessly conducted six annual certifications to include three 40T cranes, one 50T crane, and two MTVR Wreckers.

SUMMARY

At the start of the previous homeport, NMCB THREE began training, exercising and preparing to successfully accomplish all deployment tasking. The hard work and persistence paid off during the six month Far East deployment. Through this active and dynamic period, NMCB THREE left lasting impressions throughout the world. Not only has "Better Than Best" support been provided to the various U.S. bases in the Pacific, but NMCB THREE directly supported the War on Terrorism around the globe. From the support provided to the front line fighters in Afghanistan, to the accomplishments in winning the hearts and minds of the local population in Thailand and the Philippines, NMCB THREE was instrumental in fighting the War on Terrorism. The Battalion has truly lived up to it's motto of "Better than Best" in this exciting and rewarding deployment.

Chapter II

ADMINISTRATIVE

"BETTER THAN BEST"

II - ADMINISTRATIVE

ADMINISTRATION DEPRTMENT

The S1 Department, consisting of 23 personnel, was extremely busy and very committed to getting the job done and taking care of our "Better than Best" Seabees during this deployment. After completing a successful turnover with NMCB ONE, the Administrative Department focused on the timely processing of instructions, notices, security clearances, end of deployment/tour awards, message traffic, designation letters, fitness/evaluation reports, change of command invitations and numerous Seabee Combat Warfare certificates. The Personnel office provided superb support and executed a tremendous number of human resources and personnel career issues. The office processed receipts, transfers, separations, service record entries, page-2s, countless pay documents, and the Navy-Wide Advancement Examinations during this deployment. The number of personnel reenlisting during this deployment was 51% percent of those eligible. The Department further demonstrated their professionalism and superb office management skills and proficiency by receiving an "Outstanding" during the deployment Operation and Readiness Inspection (ORI). Additionally, members from the S1 Department devoted countless off duty hours participating in numerous Morale Welfare and Recreation activities such as the intramural basketball and football leagues. They also volunteered their own time for the Naha Haari Dragon Boat Race. This race is one of many activities held during a festival used to promote friendship and tourism for the Okinawa community.

ADVANCEMENT DATA
***Mar 07 Exam**

PAYGRADE	E4	E5	E6	E7
PARTICIPATED	70	134	32	64
SELECTED	56	40	9	-
% SELECTED	80%	30%	28%	-
% SELECTED NAVY WIDE	41	22	14	-

BATTALION RETENTION DATA DECEMBER 06 – JUNE 2007

				Inelligible Losses					
		AT EAOS	Before EAOS	Before RE-4	EAOS Other	Reenl	Reenl Rate	Ret Rate	Att
A	0-6 Years	29	8	3	5	8	22%	28%	22%
B	6-10 Years	4	0	0	0	4	100%	100%	0%
C	10-19 Years	11	0	0	0	11	100%	100%	0%
E	20+ years	7	0	0	0	7	100%	100%	0%
	Total	51	8	3	5	30	51%	59%	14%

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.

BEFORE EAOS LOSSES REASON FOR SEPARATION

	Count (A)	% Attr	Average LOS (Years)	Count (B)	Count(C&D)	Count E
PHYSICAL STAND/PRT	5	63%	4.07	0	0	0
DRUG ABUSE	3	38%	4.33	0	0	0
TOTAL	8	100%	4.2	0	0	0

II - ADMINISTRATIVE

Medical Department

The NMCB THREE Medical Department has had a great deployment this year. With a successful turnover of the Camp Shields BAS from NMCB ONE, the foundation was set for our Battalion and Department to succeed throughout the coming deployment. The first hurdle was to establish a Controlled Substances Inventory Board (CSIB) to finally account for all controlled medications that were now under the charge of NMCB THREE. While previous Battalions had varying degrees of success with maintaining accountability, NMCB THREE maintained a monthly inventory program that far exceeded 1NCD's quarterly requirement, ensuring 100% accountability of all controlled medications throughout the deployment to Okinawa.

Building on the efforts made prior to deploying to Camp Shields, the Medical Department initiated its birth-month health record review and physical examination program. This satisfied not only a 1NCD requirement, but contributed directly to the Department's ability to deliver timely, effective and efficient medical care to all members of NMCB THREE. Contacts were established early with Naval Hospital Okinawa to garner their support with respect to completing the yearly eyesight and hearing examinations, as well with updating yearly or expired immunization requirements. It also gave the Medical Department the opportunity to provide basic medical education and first-aid training for all members of the Battalion, contributing to Battalion and individual medical readiness.

The mid-deployment Medical Readiness Inspection (MRI) was another huge success with our Department not only obtaining "C-1/Fully Ready" status on the inspection, but being recognized by 1NCD for three "best business practices" that the Department initiated upon arrival in Okinawa, and will be suggested for use by all other Battalion Medical Departments throughout the Naval Construction Force.

Having three Independent Duty Corpsmen (IDC) certified as American Heart Association CPR Instructors, we also initiated a comprehensive program to ensure that all required personnel received initial training or updated their previous CPR qualification.

The Medical Department also achieved 100% completion rate with respect to the required Pre-Deployment Health Assessments with continued diligence prior to and throughout the deployment. As the Battalion prepared for redeployment to homeport the required Post-Deployment Health Assessments were completed and post-deployment HIV samples drawn to ensure continued 100% compliance.

NMCB THREE medically prepared all five DFT teams and DET SOF personnel prior to their departure. In response to various needs throughout the Battalion, three IDC's, the Preventive Medicine technician and a General Duty Corpsmen were sent on detachments as needed.

Dental Department

Upon arrival to Camp Shields, Okinawa, a supply order was placed soon after arrival to fill the stock of consumables, and Dental was able to begin seeing patients within the first week.

The outlying clinics in the area were supportive throughout the deployment. Camp Foster 3rd Dental Battalion provided endodontic specialty support. Camp Hansen Dental Clinic provided periodontal surgery support. The Area Dental Lab fabricated numerous crowns, bridges and other prosthodontic lab cases. The Dental Officer was welcomed into the professional dental community and was invited to monthly Armed Forces Dental Society meetings to earn continuing education credits.

Dental Readiness was maintained at or above 97% throughout the deployment and Dental Health was increased by nearly 10% by the end. Numerous intricate prosthodontic cases involving complicated bridgework, partial dentures and periodontal surgery were completed on NMCB THREE Seabees. The clinic acquired DRMO equipment from Camp Foster including radiographic developers and a panograph machine when they converted to digital radiology. A brand new compressor is currently on order for Camp Shields Dental Clinic through camp funding.

The new 1NCD specific ADAL was shipped from Port Hueneme, CA, and arrived in March. The ADAL was turned over to the Czar as a camp asset.

Dental Work Performed in Camp Shields

Religious Ministry Team (RMT)
The Religious Ministry Team was deployed with the main body to Camp Shields, Okinawa, Japan. While at Camp Shields, the Battalion Chaplain conducted Sunday night chapel services and a Thursday night Bible Study. The RMT oversaw the United Through Reading program, which was available at the Library. The majority of religious ministry was pastoral care and counsel, primarily in relation to Red Cross Messages, Marriage and Family issues, Chapel services and Bible Studies. The Chaplain assisted in the coordination of the COMREL Battalion projects in conjunction with the Operations Chief. The Chaplain also conducted site visits on Okinawa, mainland Japan, Korea, and Camp Pendleton. The RMT was responsible for supervising the Command Religious Program and the Library. At the end of deployment the chaplain provided training on Suicide Awareness, Marriage and Family and provided training materials to the DET sites.

Public Affairs Officer (PAO)
The Public Affairs Office had a very successful deployment in terms of releasing media products to both external and internal audiences. This resulted in a fantastic morale boost for Seabees and their families. The Public Affairs Office released more than 25 stories and took more than 3,000 photographs of events, exercises, and construction projects which were immediately available on the shared drive for access by battalion members. All 25 stories and more than 150 photos were distributed for release with many of them published on the Navy News website, the Stars and Stripes newspaper and the Light House newspaper as well as publications at the local detachment sites. Seabees from NMCB THREE were featured on AFN news at least four times in Okinawa and other detachment sites. This coverage resulted in an increased awareness in the local media reflecting positively on the command and the Seabees of the Naval Construction Force.

Upon arrival to Okinawa, the Battalion was featured on the front page of the Stars and Stripes. By the end of deployment, NMCB THREE would be featured on the front page of the Stars and Stripes newspaper four times. Photographs and stories were also featured in All Hands magazine and Seabee magazine to include making the front cover of the 2007 spring issue of Seabee magazine. One story to receive wide recognition was the Battalion's Hero Story from Detail Yokosuka. Thanks to the quick dissemination from the Public Affairs Office on Camp Shields, the story was immediately picked up by numerous publications and led to the recognition of the two Seabees by the Japanese government.

Internally, the Battalion's PAO Staff implemented several new media products, which included mini video clips, video stories, and photo layouts for reenlisting service members. The video mini clips were an instant success and became a very popular product in the Battalion. Movie clips were posted on the shared drive from which service

members could download them and send them to family members at home. This resulted in a positive response from family members back home. Although the PAO shop is not outfitted for video capabilities the shop managed to air one internally-produced story on AFN news.

In February, one MC was attached to DFT PACIFIC HORIZON to the Philippines for photo and story coverage. Two stories were published with five photos from the three week DFT.

NMCB THREE's quarterly publication, the BEEBUZZ received a complete makeover transitioning from a black and white newsletter to a full color publication comparable to All Hands magazine. The first publication of this type was published prior to leaving for deployment and resulted in positive feedback from service members and their families. The publication was distributed in the Battalion spaces and 150 copies were mailed to service members. The PAO shop received more than 30 emails with congratulatory responses from readers.

The PAO shop released its spring issue prior to the end of deployment and mailed 200 copies to family members. The publication included more than 30 stories with photographs from all detachments sites. The publication was also made into a PDF format and emailed to the Family Support Service Group and Ombudsman, for dissemination.

The PAO shop created other media products such as the deployment family calendar, the change of command brochure and music video clips for the African American History Month and the Asian Pacific American Month celebrations.

During the deployment, the PAO shop re-instated the Home Town News (HTN) release Program. The PAO staff created a log to track all service members in the Battalion. This log was then used to create a master file for sending HTN releases on all new service members checking into the Battalion and service members who received awards. 45 HTN releases were composed during the deployment. The same master log was used to create a photo roster for all service members. This photo roster was then made available on the share drive for photo boards and biography photos.

The PAO shop has found an excellent company, Jostens, to print the Battalion's cruise book. The goal was to upgrade this book to full color with a professional layout and captioned photos. The Battalion's photo roster is complete and the PAO shop will finish the book upon return to homeport. During deployment, the PAO shop raised $500 by creating mock magazine covers, which have become a popular item in the Battalion.

Chapter III

TRAINING / ARMORY / COMMUNICATIONS

“BETTER THAN BEST”

III – TRAINING/ARMORY/COMMUNICATIONS

Training

The training staff executed a training plan tailored to the Battalion's Okinawa deployment. Early in deployment, the Battalion kicked off training with Okinawa in-country briefs. The Battalion also conducted an embark exercise to ensure that it was fully prepared to efficiently execute a 48 hour mount out if called upon to do so. Later, GMT briefs were chosen from the Navy-wide required topics for the fiscal year. Command Post Exercises (CPX) were held monthly, in order to ensure that equipment and personnel remained combat ready. Technical training in the form of On-the-job-training (OJT) was ongoing on the project sites throughout the duration of the deployment. SCWS training was alive and well with weekly classes being held at the mainbody as well as the DET sites. A five day military training week was conducted the last week of March in Okinawa. It included a variety of topics designed to train and ensure personnel were prepared to respond to a contingency in the PACOM AO, including CBR. Various areas in the Marine Corps Central Training Area (Camp Hansen) were utilized for this five day event.

MONTHLY TRAINING MANDAYS

	DEC	JAN	FEB	MAR	APR	MAY	JUNE	**TOTAL**
Okinawa	376	326	275	269	338	209	64	1,857
Atsugi	40	52	41	28	41	33	7	242
Camp Pendleton	3	21	24	53	21	22	3	147
Chinhae	24	38	32	24	37	47	1	203
Diego Garcia	4	43	58	54	26	26	24	235
Fuji	12	22	26	20	12	9	7	108
Iwakuni	7	38	37	15	33	16	15	161
San Clemente Island	73	83	92	78	106	8	0	440
Sasebo	27	71	23	55	42	12	0	230
Yokosuka	7	74	73	57	29	27	33	300
TOTAL	573	768	1341	653	685	409	154	3923

Technical Training

On-the-job-training (OJT) at the project sites and camp shops improved construction skills. The majority of OJT consisted of concrete placement and pre-engineered building (PEB) construction. In preparation for advancement exams, troops studied their rating references and the command held classes for technical training, which resulted in over 100 personnel being advanced in the March cycle. Seabee skill assessment interviews were conducted by the companies and the detachments. The interviews were used to determine skills attained through OJT. The interview results and skill attainments were sent to the training office for upload into PISTOL.

Concrete Placement OJT

Rapid Runway Repair Training

All mainbody personnel on the Rapid Runway Repair (RRR) crew, and some additional Equipment Operators attended RRR training with the Air Force's 554th Red Horse Squadron. The training involved repairing simulated bomb craters on an actual runway by backfilling the craters, compacting, and placing fiberglass matting over the backfill. The training was a two day evolution with one day of classroom instruction and one day of on site RRR. Several of the personnel selected to participate in this training were sent to Korea to participate in a joint RRR exercise affiliated with the regional RSO&I FOAL EAGLE exercise. The success of that DFT was in a large part due to the RRR training conducted in Okinawa.

RRR Crater Repair

Embarkation Training

Within the first month of deployment, NMCB THREE conducted an embarkation exercise, OPERATION FISHHOOK. The battalion set up an MOCC and simulated an actual mount out. The embark staff

conducted each phase of an actual mount out from weighing and marking to palletizing and staging. All the records of the Air Detachment were reviewed for completeness and verified as ready to deploy. The exercise was conducted over two work days and all the nodes on the embark chart were reviewed.

During the embark exercise, it was discovered that the Battalion's TOA was not loaded into the TCAIMS database. Upon completion of OPERATION FISHHOOK, the data was loaded and future load planning will now take less time. Another improvement was the implementation of a network based asset tracking database that updated the MOCC immediately after the updates were made in Alfa company, Supply and other key outlets. The end result was that the MOCC watchstanders did not have to manually update the equipment status or the status of palletized cargo preparation. Instead, these updates occurred in real-time.

Pallet Preparation

Vehicle Weighing and Marking

Communications Training

The Battalion conducted a monthly Command Post Exercise (CPX). The CPX was scenario based and exercised the Battalion Communications Organization, COC watch staff, and company CP watch staff. The first two CPXs exercised the communication organization's radio skills by sending all message traffic via radios. The second two CPXs focused on the decision making of the watch staff through various scenarios requiring quick thinking from the Watch Officers and Chiefs. The last CPX was the most detailed and included radio, wire, and TDN communications. The exercise challenged the COC and Company CPs to setup and utilize all types of communications gear, and provided them with the most realistic tactical decision making and planning scenarios.

Battalion level training was held during the military training week. Communications training consisted of basic and advanced wire communication, VHF voice communication, and antenna theory/practical application. The main body received two hours of classroom instruction followed by four hours for practical field training. The field training consisted of antenna set-up and break down, gun-loop set-up (squad level) and squad level communication with man pack radio's passing message traffic (i.e. CASREP salute reports, and MEDEVAC requests).

Chemical, Biological, Radiological (CBR) Training

During military training week, a CBR class was taught covering the M40A1 mask parts, maintenance and inspection. The five different mission oriented protective posture levels were demonstrated. All personnel in the class got into MOPP 4. Chemical agent familiarization and identification methods (M22, M8, and M9) were explained. Self aid, buddy aid, and decontamination (to include DTD & DED) were also covered in the presentation.

Seabee Combat Warfare (SCW) Training

The Battalion maintained an aggressive warfare qualifications program, conducting after-hours training at all deployment locations, covering all the topics of the SCW Program. In addition to standard SCW training topics, CPR certification was incorporated into the SCW program, with the course of instruction being taught seven times this deployment. A total of 57 enlisted personnel and 5 officers were qualified; 30 personnel became board qualified; and 12 personnel became Chairman qualified during the deployment.

SCW QUALIFICATION REPORT

	Assigned	Previously Qualified	Qualified on Deployment	Total Qualified
E1 - E6	608	180	37	217
E7 - E9	39	31	0	31
O1 - O5	22	7	5	12

Weapons Training

At the start of deployment, the weapons training program focused on M16 BZO and M9 qualification. Ten personnel were trained as Range Safety Officers to check out and use the various ranges. BZO was conducted for the main body troops at Marine Corps Base Camp Hansen during the first month of deployment. M9 qualification was conducted a couple weeks late, where 80% of the khakis in the main body were re-qualified. An M16 qualification course was held during the military training week, qualifying 96 personnel on the M16, creating additional training opportunities for the upcoming homeport. NMCB THREE's Marine Advisor liaisoned with the Marines at Camp Hansen to provide range support and to set-up a crew served weapons familiarization fire during military training week. The crew served weapons fire and familiarization included 240B, M203, and AT4.

AT4 Familiarization at Camp Hansen

M-16 BZO

Military Training

The Battalion conducted a five-day military training week in March at Camp Shields and at various locations in the Central Training Area (CTA) at Camp Hansen. The intent of the training was to prepare the Battalion for possible contingency operations in the Pacific AO. The training week classroom topics included: land navigation, CBR threats and equipment, orders preparation, communications protocol and equipment, basic first aid, COC operation and set-up, and pre-range weapons training. The training week field topics included: land navigation, communications field application, field first aid, M16 qualification, and crew served weapons familiarization.

The following table summarizes the Military Training Week Objectives by NMETL:

Training Activity	**NMET Item**	**Skill**
COC Operations / CPX	NTA 5 (et. al.)	Exercise Command and Control
Land Navigation	NTA 1.2.11	Conduct Navigation
Field Medical	NTA 4.12	Provide Health Services
Communications	NTA 1.1.1.7.2	Provide Combat Systems/Deck/Communications
Communications	NTA 4.7.5	Perform Lines of Communication (LOC) Sustainment
Communications	NTA 5.1	Acquire, Process, and Communicate Information and Maintain Status
Weapons	NTA 3.2.8.3	Engage Targets
Weapons	NTA 4.9.1	Conduct Mission Area Training
MOUT Training	NTA 3.1.5	Conduct Tactical Combat Assessment
MOUT Training	NTA 3.2.2	Attack Enemy Land Targets

III – TRAINING/ARMORY/COMMUNICATIONS

MOUT Training	NTA 3.2.8	Conduct Fire Support
MOUT Training	NTA 3.2.10	Integrate Tactical Fires
Orders Issue and Receipt (SMEAC)	NTA 2.4.4	Analyze and Synthesize Information
Orders Issue and Receipt (SMEAC)	NTA 5	Exercise Command and Control
Rapid Runway Repair	NTA 1.5.6.2	Construct/Repair Forward Airfields and Landing Zones
Rapid Runway Repair	NTA 4.5.5	Provide Materials Handling Equipment (MHE)/Weight Handling
Rapid Runway Repair	NTA 5.2.1	Analyze Mission and Current Situation
Rapid Runway Repair	NTA 5.2.2	Decide on Need for Action or Change
Rapid Runway Repair	NTA 5.3	Determine and Plan Actions and Operations
Rapid Runway Repair	NTA 5.4	Direct, Lead, and Coordinate Forces

M203 Familiarization

Weapons Handling Instruction

Command Indoctrination

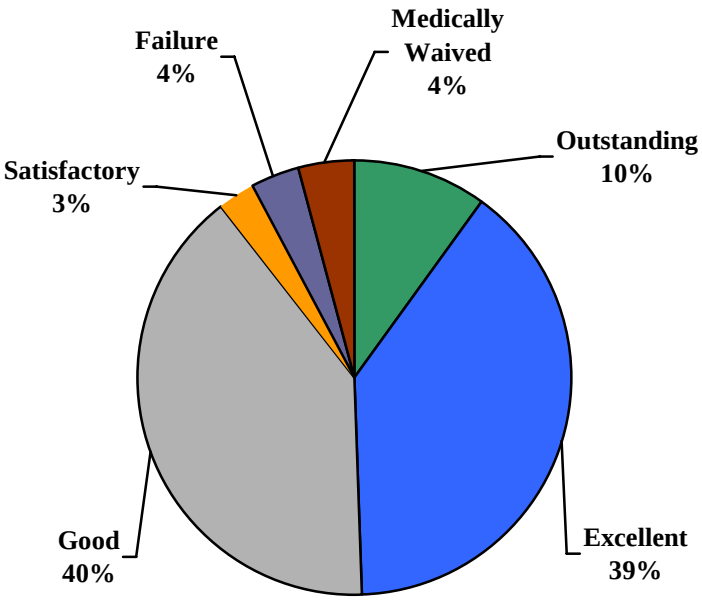
A three day Command Indoctrination was held monthly for newly reported personnel to better equip them with the tools needed to be successful and safe at the command and while deployed to Okinawa. The first day consisted of briefs from various command elements such as the Personnel Office, Training Department, DAPA, Operations, and the Chaplain. Day two was focused on personal growth items and included briefs by the Family Service Center, Navy College Office, MWR, and Financial Management. The final day included 3-M training and welcome aboard briefs by the Commanding Officer and the Command Master Chief.

III – TRAINING/ARMORY/COMMUNICATIONS

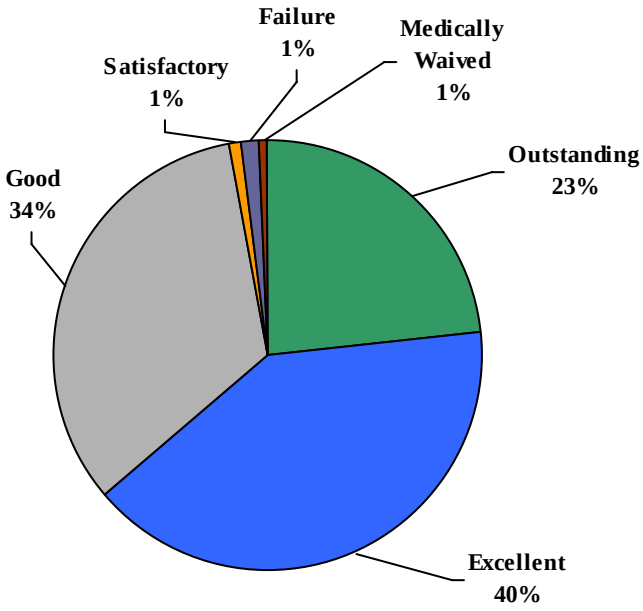
Physical Training

Physical training was held Monday through Friday every week. Physical Training on Monday, Wednesday and Friday mornings was conduced for one hour and included 20 minutes of stretching and calisthenics, a thirty minute run, followed by 10 minutes of cool down and stretching. Monday's training was conducted at the Battalion level while Wednesday and Fridays were conducted on the company, platoon and squad levels, helping to reinforce small unit leadership. FEP was conducted on Tuesdays and Thursdays, emphasizing nutritional training, physical conditioning and strength training. The Battalion achieved impressive PFA results, as evidenced by the charts below, by incorporating monthly mock-PFAs, timed runs, and empowering small-unit leaders to take ownership of their troops physical fitness. The training helped improve the physical readiness of not only the individuals but also the Battalion. The command PFA was held in April.

NMCB THREE PFA RESULTS



Fall 2006



Spring 2007

III – TRAINING/ARMORY/COMMUNICATIONS

Armory
The Battalion weapons TOA was turned over by NMCB ONE in outstanding condition. This was maintained throughout the deployment supporting the Battalion's outstanding readiness rating. The Camp Shields armory had two down weapons systems: one M16 that was shipped to the Weapons Center in Crane, Indiana and one M500 shotgun that had parts on order and will be repaired when the parts arrive. The armory had five down night observation devices: four AN/PVS-7C goggles, three of which were at the Weapons Center in Crane, Indiana being repaired and a fourth that remained in the Camp Shields armory awaiting parts, and one AN/PVS-20 scope that is at the Weapons Center in Crane, Indiana being repaired.

Communications
The Communications Department did an outstanding job ensuring that the battalion made a smooth transition to the deployed environment. Never short on challenges, the communications personnel ensured the use of email, satellite, and radio communications were constantly available to the command. When NMCB THREE arrived in Okinawa, there was a significant turnover of communications personnel, resulting in a loss of continuity. Experience and never ending OJT kept the Department running, and by the end of the deployment, all the communications personnel were "well" experienced.

Once NMCB THREE arrived in Okinawa, it became apparent the spaces were not adequate for the communication gear. The Communications Department worked with the Regiment and the Camp Czar to correct deficiencies within the spaces. A new vault door was installed prior to turn over to ensure the vault would meet all security requirements. Other discrepancies still remain, but are on track to be completed early in NMCB SEVEN's deployment. The projects include: ONE NET connectivity in the Dispatch Building, installation of an EKMS Vault Intrusion Detection System, and a new VTC system. The Department worked with the Regiment/Division to identify Test Equipment issues for the AN/PRC-117 and AN/PRC-150 PMS checks. S6 was also able to re-organize the EC13 work center and updated over 500 record jackets to meet the COMFIRSTNCDINST 2002.2 requirements.

For the 45 day review, the Communications Department improved the CETOP score to 98% and earned an overall grade of "Excellent" on the Operational Readiness Inspection conducted by the 30th Naval Construction Regiment.

Communications training was conducted monthly with the communications organization personnel. COMM org training consisted of basic and advanced wire communications, VHF voice communication, and antenna theory/practical application. The Communications Department was also responsible for training over 240 main body personnel during the Military Block Training Week. The main body had 2 hours of class room instruction followed by 4 hours for practical field training. The field training consisted of antenna set-up and break down, gun-loop set up (squad level) and Squad level communication with man pack radio's passing message traffic (i.e. CASREP, SALUTE, etc).

Information Systems Department (ISD)
Upon arrival at Camp Shields, ISD inherited a Tactical Data Network that was missing the software to load onto the servers and several DOLCH laptop computers that required either hardware, software or both. ISD immediately made contact with the TDN Manager back in Port Hueneme to have the software and hardware sent to bring the TDN online.

NMCB THREE established a COMSEC Material Letter of Agreement with the III MEF CMSRO to provide NMCB THREE with crypto loads for either real world or training purposes. No agreement existed in the past. The Communications Department also located the TCAIMS computer assets that been missing and was directed by the Camp Czar to replace them with two computers from the Alfa company training room and two from the NKO Library.

The regional computer network that was utilized is not NMCI, but ONE-NET, which is a similar enterprise network used throughout the Far East region. The ONE-NET administrators have full administrative rights over all computers and peripherals, and will not delegate these rights to the Terminal Area Security Officers (TASO). Therefore, if there is any hardware or software issue with any of the ONE-NET computers, ONE-NET must be notified and they will correct the issue themselves, usually in a timely manner. TASO's have the ability to request network account creation, password resets, account resets, and control share drive permissions as well.

Chapter IV

SAFETY/OPERATIONS

"BETTER THAN BEST"

IV – SAFETY

SAFETY DEPARTMENT

Prior to the commencement of the deployment, the Safety Office worked closely with Company Safety Representatives and Project Safety Representatives to develop in-depth, well-defined project safety plans. This allowed each project crew to recognize hazards associated with projects and develop defined safety lectures prior to the start of all construction activities. ORM was also emphasized during the homeport planning phase, and ORM plans for each project were developed by separate personnel, not associated with the project, as a means of providing an independent review of the safety concerns on the project.

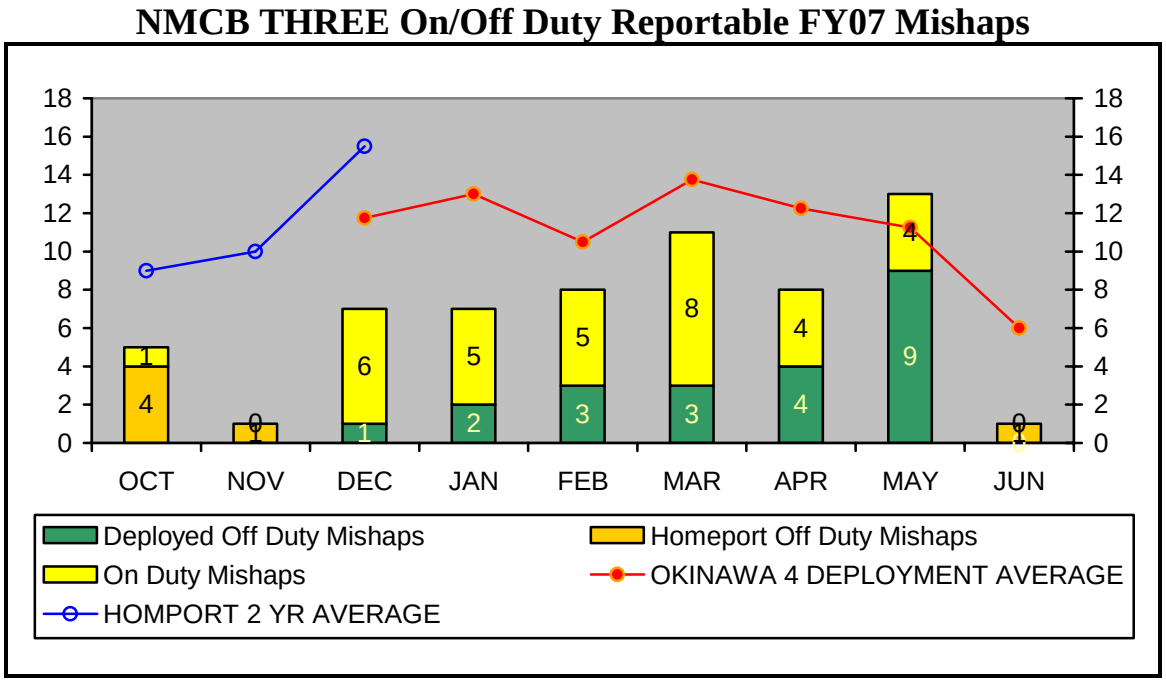
At the start of the deployment, the Safety Officer and DET Safety Officers conducted Battalion-level General Military Training (GMT) on 12 required safety topics to ensure that the baseline was developed and that all personnel understood safety was the top priority for this deployment.

After turnover, an industrial hygiene inspection was conducted on all camp facilities in Okinawa, and a complete list of deficiencies was developed. Safety deficiencies were identified throughout the camp, and included: electrical, steam lines, and fire suppression systems. Armory lighting electrical disconnects were identified for repair and four permanent eyewash stations around camp were identified as being needed. Deficiency notices were issued through PW and base safety, and the deficiencies were corrected, as funding and materials came available.

Project safety plans were re-evaluated by the Safety Staff as scopes of work changed, or field conditions created unforeseen conditions. Scaffolding, overhead forming, and shoring were the greatest areas of concern for the safety staff during this deployment. Early in the deployment, vehicle safety was also a main area of concern. All of these issues were given utmost command focus, which resulted in the Battalion maintaining an exceptional safety record for the deployment.

The Battalion Safety Staff established contact with all Detail sites and maintained constant communications with the Detail Safety Supervisors. All sites reported safety concerns upon arrival and followed up with solutions and implemented plans to address/eliminate those concerns. On a monthly basis, Detail sites submitted Occupational Safety and Health Supervisor and Council reports listing any issues or concerns with solutions.

The Safety Office exercised a proactive approach on this deployment by pulling data on the most recent last four Okinawa deployments, then analyzing what the major safety mishaps were and what caused them. By taking that proactive approach, ORM plans were developed for the most likely mishaps, and awareness training was conducted. As a result, the mishap numbers for NMCB THREE were substantially lower than the average for an Okinawa deployment. The only exception to this trend was the last month of deployment when there was an unfortunate spike in safety mishaps. Most of the additional mishaps in May were off-duty sports related, and this is partly a result of the additional "Sports-Day" PT sessions following our recent PFA. The following chart illustrates this fact:



IV – SAFETY

SAFETY SUMMARY

	Dec 06	Jan 07	Feb 07	Mar 07	Apr 07	May 07	Jun 07	**Total**
Fatalities	0	0	0	0	0	0	0	0
Lost Days	0	7	14	5	0	3	0	29
Lost Work Day Cases	0	1	1	1	0	1	0	4
Light Duty Days	0	0	0	0	0	0	0	0
Light Duty Cases	7	6	7	10	8	12	0	50
First Aid Mishaps	0	0	0	0	0	0	0	0
Govt Vehicle Mishaps	5	9	7	2	4	2	0	29
Total Number Mishaps	12	16	15	13	12	15	0	83
Govt Vehicle Repair Costs	$285	$3,300	$862	$770	$35.00	$600	$0	$5,852
Govt Vehicle Miles Driven	46,760	38,379	72,273	71,731	83,919	80,000	0	393,062

ON-DUTY MISHAPS

	Dec 06	Jan 07	Feb 07	Mar 07	Apr 07	May 07	Jun 07	**Total**
First Aid Mishaps	0	0	0	0	0	0	0	0
Light Duty Cases	6	5	5	8	4	4	0	32
Light Duty Days	0	0	0	0	0	0	0	0
Lost Work Day 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

OFF-DUTY MISHAPS

	Dec 06	Jan 07	Feb 07	Mar 07	Apr 07	May 07	Jun 07	**Total**
First Aid Mishaps	0	0	0	0	0	0	0	0
Light Duty Cases	1	1	2	2	4	8	0	18
Light Duty Days	0	0	0	0	0	0	0	0
Lost Work Day Cases	0	1	1	1	0	1	0	4
Lost Work Days	0	7	14	5	0	3	0	29
Fatalities	0	0	0	0	0	0	0	0

IV – OPERATIONS

OPERATIONS DEPARTMENT

NMCB THREE's Operations Department successfully oversaw construction in seven different countries and 20 different locations during this deployment. The Operations Department drove the mission with an intense focus on quality construction done safely. This motto was emphasized by every detail throughout the deployment. NMCB THREE sent out 11 details, which included: Atsugi, Fuji, Yokosuka, Sasebo, and Iwakuni, Japan; Camp Pendleton and San Clemente Island, California; Chinhae, Korea; Diego Garcia; Zamboanga, Philippines; and Afghanistan. Additionally, NMCB THREE launched five different DFT's: BALIKATAN, COBRA GOLD, RSO&I FOAL EAGLE, OPERATION GOODWILL and PACIFIC HORIZON/FRIENDSHIP. NMCB THREE also provided two Individual Augmentees to support OEF/OIF and two Seabees to support NAVFAC construction at Misawa AFB.

The five tasked projects on Okinawa were comprised of a challenging mix of trade skills and provided outstanding construction training opportunities for all Seabees on mainbody. On Camp Hansen, the Battalion was tasked with construction of a CMU training classroom. On Kadena Air Force Base, there were two projects which included utilities and interior finish work on a vehicle storage PEB, as well as interior finish and utility work on a mezzanine project. At the Jungle Warfare Training Center, NMCB THREE completed over 800 meters of road construction and repair on some of the most treacherous roads on the island. On Camp Shields, the Battalion also started work on an MLO warehouse PEB.

NMCB THREE was also able to complete ten CO Discretionary projects in Okinawa during the deployment. The first was a JOQ laundry facility on Camp Shields. Another CO Discretionary project was the construction of a seawall and road for Torii Station. This road is a shared road between the base, and a Japanese farming community. The road was washed out, and made it difficult for the locals to pass. This completion of this project drew immense praise from the Base leadership, as well as the local Japanese mayor. NMCB THREE also completed two concrete pads at Camp Hansen that were critical for the installation of new automatic target systems for the Marines.

Immediately upon taking the reigns at Camp Shields, planning was underway to successfully launch a 53 person detail in support of Special Operations Forces in Afghanistan. The tasking was received at the end of homeport, and the Detail leadership began planning the mission, and arranging logistics with 30 NCR and 22 NCR upon arrival in Okinawa. The Detail was tasked with establishing a new Seabee camp, and conducting a new mission to provide support to Special Operations Forces in Afghanistan. The Detail was stood up on 18 January 07, and immediately began executing a rigorous training schedule that included weapons familiarization and handling, rules of engagement training, combat lifesaver training, equipment licensing, and rapid runway repair training. As a result, the Detail successfully completed over 7,200 mandays of effort in the setup of Seabee operations, the completion of 13 projects in direct support of Special Operations Forces and two fire base construction missions.

While planning for Det SOF, NMCB THREE received a short fused DFT mission and simultaneously began planning with Marine Wing Support Squadron (MWSS) 172 Battalion to support OPERATION PACIFIC HORIZON/FRIENDSHIP (also called PROJECT KAIBIGAN), an Engineering Civic Action Project (ENCAP) and Community Relations (COMREL) mission with the USS Blue Ridge. 14 Seabees boarded the USS Blue Ridge in February and headed to the Philippines. In the Philippines, Seabees worked with MWSS 172 Marines in Manila and Cebu to repair three schools. In General Santos City, THREE Bees led construction on a new elementary school, and the remodeling of a high school. Operations were completed within three weeks, and all personnel arrived back to Okinawa by the end of February.

Also in February, NMCB THREE launched a DFT of 44 personnel to the island of Jolo in the Philippines as part of BALIKATAN 2007. The Detail teamed up with 9th Engineer Support Battalion (ESB), and completed construction on six highly visible projects. The projects were spread throughout the eastern side of the island. As a result, the DFT split into three sub-details to accomplish the mission. The DFT completed construction on two schools, a clinic, a day care center, a co-op, and a road. Upon completion of the mission in mid-March, five Seabees remained in the Philippines and were transferred OPCON and TACON to JSOTF-P. The majority of the DFT returned to Okinawa by the end of March, with the last of the equipment arriving back in Okinawa in April.

The Seabees that remained in the Philippines stayed in Jolo to complete another school renovation in Panamao. While there, the project site was attacked by the Moro National Liberation Front, and the THREE Bees along with a Filipino Marine detachment, and the JSOTF-P Special Operations Forces assigned to the site successfully defended the site and drove the invaders away. Upon completion of that project, the Detail moved to Zamboanga to plan and estimate an orphanage isolation facility for children with contagious illnesses. Upon completion of the planning and estimating, materials were procured, and the det worked on the project until it could be successfully turned over to a contractor.

IV – OPERATIONS

Based on the success of OPERATION PACIFIC HORIZON/FRIENDSHIP, NMCB THREE and MWSS 172 were tasked to conduct a second ENCAP and COMREL mission to the Philippines, called OPERATION GOODWILL. This time, the Seabees and Marines would team up with sailors from the USS Comstock. As a result, 15 Seabees boarded the USS Comstock in March and headed for Legazpi City, Philippines; a city that was devastated by typhoons in December 2006. The duration of the operation was approximately ten days, with the DFT completing all five tasked projects at three school sites.

Also in March, NMCB THREE deployed two teams (12 Seabees from Okinawa and 10 Seabees from Chinhae) to participate in OPERATION RSO&I FOAL EAGLE. During this exercise, NMCB THREE participated in two joint training exercises with the Korean military. The first week consisted of Rapid Runway Repair (RRR) training that culminated in a joint exercise. The RRR training was held in Pohang. Upon completion of RRR training, the DFT moved to Seoul and conducted joint training on deploying the Bailey Bridge and Medium Girder Bridge.

In April, DFT COBRA GOLD began its mission with 41 Seabees deploying from Okinawa, Japan to Bangkok, Thailand to work along with Singaporean, Japanese, and Indonesian Humanitarian Civil Assistance Forces. DFT COBRA GOLD worked at two separate ENCAP sites simultaneously, with each site constructing a 20m x 8m school. The two sites were Wat Nong Grab and Ban Bang Pu, which were approximately an eight hour drive apart from one another. After completing the two projects ahead of schedule, each site was able to provide additional construction services to the local community.

In California, Detail Camp Pendleton completed construction on Phase V of Combat Town, and successfully turned over the entire facility to the School of Infantry on 02 June 07. Detail San Clemente Island continued quarry and rock crusher operations, and continued the Seabee progress on the SHOBA Road MILCON Project. The Detail was instrumental in assisting NAVFAC Southwest with the award of a $12M contract to provide leased gear and asphalt placement support to the Seabees. The Detail also created a thorough Level III schedule for the entire project to assist the contractor in scheduling the work.

In Korea, Detail Chinhae completed construction on a set of concrete stairs that were built into a hillside to ensure a safe walking path from one side of the base to the Headquarters and galley facilities. The Detail performed both exterior and interior construction on a two-story open bay barracks project, and meticulously tracked all material costs and contracts to ensure that the project remained below the MILCON threshold. The Detail also completed work on the plumbing for the CBR Warehouse and turned that project over to the customer.

Detail Diego Garcia completed a sidewalk and drainage improvement project. They also constructed a 20’ x 65’ addition to the Public Works Building, as well as an addition onto the Water Treatment Lab. They also provided construction support to AFRTS, in the construction of a new transmission tower.

Mainland Japan had five Detail sites. Detail Atsugi’s projects included: constructing two concrete retaining walls, installing bollards and retaining walls for a new west gate entrance, constructing three line shacks for the airfield working crews, and completing the Seabee portion of work on the NAPRA Building. Detail Fuji completed several concrete placements, including a 4’ cantilevered concrete catwalk that was four stories in the air, to complete the ASP Guard Tower. Detail Fuji also completed the installation of five hydraulic bollards at the ASP gate entrance, and started work on repairing and replacing the perimeter fence. Detail Iwakuni successfully completed three projects that included: a soil bio-remediation facility, a cot storage facility, and a golf driving range canopy. The Detail also started construction on a ball field scorer’s booth and turned this project over at the end of the deployment. Detail Sasebo completed three projects at the Hario-Shima Ordinance facility that included: installation of concrete u-ditch for drainage improvement, installation of gabions for slope stability, and installation of a concrete retaining wall and fence for slope stability. Detail Yokosuka successfully completed a CMU head facility at Ikego, laid out and placed a concrete footing for a tension fabric structure, and placed a 10’ high retaining wall for road and drainage repairs at the Ikego campgrounds.

The NMCB THREE Operations Department executed its mission with a determined focus on quality construction completed safely. As a result, the Battalion completed 36,528 mandays of effort on 33 tasked construction projects, direct labor training allocation, camp maintenance and CO/OIC discretionary projects valued at over $25M. NMCB THREE successfully completed and received BOD letters on 20 projects among the various sites, saving customers over $3.75M. All projects were turned over to the customer with exceptional quality. Additionally, the other 13 projects were worked to a clean stopping point, and successfully turned over to NMCB SEVEN, achieving a cost avoidance of over $4.55M in labor. Over 55 CO and OIC Discretionary projects were completed during the deployment achieving a cost avoidance of $500K.

