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CHAPTER I EXECUTIVE SUMMARY

U.S. Naval Mobile Construction Battalion (NMCB) THREE deployed 571 Seabees from Port Hueneme, California to Rota, Spain and 17 other detail sites throughout the United States, European Command (EUCOM), and Africa Command (AFRICOM) Areas of Responsibility (AOR) from February 2012 through August 2012. NMCB THREE took custody of the Tables of Allowance at Camp Mitchell in Rota, Spain and Camp Lemonier in the Horn of Africa (HOA), as well as additional equipment at various sites. In addition to the Main Body and detail sites, NMCB THREE deployed personnel to support short-term exercises focusing on community relations (COMREL), humanitarian and civic assistance (HCA), and exercise related construction (ERC) projects to further the U.S. strategic goals of Theater Security Cooperation in key regions throughout the world. In all, NMCB THREE successfully earned a total of 33,409 man-days of readiness training and construction tasking in the completion of 59 projects and XX missions.

SAFETY

NMCB THREE focused on instilling a culture of Safety at all levels of the organization and to provide a safe and healthy working environment for the entire command. To obtain these goals, the Safety Department, in conjunction with all levels of Battalion leadership, remained laser focused on reducing mishaps both on and off duty. Through aggressive leadership, innovative safety programs, creative incentives, applied operational risk management, and continuous improvement, NMCB THREE personnel throughout Europe and Africa minimized risk and successfully balanced safety with combat mission success. From the onset of our deployment we focused on the "big four" safety hazards found in the construction and general industry. On any given day our troops were subjected to fall, struck by, caught in-between and electrocution hazards. Through training, enforcing our command policies, standard operating procedures, and comprehensive daily inspections, we reduced the risk to which our workers were subjected.

ADMINISTRATION

The NMCB THREE Admin/Personnel Department supported the Battalion with administrative, personnel, and legal support throughout Europe and Africa. Headquartered at Camp Mitchell, Rota, Spain, the S1 staff processed over 77 awards, nearly 550 evaluations and fitness reports, and over 500 of other administrative requirements. Additionally, the department provided support to identify and resolve pay discrepancies across numerous AOR's with differing entitlements and administrative requirements.

SUPPLY / EQUIPMENT

The NMCB 3 Supply Department (S4) provided services to the Main Body site in Rota, Detail Africa Partnership Station 1 and 2, Detail Bosnia, Detail Croatia, Detail Israel, Detail Morocco, Detail One, Detail Senegal, Detail Sigonella, Detail Turkey, Detail Ukraine, Detail Horn of Africa, Detail Dire Dawa, Detail Kasenyi, Detail Kontali, Detail Lopei Valley and Detail Manda Bay. The battalion inventoried and maintained a complete NX6162RB P25S Table of Allowance (TOA) including more than 29,000 line items of non-CESE assembly components as well as 6 containers of MOD 96 and MOD 98 automotive repair parts. The department also maintained a Camp Mitchell and homeport operating target (OPTAR) throughout the deployment with a combined value of over $3.9 million. Material Liaison Office (MLO) and Central Tool Room (CTR) functions were established at all locations with augment capability provided via the Main Body facilities in Rota, Spain.

OPERATIONS

The NMCB THREE Operations Department executed a demanding and highly successful deployment, executing construction missions in various operating environments not normally encountered during a typical non-contingency deployment. The Battalion reported operationally to Commander, SIXTH Fleet (C6F), and tactically to several task forces in EUCOM and AFRICOM.

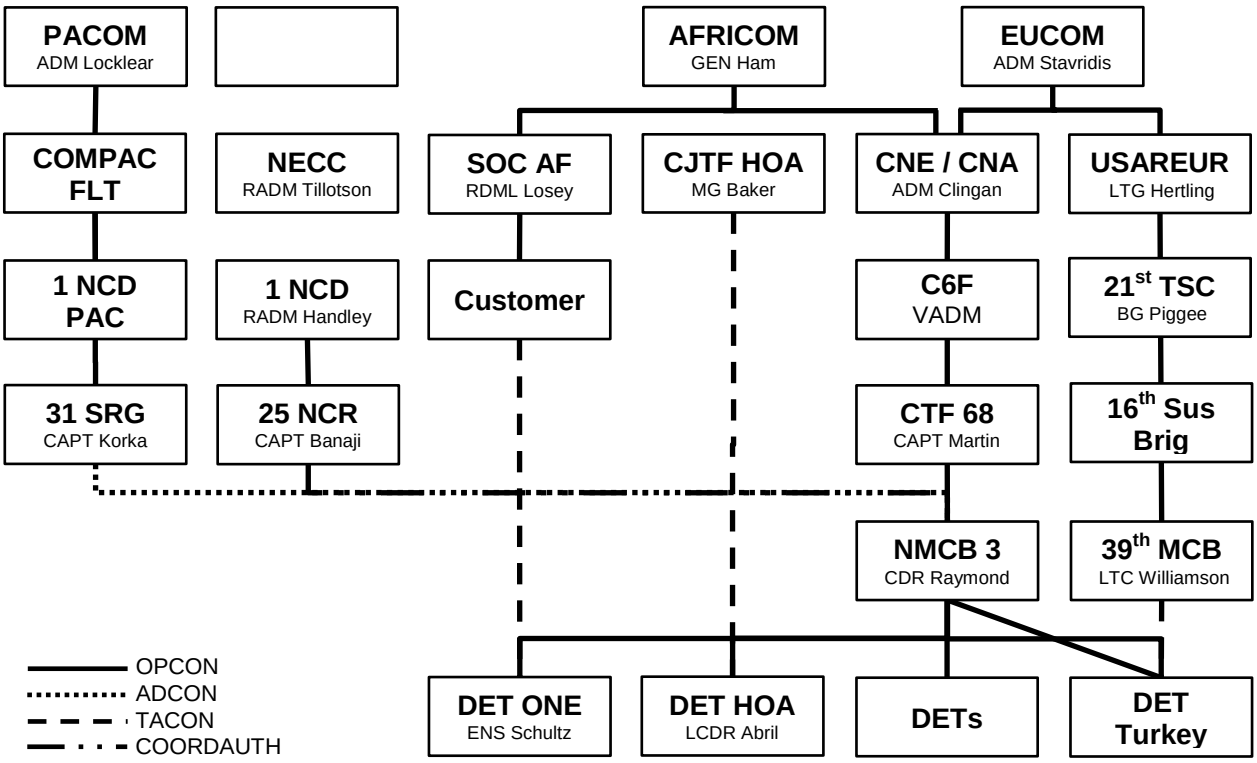
During the deployment, NMCB THREE established details in 16 countries supporting two combatant commanders across the EUCOM/AFRICOM AORs. During that time, another nine details were deployed to support short term exercises focusing on HCA and ERC projects. With Main Body deployed to Rota, Spain the battalion also operated established detail sites for the entire duration of the deployment in Italy (Sigonella), Turkey, Djibouti (Horn of Africa), Ethiopia (Dire Dawa), Kenya (Manda Bay) and Uganda (Kasenyi).

Deployed to the EUCOM and AFRICOM AORs, NMCB 3 managed to support 2 task forces, 6 Commands throughout our AORs, and 7 Exercises. Combined Task Force-68 (CTF-68) was the task force for the EUCOM AOR and responsible for ordering the FRAGO to participate in Lisa Azure Multi-Forces Exercise, Shared Resilience Joint Chiefs of Staff Exercise, Jackal Stone Nato Special Forces Exercise, Africa Lion Chairman Joint Chiefs of Staff Exercise, Western Accord Exercise, Sea Breeze Exercise and Africa Partnership Station Exercise. While supporting exercises and completing projects in both AORs, NMCB 3 supported Marine Forces Africa, Naval Forces Europe, Naval Forces Africa, Sixth Fleet, 39th Movement Control Battalion, and Special Operations Forces in Africa. While in the support of the mention commands NMCB 3 executed Base Infrastructure, Exercise Related Construction, Humanitarian and Civil Assistance, and Community Relations Construction.

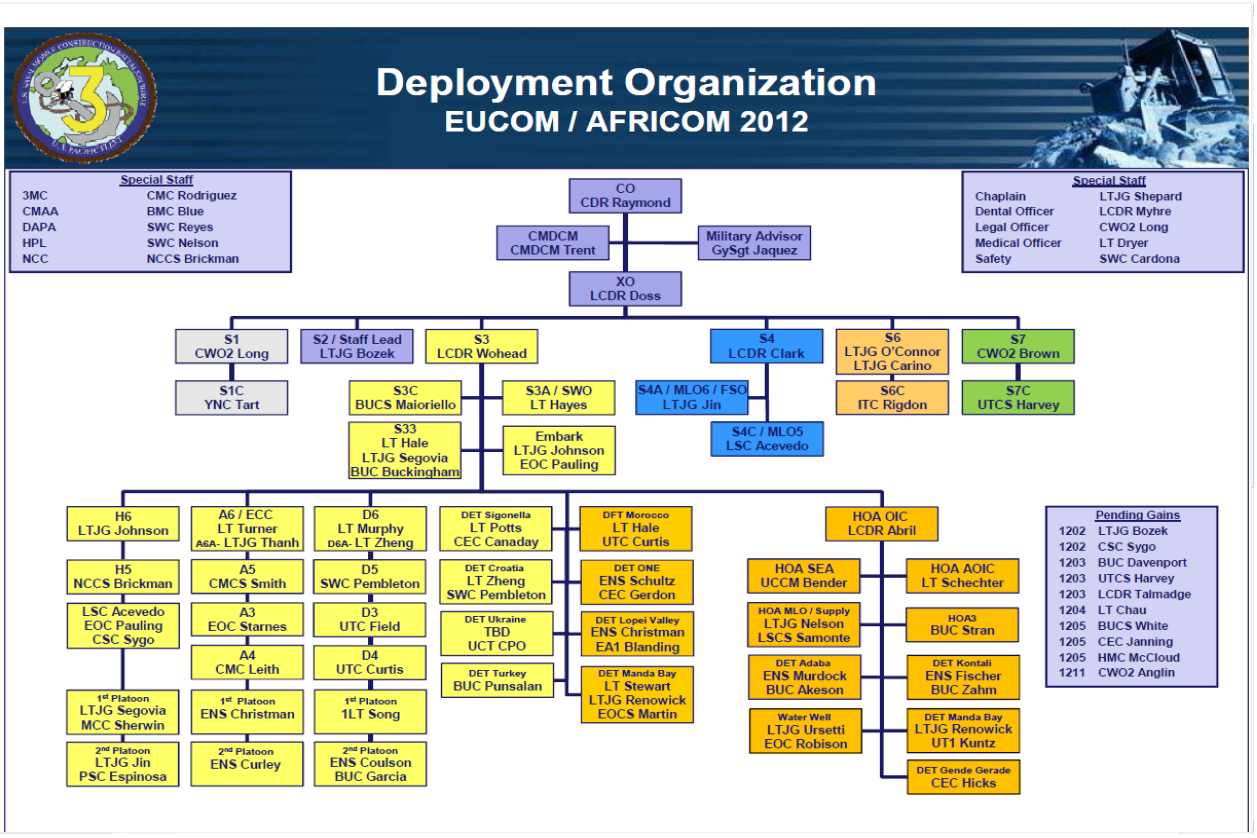
An important key to our mission accomplishment this deployment was the role that TWENTY-FIFTH Naval Construction Regiment's (25NCR) played as Construction Coordination Authority (CCA). Tasking of NMCB 3 was directed by C6F through individual execution orders (EXORDs) from CTF-68's for projects to be executed within EUCOM and AFRICOM. The battalion also relied heavily on the NCR for embark and logistic support as well as coordination authority (COAUTH) for our AOs. Reporting requirements such as TOA inventory updates, bi-weekly situation reports (SITREPs) and monthly Level I updates were submitted to 25NCR, and operational updates were provided to CTF-68 and C6F in accordance with their reporting requirements.

In addition to the details already mentioned, the battalion completed the planning and coordination efforts to deploy to Bulgaria, Lithuania, Poland, and additional details in Djibouti, Ethiopia, Kenya, and Uganda. However, due to funding shortfalls and resource constraints, these 9 details were either cancelled or delayed for NMCB ONE execution. C6F relied heavily on the expertise of NMCB THREE to identify and scope future HCA projects across both AORs. By the end of deployment, a total of 25 projects had been planned and estimated and 912 man-days were earned by the battalion planning staffs.