Project Summary

Camp Shields Projects	Total Project Mandays	Total Project Material Costs	Mandays Tasked	Tasked %	Final %	Prior NMCBs Mandays Expended	NMCB 3 Mandays Expended
JK7-910 IA Support	446	-	446	100%	100%	0	
JK3-802 Construct Mezzanine and Offices, B3577	1397	$379,577	150	100%	99%	1247	142
JK4-823 Replace Vehicle Storage Shed, Kadena	1741	$569,040	380	79%	75%	1247	351
JK5-831Construct Facility @ Range 16	857	$58,857	744	91%	84%	203	832
JK6-835 JWTC Road and Range Repairs, Phase III	449	$60,000	449	100%	100%	0	173
JK5-827 Construct Covered Storage For Seabee MLO Yard	1124	$211,323	56	5%	5%	0	71
Total	**6014**	**$1,278,797**	**2225**	**NA**	**NA**	**2697**	**1569**

DFT Support	Total Project Mandays	Total Project Material Costs	Mandays Tasked	Tasked %	Final %	Prior NMCBs Mandays Expended	NMCB 3 Mandays Expended
JK6-887 Balikatan	1000	$193,048	1000	100%	100%	-	1339
JK6-688 Cobra Gold	1586	$62,175	1586	100%	100%	-	1586
KO6-636 RSO&I/ Foal Eagle	286	$0	286	100%	100%	-	286
Pacific Horizon 2007	250	$13,146	250	100%	100%	-	250
DET PI	277	$19,500	277	100%	100%	-	277
Operation Goodwill 2007	187	$15,000	187	100%	100%	-	187
Total	**3586**	**$302,869**	**3586**	**NA**	**NA**	**0**	**3925**

IV – OPERATIONS

DET Atsugi	Total Project Mandays	Total Project Material Costs	Mandays Tasked	Tasked %	Final %	Prior NMCBs Mandays Expended	NMCB 3 Mandays Expended
AG4-895 Construct Shop BLDG, NAPRA BLDG 966	1758	$565,672	50	97%	100%	1708	50
AG4-896 Construct Retaining Wall BLDG 1290	308	$90,294	180	100%	100%	128	180
AG3-892 Construct Sidewalks/ Retaining Wall BLDG 978	511	$144,796	511	100%	100%	0	511
AG5-899 Construct Line Shacks	593	$126,722	540	91%	92%	0	317
AG5-801 Install West Gate Bollards	629	$352,337	374	59%	65%	0	311
Total	**3799**	**$1,279,821**	**1655**	**NA**	**NA**	**1836**	**1369**

DET Camp Pendleton	Total Project Mandays	Total Project Material Costs	Mandays Tasked	Tasked %	Final %	Prior NMCBs Mandays Expended	NMCB 3 Mandays Expended
CP1-803 Combat Town (Phase V)	1111	$689,858	1111	100%	100%	0	1111

DET Chinhae	Total Project Mandays	Total Project Material Costs	Mandays Tasked	Tasked %	Final %	Prior NMCBs Mandays Expended	NMCB 3 Mandays Expended
KO6-636 RSO &I/ Foal Eagle	171	-	171	100%	100%	-	171
KO5-845 CBR Storage Warehouse Punchlist	100	$0	100	100%	100%	0	76
KO5-844 Construct Two Story Open Bay Barracks	3471	$660,169	1255	91%	89%	2064	1255
KO6-850 Construct Concrete Stairs by Transporation	110	$14,401	110	100%	100%	0	110
Total	**3852**	**$674,570**	**1636**	**NA**	**NA**	**2064**	**1612**

IV – OPERATIONS

DET Diego Garcia	Total Project Mandays	Total Project Material Costs	Mandays Tasked	Tasked %	Final %	Prior NMCBs Mandays Expended	NMCB 3 Mandays Expended
DG4-847 Extend/Modify BLDG 138	1703	$187,059	1509	89%	88%	0	1568
DG6-859 Construct Sidewalks and improve Drainage at NSF Diego Garcia	256	$40,000	138	54%	54%	0	139
DG6-857 Construct Addition to Water Treatment LAB	571	$142,526	188	33%	33%	0	188
Total	**2530**	**$369,585**	**1835**	**NA**	**NA**	**0**	**1895**

DET Fuji	Total Project Mandays	Total Project Material Costs	Mandays Tasked	Tasked %	Final %	Prior NMCBs Mandays Expended	NMCB 3 Mandays Expended
FJ5-818 Construct ASP Guard Tower	1360	$137,367	748	100%	100%	586	648
FJ5-822 Install Bollards at Gates (Phase III)	39	$50,000	39	100%	100%	0	39
FJ6-823 Replace Perimeter Fence and Construct Perimeter Road.	477	$380,000	19	4%	4%	0	5
Total	**1876**	**$567,367**	**806**	**NA**	**NA**	**586**	**692**

DET Iwakuni	Total Project Mandays	Total Project Material Costs	Mandays Tasked	Tasked %	Final %	Prior NMCBs Mandays Expended	NMCB 3 Mandays Expended
IW5-821 Construct Soil Bio-Remediation Facility	677	$121,027	327	100%	100%	340	254
IW6-832 Construct COT Storage Area	506	$152,103	506	100%	100%	0	487
IW5-827 Construct Scorers Booth at Main Ballfield	244	$69,094	244	100%	79%	0	254
IW7-834 Construct Driving Range	300	$28,900	300	100%	100%	0	176
Total	**1727**	**$371,124**	**1377**	**NA**	**NA**	**340**	**1171**

IV – OPERATIONS

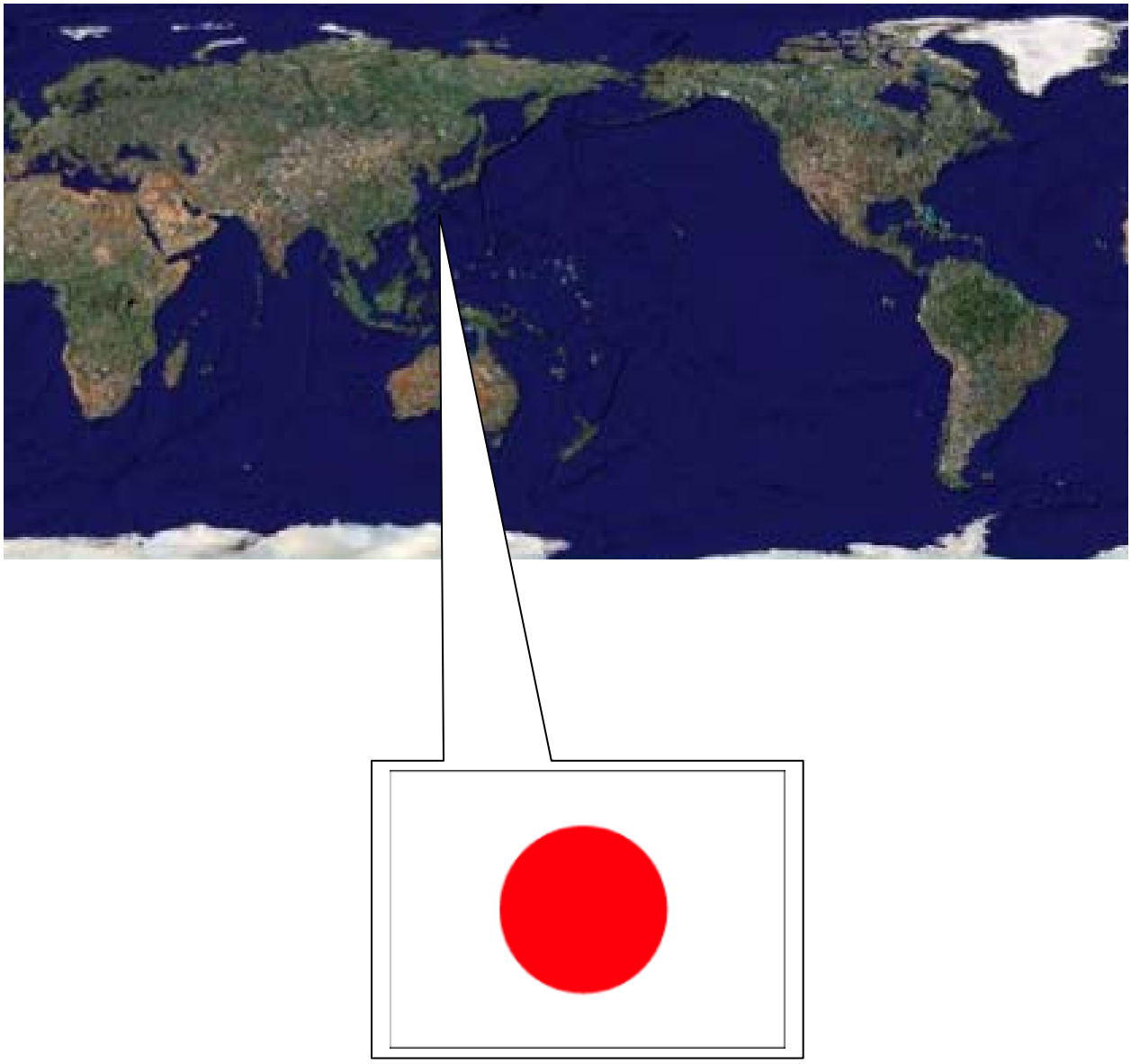
DET San Clemente	Total Project Mandays	Total Project Material Costs	Mandays Tasked	Tasked %	Final %	Prior NMCBs Mandays Expended	NMCB 3 Mandays Expended
SC6-416 Quarry/Crusher Operations	411	Included in SC2-815	411	100%	100%	0	441
SC2-815 Construct Shoba Operational Access Road (MILCON)	26928	$17,871,000	1730	41%	41%	Unknown	1746
Total	**27339**	**$17,871,000**	**2141**	**NA**	**NA**	**0**	**2187**

DET Sasebo	Total Project Mandays	Total Project Material Costs	Mandays Tasked	Tasked %	Final %	Prior NMCBs Mandays Expended	NMCB 3 Mandays Expended
SA3-822 Repair Drainage Ditch, Hario-Shima 3018	461	$37,540	461	100%	100%	0	357
SA3-827 Replace Retaining Wall, Hario-Shima Bay 3052	901	$107,093	901	100%	100%	0	722
SA3-828 Repair Drainage Ditch & Construct Erosion Protection, Hario-Shima Bay 3004	451	$100,772	451	100%	100%	0	429
Total	**1813**	**$245,405**	**1813**	**NA**	**NA**	**0**	**1508**

DET Yokosuka	Total Project Mandays	Total Project Material Costs	Mandays Tasked	Tasked %	Final %	Prior NMCBs Mandays Expended	NMCB 3 Mandays Expended
YO1-873 Construct Head Facility at Ikego	1114	$244,996	727	100%	100%	360	727
YO3-890 Road Repairs/ Drainage - Ikego West Valley	1534	$608,086	1048	91%	83%	161	1048
YO5-895 Construct PEB at Basketball Court	1325	$661,233	437	33%	33%	0	437
Total	**3973**	**$1,514,315**	**2212**	**NA**	**NA**	**521**	**2212**

DET SOF	Total Project Mandays	Total Project Material Costs	Mandays Tasked	Tasked %	Final %	Prior NMCBs Mandays Expended	NMCB 3 Mandays Expended
JK5-904 Det SOF	7128	-	7128	100%	100%	0	5336

Camp Shields
PROJECT SUMMARIES



"BETTER THAN BEST"

IV – OKINAWA

OKINAWA SUMMARY

Mainbody had some good training projects this deployment, with each company having the opportunity to be prime on at least one project. Each company also had the opportunity to complete at least one CO Discretionary Project.

Alfa Company completed their tasking on road repair at the Jungle Warfare Training Center. Their project included road condition improvements to prevent future erosion and allow Jungle Warfare Training Center (JWTC) staff to safely conduct training. The road will be used to train an average of 500 Marines annually in convoy tactics and immediate action drills and allow safe movement from one training center to the next. Alfa Company also performed two CO Discretionary Projects. The first one was at the Yamitan Christian School. In that project, they moved 300 cubic yards of dangerous spoil material in order to expand the school's current soccer field and ensure all concrete, asphalt and rebar spoil were a safe distance away from students and staff. NMCB THREE was notified of the safety concerns and stepped up to assist. All work was conducted on the weekend to ensure student safety. The second CO Discretionary Project was at Torii Station. With constant high tides and typhoons, the shoreline had been eroding for years and finally closed off a vital access road for local farmers to adequately care for their crops in the farmland located on the other side of the base. Torii Station Public Works Department contacted NMCB THREE after the Mayor for Yamitan Village requested military support. Alfa Company erected a seawall and repaired the access road.

Bravo Company was heavily involved in camp maintenance and providing construction around the camp. Many improvements were made to the Armory, including painting the floor and repairing the lighting. Bravo Company also constructed a decorative pavilion wall, and replaced a block wall in the galley. Bravo Company was prime on wrapping up the utilities and interior finishes on the Mezzanine Office Project on Kadena Air Base. Bravo Company also completed a CO Discretionary Project by constructing a JOQ Laundry Facility on Camp Shields.

Charlie Company was prime on two jobs, Camp Hansen Range 16 Facility and Vehicle Storage PEB at Kadena Air Base. The Range 16 Facility presented many opportunities for the Seabees to gain experience with concrete construction, block placement, and overhead formwork. The project consisted of constructing an 11m x 5m CMU and concrete building from the ground up including all site work and rough electrical. The project was completed safely with a focus on maximizing learning opportunities for the Seabees. The Vehicle Storage Replacement project presented numerous opportunities for the Seabees to gain experience in a wide range of construction disciplines. The 66'x42' pre-engineered building included: rough electrical, rough plumbing, asphalt, concrete, and steel framework. Quality was the main focus for this project from the very beginning, and unfortunately, several latent structural concerns were uncovered. At the recommendation of Butler Corporation and the direction of 30 NCR, work was put on hold until new roof and side panels could be delivered to fix the discrepancies. Charlie Company also completed several CO Discretionary Projects which included constructing 6" thick concrete pads to place new automatic target systems for the Camp Hansen small arms range.

Arrival Condition

Finish Photo

ROAD REPAIR PHASE 3
JK6-835

Project Scope: Scarify, level to grade, and compact predetermined roads within JWTC Range. Length of road is from station 6 + 000 to station 6 + 800**.** Lift road 4 to 6 inches with a slope of 5% and compact to 90%.

Personnel:	6	
Duration:	March 2007 – May 2007	
Mandays Expended:	NMCB THREE	173
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	449
	Total Project MD:	449
Material Cost:	$60,000	
Cost Savings:	$60,563 (Based on MDs expended)	

Significant Safety Issues: Project was located in mountainous terrain with drop offs on both sides of the road, as well as hazardous grades and weather conditions that hindered visibility. Travel way to the project was narrow and only allowed for one way traffic so road guards were posted and communicated with the dump truck operator via handheld radios.

Significant QC Issues: The crew leader performed quality control inspections during all three phases of work. The most important issue was to ensure that the road was sloped to 5% and compacted to 90%.

Significant Design Issues: N/A

Significant Material Issues: Material used on road was a clay, loam and coral mixture that swelled during and after heavy rainfall. Once placed and compacted, the material was suitable for the road.


Arrival Condition


Finish Photo

Construct Mezzanine and Offices, Bldg 3577
JK3-802

Project Scope:
Complete BOD punch list items to include: Test/correct all electrical runs, repair slop sink drain, repair carpet and reinstall cove base, place bull nose on shower curb, repair floor grout and seal all tile, and paint various locations. Complete additional DCD electrical work.

Personnel:	6	
Duration:	March 2007 – May 2007	
Mandays Expended:	NMCB FOUR	685
	NMCB ONE	562
	NMCB THREE	142
Tasking:	WIP at turnover:	95%
	WIP at completion:	99%
	MD Tasked to NMCB THREE:	150
	Total Project MD:	1,397
Material Cost:	$379,577	
Cost Savings:	$488,950	

Significant Safety Issues: None.

Significant QC Issues: All work on this project was finish work, so significant efforts were initially taken to ensure the final product was of high quality. The main issue was the slop sink drain, it was not clearing the finish floor plumb. It appeared previous efforts were made to correct this by removing concrete and replacing drain line. It was still not enough to attach sink tail piece. Solid PVC threaded fitting had to be constructed to enable the tail piece to properly seal.

Significant Design Issues: None.

Significant Material Issues: Additional long lead material requirements were identified mid-project that delayed the completion.

Arrival Condition

Finish Photo

Construct facility 2469D Range 16
JK5-831

Project Scope: Construct a 5m x 10m x 3.5m tall reinforced concrete masonry structure to include lighting and sidewalks.

Personnel:	10	
Duration:	December 2006 – June 2007	
Mandays Expended:	NMCB ONE	203
	NMCB THREE	832
Tasking:	WIP at turnover:	4%
	WIP at completion:	84%
	MD Tasked to NMCB THREE:	744
	Total Project MD:	857
Material Cost:	$58,857	
Cost Savings:	$299,950	

Significant Safety Issues: Placement of overhead formwork and concrete was the main safety concern on this project. The crew constructed scaffolding around the perimeter of the building with catwalks tying in over the entryway steps. The project leadership conducted daily safety inspections of the system.

Significant QC Issues: The important issues of quality control were ensuring that the placement of all formwork was plumb, square, and level, along with proper bracing for placement of concrete. Another key QC concern was proper placement and vibration of the concrete to eliminate honeycombing and air pockets. Finally, ensuring proper break tests were done allowing the concrete to cure to the prescribe PSI before stripping any formwork.

Significant Design Issues: A FAR was submitted and approved to place the columns, doors, and windows separate from the bond beams and roof overhead. Initially it was designed as a monolithic placement but due to the experience level of the crew and quality control concerns, the placement was broken into two individual activities. The design of this building was not typical to our construction practices which led to a lot of on the job training, challenges with formwork and new construction practices.

Significant Material Issues: The electrical material initially ordered was not in accordance with the design resulting in an add-on for correct electrical materials.

Arrival Condition

Finish Photo

Replace Vehicle Storage Shed
JK4-823

Project Scope: Replace vehicle maintenance shed (existing shed constructed of reinforced concrete foundation and steel structure w/metal roofing and siding. New maintenance facility shall have reinforced concrete foundation with a 30ft x 90ft PEB.

Personnel:	12	
Duration:	December 2006 – June 2007	
Mandays Expended:	NMCB FOUR	238
	NMCB ONE	1009
	NMCB THREE	351
Tasking:	WIP at turnover:	58%
	WIP at completion:	75%
	MD Tasked to NMCB THREE:	380
	Total Project MD:	1741
Material Cost:	$569,040	
Cost Savings:	$609,350	

Significant Safety Issues: The primary safety issue was scaffolding during the construction of the soffit, fascia, and roof panels.

Significant QC Issues: On 01 March 07, the crew discovered that vital wall clips where never included during the installation of the wall panels, a latent condition that existed prior to NMCB THREE's deployment. After a thorough review by Butler and the 30th NCR, the decision was made to stop all work on the structure. All latent defects were identified and materials were ordered to correct the deficiencies. Asphalt was removed and replaced in various locations around the building due to deficiencies in the finished surface and mix design.

Significant Design Issues: A Design Change Directive was initiated for the re-route of the main service electrical line, due to the power load on the existing transformer. During the water pressure test, it was discovered that the PSI was at 125, which required a pressure reducer to be installed for the main line into the building.

Significant Material Issues: The re-order of roof panels and substructure components was submitted to Butler for ordering. Several outstanding materials were needed for the water line, electrical conduit, and air compressor line.

Arrival Condition

Condition at Turnover

MLO COVERED STORAGE
JK5-827

Project Scope: Excavate existing pavement, prefabricate forms and RST. Place concrete for footers, pedestals, grade beams, and bollards. Erect 20ft x 140ft prefabricated engineered building on concrete slab to include lighting.

Personnel:	10	
Duration:	December 2006 – January 2007	
Mandays Expended:	NMCB THREE	71
Tasking:	WIP at turnover:	0%
	WIP at completion:	5%
	MD Tasked to NMCB THREE:	56
	Total Project MD:	1124
Material Cost:	$211,323	
Cost Savings:	$ 393,400	

Significant Safety Issues: The main safety concern was the use of heavy equipment in a confined area. This concern was mitigated by using ground guides and following a 5 mile per hour posted speed. The next safety challenge was to develop an adequate shoring plan for the footer excavation.

Significant QC Issues: The first area of concern was the layout of 32 individual footers and pedestals ensuring accurate alignment, elevation and anchor bolt placement.

Significant Design Issues: None

Significant Material Issues: None

CAMP MAINTENANCE
MAINBODY

Camp Maintenance Summary:

	MD Tasked	Completed	%Total
ESA	680	680	100%
SJO	600	600	100%
MCD	1059	897	85%
Total	**2339**	**2177**	**93%**

Project Maintenance Tasking:

PROJECT	MANDAYS
Repair Gravel Road	35
Paint Armory Floor	10
DPO Equipment Retrofit	30
JOQ Laundry Facility	569
Galley Wall Tile	57
Galley Wall Blockwork	72
Post Office Cage	9
Grind and Paint Camp Handrails	41
Bravo Co Eye Wash Station	13
Armory Lighting	19
Ice Machine Repairs	24
Install Shop Equipment	8
Curb Repair and Painting	10
Total	**897**

Pavilion Wall

New Pavilion Wall

Repair Gravel Road

Gravel Access Road to Electrical Substation

Galley Wall

Finish Photo

Paint Armory Floor

Newly Painted Floor Surface

Post Office Cage

Post Office Lockable Cage

CO DISCRETIONARY
MAIN BODY

Project Listing:

Project Title	MD's
Pavilion Block Wall	105
Range 16 Small Arms Range Pad	27
Range 16 Retaining Wall	42
Torii Station Beach Road	106
MWR Paint Ball Access	64
AMC Terminal Demo Project	18
CREDO Retreat Building	12
Rooftop Pianting of Awase Handicap School	76
Camp Courtney Office & Rehab	60
Yamitan Christian School Spoil Relocation	12
Total MDs for CO Discretionary	**522**

Small Arms Range Pad

Arrival Condition


Finish Photo

JOQ Laundry Facility

Finish Photo of Exterior

Newly Installed Washer & Dryer Units

Seawall and Road Repair at Torii Station


Arrival Condition


Finish Photo

OKINAWA LABOR DISTRIBUTION

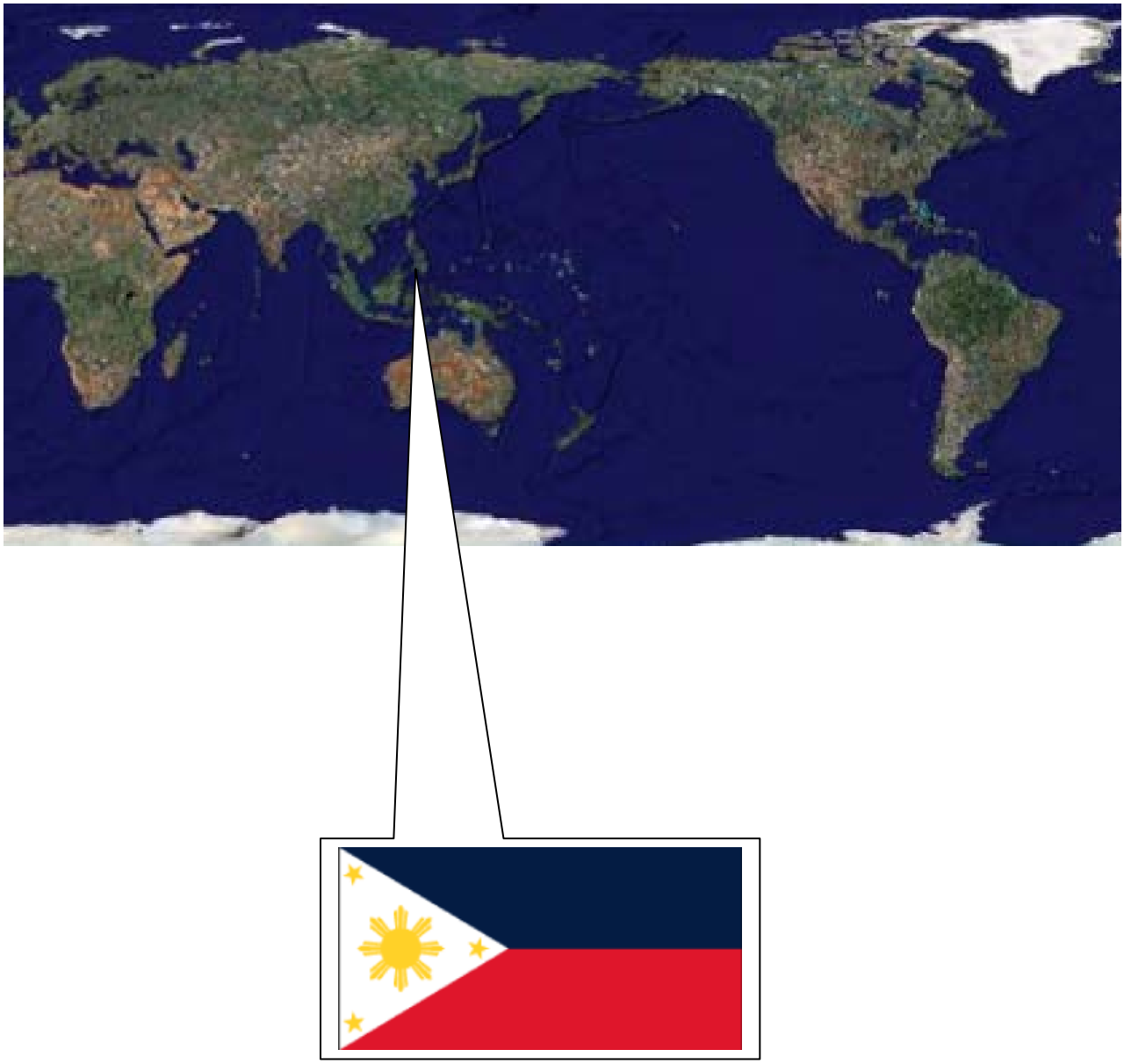
Month	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Total	% Total
Direct Labor MDs	526	909	967	471	922	904	129	**4828**	48%
Indirect Labor MDs[1]	359	770	409	383	750	638	23	**3332**	33%
Readiness/ Training MDs	315	401	199	411	184	321	27	**1858**	19%
Total MDs Exp	1200	2080	1575	1265	1856	1863	179	**10018**	100%
# Total Personnel	128	116	108	98	103	110	110		
# Direct Labor	97	77	70	45	66	69	69		
# Workdays	11	24	20	25	25	24	3	**132**	
% Direct Labor[2]	76%	66%	65%	46%	64%	63%	63%	63%	
Ideal Capability[3]	1200	2079	1575	1266	1856	1863	233	**10072**	
Availability Factor[4]	70%	63%	74%	70%	60%	66%	67%	66%	

NOTES:

1. Indirect labor MDs are the MDs spent on indirect activities by DL personnel. This should be any "X" coded time from timesheets.
2. % Direct Labor = (# Total Direct Labor for period)/Total personnel.
3. Ideal Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.125). Availability not factored in.
4. Availability Factor = (Direct Labor Man-days for period + Readiness/Training MDs)/ (MD Capability).

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

BALIKATAN
PROJECT SUMMARIES



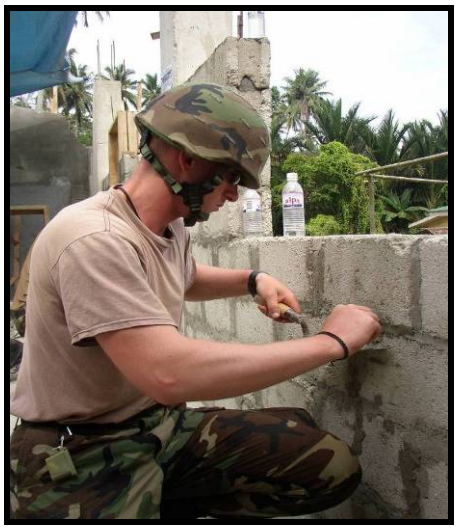
"BETTER THAN BEST"

SITE SUMMARY

NMCB THREE deployed a 44 person detail to Jolo Island in the Southern Philippines as a part of Marine Forces – BALIKATAN (MARFOR) in support of the Joint Special Operations Task Force – Philippines (JSOTF-P).

Approximately 200 personnel participated in BALIKATAN from February to March 2007. Marine Forces – BALIKATAN was tasked with a command element in Manila, a staff exercise in Quezon City, and Civil Military Operations in Zamboanga, Cotabato, Jolo and Tawi Tawi. The purpose of Operation BALIKATAN 2007 was to strengthen the relationship with the Armed Forces of the Philippines (AFP) and legitimize the Philippine Government while working shoulder to shoulder to complete Civil Military Operations (CMO) in direct support of the Global War on Terrorism.

NMCB THREE deployed personnel in four movements starting with the pre-advanced party on 15 January 07. A Chief Petty Officer deployed with a MARFOR representative in order to perform quality assurance of the contracted materials and to finalize the scope of work for each project. Advance Party One (AP1), consisting of six equipment operators, deployed on 31 January 07 in order to support the transfer of CESE from Subic Bay to the Port of Jolo. Advance Party Two (AP2), consisting of six personnel, deployed on 12 February 07 and met up with AP1 at Clark Air Base for further movement to Jolo Island. The Main Body deployed on 14 February 07 and arrived on Jolo Island on 15 February 07.



Blockwork at Bato Bato School

Seabees Test Fighting Positions During BALIKATAN 2007

NMCB THREE teamed up with the 9th Engineer Support Battalion (9th ESB) to form Detail Jolo, comprised of 44 Seabees and 62 Marines, including Marines from Explosive Ordinance Disposal, Combat Camera and Counter Intelligence. Detail Jolo was tasked with six projects including two schools, a four-kilometer road, a daycare, a clinic and the repair of a Co-op building that was bombed by terrorists. The Seabees completed all vertical construction. The road project was led by 9th ESB with support from NMCB THREE.

Detail Jolo fell under operational control of the MARFOR and tactical control of the JSOTF-P. NMCB THREE was co-located with the 9th ESB and relied on them for all camp support, communications and logistics. The Seabees and Marines quickly established strong working and personal relationships, resulting in an extremely successful operation.

Constructing CMU Walls

Finish Photo

Bato-Bato School Construction
Indanan, Philippines

Project Scope: Project scope consisted of CMU wall construction, installation of windows and doors, installation of a complete roof system, drop ceiling, rough electrical, stucco, site work and painting.

Personnel:	15 Seabees 10 AFP Army Engineers	
Duration:	16 February 07 - 15 March 07	
Mandays Expended:	NMCB THREE:	486
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD Tasked to NMCB THREE:	486
	Total Project MD:	486
Material Cost:	$21,261	
Cost Avoidance:	$170,100	

Significant Safety Issues: Extreme heat and humidity. Working on elevated platforms.

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: CMU Block was extremely brittle and made with coral. Lumber was extremely warped and of inconsistent dimensions.


Taglibi School Prior to Construction


Finish Photo

Taglibi School Construction
Patikul, Philippines

Project Scope: The project scope consisted of the installation of a complete roof system including new trusses, a drop ceiling, windows, doors, walls, structural reinforcement, and painting.

Personnel:	8 Seabees 10 AFP Marines	
Duration:	17 February 07 - 11 March 07	
Mandays Expended:	NMCB THREE:	176
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD Tasked to NMCB THREE:	176
	Total Project MD:	176
Material Cost:	$7,604	
Cost Avoidance:	$61,600	

Significant Safety Issues: Extreme heat and humidity. Working on elevated platforms.

Significant QC Issues: Roof sheeting had to be reinstalled.

Significant Design Issues: No design available.

Significant Material Issues: Lumber was severely warped and of inconsistent dimensions. Roof sheeting was extremely thin and had to be replaced with better gage material.

Daycare Prior to Construction

Finish Photo

Pansul Daycare
Patikul, Philippines

Project Scope: The project scope consisted of removing existing bamboo walls, framing and installation of new walls, windows, doors, drop ceiling, reinforcement/repair of the slab foundation, and painting.

Personnel:	6 Seabees 3 AFP Marines	
Duration:	17 February – 27 February 07	
Mandays Expended:	NMCB THREE:	68
Tasking:	WIP at turnover: WIP at deployment completion: MD Tasked to NMCB THREE: Total Project MD:	0% 100% 68 68
Material Cost:	$8,265	
Cost Avoidance:	$23,800	

Significant Safety Issues: Extreme heat and humidity.

Significant QC Issues: None

Significant Design Issues: No design available.

Significant Material Issues: Lumber was severely warped and of inconsistent dimensions.

Taung Clinic Prior to Construction

Taung Clinic Nearing Completion

Taung Clinic
Patikul, Philippines

Project Scope: The project scope consisted of removal of the existing roof and structural supports, installation of new structural columns, construction of a new roof system, masonry reinforcement to CMU walls, framing and construction of new walls, windows, doors, concrete slab, stucco, and painting.

Personnel:	6 Seabees 3-5 AFP Marines	
Duration:	27 February 07 - 11 March 07	
Mandays Expended:	NMCB THREE:	78
Tasking:	WIP at turnover: WIP at deployment completion: MD Tasked to NMCB THREE: Total Project MD:	0% 100% 78 78
Material Cost:	$8,918	
Cost Avoidance:	$27,300	

Significant Safety Issues: Extreme heat and humidity

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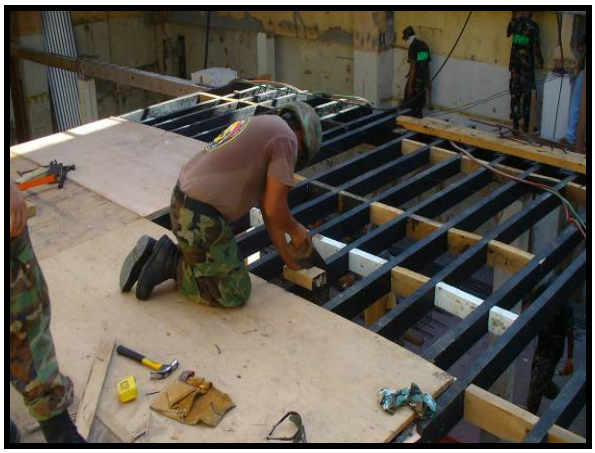
Significant QC Issues: None

Significant Design Issues: No design available.

Significant Material Issues: Warped lumber of inconsistent dimensions.



Floor Bridging Construction

Completed Floor

Jolo Co-op
Jolo City, Philippines

Project Scope: The project scope consisted of assisting local contractors and Non Government Organization volunteers with the installation of the second floor to include joists, bridging, and sheeting.

Personnel:	7 Seabees	
Duration:	07 March 07 - 14 March 07	
Mandays Expended:	NMCB THREE:	55
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD Tasked to NMCB THREE:	55
	Total Project MD:	55
Material Cost:	Unknown. Much of the materials were donated.	
Cost Avoidance:	$19,300	

Significant Safety Issues: Heat and humidity. Crowded worksite with overhead work.

Significant QC Issues: None

Significant Design Issues: Design was incomplete and lacking details.

Significant Material Issues: Lumber was warped and of inconsistent dimensions.

Road Prior to Improvement

Road Nearing Completion

Road Construction
Indanan, Philippines

Project Scope: The project scope consisted of repair of four kilometers of unimproved road including: grading and compacting the sub-base, grading and compacting two six inch lifts of gravel base, drainage improvement, V-ditch installation, road widening, and installation of culverts.

Personnel:	5 Seabees 6 Marines	
Duration:	17 February 07 - 15 March 07	
Mandays Expended:	NMCB THREE:	152
Tasking:	WIP at turnover: WIP at deployment completion: MD Tasked to NMCB THREE: Total Project MD:	0% 100% 152 152
Material Cost:	$147,000	
Cost Avoidance:	$53,200	

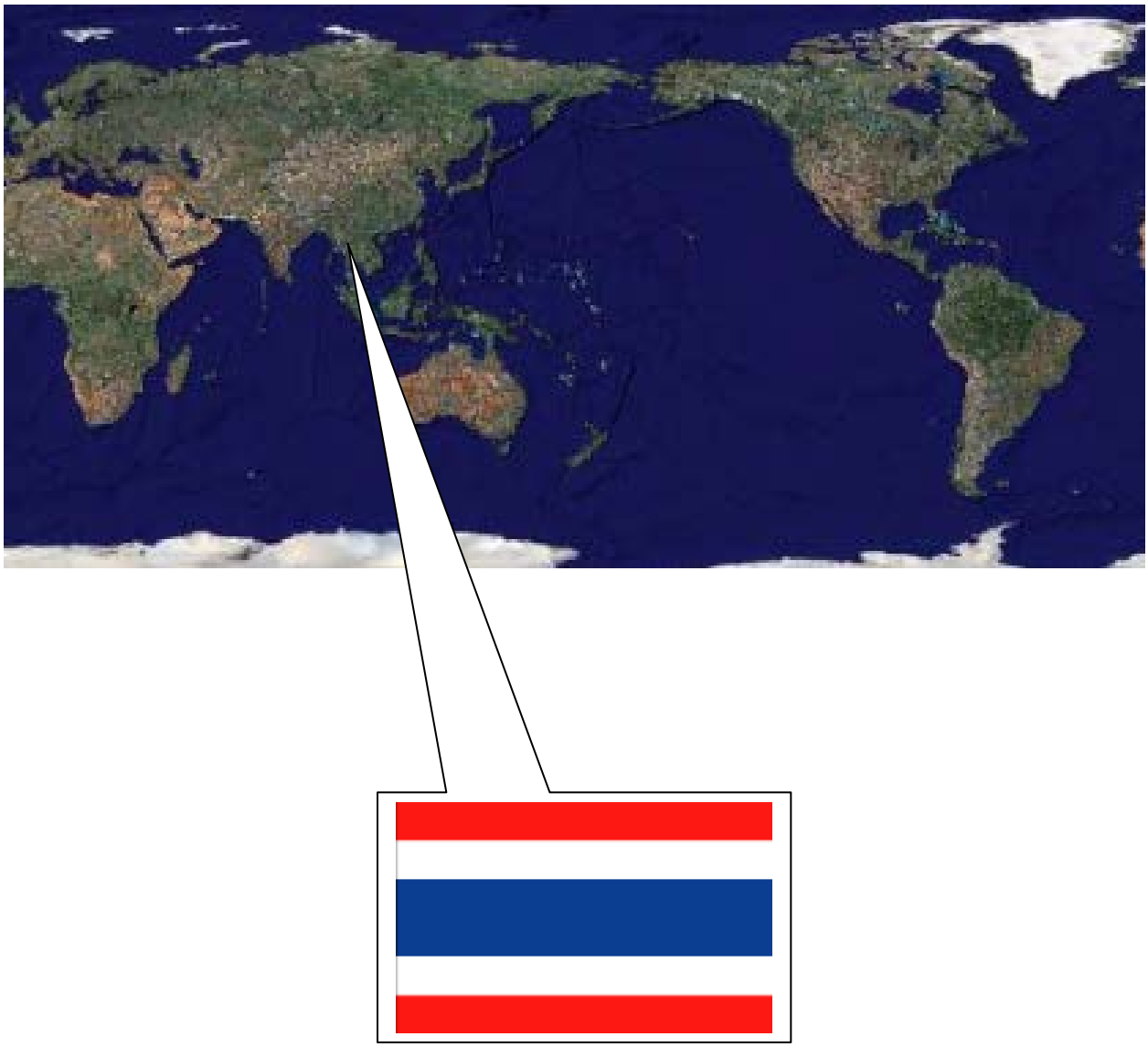
Significant Safety Issues: Large equipment operating in close proximity and tight spaces.

Significant QC Issues: None

Significant Design Issues: No design available.

Significant Material Issues: Aggregate was 2”-3” clear. Soil was extremely fine and powdery.

COBRA GOLD
PROJECT SUMMARIES



"BETTER THAN BEST"

SITE SUMMARY

On 07 April 07, NMCB THREE DFT COBRA GOLD deployed 41 Seabees from Okinawa, Japan to Bangkok, Thailand to work along with Singaporean, Japanese, and Indonesian Humanitarian Civil Assistance Force to execute Humanitarian Civil Assistance (HCA) and Engineer Civil Assistance Program (ENCAP) projects to contribute to the economic and social development of selected Thai communities and strengthen the professional relationship between the host nation and participating various national military forces.

NMCB THREE's purpose was to work along side Royal Thai Marine Corps and Royal Thai Army Engineers to construct structures in two remote locations in the Kingdom of Thailand. The scope of work included construction of two separate 11m x 24m buildings, one was a galley structure in Wat Nong Grab (ENCAP site one) and the other was a recreational building in Ban Bang Pu (ENCAP site three). Each building consisted of a concrete slab, 16 concrete pre-cast columns, CMU block walls, eight pre-fabricated steel trusses, intermediate reinforcing steel, and concrete roofing tiles. Each site Officer in Charge also had the option to do additional work for the enhancement of the school providing the main projects were on schedule.

DFT COBRA GOLD completed each tasking ahead of schedule, which provided the opportunity to conduct smaller side projects. At Wat Nong Grob, construction was started on a 3m x 3m storage building adjacent to the main school building at the request of the principal. Construction of a driveway and a sidewalk at Ban Bang Pu was accomplished using left over concrete from the original BOM. After successfully completing their assigned tasking and the additional projects, the Detail returned to the mainbody in Okinawa on 22 May 07.

NMCB THREE Detail COBRA GOLD and Royal Thai Marine Corps

Purlins Placed for Roof

Finish Photo

Galley Structure
Wat Nong Grab– Rayong Province

Project Scope: To construct an 11m X 24m CMU block building to be completed by 18 May 07 for official dedication and MEDCAP mission. The project tasking consisted of the construction of an open air style community center building with concrete floors, pre-cast columns, steel trusses and purlins with concrete roofing tiles.

Personnel:	21 Seabees 21 Royal Thai Marine Corps	
Duration:	11 Apr- 17 May 07	
Mandays Expended:	NMCB THREE: Cumulative	756 756
Tasking:	WIP at turnover: WIP at deployment completion: MD Tasked to NMCB THREE:	0% 100% 756
Material Cost:	$30,424	
Cost Avoidance:	$277,550	

Significant Safety Issues: Thai construction methods are not exactly the safest and there was no safety plan in their daily routine.

Significant QC Issues: The quality of work laying the block was adequate but not exceptional. The Thai forces knew the stucco would be covering the block so they did not care about the joints and proper spacing.

Significant Design Issues: The drawings are old and need to be redrawn properly. There were also times where the Thai Forces did not go exactly by design details but rather with ways that they knew worked.

Significant Material Issues: The pricing on some of the materials seemed a bit high compared to the local vendor prices. The quality of the materials themselves was quite good.


Placing First Column


Finish Photo

School Building
Ban Bang Pu– Hua Hin Province

Project Scope: To construct an 11m X 24m CMU block building to be completed by 18 May 07 for official dedication and MEDCAP mission. The project tasking consisted of the construction of an enclosed classroom style building with concrete floors, pre-cast columns, steel trusses and purlins with concrete roofing tiles.

Personnel:	20 Seabees 16 Royal Thai Army	
Duration:	11 April 07 - 13 May 07	
Mandays Expended:	NMCB THREE: Cumulative:	640 640
Tasking:	WIP at turnover: WIP at deployment completion: MD Tasked to NMCB THREE:	0% 100% 640
Material Cost:	$31,751	
Cost Avoidance:	$277,550	

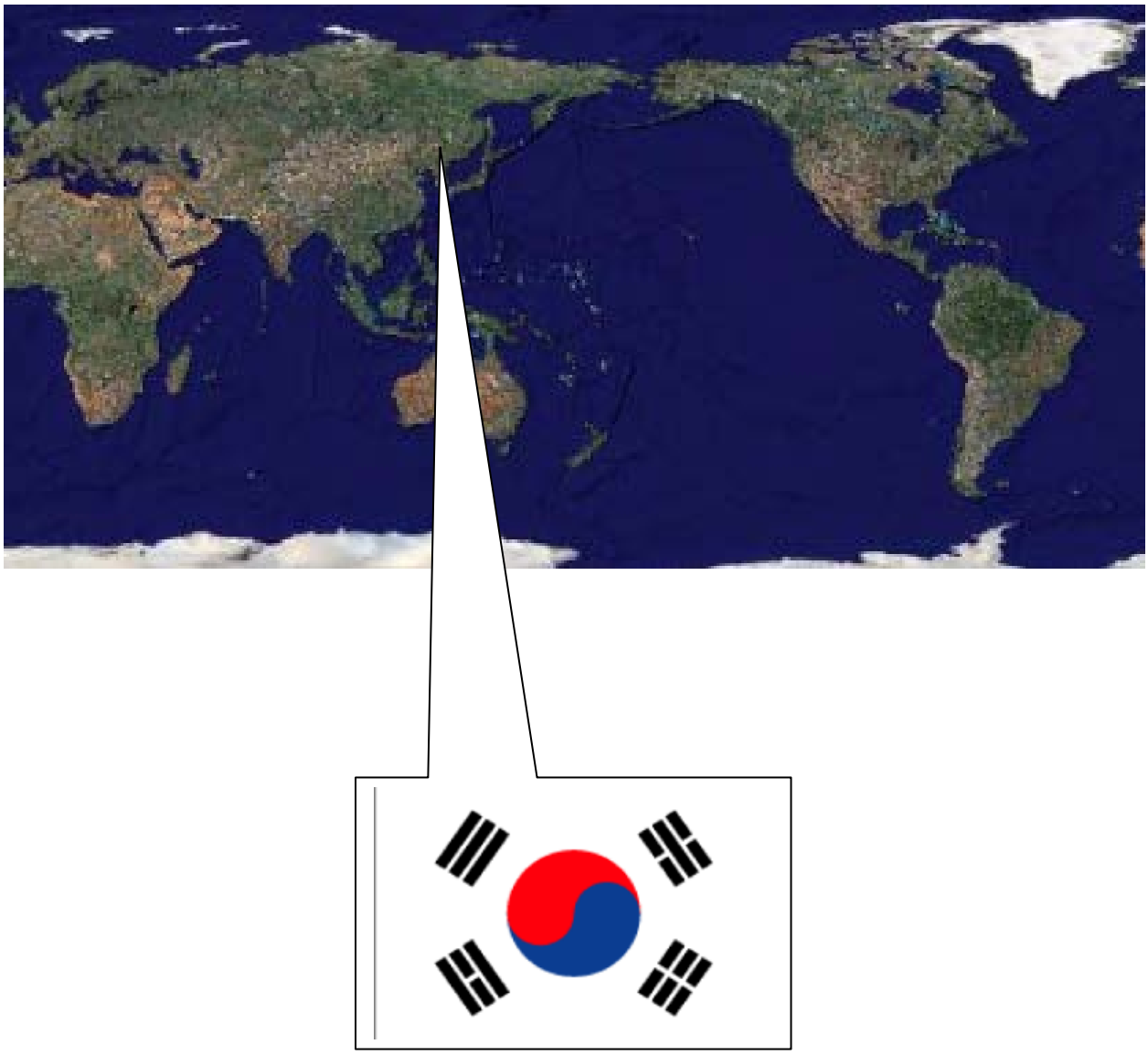
Significant Safety Issues: Thai construction methods are not exactly the safest and there was no safety plan in their daily routine.

Significant QC Issues: When placing the window frames, they did not pour an overhead lintel. They placed block on top of the wooden window frame with limited 6mm rebar. As mentioned with site one, the joints were non-uniform because of the fact that they knew it would be covered with stucco.

Significant Design Issues: The drawings are old and need to be redrawn properly.

Significant Material Issues: There was a shortage in materials and because of the remote location it took a few days to obtain the materials.

RSO&I / FOAL EAGLE
PROJECT SUMMARIES



"BETTER THAN BEST"

SITE SUMMARY

On 17 March 07 NMCB THREE Detail RSO&I deployed from Okinawa, Japan and Chinhae, Korea to Pohang, Korea in order to conduct a bilateral Rapid Runway Repair (RRR) exercise with 6th Air Wing, ROK Navy. Upon completion of RRR, the Detail traveled to Seoul on 25 March 07 to conduct a bilateral non-standard fixed bridging exercise with the 1175th Engineer Group, ROK Army. The focus of the RRR training was to integrate and improve RRR techniques utilizing the Folded Fiberglass Matting (FFM) instead of the traditional AM2 matting. The focus of the bridging was to deploy both the Medium Girder Bridge (MGB) and the Bailey Bridge while working with the ROK Navy and Army Engineers.

The purpose of the exercise was to maintain an already outstanding relationship with the ROK Navy and Army construction forces in a training environment and return to Okinawa and Chinhae with a better understanding of the ROK contingency construction methods.

Detail RSO&I deployed 22 Seabees from two separate locations (12 Seabees from Okinawa and 10 Seabees from Chinhae) to complete the training. The detachment first stood up in Pohang at the CNFK compound located on the ROK Marine Base. Detail RSO&I was tasked with two missions, the RRR exercise in Pohang and the bridge construction exercise in Seoul.

Both training evolutions took place without any mishaps and both were a complete success. The 6th Air Wing and 1175th Engineer Group proved to be extremely skilled with their respective missions, and the Seabees of NMCB THREE were genuinely pleased to work with them. Both ROK and US military senior leadership were impressed with the integration and teamwork displayed during the RSO&I exercises.

Unfolding FFM

FFM Placed Over the Crater

Rapid Runway Repair
Pohang, Korea– ROK Air Base

Project Scope: To conduct rapid runway repair on a 10m crater utilizing the folded fiberglass matting with US and ROK forces. The final training exercise consisted of a scripted exercise on 23 March 07 where the US and ROK forces conducted a repair of the crater.

Personnel:	22 Seabees (3 Overhead 19 Direct Labor) 21 ROK Navy	
Duration:	18 March 07 -24 March 07	
Mandays Expended:	NMCB THREE:	114
Tasking:	MD Tasked to NMCB THREE:	114
Material Cost:	$0	
Cost Avoidance:	$0	

Significant Safety Issues: Movement of CESE around personnel.

Significant QC Issues: Ensure that there was no damage to the FFM.

Significant Design Issues: No design required for this exercise.

Significant Material Issues: None

Constructing Bailey Bridge

Constructing MGB

Bridging Exercise
Seoul, Korea – 1175th ROK Engineer Group

Project Scope: Deploy the Bailey Bridge and Medium Girder Bridge (MGB) over a four day training evolution. Disassemble and reassemble until the team is proficient at deploying the bridging systems.

Personnel:	22 Seabees (3 Overhead 19 Direct Labor) 60 ROK Navy	
Duration:	26 March 07- 30 March 07	
Mandays Expended:	NMCB THREE:	95
Tasking:	MD Tasked to NMCB THREE:	95
Material Cost:	$0	
Cost Avoidance:	$0	

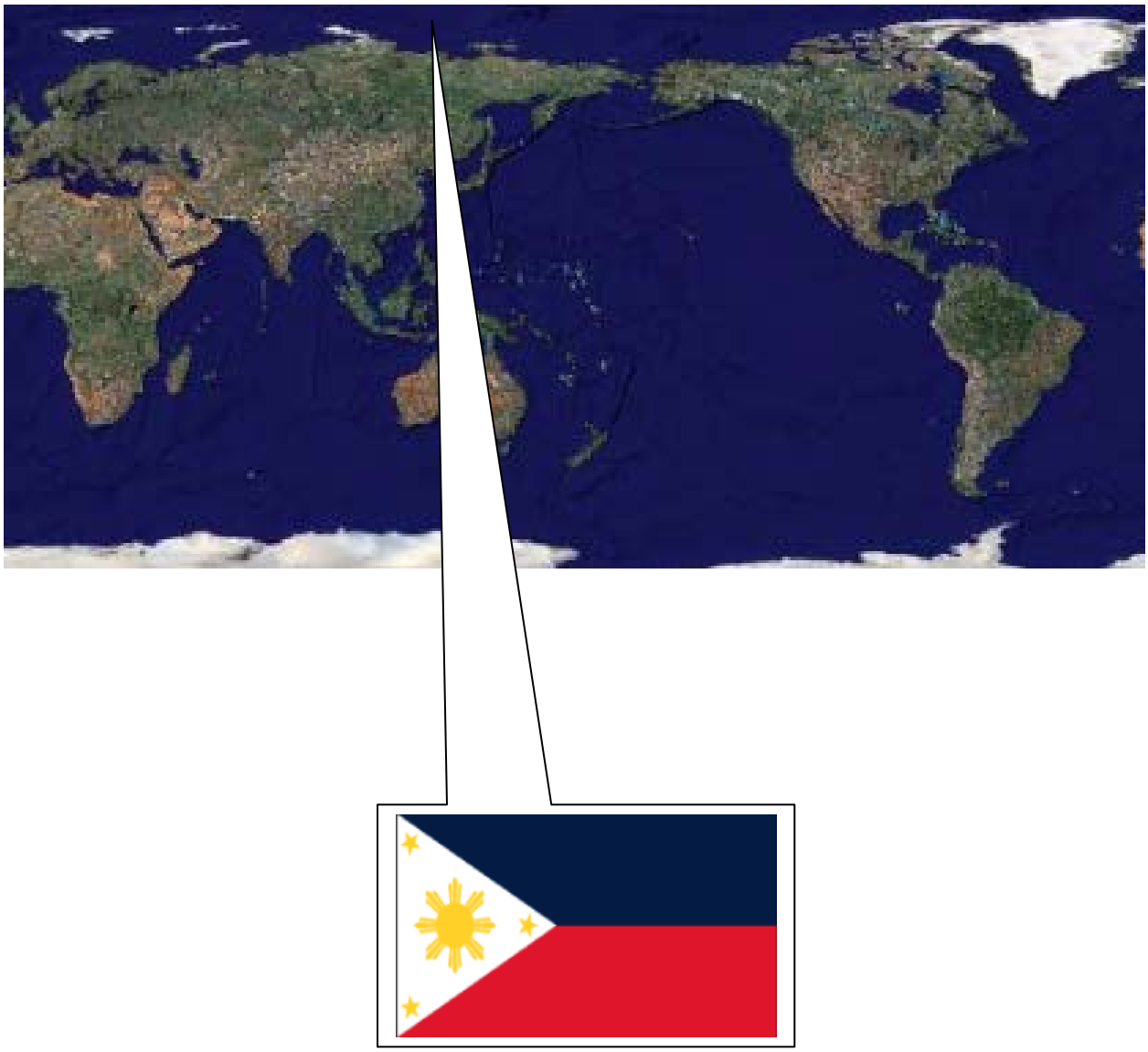
Significant Safety Issues: Pinch points while constructing bridges.

Significant QC Issues: None

Significant Design Issues: No design required for this exercise.

Significant Material Issues: None

OPERATION GOODWILL
PROJECT SUMMARIES



"BETTER THAN BEST"

SITE SUMMARY

In December 2006, the Philippines were hit with two strong typhoons uprooting trees and causing infrastructure damage. In response to these disasters, NMCB THREE Deployed 15 Seabees to Legazpi City in the Philippines to support Humanitarian efforts coordinated by the 7th Fleet. Engineer Detachment, 3d Marine Expeditionary Brigade consisting of NMCB THREE and MWSS 172, was tasked to participate in an Engineering Civic Action Project (ENCAP) and Community Relations (COMREL) mission, OPERATION GOODWILL III. The engineer detachment worked alongside a medical and dental detachment to maintain and enhance cooperation with the Republic of the Philippines (RP) through focused COMREL and Civilian Military Operation projects IVO the Legazpi Region in the Albay province of the Philippines.

The purpose of this mission was to enhance legitimacy of the United States/Republic of the Philippines (RP) alliance and relationship with local populace. It also supported the RP War on Terrorism by denying the local populace a reason to abandon their government and become sympathetic to terrorist organizations.

The engineer detachment was formed upon embarkation on the USS Comstock in Okinawa, Japan on 09 March 07, and consisted of 15 Seabees from NMCB THREE and 43 Marines from MWSS 172. Upon arrival and the start of work in the Philippines they were joined by COMREL volunteers from the National Red Cross (Philippine Chapter), USS Comstock and the AFP Navy and Marines. Also joining them were approximately 25 engineers from the AFP 565th Engineer Construction Battalion. Project crews ranged daily from 50 to 80 personnel.

Over six days, the Detachment spread throughout Albay Province primarily IVO Legazpi City. The two main project sites were the towns of Rawis and Guinobatan, Albay. Rawis Elementary School was the recipient of a newly refurbished building with three classrooms available for use. The M.O. Ranola Memorial School (MORMS) was a recipient of two newly refurbished buildings with 11 new classrooms available for use. There were seven COMREL and MEDCAP (Medical Civic Action Project) sites that include Guinobatan, Travesia, Tagas, Tabobtabon, Binatayan, Taysan, and Rawis. The engineer detachment concentrated their efforts at the two school sites and moved approximately 25 truck loads of debris, cut down over 20 uprooted trees caused by the typhoons, painted, and performed general clean-up in addition to completing the school buildings.

OPERATION GOODWILL ENCAP Construction Team

Arrival Condition


Finished Photo

M.O. RANOLA MEMORIAL SCHOOL (ADMIN BLDG)

Project Description: A two story building measuring 37' X 133' that housed the school's administration offices and five classrooms. Scope of work incorporated the repair and refurbishment of these spaces including but not limited to replacement of galvanized roof sheeting replacement of damaged purlins (40%), installation of eaves and fascia boards, and painting of the fascia boards.

Personnel:	16 (USMC Engineers), 3 (Seabees), 10 (Phil Army Engineers) Total PAX = 29
Duration:	13 March 07 - 18 March 07
Mandays Expended	200 (21 by Seabees)
Tasking:	

WIP at turnover/start:	0%
WIP at completion:	100%
MD Tasked to Engr DET:	200
Total Project MD:	200

Material Cost:	$5,000
Cost Savings:	$7,350

Significant Safety Issues: Occasional thunderstorms delayed completion of the project. Building height, limited amounts of scaffolding and fall PPE. Cut and scrape risks due to corrugated steel and rubble clean up. The effects of high temperature and humidity on non-acclimatized personnel were a concern.

Significant QC Issues: Poor material quality.

Significant Design Issues: None.

Significant Material Issues: All materials were provided by local vendors, and were of poor quality. Inappropriate or wrong materials were exchanged in a short period of time, but with limited time available, this impacted the detachment's ability to accomplish more work.


Arrival Condition


Finished Photo

M.O. RANOLA MEMORIAL SCHOOL (HISTORY BLDG)

Project Description: A two story building that housed six history classrooms that were to be refurbished. The scope of work included the following: repair existing roof, repair ceiling grid, install new ceiling in all classrooms, install new partition walls, and interior/exterior painting.

Personnel: 4 (USMC Engineers), 4 (Seabees), 6 (Phil Army Engineers)
Total PAX = 14

Duration: 13 March 07 - 18 March 07

Mandays Expended: 105 (30 by Seabees)

Tasking:

WIP at turnover/start:	0%
WIP at completion:	100%
MD Tasked to Eng DET:	105
Total Project MD:	105

Material Cost: $4,000

Cost Savings: $10,500

Significant Safety Issues: Occasional thunderstorms delayed completion of the project. The effects of high temperature and humidity on non-acclimatized personnel were a concern. Overhead demolition

Significant QC Issues: Poor material quality.

Significant Design Issues: None.

Significant Material Issues: All materials were provided by local vendors, and were of poor quality. Inappropriate or wrong materials were exchanged in a short period of time, but with limited time available, this impacted the details ability to accomplish more work.


Arrival Condition


Finish Photo

RAWIS ELEMENTARY SCHOOL

Project Description: A single story 26' X 60' building with three classrooms. This building was constructed under the US-RP Bayanihan initiative in 1973-75. The scope of work included installation of new roofing, new ceiling installation, repair of damaged truss members, purlin & eave replacement, installation of new partition walls, replacement of damaged windows & installation of new doors.

Personnel:	20 (USMC Engineers), 7 (Seabees), 16 (Phil Army Engineers) Total PAX = 43	
Duration:	13 March 07 - 18 March 07	
Mandays Expended:	260 (42 by Seabees)	
Tasking:	WIP at turnover/start:	0%
	WIP at completion:	100%
	MD Tasked to Engr DET:	260
	Total Project MD:	260
Material Cost:	$6,000	
Cost Savings:	$14,700	

Significant Safety Issues: Occasional thunderstorms delayed completion of the project. Building height, limited amounts of scaffolding and fall PPE. Cut and scrape risks due to corrugated steel and rubble clean up.
The effects of high temperature and humidity on non-acclimatized personnel were a concern.

Significant QC Issues: Poor material quality.

Significant Design Issues: None.

Significant Material Issues: All materials were provided by local vendors, and were of poor quality. Inappropriate or wrong materials were exchanged in a short period of time, but with limited time available, this impacted the details ability to accomplish more work.


Sailors and Handing out Candy


Sailors and Gather with Locals

COMREL
M.O. RANOLA MEMORIAL SCHOOL

Project Description: COMREL projects occurred concurrently and were collocated with the ENCAP at this location. COMREL personnel were OPCON to the site OIC, LTJG Brown. COMREL projects supported the ENCAP effort whenever possible. Three additional classrooms were painted. Additional efforts included general grounds maintenance and interaction with students.

Personnel:	20 (USN USS Comstock), 10 (PN Sailors), 10 (NGO Volunteers) Total PAX = 40 (Approximate, varied daily)
Duration:	13 March 07 -18 March 07
Percent Complete:	100%
Tasking:	Total Project MD: 240
Cost Savings:	$84,000

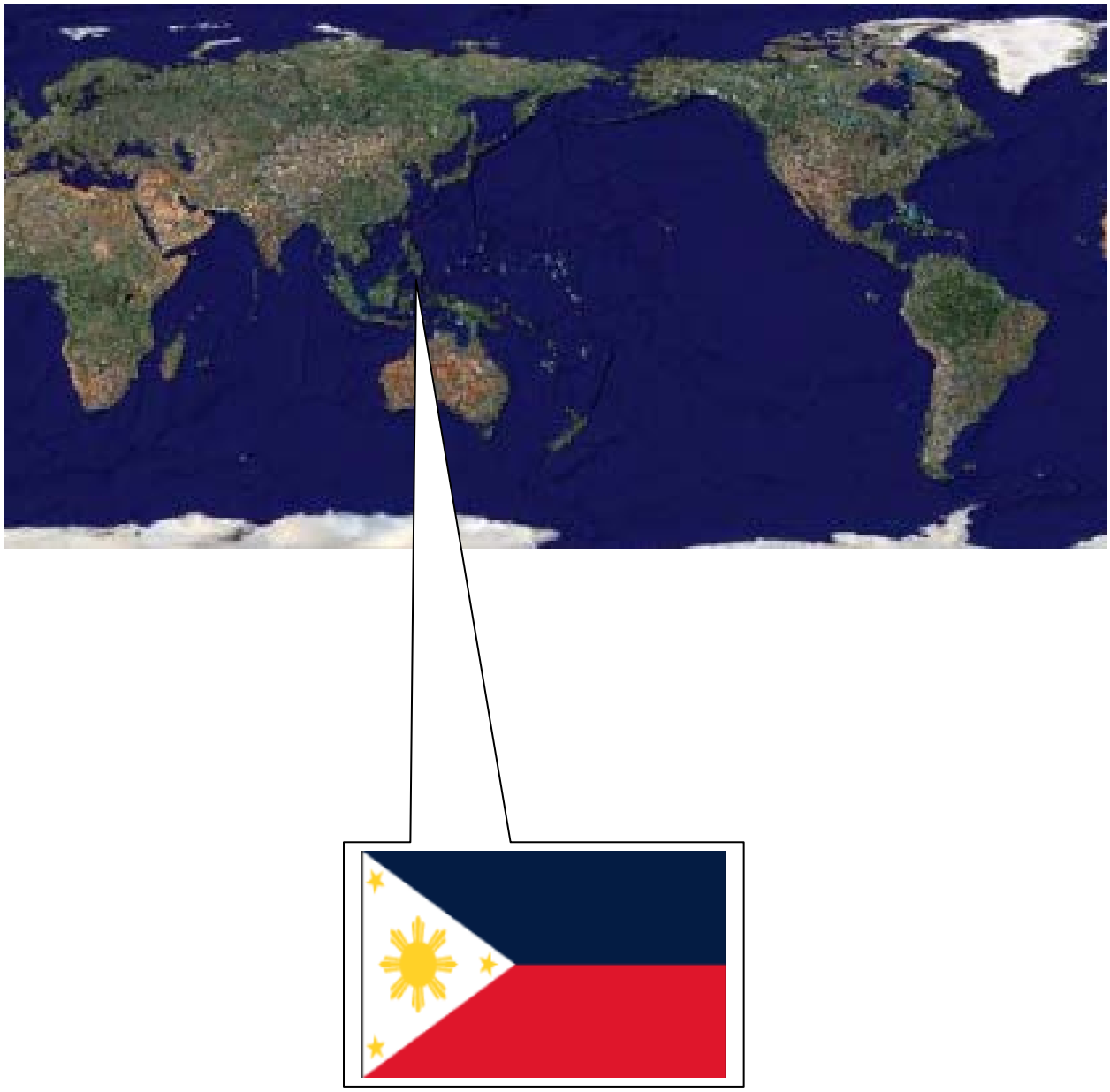
Significant Safety Issues: The effects of high temperature and humidity on non-acclimatized personnel were a concern.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

PACIFIC HORIZON/ FRIENDSHIP PROJECT SUMMARIES



"BETTER THAN BEST"

SITE SUMMARY

In January 2007, NMCB THREE deployed 14 Seabees to General Santos City in the Philippines to support humanitarian efforts coordinated by the 7th Fleet. "Team Engineer", consisting of NMCB THREE and Marine Wing Support Squadron (MWSS) 172, was tasked to participate in a Humanitarian Assistance (HA) / Community Relations (COMREL) mission called OPERATION PACIFIC HORIZON, also known as PROJECT KAIBIGAN, which translates to PROJECT FRIENDSHIP. "Team Engineer" worked alongside Seventh Fleet and USS Blue Ridge sailors in order to conduct civil military operations in support of expanding positive US influence in the Pacific AOR.

The purposes of this mission were to enhance legitimacy of the United States / Republic of the Philippines (RP) alliance and relationship with local populace, continue to support the RP against the War on Terrorism, enforce Maritime Influence Strategy (MIS) objectives, and maintain Theater and Pacific Partnership STRATCOMM / IO themes.

"Team Engineer" was formed upon embarkation on the USS Blue Ridge in Okinawa, Japan on 01 February 07, and consisted of 14 Seabees from NMCB THREE and 43 Marines from MWSS 172. "Team Engineer" participated in a total of nine HA / COMREL projects in three Philippine cities; Manila, Cebu, and General Santos City. The projects ranged from general maintenance, painting, building improvements, utility work, and new construction.

Twelve Seabees and 41 Marines deployed by air from Manila, RP to General Santos City on 09 February 07, and rejoined the USS Blue Ridge on 18 February 07. Two Seabees and two Marines stayed onboard the USS Blue Ridge to function as the subject matter experts for the Manila and Cebu projects.

Chango Primary School Project

Constructing Platforms

PROJECT KAIBIGAN
Manila, Philippines – Manila High School

Project Scope: The project tasking consisted of general maintenance and minor construction in three separate classrooms: a double classroom, a filing room, and an electrical classroom. Minor construction included the fabrication of partitions, teacher platforms, and soffit work.

Personnel:	1 (Seabee) 1 (Marine) 25 (USS Blue Ridge Sailors)	
Duration:	09 February 07	
Mandays Expended:	NMCB THREE: Cumulative	1 1
Tasking:	WIP at turnover: WIP at deployment completion: MD Tasked to NMCB THREE: Total Project MD:	0% 100% 1 1
Material Cost:	$1,868.82	
Cost Avoidance:	$350.00	

Significant Safety Issues: Extreme heat and humidity.

Significant QC Issues: Unskilled labor.

Significant Design Issues: None

Significant Material Issues: None


Sitting Therapy Aids


Parallel Bars

PROJECT KAIBIGAN
Manila, Philippines – Trichet Learning Center

Project Scope: The project tasking consisted of general maintenance, minor construction, and the installation of prefabricated physical therapy aids. General maintenance included repairing tables, fixing a toilet, and painting. Minor construction included building a partition.

Personnel:	12 (Seabees – Prefabrication of physical therapy aids on 27 January 07) Work on site: 1 (Seabee) 1 (Marine) 13 (USS Blue Ridge Sailors)	
Duration:	27 January 07 – Prefabrication of therapy aids 09 February 07 – Work on Site	
Mandays Expended:	NMCB THREE: Cumulative	7 7
Tasking:	WIP at turnover: WIP at deployment completion: MD Tasked to NMCB THREE: Total Project MD:	0% 100% 7 7
Material Cost:	$870	
Cost Avoidance:	$2,450	

Significant Safety Issues: Extreme heat and humidity.

Significant QC Issues: Unskilled labor on site.

Significant Design Issues: None

Significant Material Issues: Wrong lumber was originally delivered to site. Shortage of lumber in local vicinity. Wrong paint color delivered to site. Lack of fastener material (nails, screws, etc).

Painting Classrooms

PROJECT KAIBIGAN
Cebu, Philippines – Lo-ok High School

Project Scope: The project tasking consisted of fixing a ceiling, installing jalousie windows, and painting.

Personnel:	1 (Seabee) 1 (Marine) 15 (USS Blue Ridge Sailors)	
Duration:	13 February 07	
Mandays Expended:	NMCB THREE: Cumulative	1 1
Tasking:	WIP at turnover: WIP at deployment completion: MD Tasked to NMCB THREE: Total Project MD:	0% 100% 1 1
Material Cost:	$965	
Cost Avoidance:	$350	

Significant Safety Issues: Extreme heat and humidity.

Significant QC Issues: Unskilled labor in site.

Significant Design Issues: None

Significant Material Issues: Jalousie windows were the wrong size, and were cut to fit window openings. Materials arrived late on site.

Painted Stage

PROJECT KAIBIGAN
Cebu, Philippines – Lo-ok Elementary School

Project Scope: The project tasking consisted of installing jalousie windows, painting a stage, and providing plastic chairs.

Personnel:	1 (Seabee) 1 (Marine) 10 (USS Blue Ridge Sailors)	
Duration:	13 February 07	
Mandays Expended:	NMCB THREE: Cumulative	1 1
Tasking:	WIP at turnover: WIP at deployment completion: MD Tasked to NMCB THREE: Total Project MD:	0% 100% 1 1
Material Cost:	$742	
Cost Avoidance:	$350	

Significant Safety Issues: Extreme heat and humidity.

Significant QC Issues: Unskilled labor in site.

Significant Design Issues: None

Significant Material Issues: Jalousie windows were the wrong size, and were cut to fit window openings. Materials arrived late on site.

Measuring Plywood for Ceiling Repair

School Children Enjoying the Seabee Visit

PROJECT KAIBIGAN
General Santos City, Philippines – Bawing Elementary School

Project Scope: The project tasking consisted of plastering a comfort room, renovating a clinic, patch and paint work, and general maintenance. However the scope of work increased to include stuccoing five additional comfort rooms, building a partition wall, roof and ceiling repair, installation of two toilets and drainage in two separate classrooms, and painting the exterior front wall. Over 10 bags of cement and 150 gallons of paint were used to improve the appearance of ten classrooms and four buildings.

Personnel:

On site 10 February 07 – 16 February 07:
3 (Seabees)
11 (Marines)
4 (AFP - Armed Forces Philippines – Philippine Army, 548th Engineering Construction Battalion)

On site 17 February 07:
3 (Seabees)
9 (Marines)
21 (USS Blue Ridge Sailors)
4 (AFP - Armed Forces Philippines – Philippine Army, 548th Engineering Construction Battalion)

Duration: 10 February 07 - 17 February 07

Mandays Expended:	NMCB THREE:	24
	Cumulative	24
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD Tasked to NMCB THREE:	24
	Total Project MD:	24

Material Cost: $1,207

Cost Avoidance: $8,400

Significant Safety Issues: Heat and humidity. Children in close proximity to work.
Significant QC Issues: None
Significant Design Issues: None
Significant Material Issues: Project materials were sent to wrong school and arrived late to project site.


Unfinished Classroom


Finished Classroom

PROJECT KAIBIGAN
General Santos City, Philippines – Bawing High School

Project Scope: The project tasking consisted of stuccoing four comfort rooms, constructing two doors, stuccoing a building exterior, plastering a building interior, painting three classrooms, painting four building exteriors, fixing a toilet, general maintenance, and painting a mural on the side of the building. Over 25 bags of cement and 150 gallons of paint were used to enhance the appearance of ten classrooms and four buildings.

Personnel:

On site 10 February 07 – 15 February 07:
- 4 (Seabees)
- 11 (Marines)
- 5 (AFP - Armed Forces Philippines – Philippine Army, 548th Engineering Construction Battalion)

On site 16 February 07:
- 4 (Seabees)
- 11 (Marines)
- 18 (USS Blue Ridge Sailors)
- 5 (AFP - Armed Forces Philippines – Philippine Army, 548th Engineering Construction Battalion)

On site 17 February 07:
- 3 (Seabees)
- 10 (Marines)
- 23 (USS Blue Ridge Sailors)
- 3 AFP (AFP - Armed Forces Philippines – Philippine Army, 548th Engineering Construction Battalion)

Duration: 10 February 07 - 17 February 07

Mandays Expended:	NMCB THREE:	24
	Cumulative	24
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD Tasked to NMCB THREE:	24
	Total Project MD:	24
Material Cost:	$1,207	
Cost Avoidance:	$8,400	

Significant Safety Issues: Heat and humidity. Children in close proximity of work.
Significant QC Issues: None
Significant Design Issues: None
Significant Material Issues: Project materials were sent to wrong school and arrived late to project site.

Existing School

New Chango School

PROJECT KAIBIGAN
General Santos City, Philippines – Changco Elementary School

Project Scope: The project tasking consisted of constructing a new 7m by 18m school building that contains two school rooms and two comfort rooms. The foundation, block work, and columns had been placed prior to arrival; however the scope included construction of the roof, walls, plumbing, electrical, septic tank, and finish work.

Personnel:

On site 10 February 07 – 17 February 07:
5 (Seabees)
13 (Marines)
21 (AFP - Armed Forces Philippines – Philippine Army, 548th Engineering Construction Battalion)

On site 18 February 07:
5 (Seabees)
13 (Marines)
28 (USS Blue Ridge Sailors)
21 (AFP - Armed Forces Philippines – Philippine Army, 548th Engineering Construction Battalion)

Duration: 10 February 07 - 18 February 07

Mandays Expended:

NMCB THREE:	36
Cumulative	36

Tasking:

WIP at turnover:	0%
WIP at deployment completion:	100%
MD Tasked to NMCB THREE:	36
Total Project MD:	36

Material Cost: $6,287

Cost Avoidance: $12,600

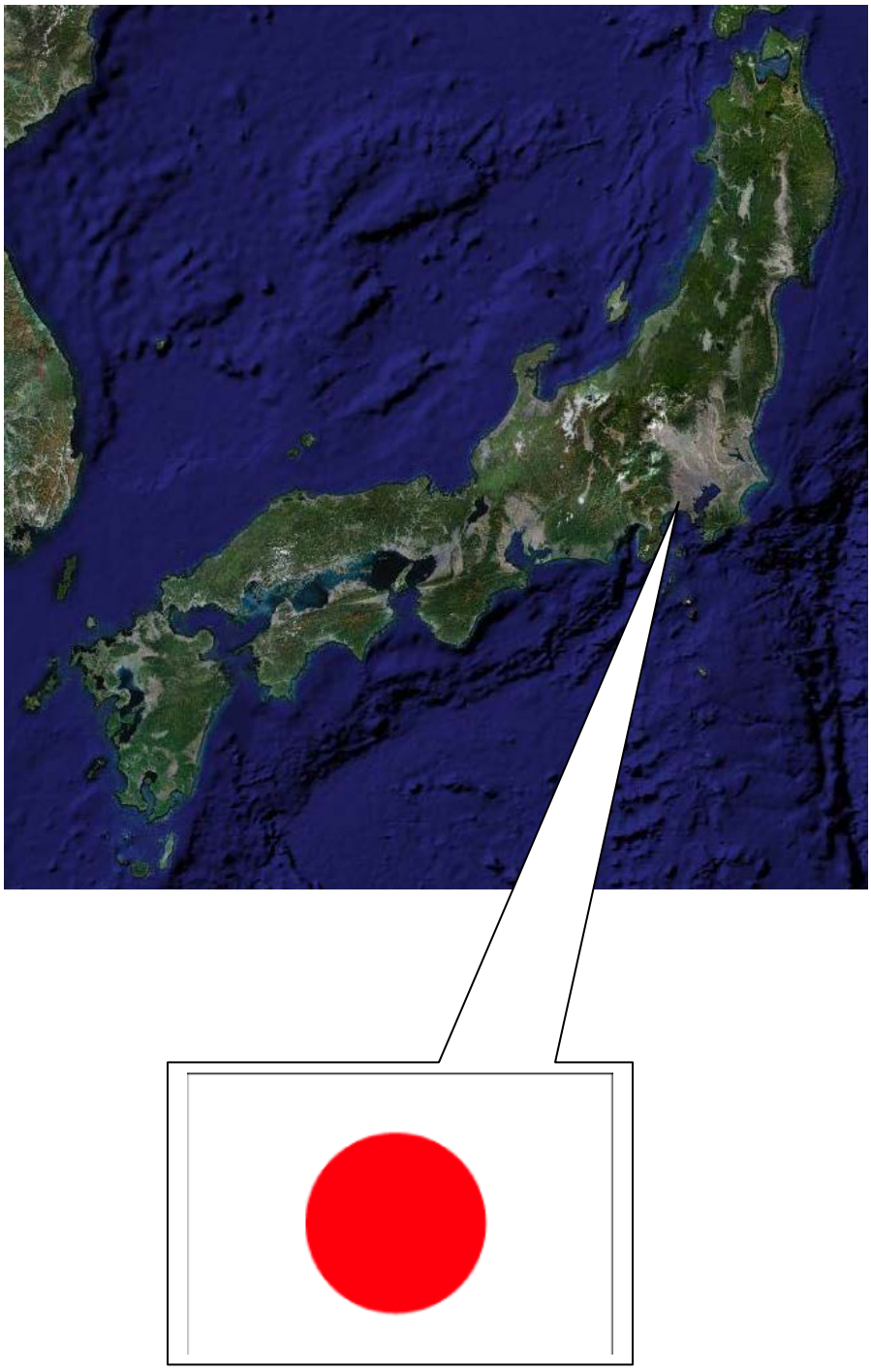
Significant Safety Issues: Heat and humidity. Overhead work. Electrical work.

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: Materials arrived late on site on several occasions and impacted work productivity.

Detail Atsugi
PROJECT SUMMARIES



"BETTER THAN BEST"

SITE SUMMARY

NMCB THREE deployed 24 Seabees to Atsugi, Japan in support of Naval Air Facility Atsugi. Detail Atsugi was tasked to complete five construction projects and various OIC Discretionary projects totaling 1,808 man-days of construction effort. The tasked projects encompassed a variety of training opportunities for the Seabees, and provided the base some much needed structural and aesthetic improvements to prolong the useful life of their existing facilities.

The Construct Sidewalks/Retaining Wall project was a base improvement project that significantly improved the aesthetic and functional use of the MWR Headquarters Building and the recreational area adjacent to it. This project involved the demolition and replacement of 394 LF of dilapidated sidewalk along a heavily utilized athletic field and recreational area for the base. The entrance area to the MWR Headquarters Building received major upgrades. Three sets of aged concrete stairways that were misaligned with the existing building entrances were replaced with new concrete stairways complete with handrails. Additionally, 262 LF of concrete retaining wall with decorative face was placed parallel to the length of the front of the building.

The West Gate Bollards project presented many challenges. The entire project involved the installation of 48 high security fixed, manual assist, and two hydraulic bollard systems. This project also involved the construction of over 400 LF of steel reinforced and gravity-type retaining wall to fortify one of the main entrances to the Naval Air Facility installation. Once the remaining portion of this project is completed by NMCB SEVEN, the force protection capabilities of NAF will be significantly enhanced.

The crew that was tasked to construct the Retaining Wall for Building 1290 overcame design flaws, inclement weather, and the fact that most were relatively inexperienced at constructing gravity type retaining walls. This project entailed the construction of a 260 LF concrete retaining wall with a decorative face, an imitation bamboo fence, and the installation of 230 LF of 8" storm drain line for the Bachelor Enlisted Quarters Headquarters Building. The completion of this project alleviated a flooding and soil erosion problem that the barracks had been experiencing over the past few years during the rainy season.

The Construct Line Shacks project, located right off of the airfield flight line, involved the construction of three pre-fabricated steel structures complete with dual HVAC systems. These line shacks provide vital work and office spaces to six squadrons that are part of Carrier Air Wing FIVE. This project proved to be a great training opportunity for many of our young Seabees. The skills required for this project included just about every Seabee rating. Concrete work, steel fabrication, HVAC system installation, electrical service entrance, electrical rough-in and finish, and interior wall construction and finish work was included in the project scope.

The NAPRA PEB project was added after the 30 day ORI. The project consisted of replacing existing clamps and insulation for approximately 200 LF of copper tubing that was previously installed on this recently completed project. Also, the eye wash station that was installed needed a drain line. NMCB THREE was tasked with 50 man-days to complete these punch list items. The Seabee portion of this project was completed on 23 May 07.

OIC Discretionary projects and Camp Maintenance consisted of improvements to existing facilities and MWR recreational areas. The Golf Cart Path projects were the largest of the OIC Discretionary Projects and totaled about 90 man-days of construction labor. These projects involved the placement of approximately 300 LF of concrete sidewalk ranging from 6 ft to 12 ft in diameter at two locations at the Whispering Pines Golf Course. Another OIC Discretionary Project involved the construction of a 15 LF concrete retaining wall next to the enlisted barracks. Camp Maintenance work focused on the Detail spaces that were in dire need of a fresh makeover. Walls were patched and painted and floor tile was replaced in the main conference room. Also, electrical work was needed in a few office spaces to bring the building into compliance with the National Electric Code.


Arrival Condition


Finish Photo

Construct Retaining Wall Building 1290
AG4-896

Project Scope: Construct 260 LF of 1.4 ft to 4.6 ft high gravity type concrete retaining wall with decorative face; the installation of 260 LF of imitation bamboo fence; and the installation of 230 LF of 8" storm drain line.

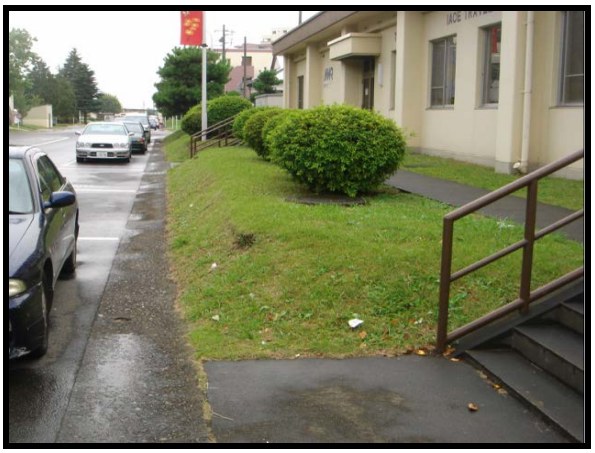
Personnel:	6	
Duration:	December 2006 – February 2007	
Mandays Expended:	NMCB ONE	128
	NMCB THREE	180
Tasking:	WIP at turnover:	42%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	180
	Total Project MD:	308
Material Cost:	$90,294	
Cost Savings:	$107,800	

Significant Safety Issues: Vehicular traffic was the main safety concern for this project. The crew coordinated with base security, to secure the immediate area, and re-route traffic flow to ensure the safety of the crew.

Significant QC Issues: The crewleader performed quality control inspections during all three phases of work. The most important issue was to ensure that all form work was level, plumb, and properly braced prior to the concrete placement. Also, 230 LF of 8" PVC storm drain line had to be redone due to faulty workmanship, incorrect height and slope.

Significant Design Issues: FAR submitted and approved to change the wall dimensions specified on the blueprints to the dimensions of the form design that was done prior to NMCB THREE arrival.

Significant Material Issues: None



Arrival Condition

Finish Photo

Construct Sidewalks/Retaining Wall Building 978
AG3-892

Project Scope: Construct 262 LF of 2.5 ft to 3.3 ft high concrete retaining wall with decorative face; place 3 sets of concrete stairs with handrails; construct 394 LF of 5.5 ft wide concrete sidewalk.

Personnel:	4	
Duration:	January 2007 – May 2007	
Mandays Expended:	NMCB THREE	511
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	511
	Total Project MD:	511
Material Cost:	$144,796	
Cost Savings:	$178,850	

Significant Safety Issues: Vehicular traffic was the main safety concern for this project. The crew coordinated with base security, to secure the immediate area, and re-route traffic flow to ensure the safety of the crew.

Significant QC Issues: Two of the three sets of stairs were placed and covered with a tarp at the end of the work day. During the evening, wind and heavy rain dislodged the tarp and severely degraded the finish of these stairs. The stairs were removed and replaced, because it was determined that they were not consistent with NCF quality standards.

Significant Design Issues: A FAR was placed and approved to alter a section of the retaining wall due to an existing manhole that wasn't reflected on the project prints. Project prints and dig permit didn't reflect the location of existing utility lines.

Significant Material Issues: The pre-cast retaining wall delivery was delayed three weeks due to vendor delays in completing the necessary documentation to allow their cranes to operate on base. This did not impact the original completion date of the project**.**

Arrival Condition

Turnover Condition

Construct Line Shacks
AG5-899

Project Scope: Install three 12 ft X 20 ft pre-engineered buildings for aircraft maintenance crews. Work shall include concrete foundations, heating & air conditioning, lighting and power systems.

Personnel:	6	
Duration:	February 2007 – June 2007	
Mandays Expended:	NMCB THREE	317
Tasking:	WIP at turnover:	0%
	WIP at completion:	92%
	MD Tasked to NMCB THREE:	540
	Total Project MD:	593
Material Cost:	$126,722	
Cost Savings:	$ 207,550	

Significant Safety Issues: Working and operating vehicles and equipment right next to a heavily utilized flight line presented certain inherent dangers. Double hearing protection was required and following established flight line safety policies was paramount. Respirator qualification and use was necessary to apply the floor primer and paint. Keeping foreign object debris to a minimum on the job sites was critical.

Significant QC Issues: Frequent quality control inspections were necessary to ensure that all phases of construction were closely monitored and Q/C inspection points were thoroughly covered.

Significant Design Issues: The PEBs arrived on site prior to NMCB THREE's arrival. The original designs called for 1/4" steel I-beams in each building to support the suspended ceiling and HVAC equipment. The catalog cuts posted on the Seabee Portal for the PEBs that were received only provided steel studs. This required our Steelworker to fabricate steel support systems for each building.

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

Arrival Photo

Finish Photo

Install West Gate Bollards
AG5-801

Project Scope: Install 48 fixed, manual assist, and hydraulic bollard systems at two locations. Work includes the construction of one T-wall, one gravity type retaining wall, one guard shack, pavement demolition, new asphalt paving, and power connections.

Personnel:	7	
Duration:	February 2007 – May 2007	
Mandays Expended:	NMCB THREE	311
Tasking:	WIP at turnover:	0%
	WIP at completion:	65%
	MD Tasked to NMCB THREE:	374
	Total Project MD:	629
Material Cost:	$352,337	
Cost Savings:	$143,098	

Significant Safety Issues: Traffic control and vehicular traffic were the main safety concerns during project execution. The Detail and Project Safety Reps worked closely with base security to ensure that road guards, barricades and signs to reroute vehicular traffic were in place to ensure the safety of personnel.

Significant QC Issues: Proper formwork design for T-wall and gravity type retaining wall sections were critical. The Detail QC inspector monitored and thoroughly checked all QC check points during each phase of construction to ensure that the walls were constructed to design specifications. Delta Scientific Tech Rep support to certify the hydraulic system was necessary for the factory warranty.

Significant Material Issues: None.

Significant Material Issues: The original BM for the bollard system was incomplete. The FEAD Office reviewed the project prints and specifications to ensure that all of the manufacturer's system requirements were identified to ensure the proper installation of the hydraulic systems.


Arrival Condition


Finish Photo

NAPRA PEB Punch List Items
AG4-895

Project Scope: The original scope for this project was to construct a new 40' X 80' PEB, and a new 33' X 80' fire wall on east side of the new PEB. NMCB THREE was tasked with completing rework punch list items for this project and to coordinate remaining contract work that was not completed prior to the project BOD on 30 November 06. NMCB THREE tasking included the installation of 200 LF of pipe insulation, pipe clamps, and a drain line for an eye wash station.

Personnel:	2	
Duration:	May 2007 – May 2007	
Mandays Expended:	NMCB SEVENTY FOUR	146
	NMCB FOUR	683
	NMCB ONE	879
	NMCB THREE	50
Tasking:	WIP at turnover:	97%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	50
	Total Project MD:	1,758
Material Cost:	$565,672	
Cost Savings:	$18,459	

Significant Safety Issues: None.

Significant QC Issues: The copper tubing that was originally installed was not insulated, and the correct pipe support clamps were not used. Also, there was no drain line installed for the eye wash station.

Significant Design Issues: None.

Significant Material Issues: The OIC had to request additional funds from the 30th NCR to order the material needed to complete these punch list items.