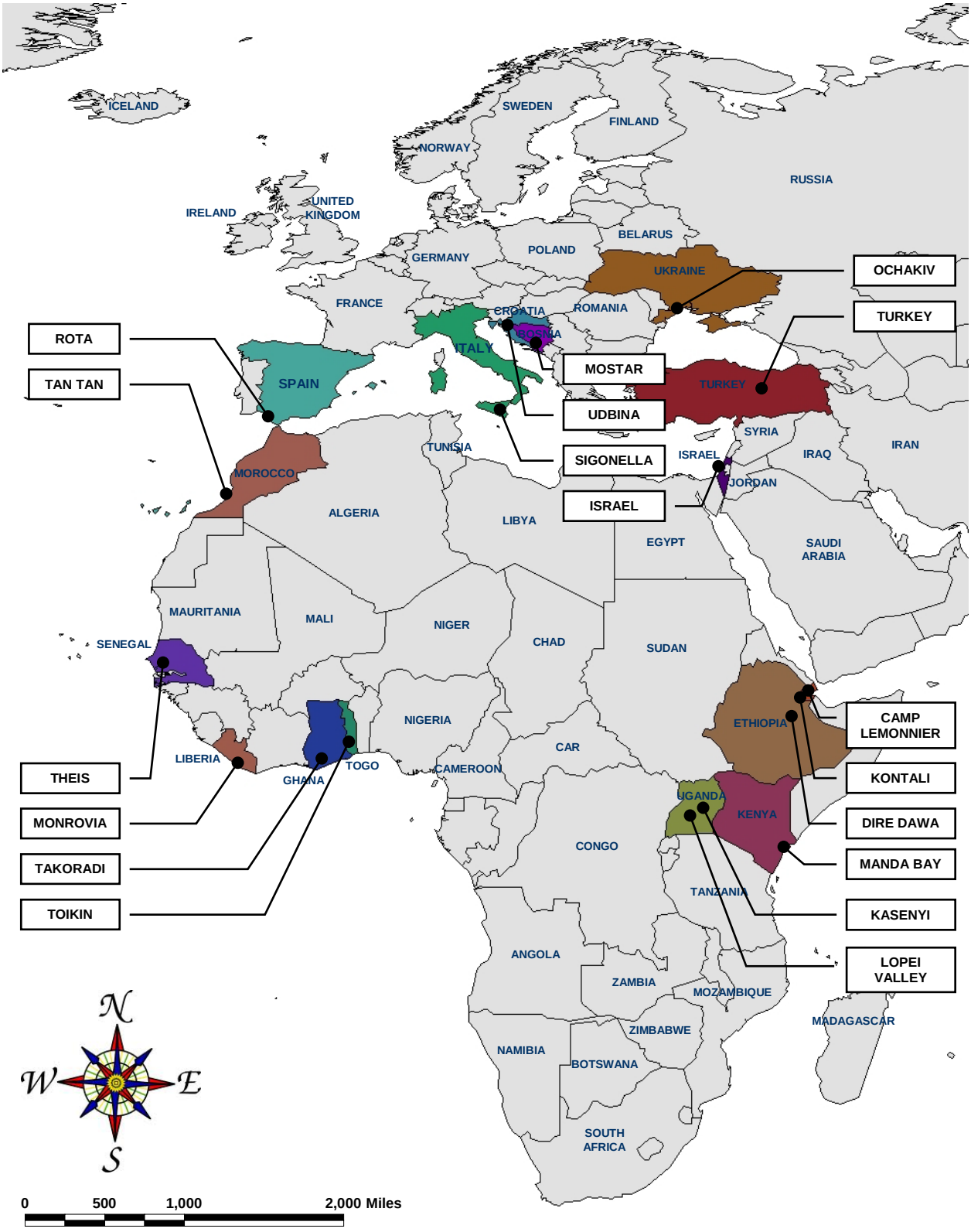
COMMAND AND SUPPORT RELATIONSHIPS



DEPLOYMENT ORGANIZATION



EUCOM/AFRICOM FORCE LAYDOWN



TRAINING

The NMCB THREE Training Department maintained the overall training readiness at an average of 97% throughout the deployment. This high percentage ensured full primary mission capabilities while deployed to the EUCOM/AFRICOM AOR. This readiness was achieved through deliberate focus on general and military skill attainment during planned training days. An in-rate training concentration provided various primary and secondary mission area related skills, such as tactical skills, P&E skills, team work and small unit leadership mentoring. DAPA training was conducted for all hands in order to reinforce the hazards of drugs and alcohol, risks involved in using and abusing alcohol, Navy policy, expectations, instructions, core values and the responsible use of alcohol. 44 personnel earned their Seabee Combat Warfare Specialty (SCWS) pins and more than 450 skills were earned through the Training Skills Assessment Program (TSAP) process on deployment.

CHAPTER II SAFETY / 3M

SAFETY

The NMCB THREE philosophy is that “All Safety Mishaps are Preventable!” Our goal is to provide a safe and healthy working environment for all personnel. To meet this goal, the Battalion safety office pursued an aggressive and comprehensive safety program fully supported by the chain of command and implemented throughout the Battalion. A thorough investigation of all mishaps was conducted and all data required by higher was provided. Companies held Mishap Review Boards for each mishap to ensure that every aspect of the incident was scrutinized for areas of improvement and lessons learned. Their findings were discussed at the weekly safety meeting to ensure the widest dissemination of information possible. Personnel were highly encouraged to report all workplace and jobsite hazards without fear of reprisal. The goal was to identify, eliminate or minimize all hazards through operational and administrative controls. The Occupational Safety and Health committee conducted safety meetings monthly to provide input and guidance on the overall status of the safety program. The OSH Safety Policy Council met quarterly to review the input of the Safety Committee and discuss any necessary changes needed in the safety program. The safety officedeveloped an NMCB THREE Battalion Plan and Standard Operating Procedures for Safety handbook that streamlined safety plan development. It included all safety related standard operating procedures, safety instructions for the command, and a template for a project safety plan development. It is a “one stop shop” for all safety matters.

All new members reporting to the command were required to check in with the Battalion safety officer. During safety indoctrination training a clear message was sent on the importance of safety. It was emphasized that safety is everyone's responsibilityand included training on the three phases of Operational Risk Management (ORM), deliberate, in-depth, and time critical. Additional topics of, hearing and sight conservation, traffic safety requirements, lockout/tag-out, mishap reporting recreational and off-duty safety. Additional training and discussions on the Command's philosophy regarding the importance of the safety which included the Stop, Organize, Ask and Proceed (SOAP) initiative, a time critical risk management tool providing an excellent construct for asking the right questions in order to make informed risk decisions. Every member of NMCB THREE was entered into the Environmental and Safety Application Management System (ESAMS) database to help facilitate enrolling and tracking of the Motorcycle Safety Training and AAA Driver Improvement Training.

The high risk evolutions at all of the project sites were closely monitored and plans were implemented to eliminate or minimize hazards. Comprehensive fall protection and scaffolding training was given to all personnel prior to beginning this type of work. It was the goal of the safety office to make sure every member understood hazard identification and how the controls are implemented to greatly reduce the risks. ORM was used in all facets of Battalion operations both on and off duty.

Weekly communication between the Battalion Safety Office and the detail sites ensured that safety was a top priority across all sites in the AOR. The safety office provided technical and administrative support to all detail safety representatives. Additionally, the safety office assisted in the resupply of needed safety protection equipment when it could not be purchased locally. This was reinforced by the safety officer making site visits to details to inspect facilities, project sites and validate the safety programs.

ON DUTY MISHAPS

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Lost Work Day Cases	0	1	0	0	0	0	0	1
Lost Work Days	0	45	347	0	0	0	0	45
No Lost Time Cases	2	2	1	4	2	0	0	11
GOV Mishaps	0	2	0	0	1	1	0	4
Fatalities	0	0	0	0	0	0	0	0

OFF DUTY MISHAPS

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Lost Work Day Cases	10	0	0	2	0	0	0	3
Lost Work Days	0	0	0	8	0	0	0	8
No Lost Time Cases	0	1	6	2	2	0	0	11
Fatalities	0	0	0	0	0	0	0	0

MISHAP TYPE

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Vehicle (GOV)	0	2	0	0	1	1	0	4
Vehicle (POV)	0	0	0	0	0	1	0	1
Strains/Sprains	0	0	1	2	0	0	0	3
Fracture	0	1	1	1	1	0	0	4
First Aid Case	0	0	0	2	0	0	0	2
Eye Injury	0	0	1	0	0	0	0	1
Dislocation	1	0	2	0	0	0	0	3
Cuts/Lacerations	0	0	1	2	2	0	0	5
Burns	0	0	0	0	0	0	0	0
Bruises	0	0	0	1	0	0	0	1
Total	1	3	5	8	4	2	0	23

MAINTENANCE MATERIAL MANAGEMENT (3M)

NMCB THREE utilized 3M at all their deployment sites during the 2012 deployment. The 3M organization consisted of 14 active work centers. The command's 3M maintenance accomplishments included 9,760 preventative maintenance actions, 415 spot checks, 1,636 deferred maintenance actions (2K's), 1,299 closed maintenance actions (2K's) and 101 technical feedback reports. Throughout the course of the deployment, an Accomplishment Confidence Factor (ACF) of 99.9%, a Recorded Accomplishment Rate (RAR) of 99.98%, and a PMS Performance Rate (PPR) of 100% were attained by the battalion.

PMS, 2K and RAR SUMMARY

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
2 Kilos Opened	269	324	347	378	155	163		
2 Kilos Closed	86	324	347	260	169	113		
PMS Scheduled	1,847	1,261	1,922	1,718	1265	1748		
PMS Completed	1,847	1,260	1,922	1,718	1265	1748		
Spot Checks Completed	74	63	58	63	87	70		
RAR	100%	99.9%	100%	100%	100%	100%		
ACF	100%	100%	100%	100%	100%	99%		
PPR	100%	100%	100%	100%	100%	100%		

3M SYSTEM TRAINING SUMMARIES

Training Qualification	Percentage of Requirement Qualified	Total Personnel Qualified
3M-301: Maintenance Person	89%	490
3M-302: Repair Parts Petty Officer	403%	117
3M-303: Work Center Supervisor	463%	139
3M-304: Division Officer	246%	59
3M-305: Department 3M Assistant	345%	38
3M-306: Department Head	175%	42

CHAPTER III ADMINISTRATIVE / SUPPORT STAFF

ADMINISTRATION

The Administration Department performed superbly and provided outstanding customer support in all facets of administration. The Department was directly responsible for processing over 550 fitness reports, evaluations, and letters of extension. The Department executed pay and entitlements for personnel deployed to all deployment sites proved challenging due to the coordination required with the Personnel Support Activity Detachment Port Hueneme. To help minimize these challenges, Admin/Personnel tracked these transactions closely. The Personnel Department processed over 5,100 pay and personnel transactions. Throughout the deployment, reenlistments, award ceremonies, advancements, frockings, and Seabee Combat Warfare Specialist (SCWS) pinning ceremonies were held at Main Body and each detail site. Legal issues were handled exclusively at Camp Mitchell. Eight personnel received Commanding Officer's Non-judicial Punishment and zero personnel were processed for administrative separation. Additionally, the Legal Department completed nine investigations and over 150 Powers of Attorney, as well as, numerous other legal matters. The Administration Department also completed numerous security clearance packages, transfers, receipts, general correspondence, and directives as outlined below:

NMCB THREE administered 304 exams for candidates participating in the E4-E6 Navy-wide Advancement Examination Cycle with 74 Seabees advancing from the Spring 2012 examination cycle and 3 Seabees promoting to Chief Petty Officer, Senior Chief Petty Officer, or Master Chief Petty Officer during the fiscal year 2013 promotion cycle. Zero personnel were advanced under the Command Advancement Program.

ADVANCEMENT / PROMOTION STATISTICS

	E4	E5	E6	E7	E8	E9	Total
Time in Rate Eligible	145	118	43	91	24	3	424
Participated	145	118	43	45	24	3	378
Selected	39	29	6	3	1	1	79
Percent Selected	27	25	14	4.5	4.2	33.3	20.891
Navy Wide Percent Selected	45	30	17	24.3	12.9	15.9	29.42

RETENTION STATISTICS

Retention Zone	At EAOS	Before EAOS	Before RE-4	Reenlisted	Retention Rate	Attrition
A: 0-6 Years	18	4	4	8	44.4%	4.4%
B: 6-10 Years	4	0	0	2	50.0%	0%
C: 10-14 Years	6	0	0	5	83.3%	0%
D: 15-20 Years	4	0	0	4	100.0%	0%
E: 20+ Years	2	0	0	2	100.0%	0%
Total	34	4	4	21	59.4%	3.0%

AWARDS / PERSONNEL ACTIONS

Awards Approved	No.
Navy and Marine Corps Commendation Medals	8
Navy and Marine Corps Achievement Medals	47
Flag Letters of Commendation	15
Letters of Appreciation	7
Meritorious Mast	0

Personnel Actions	No.
Reenlistments	72
Personnel Gains	16
Personnel Transfers	12
Limited Duty Reassignments	4
Personnel Separations	32

MEDICAL

NMCB THREE's Medical Department supported Battalion operations throughout the EUCOM/AFRICOM deployment. The Battalion Medical Officer and HM1 staffed the Main Body Battalion Aid Station (BAS) on Camp Mitchell, Naval Station Rota, Spain with a temporary Medical Officer relieving the battalion Medical Officer halfway through deployment. Independent Duty Corpsmen (IDC) and General Duty Corpsmen (GDC) were assigned to outgoing details and also staffed the clinic when available and not assigned to details or supporting other missions. Over the course of the deployment, one patient required urgent or emergent transport by Medical Evacuation; this was for traumatic injury. An additional six patients required aero medical evacuation via Military Air movement for medical reasons; six returned to main body for further evaluation and treatment (three orthopedic, one neuropathy, one concussion, and one psychiatric), one of which was initially evaluated in Landstuhl, Germany before returning to Main Body(neuropathy). The medical department implemented and supported the Force Health Protection initiative for preventative medicine preparing the troops deploying forward to high-risk areas. Malaria prophylaxis and uniform/civilian clothing treatment was administered as instructed per the Force Health Protection Program.

MEDICAL READINESS

The Medical Department successfully maintained Medical Readiness throughout the deployment by providing immunizations and Periodic Health Assessments (PHA). Immunizations were obtained from Naval Hospital Rota and administered on Camp Mitchell. Detail HOA obtained vaccines from the Camp Lemonnier Emergency Medical Facility (EMF). Seasonal influenza and H1N1 vaccinations were challenging for remote details. Sick call was conducted daily for injuries and illnesses requiring routine care. Emergent medical issues were screened at the clinic and referred to Naval Hospital Rota, if necessary. Laboratory, radiology, and specialist care at Naval Hospital Rota was outstanding and the staff of Naval Hospital Rota is commended for their great support of NMCB THREE.

In the Horn of Africa, routine issues were taken care of at the BAS on Camp Lemonnier. Emergent and some specialist care were provided by the EMF. Medical care at the detail sites was rendered by the on-site corpsman as much as possible and referred to local facilities if necessary. In addition to the medical care provided at U.S. military installations, International SOS (ISOS) provided medical evacuation assistance for the NMCB THREE Seabees located in remote areas.

DEPARTMENTAL ISSUES

Due to the wide ranging tasking of the battalion, corpsmen were not available for assignment to all details to include Israel, Senegal, Ukraine, Lopei Valley, and Manda Bay. Medical coverage was provided at those locations by partner military forces involved with the exercises. Internal to this issue was the re-supply of the GDC's at their sites. Each GDC was embarked with the option of taking two medical boxes and their medical bag(s). Replenishing medical supplies due to gaps in communication and sending medical supplies through the mail system proved to be an incredibly delayed process.

MEDICAL SUPPORT FOR DETAILS

Detail Africa Partnership Station Teams 1 and 2 had an IDC and GDC assigned respectively and were capable of administering basic medical care for sick call. Both details had immediate access to U.S. Embassy approved medical clinics and ISOS capability for medevac if necessary.

Detail Bosnia operated with a single GDC attached to a small number of Seabees. The GDC provided preventive personnel medicine by establishing proper sanitation, along with sick call, and minor acute surgery to our NMCB THREE, the Bosnian Army, and even some civilian employees. The GDC accompanied the Seabees to the jobsite and attended to minor injuries when necessary. Otherwise, there were first aid containers present for self-aid and buddy-aid. The GDC was also asked to assist in Exercise Shared Resilience 2012.

Detail Croatia had a GDC assigned to operate a BAS and provide basic medical care and sick call. Local medical support was available along with ISOS medevac support if necessary.

Detail Israel's Medical Department operated a single BAS on the main camp site and made rapid liaison with the Israeli Defense Forces base medical clinic to determine support options. The base clinic was very receptive but their capabilities were barely more than what the detail GDC had available. There were dental capabilities on this site and in case of emergency the ambulances at the base clinic could be utilized to transport personnel to the local hospital which was 30 minutes away. Later in the deployment, Detail Israel sent their GDC back to Main Body in Rota with the gained confidence in the local medical capabilities and their willingness to treat NMCB THREE personnel. They would also move to a second site later in the mission and the same liaison was made in this base's medical facility.

Detail Morocco was assigned a single IDC stationed 45 minutes from the closest town with any further medical capabilities, 2.5 hours away from the Morocco Military Hospital, and 5 hours away from closest U.S. Embassy approved medical facility. With limited non-medical assets the routine medical care of patients was a challenge. Sick call and minor procedures were completed, lack of dedicated refrigeration made it impossible for immunizations or the ability to keep snake anti-venom on site. Constant communication issues made it impossible to verify Medical Readiness Reporting System (MRRS) status on any of our patients and reporting Disease and Non-Battle Injury (DNBI) statistics was near impossible most weeks. A lack of printer ink made it impractical to print SF-600's and the computer they were saved on crashed towards the end of deployment, resulting in the loss of all detail medical information. A fully stocked BAS made it possible to treat all US, Moroccan Military and Civilian medical complaints with limited issues. For the first three weeks the detail was adjacent to a USMC reserve unit. The IDC assisted in the treatment and medevac procedures during a mass casualty event as a result of a nearby crash involving military aircraft. The unit also provided supplies to the Fleet Surgical Team for treatment of patients. Medical re-supply was limited as all supplies had to be hand carried during detail site visits. No detail medical issues required medevac.

Details Senegal, Sigonella, Turkey and Ukraine were provided medical support by the supported units with an IDC or a medical services outlet capable of providing sick call services.

In the Horn of Africa, routine issues were taken care of at the local Battalion Aid Station (BAS) on Camp Lemonnier. Emergent and some specialist care were provided by the EMF. Medical care at the detail sites was rendered by the on-site corpsmen (if available) as much as possible and referred to local facilities if necessary. In addition to the medical care provided at U.S. military installations, ISOS provided for potential medical evacuation assistance for the NMCB THREE Seabees located in remote areas.

Detail Manda Bay's Medical support was on station and not organic to the command. There was an IDC stationed on-site that could provide sick call services. All other medical needs requiring higher than Echelon I care were provided by the local hospital 30 minutes away. A medevac plan was in place and medevac assets were available.

MEDICAL STAFF MANNING

Location	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12
Main Body (Rota, Spain)	LCDR Myhre, DDS						
	LT Dryer, MD				LT Nadolsky, MD		
	HM1 Falu				HM1 Falu		
	HM3 Hurtado						
	HM3 Alinsunurin						
	HM3 Simonds						
Detail APS 1					HM2 Tester		
Detail APS 2						HM1 Terry (IDC)	
Detail Bosnia			HM3 Simonds				
Detail Croatia					HM3 Simonds		
Detail Israel				HM1 Falu	No NMCB 3 Coverage		
Detail Morocco			HM1 Baser (IDC)				
Detail One	SOC (IDC)						
Detail Senegal						USMC (IDC)	
Detail Sigonella	Naval Hospital Sigonella						
Detail Turkey	US Army (IDC)						
Detail Ukraine					UCT1: HMCS Walker (IDC)		
Detail Horn of Africa	HM1 Longacre (PMT)				No NMCB 3 Coverage	HM1 Longacre (PMT)	
	HM2 Toledo						
	HM2 Tester			HM2 Toledo			
Detail Dire Dawa	HM1 Terry (IDC)				Longacre	HM1 See	
Detail Kasenyi		No NMCB 3 Coverage					
Detail Kontali	HM3 Carter						
Detail Lopei Valley						HM2 Toledo	
Detail Manda Bay	HMC McDevitt (IDC provided by Camp)						

DENTAL

The NMCB THREE Dental Officer and Dental Technician maintained an outstanding Operational Readiness Index (ORI) above 98% throughout the entire deployment. An aggressive preventive and restorative dentistry program was implemented on Camp Mitchell in an effort to bring all main body personnel to Class I status. This effort resulted in the substantial increase of the battalion's Operational Health Index (OHI) from 33% to 52%. During the deployment, the dental team provided over $155,000 of dental services from nearly 270 patient seatings. Dental services consisted of exams, hygiene, restorative, endodontic, oral surgery, prosthodontic and periodontal (surgical and non-surgical therapy) treatment. NMCB THREE's dental department worked exclusively out of the Naval Hospital Rota Dental Clinic which was more than willing to provide the department with workspace and extra support, particularly specialty care treatment and dental supplies. Since the Naval Hospital Rota Dental Clinic is not funded to support Seabees, dental supplies were ordered from NMCB THREE operational and maintenance funds to payback/replenish supplies used at the clinic during the deployment.

RELIGIOUS MINISTRY DEPARTMENT

The Battalion Religious Ministry Team (RMT) consisted of the Battalion Chaplain, an RP2, and nine designated lay leaders. The Battalion Chaplain, RP2, and five of the lay leaders were deployed with the Battalion's Main Body site at Camp Mitchell while the remaining four lay leaders and volunteers deployed to Turkey and Djibouti. The Battalion Chaplain conducted weekly religious services and bible studies, providing opportunities for lay leaders to take significant roles to lead worship, build media presentations, and teach - all under the direct guidance of the Battalion Chaplain. The detail lay leaders provided emotional support to troops and provided scalable worship opportunities that fit with the battalion's high operations tempo.

Following the completion of turnover the battalion RMT quickly established a working relationship with the RMT of Naval Station Rota and with the regional RMT. Both relationships proved to be assets in gaining resources, conducting training, and increasing guidance available to our organization. Of note, the Naval Station RMT played a critical role in assisting the NMCB THREE RMT in coordinating two significant Community Relations (COMREL) projects that kicked off in Mar.

The majority of religious ministry was accomplished through pastoral care and counseling. Deck plate ministry was conducted regularly and included frequent visits to project sites and work spaces on camp. Beginning in March, the effort also included visits to most of our detail sites, resulting in a visit to details HOA (3 times), Ethiopia (2 times), Kontali, Gorabous, and Morocco. The Chaplain offered three Applied Suicide Intervention Skills Training (ASIST) First Aid workshops, two exclusively for NMCB 3. The RMT provided support during the receipt of 15 American Red Cross (AMCROSS) messages. AMCROSS support included crisis counseling, troop encouragement, and leadership support. In addition to direct crisis intervention, the counseling performed by the Chaplain included marriage counseling, counseling troops through the disciplinary processes of XOI and Captain's Mast, assisting troops in adjusting to the realities of being deployed, and valuing troops' concerns with adjusting to the high pace of the battalion operational tempo.

PUBLIC AFFAIRS

This deployment the Public Affairs (PA) Department focused on two areas, develop OIC, Company Commander, and PA representative situational awareness on what was a PA worthy event, and build relationships with commercial media outlets in order to entice them to tell our story.

We built the OIC, Company Commander and PA representative's PA awareness by making the OIC and Company Commanders submit a written status report every week. This report was used by the PAO to provide a weekly status brief to the Commanding Officer as well was used to identify news worthy events that the details and companies should focus PA efforts on.

We built relationships with commercial media outlets by conducting radio interviews throughout the deployment. Six radio interviews were conducted with public radio KOCP in Ventura. Detail HOA worked with the CJTF-HOA PAO and arranged three radio interviews with stardust talk radio, which is based out of Riverside Iowa.

Our PA Department released 16 stories target targeted both our internal audience on Facebook as well as our global audience on Navy.mil, DVIDS, and Ventura County Star. Two of the stories (RIP/TOA and SOCCER) were highlighted as the top story of the day for Navy.mil. One story regarding a photovoltaic system completed in Kontali was released to The Military Engineer and will be published online at a later date.

The command's Facebook page, www.facebook.com/nmcb3**,** was maintained as the monthly family newsletter. The site was a success with friends, family, and the general public. At the end of the deployment the site accumulated 2,440 fans, with 463 people routinely sharing the information on other sites and provided continuous feedback for family, friends, and shipmates. Because the nature of social media encourages liberal-free speech the PAO diligently monitored the Facebook page to ensure that on OPSEC violations occurred. In addition to the constant monitoring, the Facebook page was removed from public view during large movements.

Throughout the six month deployment the PA Department completed more than 1000 photographic releases to the general public via Facebook with 39 of them being high quality releases to news agencies. One of the photographs MOROCCO PT was selected as the Navy and MCPON photo of the day.

The PA Department worked directly with Commander 6th Fleet, Commander Naval Forces Europe, and Commander Naval Forces Africa on public affairs products. The biggest of which was a daily brief to the CNO. Due to the hard work of all the details and companies the CNO was seeing photos of NMCB 3 projects at least once a week and often three or four times a week.

CHAPTER IV INTELLIGENCE

INTELLIGENCE

The NMCB THREE Intelligence (S2) department was manned by three personnel at the Main Body site with an additional Seabee assigned to Detail Horn of Africa. The battalion also received intelligence reports from 25NCR staff co-located at Camp Lemonier, Djibouti.

The main focus for the S2 staff was the creation of pre-deployment intelligence products that would best prepare NMCB THREE details for their future operating environment and to inform the battalion executive staff abreast of current events within the EUCOM and AFRICOM AORs. Specific intelligence products included; up to date satellite imagery of proposed detail sites, current threat assessments, seasonal climate and meteorological data, management of the battalion Isolated Personnel Report (ISOPREP) database, and the collection of human intelligence.

The S2 department assisted the J2X in Camp Lemonier with providing personnel to help with the strategic debriefing program in the Horn of Africa. IS2 Davis was a valuable asset and his debriefs helped with situational awareness of United States Forces within the Horn of Africa. IS2 Davis' debriefs also helped in providing time critical force protection information to NMCB THREE and other US Forces within the Horn of Africa AOR.