OIC DISCRETIONARY & CAMP MAINTENANCE
DETAIL ATSUGI

PROJECT LISTING

MWR Golf Cart Path (Site One)	45
MWR Golf Cart Path (Site Two)	45
Bldg. 1290 Retaining Wall	5
Carrier Air Wing FIVE Sign	5
TOTAL MANDAYS EXPENDED	**100**

Golf Cart Path (Site One)

Arrival Condition

Finish Photo

Finish Photo

ATSUGI LABOR DISTRIBUTION SUMMARY

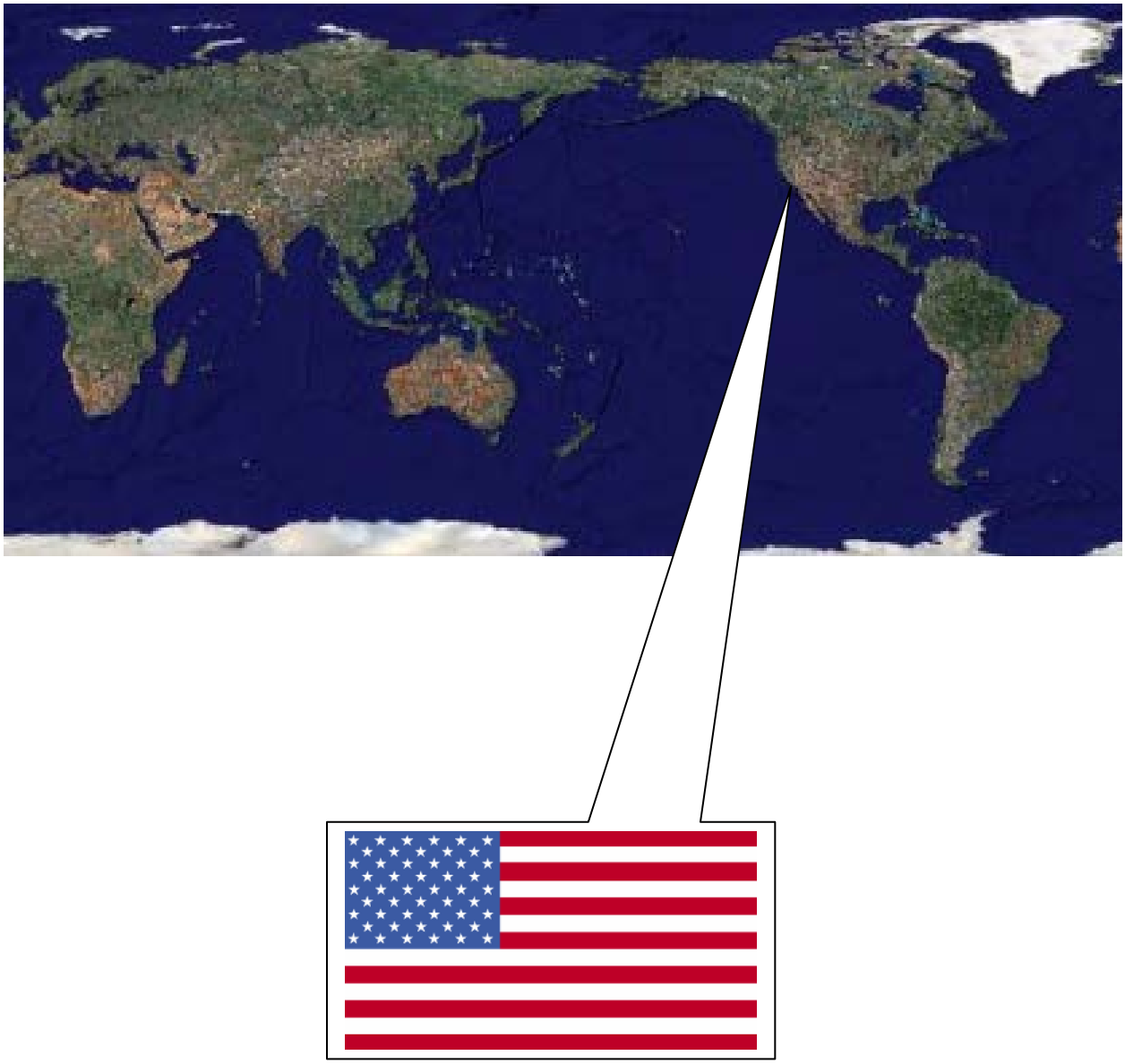
Month	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Total	% Total
Direct Labor MDs	135	278	300	234	408	283	131	**1769**	78%
Indirect Labor MDs[1]	66	68	27	31	41	35	25	**293**	13%
Readiness/ Training MDs	40	54	41	28	22	13	0	**198**	9%
Total MDs Exp	241	400	368	293	471	259	156	**2260**	100%
# Total Personnel	26	24	24	24	24	24	24		
# Direct Labor	17	17	17	17	18	17	17		
# Workdays	11	21	21	23	23	22	7	**128**	
% Direct Labor[2]	65%	71%	71%	71%	75%	71%	71%	**71%**	
Ideal Capability[3]	210	402	402	440	466	421	134	**2474**	
Availability Factor[4]	83%	83%	85%	60%	92%	70%	98%	**82%**	

NOTES:

1. Indirect labor MDs are the MDs spent on indirect activities by DL personnel. This should be any "X" coded time from timesheets.
2. % Direct Labor = (# Total Direct Labor for period)/Total personnel.
3. Ideal Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.125). Availability not factored in.
4. Availability Factor = (Direct Labor Man-days for period + Readiness/Training MDs)/ (MD Capability).

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

Detail Camp Pendleton
PROJECT SUMMARIES



"BETTER THAN BEST"

SITE SUMMARY

NMCB THREE Deployed 22 Seabees to Marine Corps Base Camp Pendleton to complete a project for the School of Infantry. Detail Camp Pendleton was given the honor of cutting the ribbon on Camp Pendleton's Bravo III Area Combat Town, which was the result of the efforts of many active and reserve Seabees over the past few years. Working on board Marine Corps Base Camp Pendleton gave the Seabees of NMCB THREE and thousands of Marines the opportunity to see how the other branch works. This project greatly enhanced the bond between the Navy/Marine Corps Team.

Bravo III Combat Town was a perfect Seabee project, providing outstanding training opportunities. When the fifth and final stage was completed, the Marines did not waste any time. They started training immediately, preparing their troops to deploy around the world in support of The Global War on Terror. NMCB THREE completed the last three buildings from the ground up, fabricated railings and stairs on four buildings from previous phases, completed a 780 foot brow ditch, and graded the entire town. The three buildings constructed by NMCB THREE were 2, 17, and 18. Building 2 was the showpiece. It was designed to be like a classroom, complete with a concrete stage in the front and a concrete counter in the rear for the evaluators. The building is 48'x24' with an overhead concrete roof. Buildings 17 & 18 are half height building, with the walls stopping at 4'. It allows the instructors to demonstrate the proper way to clear different rooms, and to allow them full view of students as they learn the proper procedures. NMCB THREE placed over 130 CD of concrete and placed over 2,900 SF of CMU block with over 24,000 lbs of mortar. The amount and quality of steel work was outstanding for the steel workers. They fabricated and installed steel safety rails around the third deck perimeter on two structures and one exterior stair case, using over 1,000 LF of 1 7/8" galvanized pipe. They also fabricated custom "floating stairs" in two structures. Using 12" c-channel, they welded 3" angle iron brackets, then bolted each step into the wall and filled them with concrete. The Equipment Operators used over 18 pieces of CESE to prepare the sub grade of each structure, grade roads and shape slopes. This complex grading between 18 buildings over the three acre site had to conform to strict environmental constraints.

The OIC Discretionary projects were also a huge success. The selection of projects did not only allow our Seabees the opportunity to improve on their other skill sets, but also left quality products for use by active duty and retired Sailors and Marines. This will leave a lasting impression of "Seabee Talent" long after the Detail is closed.

The San Onofre Beach Pavilions project gave the Detail Builders an opportunity to truly shine. A highly visible project located on the beach, San Onofre has a picnic facility that is used by active duty commands for a variety of events, including pre and post deployment parties. The pavilions were extremely run down, from missing shingles to holes in the roof. These facilities suffered from neglect and years of harsh ocean-shore climate. The Detail went in and demolished the existing roof, repaired all damage to the structure, then re-sheathed the roof with corrugated "R Panel" metal roofing. The virtually maintenance free final product came out perfect. Shortly after completion, the Seabees of Detail Camp Pendleton put the pavilions to use during their End of Deployment Party.

The multifunctional BEQ Deck project was very popular amongst the School of Infantry staff. Using the left over forming wood from the Combat Town, the crew constructed a beautiful 30' x 30' deck complete with a pergola, countertop, and permanent surrounding benches. It was presented as a gift to the School of Infantry as a "thank you" from the Seabees to a great host and for the opportunity to construct their new Combat Town.


Combat Town


Building #2 Complete

Construct Combat Town Phase V
CP1-803

Project Scope: Construct three CMU structures (BLDG 2, 17, and 18 listed in order of priority) with reinforced concrete slabs on grade, to include associated roadways, sidewalk, railing, stairs and grade work for drainage. Also include fabrication and installation of railing and stairs for Bldg 1, 3, 4, and 6. Other associated work included construction of site brow ditch. Retrograde all of Details assets and move out of Camp Pendleton location.

Personnel:	14	
Duration:	December 2006 - June 2007	
Mandays Expended:	NMCB THREE	1,111
Tasking:	WIP at turnover:	0% (Phases I-IV were complete)
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	1,111
	Total Project MD:	1,111
Material Cost:	$689,858	
Cost Savings:	$388,850	

Significant Safety Issues: Scaffolding and overhead form work. The crew was able to overcome these concerns due the scaffolding training received in homeport and the quality and condition of the aluminum overhead forming system.

Significant QC Issues: Concrete finish on our first placement, the first for most of the crew outside of Iraq or training environment. All concrete placements went well.

Significant Design Issues: No significant design issues.

Significant Material Issues: The biggest material issue was with the existing procurement system. Multiple times the Detail had to borrow smaller items like screws from other units. Some items that were ordered in the first month of deployment did not arrive until the final month of the deployment.

OIC DISCRETIONARY & CAMP MAINTENANCE
DETAIL CAMP PENDLETON

PROJECT LISTING

BEQ DECK	30
San Onofre Beach Pavilions	30
TOTAL MANDAYS EXPENDED	**60**

BEQ Deck

Finish Photo

Finish Photo

San Onofre Pavilions

San Onofre Pavilion Arrival Condition

Finish Photo

CAMP PENDLETON LABOR DISTRIBUTION

Month	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Total	% Total
Direct Labor MDs	50	137	215	250	288	270	0	1210	64%
Indirect Labor MDs[1]	71	118	109	52	84	89	28	523	28%
Readiness / Training MDs	3	21	24	53	21	23	14	145	8%
Total MDs	124	276	348	355	393	382	42	1878	100%
# Total Personnel	16	16	18	18	18	18	18		
# Direct Labor	10	10	14	14	14	14	14		
# Workdays	11	24	21	25	25	24	2	132	
% Direct Labor[2]	63%	63%	78%	78%	78%	78%	78%	73%	
Ideal Capability[3]	124	270	331	394	394	378	32	1922	
Availability Factor[4]	43%	59%	72%	77%	78%	78%	44%	64%	

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 + Readiness/Training MD)/(MD Capability)

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

Detail Chinhae
PROJECT SUMMARIES

"BETTER THAN BEST"

SITE SUMMARY

NMCB THREE deployed 26 Seabees to Chinhae, Korea to provide support to Commander Fleet Activities, Chinhae (CFAC). The combination of large scale construction projects, such as a two-story barracks project and the sometimes harsh, cold weather of the Korean winter proved to be a challenging yet a very rewarding experience. The projects and daily operations provided much needed in-rate construction training for the members of Detail Chinhae, most of whom had not yet done a peacetime construction deployment. There were also opportunities to experience the diverse Korean culture and strengthen U.S and Korean relations through a Community Relations project at an Orphanage on Koje-Do Island. These experiences, combined with the outstanding quality of life at the host base, provided a memorable deployment for the DET Chinhae Seabees.

DET Chinhae was tasked with three construction projects at CFAC. The K05-844, Construct 120-Man Open Bay Barracks Project was a large scale, two story building valued at $660K. The scope of the project was to construct an open bay barracks to include fire suppression system, HVAC system, common head facilities, and laundry facilities. The structure consisted of an erected steel frame with insulated metal roof and wall panels. Since the project was close to the MILCON threshold of $692K, meticulous attention was paid to the funding and the procurement of construction materials. This provided quite a challenge, as all remaining materials for the project were procured locally. A great deal of work was done by the Detail MLO staff to get local price quotes and identify needed materials to Base Supply Department personnel. The designs for the project also proved to be quite challenging, as they lacked detail and resulted in six Design Change Directives (DCDs). These DCDs resulted in an addition of 124 mandays. NMCB THREE took over the barracks at 62% and turned it over at 89%.

The second project DET Chinhae was tasked with was K06-850, Construct Concrete Stairs and Sidewalk. This highly visible project was greatly anticipated by the personnel of CFAC. The hill on which the staircase was constructed saw heavy pedestrian traffic before the completion of the project; the concrete stairs greatly increased the safety and convenience of walking across that particular section of the base. The project began in December and was completed in February.

NMCB THREE also completed warranty work at the K05-845 CBR Warehouse project. The rework consisted of interior utility lines that leaked, an exterior concrete V-ditch that did not drain properly and a leaking roof. All of the interior water lines that fed an interior bathroom needed to be reworked, and some of the bathroom utilities needed reinstallation. All of the warranty work totaled 100 mandays.

The Detail also maintained and operated 12 pieces of CESE at Chinhae. The maintenance of the CESE was performed through the shared use of the Public Works Transportation shops. Although this shared arrangement was not optimal, it proved to be adequate for this deployment.

The personnel of Detail Chinhae also had the unique opportunity to take on a Community Relations (COMREL) project with a local Korean Orphanage located on the southern Koje-Do Island. The project was to assist the Ai Kwang Won Orphanage with their mushroom planting operations, which they use to generate revenue to fund their operations. All of the Detail Chinhae Seabees spent a full day at the orphanage, manually moving large logs that were implanted with mushroom spores. It was a very rewarding way to spend a day, and gained attention from media such as the Armed Forces Network. The efforts were very much appreciated by the orphanage, and helped maintain good relations between the U.S. and the host nation.

Arrival Condition

Condition at Turnover

Construct 120 Man Two Story Open Bay Barracks
KO5-844

Project Scope: Construct 50'x 80' 120-man two story open bay barracks to include fire suppression system (contracted out), HVAC system(contracted out), common head facilities and laundry facilities. Structure consists of erected steel frame with insulated metal roof and wall panels.

Personnel:	14	
Duration:	December 2006 – June 2007	
Mandays Expended:	NMCB FOUR	878
	NMCB ONE	1186
	NMCB THREE	1255
	TOTAL	3332
Tasking:	WIP at turnover:	62%
	WIP at completion:	89%
	MD Tasked to NMCB THREE:	1255
	Total Project MD:	3471
Material Cost:	$660,169	
Cost Savings:	$443,800	

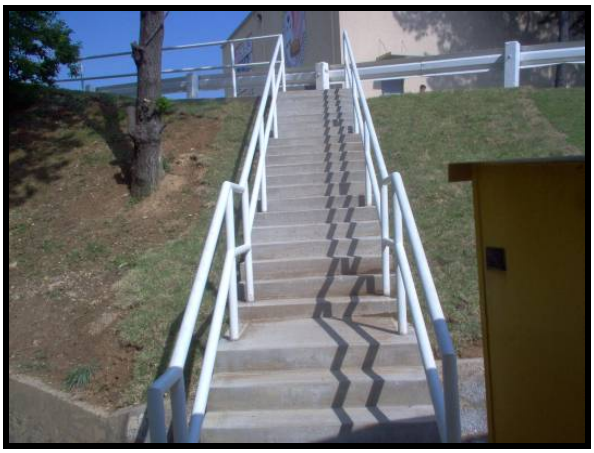
Significant Safety Issues: Working from elevated platforms and limited lay down area on site are the primary safety concerns. Direct oversight from onsite safety supervisor and Detail Safety was crucial to identify and minimize all safety hazards.

Significant QC Issues: Detail QC conducted daily inspections and utilizeed all 3-phases of QC process. Budget constraints required the re-utilization of materials. Due to the vast amount of interior finish work and the large number of design changes, thorough QC inspections were a must.

Significant Design Issues: Project drawings were vague with no specifications. Due to poor design, numerous design changes throughout the project created costly rework.

Significant Material Issues: Design changes along with challenges procuring materials locally resulted in some construction delays.

Arrival Condition



Finish Photo

Construct Concrete Stairs and Sidewalk
KO6-850

Project Scope: Construct concrete stairs and sidewalk near PW Transportation Department to include the fabrication and installation of steel handrails.

Personnel:	5	
Duration:	December 2006 – February 2007	
Mandays Expended:	NMCB THREE	110
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	110
	Total Project MD:	110
Material Cost:	$14,401	
Cost Savings:	$38,500	

Significant Safety Issues: Site work and excavation on hillside were the biggest safety concerns. Direct oversight from detail safety and safe work practices resulted in zero mishaps.

Significant QC Issues: Detail QC conducted daily inspections and utilized all 3-phases of QC. Placement and finishing of concrete in extreme cold and wet weather required special attention and extensive preparation.

Significant Design Issues: No significant design issues. Minor design changes to widen sidewalk and modify handrail design to accommodate tie-in with existing handrail

Significant Material Issues: No major material issues. There was a large lag time in landscape due to seasonal availability of sod.

Arrival Condition

Finish Photo

CBR Warehouse Warranty Work
KO5-845

Project Scope: Make necessary repairs to water supply to eliminate leaks, repair leaking roof, and adjust storm drain elevation to allow for proper drainage.

Personnel:	4	
Duration:	February 2007 – March 2007	
Mandays Expended:	NMCB THREE	76
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	100
	Total Project MD:	100
Material Cost:	$0 (All materials were reused or taken from MLO excess)	

Significant Safety Issues: Use of fall protection while on roofs. Direct oversight from detail safety and safe work practices resulted in zero mishaps.

Significant QC Issues: Reutilization of copper fittings along with the replacement of drywall and proper tile alignment after reworking and pressure testing of waterlines

Significant Design Issues: No significant design issues.

Significant Material Issues: No material issues. All materials were reused or drawn from MLO excess.

OIC DISCRETIONARY & CAMP MAINTENANCE
DETAIL CHINHAE

PROJECT LISTING

Community Relations Project	14
TOTAL MANDAYS EXPENDED	**14**

Ai Kwang Won Orphanage

Detail Chinhae Seabees Assisting the Ai Kwang Won Orphanage with Mushroom Planting

CHINHAE LABOR DISTRIBUTION

Month	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Total	% Total
Direct Labor MDs	117	269	258	331	336	305	**1616**	85%
Indirect Labor MDs[1]	11	21	19	12	12	11	**86**	5%
Readiness / Training MDs	37	32	32	37	33	31	**202**	11%
Total MDs	165	322	309	380	381	347	**1904**	100%
# Personnel	27	27	26	26	26	26		
# Direct Labor	16	16	16	16	16	16		
# Workdays	11	23	21	26	26	22	**129**	
% Direct Labor[2]	59%	59%	62%	62%	62%	62%	**61%**	
Ideal Capability[3]	198	414	378	468	468	396	**2322**	
Availability Factor[4]	78%	73%	77%	79%	79%	85%	**78%**	

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. Availability Factor = (Total Direct Labor Man-days + Readiness/Training MDs)/(MD Capability)

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

Detail Chinhae Seabees Hard at Work on KO5-844 Construct Two-Story Barracks

Detail Diego Garcia
PROJECT SUMMARIES

"BETTER THAN BEST"

SITE SUMMARY

NMCB THREE deployed 26 Seabees to support the US Navy Support Facility, Diego Garcia. Seabee's assigned to the Extend/Modify Public Works Building 138 project had a very challenging and training rich project. Heavy and frequent downpours mixed with intense equatorial heat, made the foundation work move along slowly. To add to the unpredictable weather patterns, the project prints and "As Built" drawings for the existing building lacked several critical details. Several RFI's were submitted to the ROICC during the first week of construction. This project was also the third modification to the building, and as a result, many unforeseen conditions existed. For example, most of the existing electrical wiring was not constructed to code, and had to be reworked. Those unforeseen conditions caused this project to double in mandays. Highlighting the project was the placement of 18 concrete columns and 2,000 SF of CMU to support the 77 CD concrete roof.

After experiencing a material delay for the Water Treatment Laboratory, the crew was reassigned to construct various sidewalks around the base. While battling the elements, 66 CD of concrete was placed within 700 linear feet of new sidewalk.

Upon the arrival of the materials, the Water Treatment Facility Laboratory project was underway. Various discrepancies were found in the project prints early and this gave the crew time to adjust accordingly. Having been on the island for two months, the crew understood exactly what quality standards were expected, and placed underslab utilities, the concrete foundation and six concrete columns and easily completed the tasked 188 mandays on schedule.

Arrival Condition

Condition at Turnover

Extend/Modify PWD Building 138
DG4-847

Project Scope: Construct 80' x 20' addition to the Public Works Building 138 to include 18 concrete column footers, 120 linear foot grade beam, 18 concrete columns, 1,886 square foot overhead concrete roof, interior finish and modifications to existing building.

Personnel:	18	
Duration:	December 2006 – June 2007	
Mandays Expended:	NMCB THREE	1568
Tasking:	WIP at turnover:	0%
	WIP at completion:	88%
	MD Tasked to NMCB THREE:	1,509
	Total Project MD:	1,703
Material Cost:	$187,059	
Cost Savings:	$59,605	

Significant Safety Issues: Dehydration and the possibility of heat injuries associated with working in intense heat was a concern. The overhead concrete placement was also a concern.

Significant QC Issues: The crewleader performed quality control inspections during all three phases of work. The most critical Definable Feature of Work was the overhead concrete placement.

Significant Design Issues: 26 RFI's and six FAR's were submitted and approved by the ROICC and the structural engineer. Project plans often have conflicting information and lack critical details.

Significant Material Issues: Due to Diego Garcia's remote location, material tracking is crucial to mission success. Daily communication with the 30th NCR mitigated many material problems.

Arrival Condition

Condition at Turnover

Construct Addition to Water Treatment Laboratory
DG6-857

Project Scope: Construct 230 square foot addition to the Water Treatment Laboratory with concrete foundation, concrete masonry unit walls and six concrete columns to support a 5" overhead concrete roof.

Personnel:	6	
Duration:	February 2007 – April 2007	
Mandays Expended:	NMCB THREE	188
Tasking:	WIP at turnover:	0%
	WIP at completion:	33%
	MD Tasked to NMCB THREE:	188
	Total Project MD:	571
Material Cost:	$142,526	
Cost Savings:	$65,800	

Significant Safety Issues: Heat injury was the number one concern. The crew took preventative measures including drinking plenty of water and taking frequent breaks.

Significant QC Issues: Underslab utilities proved to be the most challenging. Several stack tests were performed and reviewed by the ROICC before slab was placed.

Significant Design Issues: Project drawings were outdated and did not reflect actual building dimensions.

Significant Material Issues: Due to Diego Garcia's remote location, material tracking is crucial to mission success. Project start was delayed two months due to unavailable materials.


Arrival Condition


Finish Photo

Construct Sidewalks & Improve Drainage at NSF Diego Garcia
DG6-859

Project Scope: Construct 700 LF of concrete sidewalks around the base pool, main outdoor theater, and tennis courts, to include three drainage culverts.

Personnel:	6	
Duration:	December 2006 – February 2007	
Mandays Expended:	NMCB THREE	139
Tasking:	WIP at turnover:	0%
	WIP at completion:	54%
	MD Tasked to NMCB THREE:	138
	Total Project MD:	256
Material Cost:	$40,000	
Cost Savings:	$ 89,600	

Significant Safety Issues: Extreme heat and humidity required crew to take frequent water breaks in the shade. Heavy equipment and concrete chemical hazards were also present. Backing guides and PPE were in use at every concrete placement.

Significant QC Issues: Battling the unpredictable and frequent downpours proved to be tough. Several times, tarps were held above the crew, while they finished the concrete.

Significant Design Issues: Several elevations, on the site plan, were inaccurate. Local surveyor corrected these deficiencies.

Significant Material Issues: This project was not tasked to NMCB THREE but was picked up as an OIC Discretionary due to the delay of DG6-857 materials. After 30th NCR visit, DG6-859 became a tasked project. All materials were procured from NMCB excess.

OIC DISCRETIONARY & CAMP MAINTENANCE
DETAIL DIEGO GARCIA

Palmsville Recreation Center Rehabilitation	40
BIOT Recreation Center Drainage Project	20
Meshing Net and Barricade Project	30
Paint Office Spaces	15
Paint Safety Lines and separation lines in MLO Warehouse	15
Constructed Detail Leadership Board	5
Exterior work to include yard maintenance	15
TOTAL MANDAYS EXPENDED	**140**

BIOT Recreation Center

Palmsville Rehabilitation

Leadership Board Caution Lines

MLO Warehouse

DIEGO GARCIA LABOR DISTRIBUTION

Month	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Total	% Total
Direct Labor MDs	104	329	289	413	378	448	53	**2014**	84%
Indirect Labor MDs[1]	11	24	20	26	23	25	4	**133**	6%
Readiness/ Training MDs	11	53	58	24	43	39	24	**252**	11%
Total MDs	126	406	367	463	444	512	81	**2399**	100%
# Personnel	26	26	26	26	26	26	26		
# Direct Labor	19	19	19	19	19	19	19		
# Workdays	11	24	20	26	23	24	4	**132**	
% Direct Labor[2]	73%	73%	73%	73%	73%	73%	73%	**73%**	
Ideal Capability[3]	235	513	428	556	492	513	86	**2822**	
Availability Factor[4]	49%	74%	81%	79%	86%	95%	90%	**79%**	

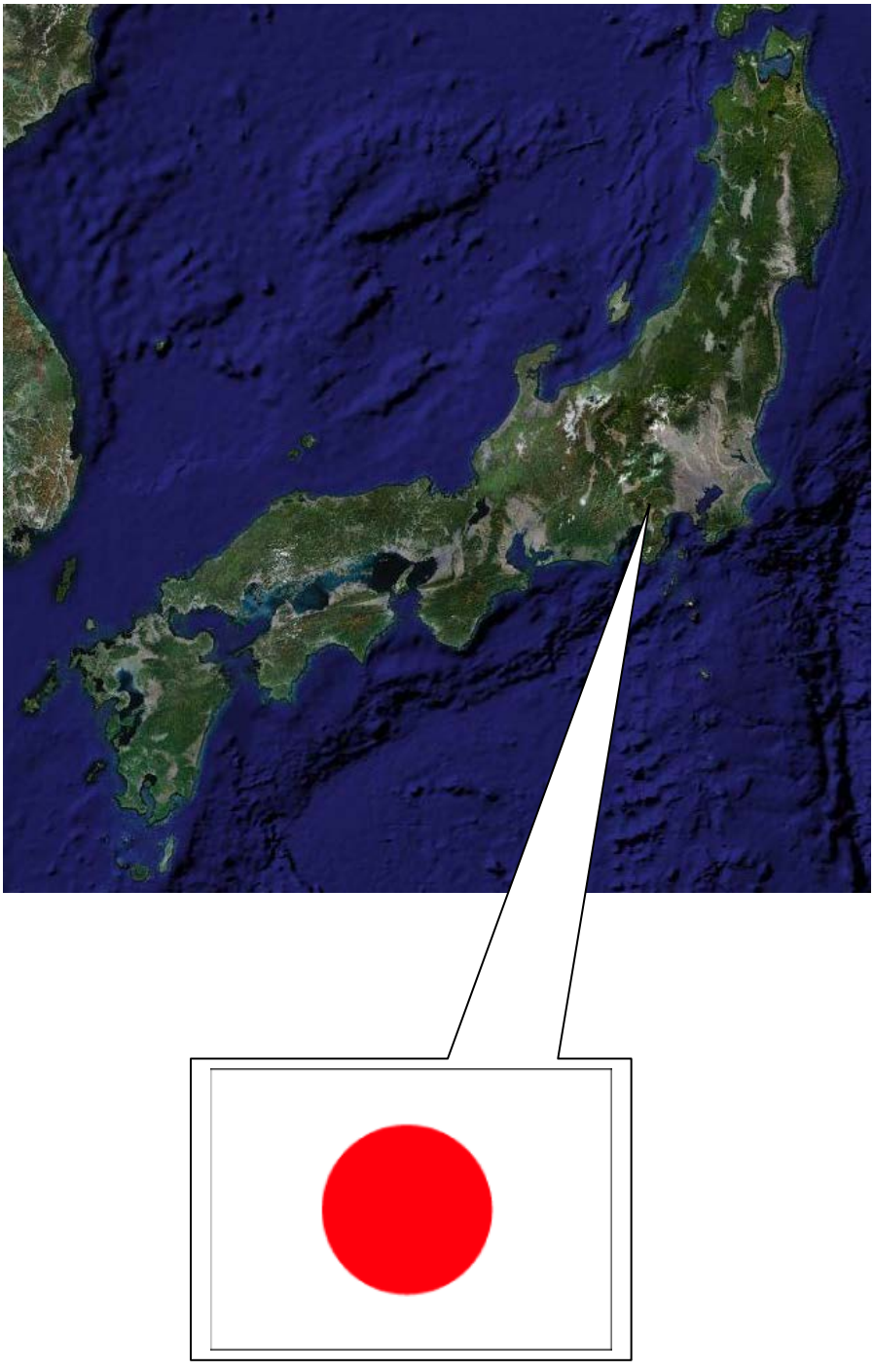
NOTES:

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. Availability Factor = (Total Direct Labor Man-days for period + Readiness/Training MD)/(MD Capability)

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

Diego Garcia Seabees and Public Works Staff Reading Blueprints

Detail Fuji
PROJECT SUMMARIES



"BETTER THAN BEST"

SITE SUMMARY

NMCB THREE Deployed 14 Seabees to Fuji, Japan to support Marine Corps Base Camp Fuji. Detail Fuji started off with the guard tower project inside the secured compound of Ammunitions Supply Point (ASP), a turnover project from NMCB ONE. The project consisted of a 40 foot high concrete tower with steel guard rails around the catwalk on the fourth deck, concrete stairs leading to the tower, steel ladders from bottom to top deck and assorted interior finishes for a variety of good Seabee training.

A few months into the deployment, Detail Fuji completed the security bollards at the ASP gate project. Even though it was only a 40 manday project, it had challenges due to constant traffic through the gate. During a short camp stand down period, the crew worked rapidly and closed out the project within two weeks with a high quality finish.

The third project was the rehabilitation of the camp perimeter fence. NMCB THREE was only tasked with 4% of the project, which was used to mobilize and prepare the project site for NMCB SEVEN.

Detail Fuji also did some great work on rebuilding the running trails on Camp Fuji. The trail was long overdue on maintenance that included an overall makeover on signs, maps, workout stations and bridges.

Arrival Condition

Finish Photo

Construct Ammo Supply Point Guard Tower
FJ5-818

Project Scope: Construct new 4-story concrete guard tower with stairs to the entry door and interior ladders with guardrails, to be located outside of the 60-degree blast radius of the closest ammunition magazine.

Personnel:	8	
Duration:	December 2006 – May 2007	
Mandays Expended:	NMCB ONE	586
	NMCB THREE	648
Tasking:	WIP at turnover:	43%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	748
	Total Project MD:	1,360
Material Cost:	$137,367	
Cost Savings:	$476,000	

Significant Safety Issues: The main concern for safety was working on scaffoldings for majority of the project duration. Another safety concern was the overhead concrete construction. The crew was inexperienced in this type of activity. Lastly, the extreme cold weather created hazards such as frostbite and dehydration. The old guardhouse was used as a resting area for the crew since it was already equipped with heat and power.

Significant QC Issues: The main concern was the concrete finish during the transition from one floor to the next. Great care and planning ensured that the formwork did not move and that concrete was at its full design strength prior to removal of the formwork.

Significant Design Issues: One DCD was submitted to add an additional window on the fourth deck. One FAR submitted to leave the existing concrete slab for future use.

Significant Material Issues: The locally procured materials were not the same as would be expected in the US. After the first receipt of material, the Detail remained in constant communication with the vendors to have full understanding of material expectancy.


Arrival Condition


Finish Photo

Install Security Bollards at ASP Gate
FJ5-822

Project Scope: Excavate a 3’ x 13’ x 6’. deep trench and install four Security Bollards for Camp Fuji ASP Security Gate.

Personnel:	3	
Duration:	February 2007 – March 2007	
Mandays Expended:	NMCB THREE	39
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	39
	Total Project MD:	39
Material Cost:	$50,000	
Cost Savings:	$13,650	

Significant Safety Issues: Potential cave in of the 6ft deep trench. All RST was prefabricated and a loader was used to place the RST and the bollards into the trench, which eliminated the hazard all together.

Significant QC Issues: The existing road surrounding the bollards is at a slope. To ensure the proper drainage and to keep the bollards at a consistent height, each bollard was lowered at a one-inch increment to follow the contour of the road.

Significant Design Issues: After inspecting existing bollards at another gate, it was apparent that the finished elevation of the concrete needed to be above the surrounding pavement. The existing bollards are rusting at an accelerated rate due to the weather and water ponding on them. The new bollards were raised to alleviate this problem, creating a speed bump.

Significant Material Issues: None.


Arrival Condition


Conducting Fence Survey

Replace Perimeter Fence
FJ2-823

Project Scope: Remove 2,900m of existing fence and concrete base. Install new fence and construct 900m of perimeter gravel road inside the new fence line.

Personnel:	6	
Duration:	May 2007 – June 2007	
Mandays Expended:	NMCB THREE	5
Tasking:	WIP at turnover:	0%
	WIP at completion:	4%
	MD Tasked to NMCB THREE:	19
	Total Project MD:	477
Material Cost:	$380,000	
Cost Savings:	$ 166,950	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: All material was procured locally through SupplyCore and arrived in June during the turnover.

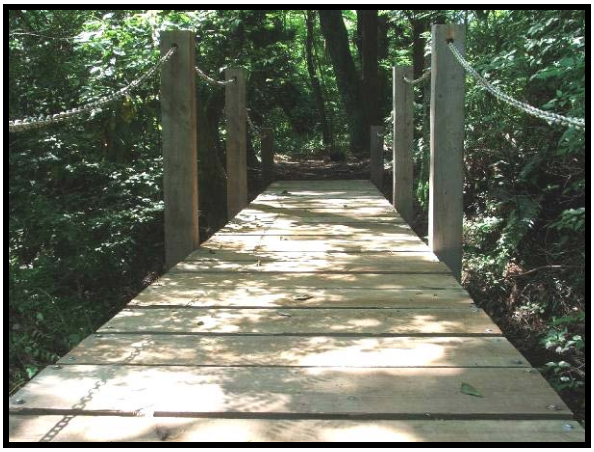
OIC DISCRETIONARY & CAMP MAINTENANCE
DETAIL FUJI

Jigg's Running Trail Rehabilitation	54
Fabricate Highland Games Equipment	6
TOTAL MANDAYS EXPENDED	**60**

Jigg's Trail Sign


Highland Games Equipment


Exercise Trail Bridge Under Construction


Finish Photo

FUJI LABOR DISTRIBUTION

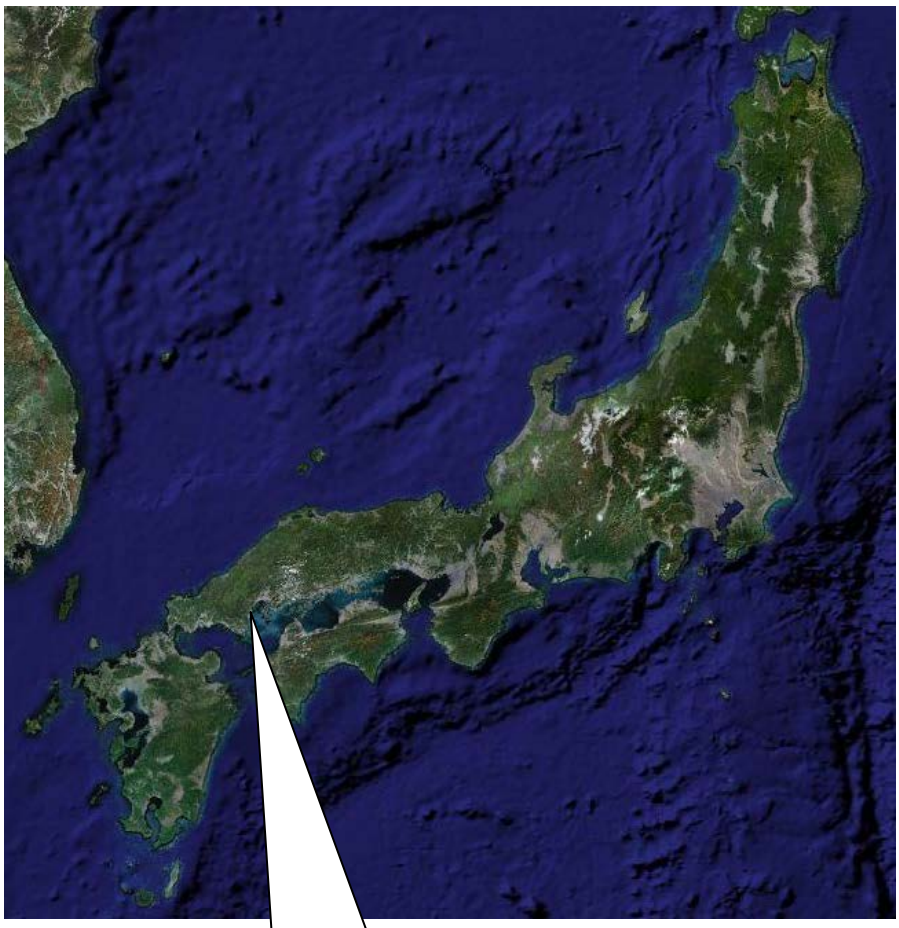
Month	Dec-07	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Total	% Total
Direct Labor MDs	77	159	160	142	141	139	17	**818**	62%
Indirect Labor MDs[1]	14	65	63	104	84	60	0	**389**	30%
Readiness/ Training MDs	12	22	26	20	12	11	0	**103**	8%
Total MDs	103	246	249	266	237	210	17	**1310**	100%
# Personnel	14	14	14	14	14	12	12		
# Direct Labor	8	8	8	8	8	6	6		
# Workdays	11	24	21	24	22	25	3	**127**	
% Direct Labor[2]	57%	57%	57%	57%	57%	50%	50%	**56%**	
Ideal Capability[3]	99	216	189	216	198	169	20	**1087**	
Availability factor	90%	84%	98%	75%	77%	89%	84%	**86%**	

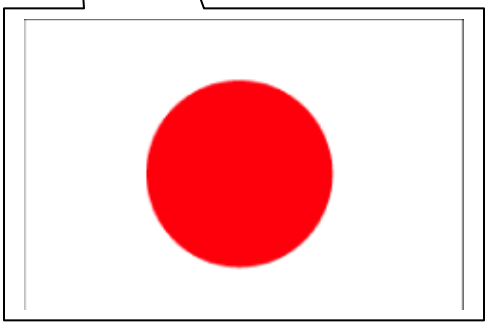
NOTES:

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 Iwakuni
PROJECT SUMMARIES





"BETTER THAN BEST"

SITE SUMMARY

NMCB THREE deployed 21 Seabees to Iwakuni, Japan to support Marine Corps Air Station Iwakuni. The projects tasked to the Detail provided a wide range of construction skills training, including erecting pre-engineered steel structures, placing concrete foundations and slabs, laying CMU block walls, casting concrete columns and girders, installing various roofing systems, and a various amount of minor electrical and utilities work.

The crew of the Soil Bio-remediation Facility (the Detail's only turnover project) took over the project, and began with erecting the PEB. When the crew began excavation for the concrete underground oil-water separator and holding tanks, they ran into the water table and unstable soil conditions at an unexpectedly shallow depth. It was also discovered that the existing grade elevations were incorrect on the prints and in order to compensate for that the tanks would need to be placed at an even greater depth and the walls of the tanks needed to be extended to the final grade elevation. After numerous attempts and no success getting the excavation to the necessary depth, the Facilities Department provided the funding for the acquisition of a sheet piling contractor. The remaining work associated with the underground tanks was placed on hold until the sheet piling contract could be awarded and executed. In mid-May, the sheet piles were installed and the remaining work completed. This project provides the Air Station with a facility to clean contaminated soil making the station more environmentally sound.

The Base realized that it needed a central storage location for berthing equipment located immediately adjacent to the Base gymnasium in order to provide a mass shelter. Having this facility would also increase the mission readiness in the event of a Non-Combatant Evacuation Operation (NEO). In order to respond to this need with end of year funds, the Cot Storage Facility was quickly designed and awarded. NMCB THREE was tasked with the start to finish construction of this facility. The project entailed the placing of over 60 cubic meters of reinforced concrete (for footers, stem-wall, slab, columns, and girder), 850 CMU block for the walls, and a steel roofing structure.

The Scorer's Booth project was one of the Detail's most highly visible projects due to its location at the main ball field. The project entailed over 20 cubic meters of reinforced concrete for the footer, slab, columns and girder, as well as the placing of over 400 CMU blocks for the walls and many other activities while maintaining a very high standard of quality all while keeping safety of the crew and the public at mind.

The original tasking changed slightly just prior to the 30-day ORI, as a result of Marine Corps Family Housing pulling funds for a Picnic Pavilion project. The Facilities Department searched and found another project that would have funds available, but was not designed. This project was a new pad and canopy for the Marine Corps Community Services (MCCS) Driving Range. Once the design was received, the crew leader immediately planned and estimated it. Despite logistical challenges, and a small crew, the Detail successfully completed this project.

Overall, this has been an incredible learning experience for all personnel on this Det. The Seabees from NMCB THREE Detail Iwakuni can look back and see that they overcame numerous unforeseen issues, but still completed their projects with the highest quality and zero safety mishaps.


Arrival Condition


Finish Photo

Construct Soil Bio-Remediation Facility
IW5-821

Project Scope: Construct an 18m by 10m concrete containment structure with metal roof, grating cover and perforated pipe. Install new holding tank with PVC pipe and pump. Install new sliding gate, cover, and fencing around containment area.

Personnel:	7	
Duration:	August 2006 – April 2007	
Mandays Expended:	NMCB ONE	340
	NMCB THREE	254
Tasking:	WIP at turnover:	52%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	327
	Total Project MD:	677
Material Cost:	$121,027	
Cost Savings:	$114,450	

Significant Safety Issues: Crane operations, scaffolding, and high water table. The high water table combined with an unstable soil in a confined location plagued this project the most. The crew was aware that the water table would be high and therefore they cast the underground tanks above ground in order to minimize the amount of time the excavation would be open. Numerous attempts were made at the excavation, but each attempt was unsuccessful. A meeting was eventually called in the interest of safety. The customer, who was at first reluctant to contract sheet piling, was finally convinced that it needed to happen.

Significant QC Issues: During turnover it was identified that the water-stop at the inside base of the containment structure was not installed properly.

Significant Design Issues: Prior to excavation, it was discovered that there was a discrepancy in the drawings concerning the elevation of existing ground level. The impact of this discrepancy was a DCD that required the underground tanks to get extended up to grade.

Significant Material Issues: None.


Arrival Condition


Finish Photo

Construct Cot Storage Area
IW6-832

Project Scope: Construct a 7m x 12m CMU building with metal roof. Paint and finish exterior. Place concrete footers and columns. Remove and install new concrete curbing and gutter. Install two roof mounted ventilation fans. Install electrical lighting and breaker panel box. Relocate existing street light. Install new canopy at existing loading dock area.

Personnel:	7	
Duration:	December 2006 – May 2007	
Mandays Expended:	NMCB THREE	487
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	506
	Total Project MD:	506
Material Cost:	$152,103	
Cost Savings:	$ 177,100	

Significant Safety Issues: Scaffolding during block laying and crane operations during installation of the steel roof structure were the two significant safety issues. The crane is owned and operated by the base and an interpreter was onsite during operations. The scaffolding was continually monitored by the project safety supervisor and signed off daily.

Significant QC Issues: Finishwork on block work and concrete columns, although the facility will be getting a coat of textured paint.

Significant Design Issues: This project was quickly designed in order to award with end of year funds. This caused a few discrepancies in design details such as the damper/louver installation, which held up one CMU wall. Another issue was the roof manufacturer was given the draft design and not the final, which caused a few of the roof members to be off by a few centimeters.

Significant Material Issues: The BM had enough bags of mortar; however, it was later discovered that they were 20lbs and not 80lbs.


Arrival Condition


Condition at Turnover

Construct Scorer's Booth at Main Ball Field
IW5-827

Project Scope: Install concrete pad and footers. Construct scorer's booth counter. Place concrete driveway pad entrance. Install lighting fixtures and electrical outlets.

Personnel:	7	
Duration:	March 2007 – May 2007	
Mandays Expended:	NMCB THREE	254
Tasking:	WIP at turnover:	0%
	WIP at completion:	79%
	MD Tasked to NMCB THREE:	244
	Total Project MD:	244
Material Cost:	$69,094	
Cost Savings:	$85,400	

Significant Safety Issues: Scaffolding was the primary safety concern for the crews; however, due to the high traffic location at the main ball field, pedestrian/public safety was a concern as well.

Significant QC Issues: Finish work was a concern on the block work and concrete columns, despite the facility getting a coat of textured paint.