CHAPTER V OPERATIONS

OPERATIONS EXECUTIVE SUMMARY

NMCB THREE completed their 2012 deployment at 17 deployment sites, executing 99 projects valued at over $7.55M across 16 countries and 3 continents. The 33,337 man-days of Work in Place (WIP) earned was substantial considering the monumental task of providing the logistics and materials to support numerous projects spread across the EUCOM/AFRICOM areas of responsibility (AOR). The keys to success were well-staffed Operations Department at each location communicating effectively with the Main Body Operations department in Rota, Spain, for proactive quality control (QC) oversight; logistics reach back support and effective liaison with the 22nd Naval Construction Regiment (22NCR), Commander, Task Force SIX EIGHT (CTF-68) and Commander, SIXTH Fleet (C6F).

To accomplish its mission and maintain unit readiness, the Operations department had to develop strong Operational Command/Tactical Command (OPCON/TACON) relationships with fleet task forces, Fleet Industrial Supply Center (FISC) contracting offices, host-nation military organizations, country Embassy Teams, base PWD and Morale Welfare and Recreation (MWR) departments and local contractors/suppliers. With so many key players involved in mission success, the Operations staff was extremely busy on all levels ensuring the proper information was tracked and disseminated through the proper channels.

The Battalion experienced constant challenges to include funding shortfalls, weather delays, logistical support, in-country threats/dangers and embarkation limitations.

The proceeding section of this Deployment Completion Report (DCR) highlights the successes and challenges at each deployment location, along with project summaries of all executed work.

DEPLOYMENT PREPARATION, EMBARKATION, AND TURNOVER

Before deployment began, NMCB THREE laid the groundwork for success by conducting training on specific skills thought to be critical for the upcoming tasking. After receipt of the OPORD from 22NCR, it was apparent that K-span construction, concrete masonry unit (CMU) block, stucco and electrical/utility improvements would be common construction methods at all sites due to the large number of school and hospital renovations tasked to NMCB THREE. An Officer in Charge (OIC) Academy and Crew Leader Academy were held for all designated personnel to emphasis key aspects of running a successful crew/detail.

With detail organizations firmly established and confirmation briefs conducted, NMCB THREE was ready for mission execution. The deployment started with the embarkation of Detail Horn of Africa's Advanced Party (AP) on 3 Feb consisting of 99 Seabees travelling directly from Port Hueneme to Djibouti. The remaining 99 Delayed Party (DP) personnel were soon to follow arriving on 13 Feb. All remaining Seabees deployed with Main Body Rota during the month of February consisting of 172 AP and 108 DP personnel. Details Bosnia, Croatia, Israel, Morocco, Senegal, Turkey, and Ukraine were all deployed from Rota, Spain. Both military airlift (MILAIR) and commercial airlift (COMAIR) assets were utilized for these moves. Regardless, all movements were executed in a timely manner allowing key personnel enough time to get in country and conduct an effective turnover with NMCB FIVE. Turnover of Camp Mitchell, Rota took 7 days as the Battalions commenced turnover immediately upon NMCB THREE's arrival.

EMBARKATION

During the six months, Embark arranged and tracked a total of 1229 air and 2 sea movements, including the deployment and redeployment of 571 personnel, with personal property and organizational gear, to and from Main Body and all detail sites across the AO. Embark shipped 730 tons of cargo and 137 units of CESE to Bosnia, Croatia, Israel, Morocco, Senegal, Sigonella, Ukraine, Djibouti and Kenya, valued at $64 million. In addition, the Embark staff arranged commercial travel for 489 personnel to conduct site visits, redeployments, and emergency leave, utilizing $430,000 for airfare and lodging. Embark also coordinated Navy Air Logistics Office (NALO) movements of _235 passengers and 175 tons of air cargo, which resulted in a savings of over $175,000 in commercial airfare and freight charges.

DEPLOYMENT MOVEMENT SUMMARY

Movement Type	PAX	CESE	463L Pallets	Tri-Walls	Total Movements
Military Airlift	1040	38	213	00	1291
Commercial Airlift	489	00	00	00	489
Organic Convoy	69	115	00	00	184
Contracted Surface Transport	12	48	00	00	60
Contracted Sea Transport	2	55	00	25	82
Total	**1,312**	**256**	**213**	**25**	**2106**

QUALITY CONTROL (QC) PROGRAM

Throughout the deployment, the QC Department was in constant contact with details via weekly phone calls and emails. Each detail was required to send QC summaries of the quality of work to ensure construction methods and quality were upheld throughout the construction process. Some of the key support provided included design support for various projects, reach back support for technical questions and code requirements, RFI/FAR support and project management support. The QC department also supported 17 details with identifying corrective action of rework and forward movement of planning and execution during site visits.

All NMCB THREE work was completed using approved quality control plans including the three phases of Quality Control to develop measureable consistent guidance for work execution. Emphasis was placed on project planning, Quality Control plan development, and the preparatory phase to aid in the identification of quality concerns and deficiencies as early as possible. Quality Control plans were based on in-depth research on definable features of work allowing second looks prior to material procurement and placement of material thus increasing the longevity of products. All projects were executed to the highest quality while exceeding customer expectations in a timely manner. Quality control inspectors were designated in writing by the CO and work daily hand-in-hand with project supervisors to help, teach, and guide, while maintaining oversight of all construction operations.

In Rota, the Operations Department provided an aggressive QC program for 8 tasked projects totaling 506 man-days. The QC department ensured that methods of construction and workmanship met standards established by project plans and specifications. Some of the challenges encountered ….

The QC department’s efforts were instrumental to the completion of 6 projects without major rework in spite of unavailability of high grade construction materials in the local economy. The team also served as direct liaisons between projects and the FEAD, processing 43 RFIs and 58 FARs.

ENGINEERING DEPARTMENT

The Better than best Engineering department was outstanding throughout this challenging deployment. They completed more than 91 engineering service requests (ESR) for projects all over Europe and Africa. This included 28 sand cone tests, 36 compressive tests, the surveying of more than 1500 linear feet for the perimeter road, FPO, and air terminal gazebo project as well as routine slump tests for concrete pours.

Using their knowledge and skills in AutoCAD and structural design the EAs drafted or assisted in numerous designs, field adjustment request, and future construction projects for the following projects. In Spain, the walkway and lighting bridge, FPO Parking Lot, Re-pavement of NAS Rota Drive in Theatre, Golf Course Shed. In Ukraine they created the prints for the joint UCT/NMCB boat ramp project. They prepared the prints for the future projects in Lithuania and Poland. They also mass produced prints for five projects, four detachments, and three homeport projects.

The Engineering Department trained five divers from Underwater Construction Team ONE on surveying, a critical step in the Ukraine boat ramp project.

The shop is responsible for maintaining precision soils lab and surveying equipment worth more than $200,000.00.

DEPLOYMENT LEVEL 1

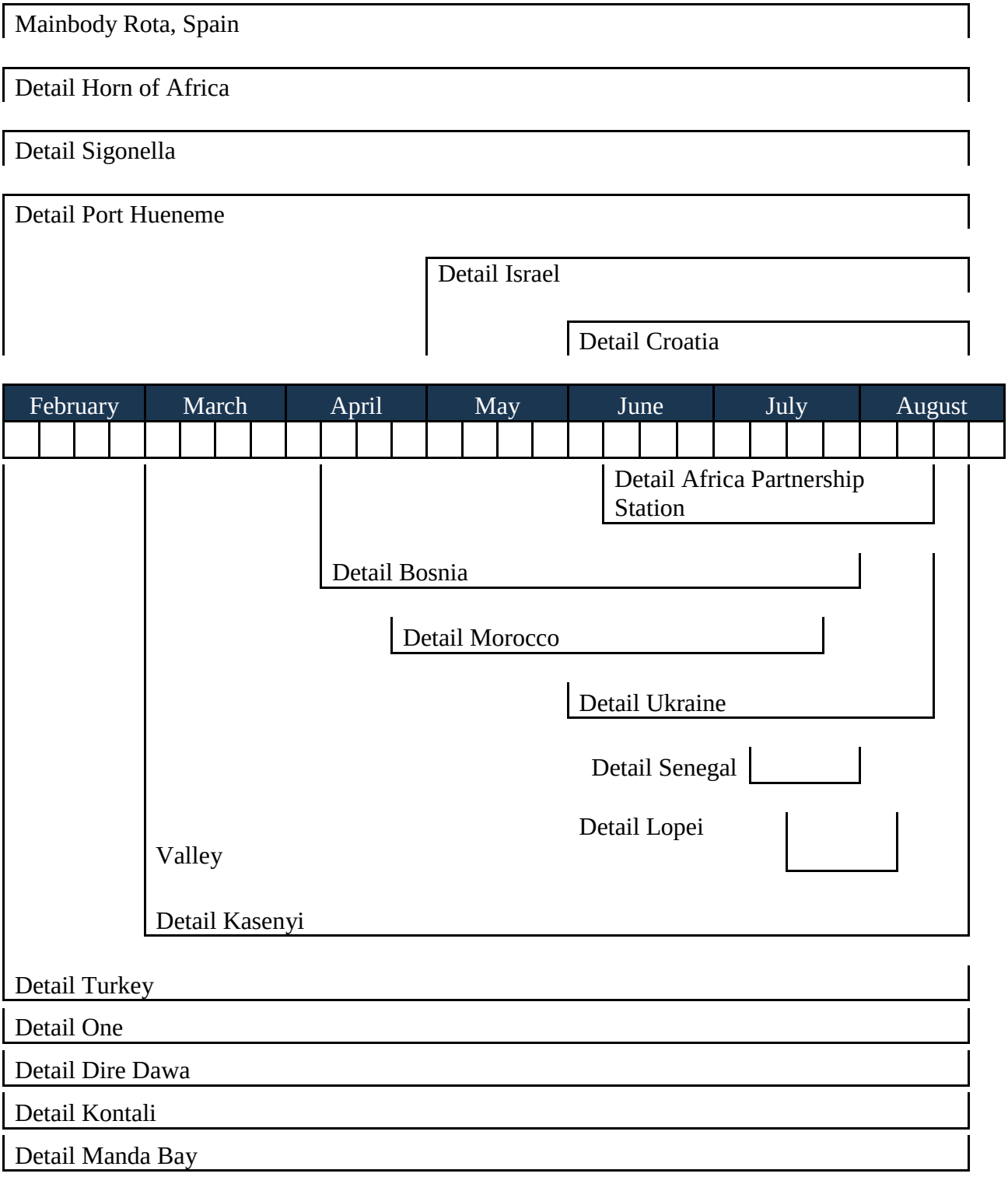
NMCB THREE EUCOM AFRICOM LEVEL ONE

AVAILABILITY FACTOR= 0.75 MANDAY EQUIVALENCY= 1.25 PLANNING MULTIPLE= 0.9375 TOTAL MANDAYS EARNED (WIP)= 33,389 TOTAL MANDAYS SCHEDULED= 36,686 EARNED VS TOTAL SCHEDULED= 91%

PROJECT NUMBER	TITLE	MD Type	NMCB THREE TASKING MD Summary	NMCB THREE TASKING WIP	TOTAL PROJECT MD Summary	TOTAL PROJECT WIP	MDs at T/O	FEB 12	FEB 26	MAR 11	MAR 25	APR 8	APR 22	MAY 6	MAY 20	JUN 3	JUN 17	JUL 1	JUL 15	JUL 29	AUG 12	AUG 26	MDS at T/O	OPS OFFICER REMARKS
ROTA	DIRECT LABOR TRAINING ALLOCATION	Est:	5,972		5,972			123	330	397	601	397	601	397	568	397	601	397	568	397	198			Physical training every working day plus 1 training Saturday
		Exp:	5,972	100.0%	5,972	100.0%		123	330	397	601	397	601	397	568	397	601	397	568	397	198			
		Emd:	5,972		5,972		0	123	330	397	601	397	601	397	568	397	601	397	568	397	198			
ROTA	CAMP MITCHELL CAMP MAINTENANCE	Est:	896		896				103	124	113	124	113	45	38	45	41	45	38	45	23			
		Exp:	805	89.8%	805	89.8%			97	64	113	84	97	38	21	25	5	48	40	150	23			
		Emd:	805		805		0		97	64	113	84	97	38	21	25	5	48	40	150	23			
ROTA	CO DISCRETIONARY	Est:	792		792				84	101	93	101	93	45	38	45	41	45	38	45	23			
		Exp:	565	71.4%	565	71.4%			84	101	93	14	22	0	0	20	0	48	40	120	23			
		Emd:	565		565		0		84	101	93	14	22	0	0	20	0	48	40	120	23			
ROTA	PLANNING AND ESTIMATING	Est:	912		912			112	135	124	135	90	62	68	56	68	62							
		Exp:	912	100.0%	912	100.0%		112	135	124	135	90	62	68	56	68	62							
		Emd:	912		912		0	112	135	124	135	90	62	68	56	68	62							
ROTA	EXERCISE SUPPORT	Est:	756		756				113	78		113		113		113		113			113			
		Exp:	756	100.0%	756	100.0%			113	78		113		113		113		113			113			
		Emd:	756		756		0		113	78		113		113		113		113			113			
SP10-837	WALKWAY AND LIGHTING	Est:	12		472				12															Project closed out
		Exp:	13	100.0%	473	100.0%			13															
		Emd:	12		472		460		12															
SP10-872	PERIMETER ROAD	Est:	487		965				38	85	56	66	68	56	42	46	14	16						
		Exp:	368	64.5%	846	82.1%			38	85	25	75	44	20	37	0	28	16						
		Emd:	314		792		478		49	85	19	19	30	30	42	0	40	0						
SP10-885	AIR TERMINAL GAZEBO	Est:	555		555							30	72	79	67	79	72	69	85	1	1			
		Exp:	419	68.1%	419	68.1%						14	14	20	9	54	50	74	62	61	61			
		Emd:	378		378		0					14	14	16	12	47	56	56	73	45	45			
SP11-817	NEX BUS STOP	Est:	312		488			80	58	68	58	43												Project closed out
		Exp:	166	57.1%	342	72.5%		18	18	8	61	61												
		Emd:	178		354		176	18	18	26	58	58												
SP11-823	MWR CANOPY INSTALL FOR CDC	Est:	59		59						20	18	13	8										Project closed out
		Exp:	60	100.0%	60	100.0%					10	13	13	24										
		Emd:	59		59		0				10	14	15	20										
SP11-888	FLEET MAIL CENTER	Est:	208		208						46	46	47	29	12	14	14							Parking still awaiting striping
		Exp:	290	83.2%	290	83.2%					43	63	60	30	28	31	35							
		Emd:	173		173		0				46	46	47	9	5	14	6							
SP11-895	GOLF COURSE BLOCK WALL	Est:	367		811			13	53	53	44	54	65	55	17	13								
		Exp:	278	75.7%	722	89.0%		18	32	58	59	26	22	29	17	17								
		Emd:	278		722		444	13	28	53	54	22	25	49	17	17								
SP12-834	SPANISH OFFICERS CLUB	Est:	100		100				56	44														Project closed out
		Exp:	100	100.0%	100	100.0%			56	44														
		Emd:	100		100		0		56	44														
DET APS	DETAIL AFRICA PARTNERSHIP STATION (APS)	Est:	1,104		1,104											225	206	225	110	225	113			
		Exp:	1,043	94.5%	1,043	94.5%										79	244	272	110	225	113			
		Emd:	1,043		1,043		0									79	244	272	110	225	113			
BOSNIA	DETAIL BOSNIA	Est:	1,146		1,146								43	80	131	225	206	149	176	136				Project complete
		Exp:	977	102.4%	977	102.4%							43	84	129	204	150	155	182	30				
		Emd:	1,173		1,173		0						43	80	131	337	132	149	274	27				
CROATIA	DETAIL CROATIA	Est:	1,030		1,030											248	227	80	235	117	124			
		Exp:	858	67.9%	858	67.9%										6	176	185	244	129	118			
		Emd:	700		700		0									6	67	69	301	122	135			
ISRAEL	DETAIL ISRAEL	Est:	2,298		2,298								132	209	234	281	258	408	385	250	141			
		Exp:	1,037	66.2%	1,037	66.2%							79	42	140	166	45	138	128	119	180			
		Emd:	1,522		1,522		0						70	36	180	224	67	260	175	339	171			
MANDA BAY	DETAIL MANDA BAY (CUTLASS EXPRESS)	Est:	266		266				28	79	88	71												
		Exp:	266	100.0%	266	100.0%			28	79	88	71												
		Emd:	266		266		0		28	79	88	71												
MOROCCO	DETAIL MOROCCO	Est:	2,391		2,391				47	225	206	225	206	225	188	225	206	225	188	225				Project complete
		Exp:	2,196	85.5%	2,196	85.5%			47	225	206	225	206	225	184	117	162	300	74	225				
		Emd:	2,045		2,045		0		47	225	206	225	206	225	154	93	101	288	50	225				
SENEGAL	DETAIL SENEGAL	Est:	207		207														94	113				
		Exp:	207	100.0%	207	100.0%													94	113				
		Emd:	207		207		0												94	113				
SIGONELLA	DETAIL SIGONELLA	Est:	1,647		1,647			60	127	148	116	143	133	127	89	141	132	114	85	105	127			
		Exp:	1,605	81.3%	1,605	81.3%		60	110	141	143	143	140	159	108	101	86	94	100	80	140			
		Emd:	1,339		1,339		0	60	90	138	135	135	122	94	66	49	40	59	98	86	167			
TURKEY	DETAIL TURKEY	Est:	577		577				47	56	52	56	52	56	47	56	52	56	47					Detail complete
		Exp:	577	100.1%	577	100.1%			47	56	52	56	52	56	47	56	52	56	47					
		Emd:	577		577		0		47	56	52	56	52	56	47	56	52	56	47					
DET UKRAINE	DETAIL UKRAINE	Est:	1,327		1,327					79	72	79	107	191	159	191	175	97	64	60	52			
		Exp:	1,285	100.5%	1,285	100.5%				79	72	79	107	191	120	191	175	59	59	60	93			
		Emd:	1,333		1,333		0			79	72	79	107	191	160	191	175	59	59	68	93			
DET HOA	DETAIL HORN OF AFRICA	Est:	11,812		11,812			43	769	1,194	1,103	1,062	1,148	967	910	1,002	1,004	907	770	621	311			
		Exp:	11,962	95.1%	11,962	95.1%		43	731	1,168	1,186	1,133	1,180	1,022	876	1,014	978	884	767	623	357			
		Emd:	11,228		11,228		0	43	718	1,103	1,135	960	1,065	892	778	980	951	888	740	597	378			
DET ONE	DETAIL ONE	Est:	1,454		1,454				103	124	113	124	113	124	103	124	113	124	103	124	63			
		Exp:	1,454	100.0%	1,454	100.0%			103	158	113	124	113	124	103	124	113	124	103	124	28			
		Emd:	1,454		1,454		0		103	158	113	124	113	124	103	124	113	124	103	124	28			

ESTIMATED (SCHEDULED) MANDAYS THIS PERIOD	431	2,104	2,978	2,917	2,846	3,069	2,874	2,698	3,537	3,426	3,070	2,985	2,463	1,287	0
ESTIMATED (SCHEDULED) MANDAYS CUMULATIVE	431	2,535	5,514	8,431	11,277	14,346	17,220	19,918	23,456	26,881	29,951	32,936	35,399	36,686	36,686
EXPENDED (ACTUAL) MANDAYS PER PERIOD	374	1,982	2,865	3,000	2,781	2,855	2,642	2,443	2,783	2,962	2,963	2,618	2,456	1,447	0
EXPENDED (ACTUAL) MANDAYS CUMULATIVE	374	2,356	5,221	8,221	11,002	13,857	16,499	18,942	21,725	24,687	27,650	30,268	32,724	34,171	34,171
EARNED (WIP) MANDAYS THIS PERIOD	369	1,955	2,810	2,930	2,521	2,691	2,438	2,340	2,840	2,712	2,886	2,772	2,638	1,487	0
EARNED (WIP) MANDAYS CUMULATIVE	369	2,324	5,134	8,064	10,585	13,276	15,714	18,054	20,894	23,606	26,492	29,264	31,902	33,389	33,389
PERCENT WIP ESTIMATED (SCHEDULED)	1%	7%	15%	23%	31%	39%	47%	54%	64%	73%	82%	90%	96%	100%	100%
PERCENT WIP EARNED	1%	6%	14%	22%	29%	36%	43%	49%	57%	64%	72%	80%	87%	91%	91%

WORK DAYS THIS PERIOD	0	10	12	11	12	11	12	10	12	11	12	10	12	6	0
TOTAL DIRECT LABOR AVAILABLE	282	282	282	282	282	282	282	282	282	282	282	282	282	282	0
TOTAL CAPABILITY THIS PERIOD	374	2,644	3,173	2,908	3,173	2,908	3,173	2,644	3,173	2,908	3,173	2,644	3,173	1,586	0
TOTAL CAPABILITY CUMULATIVE	374	3,018	6,190	9,098	12,271	15,179	18,352	20,995	24,168	27,076	30,248	32,892	36,065	37,651	37,651
PLANNED DIRECT LABOR UTILIZATION (+ / -)	57	-540	-194	9	-326	161	-299	-55	365	518	-103	-341	-709	-299	0
ACTUAL DIRECT LABOR UTILIZATION (+ / -)	0	-662	-308	92	-392	-53	-531	-201	-390	54	-210	-26	-717	-139	0


Mainbody Rota, Spain
Detail Horn of Africa
Detail Sigonella
Detail Port Hueneme
Detail Israel
Detail Croatia
February
March
April
May
June
July
August
Detail Africa Partnership Station
Detail Bosnia
Detail Morocco
Detail Ukraine
Detail Senegal
Detail Lopei
Valley
Detail Kasenyi
Detail Turkey
Detail One
Detail Dire Dawa
Detail Kontali
Detail Manda Bay

ALFA COMPANY

ALFA COMPANY EXECUTIVE SUMMARY

Alfa Company deployed with 70 Seabees in February 2012 and was instrumental in the success of all projects and embarkation evolutions, as well as the successful Battalion Equipment Evaluation Program (BEEP) of 497 units of Civil Engineer Support Equipment (CESE). In addition to providing project and embarkation support, Alfa Company was the prime execution agent for the planning, estimating, and construction of two projects, expending 828 man-days. Alfa Company also completed nine embarkation evolutions shipping 137 units of CESE to support equipment requirements for detail sites throughout the EUCOM and AFRICOM AOR. Alfa Company expertly managed all preventive and corrective maintenance while employing the P25S CESE table of allowance (TOA) as well as five units from the P-32 TOA. Alfa Company maintained an average CESE overall availability rate throughout nine detail locations of 93% and reduced deadline equipment by 25%. The company also qualified six personnel as Seabee Combat Warfare Specialists.

CONSTRUCTION PROJECTS

The largest project tasked to Alfa Company was the Resurface Perimeter Road project which included the resurfacing of the single lane base perimeter road utilized by security personnel. This project was originally begun by NMCB SEVENTY-FOUR in January 2011 and turned over to NMCB FIVE later that summer. Alfa Company took over the project in February 2011 and completed an additional 0.6 miles of asphalt pavement roadway. Alfa Company had planned to complete the remainder of Phase 5 but was not able to due to operational commitments elsewhere. This resulted in the remaining 0.6 miles of Phase 5 unfinished at turnover. Phase 5 will be completed by NMCB ONE.

The most complex project tasked to Alfa Company was the Fleet Mail Center Parking Lot Addition which began shortly after the beginning of deployment and quickly became the main focus for the company. Naval Station Rota Public Works Department made this a high priority for us to complete in order to facilitate the relocation of several current and incoming tenants and increase base operability and flexibility. The project required the existing parking lot to be expanded to allow increased customer access as well as implementing Anti-Terrorism Force Protection (ATFP) measures to bring the facility up to current federal regulations.

CRANE OPERATIONS

The Alfa Company Crane Crew managed seven cranes on Camp Mitchell, completing 35 lifts in support of various construction projects and adjacent command operations. The crane crew was also able to complete crane re-certifications for the two 40-Ton Link-belt Cranes and one MTVR Wrecker crane during the deployment.

MAIN BODY CESE EMBARKATION

Detail Location	No. of Units	Load Date	Arrival Date	Return Date	Notes
Morocco	22	24 Mar	27 Mar	1 Aug	
Bosnia	1	16 Apr	28 Apr	1 Aug	
Ukraine	13	17 Apr	29 Jun	12 Aug	
Kenya	37	25 Apr	4 Jun	N/A	Turnover Detail
Israel	20	29 Apr	2 May	N/A	Turnover Detail
Croatia	7	24 May	27 May	N/A	Turnover Detail
Senegal	14	29 May	25 Jun	25 Jul	
Djibouti	23	4 Jun	25 Jun	N/A	Turnover Detail
Total	**137**				

UNITS OF BATTALION CESE

Location	BEEP w/ NCMB FIVE	Mid-Deployment	BEEP w/ NCMB ONE
Rota	345	289	231
Bosnia	0	1	0
Croatia	0	0	7
Israel	0	20	20
Morocco	0	22	22*
Senegal	0	0	14*
Sigonella	11	10	11
Ukraine	0	13	13
Horn of Africa	114	108	114
Ghana	27	0	0
Kenya	0	39	67
Total	**497**	**502**	**499**

*CESE in transit from detail location to Main Body

EQUIPMENT MAINTENANCE

Upon arrival to Camp Mitchell it took six days of inspections with NMCB FIVE to accept 492 units of P-25 CESE and five units of P-32 CESE totaling 497 units of equipment. This joint inspection conducted over 107 R-1 operational checks and validated 100% of all collateral equipage, tools, and DTO stock. Immediately after turnover CESE had to be maintained to enable immediate embarkation to detail sites throughout Europe and Africa. 25 units of CESE were identified on the Deadline List and during our deployment 29 were repaired to an operational state while 49 units were disposed. An additional 42 units were added to the pending disposition database. Direction for CESE disposal was received from the 25th NCR for all CESE unable to be salvaged. Additionally, Alfa Company designed and constructed many new improvements to the equipment yard at Camp Mitchell, ensuring highly functional facilities for the follow-on battalion, while continuing to meet the dynamic requirements of multiple horizontal projects throughout the area of operations.