Significant Design Issues: The doorway was slightly larger than what was called for in the prints.

Significant Material Issues: None


Arrival Condition


Finish Photo

Construct Driving Range Canopy
IW7-834

Project Scope: Demo existing driving range pad. Provide new 5m x 21m concrete pad. Install footers and new metal canopy. Relocate existing shed.

Personnel:	5	
Duration:	April 2007 – June 2007	
Mandays Expended:	NMCB THREE	176
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	300
	Total Project MD:	300
Material Cost:	$28,900	
Cost Savings:	$105,000	

Significant Safety Issues: Due to the high traffic location along the golf course and near the movie theater, pedestrian safety was a concern.

Significant QC Issues: Placement of the anchor bolts was critical to the setting of the steel columns (8 bolts per column).

Significant Design Issues: None

Significant Material Issues: The project began before any material was ordered. Excess from Det MLO was utilized until the supplier finally delivered material.

OIC DISCRETIONARY & CAMP MAINTENANCE
DETAIL IWAKUNI

Camp Maintenance	22
EA assistance with flight line certification	2
TOTAL MANDAYS EXPENDED	**24**

Note: Due to the amount of time required to resolve design issues on tasked projects, OIC Discretionary projects were not completed by the Detail. The MCAS Iwakuni Public Works Officer agreed to the emphasis on tasked projects.

IWAKUNI LABOR DISTRIBUTION

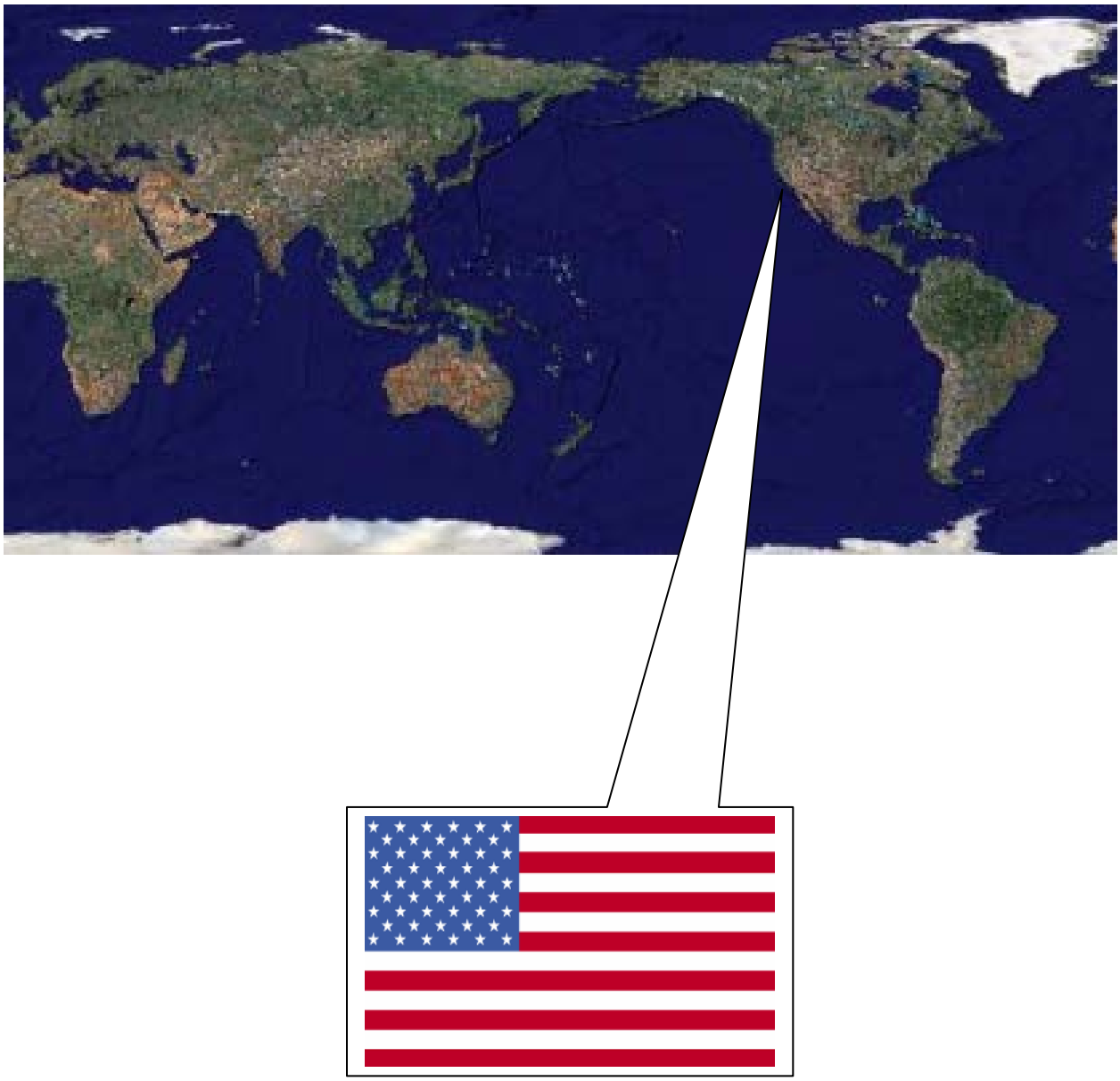
Month	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Total	% Total
Direct Labor MDs	54	239	119	263	253	300	120	1348	87%
Indirect Labor MDs[1]	0	0	24	0	0	0	0	24	2%
Readiness/ Training MDs	7	41	37	15	33	18	24	175	11%
Total MDs	61	280	180	278	286	318	144	1547	100%
# Personnel	21	21	21	21	21	21	21		
# Direct Labor	14	14	14	14	14	14	14		
# Workdays	11	21	21	23	23	23	11	133	
% Direct Labor[2]	67%	67%	67%	67%	67%	67%	67%	67%	
Ideal Capability[3]	173	331	331	362	362	362	173	2095	
Efficiency[4]	35%	85%	47%	77%	79%	88%	83%	71%	

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 = (Direct Labor Man-days + Readiness/Training MDs)/(MD Capability)

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

Detail San Clemente Island
PROJECT SUMMARIES



"BETTER THAN BEST"

SITE SUMMARY

NMCB THREE deployed 61 Seabees to San Clemente Island to support NAVFAC Southwest's efforts to complete the Shore Bombardment Area (SHOBA) Road project. During the deployment, Detail San Clemente experienced a "transitional" period as the SHOBA Road project transitioned from a purely NCF project to one in which the NCF partnered with a civilian contractor to complete the remaining portions of the road preparation as well as the asphalt and concrete pavement. The Detail was a model of flexibility, and a study in patience, especially during the months of March through June after the Detail lost all its leased heavy equipment and had to transition to OIC Discretionary and Camp Maintenance projects to employ personnel with quality training projects, while awaiting the award of a $12M contract by NAVFAC Southwest that included required leased gear for Seabees as well as asphalt construction support. The Detail used its creativity and resourcefulness to source OIC Discretionary projects, which challenged the Detail's Seabees while adding to the readiness of the San Clemente Island Southern California Offshore Range (SCORE) Complex. As of 05 March 07, the date the Detail lost its leased heavy equipment, the Detail continued making progress on the SHOBA road project by utilizing the green gear that remained on the island. However, the gear was aged, and the wrong mix.

The Seabees expended over 1,730 mandays on the SHOBA Operational Access Road Project while maintaining the absolute strictest standards of quality and safety while preparing sub base for future paving by the civilian contractor. The finish product was truly of civilian contractor quality and extremely durable despite early efficiency problems due to a very young and inexperienced crew.

CESE was absolutely the Detail's number one challenge during the entire deployment. Early in deployment, employing a mixture of NCF and leased equipment yielded impressive results in efficiency. On 05 March 07, the Detail lost all leased equipment which included three vibratory rollers (two sheep's foot and one smooth drum), five 20 CY dump trucks, five excavators, three heavy duty rock breakers, one D7 dozer, two D8 dozers, two 35 ton rock dumps, one primary rock crusher, one secondary rock crusher, one shaker and two-five CY front end loaders. This equipment had supported crushing operations at the Detail's quarry; borrow pit operations and the bulk of the road base preparation at the SHOBA access road project. Without this CESE, the Detail was left with two loaders to share between the three sites, one D7 dozer unsuitable for quarry operations, one D8 dozer to share between the road, quarry and borrow pit and most critical, only one smooth drum roller. Perhaps more critical than the availability, was the mixture of equipment, which was not sufficient to support the three equipment intensive sites on the island, the road, borrow pit and quarry projects. Availability was an issue during the entire deployment, but the two pieces most critical to maintaining the schedule were the rollers and rock breaker attachments. Unfortunately, the NCF equipment on site was neither provided in sufficient numbers, nor mechanically able to withstand the constant, daily heavy use that equipment at SCI is exposed to.


Arrival Condition


Finish Photo

Construct SHOBA Operational Access Road
SC2-815

Project Scope: Reconstruct and pave SCI Ridge Road, re-grade the existing tracked vehicle trail, construct an extension of the tracked vehicle trail to SHOBA gate and reconstruct and pave REWS Road. Project includes 31 miles of linear construction and 120 culverts. NMCB THREE's tasking will be to prep for concrete paving from station 1 + 125 north to station 2 + 500, just over a mile. Customer is Commander, Pacific Fleet.

Personnel:	Average of 25 (high of 34, low of 16)	
Duration:	December 2006 – June 2007	
Mandays Expended:	Previous NMCBs:	Unknown
	NMCB THREE	1746
Tasking:	WIP at turnover:	35%
	WIP at completion:	41%
	MD Tasked to NMCB THREE:	1,730
	Total Project MD:	26,928
Material Cost:	$17,871,000	
Cost Savings:	$9,424,800 ($605,500 during NMCB THREE deployment)	

Significant Safety Issues: The Detail designated three safety corridors along SHOBA road where detailed Operational Risk Management plans were developed and implemented to ensure personnel safety and risk awareness. Two portions of NMCB THREE's tasking included extreme 1,500 ft drop offs, at a 60% gradient, while the third location included a 200 meter section of road with a 600 ft drop off where a prior construction accident claimed the life of an Army Engineer 15 years ago.

Significant QC Issues: Compaction was the most significant issue on this project. The Detail maintained well over the required 95% compaction requirement along the entire 5,280 feet of road base prepared. The Detail also conducted bi-weekly soils testing at the Detail's borrow pit and quarry to ensure select fill and aggregate met specifications which yielded impressive compaction testing results during each and every compaction test.

Significant Design Issues: FAR submitted and approved to eliminate replacing two 12" CMP's with a single 18" CMP pipe. The existing 12" culverts were clearly doing their job and no erosion issues were observed up or down stream of the existing culvert.

Significant Material Issues: None

Dozer Ripping Rock at the Mid-island Quarry

Crushing 4" Minus Rock to ¾" Minus

Quarry and Crusher Operations
SC6-416

Project Scope: Rip blast product from mid-island quarry. Material sized with an excavator and hydraulic breaker as required. Produce 17,000 cubic yards of mineral product to support MILCON project. Scope also includes maintaining crusher and maintaining roads in and around the crusher area.

Personnel:	10	
Duration:	December 2006 – June 2007	
Mandays Expended:	NMCB THREE	441
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	441
	Total Project MD:	441
Material Cost:	See SC2-815	
Cost Savings:	$154,350	

Significant Safety Issues: The NCF crusher creates volumes of particulate dust. This clogs the crew's personal respirators after approximately one hour of use. There is no dust suppression system on the crusher and although not required, this would be an added safety measure that should be considered if the NCF continues to crush rock on SCI.

Significant QC Issues: There is a lack of fines in 4" minus aggregate. The 4" minus was used as the base course for SC2-815 SHOBA Road project. The solution was to truck the 4" minus to the borrow pit and mix it with select fill at that location before delivery to the SHOBA road project. The ratio of select fill to 4" minus was 2 to 1**.**

Significant Design Issues: None

Significant Material Issues: The NCF and rental crushers were unreliable during this deployment, operational only 35% of the time. Significant delays resulted from the NCF crusher being overage and out of commission while vendors attempted to locate repair parts.

OIC DISCRETIONARY & CAMP MAINTENANCE
DETAIL SAN CLEMENTE ISLAND

Aggregate Hauling for SCORE	65
MAROPS Facilities Foundation	60
Ship's Store Demolition	20
MAROPS Compressor Shed	13
NSWG FOUR Security Fence	12
Vehicle Maintenance	63
MAROPS Concrete Various Work	31
Haul Road Maintenance	15
CESE DRMO Line Haul Operations	23
Alfa Company OIC Discretionary Projects	78
Borrow Pit Restoration	27
Engineering Support for MAROPSs	7
OIC Discretionary Total	414
Camp Maintenance - Single wide berthing repairs	511

TOTAL MADAYS EXPENDED **925**

Completed Compressor Shed at MAROPS

Seabees Completing the Facilities pad at MAROPS

SCI Berthing Trailers Upon Arrival

Finish Condition

SAN CLEMENTE ISLAND LABOR DISTRIBUTION

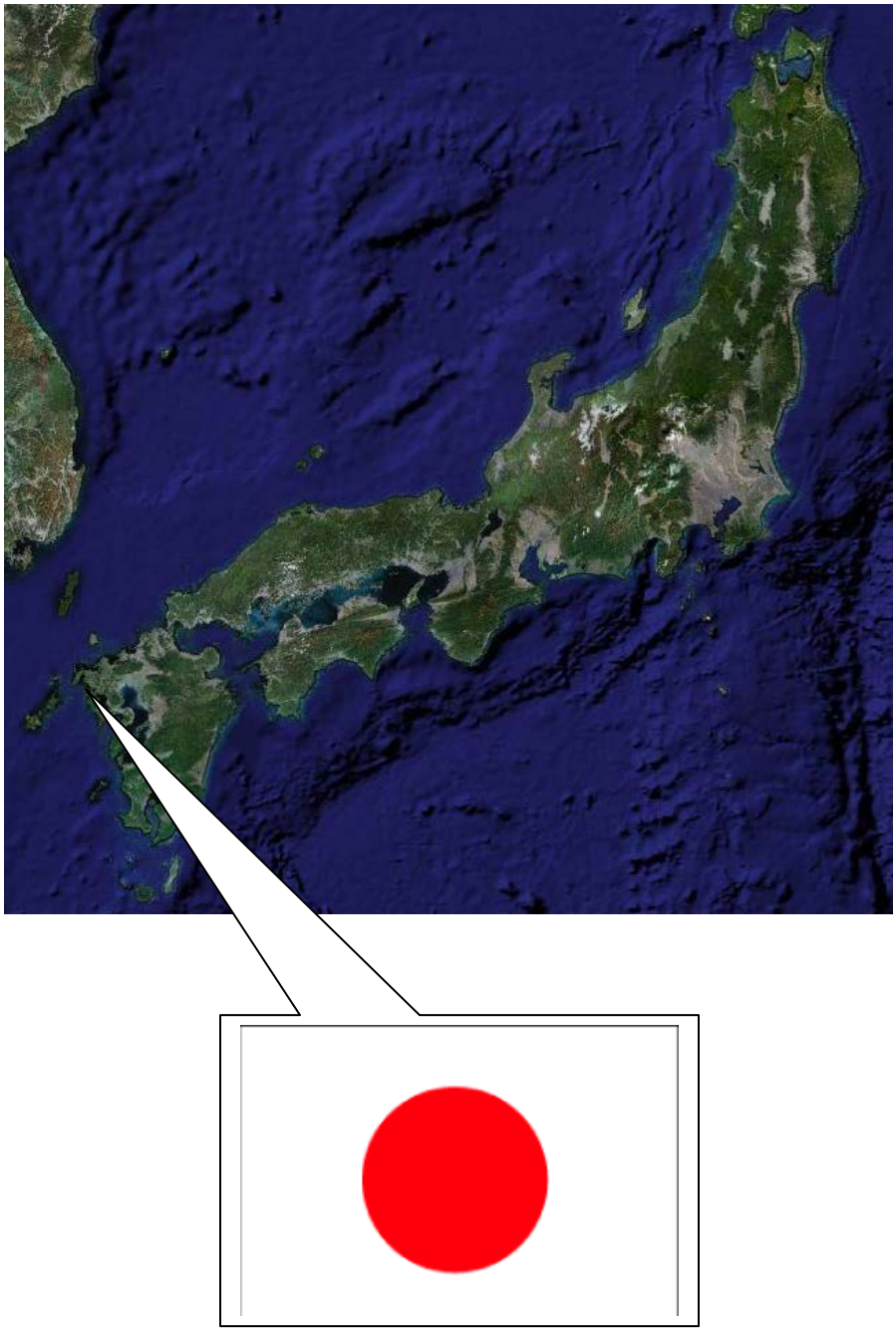
Month	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Total	% Total
Direct Labor MDs	348	552	584	623	457	451	184	**3199**	70%
Indirect Labor MDs[1]	58	92	188	207	188	112	25	**870**	19%
Readiness/ Training MDs	95	87	92	52	122	44	35	**527**	11%
Total MDs	501	731	864	882	767	607	244	**4596**	100%
# Personnel	66	66	65	61	61	61	61		
# Direct Labor	45	45	45	37	37	37	37		
# Workdays	12	22	22	23	23	23	7	**132**	
% Direct Labor[2]	68%	68%	69%	61%	61%	61%	61%	**64%**	
Ideal Capability[3]	540	990	990	851	851	851	259	**5332**	
Availability Factor[4]	82%	65%	68%	79%	68%	58%	85%	**70%**	

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 + Readiness/ Training MDs)/(MD Capability)

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

Detail Sasebo
PROJECT SUMMARIES



"BETTER THAN BEST"

SITE SUMMARY

NMCB THREE Deployed 30 Seabees to Sasebo, Japan to support Commander Fleet Activities, Sasebo. Detail Sasebo found great work in a supportive environment in Sasebo. Upon first glance, all of the team's projects appeared simple; install ditches, build walls, and provide erosion protection. However, conditions like water runoff and space constraints provided opportunities for Seabees to rise to challenges and exercise creativity, ingenuity and resourcefulness.

NMCB THREE Seabees took on three projects for the U.S. Naval Ordnance Department, Sasebo. The magazines occupy spaces utilized by the Japanese during World War II. While the magazines grew in size, the hillsides that they were carved into began to erode and collapse. The projects preserved the usable storage capacity of the facility and increased the capability and flexibility of the Ordnance Department.

CESE operations were in full swing for the duration of this deployment to support the large amount of tasked earthwork. The augmented loader was being used on an almost daily basis to help lift u-ditches, build earth ramps and consolidate spoils. Rented CESE included excavators and dump trucks to tear down hillsides and haul them away. Without the augment and rented equipment, construction operations would have crawled along at a much slower pace and with much poorer quality.

At one magazine, Seabees installed 492 linear feet of pre-cast concrete u-ditches. This was a 358 manday project that included the excavation and removal of nearly 150 cubic meters of fill. Also included was the exothermic welding of five different ground wire connections in order to preserve the integrity of a lightning grounding system. Over 150 feet of ditch had to be hand excavated and installed because of the proximity of the magazine building to the sheer mountainside. The design itself caused concerns. Portions of the ditch had less then a 0.2% slope, requiring tremendous precision in ditch placement. The end result was an extremely functional de-watering system in a magazine that had previously been inundated with flooding.

At a second magazine, Seabees constructed a two meter high by 52 meter long retaining wall. This 721 manday project consisted of the excavation of nearly 1,000 cubic meters of fill in order to tear back a hillside before wall construction could begin. All excavation occurred in close proximity with the magazine itself. The crew also trained using form mock-ups before attempting the wall construction in order to master several difficult angles in the design and troubleshoot weak spots in the forms. The 120 cubic meter wall included 235 kg of 18mm rebar, 450 2.6mm snap ties and 54 PVC pipe weep holes. Once the wall was constructed, the crew installed a two meter high galvanized tension fence and installed relocated concrete u-ditches.

A third magazine was threatened by an eroding rock face that continued to maintain a steady stream of water runoff, even in the driest of seasons. This 429 manday project called for the removal of approximately 1,000 cubic meters of rock and soil. Once the rock face was removed and the hillside torn back, 125 1.2m X 2m gabion cages filled with 120-200 mm rock were placed in 14 courses up the hill. In order to accommodate the reach of the largest excavator that the site could accommodate, an earth ramp had to be constructed in order to excavate the hill, removed to place the first few courses of gabions, re-constructed to place the top tiers of cages and finally removed to complete the project. The Detail installed a temporary ditch along the top of the project that directed runoff into a series of excess PVC pipes. This de-watering plan prevented an average of 1 gallon of water per minute from accumulating on his site.

The Sasebo Detail also completed 40 days of camp maintenance. Shop improvements included painting, ceiling tile installation and the re-surfacing and maintenance of shop equipment. OIC Discretionary work included two 20' by 4' concrete bleacher pads at nearby Nimitz Park, improving the quality of life for families in the area for years to come.


Arrival Condition


Finish Photo

Repair Drainage Ditch
SA3-822

Project Scope: Excavate and install 492 linear feet of pre-cast concrete u-ditch. Also re-route and lengthen the lightening protection grounding system with an exothermic welding system.

Personnel:	8	
Duration:	December 2006 – May 2007	
Mandays Expended:	NMCB THREE	357
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	461
	Total Project MD:	461
Material Cost:	$37,540	
Cost Savings:	$161,350	

Significant Safety Issues: Equipment operations and excavation in a constrained space. Ground guides were used to prevent collisions with buildings, equipment and material. During excavation, guides were also used to prevent interruption of the grounding wires for the lightning protection system. Heavy lifting and exhaustion from hand excavation and placement were additional concerns.

Significant QC Issues: Precision slope and levelness of the u-ditch to ensure proper site drainage. Portions of the ditch had less then a 0.2% slope. A transit was used on every 3 u-ditches to ensure they stayed accurate. Each ditch was placed by hand and installed using a smooth sand bed and 4 foot level.

Significant Design Issues: The .02% slope was found in a 115 foot stretch of u-ditch. Precision accuracy was needed to eliminate standing water in the finished ditch.

Significant Material Issues: All material was easily procured via the prime vendor system. Turf was delivered with a very thin layer of sod; additional topsoil had to be ordered to facilitate turf growth.


Arrival Condition


Finish Photo

Replace Retaining Wall
SA3-827

Project Scope: Excavate for and construct a two meter high by 53 meter concrete wall including a two meter high metal fence. Also relocate 47 meters of u-ditch.

Personnel:	9	
Duration:	December 2006 – May 2007	
Mandays Expended:	NMCB THREE	722
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	901
	Total Project MD:	901
Material Cost:	$107,093	
Cost Savings:	$315,350	

Significant Safety Issues: Possible falling debris from the hillside combined with the proximity of the building created a risky excavation environment. Throughout the entire excavation process a monitor was observing the equipment and the hillside. During formwork a two to four foot wide trench was created between the forms and the solid rock hillside. The crew would not be permitted behind the forms when the ground above the trench became unstable after rain.

Significant QC Issues: A mock-up of the formwork was created to ensure proper formwork placement and strengthening. It also provided the crew a chance to work through the complicated corner section. Other issues included proper slope of the finished hillside and u-ditch levelness.

Significant Design Issues: The angled face of the wall easily trapped air during concrete placement and, despite substantial vibration, created a pock-marked face to the wall. A slurry coat had to be added to the wall to create a professional finish.

Significant Material Issues: All materials were easily procured via the prime vendor system.

Arrival Condition

Finish Photo

Repair Drainage Ditch, Construct Erosion Control
SA3-828

Project Scope: Excavate and shelf hillside. Place gabions and repair existing u-ditch. Place sod.

Personnel:	7	
Duration:	March 2007 – May 2007	
Mandays Expended:	NMCB THREE	429
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	451
	Total Project MD:	451
Material Cost:	$100,772	
Cost Savings:	$157,850	

Significant Safety Issues: Possible falling debris from the hillside combined with the proximity of the building and the hillside created a risky excavation environment. Throughout the entire excavation process a monitor was observing the equipment and the hillside. Cuts from working with wire gabion cage and rubble were also a concern.

Significant QC Issues: Compaction behind and below the gabion cages was extremely difficult to obtain after rain. Water from miles of surrounding hillsides all drained into this project site and caused a soup-like soil consistency. Shifting mud on the hillside also made maintaining the designated slope difficult. There were frequent project delays due to rain and soil saturation.

Significant Design Issues: Original plans called for a crane to be used to install and fill gabion cages. Instead, an excavator was used to increase safety, lower cost and utilize skills learned on other projects. The gabion cages did not hold their shape well when filled with rubble, making it difficult to construct a professional product.

Significant Material Issues: All material was easily procured via the prime vendor system.

OIC DISCRETIONARY & CAMP MAINTENANCE
DETAIL SASEBO

PROJECT LISTING

Training Room Ceiling Tiles	10
MWR Bleacher Pad (#1)	10
MWR Bleacher Pad (#2)	10
Shop Painting / Maintenance	30
TOTAL MANDAYS EXPENDED	**60**

MWR Bleacher Pad

MWR Bleachers in Progress

Finish Photo

SASEBO LABOR DISTRIBUTION SUMMARY

Month	Dec-06	Jan-06	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Total	% Total
Direct Labor MDs	144	310	285	313	217	271	7	1547	62%
Indirect Labor MDs[1]	64	68	111	51	212	197	1	704	28%
Readiness/ Training MDs	27	71	23	55	42	12	0	230	9%
Total MDs	235	449	419	419	471	480	8	2481	100%
# Personnel	29	29	30	30	28	28	12		
# Direct Labor	19	19	18	18	18	18	2		
# Workdays	11	21	22	22	24	24	2	126	
% Direct Labor[2]	66%	66%	60%	60%	64%	64%	17%	57%	
Ideal Capability[3]	235	449	446	446	486	486	5	2552	
Availability Factor[4]	73%	85%	69%	83%	53%	58%	156%	82%	

NOTES:

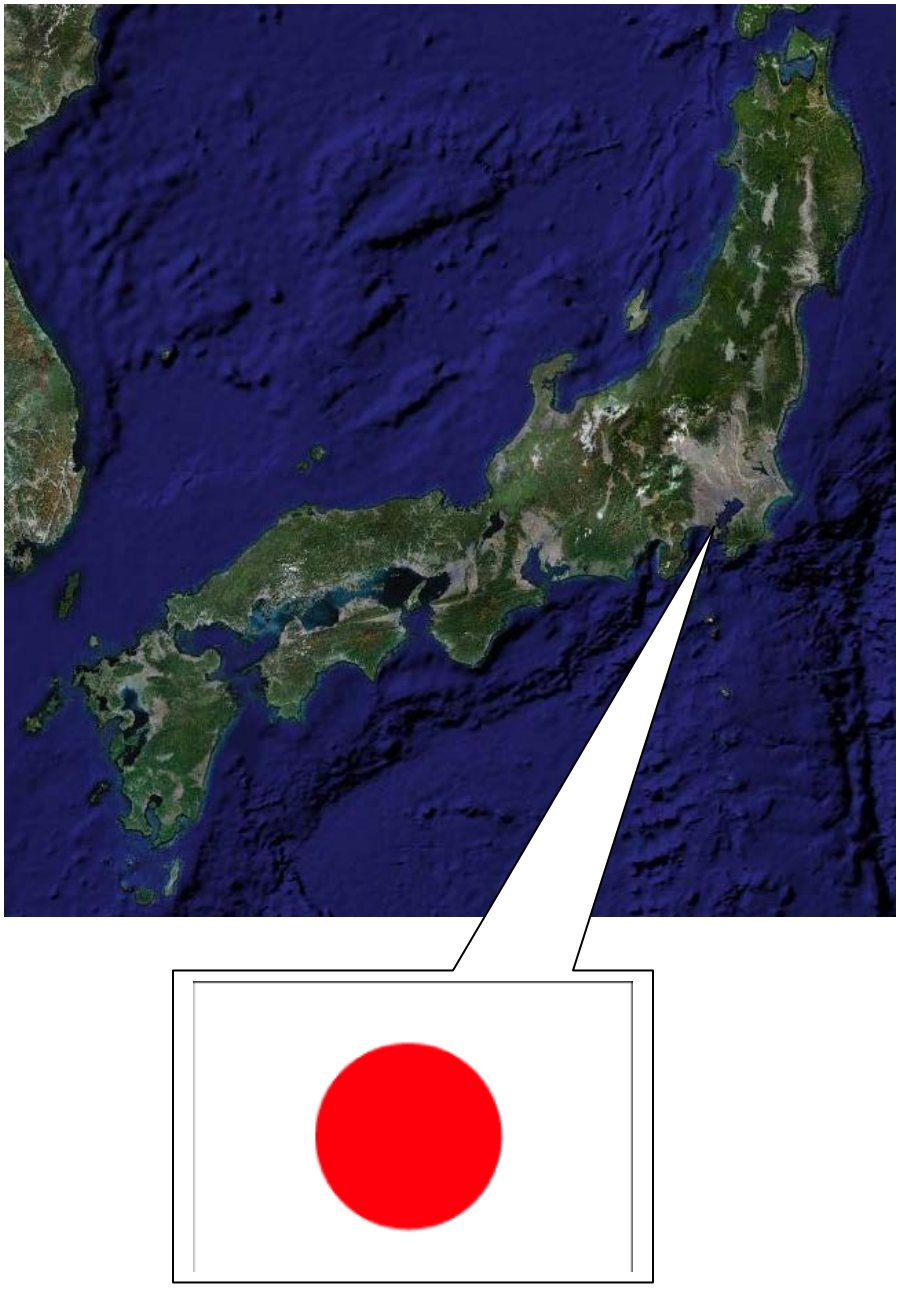
1. Indirect labor MDs are the MDs spent on indirect activities by DL personnel
2. % Direct Labor = (# Total Direct Labor for period)/(# Total Personnel)
3. Ideal Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.125)
4. Availability Factor = (Direct Labor MDs + Readiness/Training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

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

Finishing Concrete Placement for Retaining Wall

Earthwork at Sasebo's Hario Shima Ordnance Facility

Detail Yokosuka
PROJECT SUMMARIES



"BETTER THAN BEST"

SITE SUMMARY

NMCB THREE deployed 29 seabees to Yokosuka, Japan to support Commander Fleet Activities, Yokosuka. The Detail arrived in early December 2006 to begin their six month deployment. Upon arrival, the Detail went to work on two large projects that were turned over from NMCB ONE. Both were at the Ikego housing community located approximately twenty-five minutes from the base.

The first project was to complete construction of a head facility located adjacent to the housing area's main athletic fields. The 1,114 manday project was perched atop a large retaining wall that sloped from four feet tall at the high side to twelve feet tall at the low side and a busy road connecting the front gate of the base to the rear MWR camping facilities and park. At turnover, the foundation had been placed and NMCB THREE completed the remaining 727 mandays worth of work, which included the installation of 12 courses of CMU block, the placement of 22 foot vertical stair well, the overhead concrete roof placement, construction and installation of a concrete septic tank vault, the installation of seven water closets, three urinals and five sinks and all of the associated wiring and plumbing.

Also turned over from NMCB ONE was the 1,192 manday Road Repairs/Drainage project also at the Ikego housing community. The crew went right to work continuing the installation of the concrete encased conduit duct bank that had been started and was approximately 12 percent complete. Also immediately upon arrival the crew noticed a difference in the site conditions from what was shown on the design drawings. The drawings had specified to extend one 24 inch culvert, but onsite there were 24-two inch culverts. The discrepancy was brought to the attention of the project engineers, and a revised design was produced with a thicker head wall section in the center where the two culverts were to be extended. The crew continued work on excavation and demolition of the existing headwall for future construction of the 65 foot long, 13 foot high, and two foot thick concrete retaining wall. The excavation revealed a steady flow of water that would not relent throughout the entire project duration as a result of the high water table. An augment of two 400 gpm pumps were requested from the main body TOA to help with water abatement, which greatly enhanced the crew's ability to work in the extremely wet conditions. In early April, the crew was able to place the concrete footer for the wall five feet below the water table. Additionally, the crew completed the excavation of 15 inches of earth for a 700 meter long road bed. They also placed and compacted 12 inches of select fill in preparation for asphalt paving completed by contract along the 700 meter road. The asphalt contract was awarded, and the contractor placed a majority of the asphalt prior to turnover. The project was a working turnover project so that the customer could receive the project during the early summertime.

The Detail's final project was the 697 manday PEB at Basketball Court project also at the Ikego housing community. The project's design arrived in late January and the crew immediately went to work planning and estimating the project. Once finished with the planning and estimating, the crew broke ground on 26 March 07 and began the layout of the building, the excavation of the footer, installation of nearly 23,000 liner feet of RST and the placement of concrete.

The Yokosuka Detail also completed 40 mandays of camp maintenance including the repainting of all of the office spaces, drywall repair throughout, installation of carpet in the Detail conference room and office spaces. The Detail's 40 mandays of OIC Discretionary work included the excavation of 240 cubic yards of earth and spreading of 20 cubic yards of gravel for an SRF driveway project, the construction of a new entrance pad and sign for the Detail spaces and the installation of two small sidewalks for the base.

Arrival Condition

Finish Photo

Construct Head Facility at Ikego
YO1-873

Project Scope: Construct a 420 square foot reinforced CMU head facility at the Ikego Housing Village. NMCB THREE work included the construction of reinforced CMU walls, an overheard concrete roof placement, construction and installation of 12 x 12 x 12 ft concrete septic tank vault, construction of two sets of concrete stairs with railings, and the installation of six sinks, three urinals, and eight toilets for male and female heads and the associated plumbing and electrical.

Personnel:	8	
Duration:	June 2006 – May 2007	
Mandays Expended:	NMCB ONE	360
	NMCB THREE	727
Tasking:	WIP at turnover:	32%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	727
	Total Project MD:	1114
Material Cost:	$244,996	
Cost Savings:	$389,900	

Significant Safety Issues: Excavation for the 12 ft deep septic tank vault positioned between a busy road and the project. The overhead placement of concrete for the roof including the construction and removal of formwork, installation of RST and the placement of concrete.

Significant QC Issues: Accurate installation of the stacked CMU block walls, construction of the roof formwork and installation of finish plumbing.

Significant Design Issues: None

Significant Material Issues: None


Arrival Condition


Condition at Turnover

Road Repairs/Drainage at Ikego Village West
YO3-890

Project Scope: NMCB THREE work included the construction of a 20m long x 3m tall concrete retaining wall, preparation for asphalt paving of a 700m road bed including the removal of 15" of existing fill and compaction in lifts of 12" of select fill, installation of a 700m concrete encased conduit ductbank, installation of 14 electrical and telephone hand holes, installation of four solar powered light poles and the construction of a 158m long concrete drainage swale.

Personnel:	8	
Duration:	November 2006 - June 2007	
Mandays Expended:	NMCB ONE	161
	NMCB THREE	1048
Tasking:	WIP at turnover:	12%
	WIP at completion:	91%
	MD Tasked to NMCB THREE:	1048
	Total Project MD:	1534
Material Cost:	$608,086	
Cost Savings:	$366,800	

Significant Safety Issues: Heavy equipment operations in a large and deep excavation and the potential for cave-ins of the excavated area.

Significant QC Issues: Correct elevations of the roadbed, retaining wall and swale.

Significant Design Issues: The design drawings of the retaining wall did not accurately depict the site conditions. The design cited that there was one 24 inch culvert running under the road but after arriving on site it was found that there were two 42 inch culverts under the road. Additionally the design specified that the new footer would start 69 inches below the bottom of the existing culvert and 95% compaction would be required prior to placement of concrete. After initial excavation it was found that the water table was at the approximate same level as the bottom of the culvert. The designer was contacted and briefed of the onsite conditions and a revised design was quickly produced addressing the site conditions.

Significant Material Issues: None

Arrival Condition

Condition at Turnover

Construct PEB at Basketball Court
YO5-895

Project Scope: Construct a 9,900 square feet PEB to enclose the existing basketball court. Project work includes foundation installation, erection of tension fabric structure, electrical and HVAC subject to cost thresholds)

Personnel:	7	
Duration:	March 2007 – September 2007	
Mandays Expended:	NMCB THREE	437
Tasking:	WIP at turnover:	0%
	WIP at completion:	33%
	MD Tasked to NMCB THREE:	437
	Total Project MD:	1325
Material Cost:	$661,233	
Cost Savings:	$463,750	

Significant Safety Issues: Construction in a heavily populated base housing area raised concerns about pedestrian safety.

Significant QC Issues: Correct dimensions of RST cages and excavations to ensure proper clearances.

Significant Design Issues: The project's design arrived two months into deployment and delayed the start of planning and estimating, and ultimately delayed the start of construction.

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

OIC DISCRETIONARY & CAMP MAINTENANCE
DETAIL YOKOSUKA

PROJECT LISTING

SRF Earth Moving	8
Concrete Entrance to Spaces	14
Det Spaces Sign	6
Camp Maintenance	40
TOTAL MANDAYS EXPENDED	**68**

SRF Driveway Project

Finish Photo

Camp Maintenance

Paint and Carpet Training Room

YOKOSUKA LABOR DISTRIBUTION

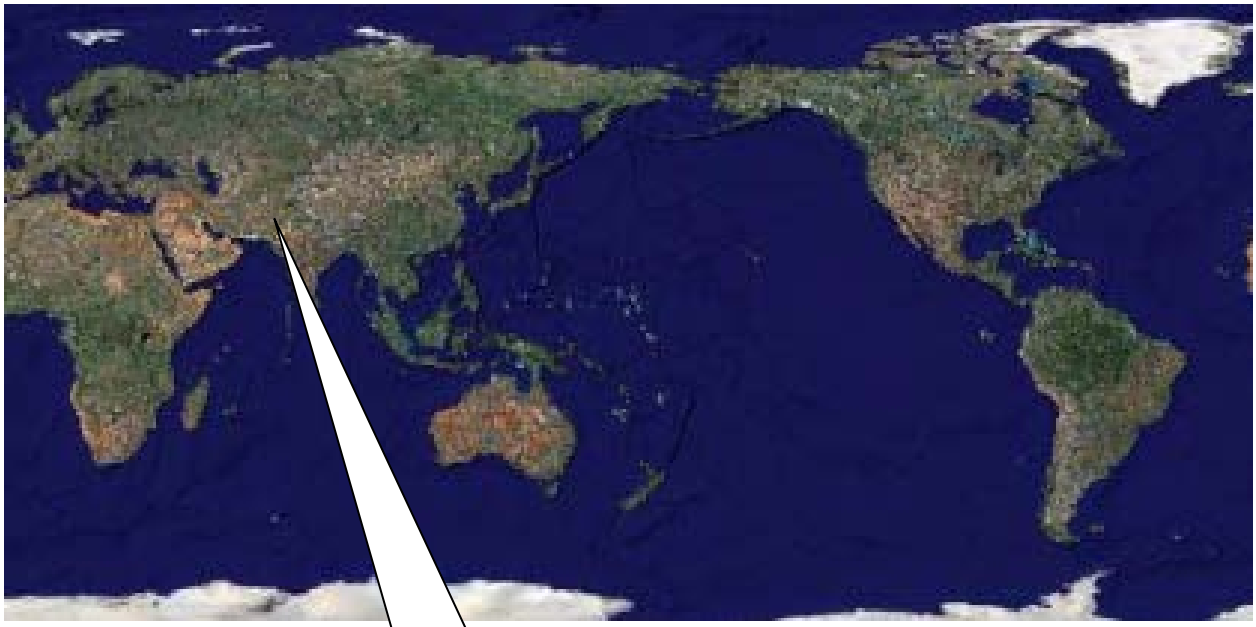
Month	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Total	% Total
Direct Labor MDs	132	228	289	292	345	335	40	**1661**	72%
Indirect Labor MDs[1]	35	69	53	66	66	57	3	**349**	15%
Readiness/Training MDs	8	74	73	57	29	27	29	**297**	13%
Total MDs	175	371	415	415	440	419	72	**2307**	100%
# Personnel	29	29	29	28	28	28	28		
# Direct Labor	21	21	21	21	21	21	20		
# Workdays	11	23	22	25	24	22	5	**132**	
% Direct Labor[2]	72%	72%	72%	75%	75%	75%	71%	**73%**	
Ideal Capability[3]	260	543	520	591	567	520	113	**3113**	
Availability Factor[4]	70%	82%	94%	80%	83%	86%	90%	**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. Ideal Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.125)
4. Availability Factor = (Direct Labor MDs + Readiness/Training MDs)/(MD Capability)

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

Detail SOF
PROJECT SUMMARIES



"BETTER THAN BEST"

SITE SUMMARY

NMCB THREE received a Warning Order in December 2006 to stand up an additional Detail to provide construction support to Combined Joint Special Operations Task Force Afghanistan. After completion of all required training and logistical planning, NMCB THREE dispatched the first Seabee Detail intended for this specific mission in support of Operation Enduring Freedom in February 2007.

NMCB THREE Detail SOF officially stood up 18 January 07 in Okinawa, Japan with 53 personnel. Task-tailored to accomplish a wide spectrum of contingency planning and construction, the Detail had approximately four weeks to prepare for their deployment to the CENTCOM AO. During that time, they accomplished a robust training schedule, which included: combat life saver qualifications, equipment licensing, weapons familiarity and handling, rapid runway repair operations, and CMU block work. They departed Okinawa for Kuwait on 13 February 07.

In addition to the Detail's primary mission of providing sustained construction support to CJSOTF-A, another focus was to establish a reputable Seabee footprint at Bagram Air Force Base (BAF), while instituting and maintaining a strong rapport with our new client, who was still learning about the Seabee capabilities. The Detail's goal encompassed the complete setup of the Seabee camp, as well as all functional outlets and internal programs, to prime a success path for oncoming Seabee units to follow.

The Detail's extensive undertaking started with the embarkation of the TOA assets that were identified to perform the Detail's tasking. In fragmented movements from mid-February to early March, NMCB THREE successfully embarked all 53 personnel, 16 pieces of CESE and 34 tool kits from Ali Al Salem, Kuwait to BAF.

Upon arrival, the Detail settled into a vacant camp, which accommodated a 60-man barracks facility, administrative spaces, and a small laydown yard. Detail SOF wasted little time to establish their battle rhythm, and the Detail's Seabees were quick to identify, plan, and execute site improvements. The Detail's administrative building required comprehensive rehabilitation, to include floor replacement, security upgrades, repainting, and a complete interior build-out to accommodate sufficient office spaces. Within the Detail's first month on board, the administrative spaces were built up and outfitted with new DSN, SIPR, NIPR, and MWR internet lines, with internal networking capability. The Detail also lifted and graded the Seabees new site, alleviating the previously poor drainage while complementing the base drainage plan. The Detail placed a concrete pad and constructed a 1,800 SF SWA Hut on it, which serves as the Detail BU/CE/UT workshop and MWR, and accommodates two offices. A lean-to runs the length of the structure, offering 1,000 SF of coverage for secure Class IV and CTR storage. Available land space on base was very limited and procuring sufficient real estate for the CESE yard was challenging. Through research and persistent coordination, the Detail was able to acquire a portion of a large, uninhabited concrete pad to accommodate the CESE yard. The Detail occupied an area within a fenced pad, closed off the CESE yard designated area with concrete barriers, and finished construction of a dispatch center, maintenance bay, office spaces, and storage areas. The Detail also dedicated significant efforts to enhance force protection and security within the compound. Improvements included the fabrication and installation of rebar windows and cipher-locked doors in the admin spaces, as well as the distribution and fortification of two 20' sets of bunkers.

Although the Detail deployed to Afghanistan with a general scope of the tasking, they were mentally prepared to be flexible and adaptive to changing requirements. The performed tasks are summarized into three broad categories: Camp Projects, Future Development Projects, and Firebase Missions.

Camp Projects involved short-term construction and improvement projects to benefit the main camp, as directed by the client. Tasking was typically short-fused and often involved changes and/or additions of scope during execution. Projects included the construction of a dog kennel shelter, remodeling of 20 berthing huts, over 2,000 meters of road improvement, secure area interior build out, HVAC installation in the Dining Facility, and other small camp maintenance tasks. The construction of a K-Span fitness center was the highest visible project executed. This 683 manday project was a turnover project from another unit, 487 mandays of which were accomplished by NMCB THREE. Additions to the scope of work during its construction attributed to the increased man-day expenditure. The client was pleased to have full use of the facility ahead of their expected occupancy date.

Future Development Projects encompass all the work-in-place toward the construction of CJSOTF-A's new camp. CJSOTF-A is relocating to another camp, currently under partial occupation by other units. The master plan is divided into multiple phases to facilitate the relocation. About 80% of the projects occurring in Phase I are known and have been planned by Seabees. Long term planning for the remainder of the camp is moving forward gradually.

IV – DETAIL SOF

The partially vacated Phase I site was largely occupied by berthing B-Huts. Seabees expended nearly 300 mandays, primarily conducting site preparation and demolition of undesired buildings. Due to limited available space on BAF, the base contractor is slowly relocating the B-Huts, which has limited the Detail's efficiency to accomplish site preparation. The team also demolished the interior of an unoccupied structure, for future development of an armory.

Firebase Missions consisted of short-term and high profile jobs at remote firebases, as needed by CJSTOF-A. Led by a First Class Petty Officer, the Detail deployed teams to accomplish two separate missions, making significant camp upgrades and drastically improving living conditions.

During the short four months deployed to BAF, NMCB THREE has substantiated the request for Seabee support, making a bonafide difference in the improved quality of life and working environment for CJSOTF-A, while concurrently preparing the operational setting for follow on Details to build their success upon.

Arrival Condition

Finish Photo

SEABEE Compound - Drainage Improvement
JK5-904

Project Scope: Site work to include grade, fill, and compaction approximately two acres within Seabee Camp. Slope area to complement natural drainage and base drainage plan.

Personnel:	3-4	
Duration:	February – March 2007	
Mandays Expended:	NMCB THREE	36
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	N/A
	Total Project MD:	36
Material Cost:	$7,500	
Cost Savings:	$12,600	

Significant Safety Issues: Vehicular safety in a high foot traffic area.

Significant QC Issues: Drainage was extremely poor throughout the compound, evident by the ponds left by the rainy season upon the Detail's arrival. Approximately 250 CD of gravel were hauled in to accomplish this job.

Significant Design Issues: None

Significant Material Issues: The gravel necessary to bring the site above grade was hauled in from an off base location and screened closely at the ECP. Due to the large volume needed and tight security measures, gravel trucks take longer to arrive on site.

Arrival Condition

Finish Photo

SEABEE Compound – Admin Office Rehab
JK5-904

Project Scope: Renovate Detail Office spaces to include demolish and clean entire building; paint 5,000 sf of wall; fabricate and install (12) wooden desks, (four) 220V outlets; install (20) network drops; install 2,800 SF rubber flooring.

Personnel:	16	
Duration:	February 2007 – March 2007	
Mandays Expended:	NMCB THREE	250
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	N/A
	Total Project MD:	250
Material Cost:	$6,500	
Cost Savings:	$87,500	

Significant Safety Issues: This was one of the immediate tasks we undertook upon arrival to the area. Along with this project, several other projects were underway within the camp, which involved the entire Detail work force. These camp projects, within proximity to this project, combined with the concurrent operations of multiple CESE in the area led to an alerted safety and ORM climate for personnel and vehicle safety.

Significant QC Issues: Ensured rooms with controlled access were equipped with cipher locks. Rooms containing classified material needed doors constructed to the proper thickness. In addition, steel bars were fabricated and installed on all windows.

Significant Design Issues: None

Significant Material Issues: None


Arrival Condition


Finish Photo

SEABEE Compound – Shop/MLO/CTR/MWR Warehouse Construction JK5-904

Project Scope: Construct a 28'x 60' SWA Hut on top of 4" concrete pad with wood framed floor, walls, and 31 trusses. Cover roof with 2,000 SF of corrugated sheet metal. Construct lean-to facility with 1,000 SF coverage space for CTR and MLO storage.

Personnel:	11-17	
Duration:	March 2007 – April 2007	
Mandays Expended:	NMCB THREE	345
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	N/A
	Total Project MD:	345
Material Cost:	$11,500	
Cost Savings:	$120,750	

Significant Safety Issues: The most significant hazard faced were lime burns from concrete placement. All work crew personnel wore concrete boots, in tandem with gloves to counter the lime burn hazard.

Significant QC Issues: The Detail has no concrete testing capability. The base concrete batch plant conducted standard break tests on the samples, which the Detail's QC Supervisor witnessed.

Significant Design Issues: None.

Significant Material Issues: None.

Arrival Condition

Finish Photo

SEABEE Compound – CESE Yard
JK5-904

Project Scope: Establish a secure CESE Yard on top of an existing concrete pad. Section off the Detail's area with concrete barriers and fence. Construct Dispatch Office, ARP, Collateral Equipment area, HAZMAT storage, and office spaces.

Personnel:	6-9	
Duration:	March 2007 – April 2007	
Mandays Expended:	NMCB THREE	145
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	N/A
	Total Project MD:	145
Material Cost:	Not Available	
Cost Savings:	$50,750	

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: The yard is located within proximity to the admin spaces; however, there was no data network or phone capability. A cell phone was used for primary communication.

Significant Material Issues: None

Arrival Condition

Finish Photo

SEABEE Compound – CESE Maintenance Bay
JK5-904

Project Scope: Construct (two) 10' x 40' wood framed walls, a 30' x 40' gable roof, and 2" lean-to roofs spanning 10'x 40' for CESE maintenance area.

Personnel:	6	
Duration:	March 2007 – April 2007	
Mandays Expended:	NMCB THREE	51
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	N/A
	Total Project MD:	51
Material Cost:	$3,400	
Cost Savings:	$17,850	

Significant Safety Issues: The most significant concern was working overhead at heights up to 16 feet. Proper use and awareness of lifting equipment prevented injuries.

Significant QC Issues: The corrugated metal roof needed additional screws to secure it down and resist the high winds.

Significant Design Issues: None

Significant Material Issues: None


Arrival Condition


Finish Photo

Camp Projects – Dog Kennel Shelter
JK5-904

Project Scope: NMCB THREE was tasked with the installation of a new chain link fence surrounding the kennel area. Install 22 posts in concrete, 190 linear feet of fencing material, 570 feet of barbed wire, and install three personnel gates and one vehicle gate.

Personnel:	5	
Duration:	April 2007	
Mandays Expended:	NMCB THREE	23
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	23
	Total Project MD:	23
Material Cost:	Not available	
Cost Savings:	$8,050	

Significant Safety Issues: Although the area was deemed clear of UXO, the crew maintained a high level of awareness when digging the posts.

Significant QC Issues: Crewleader ensured proper depth of posts and alignment of fence.

Significant Design Issues: None

Significant Material Issues: None


Under Construction


Finish Photo

Camp Projects – Billeting Hut Remodeling
JK5-904

Project Scope: NMCB THREE was tasked with the renovation of 20 B-Huts to create more living space for occupants. Interior work includes removal and replacement of existing partitions, electrical fixtures, and HVAC ducts. Exterior work includes cutting and installing four additional doors, as well as the construction of an elevated deck between huts.

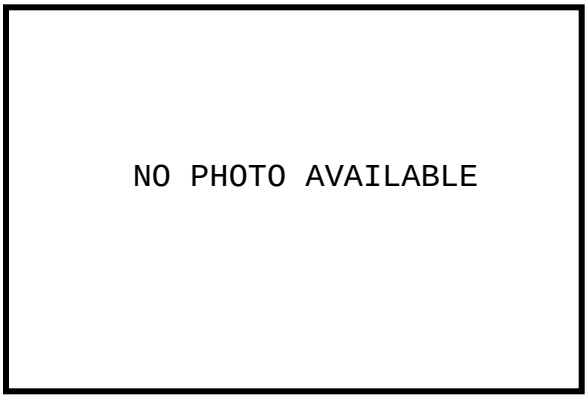
Personnel:	5-12	
Duration:	April 2007	
Mandays Expended:	NMCB THREE	103
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	103
	Total Project MD:	103
Material Cost:	Not Available	
Cost Savings:	$36,050	

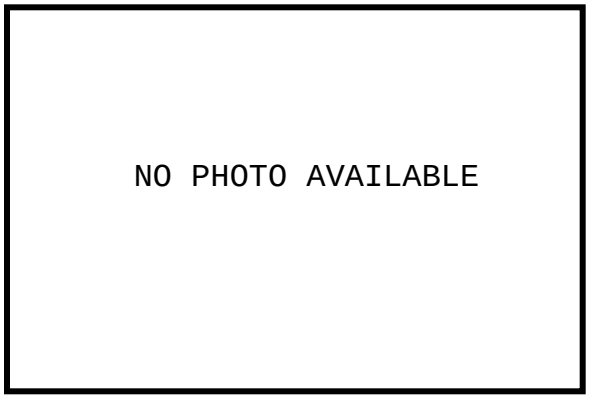
Significant Safety Issues: Use of power tools during night hours was our primary safety concern. Before sunset, light plants were brought in and powered up, with smaller light sources inside the huts. Power tools were used underneath the light plants and interior construction was performed without use of power tools.

Significant QC Issues: Due to the emergent requirement for the additional living quarters, all lumber was procured quickly from the local economy. The lumber cuts and sizes varied and although not ideal, the crew adapted the wood for best use.

Significant Design Issues: None

Significant Material Issues: None





Camp Projects – Secure Area Build Out
JK5-904

Project Scope: Extend Secure Area 330 SF by constructing interior wood frame and sheathed wall. Build out 1,400 SF portion of adjacent annex to include 240' of office desk length, drop ceiling, A/C units, electrical outlets, and new exit.

Personnel:	6-8	
Duration:	April 2007 – May 2007	
Mandays Expended:	NMCB THREE	215
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	215
	Total Project MD:	215
Material Cost:	$13,500	
Cost Savings:	$75,250	

Significant Safety Issues: The crew punched an opening thru one side of a brick and mortar building to create a new door. The structure was not reinforced so they worked slow and cautiously when making the cut. Once the opening was made, a bond beam was added for support.

Significant QC Issues: Multiple scope modifications during construction made it difficult to properly implement the three phase approach to QC.

Significant Design Issues: None

Significant Material Issues: None


Arrival Condition


Finish Photo

Camp Projects – Road Drainage Improvement
JK5-904

Project Scope: Re-grade, fill, and compact 2,000 meters of roadway throughout camp.

Personnel:	3	
Duration:	April 2007	
Mandays Expended:	NMCB THREE	29
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	29
	Total Project MD:	29
Material Cost:	$18,000	
Cost Savings:	$10,150	

Significant Safety Issues: Although road sections were closed off during horizontal work, the risk of personnel injury and property damage existed, due to tight spacing in some areas. Ground guides were essential in ensuring proper work pace, which was slower than normal conditions.

Significant QC Issues: Portions of the existing road required lifts of up to 4 inches.

Significant Design Issues: None

Significant Material Issues: Approximately 600 CD of fill was brought in to accomplish this job. The duration of the project was synchronized with the recurring gravel delivery.


Arrival Condition


Finish Photo

Camp Projects – K-Span Fitness Center
JK5-904

Project Scope: NMCB THREE was tasked with the construction of a 60'x90' K-Span facility on an existing concrete foundation. Structural work includes concrete footers, bending and placing ABM-120 steel for arches and end-walls. Interior work includes installation of a 14'x14' roll up door, (two) personnel doors, (21) halogen lights, and (15) outlets.

Personnel:	9	
Duration:	March - April 2007	
Mandays Expended:	NMCB THREE	487
Tasking:	WIP at turnover:	29%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	487
	Total Project MD:	683
Material Cost:	Not Available	
Cost Savings:	$170,450	

Significant Safety Issues: The most significant hazard facing the crew was working on top of the structure as panels were erected and crimped. A secured rope ladder was used for climbing. Rooftop workers were harnessed and secured to prevent falling.

Significant QC Issues: The existing concrete was placed by local nationals prior to the Detail's arrival. Without knowing their placement procedures, the actual strength of the concrete is unknown.

Significant Design Issues: None.

Significant Material Issues: There were some tools and equipment required that the Detail did not have their organic or augment tool inventory. The crew was resourceful in obtaining those specialty items from adjacent units to facilitate progress and minimize delays. There was a slight delay in construction because the insulation applicator and safety equipment had to be ordered from the U.S.

Arrival Condition

Finish Photo

Future Camp Development – MWR Building Demolition
JK5-904

Project Scope: Demolish and remove a 2,000 SF brick and mortar structure.

Personnel:	3-6	
Duration:	April 2007	
Mandays Expended:	NMCB THREE	61
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	61
	Total Project MD:	61
Material Cost:	N/A	
Cost Savings:	$21,350	

Significant Safety Issues: Guy wires coming from a nearby tower anchored outside the building footprint impeded demolition progress. Equipment operators and ground guides were able to work safely around it.

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None


Start Photo


Condition at Turnover

Future Camp Developments – Phase I Site Preparation
JK5-904

Project Scope: NMCB THREE was tasked with surveying, lifting, and full site preparation. Surveying results determined the site needed to be lifted an average of nine inches to bring land slightly above grade for proper drainage.

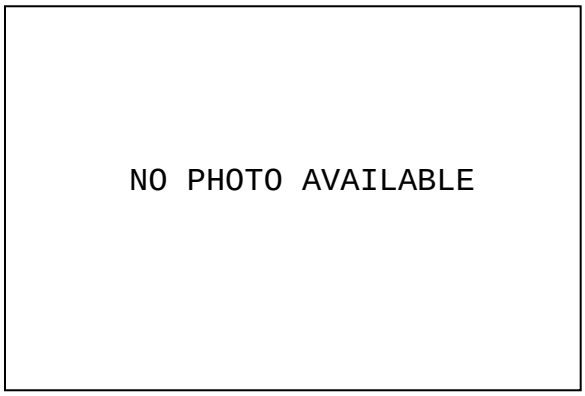
Personnel:	6	
Duration:	April 2007 – June 2007	
Mandays Expended:	NMCB THREE	277
Tasking:	WIP at turnover:	0%
	WIP at completion:	50%
	MD Tasked to NMCB THREE:	277
	Total Project MD:	550
Material Cost:	$63,000	
Cost Savings:	$96,950	

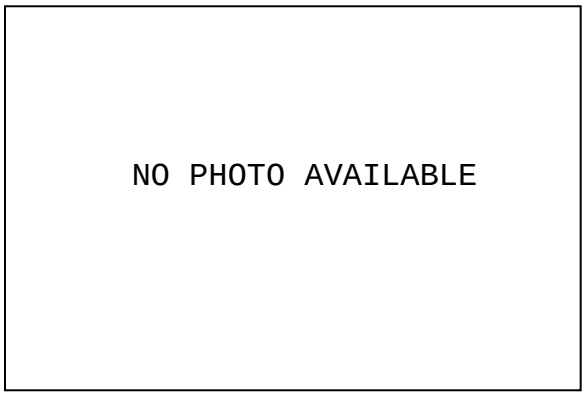
Significant Safety Issues: The top concern was preventing heat related injuries resulting from prolonged vehicle operations in a wide-open area. The project Safety Petty Officer was in charge of monitoring the crew's work pace and afforded routine hydration breaks.

Significant QC Issues: The fill brought in to raise the existing grade was extremely fine and required select fill to be mixed in to achieve desirable compaction.

Significant Design Issues: None.

Significant Material Issues: The gravel necessary to bring the site above grade was hauled in from an off base location and screened closely at the ECP. Due to the large volume needed and tight security measures, gravel trucks take longer to arrive on site. Obtaining fill was relatively easy, which was procured with the assistance of adjacent units.





Fire Base Improvements
JK5-904

Project Scope: On order, deploy to and perform camp improvements at firebase(s).

Personnel:	6-13	
Duration:	April 2007 – May 2007	
Mandays Expended:	NMCB THREE	357
Tasking:	WIP at turnover:	0%
	WIP at completion:	Ongoing
	MD Tasked to NMCB THREE:	357
	Total Project MD:	N/A
Material Cost:	Not Available	
Cost Savings:	$106,050	

Significant Safety Issues: Indirect fire is an inherent risk at any firebase, especially at more remote areas. The Team OIC is responsible for obtaining pertinent intelligence and updating his team on immediate action procedures in event of any significant event.

Significant QC Issues: Team OIC is responsible for ensuring proper planning and workmanship.

Significant Design Issues: None

Significant Material Issues: A pre-deployment assessment team is necessary to survey potential jobs at firebases to fully understand the scope, create a reliable and realistic bill of materials, and explore possible procurement options.

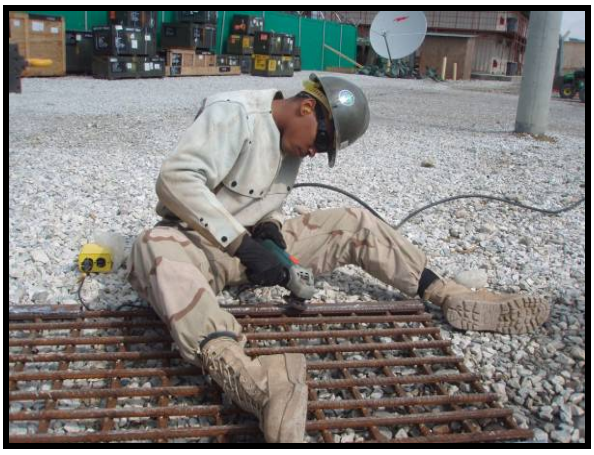
OIC DISCRETIONARY
DETAIL SOF

PROJECT LISTING

NAVCENT Office Wall Construction	6
Carport Construction	12
SWA Hut relocation	20
Electrical re-route in RLB latrine	4
Excavate footers for Medical barracks	32
Build Bunker benches, picnic tables	2
ECP Barrier relocation	3
Shelves for DFAC	4
TOTAL MANDAYS EXPENDED	**83**

Material Cost: Not available

Cost Savings: $ 117,850



Welding Steel Bars for Windows

ECP Barrier Relocation

DET SOF LABOR DISTRIBUTION

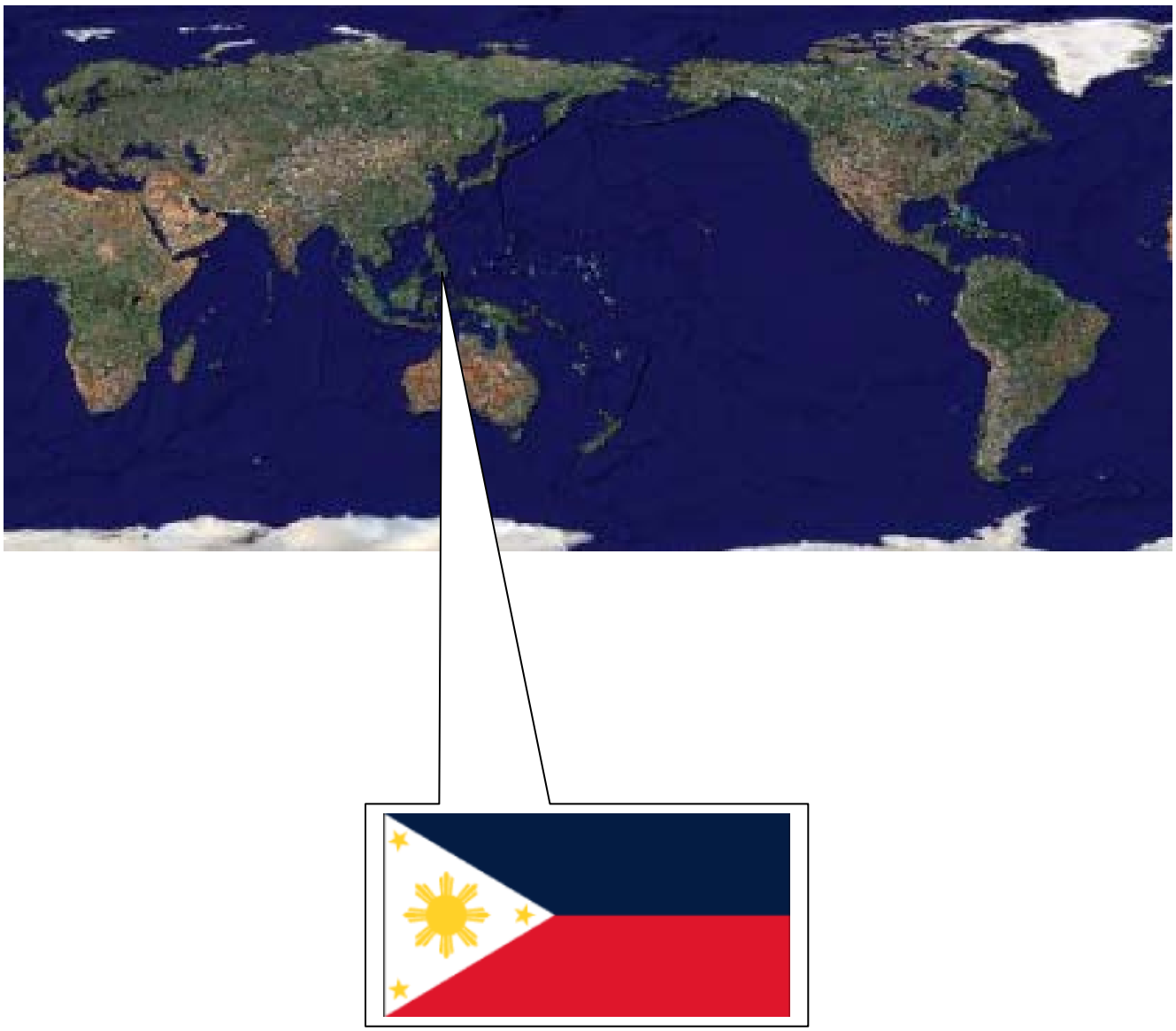
Month	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Total	% Total
Direct Labor MDs	0	562	1088	1093	1172	135	**4050**	76%
Indirect Labor MDs[1]	0	0	0	0	0	0	**0**	0%
Readiness / Training MDs	583	423	48	58	66	108	**1286**	24%
Total MDs	583	985	1136	1151	1238	243	**5336**	100%
# Total Personnel	52	52	52	52	52	52		
# Direct Labor	40	40	40	40	40	40		
# Workdays	14	24	27	27	27	6	**125**	
% Direct Labor[2]	77%	77%	77%	77%	77%	77%	**77%**	
Ideal Capability[3]	630	1080	1215	1215	1215	270	**5625**	
Availability Factor[4]	93%	91%	93%	95%	102%	90%	**94%**	

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. Ideal Capability = (# Direct Labor personnel for period) x (# Work-days for period) x (1.125)
4. Availability Factor = (Direct Labor MDs + Readiness/Training MDs)/(MD Capability)

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

Detail Philippines
PROJECT SUMMARIES



"BETTER THAN BEST"

SITE SUMMARY

NMCB THREE Detail Philippines stood up after EXERCISE BALIKATAN ’07. A five man Tiger Team was selected to stay behind with the Advanced Operational Base, Camp Bautista, of the Joint Special Operations Task Force Philippines to support the mission of winning the hearts and minds of the people of Jolo and Mindanao. This team of Seabees was deployed to several locations, including the high threat area of Panamao, Jolo, Sulu and Camp Navarro, Zamboanga City Philippines.

In Panamao, the project consisted of renovating a 22’x 55’ two-classroom Tayungan Elementary School Building. The scope of work consisted of repairing the existing roof system including: trusses, roof sheathing, vents, soffit, and fascia. The scope also included: replacement of doors and windows with metal security grilles; repairing plaster walls; replacing a 7’x 55’ concrete front walk; and repairing the existing concrete slab in two classrooms. The team also removed an existing bamboo stage located directly in front of the building and replaced it with a new 10’x13’ wooden stage on concrete pedestals in a new location within the school yard. The stage construction was worked into the project schedule to be completed in time for the school’s graduation ceremony, and the entire project was completed ahead of schedule. As the Seabee Tiger Team was awaiting their next movement to Zamboanga, the 11th Marine Battalion Landing Team, who was sponsoring the Seabees, was attacked with mortar fire from the Moro National Liberation Front, who decided to break their peace treaty with the government. The Seabee Team augmented the security along with 20 others to defend another US Team House when the likelihood of an enemy attack to the facility was reported.

After leaving Jolo, the Seabee Tiger Team went to Zamboanga, Philippines and planned and estimated a new 5m x 5m Isolation Facility for Talo-Talon Orphanage to house children afflicted with contagious diseases. After the planning and estimating was complete, the Detail began construction, which included clearing and grubbing, digging and preparing a reinforced concrete foundation and slab, laying CMU blocks along exterior walls, installing a toilet and bathroom, forming four reinforced concrete columns, and rough plumbing. Due to time constraints of the deployment schedule, this project was turned over to local contractors for completion.


Arrival Condition


Finish Photo

Tayungan School Renovation
Detail Philippines

Project Scope: Demo existing concrete slab, ceiling, soffit and fascia on a 25' x 55' classroom building. Repair roof system, install doors and windows with security grilles, interior concrete slab, prime and paint.

Personnel:	NMCB THREE (5 Seabees) 8-10 Philippine Marines	
Duration:	February 2007 – March 2007	
Mandays Expended:	NMCB THREE	110
	Philippine Marines	180
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB THREE:	290
	Total Project MD:	290
Material Cost:	$12,500	
Cost Savings:	$38,500	

Significant Force Protection Issues: Proximity of the project site to the Moro National Liberation Front (MNLF) camp was the biggest concern.

Significant Safety Issues: Dehydration and the possibility of heat injuries associated with working in intense heat was the main concern.

Significant QC Issues: The Project Chief performed quality control inspections during all phases of work. A significant issue was getting the semi-skilled personnel from the Philippine Marines to produce a quality product for the customer. Seabees oversight helped to mitigate the concern.

Significant Design Issues: Changing the dimensions of the replacement doors and windows to a slightly smaller size to enable a solid connection to existing concrete.

Significant Material Issues: Quality of supplied materials was the largest concern. It took meticulous QC oversight of delivered materials to ensure the building materials were within specifications and acceptable according to local building standards.

Significant Tools Issue: The lack of necessary tools was also a big concern for achieving progression and quality. The Seabee team was left only with a Kit 19 and a few augment tools from JSOTF-P.

Arrival Condition

Condition at Turnover

Talon-Talon Orphanage, Isolation Facility
JSOTF-P

Project Scope: Construct a new 5m x 5m reinforced concrete and CMU block facility with plumbing and electrical. Local contractor will have to complete the construction of this facility. Seabees started work on this project, and turned it over to AFP for completion.

Personnel:	5 Seabees	
Duration:	April 2007 – May 2007	
Mandays Expended:	NMCB THREE	105
Tasking:	WIP at turnover:	0%
	WIP at completion:	35%
	MD Tasked to NMCB THREE:	105
	Total Project MD:	280
Material Cost:	$6,500	
Cost Savings:	$36,750	

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

Significant QC Issues: Lack of engineering instruments, builder and masonry tools, and manpower to complete the job.

Significant Design Issues: Lack of civil and structural details. Project Chief designed the foundation and consulted with a local Civil Engineer.

Significant Material Issues: Material purchase was delayed by procurement department. The local CMU strength is not as high as US standards.

Chapter V

SUPPLY / LOGISTICS / EQUIPMENT

"BETTER THAN BEST

FINANCIAL MANAGEMENT
The NMCB THREE Supply Officer managed both the NMCB THREE OPTAR and the Camp Shields OPTAR totaling $2.1M. During this deployment, the Department supported all five DFTs: PACIFIC HORIZON, OPERATION GOODWILL, COBRA GOLD, BALIKATAN, and RSO&I FOAL EAGLE. The Supply Officer maintained and tracked the Camp Shields OPTAR and continuing services for 10 details to include the Camp Shields' continuing services, totaling 30 C999 accounts. Access to the STARS-FL program was obtained to better track obligations in DFAS. By utilizing this program, the Department was able to track documents for the camp and Battalion, as well as run reports on the travel budget. The Supply Department created deployment orders for the entire battalion and assisted mainbody and detachment personnel on the use of the travel system, DTS. All procurement methods were utilized to obtain needed materials and funds were obligated in a timely manner.

FOOD SERVICE
NMCB THREE Food Service Division served a total of 138,240 meals to an average of 256 personnel. Managing a total of $509,384.00 in food, they maintained 100% accountability with 99% validity. The galley staff also corrected the Food Service Management computer program preventing any discrepancies with the management program. During this deployment NMCB THREE Food Service Division made various improvements to all galley spaces.

During the Operational Readiness Inspection by the 30th NCR NMCB THREE food service received a grade of excellent. The excellent grade given by 30th NCR nominated them for the Navy's Five Star Accreditation. This resulted in NMCB THREE receiving a five star accreditation by the Navy's Food Management Team from Pearl Harbor, Hawaii.

The galley staff created special birthday meals, which was a great morale booster for the Battalion. Along with these meals, the galley served special meals for the holidays as well as for the Asian Heritage Month and Black History Month.

POST OFFICE/BARBER SHOP
The Camp Shields Post Office processed an excess of 30,000 pounds of official/personal mail and conducted over $16,000 in financial business. They also provided stamps and money orders to NMCB THREE, as well as to military housing around Camp Shields. The post office passed their audit from Military Postal Activity Atlantic. NMCB THREE's barber shop provided a great service to the Battalion completing over 1,500 haircuts.

BERTHING
During December 2006, the NMCB THREE, BEQ/BOQ Manager successfully executed barracks assignments and housing for more than 600 troops for NMCB THREE's advanced party, mainbody, and detachments as they flowed through Okinawa. Throughout the deployment, the barracks housed an average of 250 mainbody personnel.

Upon accepting the barracks, the NMCB THREE Building Manager coordinated an accurate inventory of all BEQ minor property, valued at $1.75M.

Early in the deployment, the passageway decks were not up to "Better Than Best" standards, and the Building Manager worked closely with CFAO to award a contract to strip and wax all the passageways on all floors. The service was excellent and the passageways were turned over in much better condition.

A total of 812 BEQ minor trouble calls were identified and reported to Camp Maintenance since the barracks were turned over to NMCB THREE. A total of 769 trouble calls were successfully completed, and 43 were outstanding as a result of materials not arriving prior to the end of the deployment.

The Building Manager identified and inventoried over $12K of excess used hazmat and implemented control issue program to ensure command compliance with the local, state, and federal environmental protection agency laws.

INFANTRY
A wall-to-wall inventory of all infantry gear was performed during turnover. NMCB THREE personnel inventoried the infantry gear warehouse with 94 separate line items valued at over $1,103,000. Several detachments and DFTs were supported with 782 gear including: Detail SOF, DFT BALIKATAN, DFT PACIFIC HORIZON, DFT

RSO&I/FOAL EAGLE, DFT OPERATION COBRA GOLD, DFT OPERATION GOODWILL, and NMCB SEVEN'S DFT CARAT.

CENTRAL STOREROOM
The CSR staff continued to increase CSR inventory and ensured commonly used items were readily available. The CSR staff received over 600 stock requisitions including 150 ANORS requirements with zero discrepancies. CSR shipped parts to various detachments to include: Sasebo, Yokosuka, Iwakuni, Fuji, San Clemente, and Chinhae. Parts were picked up from the NAHA Port and FISC every Tuesday and Thursday. Those parts were then shipped out to detail sites every Wednesday and Friday. During the deployment over $500,000 worth of material was processed through DRMO.

CENTRAL TOOL ROOM
The Central Tool Room maintained an active maintenance and safety check program for 325 line items of electrical tools and 75 gas powered tools. A record system for 12,000 shelf items were maintained on Excel spreadsheets with 1250's issued for all items checked out. The 1250's were then organized by shelf location, project, and color-coded for easy retrieval upon return of tools. Kits were managed with a tracker identifying which kits needed to be inventoried each day, and a status board showing every kit's current location. 456 items were ordered and 217 items were received from the TOA Manager. 265 kits were maintained with a validity of over 98% for mainbody CTR and 96% for the six detail sites. A spot check program was used for accountability of shelf items which averaged 99% or better on weekly spot inventories. Validity at turnover was 99%.

MATERIAL LIAISON OFFICE
In the past, the Okinawa MLO warehouse accumulated over 1,300 excess line items. During NMCB THREE's six month deployment, 650 of those excess line items were sent to DRMO reducing the current excess list by 50%.

The MLO staff has worked closely with several prime vendors and established a good working relationship that minimized material delays and re-orders. Meetings were held once a week with the prime vendors to discuss outstanding and future material requirements. Although the prime vendor system is effective, at times the efficiency in delivery has been a negative factor. Receiving a request for quote on Bill of Materials is time consuming and can impact the course of a project if not planned properly.

The MLO staff has maintained an average of 95% validity on all inventory spot checks throughout the deployment. By implementing these spot checks, ensuring that all material received and issued was properly documented resulted in a 95% overall score during the February 2007 MAV.

Upon arriving, NMCB THREE noticed that MLO material and MCD material were separate entities. MCD material did not have any system in place to track material issues or receipts. MLO staff with the assistance of Bravo Company conducted an extensive inventory of all MCD materials, and stock record cards were created for all MCD materials. Currently this process is 90% complete. 90% includes all stock record cards have been identified and put into a tickler file and locations for all material have been designated. In the future all this material will be added to the PMTP program.

AUTOMOTIVE REPAIR PARTS
ARP processed more than 700 line items from eight pallets of ULW-47 and ULX-55 materials. Wet batteries and asbestos brakes were segregated and consolidated for proper stowage and identification. ARP has tech-edited over 1,912 requirement requests, issued and processed over 700 requirements, and processed a total of 634 NIS. Inventory validity of carried items in the outlet has improved 15% through an aggressive inventory schedule and SIM/non-SIM spot inventories, enhancing supply's effectiveness and reducing NIS requisitions. Validity results from wall-to-wall inventory by locations were 37% for ER1 (MOD 96 for AIR DET); 96% for ERA; 95% for ERB; 95% for ERC; and 84% for BULK. Specific commodity inventory validities were 92% for SIM item and 97% for Blades. An Operational Readiness Inspection (ORI) was accomplished, receiving a grade of excellent.

EQUIPMENT MANAGEMENT
NMCB THREE had a very successful CESE management program during the deployment. One of the highlights was the implementation of an aggressive inspection system above and beyond what the 3M program requires for CESE going into and out of the shops. The initial impact of inspectors was a dramatic increase in number of interim repairs. The availability of CESE initially suffered due to the increased number of these repairs. After the initial impact, the number of interim repairs dropped considerably. The long term impact of the inspection system has proven to be a more reliable fleet of CESE throughout mainbody.

V – SUPPLY/LOGISTICS/EQUIPMENT

Significant improvements were made on the IEM program. The layout of CESE in the live storage warehouse has been completely reorganized to maximize efficiency. Every piece of CESE in IEM was cycled at least once every 30 days with a thorough inspection. This provided an honest assessment of the inactive CESE. Permission was granted from 30th NCR to store IEM pieces outdoors when necessary, because the warehouse is not large enough to store everything. With this in mind, NMCB THREE decreased the number of active CESE from 155 to 115 by turnover.

The CESE TOA has been modified considerably since NMCB THREE's arrival in December. NMCB THREE received a total of 43 pieces of CESE between the mainbody and detail sites. Disposition Authority was requested for 56 pieces, and 14 pieces were transferred to DRMO, while 13 other pieces have been transferred to different locations. Additionally, NMCB THREE mechanics prepped 28 pieces of CESE to be used on three DFT's and one distant project.

Gun Turret Attachment ID Plates were fabricated and installed for 14 MTVR Cargo Trucks. In addition, 14 Gun Turrets were assembled and installed for MTVR Tractors. Welder Exhaust modifications have been completed for all welders on site. Troop seats on all trucks have been rehabbed.

NMCB THREE placed extensive emphasis on its 3M program, and conformed to two 3M Force Revisions while in Okinawa. There have been four new MIP series added to the work centers to accommodate the new CESE on site. A PM Record Card Program and Attachment Custodian Program were initiated as instructed in the 11200.2. Neither of these programs existed upon arrival to Okinawa.

The Tech Library has been consolidated during NMCB THREE's deployment. All manuals have been re-bound and multiple volume manuals have been grouped together in one binder. An accurate list of on-hand manuals has been generated, as well as a list of manuals needed for CESE on site. The list of manuals needed has been forwarded to the R43 staff.

EQUIPMENT POPULATION (Okinawa)

Vehicles	BEEP	JAN	FEB	MAR	APR	MAY	BEEP
In service	150	167	155	143	178	130	130
In Preservation	222	208	201	201	212	234	234
Total	372	375	356	344	390	364	364

AVERAGE RAR RATIO (Okinawa)

Month	RAR %	Due	Complete	Opened 2K
December	100%	755	755	165
January	100%	891	891	344
February	100%	889	888	271
March	100%	763	762	171
April	100%	1128	1128	184
May	100%	826	826	262
Total	100%	5252	5250	1397

EQUIPMENT AVAILABILITY STATUS (Okinawa)

Month	BEEP	JAN	FEB	MAR	APR	MAY	BEEP
On Deadline							
Auto	5	5	3	1	2	0	0
Construction	10	5	2	2	4	9	10
MHE	5	4	3	1	1	3	3
Total	20	14	8	4	7	12	13
Total Equip. in Service	150	167	155	143	178	130	130
% Availability	87%	90%	87%	90%	92%	93%	92%

EQUIPMENT POPULATION (San Clemente)

Vehicles	BEEP	JAN	FEB	MAR	APR	MAY	BEEP
Total	95	91	92	71	70	62	62

AVERAGE RAR RATIO (San Clemente)

December	97%	290	280	44
January	100%	264	264	94
February	100%	212	212	72
March	100%	278	278	69
April	100%	284	284	57
May	100%	243	243	39
Total	100%	1571	1561	375

EQUIPMENT AVAILABILITY STATUS (San Clemente)

Month	BEEP	JAN	FEB	MAR	APR	MAY	BEEP
Total On Deadline	7	11	7	2	2	2	2
Total Equip. in Service	95	91	92	71	70	62	62
% Availability	82%	63%	57%	59%	60%	70%	70%

EQUIPMENT POPULATION (Fuji)

Vehicles	BEEP	JAN	FEB	MAR	APR	MAY	BEEP
Total	13	17	17	16	16	13	13

AVERAGE RAR RATIO (Fuji)

Month	RAR %	Due	Complete	Opened 2K
December	100%	0	0	12
January	100%	16	16	12
February	100%	49	49	19
March	100%	52	52	31
April	100%	38	38	54
May	100%	81	81	15
Total	100%	236	236	143

EQUIPMENT AVAILABILITY STATUS (Fuji)

Month	BEEP	JAN	FEB	MAR	APR	MAY	BEEP
Total On Deadline	1	1	1	1	2	2	4
Total Equip. in Service	13	17	17	16	16	16	16
% Availability	90%	71%	65%	76%	75%	82%	69%

EQUIPMENT POPULATION (Iwakuni)

Vehicles	BEEP	JAN	FEB	MAR	APR	MAY	BEEP
Total	17	17	16	17	17	17	17

AVERAGE RAR RATIO (Iwakuni)

Month	RAR %	Due	Complete	Opened 2K
December	100%	87	87	24
January	100%	107	107	14
February	100%	79	79	26
March	100%	94	94	6
April	100%	130	130	9
May	100%	131	131	1
Total	100%	628	628	80

EQUIPMENT AVAILABILITY STATUS (Iwakuni)

Month	BEEP	JAN	FEB	MAR	APR	MAY	BEEP
Total On Deadline	0	4	1	0	0	0	0
Total Equip. in Service	17	17	16	17	17	17	17
% Availability	90%	77%	81%	95%	92%	96%	88%

EQUIPMENT POPULATION(Chinhae)

Vehicles	BEEP	JAN	FEB	MAR	APR	MAY	BEEP
Total	19	12	12	12	12	12	12

AVERAGE RAR RATIO (Chinhae)

Month	RAR %	Due	Complete	Opened 2K
December	100%	68	68	11
January	100%	55	55	9
February	100%	43	43	23
March	100%	25	25	16
April	100%	38	38	1
May	100%	15	15	5
Total	100%	244	244	65

EQUIPMENT AVAILABILITY STATUS (Chinhae)

Month	BEEP	JAN	FEB	MAR	APR	MAY	BEEP
Total On Deadline	1	1	3	0	0	0	0
Total Equip. in Service	19	12	12	12	12	12	12
% Availability	91%	91%	77%	84%	92%	98%	98%

EQUIPMENT POPULATION (Sasebo)

Vehicles	BEEP	JAN	FEB	MAR	APR	MAY	BEEP
Total	19	21	21	21	21	21	21

AVERAGE RAR RATIO (Sasebo)

Month	RAR %	Due	Complete	Opened 2K
December	100%	0	0	13
January	100%	39	39	8
February	100%	47	47	31
March	100%	28	28	6
April	100%	5	5	18
May	100%	29	29	4
Total	100%	148	148	80

EQUIPMENT AVAILABILITY STATUS (Sasebo)

Month	BEEP	JAN	FEB	MAR	APR	MAY	BEEP
Total On Deadline	2	3	4	0	2	3	3
Total Equip. in Service	19	21	21	21	21	21	21
% Availability	89%	68%	47%	72%	84%	85%	85%

Appendix 1

LESSONS LEARNED

"BETTER THAN BEST"

APPENDIX I – LESSONS LEARNED

ADMINISTRATION:

1a. ITEM: Passports/Visas

1b. DISCUSSION: Not all passports/visa's for special DFT's deploying to a different countries were completed in a timely manner or completed in homeport prior to deploying.

1c. RECOMMENDATION: Recommend identifying all DFT personnel before deploying and that all passports/visas' for battalion personnel are completed prior to deployment. This is especially important for DFT personnel.

2a. ITEM: Powers of Attorney

2b. DISCUSSION: Not all powers of attorney were completed prior to deploying.

2c. RECOMMENDATION: Recommend a command sweep using an alpha roster to make sure all battalion personnel requiring a power of attorney for their spouse/next of kin are completed prior to deploying. Track utilizing an excel spreadsheet for each detachment site. Each company/Det will maintain, track, and brief periodically.

3a. ITEM: Personnel Security Clearances

3b. DISCUSSION: Not all security clearances were completed prior to deploying.

3c. RECOMMENDATION: Recommend a command sweep using an alpha roster to make sure that all personnel requiring a security clearance or an interim clearance prior to deploying. Each company/Det will maintain, track, and brief periodically.

4a. ITEM: Transient Personnel Unit (TPU) for Deployed Units Overseas

4b. DISCUSSION: Too many troops arriving to TPU without correct paperwork in hand.

4c. RECOMMENDATION: Make contact with TPU Administrative Officer regarding all possible separations within the battalion. Receive their initial guidelines and be sure to abide by their rules regarding separations from an overseas area. Follow up with all the proper paperwork, including the separation eval prior to transferring an individual to TPU.

5a. ITEM: Navy-Wide Advancement Exams

5b. DISCUSSION: Too many advancement exams not received in a timely manner.

5c. RECOMMENDATION: Order all Navy-Wide advancement exams for Detachment personnel first. The first detachment to be ordered should be Diego Garcia, followed by the other detachments. Main body Okinawa should be the last to be ordered. Make sure all correct point of contacts for each servicing Personnel Support Detachments (PSD's) have been contacted prior to the ordering of the advancement exams.

OPERATIONS

1a. ITEM: Equipment Rental Job Order Numbers for Projects

1b. DISCUSSION: Equipment rental through either Public Works or via ROICC contract is not possible without first establishing a Job Order Number (JON) through the station Comptroller for equipment rentals. These JONs are required for each tasked project.

1c. RECOMMENDATION: The on-site Battalion should ensure JONs are in place for both turnover and new start tasked projects to be accomplished by the incoming Battalion prior to the incoming Detail's arrival. It is recommended that funding for equipment rentals is requested from the 30th NCR a minimum of 60 days prior to turnover. This will allow adequate time for the necessary documentation (NAVCOMPT Form 2275) to be processed and approved.

2a. ITEM: QC Library

2b. DISCUSSION: Much needed technical publications and reference materials were not available at the Detail sites.

2c. RECOMMENDATION: Recommend that a standard QC library of publications and reference materials be maintained at each Detail site. They should be inventoried and reviewed to ensure items thatare out of date are updated to the latest version.

3a. ITEM: Project Funding

3b. DISCUSSION: The prime vendors, SupplyCore & DSCP require that the Military Intermediate Purchase Request (MIPR) and/or NACOMPT Form 2275 be processed, approved, and accepted prior to ordering construction materials through them. This is often a time consuming process that can lead to construction delays if the process isn't handled efficiently.

3c. RECOMMENDATION: The on-site Battalion should ensure that project funding is requested from the 30th NCR 120 days prior to the date that the material will be needed on site. This should allow adequate time to process the required funding documentation, order material, and receive material on site. The 120-day time-frame is particularly critical for anticipated long lead items that need to be ordered from stateside vendors.