CESE PREVENTATIVE MAINTENANCE STATISTICS

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Units Assigned	497	502	502	485	482			N/A
Availability Rate	93%	91%	91%	92%	93%			
RAR	100%	100%	99.9%	100%	100%			
PMS Completed	1,583	1,430	1,402	1,368	708			
Units Deadline	25	24	21	19	20			N/A
Disposition Units	0	0	4	17	9	4		34

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
SP11-882: Resurface Perimeter Road Phase 5	1,280	$420,737	755	41-74	475	385
SP11-888:Fleet Mail Center Parking Lot Addition	168	$155,000	168	0-100	168	314
Crane Support	48	N/A	0	0-100	48	48
Embarkation Support	69	N/A	0	0-100	69	69
OIC Discretionary	12	N/A	0	0-100	12	12
Total	**1,577**	**$575,737**	**937**	**N/A**	**772**	**828**

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	147	226	258	164	138	15	0	948
Indirect Labor Man-days[1,2]	1,093	1,278	1,109	990	918	704	550	6,642
Readiness and Training[1]	152	135	98	73	120	165	0	743
Total Man-days Expended	1,392	1,639	1,465	1,227	1,176	884	0	7,813
Number of Personnel	70	70	69	64	65	55	55	N/A
Direct Labor	17	17	17	17	15	7	0	N/A
Number of Workdays[3]	19	24	22	23	23	22	10	143
Percentage of Direct Labor[4]	24%	24%	25%	27%	23%	15%	15%	N/A
Man-day Capability[5]	343	434	397	415	367	119	0	2,075
Availability Factor[6]	0.87	0.83	0.90	0.57	0.70	0.75	N/A	N/A

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* man-days, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Initial Photo

Completion Photo

SP11-882: RESURFACE PERIMETER ROAD PHASE 5

Project Scope: Demolition of existing asphalt pavement, repair of sub-grade, and placement of new asphalt pavement on a five mile section of the Naval Station Rota perimeter road. NMCB THREE was tasked with completing Phase 5 which is 1.2 miles in length.

Project Purpose: This project increased accessibility for base security personnel operating along the perimeter road as well as providing much needed asphalt operation training for junior personnel.

Avg Personnel: 8

Duration: 15 Feb – 2 Jul

Tasking:

Project MD Estimate	1,280
Percentage WIP at turnover	41%
Percentage WIP at completion	74%
NMCB THREE MDs earned	475
NMCB THREE MDs expended	385

Material Cost: $420,737

Cost Savings: $63,650

Significant Safety Issues:

- Limited turnaround arreas for CESE required additional planning and oversight by project personnel in order to mitigate backing mishaps.
- Battalion Safety Chief was onsite for all paving operations.

Significant Quality Control Issues:

- The asphalt wear course material required additional laboratory testing to determine compressive strength following application. The test report indicated the asphalt met contract specifications for mix design and compressive strength.

Significant Design Issues:

- Original design was modified to include demolition of all existing asphalt and 6 inch build up and compaction of existing sub-grade prior to asphalt placement.

Significant Material Issues:

- Delivery of asphalt products required extensive coordination with Material Liaison Office.

Initial Photo

Completion Photo

SP11-888: FLEET MAIL CENTER PARKING LOT ADDITION

Project Scope: The scope includes the demolition of the existing asphalt pavement and concrete sidewalk, placement of 8,000 square feet of new asphalt and 500 feet of concrete sidewalk, clearing and stripping top soil, placement of sub grade and base course, digging drainage swale, connecting to existing drainage system, installation of security and stone solar bollards, and the removal, retrofit, and relocation of two existing light poles.

Project Purpose: The project expanded the existing parking lot and implemented current Anti-Terrorism Force Protection (ATFP) measures to bring the facility up to federal standards.

Avg Personnel:	6	
Duration:	12 Mar – 15 Jul	
Tasking:	Project MD Estimate	168
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	168
	NMCB THREE MDs expended	314
Material Cost:	$155,000	
Cost Savings:	$22,512	

Significant Safety Issues:

- Daily project safety briefs are conducted to raise awareness of the hazards associated with CESE operations and hand tool usage.
- Battalion Safety Chief was onsite for all paving operations.

Significant Quality Control Issues:

- First asphalt base course had to be completely removed due to inadequate compaction due to inclement weather during application.

Significant Design Issues:

- Original design required several revisions prior to commencing work to include additional design support by organic assets.

Significant Material Issues:

- Procurement of the concrete bollards required hiring a local vendor to manufacturer in order to meet the customer's requirements for aesthetics and cost.

DELTA COMPANY

DELTA COMPANY EXECUTIVE SUMMARY

Delta Company deployed with 68 Seabees to Camp Mitchell in February 2012. Their mission was to perform construction operations throughout Naval Station Rota, camp maintenance operations for Camp Mitchell, and maintain readiness for future operations and detail deployments in the EUCOM/AFRICOM AOR. The company executed its mission safely while delivering quality construction projects ahead of schedule. In addition to executing quality projects Delta Company also participated in the Lisa Azure multi forces exercise and six evacuation control center exercises (ECC). Delta Company was actively engaged in qualifying all of its non-qualified personnel in scws. Delta Company was tasked to execute six projects in total; Walkway & Lighting Phase II Section 105, NEX Bus Stop, Hay Motivo Officers Club, Golf Course Maintenance Wall, Air Terminal Gazebo, and the Child Development Center Shade Structures. Delta Company also served as subcontractor for the Fleet Mail Center Parking Lot in support of Alfa Company.

Delta Company conducted project turnover with Naval Mobile Construction Battalion FIVE for the NEX Bus Stop project, which was planned for 390 total man-days with 214 man-days of work remaining. Starting at 46% work-in-place, Delta Company earned 214 man-days on the project and took to 100% completion. The $24,983 project was completed on 6 Apr. The NEX Bus Stop project offered a rare opportunity to allow junior Seabees to either refresh or gain valuable training on their CMU block laying and stucco skills.

At 811 man-days, the Golf Course Maintenance block wall was the most labor-intensive project for Delta Company's deployment to Naval Station Rota. This project, also turned over from Naval Mobile Construction Battalion FIVE, consisted of the construction of a 423 ft by 8 ft CMU block wall along the perimeter of a maintenance staging area for Naval Station Rota Golf Course maintenance crew. Tasked with 367 man-days of construction, Delta Company took over the project at 48% completion. Delta Company earned 290 man-days and brought the project to 87% completion. The project was turned back over to the customer and the final section of the block wall is pending a request to remove several large trees. The tree removal request has been in process for over 12 months.

The Hay Motivo Officer Club was a short notice 96 man-day restoration project that was requested by Naval Station Rota to complete prior to a joint military function with the Spanish Navy. The work consisted of repairing cracks in the exterior and interior walls, replacing a kitchen door, building new joist hangers in the restroom, roof sealant, light fixtures, and painting of the entire building. The project took 15 days and was competed on 1 Mar.

Delta Company's fourth tasked project, Walkway and Lighting Phase II Section 105, was turned over at 94% completion with only 33 man-days of work remaining. Section 105 is just one of three sections of the second phase of the project which is valued at an estimated cost of $200,000. Delta Company completed finishing details of Section 105 and is at 100% completion. The project crew completed Section 105 on 9 Mar. Section 107 has been planned and estimated and materials are on order for NMCB ONE.

The Child Development Center Shade Structures project consisted of erecting and assembling four Apollo Sunguard Shade Structures, which include all structural members, tension cables, turnbuckles, and canvas over the Child Development Center Playground areas. Each shade structure varied in size to meet specific coverage size requirements and was constructed by surface mounting the corner posts to new placed concrete footers. Delta Company earned 59 man-days and brought the project to 100% completion.

Delta Company's sixth tasked project is the technically challenging Air Terminal Gazebo project. The Air Terminal Gazebo project consists of a 30 ft by 30 ft octagonal gazebo, overhead concrete placements, a covered sidewalk that connects the gazebo to the existing main walkway, 379 man-days of work, and $200,000 cost in materials. The project crew began construction on 2 Apr and was brought to 80% completion. The project was turned over to NMCB 1.

Delta Company's Camp Maintenance staff kept up with the busy demand of trouble calls and OIC discretionary projects. Delta Company completed over 300 camp maintenance trouble calls, six maintenance control division projects, contractor facilities support, and camp wide zone inspections.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
SP10-837: Walkway & Lighting Phase. II	538	$200,000	33	6	30	15
SP10-885: Construct Gazebo at Air Terminal	379	$200,000	379	90	335	362
SP11-817: NEX Bus Stop	390	$24,983	214	54	214	214
SP11-823: CDC Shade Structure	59	$20,000	59	100	59	61
SP11-895: Golf Course Maintenance Wall	811	$80,000	367	32	261	290
SP12-834: Hay Motivo Restoration	96	$3,178	96	100	96	96
Camp Mitchell Maintenance Support	905	N/A	905	N/A	969	969
OIC Discretionary			0			
Total	**2,273**	**$528,158**	**1,148**	**N/A**	**1,964**	**2,007**

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	288	346	365	280	162	144		1,585
Indirect Labor Man-days[1,2]	48	140	176	58	40	64		526
Readiness and Training[1]	36	45	121	52	27	13		274
Total Man-days Expended	372	531	662	390	229	221		2,405
Number of Personnel	78	69	55	25	22	22		N/A
Direct Labor	49	40	41	21	18	18		N/A
Number of Workdays[3]	16	25	23	24	24	22		134
Percentage of Direct Labor[4]	63%	58%	75%	84%	82%	82%		70%
Man-day Capability[5]	833	1,125	1,060	567	486	446		4,517
Availability Factor[6]	0.69	0.65	0.76	0.89	0.69	0.69		0.69

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* mandays, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Initial Photo

Completion Photo

SP10-837: WALKWAY & LIGHTING PHASE II, SECTION 105

Project Scope: Construct an asphalt and concrete bicycle path and pedestrian walkway finished with solar-powered lights, bollards, benches, and bicycle racks.

Project Purpose: The pedestrian walkway and bike path project created a safe area for personnel to walk and ride bikes around the base. This project is part of the on going base beautification.

Avg Personnel: 3

Duration: 29 Aug 11 – 9 Mar 12

Tasking:

Project MD Estimate	538
Percentage WIP at turnover	94%
Percentage WIP at completion	100%
NMCB THREE MDs earned	33
NMCB THREE MDs expended	18

Material Cost: $200,000

Cost Savings: $72,092

Significant Safety Issues:

- Barricades were added on the project site in order to prevent civilian vehicle and pedestrian traffic from approaching a potential hazard area of the future pedestrian bridge site that is planned to be constructed as part of the next section of the project.

Significant Quality Control Issues:

- Previous battalion used the incorrect sealant for the concrete curb and walkway expansion joint. Project crew replaced the Styrofoam sealant with a more effective sealant solution

Significant Design Issues:

- The project customer eliminated the requirement of garbage bins which eliminated the need for their installation, therefore allowing the crew to earn man-days without any man-day expenditure.

Significant Material Issues:

- Only approximately $6,000 of funding remains for all of Phase II, Sections 105 and 107, which may prevent significant progress on Section 107.

Initial Photo

Completion Photo

SP10-885: CONSTRUCT GAZEBO AT AIR TERMINAL

Project Scope: Construction of 30 ft by 30 ft octagonal gazebo and covered sidewalk that attaches the gazebo to the existing main walkway at the Naval Station Rota Air Terminal.

Project Purpose: The Gazebo and sidewalk are additions to the existing air terminal walkway to provide a covered shelter for personnel waiting outside for arrival and departures as well as providing much needed concrete and block construction training for junior personnel.

Avg Personnel: 10

Duration: 2 Apr 12 – 6 Aug 12

Tasking:

Project MD Estimate	379
Percentage WIP at turnover	0%
Percentage WIP at completion	90%
NMCB THREE MDs earned	335
NMCB THREE MDs expended	363

Material Cost: $200,000

Cost Savings: $50,786

Significant Safety Issues:

- Wood rail safety system built around the entire roof to ensure safe installation of the roofing system and Spanish tile.

Significant Quality Control Issues:

- PW contractor on site for mock up of Spanish roof tile layout. Electrical continuity test completed by PW; supply is working with local vendors to match the existing lighting. Decorative blue lattice siding is being fabricated to match the existing lattice. Researching grass hydro seed to match the existing landscape.

Significant Design Issues:

- Spanish roof system.

Significant Material Issues:

- Waiting on floor tile, lights, and decorative blue lattice.

Initial Photo

Completion Photo

SP11-817: CONSTRUCT NEX BUS STOP

Project Scope: Construct a 10 ft by 30 ft bus stop with a reinforced concrete foundation, concrete masonry unit walls, cast in place concrete lintels, and a metal roofing system.

Project Purpose: The bus stop project provided a convenient waiting area sheltered from the elements as well as proving much need block and stucco construction training for our junior personnel.