4a. ITEM: Project Specifications

4b. DISCUSSION: The specifications and manufacturers installation instructions for specialty items that are procured locally in Japan are normally not written in English. A prime example of this are locally procured HVAC systems, climate control devices, and electrical distribution equipment. This causes delays to the installation process by requiring Detail personnel to have the FEAD Office translate these items to ensure that all equipment is properly installed.

4c. RECOMMENDATION: Bill of Materials for locally procured items that are submitted to SupplyCore for price quotes should specify that the instructions and specifications provided with these items needs to be printed, or translated into English.

5a. ITEM: Manning

5b. DISCUSSION: During this deployment only three of the DFTs were planned for. Two additional DFT's were tasked during the deployment. The result was there were many key people that were drafted for these assignments. This forced less experienced and non-trained personnel to fill their positions.

5c. RECOMMENDATION: Be sure to train more than one person for each key position (i.e. safety, lockout/tag out, Trouble Desk Clerk, P&E etc). Train in depth to allow flexibility.

6a. ITEM: Designs

6b. DISCUSSION: JOQ Laundry project Drawings were not finalized/ approved prior to start of the project. Utility tie-ins were not pre-arranged with PWO, delaying the finish date of the project. This could potentially happen on any CO discretionary or Camp Maintenance project.

6c. RECOMMENDATION: Ensure that all project drawings are finalized and approved prior to starting the job. Include conducting a PRECON meeting with customer, ROICC, or PW, ensuring all details are finalized and documented, specifically the connection in of utilities.

7a. ITEM: CBCM not on NMCI

7b. DISCUSSION: The latest version of CBCM is not authorized for use, and there are differing regulations on what can be installed at the various installations in the Far East.

7c. RECOMMENDATION: Bring USB thumb drives with adequate space to transfer CBCM files from stand alone (laptop) computers to NMCI or ONENET computers to email as attachments to main body. Careful attention is needed to ensure that files from various locations are compatible and able to be consolidated.

8a. ITEM: CBCM

8b. DISCUSSION: Not all crew leaders and project supervisors had adequate CBCM skills.

8c. RECOMMENDATION: Ensure adequate training is given through the NCR and or battalion level. Build a preliminary Level I as a test to ensure that all companies and dets are using files that can be consolidated without any issues.

9a. ITEM: Timecards in CBCM

9b. DISCUSSION: The crew leaders were not completing the timecards correctly. They need to understand the proper use of X-codes and know how to track the open activities.

9c. RECOMMENDATION: Have a timecard training class in homeport prior to deployment to instruct the crew leaders on the proper completion of the timecards. Ensure this is included in the Crew Leader Academy.

10a. ITEM: Respirators

10b. DISCUSSION: The base safety office only provides fit testing. Due to budget constraints, it does not carry any respirators for issue.

10c. RECOMMENDATION: All projects requiring personnel to wear respirators should be fit tested in homeport. Respirators need to be added to the bill of materials in homeport and maintained in the safety office during deployment.

11a. ITEM: Hazardous Material and MSDS Sheet

11b. DISCUSSION: Hazmat is being delivered to MLO with MSDS sheets in Japanese. No translation is being provided.

11c. RECOMMENDATION: When ordering HAZMAT, be sure to specify that an English MSDS is required. Do not accept any HAZMAT from the vendor without an English MSDS. If possible tape the MSDS to HAZMAT items to remove all doubt. If an English MSDS is not available, every effort should be made to obtain the Japanese MSDS one week prior to material delivery so that it can be translated prior to material delivery.

12a. ITEM: Project Waste Disposal

12b. DISCUSSION: Over the last several deployments funding was not requested for the disposal of project waste material. At more than one location, there was an accumulation of spoils that needed to be removed by contract.

12c. RECOMMENDATION: Every detail needs to ensure that their projects have been funded for the disposal of all of their construction waste. It is also essential that they have arranged for disposal of their waste prior to turnover.

13a. ITEM: Forklift Licenses

13b. DISCUSSION: Not all of the MLO/CTR staff had a forklift license upon arrival and were unable to unload material being received from contractors.

13c. RECOMMENDATION: Ensure that MLO/CTR staff obtain licenses prior to deploying.

14a. ITEM: Material Procurement

14b. DISCUSSION: Material delay was the biggest challenge during this deployment. The time from getting quotes from vendor until final material delivery can take as long as two months. After submitting a material list to SupplyCore, they have to solicit three vendors for independent quotes. Because of language barrier and cross-cultural differences, this process can take more than a month going back and forth with questions and meetings for clarification. Then SupplyCore provides the quotes to DSCP in CONUS for approval. Unless this process is carefully managed, material procurement can take several weeks longer than expected.

14c. RECOMMENDATION: Start purchasing and stocking material as soon as possible, don't depend entirely on the 30-60-90 technique. Also be sure to verify the material and price charged upon receipt. The materials did not match the specification in several occasions and there were also occasions where there were differences in what was quoted and what was actually charged. Constant oversight is needed to ensure accuracy of accounting.

15a. ITEM: Japanese Holidays

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15b. DISCUSSION: Japanese have many holidays that last for long periods of time and they do not correspond with US holidays. Just like stateside vendors, most businesses are closed and it is not possible to conduct business such as receiving materials, testing, place concrete, etc. Ensure early communication with the outgoing NMCB while in homeport. BMs for new projects, and 30/60/90 material breakdowns are essential to guarantee materials are on site upon arrival.

15c. RECOMMENDATION: Note all local holidays during the planning phase of the projects to prevent delays and frustration. Include major holidays on the deployment calendar. There are three times a year to be aware of in Japan: About a week during New Years, Golden Week in the first part of May and Oban season in August. Ensure early communication with the outgoing NMCB while in homeport. BMs for new projects and 30/60/90 material breakdowns are essential to guarantee materials are on site upon arrival. This is particularly important for long lead items.

LOGISTICS AND SUPPLY

1a. ITEM: Project Material Planning and Tracking Program (PMPTP)

1b. DISCUSSION: PMPTP is the program that the 30th NCR is utilizing for NMCBs to track materials and funding. It doesn't serve the intended purpose if it isn't used properly.

1c. RECOMMENDATION: Ensure that all MLO staff and detail MLO staff members go to the class in homeport. They will learn how to program, input, and update all required materials for the projects. This program is only as good as the person inputting and updating the data. Make certain they have a PMPT login, access to the areas of the program to edit and have had training using the program.

2a. ITEM: Open Purchase Requirement for NORS Items

2b. DISCUSSION: Open purchase is required for NORS items even though they are in the COSAL.

2c. RECOMMENDATION: Get parts from local vendors in order to minimize equipment time on deadline. Deliveries of items ordered through COSAL have a long lead time.

3a. ITEM: DTS Orders

3b. DISCUSSION: Prior to deployment, Supply was tasked with creating orders for the entire battalion via group orders. If one member in the group has a change to their travel plans, the entire group is affected. Orders were needed upon arrival at the deployment sites to check into barracks, enroll into the base security system, etc.

3c. RECOMMENDATION: Individual orders should be utilized, vice group orders. The convenience of using the group orders function did not outweigh its disadvantages. Ensure all personnel have orders prior to departure from homeport

4a. ITEM: Food Service

4b. DISCUSSION: In the past, MRE's were received with a less than standard shelf life from DSCP.

4c. RECOMMENDATION: When procuring MRE's, identify the expiration date before accepting.

5a. ITEM: Prime Vendor

5b. DISCUSSION: Determine the availability of menu items before menu preparation. Special food items require a request to be submitted to DSCP before the item is stocked by DSCP Okinawa. DSCP requests to have the request at least 45 days prior to ordering the item.

5c. RECOMMENDATION: Explore the benefits of using the established menu on file at the Camp Shields galley to avoid frequent menu changes due to non-availability. In order to properly adjust the menu with appropriate changes, request to have DSCP contact the galley immediately if an item will not be available. Provide the incoming battalion with the DSCP catalog to allow proper planning prior to arrival.

6a. ITEM: Food Service Management

6b. DISCUSSION: At the beginning of deployment, the units of issue in the Food Service Management (FSM) program were not correct. This led to over/under charges due to the incorrect quantity being charged to the mess.

6c. RECOMMENDATION: Verify unit of issue upon arrival and during the wall to wall inventory, and also verify the unit of issue on file in FSM. Train the record keeper and the store room custodian on how to extend a receipt after delivery of stores to match the unit of issue in FSM.

7a. ITEM: Pay Systems

7b. DISCUSSION: NMCB THREE does not have the most current pay systems to conduct quality customer service for the Battalion. Defense Military Office (DMO) replaced UMIDS pay system 31 December 2006 (all UMIDS support was disestablished that date) and although homeport Battalion spaces are outfitted with the program, 1NCD/30th NCR has not established the DMO hierarchy/server required for this program to be utilized.

7c. RECOMMENDATION: 1NCD/30th NCR support is needed to establish a DMO server and overall responsibility.

8a. ITEM: ARP Workstation

8b. DISCUSSION: Currently there are two available workstations in the ARP office for tech editing and the processing of requisitions. With the extensive workload ARP is tasked with, two workstations are not sufficient to expeditiously process requisitions.

8c. RECOMMENDATION: Consider installing an additional workstation in ARP office to accomplish all ARP tasking on time.

9a. ITEM: MICROSNAP Training

9b. DISCUSSION: ARP personnel struggled to operate the Micro-SNAP system at the beginning of the deployment.

9c. RECOMMENDATION: Conduct formal SNAP training for ARP personnel prior to deployment.

10a. ITEM: Outlet Forklift

10b. DISCUSSION: Daily check out of forklift is cumbersome and time-consuming.

10c. RECOMMENDATION: CSR/MLO/CTR/GREENS ISSUE should have a permanent assigned forklift to save man hours and increase productivity.

11a. ITEM: Consumable Tool Items

11b. DISCUSSION: Many tools in CTR require consumable parts which are not always in stock.

11c. RECOMMENDATION: Project Supervisors should compile a list of consumables that will be needed for each project prior to leaving on deployment. The Project Supervisors should contact the CTR LPO of the currently deployed battalion to ensure the items being ordered are compatible with on-site tools.

12a. ITEM: Tool kit Inventories

12b. DISCUSSION: Homeport CTR training is not robust enough to meet the requirements of a deployed CTR.

12c. RECOMMENDATION: A more comprehensive class on how to run a CTR would be beneficial. Recommend having the kit custodian inventory some not-so-well-known kits to become more familiar with the items. Another suggestion is to have the electricians practice working on electrical tools with an expert tool repairman. This would make them a much larger asset. Similarly, the mechanics would benefit from a class on small engine repair.

COMMUNICATIONS

1a. ITEM: Condition of Spaces

1b. DISCUSSION: There have been lingering issues with Communication security such as an inadequate vault door and a faulty Intrusion Detection System. These issues were identified long before
NMCB THREE arrived at Camp Shields.

1c. RECOMMENDATION: Need Regimental or Divisional oversight and support in solving and eliminating security deficiencies.

2a. ITEM: TDN Support

2b. DISCUSSION: NMCB THREE assumed custody of a TDN system that was never operational. No software was available to support the system. There were various DOLCH hardware/software issues that needed immediate attention. Repeated requests for TDN support took too long.

2c. RECOMMENDATION: Need a software/hardware refresh for the TDN at this deployment site and also a local service provider to resolve any TDN issues.

3a. ITEM: Repair Parts Funding

3b. DISCUSSION: Funding for the repair parts must be requested from the Regiment once a need for repair parts is identified.

3c. RECOMMENDATION: Repair parts for communications equipment should have a quarterly budget so they can be ordered expeditiously when a deficiency is found.

4a. ITEM: ONE-NET Computer Accounts:

4b. DISCUSSION: SAAR applications are required in order to establish new computer accounts, and the installation ITOC offices are not able to support the volume of new account requests when one battalion relieves another. As a result, it can take up to two weeks to get a computer account.

4c. RECOMMENDATION: It is strongly recommended that the relieving Battalion submit completed SAAR applications a minimum of four weeks prior to deploying. More importantly, the onsite Battalion must ensure that these applications are processed through the local ITOC Office as early as possible to eliminate administrative delays.

TRAINING

1a. ITEM: USMC Training Opportunities

1b. DISCUSSION: There are a myriad of training opportunities at Camp Hansen. Training opportunities include: M9 qualification, M16 BZO, M16 qualification, CSW ranges, land navigation courses, MOUT training, and convoy training routes.

1c. RECOMMENDATION: Contact Camp Hansen Range Control at 632-4052 at the beginning of the deployment to get the RSO class and make sure someone in the command has an account on RTHMSS. RTHMSS is a web site that allows commands to reserve ranges and training areas at Camp Hansen. Use the land navigation course in training areas 3A, 3B, and 3D. Land navigation maps, checkpoints, and routes are on file in the Camp Shields training office. Use range 7 for CSW familiarization fire. Use range 15 for BZO and qualification.

2a. ITEM: Air Force Training Opportunities

2b. DISSCUSSION: There are outstanding training opportunities to be had with the 554th Red Horse Squadron on Kadena Air Force Base. Training opportunities include: RRR, tent city construction, and camp maintenance.

2c. RECOMMENDATION: Contact the CMSgt at the Red Horse Squadron at 632-5303 at the beginning of the deployment to get their class schedule. Definitely take advantage of the RRR training; they have great facilities and equipment that allow very realistic training.

3a. ITEM: Armory

3b. DISCUSSION: Currently there is no budget for repair parts for weapons and NVGs. The current process requires a request for funds from the Regiment, followed by transfer of funds before the parts can be ordered.

3c. RECOMMENDATION: The time to order parts can be reduced by budgeting for repair parts and allowing the local Battalion to have control of the funds.

4a. ITEM: 3M Training

4b. DISCUSSION: There is a substantial time frame between 3M training offered in TECH phase and deployment for key billets.

4c. RECOMMENDATION: Create a 3M refresher course for main body and detail key billets offered by 31st SRG prior to RDE and deployment.

RELIGIOUS MINISTRIES

1a. ITEM: Chapel Services:

1b. DISCUSSION: During the deployment, the Religious Ministry Team provided buses to transport troops to religious services at Kadena Air Force Base every Sunday Morning. Another service was provided at the Camp Shields chapel at 1800 every Sunday Night.

1c. RECOMENDATION: Battalion services are an effective means by which the troops can access the chapel. There are three chapels on Kadena with a wide assortment of services for several faith groups. Arrange busing schedule to all three chapels on Kadena Base.

2a. ITEM: United Through Reading Program:

2b. DISCUSSION: Getting people interested in the United Through Reading Program was difficult.

2c. RECOMMENDATION: At the beginning of deployment it seemed like very few people were interested in the United Through Reading Program. When a representative from the Chaplain's office started actively walking around camp and signing people up and making appointments the involvement increased. Recommend a United Through Reading Representative be actively making appointments with troops and follow up.

3a. ITEM: Marriage

3b. DISCUSSION: Deployments can cause lots of strain on the family. There are common feelings, miscommunications and other issues that arise when troops leave and again when they return. In a deployed environment, it's more important than ever for couples to work at staying close and understanding each other. The Navy and Seabees particularly are struggling at maintaining healthy families.

3c. RECOMMENDATION: Have marriage workshops at the beginning of deployment to educate battalion on how to keep their marriage strong during deployment. Have further training at the end of deployment to prepare for the homecoming. Great reference material can be found at www.marraigebuilders.com.

4a. ITEM: Red Cross Messages

4b. DISCUSSION: Many times family members forget to include the Detail's location for Unit Name and phone number, which complicates receiving Red Cross Messages.

4c. RECOMMENDATION: Be sure to have Home Port Liaison and service members instruct the family members to include the deployed location and the appropriate contact information.

DENTAL

1a. ITEM: Dental Supplies

1b. DISCUSSION: Although adequate funding is available through 1NCD, the time it takes for ordered items to arrive on island is a minimum of six weeks, with some items taking up to three months. This severely hinders patient care if any supplies run short before they are reordered.

1c. RECOMMENDATION: Have outgoing Battalion contact incoming Battalion Dental Officer at least two months prior to turnover to ask for a list of requested supplies. Also, have incoming Battalion request funds from 1NCD Dental Officer in their respective homeport to order supplies not available through prime vendor in Okinawa.

MEDICAL

1a. ITEM: Medical Department Credentialing

1b. DISCUSSION: The process can be time consuming and complications with temporarily transferring credentialing information for the deployment could prevent the Medical Officer and IDCs from being credentialed in a timely manner.

1c. RECOMMENDATION: Start the process to get credentialed at Naval Hospital Okinawa at least one month prior to arrival at Camp Shields. The outgoing Battalion's Medical Department needs to communicate back to the incoming medical department to initiate this process.

EMBARKATION

1a. ITEM: Dunnage / Shoring

1b. DISCUSSION: Upon arrival to main body Okinawa and after conducting an internal 48 hour mount-out exercise, the absence of materials for dunnage/ shoring was identified.

1c. RECOMMENDATION: Battalions need to ensure there is sufficient dunnage and shoring on hand prior to turn over. If there is a deficiency, a plan to obtain dunnage on short notice needs to be included in the 48 hour mount out plan.

2a. ITEM: SIPRNET Access

2b. DISCUSSION: Embark personnel should be obtaining SIPRNET accounts to coordinate battalion movements securely.

2c. RECOMMENDATION: Upon arrival to deployment site, request the SIPRNET account through ISD.

3a. ITEM: K5R (Marine Corps AACG/DACG)

3b. DISCUSSION: Marine Corps AACG/DACG "K5R" is a support element located near the Kadena Air Terminal. This unit does not process paperwork, they only provide escort on/off the flight line, and forklift support to load/unload aircraft or cargo vehicles.

3c. RECOMMENDATION: Advance notice must be given to include mission number in order to schedule support.

4a. ITEM: 463L Aircraft Pallets

4b. DISCUSSION: The Air Force will not tolerate more than a sixteenth of an inch of compression around these edges. Reasoning behind this area of interest is that when a pallet is fully loaded, the compressed edges will prevent the pallet from loading / unloading the aircraft and support equipment properly.

4c. RECOMMENDATION: Aircraft pallets must be thoroughly inspected prior to loading cargo. Pay attention to the "D" rings for proper operation, no gashes, and the pallet is not warped. Make sure there are no missing fins that would hinder the pallet from being able to lock into the locking rail system. Definitely make sure the pallet is not becoming compressed around the edges of the surface area on top as well as on bottom. Rehabilitated pallets will have a red color around the edge of the surface area for easy identification.

5a. ITEM: Embark

5b. DISCUSSION: The NMCB THREE AP arrived in Okinawa on December 4th but was unable to obtain timely flights for the onward movement to the detail sites. These scheduling differences caused the turnover process to be rushed.

5c. RECOMMENDATION: During turnover, schedule flights from Okinawa to the detail sites with minimal lay over time on Okinawa. If this is not possible, do not hesitate to request funding for commercial flights for the OIC and other key players.

SAFETY

1a. ITEM: Safety Equipment

1b. DISCUSSION: To order safety supplies such as protective gloves, eyewash stations, right to know stations, eye protection, and disposable hearing protection, approval has to be obtained from the 30th NCR. If there is not enough money for the project, then it can be difficult to obtain these items. Additionally SupplyCore cannot order safety items from stateside.

1c. RECOMMENDATION: Establish a line of accounting with local funds based on percentage of project cost to be utilized for costs associated with the project risk reduction.

2a. ITEM: Orange Safety Vests

2b. DISCUSSION: With approval from Main Body and upon receipt of high quality safety vests, the Detail Camp Pendleton OIC mandated that each member of the detail wear an orange safety vest on the project as part of the crew's prescribed uniform. The Seabee crew was a little apprehensive at first, but quickly fell into habit. It makes sense and reputable construction companies are doing it around the world. The workers remain highly visible and it's a small investment with potential to avert huge costs associated with worker mishaps and injuries.

2c. RECOMMENDATION: Issue and require orange safety vests on all construction sites that require a considerable amount of equipment support.

DEPLOYED FOR TRAINING EXERCISE - BALIKATAN

1a. ITEM: Technical Drawings for Projects

1b. DISCUSSION: There were no technical drawings or documented structural analysis completed prior to construction. The danger of operating without approved drawings or at least a structural analysis by a licensed engineer is that there is no sure way to know if existing structures can support the additional load of new construction. The lack of drawings and well-defined scopes of work limited the DFT personnel the ability to properly plan construction projects. Additionally, tools, project crews and material estimates were based on best guesses not concrete information.

1c. RECOMMENDATION: Establish an Indefinite Quantity/ Indefinite Delivery (IDIQ) contract with local engineers and architects to verify structural integrity of existing structures and to provide construction drawings based on solid engineering.

2a. ITEM: Construction Materials

2b DISCUSSION: The lack of quality materials presented many challenges. The lumber received had inconsistent measurements and was extremely warped. The CMU block was made of coral and sand and was extremely brittle. The roof sheeting was paper thin. The aggregate for the road was 2"-3" clear. These were just a few examples of the many material challenges.

2c. RECOMMENDATION: The key is to order the material early enough so that the accepting agency has time to return the material and demand better quality prior to the start of construction. By the time it was realized that the material was substandard, it was too late to do anything about it. It is also recommended to have the supplier present an example of the material that can be inspected prior to awarding the contract.

3a. ITEM: Seabee Liaison to JSOTF-P

3b. DISCUSSION: It was very beneficial to send liaisons in country 1-2 months prior to the beginning of the operation. Two personnel were sent to represent Balikatan forces a full month prior to troops arriving. They verified scopes of work and adjusted bills of materials. They also made contacts with JSOTF-P personnel and local contractors.

3c. RECOMMENDATION: Incorporate this into future Balikatan operations.

4a. ITEM: Tasking

4b. DISCUSSION: An additional project was tasked once Balikatan forces arrived in country. Without the ability to plan personnel and tool requirements, Balikatan forces were unable to start the additional project within the time constraints of Balikatan. It is critical to know the details for all projects prior solidifying the required manning, equipment and tool makeup.

4c. RECOMMENDATION: Remain flexible.

5a. ITEM: Battalion Aid Station

5b. DISCUSSION: There is definitely a need for a designated BAS tent and all associated medical supplies to take care of personnel working in field conditions. This proved to be a critical facility during the operation.

5c. RECOMMENDATION: Plan to take a designated BAS tent from the very beginning.

6a. ITEM: Medical Readiness

6b. DISCUSSION: Several personnel from other units came to the field relatively unprepared. Many forgot sunscreen. Several did not bring two pairs of prescription glasses and relied on contact lenses. Many people did not pack essential toiletries and change of clothing for the embarkation to Jolo. These oversights created unnecessary medical issues.

6c. RECOMMENDATION: When two separate units join for a military operation, the lead medical for the operation needs to ensure that all personnel are getting the correct pre-deployment medical information. The respective units need to follow up with their troops to ensure the individual medical readiness of each troop.

7a. ITEM: Field Ambulance

7b. DISCUSSION: The ambulance that was brought to the field for BALIKATAN was inadequate. There was not enough room in the ambulance to perform basic CPR on the way to the closest trauma center. A high back HMMWV was substituted for the ambulance because there was room to continue patient care.

7c. RECOMMENDATION: The senior medical representative should be given the opportunity to inspect the ambulance prior to deployment to ensure that it will meet the medical needs for the specific situation.

8a. ITEM: DTS Orders

8b. DISCUSSION: DTS orders were still being prepared until the last day prior to deployment of the BALIKATAN mission. Although every effort was made to process DTS orders early in the pre-deployment phase, numerous factors contributed to the delay of finalizing these orders. Dates of departure kept changing, lack of personnel within the battalion to process DTS orders, lack of funding, a significant amount of travel orders (either completed or about to execute) queued for amendment and processing and various changes/additions to DTS orders were getting identified at the last minute.

8c. RECOMMENDATION: DTS orders need to be worked on as early as one-month prior to travel to offset anticipated delays. Train more personnel in processing DTS.

9a. ITEM: Troop Support Upon Arrival Into Country

9b. DISCUSSION: There was extremely limited troop support for the time spent at the pier in the Port of Jolo. The AP1 & AP2 ferry arrived around 0400 at the port of Jolo. The majority of troops remained there until 1430 with extremely limited troop support in severely hot conditions. There were no sanitary latrine facilities, limited shade and no way to keep personnel cool.

9c. RECOMMENDATION: Arrange for troop support to be available at the pier prior to personnel landing in country. Tarps for shade, ice to keep beverages cool, large fans, and improved latrines with toilet paper could be contracted for and in place on the pier prior to troops landing. With the extreme heat conditions it is also very important to have medical evacuation capabilities and ways to quickly cool someone down pre-staged on the pier.

10a ITEM: Ferry from Zamboanga to Jolo:

10b. DISCUSSION: All troops traveled on a cargo ferry from Zamboanga to Jolo Island. This Ferry was not very well equipped to carry passengers. There were not enough cots for the number of personnel riding the ferry. The ferry traveled over night and it was difficult for many people to get any sleep. This presented a dangerous situation the next day with people rundown, tired, and trying to work in difficult conditions.

10c. RECOMMENDATION: C-130s should have been used to transport personnel from Zamboanga to Jolo. The airfield at Camp Bautista is equipped to land C-130s. If C-130s were not available, then ensure that there are enough cots on the ferry for the number of passengers.

111a. ITEM: Embarkation of CESE

11b. DISCUSSION: There was limited information about the ship prior to loading Civil Engineer Support Equipment and Heavy Equipment. The specifics about the ship were unknown during the planning phase. This made it difficult to plan for shoring and securing the equipment for sea movement. The biggest issue was driving up the loading ramp of the LST. The water truck spray bars got damaged while driving up onto the ramp. Shoring would have prevented the damage. There were no tie-down points on the LST. If this were known during the planning phase, extra shoring could have been brought to prevent the equipment from shifting in rough seas.

11c. RECOMMENDATION: Research all shoring issues for the type of equipment that is being shipped and all the specifics of the vessel that equipment is being shipped on.

12a. ITEM: Convoy Movements

12b. DISCUSSION: Convoy movements were difficult to arrange. With the dispersal of Seabee projects around the island, regular trips need to be conducted to ensure adequate progress and to address any problems at various job sites. Cell phones and other communication devices are available but signal problems introduce delays. Every convoy mission conducted in this AOR has two security elements (U.S. and host nation). Complication in scheduling convoys arises because host nation security elements are assigned by battle space. If one needs to go from Bato-Bato to Patikul, two different host nation security elements had to be coordinated. If one group is not available, the travel from Bato-Bato to Patikul can be delayed as long as 24-48 hours. Bato-Bato to Patikul is only a little over an hour road trip.

12c. RECOMMENDATION: Identify projects early enough so a schedule for project site visits could be anticipated and planned. Anticipate and plan for delays caused by convoys being postponed.

13a. ITEM: Bill of Materials / Project Scopes

13b. DISCUSSION: The bill of materials for projects was inadequate. Although materials can be ordered from Zamboanga (12 hour trip by barge), the materials ordered for the project were inadequate. Various items were not on the list but were necessary for completing the renovations and construction.

13c. RECOMMENDATION: Assign a team of skilled planners, estimators, and engineers to JSOTF-P specifically for BALIKATAN projects. Rates preferred are EA, BU, UT, and CE for vertical construction and utilities and EOs for horizontal construction. Ensure that those assigned have the skills and rank necessary to work effectively in a joint environment. These teams will design project packages with prints, specs and Bills of materials. Once a project is slated for Balikatan, the project package needs to be sent to the NMCB that will execute the mission. Ideally these packages will be complete early in homeport so that they can reviewed and planned for prior to execution.

14a. ITEM: Check Cashing

14b. DISCUSSION – There is no check cashing capabilities at Camp Bautista on Jolo Island. Personnel experienced financial difficulties (especially for those who have to depend on local services in their area).

14c. RECOMMENDATION: When traveling to Jolo, ensure that personnel bring enough money to sustain them for the duration of the mission.

15a. ITEM: Hardhats

15b. DISCUSSION: Initially the mission called for Seabees to work in Kevlar and flack. After commencing work, it was determined that security was sufficient and that the operational environment didn't warrant the use of full flak and Kevlar. Since hardhats were not part of the packing list, Seabees worked in their Kevlar as originally planned despite the discomfort.

15c. RECOMMENDATION: Always bring hardhats in case the specific threat doesn't warrant working in Kevlar.

DEPLOYED FOR TRAINING EXERCISE – COBRA GOLD

1a. ITEM: Planning

1b. DISCUSSION: During IPC there was only one representative from the Thai forces to discuss the construction of the project. Upon arrival, it was evident that each site had its own style of construction and it slightly varied from the original plans. The Thai forces have been doing Cobra Gold exercises for a long time and they know what materials they need, along with how long it will take.

1c. RECOMMENDATION: Have the Thai representative from each site attend the IPC FPC. This will ensure that there is a mutual understanding amongst the forces.

2a. ITEM: Materials

2b. DISCUSSION: Prices of materials through the prime contractor were significantly higher than in the local economy. One contractor was utilized for all materials. For example, the price of paint through the contractor was 1500 Baht and in the local economy the price was 1000 Baht.

2c. RECOMMENDATION: Leave some materials such as paint off of the BOM and allow for a larger impress account in order to purchase certain materials in the local economy.

3a. ITEM: Meals

3b. DISCUSSION: UGR breakfasts and dinners were provided. MRE lunches were provided. The food supply was also supplemented through fresh fruits, vegetables, lunch meats, sodas, Gatorade, and fresh eggs. During the exercise there was an excess of MREs.

3c. RECOMMENDATION: Continue to utilize the supplements for the lunches. This would reduce the life support costs substantially. Continue to serve the UGR for breakfast and dinners. MREs should be available for use as a backup in the event that the food supply chain is disrupted.

4a. ITEM: Project Design

4b. DISCUSSION: The drawings provided lacked certain detail that is important. When we were working on the project the Thai Engineers rarely took out the drawings to consult with them. They believed that the drawings were not applicable due to a number of missing details.

4c. RECOMMENDATION: While at the IPC or FPC have someone look over the drawings and produce a more comprehensive set of drawings from a professional engineer or designer.

DEPLOYED FOR TRAINING EXERCISE - OPERATION FOAL EAGLE / RSO&I

1a. ITEM: Training

1b. DISCUSSION: During the FPC it was mentioned that four days seemed excessive to conduct the training as well as complete the operation. Upon arrival, it was made clear that Seabees would not be engaging in the crater repair and would only be involved with the work associated with installing the matting assembly.

1c. RECOMMENDATION: Next time ensure that a training plan is developed that allows US Seabees a chance to fill and empty the crater and utilize all aspects of the training instead of just the assembly and placement of the matting assembly. This will make the training a little more comprehensive and afford Seabees an opportunity to practice all skill sets involved with RRR.

2a. ITEM: Training

2b. DISCUSSION: Previous bridging operations were conducted by both Seabees and Army forces. There was no 2006 bridging operation and additional future operations were requested for RSO&I bridging. This request was asked by the 1175th ROK Army Operations Officer to CAPT Cunningham.

2c. RECOMMENDATION: Continue with having a Seabee DET conduct the RRR and then the Bridging, just as NMCB THREE conducted. This alleviates having two separate units conducting something that one unit can feasibly accomplish.

3a. ITEM: Exercise Planning

3b. DISCUSSION: The four day conference proved to be very valuable in making contact with support personnel. During the conference, the AOIC was able to obtain various documents with expectations and guidance regarding proposed operations. During this planning phase several different proposals were discussed and a realistic course of action was agreed upon.

3c. RECOMMENDATION: Continue attendance at this conference by NMCB DFT khaki leadership. Highly recommend that whoever is sent has a good understanding of capabilities and expectations of battalion participation.

4a. ITEM: Exercise Planning:

4b. DISCUSSION: Approximately one month before execution the OIC and AOIC made a trip to Seoul to meet with 1175th Engineers and to Pohang to meet with the 6th ROK Air wing to finalize plans. This face to face meeting and site survey was a crucial element in the final planning and coordination of the exercise. Additionally, Since the AOIC was already on the Korean peninsula, coordination was much easier than it otherwise would have been.

4c. RECOMMENDATION: Plan to have OIC and AOIC visit all exercise sites and meet with counterparts for final planning and logistic coordination. Continue to utilize the OIC and/or AOIC from Detail Chinhae to facilitate coordination efforts.

5a. ITEM: Communications

5b. DISCUSSION: Advance notice was given to CFAC Supply for the procurement, rental, and service within the Korean Peninsula for four cell phones. A flat rate was given for the full two week period and issued to the OIC, AOIC, LPO and driver.

5c. RECOMMENDATION: Continue to use cell phones for communication during exercise.

DEPLOYED FOR TRAINING EXERCISE – OPERATION PACIFIC HORIZON

1a. ITEM: Project Materials

1b. DISCUSSION: The material requirements were determined during the PDSS and the material was ordered via a Husbanding Agent. Material was delivered prior to arrival on site. All lumber was cocoa lumber and was not only substandard, but also inconsistent in dimensions. The plywood requested was not standard plywood and could be cut with a razorblade.

1c. RECOMMENDATION: Recommend specific instructions when ordering material. The contractor will purchase the cheapest material possible unless specifications clearly prohibit such materials. Therefore, detailed directions and information is required.

2a. ITEM: Exercise Planning

2b. DISCUSSION: The PDSS occurred one week prior to the departure for the mission, and therefore the planning process was rushed. There was only five days to coordinate and prepare, which included prefabricating items for the mission.

2c. RECOMMENDATION: Recommend earlier PDSS if possible. This would help facilitate the planning process.

3a. ITEM: Funding Coordination

3b. DISCUSSION: There were additional materials needed, however, the DFT leadership were not informed of the remaining funding. The detail could not coordinate directly with the Husbanding Agent because funds were controlled by the USS BLUE RIDGE and the detail was not part of the chain of custody.

3c. RECOMMENDATION: Recommend providing an initial contingency budget for the project and either direct communication or authority be given to the detail OIC for that budget.

DEPLOYED FOR TRAINING EXERCISE – OPERATION GOODWILL

1a. ITEM: Material Support Contracts

1b. DISCUSSION: The Engineer Detachment Commander established a relationship early with the contracting team which enabled flexibility and mission clarity. All the short notice shortfalls were funneled from the site OICs through him then passed on to the contracting team and then to the vendor. Turn around time was very short. This expeditious process helped tremendously in the timely accomplishment of all engineer tasks.

1c. RECOMMENDATION: For short deployment and aggressive timelines the contracting is critical to the success of the completion of projects. Recommend that Detachment OIC in the future develop an early relationship with the contracting team.

2a. ITEM: TRAVEL TIME:

2b DISCUSSION: The location of the M.O. Ranola Memorial School (MORMS) was a one hour drive from the Philippine Navy Base. The selection was based on civil-military requirements. The location was not the most ideal due to the lengthy commute and short project duration.

2c. RECOMMENDATION: Identify locations that satisfy both the civil-military requirements, despite the distance, as long as time is available to complete obligated construction tasking. Take commute time into account when planning these missions.

3a. ITEM: Material Handling Equipment

3b. DISCUSSION: When the PDSS team left the Philippines the plan was to have the ship pier side. Logistics support was based on that premise. As execution approached the plan changed to LCAC operations and no information of the beach head was given until the ADVON already had launched to the Philippines. At the last minute a new requirement arose for a four wheel drive forklift to offload cargo from beach head to the hard surface road.

3c. RECOMMENDATION: Identify the requirements early because all specialized equipment comes from Manila (8-12 hrs land transportation).

4a. ITEM: Communication

4b. DISCUSSION: MWSS 172 deployed PRC 117 satellite radios in order to communicate with the ship and rear elements. However, periodic maintenance on the antennas or ship's equipment hindered the ability of the ship's radio to talk to the radios on shore. The radios were only successful at reaching the ship about 40% of the time. For critical needs or emergency situations the PRC 117 was not reliable on the ship's end. Cell phones were an alternate communication source. However, cellular service cannot penetrate the ship's skin so they too are an unreliable method of communication.

4c. RECOMMENDATION: Better coordination with the ship needs to be made in order to maintain communication with disembarked troops. Maintenance of communication equipment should be scheduled when all members are on board or at a minimum, coordinated with the unit on the ground so alternate communication plans

can be made. Crypto rollover is critical information for all radio operators talking on the same net, ensure it is distributed accordingly.

5a. ITEM: Project Execution

5b. DISCUSSION: Two ENCAP projects were planned and given a very challenging timeline. Maximum time on target was required to succeed at both missions, yet the Engineer Detachment was held up 70% of the time by volunteers. Due to poor coordination or communication, the COMREL project volunteers were not properly organized, staged or prepared for the movement. This caused delay in departure to the project site and impacted the mission.

5c. RECOMMENDATION: Either separate transportation arrangements need to be made or better coordination should be established between all units involved. Muster time and departure time of the main effort should not slide right due to supporting agencies being late or unprepared.

6a. ITEM: Exercise Planning

6b. DISCUSSION: The order to support this mission was pushed down late providing minimal time to plan and coordinate. The Engineering Detachment from MWSS 172 and NMCB THREE was TACON to 3d Marine Expeditionary Brigade. However, it was constantly tasked to give up additional bodies for mess cooking support, ship store, laundry etc.

6c. RECOMMENDATION: Support requirements need to be identified early in the planning process so that the team can be outfitted with the correct people from the beginning.

7a. ITEM: Meals

7b. DISCUSSION: The USS Comstock and 3d MEB sourced chow separately so it did not show up at the same time. Because of this, the lunch break was inconsistent and reorganizing on the project after lunch was difficult.

7c. RECOMMENDATION: The chow plan should be consistent for all members on site. If this is not possible, coordination should be made to have all chow arrive at the same time.

8a. ITEM: Safety

8b. DISCUSSION: At both ENCAP sites, construction activities were occurring while students were attending classes. During their off time, these curious students often encroached upon construction areas. Sometimes, the mass of approaching onlookers was too much for engineers and security personnel to passively control, and construction operations were hindered until onlookers could be relocated. The close proximity of school children and the sudden industrial environment placed the children at risk. However, there was a positive side effect. The close proximity of American and AFP engineers and the school children helped to increase the visibility of the operation.

8c. RECOMMENDATION: In the planning stages of future missions, arrange to bring crowd control markers and barriers and consider bringing additional personnel strictly tasked to keep the crowd away from construction hazards or additional support from law enforcement/school security personnel.

9a. ITEM: Safety

9b. DISCUSSION: Some of the mission tasking involved rooftop construction at heights of over two stories. Planning was done to minimize this risk and scaffolding and other fall protection equipment was utilized. However, not enough of this safety equipment was available to efficiently complete the scope of the project in its short

duration. Large amounts of additional scaffolding and harnesses would have allowed the crew to proceed much faster.

9c. RECOMMENDATION: Plan to bring fall protection in the form of five point harnesses and tie offs for future operations involving the risk of falls. Enough should be procured and embarked to support the maximum number of workers that could safely be placed at high elevations to allow for efficient construction. This type of PPE can be easily stowed in a portable container to maintain the mobility of the engineering element. Limited scaffolding or extended ladders also need to be embarked to allow access to elevated positions.

ALFA COMPANY / CESE

1a. ITEM: Hydraulic Ram Preservation

1b. DISCUSSION: Preserving hydraulic rams on 11K & 12K Forklifts was initially a challenge.

1c. RECOMMENDATION: Ensure hydraulic rams are cleaned lightly greased when not in use. Rams that have rust spots need to be lightly buffed with emery cloth. When forklifts are cycled or tripped out grease needs to be cleaned off before use. Preservation also should be carried out following rain showers.

2a. ITEM: Wash Rack Operations

2b. DISCUSSION: The pit fills quickly during washing operations due to improper drainage. This was identified during a zone inspection.

2c. RECOMMENDATION: Keep close eye on pit and contact ALFA Company Hazmat to have pits oil water separator pumped out. A long term solution would be to redesign the wash rack pit.

3a. ITEM: Wash Rack Operations

3b. DISCUSSION: Usage of wash rack needed to be better organized.

3c. RECOMMENDATION: Suggest reserving a bay for the muddy/heavy equipment that needs a pressure washer and utilizing the other bays for equipment that can be cleaned with hoses that have spray nozzles.

4a. ITEM: Fuel

4b. DISCUSSION: The process of ordering fuel is slow and cumbersome. Tanks also have a fuel cutoff and if fuel levels get too low they will kick in. If this occurs the pumps will have to be primed.

4c. RECOMMENDATION: Suggest assigning a fuel custodian to maintain weekly fuel logs and keep an eye on fuel levels. Ensure fuel is ordered through supply in advance. Enough time must be given so supply can run paper work through the Supply Officer. Supply orders fuel through Japanese contractors so consideration must also be given for Japanese holidays.

5a. ITEM: Computer Network

5b. DISCUSSION: Both Dispatch (BLDG 8242) and Collateral (BLDG 8240) were not connected to the ONE-NET network which made their jobs harder. These areas desperately need email and internet access for networking capability.

5c. RECOMMENDATION: Arrangements have been made to connect Dispatch (BLDG 8242) and Collateral (BLDG 8240) to ONE-NET. Continue to follow up through Camp Czar and ISD to ensure the connection is accomplished as soon as possible.

6a. ITEM: Battalion Taxi Service

6b. DISCUSSION: Maintaining a demanding Taxi Program was a challenge. In order to deal with the overwhelming amount of Taxi Requests, a Taxi Schedule was implemented. Taxi Requests are still required, but a set schedule allowed the Taxi Program to run more effectively and provide better customer service.

6c. RECOMMENDATION: Implement a Taxi Schedule at the beginning of the deployment. Other taxi runs can still be added as needed, but the foundation of a good taxi service should be a routine schedule.

7a. ITEM: ALFA Yard Traffic Flow

7b. DISCUSSION: Initially Seabees did not follow the proper traffic flow through the ALFA Yard. Traffic cones with arrows and signs posted on them were used at the beginning of deployment to display proper traffic flow through ALFA Yard. This created an organized and safe traffic route. Cones were eventually removed when traffic route became habitual.

7c. RECOMMENDATION: Display arrows to establish the proper traffic flow through the ALFA Yard.

8a. ITEM: Dispatch

8b. DISCUSSION: The CESE is not making it to the shop on time for scheduled checks.

8c. RECOMMENDATION: Plan in advance and call customers the day before to let them know that the vehicle is scheduled for maintenance.

9a. ITEM: CESE Collateral Equipment

9b. DISCUSSION: MTVR Boxes were not used to store MTVR Collateral. This was noted during the Operational Readiness Inspection.

9c. RECOMMENDATION: If MTVR collateral is stored instead of mounted, keep it in the wooden boxes originally transported in for quick mount out.

10a. ITEM: CESE Attachment Preservation

10b. DISCUSSION: Inclement weather hastens corrosion on attachments stored outside.

10c. RECOMMENDATION: Since there is not sufficient covered area to store attachments, ensure corrosion inspections are done weekly on all attachments. Perform additional preventative maintenance as required to minimize corrosion.

11a. ITEM: Procurement of Lubricants

11b. DISCUSSION: Some of the required lubricants are long lead items.

11c. RECOMMENDATION: Review future PMs and operational commitments and order lubricants six weeks in advance.

12a. ITEM: CESE Maintenance on Project Sites

12b. DISCUSSION: Verification that proper operator maintenance was being conducted on the job sites requires significant effort.

12c. RECOMMENDATION: Follow up on CESE at the projects on a regular basis to ensure R1 and R2 checks along with lubrication is being done and documented in a timely manner.

13a. ITEM: Crane Diagnostic Equipment

13b. DISCUSSION: The crane mechanics were not initially familiar with the crane diagnostic program.

13c. RECOMMENDATION: Ensure mechanics are familiar with and can utilize the crane diagnostic program and other diagnostic programs. Implement classes in homeport or include instruction when mechanics go through their IE crane mechanic, crane inspector, and crane electrician classes.

14a. ITEM: Crane Training

14b. DISCUSSION: Personnel are required to perform load tests as part of the certification of cranes.

14c. RECOMMENDATION: During homeport crane classes, the crane teams should not just learn about load tests, but conduct mock load tests on cranes. It is also recommended that NCTC attend crane audits on deployment, with NCC and the 30th NCR, to understand what actually takes place, and align the curriculum accordingly.

15a. ITEM: Crane Rigging Gear

15b. DISCUSSION: Not all rigging gear had certification paperwork.

15c. RECOMMENDATION: Ensure certification paperwork comes with the gear. When ordering new gear, make sure the manufacture understands what diameter of pins that will be used with the slings. If not, they will certify with the biggest pin available and then if you don't have the size shackles, the slings will be useless to the crane shack.

16a. ITEM: Cranes

16b. DISCUSSION: There was a challenge getting enough crane lifts during the deployment.