Avg Personnel: 6

Duration: 21 Feb 12 – 6 Apr 12

Tasking:

Project MD Estimate	390
Percentage WIP at turnover	46%
Percentage WIP at completion	100%
NMCB THREE MDs earned	214
NMCB THREE MDs expended	390

Material Cost: $24,983

Cost Savings: $52,260

Significant Safety Issues:

- Fencing was installed around the jobsite in order to prevent civilians from accidentally entering the construction area considering its close proximity to the Naval Station Rota Navy Exchange.
- Scaffolding is being used to complete the CMU block wall and roof. Scaffolding plan has been completed and is implemented daily to ensure proper checks and monitoring occurs.

Significant Quality Control Issues:

- CMU block construction requires constant plumb, level, and straight inspections. Differences in elevation along the CMU wall at project turnover was approximately 1 inch but the project crew skillfully reduced it to 0.25 inches.

Significant Design Issues:

- Requests for Information were transmitted in order to obtain design specifications and information that were missing on existing project prints.

Significant Material Issues:

- Spanish design roofing material is on hand and an add-on for concrete was completed in order to complete core-fill of the CMU block wall.

Initial Photo

Completion Photo

SP11-823: CDC SHADE STRUCTURE

Project Scope: Erect and assemble four Apollo Sunguard Shade Structures, which include all structural members, tension cables, turnbuckles, and canvas, over the Child Development Center Playground areas. Each shade structure will vary in size to meet specific coverage size requirements and will be constructed by surface mounting.

Project Purpose: The CDC shade structure project improved the safety and quality of life for NAVSTA, Rota family members. The shade structures help reduce equipment temperatures and protect children from the elements.

Avg Personnel: 4

Duration: 19 Mar 12 - 3 Apr 12

Tasking:

Project MD Estimate	59
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	59
NMCB THREE MDs expended	59

Material Cost: $80,000

Cost Savings: $7,906

Significant Safety Issues:

- The playground area has been closed off to prevent civilians from entering hazardous construction areas. Appropriate English and Spanish language warning and hazard signs have been installed around project site.
- The project crew changed layout of shade structure poles in order meet required minimum distances to the location of the playground slides.

Significant Quality Control Issues:

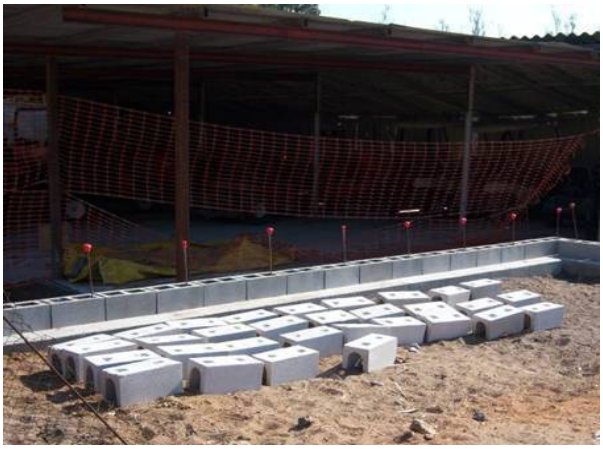
- The project crew checked measurements to ensure accurate depths, distances, and levelness when removing the additional earth and concrete.

Significant Design Issues:

- The project crew completed the footer excavation for the 18 ft by 20 ft Shade Structure and received guidance from the Child Development Center Playground Safety Inspector that a 16 inch adjustment in the layout for the footer locations would be required in order to meet required minimum distances from the playground slide to the structural members. This change resulted in the additional removal of 4 cubic yards of concrete and 7 cubic yards of soil.

Significant Material Issues:

- None.



Initial Photo

Completion Photo

SP11-895: GOLF COURSE MAINTENANCE WALL

Project Scope: Construct a 423 ft x 8 ft concrete masonry unit block wall with sliding steel gate along the perimeter of the equipment maintenance staging area at the Naval Station Rota Golf Course.

Project Purpose: The golf course block wall provided a safe and secure location for the storage of expensive maintenance equipment and tools while also providing much needed masonry block construction training.

Avg Personnel: 6

Duration: 27 Feb 12 – 23 May 12

Tasking:

Project MD Estimate	811
Percentage WIP at turnover	55%
Percentage WIP at completion	87%
NMCB THREE MDs earned	261
NMCB THREE MDs expended	290

Material Cost: $80,000

Cost Savings:

Significant Safety Issues:
- Only one set of scaffolding is available for use, limiting number of crewmembers that work on elevated positions of the block wall.
- Asbestos exists on the Golf Course maintenance shed that is adjacent from a future segment of the CMU block wall which poses as a potential environmental and health risk to the project crew. Safety plan will implement risk mitigation measures to minimize working environment hazards while operating near the Golf Course.

Significant Quality Control Issues:
- A Request for Information was made regarding the preexisting elevation discrepancy of approximately 4 inches.
- The on-hand CMU blocks varied in size causing differences in joint width throughout the wall.

Significant Design Issues:
- Awaiting a soil contamination sample test regarding the fuel container structure that currently exists which will force the remaining wall to be constructed around the structure or through where a tree is planted.

Significant Material Issues:
- Varying size of CMU blocks.

Initial Photo

Completion Photo

SP12-834: HAY MOTIVO RESTORATION

Project Scope: Renovate building to include repair cracks in the exterior and interiors walls, replace kitchen door and joist hangers in the restroom, roof sealant, light fixtures and painting of entire building.

Project Purpose: The Hay Motivo restoration project restored a historic officers club on NAVSTA, Rota and provided an area for joint forces meetings and ceremonies.

Avg Personnel: 5

Duration: 13 Feb 12 – 5 Mar 12

Tasking:

Project MD Estimate	96
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	96
NMCB THREE MDs expended	96

Material Cost: $3,178

Cost Savings: $11,027

Significant Safety Issues:
- Respirators were required while sanding old plaster off walls.

Significant Quality Control Issues:
- Verified the correct mixture of plaster material to prevent cracking.

Significant Design Issues:
- None

Significant Material Issues:
- Additional plaster material was ordered to finish the back room.

DETAIL PORT HUENEME

DETAIL PORT HUENEME EXECUTIVE SUMMARY

Detail Port Hueneme deployed with 20 Seabees to Port Hueneme in February 2012. Their mission was to finish construction on the Seabee Technical Trainer project. The detail executed its mission safely while delivering quality construction projects. In addition to executing over 1700 man-days of construction in six months, the detail qualified one personnel in Seabee Combat Warfare. Detail Port Hueneme was tasked to execute one project in total; Tech Trainer.

The primary tasking of Detail Port Hueneme was the Seabee Technical Trainer totaling 1718 Man-days. The previous work was completed by numerous Battalions during homeport. By tasking NMCB Three to complete this project during Deployment, it ensured the successful completion of this difficult and challenging project. The site consists of fourteen different modules that will be used to train all phases of vertical construction. Construction included a 2500 sf Pre-engineered Building (PEB) with a mezzanine floor, a 20 ft x 30 ft administrative building, a 16 ft tall elevated platform for concrete stairs, and numerous other trainers. During the deployment the crew placed over 500 cy of concrete, placed over 2500 concrete masonry blocks, installed all site utilities from off site, including installing plumbing a new sewage manhole, and completed numerous other phases of construction many for the first time. The training modules built will enable future Seabees to gain valuable skills in almost all aspects of vertical construction, including wood and masonry rough construction, wood and concrete stair construction, overhead and underground electrical training, interior utility training, heavy steel erection, overhead and on-slab concrete placement, wood and masonry door and window framing and installation, and even the complete construction of a fully finished PEB, with all interior finishes included. With a very inexperienced crew all work was completed successfully and safely bringing this key training facility on line for the Battalion to use for its Homeport Training Phase.

Throughout its six month duration, Detail Port Hueneme was extremely successful. Construction tasking was executed safely and all obstacles overcome, Seabees construction skills and competencies were developed, many sea stories were made, and the “Can Do” legacy of the Seabees was exhibited.

DETAIL PORT HUENEME

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
Ph9-801 Tech Trainer	2248	$662,000	1718	0-100	1718	2628
Total	**2248**	**$662,000**	**1718**	**N/A**	**1718**	**2628**

LABOR DISTRIBUTION CHART

Month	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	**422**	**434**	**442**	**366**	**379**	**438**	**147**	**2628**
Indirect Labor Man-days[1,2]	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**
Readiness and Training[1]	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total Man-days Expended	**422**	**434**	**442**	**366**	**379**	**438**	**147**	**2628**
Number of Personnel	**20**	**19**	**18**	**15**	**15**	**18**	**20**	**18**
Direct Labor	**20**	**19**	**18**	**15**	**15**	**18**	**20**	**18**
Number of Workdays[3]	**23**	**25**	**23**	**24**	**24**	**22**	**11**	**152**
Percentage of Direct Labor[4]	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**
Man-day Capability[5]	**518**	**534**	**466**	**405**	**405**	**446**	**270**	**3044**
Availability Factor[6]	**.82**	**.81**	**.95**	**.90**	**.94**	**.98**	**.60**	**.86**

Notes:

(1) Direct, Indirect and Readiness and Training MD's are *expended* mandays, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Initial Photo

Completion Photo

PH9-801: TECH TRAINER

Project Scope: Construction of a 13-module Seabee Technical Trainer, including a road, relocation of fire hydrants, a water distribution line, an underground power distribution system, and other associated utility and site work.

Personnel: 18

Duration: 1 Feb 12 – 15 Aug 12

Tasking:

Project MD Estimate	1718
Percentage WIP at turnover	26%
Percentage WIP at completion	100%
NMCB THREE MDs earned	1718
NMCB THREE MDs expended	2628

Material Cost: $662,000

Cost Savings: $429,500

Significant Safety Issues:
- Overhead Construction
- Equipment Movement on a large site

Significant Quality Control Issues:
- Concrete Finish
- Complex Phases of construction with an inexperienced crew

Significant Design Issues:
- Constructability of design
- Imbed anchor fabrication
- Designs were for tropical region

Significant Material Issues:
- Initial material procurement was slow
- Concrete Company not delivering what was ordered
- Overall, construction was delayed due to materials delivery and fabrication

DETAIL AFRICA PARTNERSHIP STATION TEAM 1

DETAIL AFRICA PARTNERSHIP STATION 1 EXECUTIVE SUMMARY

Detail Africa Partnership Station Team 1 (APS1) deployed with 13 Seabees to Sekondi, Ghana and Lome, Togo from June to August 2012. Their mission was to plan and execute four Humanitarian and Civic Assistance (HCA) projects as directed by Commander 6th Fleet. The HCA projects consisted of renovations to one school and three hospitals in the West African countries of Ghana and Togo.

The detail provided 660 man-days to upgrade facilities that support thousands of African children and hospital patients. Quality of life was improved for these citizens as a direct result of the detail's efforts and a positive light was shed on the United States, her Navy, and the Seabees.

The largest and most highly visible project constructed was the renovation of the Sekondi Naval Clinic located in Sekondi, Ghana. This project was a partnership with the Ghanaian military to rehab a 6,800 square foot health facility. Renovations included a new metal roof, enclosure of a patio with CMU block, fabrication and installation of six wooden windows, installation of two double exterior doors, replacement of damaged ceiling panels, installation of seven air conditioning units, 10 light fixtures, six ceiling fans and painting.

Throughout its two month duration, Detail APS successfully completed four projects safely and with superior quality. The Seabees' skills were developed, relationships were built, and West African facilities were improved.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
GH12-001: Sekondi Naval Clinic	180	$32,069	180	100	180	180
GH12-002: Supomu Dunkwa Health Clinic	73	$10,958	73	100	73	73
GH12-003: Manhean Health Clinic	39	$5,270	39	100	39	39
TG12-001: Toikin Pre-mature ward	60	$5,000	60	100	60	60
TG12-002: Zowla Primary School	248	$53,000	248	100	248	248
Total	**550**	**$106,297**	**550**	**N/A**	**550**	**550**

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	N/A	N/A	N/A	N/A	223	223	61	485
Indirect Labor Man-days[1,2]	N/A	N/A	N/A	N/A	66	66	18	150
Readiness and Training[1]	N/A	N/A	N/A	N/A	41	41	8	90
Total Man-days Expended	N/A	N/A	N/A	N/A	330	330	87	747
Number of Personnel	N/A	N/A	N/A	N/A	13	13	13	13
Direct Labor	N/A	N/A	N/A	N/A	10	10	10	10
Number of Workdays[3]	N/A	N/A	N/A	N/A	22	22	6	50
Percentage of Direct Labor[4]	N/A	N/A	N/A	N/A	92%	92%	92%	92%
Man-day Capability[5]	N/A	N/A	N/A	N/A	251	251	69	571
Availability Factor[6]	N/A	N/A	N/A	N/A	0.90	0.90	0.90	0.90

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* mandays, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Initial Photo

Completion Photo

GH12-001: SEKONDI NAVAL CLINIC

Project Scope: Partner with the Ghana military to rehab a 6,800 square foot health facility. Renovations include new metal roof, enclosing a patio with cement block, Fabrication and installation of six wooden windows, installation of two double exterior doors, replace damaged ceiling panels, installation of seven air conditioning units, 10 lights, six ceiling fans and painting.

Project Purpose: The facility had gaping holes in the roof which allowed rain to fall onto the patients. It also was susceptible to theft due to not having walls or doors.