16c. RECOMMENDATION: Contact all parties that may need crane service early in the deployment and ensure that they know that the deployed NMCB has an obligation to conduct crane lifting missions.

17a. ITEM: Government License with Kanji Stamp

17b. DISCUSSION: Japanese Navy and Marine Corps Installations require drivers to have "kanji stamps" to drive all GOVs. This can be obtained from the battalion license examiner by passing a Japanese driving exam.

17c. RECOMMENDATION: Be sure that incoming battalions take license exams prior to deploying and receive kanji stamps in home port. Additional administrative requirements may be necessary depending on the installation, so be sure to cover this during the PDSS or in discussions between incoming and outgoing battalions prior to deployment.

BRAVO COMPANY / CAMP MAINTENANCE

1a. ITEM: Long Lead Items

1b. DISCUSSION: Many AC&R parts and other parts for mechanical systems must be ordered from stateside.

1c. RECOMMENDATION: Keep a small inventory of replacement plumbing parts (particularly shower cartridges, flushometers, etc.) on hand so facilities are not out of commission while awaiting parts. Note: GSA shipments can take up to 4 months.

2a. ITEM: HMMWV AND MTVR Licensing

2b. DISCUSSION: Due to personnel being reassigned to DFT exercises, Bravo Company lacked a sufficient number of licensed HMMWV and MTVR operators. Crew leaders and shop supervisors often struggled to get a replacement driver to get to the job or a MTVR operator to move materials.

2c. RECOMMENDATION: Company leadership needs to ensure available training in home port is maximized. All crew drivers should be assisting crew members to get training licenses completed whenever possible.

3a. ITEM: Project Tools and Materials

3b. DISCUSSION: Project material and tools were not properly identified for MCD's and projects prior to turn over.

3c. RECOMMENDATION: Properly identify all tools required for construction and verify with CTR during turnover and again prior to starting. Confirm that material stored in MLO/CMSR is labeled with item name, MCD/Project number, quantity and unit of issue. Properly identify that consumable and safety items are on hand in MLO/CTR, specifically snow fence, safety glasses, string line and other PPE. Ensure that items that are not available are identified on the project BM during the planning process.

CHARLIE COMPANY / PROJECT MANAGEMENT & EXECUTION

1a. ITEM: Long Lead Item Materials

1b. DISCUSSION: Some critical project materials were not available upon arrival to Okinawa. Once funding was in place, the turn around for ordering, procuring, and receiving was not in line with project scheduling. Many of the long lead items required a three-month window from CONUS.

1c. RECOMMENDATION: Early in homeport, work closely with the deployed battalion in order to identify long lead items so they can be ordered with enough lead time for the materials to be on site when the oncoming battalion deploys. Work with the deployed battalion to identify what materials can be purchased locally vice having the material shipped from the states.

2a. ITEM: Units of Measure for Planning and Estimating

2b. DISCUSSION: The crew planned and estimated using English units during homeport. This presented confusion once on site because the project plans and materials were in metric.

2c. RECOMMENDATION: Plan the project using metric units from the beginning. This will get the crew used to thinking in and working with metric units. This will also ensure that there are no conversion discrepancies when developing the bill of materials.

3a. ITEM: Local Construction Practices

3b. DISCUSSION: Construction practices used in Japan are slightly different to what Seabees are used to. Local architects design many of the projects and the design of a building has a lot to do with the constructability and construction techniques required. Theses techniques are not commonly taught in our formal and "C" schools. This leads to the challenges of learning new methods of construction during the execution of projects. Typically Seabees will not construct a building with a monolithic placement of columns, bond beams, and roof as the practice is in Okinawa. These challenges played an immense role in the quality, constructability, and production this deployment.

3c. RECOMMENDATION: The biggest focus for training should always lie with where the battalion is deploying. Understanding the techniques, processes, and systems of construction that are unique to where a battalion deploys is vital in the success of the deployment. Recommend expanding the training in homeport to include methods, materials, and systems commonly encountered at the upcoming deployment site.

4a. ITEM: Crewleader and Project Supervisor in Homeport

4b. DISCUSSION: The majority of the well-trained and experienced crewleaders and project supervisors were assigned to details. Some crewleaders and project supervisors on main body did not receive the proper training during homeport and did not have any project management experience. This created a situation where the project leadership was learning project management while attempting to manage an active project.

4c. RECOMMENDATION: Identify all requirements needed to be a successful crewleader or project supervisor. Then develop a training plan that will take someone who has no knowledge or experience to a fully prepared project supervisor or crewleader. Finally establish a large pool of troops who will go through the crewleader or project supervisor academy. Assign only personnel from this pool to be Crewleaders and project supervisors for the upcoming deployment. The training should be a combination of formal schools and internal battalion training.

5a. ITEM: Continuity of Personnel on Project Sites

5b. DISCUSSION: The battalion accomplished numerous important and highly visible DFT missions this deployment. While being great for the battalion and the people who benefited from the construction, the requirement to man numerous DFTs created constant challenges to the main body project crews and crew leadership.

5c. RECOMMENDATION: Keep crew personnel consistent as much as possible throughout deployment. Plan for a solid core of troops who will see the project through from beginning to end.

DETAIL ATSUGI – SITE SPECIFIC LESSONS LEARNED

Lessons learned were incorporated into other functional areas.

DETAIL CHINHAE – SITE SPECIFIC LESSONS LEARNED

1a. ITEM: Supply

1b. DISCUSSION: Materials were procured from two sources: the Prime Vendor (Universal Services), and local base supply. Most of the materials ordered went through the local supply system because of the lower price. This created issues however, since the local system is not set up to process large BMs. This created significant delays in construction. Additionally, personnel in the Supply Department had little knowledge of construction related orders, therefore the materials provided were not necessarily what was needed on the project.

1c. RECOMMENDATION: Material orders that go to the local supply system need to be tracked meticulously, and constantly followed up with Base Supply Department personnel to ensure that they are being processed. Orders need to be written as concisely as possible and with the proper nomenclature to ensure that proper materials are obtained.

2a. ITEM: CESE Operations

2b. DISCUSSION: Limited size of the base footprint made it impossible to consolidate the CESE operations into one area. The CESE was stored in various places around the base and the maintenance was performed through the shared use of the Public Works Transportation shops. The shops that were used to maintain the CESE, the MOD 98/96, and the technical library were all in different locations around the base.

2c. RECOMMENDATION: If CESE is to remain at Detail Chinhae, one central facility should be constructed for all CESE operations. Ensure that the base Public Works Office is aware of this requirement so that they can take action.

DETAIL DIEGO GARCIA – SITE SPECIFIC LESSONS LEARNED

Lessons learned were incorporated into other functional areas.

DETAIL FUJI – SITE SPECIFIC LESSONS LEARNED

1a. ITEM: Funding

1b. DISCUSSION: All project funding is handled directly by FMO Camp Butler in Okinawa. The current policy is that funds will only be provided for construction materials on the bill of materials, not for tools, PPE, or other required supplies.

1c. RECOMMENDATION: Coordinate a set amount of funds, based on the total project cost, to be handled by local FMO for contingencies and incidentals.

2a. ITEM: Seabee Uniform Items

2b. DISCUSSION: Camp Fuji's uniform shop doesn't carry any uniform items specific for Seabees. The two places closest to Camp Fuji are NAS Atsugi and Yokosuka Naval Station, and they too are limited on what they carry.

2c. RECOMMENDATION: Forecast what uniform items will be needed and bring those items on the deployment. This is especially important for the items needed for the CUU uniform (collar insignia, Seabee pocket patch, and SCWS pin).

DETAIL IWAKUNI – SITE SPECIFIC LESSONS LEARNED

1a. ITEM: Project Materials

1b. DISCUSSION: Because all material from the BM is ordered through the station and is processed through Logistics, any material that is not considered construction material by Logistics is not ordered for the project (i.e. construction fencing, metal form stakes).

1c. RECOMMENDATION: If you do receive this type of material, be very conservative with it. Depending on the material there may be a few ways to acquire it for your use. One method is to see if Facilities will purchase it with their funds and assign it to you. Another method is to work with the 30th NCR and Detail Sasebo to purchase the material and send it to Iwakuni.

2a. ITEM: Respirator Training

2b. DISCUSSION: Even though service members are Battalion certified for respirator use, they must still attend class taught by base safety for MCAS Iwakuni.

2c. RECOMMENDATION: Have people coming to Detail Iwakuni plan for a half day of respirator training.

3a. ITEM: HAZWASTE Training

3b. DISCUSSION: Even though service members are battalion certified HAZWASTE Coordinators, they must still attend the class taught by the MCAS Base Safety Office. Additionally, the Detail's HAZWASTE manager must be an E6 or above.

3c. RECOMMENDATION: Have people coming to Detail Iwakuni plan for three days of HAZWASTE training. Have an E6 or above attend the training and be listed as the "Site HAZWASTE Manager", but also send an assistant to the training (preferably a CM) to be the one who does most of the work for the detail's HAZWASTE program.

4a. ITEM: BM Bounce

4b. DISCUSSION: Estimators from Facilities will create a project BM and Facilities will order the material. Sometimes items may be overlooked and far too often the Facilities Detail Liaison Chief does not receive BM bounce.

4c. RECOMMENDATION: Establish contact with Facilities Detail Liaison Chief to ensure that BM bounce is received in order to prevent having to do numerous add-ons. Do not rely solely on information posted on the Seabee Operations Portal.

5a. ITEM: Mortar

5b. DISCUSSION: Premix mortar does not contain lime and the base does not maintain a stock of or use lime. Additionally premix bags of mortar are only 20 lb bags and not 80 lb bags as originally expected.

5c. RECOMMENDATION: Be sure that BM reflects enough mortar. If BM labels mortar in quantity of bags, be sure to account for size of bags. Do not plan to use lime.

6a. ITEM: DRMO MCAS Iwakuni Property

6b. DISCUSSION: There is limited to no funds available for purchase of Personnel Support Equipment for the Detail Spaces. However, items at DRMO are in relatively decent condition and may be utilized.

6c. RECOMMENDATION: Anyone may screen items at DRMO, and if something is available, then use the Station Marine Corps Property (SMCP) Account to withdraw items from DRMO. SMCP will determine whether the item will go onto property account or simply be given away.

7a. ITEM: Visitor Arrival and Departure

7b. DISCUSSION: The nearest international and domestic airport is in Hiroshima, which is approximately 1 hour and 45 minutes from the base by vehicle.

7c. RECOMMENDATION: If visitors are coming from another site in Japan, coordinate arrival and departure times carefully. The best means of arrival to Iwakuni is via the bullet-train (Shinkansen). The station is only a 30 minute drive to/from the base. The best method will depend on where the traveler departs from and where they are going to next. The bullet train is best when traveling to or from Sasebo and Yokosuka. Military flights are sometimes available to and from Atsugi, but they are subject to last minute changes. For travel to or from Okinawa or elsewhere, flights through Hiroshima are best. Additionally, a local train offers regular service to Iwakuni from the Hiroshima Airport.

8a. ITEM: Minimize HAZMAT on Hand

8b. DISCUSSION: Detail Iwakuni recently purged its shelves of HAZMAT, keeping only the necessary items.

8c. RECOMMENDATION: All HAZMAT can be checked out from the station's HAZMIN Center. This will reduce the responsibilities of the HAZMAT coordinator and the risk of an accident involving HAZMAT.

9a. ITEM: Funding for Repair Parts for Japanese Vehicles

9b. DISCUSSION: Detail Iwakuni has funding available through local parts expeditor. The Detail is assigned a limited amount of $7,000 every fiscal year.

9c. RECOMMENDATION: Continue constant communication with local parts expeditor to ensure the detail does not unexpectedly run out of funds.

10a. ITEM: RPPO/SCMP Representative at mainbody

10b. DISCUSSION: Due to NMCI constraints, Detail Iwakuni does not have access to SKED and CSMP programs.

10c. RECOMMENDATION: Detail Equipment Shop needs constant communication with a designated RPPO/SCMP at the mainbody. This will ensure that the detail is constantly aware of the status of repair parts and that operational checks are properly completed.

DETAIL SOF – SITE SPECIFIC LESSONS LEARNED

1a. ITEM: Contrasting Priorities

1b. DISCUSSION: The CJSOTF-A deployment rotates with two different groups. In many aspects, the two groups operate differently and sometimes conflict, especially with future construction project priorities. The two groups have different views and objectives with the layout and construction of the future camp.

1c. RECOMMENDATIONS: CJSTOF-A has augmented an additional Engineer Officer with a construction background to facilitate the master plan for the future camp. Keep consistent communication with the engineer and other key players. Use expertise and experience to propose reasonable and reliable solutions with realistic timelines. As for camp improvement projects, be cognizant that views will be different between groups and be adaptable for changes.

2a. ITEM: Dig Permits

2b. DISCUSSION: Dig permits are required for all underground digging. The approval process usually takes 2-3 weeks.

2c. RECOMMENDATION: Forecast in advance and turn in paper work as early as possible to prevent project delay. Follow up routinely to help push these through the approval process.

3. ITEM: Operating and Networking with ADP Assets

3b. DISCUSSION: Limited ADP assets are available (3 SIPR terminals, 2 NIPR terminals, 1 printer). The process to obtain additional assets is time consuming and resource constrained. Since the Detail is remotely located from the CJSOTF-A camp, it is not possible to connect to the government network assets. There is no NIPR or SIPR share drive access available for use in the area occupied by the Detail. Personal laptops were used on a regular basis. External hard drives were used instead of a shared drive for data backup.

3c. RECOMMENDATIONS: Until improvements are made, plan on using computers as stand alone workstations with email capability. Either bring additional DOLCH computers or plan on using personal laptops for internal networking. There is an order submitted through supply to get four additional computers and additional printers.

4a. ITEM: Medical/Dental Records and Documents

4b. DISCUSSION: Due to weight availability, the space used to store and transport records with other miscellaneous documents and administrative supplies was limited to two cruise boxes.

4c. RECOMMENDATION: To optimize allotted space and weight; make temporary record jackets (e.g. DD Form 2766). For record specific documents, keep some copies electronically. Prioritize your space for necessities like chronic and controlled medications, and non-consumable items like medical equipment.

5a. ITEM: Medical Supplies

5b. DISCUSSION: Non-common and specialty medications (not to be confused with chronic medications) are hard to come by and the units are sometimes reluctant to assist in providing these items. Some of the specialty medications that the detail brought were Cafergot, Entex, and Toradol, to name a few.

5c. RECOMMENDATION: Bring specific medications you would like to have on hand that are typically available outside of a regular formulary. For non-specialty medications, the logistical support in theatre is sufficient. All basic needs are handled through CJSOTF-A Medical Aid Station. They stock everything from Nsaid's, Antibiotics, Anti Malaria Medications, and consumable items like Bandages, Ace wraps, and Splints. There are also numerous other commands, U.S military branches, and other Allied nations willing to help.

6a. ITEM: Medical/Dental Readiness

6b. DISCUSSION: Although there is level II/III capabilities and other specialties available (Radiology, Opthomology, Mental health, ect.) Health problems can and will arise.

6c. RECOMMENDATION: Screen your personnel prior to deployment, stressing the fact of any health issues or concerns. Ensure all detail personnel are current on physicals, exams, and shot history. Fewer problems will be encountered if medial readiness is maintained.

7a. ITEM: Immunizations and Vaccinations

7b. DISCUSSION: Constant changes in the theatre requirements for immunizations and vaccinations make things difficult when you are the only provider. The availability of these immunizations and vaccinations make it difficult to accomplish these requirements. Smallpox and Anthrax are mandatory in this AO.

7c. RECOMMENDATION: Keep up to date with changing policies for this AO. Give ample time to review these services personnel prior to deploying. Guidelines are available via the internet (New 2007 Navy Policy on Anthrax and its Guidelines).

8a. ITEM: MLO and Material Ordering

8b. DISCUSSION: When first arriving and materials are needed in a hurry, it is almost impossible because none of the supply outlets or service departments will accept material orders without a Signature Card. This forced the detail to rely on the client for all material procurement. This can be a considerably slow process because those with a signature card within CJSOTF-A have other priorities besides obtaining material.

8c. RECOMMENDATION: Ensure that all personnel that will be expected to order Class IV are on the client's signature card for DRMO, SSA, Class IV yard, and KBR service desk. Limit signature cards to maximize accountability. Also, ensure that a DODAC is included. This will allow those people to order materials from any outlet.

9a. ITEM: MLO Class IV Vehicle Request

9b. DISCUSSION: The MLO Petty Officer is constantly busy submitting, following up, and tracking orders. A major portion time will be spent moving around base to ensure all orders are being followed through and routed correctly.

9c. RECOMMENDATION: With the many places the MLO Petty Officer travels to, he or she should have convenient access to a vehicle.

10a. ITEM: Obtaining Correct Materials from Class IV yard

10b. DISCUSSION: Often, the nomenclature used in the Class IV yard was different than Seabees were accustomed to.

10c. RECOMMENDATION: Don't hesitate to ask the KBR front desk to take a walk through in order to verify that the correct materials are being requested. While in the Class IV yard, write down the nomenclature and the location. This makes the entire process run much smoother.

11a. ITEM: Material on Inventory but Not in Stock at Class IV Yard

11b. DISCUSSION: Although an item may be on the Class IV ASL, it's common that the Class IV yard does not have the exact item in stock. While they may not have the specific line item requested, they may have something that will work just as well.

11c. RECOMMENDATION: The MLO Petty Officer will find it useful to take a person familiar with the project and/or the BM to the Class IV yard when drawing out materials. They can decide if the substitute line item is acceptable for intended purpose.

12a. ITEM: Specific Materials Not Available or Not on ASL

12b. DISCUSSION: There will be times when the Class IV yard will not carry the material needed

12c. RECOMMENDATION: If the Class IV yard doesn't have the required materials, a few options are available. There is a chance that a different outlet will have the materials. As a last resort, you can try a local purchase through the client. If you go through KBR, a work order request form is needed. The form can be picked up at DPW and is signed by the DCMA ACO at BAF. This will allow the material to be drawn from KBR's stock. In order to purchase it locally through the client, go thru the J7.

13a. ITEM: Construction During the Summer and Winter Seasons

13b. DISCUSSION: Country climate is considered to be arid to semiarid with cold winters and hot summers. Monthly average temperatures are listed below. Construction efficiency during the winter season may be hampered due to drastic temperature drops and wind factors.

°F	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
High	40	42	54	67	76	86	90	90	83	72	59	47
Low	19	22	33	43	48	54	60	58	49	39	30	24

13c. RECOMMENDATION: Be considerate of the climate changes when project planning. If possible, postpone new interior work for the winter and prioritize exterior construction to take advantage of the favorable summer months.

APPENDIX I – LESSONS LEARNED

DETAIL SAN CLEMENTE – SITE SPECIFIC LESSONS LEARNED

1a. ITEM: Storm Water Pollution Prevention Program (SWPPP)

1b. DISCUSSION: Detail San Clemente personnel are required to implement a SWPPP that is in compliance with state and federal laws.

1c. RECOMMENDATION: Personnel should receive in-depth SWPPP training prior to deployment, customized to cover what is required by state and federal laws. Point of contact is Kathleen Harrison, Compliance Program Manager with NAVFAC Southwest (kathleen.j.harrison@navy.mil or 619-532-3814).

2a. ITEM: Storm Water Pollution Prevention Program (SWPPP)

2b. DISCUSSION: Detail San Clemente personnel are required to implement Best Management Practices contained in a SWPPP in order to comply with state and federal storm water discharge laws.

2c. RECOMMENDATION: Relieving Battalion should estimate at least 60 MD's in their project plans to cover implementation of SWPPP Best Management Practices at San Clemente. MD's will be expended here and if they are not captured in the P&E Phase, these MD's will have to be charged to other construction activities.

3a. ITEM: Haul Road Maintenance

3b. DISCUSSION: Detail San Clemente personnel are forced to conduct haul road maintenance, as island public works personnel do not do this task. Haul roads take a beating due to the NMCB's constant use of these roads for hauling fill material to and from the SHOBA road project. Due to the heavy traffic and volume of vehicles using the roads, there is a lot of wear and tear on the equipment. With no time allotted for road maintenance, mandays were lost every time equipment was sent to perform haul road maintenance.

3c. RECOMMENDATION: The relieving battalion should estimate at least 100 mandays in their project plans to cover maintenance of SHOBA road. Mandays will be expended here and if they are not captured in the P&E Phase, these mandays will have to be charged to other construction activities. Recommend that haul road maintenance be completed twice per month.

4a. ITEM: Borrow Pit Operations

4b. DISCUSSION: Ensure that adequate mandays are planned for in homeport to support two personnel working full time at the borrow pit.

4c. RECOMMENDATION: Borrow pit requires one dozer operator and one loader operator full time to support fill operations at the SHOBA road project. Ensure to plan for 250 mandays of borrow pit efforts during planning and estimating phase.

5a. ITEM: Dump Truck Licensing

5b. DISCUSSION: Detail San Clemente personnel deploy with many ratings that are expected to operate 15 ton dump trucks on a daily basis. There can be a steep learning curve and many manhours of behind the wheel training under a training license is required before these personnel are able to operate these trucks independently. Not having the required licenses prior to deployment will have a negative impact on a proposed schedule. Expending mandays for this training can set a project behind right from the start.

5c. RECOMMENDATION: Target those personnel who will operate 15 ton dumps during the SAT phase of homeport and train them then. If possible, ensure these personnel arrive at SCI with a full license in hand, instead of a training license. When feasible, members should be trained throughout homeport on a variety of equipment to include rollers, excavators, graders and front-end loaders.

6a. ITEM: Consumables and Repair Parts

6b. DISCUSSION: Funding for the repair parts must be requested from NAVFAC SW. This may change in the future since the current plan is that NAVFAC SW will send a block of funding to 30th NCR and when funds are required to augment the consumable and ARP accounts for the Detail, the OIC will request funds from the 30th.

6c. RECOMMENDATION: Understand that it is the Detail's responsibility to request re-augmentation of these accounts. No one will be tracking this on behalf of the Detail. The Detail must send an absolutely responsible and trustworthy SK to act as detail expeditor. This SK lives in San Diego and handles all consumable and ARP purchases for the detail and must be able to accurately track funds to the penny.

7a. ITEM: Construction Materials

7b. DISCUSSION: Although construction materials will likely be the provided via a contract in the future, receipt of material in a timely fashion is not likely to happen as efficiently as most other places.

7c. RECOMMENDATION: Submit material requirements to NAVFAC SW as early as is possible. They are responsible to keep the Detail informed of how material will be sourced (either Umbrella KTR or Prime Vendor). If material is sourced through the Prime Vendor, have the MLO/CTR custodian engage with NAVFAC SW early to ensure that BoMs have indeed been submitted. Aggressive monitoring of the Prime Vendor process is a never ending requirement.

8a. ITEM: Respirator Training

8b. DISCUSSION: Ensure personnel are fitted in homeport using the respirator that is employed at the quarry on SCI. NMCB THREE fitted a different respirator than was used at SCI and was forced to refit its personnel upon arrival at SCI.

8c. RECOMMENDATION: The detail has hundreds of 3M 2097 P100 Particulate/Organic Vapor Filters on hand and over 15 3M 6000 series half mask respirators. Ensure personnel are trained on this mask in homeport. Ensure blue respirator cards are issued to all personnel after fit test.

9a. ITEM: Detail Corpsman

9b. DISCUSSION: NMCB THREE was not able to deploy with a Detail Corpsman due to a shortage of corpsman in the main body. This caused major problems when it came time to conduct blasting operations. The island's Medical Department WILL NOT support the detail's blasting operations and this will force the NMCB to arrange for outside support if they deploy without a Corpsman.

9c. RECOMMENDATION: If possible, deploy with a Corpsman. This benefits the island in that when there are no blasting evolutions going on, the Corpsman can assist the island medical personnel with sick call and other medical support issues, but more importantly, it allows the Detail a dedicated Corpsman to maintain Seabee medical records, liaison with San Diego Medical establishment if off-island care is required and support blasts.

10a. ITEM: Screening of Personnel

10b. DISCUSSION: San Clemente Island is a rather isolated place to stand duty. Personnel who have had past bouts with depression or ARI's should be screened carefully to ensure they are sufficiently well to operate in an isolated environment with limited recreational opportunities or medical support. There is only a clinic here and it is manned by IDC's and they are not trained to deal with those battling depression or other mental illness. There is only one club on SCI and those with a history of ARI's will find it difficult to resist the island's only hangout, the Salty Crab. Although there is off island liberty available to the troops, it can feel very isolated on the island. Island fever is real and it affects everyone.

10c. RECOMMENDATION: Carefully screen your high-risk personnel. A very strong MWR coordinator is a must in order to keep the troops occupied. It is crucial to monitor the troops very closely. Off island liberty is a much-needed MWR tool.

11a. ITEM: 3M Training

11b. DISCUSSION: San Clemente Detail maintains 60 to 70 pieces of CESE on site and due to lack of experience has struggled managing the 3M system properly. The number of active CESE is equivalent to what is active on the Battalion's main body site and should have someone who has had extensive training or been an operator of the system on prior deployments. Better training in 3M is crucial in maintaining our CESE properly. With the exception of Seabees themselves, CESE is the backbone of an NMCB and should be maintained accordingly.

11c. RECOMMENDATION: The accelerated training provided in homeport is simply not adequate. The training should be thorough enough to have students teach it back to the instructor.

12a. ITEM: Equipment Condition

12b. DISCUSSION: The shape of the equipment on the island is in poor shape and it is very difficult to maintain. ARP is not very well stocked and that affects the down time of a piece of CESE.

12c. RECOMMENDATION: Pre starts are even more crucial than ever in the environment. Find the problem before it becomes a bigger problem. If something doesn't seem right, document it and have it looked at. If anything, that part can be put on order and hopefully arrive before that piece breaks.

13a. ITEM: Trouble Calls

13b. DISCUSSION: The schedule for services from Public Works is limited as their work week is Tuesday - Thursday. In some cases, material and parts needed to make repairs on trouble calls may take weeks, even months to get to the island. This hinders even the most critical of repairs.

13c. RECOMMENDATION: Set up camp maintenance crews at the very beginning of deployment. Ensure that trouble calls are submitted on time and tracked closely, and that follow up of trouble calls is conducted on a continuous basis.

14a. ITEM: Bill of Materials

14b. DISCUSSION: At Detail San Clemente Island, material acquisition takes months or even the entire deployment. This negatively effects scheduled operations. Graybar, the prime vendor is inefficient and often unable to meet production and delivery expectations.

14c. RECOMMENDATION: Process the Bill of Material as promptly as possible and follow up on the open items constantly. Provide detailed status reports to key personnel, especially Operations and the Detail OIC.

15a. ITEM: Tools Accountability

15b. DISCUSSION: Due to the distance between project sites, CTR, and the barracks, monitoring and inspecting tools and tool kits is a challenge.

15c. RECOMMENDATION: Ensure that projects provide the MLO/CTR custodian with accurate payday inventories on time every payday. Once the missing tool reports are compiled, ensure that 1250's are properly filled out and that tool discrepancies are reported through the detail expeditor directly to Walt Frederick (30th NCR R40) to ensure tool replacements are received at SCI and tool kits are kept at 100%.

16a. ITEM: Seabag Requirements

16b. DISCUSSION: Although San Clemente Island is classified as a stateside detail it is a very remote place and reachback to the mainbody is not always easy. Personnel readiness needs to be a top priority of the detail leadership before deployment, as there is no supply for uniform items.

16c. RECOMMENDATION: Detail leadership needs to conduct seabag inspections before deployment to ensure personnel have all prescribed uniform items (Four uniforms and two pairs of boots, etc.). NMCB THREE did this and it paid big dividends since obtaining seabag items at SCI were not possible.

DETAIL SASEBO – SITE SPECIFIC LESSONS LEARNED

1a. ITEM: CESE Support

1b. DISCUSSION: Current projects at the Hario Shima Ordnance Facility require substantial earthwork. Similar projects will be tasked to the Detail in Sasebo for years to come. Currently, one aging front-end loader makes up this Detail's construction equipment capability. This forces the Detail to rent dump trucks and excavators for most of the site work. Rental fees make up a substantial part of the project budget. The site could easily employ two dump trucks, one excavator with a concrete breaker, a new front-end loader and a drop neck tractor trailer. With these assets the Detail would be capable of breaking ground with out having to rent equipment.

1c. RECOMMENDATION: Review equipment requirements for this detail site.

2a. ITEM: Equipment Rental

2b. DISCUSSION: The equipment rental lead time is a minimum of seven working days. Proper planning is required to ensure that mission critical equipment is ordered seven days in advance.

2c. RECOMMENDATION: Ensure mission critical equipment is ordered at least seven days in advance. With only a four to five day turnover at the Detail sites, it is critical that the incoming Detail give its rental requirements to the on site detail prior to turnover. This will allow the equipment to be placed on order and ready for delivery on the first day of work.

3a. ITEM: Fueling Equipment

3b. DISCUSSION: With three projects running at the Hario Shima Ordnance Facility, multiple trips with the four available jerry cans have been required to fill the eight pieces of CESE on site. This detail site could easily support a portable fuel system.

3c. RECOMMENDATION: Procure a fuel system such as a 100 gallon external fuel tank for one of the detail trucks.

4a. ITEM: Local Funding

4b. DISCUSSION: Funding for equipment rental, contract support and locally purchased contingency materials has been sent to the CFAS comptroller in the past. With the reorganization of Public Works into the NAVFAC Far East, funds now need to be sent to the NAVFAC FE comptroller in Sasebo.

4c. RECOMMENDATION: When funds are sent from Okinawa, have them addressed to the NAVFAC Far East Sasebo comptroller in two funding documents. One needs to request contract support (to include local material purchase) and one will request equipment rental. Point of contact is Mr. Tamotsu Furukawa (tamotsu.furukawa@fe.navy.mil or 315-252-2710).

APPENDIX I – LESSONS LEARNED

DETAIL YOKOSUKA – SITE SPECIFIC LESSONS LEARNED

1a. ITEM: Computer Accounts / TASO Requirement

1b. DISCUSSION: Detail Yokosuka uses the CFAY legacy server and account requests must be requested through the base NCTS. It will take more than a week for the accounts to be set up. Also, TASO needs to be designated in writing, and he or she is the POC between the detail and NCTS Far East.

1c. RECOMMENDATION: Have account requests completed prior to deployment and forward them to the onsite detail to submit to the CFAY ISD for disposition in order to make certain that the incoming detail will have computer access once they arrive.

DETAIL CAMP PENDLETON – SITE SPECIFIC LESSONS LEARNED

1a. ITEM: Project Equipment

1b. DISCUSSION: Heavy equipment needs for the project were supported by the local Construction Battalion Maintenance Unit (CBMU-303). Conflicting schedules or deadlined equipment often hampered productive progress.

1c. RECOMMENDATION: If there is ever going to be another Seabee Detail tasked to operate onboard Camp Pendleton again, augment the CBMU with additional equipment to be dedicated solely to the Seabee Detail at Camp Pendleton, or commit the equipment directly from Port Hueneme along with adequate maintenance supplies, facility and resources to be self supportive.

2a. ITEM: POV'S

2b. DISCUSSION: In accordance with 1NCD instruction, members deployed to a state side detachment were not authorized to bring their POV's. A request was submitted at the beginning of the deployment to revisit this instruction.

2c. RECOMMENDATION: This policy should not be adjusted. It clearly enabled the members of this Detail to get more in the "feel" of deployment, despite being located so close to homeport. Recommend that government owned vehicles be available and authorized to support liberty. It eased the transition and enabled the Detail OIC to manage the risks associated with liberty, through the duty watch standers and duty drivers.

3a. ITEM: Project Material

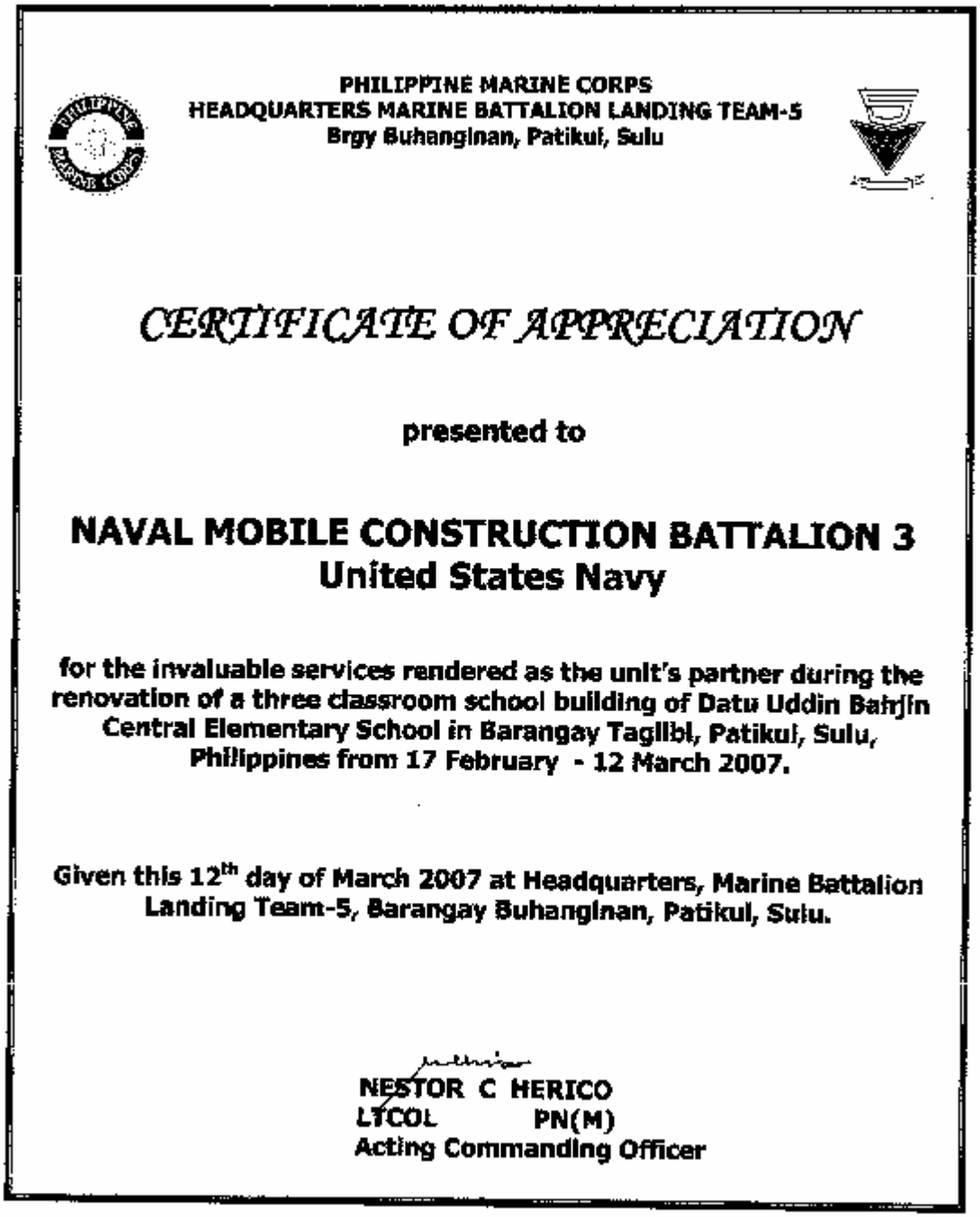
3b. DISCUSSION: Unforeseen material and expendable shortfalls held up progress while waiting for the procurement process to yield needed items. This process included submitting the request to the Regiment, the Regiment obtaining a bid from Graybar, reviewing the priced quote, sending the approval back to Graybar who in turn submitted the requisition to DSCP for processing. All of this had to take place before the item was procured and delivered.

3c. RECOMMENDATION: Set up an account with the host station COMPTROLLER with a small portion of the project funds to be used only during critical times and upon approval from a designated Regimental MLO representative.

Appendix II

Commendatory Correspondence

"BETTER THAN BEST"



PHILIPPINE MARINE CORPS
HEADQUARTERS MARINE BATTALION LANDING TEAM-5
Brgy Buhanginan, Patikul, Sulu

CERTIFICATE OF APPRECIATION

presented to

NAVAL MOBILE CONSTRUCTION BATTALION 3
United States Navy

for the invaluable services rendered as the unit's partner during the renovation of a three classroom school building of Datu Uddin Bahjin Central Elementary School in Barangay Tagilbi, Patikul, Sulu, Philippines from 17 February - 12 March 2007.

Given this 12th day of March 2007 at Headquarters, Marine Battalion Landing Team-5, Barangay Buhanginan, Patikul, Sulu.

NESTOR C HERICO
LTCOL PN(M)
Acting Commanding Officer

R 221125Z FEB 07 USS BLUE RIDGE SUPERB SUPPORT DURING PROJECT FRIENDSHIP-PHILIPPINES//

FM USS BLUE RIDGE

TO NMCB THREE
MWSS ONE SEVEN TWO
MCSFBN NORFOLK VA//CO//

INFO COMSEVENTHFLT
CG III MEF
CG FIRST MAW
COMEXSTRIKGRU SEVEN
MWSG SEVENTEEN
COMMANDER JOINT SPECIAL OPS TASK FORCE-PHILIPPINES USS BLUE RIDGE

MSGID/GENADMIN/BLUE RIDGE/-/FEB//

SUBJ/SUPERB SUPPORT DURING PROJECT FRIENDSHIP-PHILIPPINES//
GENTEXT/REMARKS/1. ON BEHALF OF THE OFFICERS AND CREW OF USS BLUE RIDGE, I EXTEND MY SINCEREST THANKS FOR THE FINE EFFORTS OF YOUR ORGANIZATIONS IN PREPARATION AND EXECUTION OF COMSEVENTHFLT/BLUE RIDGE S FIRST EVER PROJECT FRIENDSHIP INITIATIVE. THE LEVEL OF COMPETENCY AND ZEAL DISPLAYED BY THE SEABEES OF NMCB-3 AND THE MARINES OF MWSS-172, IN SUPPORT OF PROJECT KAIBIGAN WAS TRULY MAGNIFICENT. FROM THE APPLICATION OF PAINT TO THE ERECTING OF CLASSROOMS FROM THE GROUND UP, YOUR TEAM OF EXPERTS HANDLED THE PROJECTS WITH THE PROFESSIONALISM AND ACUMEN EXPECTED OF OUR NAVY AND MARINE CORPS ENGINEERS.

2. ADDITIONALLY, THE COORDINATION OF SECURITY BETWEEN MARINES, HOST NATION FORCES, AND JSOTF-P SOLDIERS, ENABLED C7F/BLR TO CONDUCT THEIR MISSION WITHOUT INCIDENT. THE FAST PLATOON ONCE AGAIN FULFILLED CRITICAL FP REQUIREMENTS TO ENSURE SUCCESS FOR THE C7F/BLR TEAM. THEIR EFFORTS ENSURED SAILORS AND OFFICERS RECEIVED THE HIGHEST LEVEL OF SECURITY.

3. MY GRATEFUL APPRECIATION GOES OUT TO ALL THAT CONTRIBUTED TO THE EXTRAORDINARY COORDINATION AND FLAWLESS EXECUTION OF PROJECT KAIBIGAN. ALL CAN TAKE PRIDE IN THE LASTING AND POSITIVE IMPACT OF THESE EFFORTS. BRAVO ZULU. CAPT JEFF BARTKOSKI, SENDS.//

BT
#0277
NNNN

DEPARTMENT OF THE NAVY
FLEET & FAMILY SUPPORT CENTER
WIRELESS ACTIVITIES, SASEBO, JAPAN
PSC 476 BOX 62
FPO AP 96322-0062

The Center

Director, Fleet & Family Support Center, Sasebo

takes pleasure in commending NMCB THREE Seabees

BU2 ALBERT HART
UT3 IRVINE MATTHEW
BU3 GARRETT HARTWIG
SW3 CHRISTOPHER HILLEGASS
BU3 BRANDON HOEKSTRA
EOCN KENNETH JOHSON

For service set as forth in the following

CITATION:

On 14 December 2006 at Fleet and Family Support Center (FFSC), Sasebo six NMCB THREE Seabees under the guidance of BU2 Hart helped the FFSC staff move many pallets of furniture to the first and second floor of the FFSC building. This task was extremely strenuous and the FFSC Staff are not equipped to handle the large heavy pieces of furniture. We were extremely happy and fortunate that the Seabees readily volunteered to help us out. We were stuck and without a way of getting this furniture setup inside the Fleet and Family Support Center Sasebo. After much thought and one phone call to BU1 Brewer NMCB THREE OPS Chief Detail Sasebo our dilemma was solved. In addition, to moving in new furniture, they helped put together the new furniture and pulled out the old furniture. This was a major endeavor for FFSC Sasebo and the key to our success was the NMCB THREE Seabees. They were positive, motivated, hard working and genuinely showed the "Can Do" spirit that the Seabees are famous for. Thank you and Bravo Zulu!

C. E. CURRIER
Director, Fleet and Family Service Center

APPENDIX II – COMMENDATORY CORRESPONDENCE

270541Z MAR 07 COMMARFORPAC SSEC(UC)

TO PACFLT CMDCEN PEARL HARBOR HI

    USS COMSTOCK
    CG III MEF(uc)
CC COMMARFORPAC(uc)
    COMMARFORPAC SSEC(uc)

UNCLAS//
MSGID/GENADMIN/COMMARFORPAC/CMDR//
SUBJ/BRAVO ZULU FOR
OPERATION GOODWILL _ KIABIGAN//
POC/JAMES MOORE/LTCOL/MARFORPAC SSEC/-/TEL:DSN 477-8606// NARR/ RMKS/1.
GENTLEMEN, THE EXEMPLARY DEDICATION TO DUTY SHOWN BY THE MARINES AND SAILORS
OF THE 3D MARINE EXPEDITIONARY BRIGADE (MEB) AND THE USS COMSTOCK DURING THE
EXECUTION OF OPERATION GOODWILL _ KIABIGAN WAS HEART WARMING AND DEMONSTRATED
THE EXTRAORDINARY ASSISTANCE IN CARING FOR OUR FRIENDS IN THE PHILIPPINES.
THE POSITIVE AND TREMENDOUS IMPACT IN THE LEGAZPI AREA BY 3RD MEB AND ONE
UNITED STATES NAVY SHIP IS INDICATIVE OF THE CAPACITY OF THE MARINE
CORPS/NAVY TEAM AS A WHOLE, AND SPEAKS TO THE PROFESSIONALISM, FOCUS AND CAN
DO SPIRIT OF EACH MEMBER OF THE OPERATION. MOST REMARKABLY, YOU ACCOMPLISHED
IN DAYS WHAT SHOULD HAVE TAKEN MONTHS.
THE TANGIBLE IMPACT WILL LEAVE AN ENDURING LEGACY HIGHLIGHTING OUR COMMITMENT
TO OUR PHILIPPINE PARTNERS. AS YOU KNOW, THIS INTERACTION BUILDS LASTING
RELATIONSHIPS THAT WILL PROMOTE OPERATIONAL INTEGRATION FOR FUTURE MISSIONS
IN THE REGION.
2. PLEASE PASS MY CONGRATULATIONS TO ALL MEMBERS OF 3D MEB AND THE USS
COMSTOCK FOR THEIR COMMENDABLE EFFORT. BZ!
3. WARM REGARDS AND SEMPER FIDELIS, LTGEN GOODMAN.// BT

APPENDIX II – COMMENDATORY CORRESPONDENCE

Okinawa Christian School International

"Train up a child in the way he should go..." Proverbs 22:6

March 23, 2007

To: CDR. Scott A. Higgins
NMCB-3

On behalf of Okinawa Christian School International I thank you for your generous service to our ministry. We are blessed to have friends like you who support us through organizing volunteer service projects.

We are very grateful for the support of the military community. Your group of Seabees made a tremendous difference at our school by helping us with work projects of clearing out the mud pile near the campus back gate and doing some landscaping on the school grounds on Saturday, March 3, 2007. We are grateful not only for the beautiful results of the work projects, but also for the example the Seabees set for our students by their willingness to give of themselves. You made a difference in the lives of the young children who attend OCSI. Thank you for taking part in our ministry.

We wish to commend the following personnel for giving their willing and selfless service in helping our school and members of the Okinawan community:

EO1 (SCW) Juan D. Noyola
BU3 Jose Kurio
EO3N Greg Moseley
EO3A Gene Chappelle

Sincerely

Randal J. Hadley
Superintendent

ADDRESS: 1836 Zakimi, Yomitan-Son 904-0301, Okinawa, Japan