Avg Personnel:	10	
Duration:	6 Jun 12 – 26 Jun 12	
Tasking:	Project MD Estimate	180
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	180
	NMCB THREE MDs expended	180
Material Cost:	$32,069	
Cost Savings:	$24,120	

Significant Safety Issues:

- The project was completed with zero mishaps. The safety monitoring system was used during roof repairs.

Significant Quality Control Issues:

- The corrugated metal roofing material was thing and susceptible to bending. Boards were used to distribute the load of a person working on the roof.

Significant Design Issues:

- Nothing significant to report**.**

Significant Material Issues:

- No significant material issues to report.

Initial Site Photo

Completion Photo

GH12-002: RENOVATE SUPOMU DUNKWA HEALTH CLINIC

Project Scope: Construct a new Patient Waiting Area consisting of wooden 12 ft by 24 ft awning, and concrete pad to include a 32 in high CMU block enclosure.

Project Purpose: The health clinic is used for expecting mothers and needed a space to use as a classroom for family planning classes and as a waiting area while their family members are receiving treatment.

Avg Personnel: 8

Duration: 22 Jun 12 – 6 Jul 12

Tasking:

Project MD Estimate	73
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	73
NMCB THREE MDs expended	73

Material Cost: $10,958

Cost Savings: $9,782

Significant Safety Issues:

- The project was completed with zero mishaps. Ladders were used while installing the roofing to reduce the risk of falling.

Significant Quality Control Issues:

- A transit mixer was used to deliver the concrete and place it as fast as possible.

Significant Design Issues:

- No significant design issues to report.

Significant Material Issues:

- No significant material issues to report.

Initial Photo

Completion Photo

GH12-003: RENOVATE MANHEAN HEALTH CLINIC

Project Scope: Replace two 500 gallon water tanks, frame and place two 4 ft by 4 ft concrete pads, slurry existing concrete masonry unit (CMU) block pedestals, construct and place two 4 ft by 4 ft concrete caps and reconnect existing plumbing.

Project Purpose: The existing water tanks were in disrepair and near failure. The new base and tanks allowed for a sturdy and leak proof water source.

Avg Personnel: 5

Duration: 30 Jun 12 – 6 Jul 12

Tasking:

Project MD Estimate	39
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	39
NMCB THREE MDs expended	39

Material Cost: $5,270

Cost Savings: $4,800

Significant Safety Issues:

- The project was completed with zero mishaps. The concrete caps were split into three 4 in by 16 in by 4 ft so that they could be lifted onto the pedestals.

Significant Quality Control Issues:

- The deteriorated foundations were excavated then re-poured with concrete.

Significant Design Issues:

- Nothing significant design issues to report.

Significant Material Issues:

- No significant material issues to report.

Initial Photo

Completion Photo

TG12-001: RENOVATE TOIKIN PRE-MATURE WARD

Project Scope: Paint 300ft of hallway, paint two stairwell ceilings and install three new interior personal doors in the premature baby ward.

Project Purpose: The paint on the walls and doors were falling off and did not allow the hospital staff to wash and keep clean. The doors were broken and didn't close of lock.

Avg Personnel: 10

Duration: 12 Jul 12 – 18 Aug 12

Tasking:

Project MD Estimate	60
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	60
NMCB THREE MDs expended	60

Material Cost: $5,000

Cost Savings: $4,500

Significant Safety Issues:

- The project was completed with zero mishaps. Extension handles were used with paint rollers to eliminate ladders and the risk of falling.

Significant Quality Control Issues:

- Dirt and debris was washed off the walls prior to painting them.

Significant Design Issues:

- Nothing significant design issues to report.

Significant Material Issues:

- No significant material issues to report.

Initial Photo

Completion Photo

TG12-002: RENOVATE ZOWLA PRIMARY SCHOOL

Project Scope: Replace 8,400 square feet of metal roofing, re-surface concrete floor, stucco existing block walls and paint the entire school.

Project Purpose: The school's roof was missing or in total disrepair, the floor had huge crater sized holes in the classrooms.

Avg Personnel: 10

Duration: 18 Jul 12 – 5 Aug 12

Tasking:

Project MD Estimate	248
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	248
NMCB THREE MDs expended	248

Material Cost: $53,000

Cost Savings: $48,000

Significant Safety Issues:

- The project was completed with zero mishaps. The roofing was replaced while working on ladders to reduce the risk of falling.

Significant Quality Control Issues:

- Rather than patch spalls in the deteriorated concrete floor, a skim coat was placed to cap it.

Significant Design Issues:

- Nothing significant design issues to report.

Significant Material Issues:

- No significant material issues to report.

DETAIL AFRICA PARTNERSHIP STATION TEAM 2

DETAIL AFRICA PARTNERSHIP STATION 2 EXECUTIVE SUMMARY

Detail Africa Partnership Station Team 2 (APS2) deployed with 13 Seabees to Monrovia, Liberia from June to August 2012. Their mission was to plan and execute two Humanitarian and Civic Assistance (HCA) projects as directed by Commander 6th Fleet. Upon the Detail's arrival, they began working on the former Marine House within the U.S. Embassy (USEMB) compound. The plan was to work on this renovation until contracts for the two original HCA projects were obtained. However, these contracts took six weeks longer to come in than expected. The Detail coordinated with the U.S. Embassy (USEMB) to begin working on other USEMB funded projects. These were Military to Military engagements. The Detail worked with the host nation military to complete them. After visiting a local school in the USEMB neighborhood, the Detail also put together its own money to provide renovations to the Family Nursery Center.

The largest and most highly visible project constructed was the Bromley Road Culvert Project in Virginia Township, just north of Monrovia. The USEMB sponsored this project, which was completed by Armed Forces of Liberia (AFL) and NMCB THREE. The crew completed the entire project with manual labor using picks, shovels, and wheelbarrows. The only piece of CESE used was a one cubic yard concrete mixer, which was provided by the AFL. The culverts were dedicated to the Episcopal Mission and Medical Clinic on 6 Aug. The Assistant Minister of Defense, the USEMB Defense Attaché, the school principle, the medical clinic OIC, the AFL, and NMCB THREE were on hand for the ceremony.

Throughout its two month duration, Detail APS successfully completed six projects safely and with superior quality. The Seabees' skills were developed, relationships were built, and West African facilities were improved.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
LI12-001: USEMB Marine House Renovation	280	N/A	104	100	280	280
LI12-002: Bromley Road Culvert Project	240	$6,000	240	100	238	238
LI12-003: Chalkboard Project	48	$5,000	48	100	48	48
LI12-004: Redemption Hospital Project	30	$4,500	30	100	30	30
LI12-005: D-Twe High School Project	60	$13,500	60	100	60	60
LI12-006: Family Nursery Center Project	35	$1,200	35	100	35	35
OIC Discretionary	-	-	-	-	-	-
Total	**693**	**$30,200**	**517**	**100**	**691**	**691**

LABOR DISTRIBUTION CHART

Month	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	N/A	N/A	N/A	N/A	220	230	60	510
Indirect Labor Man-days[1,2]	N/A	N/A	N/A	N/A	74	69	18	161
Readiness and Training[1]	N/A	N/A	N/A	N/A	10	10	0	20
Total Man-days Expended	N/A	N/A	N/A	N/A	304	309	78	691
Number of Personnel	N/A	N/A	N/A	N/A	13	13	13	13
Direct Labor	N/A	N/A	N/A	N/A	10	10	10	10
Number of Workdays[3]	N/A	N/A	N/A	N/A	22	23	6	51
Percentage of Direct Labor[4]	N/A	N/A	N/A	N/A	77%	77%	77%	77%
Man-day Capability[5]	N/A	N/A	N/A	N/A	205	214	56	475
Availability Factor[6]	N/A	N/A	N/A	N/A	0.93	0.93	0.93	0.93

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* man-days, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Initial Photo

Completion Photo

LB12-001: U.S. EMBASSY MARINE HOUSE RENOVATION

Project Scope: Renovate the former Marine House at the U.S. Embassy in Monrovia, Liberia. Upgrades include painting 11 rooms, installing floor tile in five rooms, demolishing the master bathroom, installing new bathroom fixtures (i.e. two sinks, shower, bathtub, and jacuzzi), and building two new closets in the master suite.

Project Purpose: To convert the former Marine House into the new Deputy Chief of Mission's residence.

Avg Personnel: 10

Duration: 4 Jun 12 – 5 Jul 12

Tasking:

Project MD Estimate	280
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	280
NMCB THREE MDs expended	280

Material Cost: N/A

Cost Savings: N/A

Significant Safety Issues:

- The crew utilizes paint rollers with extension handles to reduce time on ladders and the risk of falling. Respirators are worn while cutting tile and sweeping debris from the house. The Safety Petty Officer implemented random safety breaks throughout the day to identify any potential hazards and reduce workplace complacency.

Significant Quality Control Issues:

- Visual checks coupled with ¼ in spacers are being used to lay the floor tile straight. Carpenter levels are being used to ensure a flat and smooth transition between tiles.

Significant Design Issues:

- None

Significant Material Issues:

- The US Embassy purchased and delivered all materials to the project site.

Initial Photo

Completion Photo

LI12-002: BROMLEY ROAD CULVERT PROJECT

Project Scope: Work alongside six Armed Forces of Liberia (AFL) Engineers to install two cast-in-place reinforced concrete culverts with reinforced masonry block wing walls. Construct bypass ditch and drain the area. Excavate and pile spoil material along high side to provide a vehicular bypass. Construct rebar cages, construct formwork, cast footers, cast culvert, install 8 in curbing, construct reinforced masonry block wing walls, excavate temporary vehicle bypass, and construct earthen ramps.

Project Purpose: The new culverts will allow water to easily pass beneath the roadway during the rainy season. The road will no longer wash out and the villagers will have access to the school and the medical clinic year round.

Avg Personnel: 16

Duration: 12 Jul 12 – 6 Aug 12

Tasking:

Project MD Estimate	238
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	238
NMCB THREE MDs expended	238

Material Cost: $6,000

Cost Savings: $4,000

Significant Safety Issues:

- DEET was applied to exposed skin each day. Eye protection was mandatory for all personnel while using a pick-ax.

Significant Quality Control Issues:

- The rebar cage was continually measured during the concrete placement to maintain appropriate cover. The soil was inspected and tamped prior to footer placement.

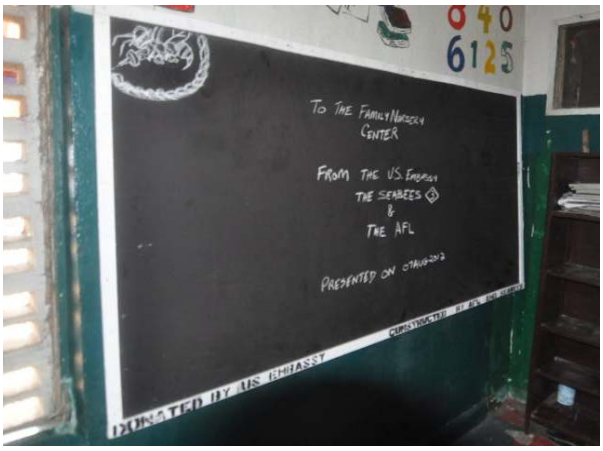
Significant Design Issues:

- The design was provided by the AFL

Significant Material Issues:

- Materials were funded by the US Embassy and procured from local vendors.

Initial Photo



Completion Photo

LI12-003: Chalkboard Project

Project Scope: Work alongside six Armed Forces of Liberia (AFL) Engineers to construct 165 chalkboards using plywood, chalkboard paint, wooden trim, and steel wire for hanging. On the wood trim was stenciled "Donated by the US Embassy, Constructed by AFL and Seabees".

Project Purpose: The chalkboards bearing the Seabee name will be delivered by a Non-Governmental Organization (NGO) to over 100 different schools throughout Liberia. These boards will be used to assist school children in learning proper penmanship.

Avg Personnel: 8

Duration: 1 Aug 12 – 6 Aug 12

Tasking:

Project MD Estimate	48
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	48
NMCB THREE MDs expended	48

Material Cost: $5,000

Cost Savings: $0

Significant Safety Issues:
- The site was cleaned and straightened repeatedly throughout the day to reduce tripping hazards.

Significant Quality Control Issues:
- Quality chalkboard paint and oil base paint made by Britone was used to for the plywood and trim. The boards were tested with chalk upon completion and worked very well.

Significant Design Issues:
- The design was provided by the US Embassy.

Significant Material Issues:
- Materials were funded by the US Embassy and procured from local vendors.

Initial Photo

Completion Photo

LB12-002: RENOVATE REDEMPTION HOSPITAL

Project Scope: Renovate 15 ft by 25 ft Children's Ward at the Redemption Hospital in Monrovia. Install two split-type air conditioning units, install two sliding glass windows, replace two swinging doors, replace two lights, and paint the interior.

Project Purpose: Prior to construction, the air conditioning system was faulty, the jalousie windows provided poor ventilation, and the children's recovery period was negatively impacted due to such. With the renovation the children should have better air quality and recover at a faster rate.

Avg Personnel: 5

Duration: 1 Aug 12 – 6 Aug 12

Tasking:

Project MD Estimate	30
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	30
NMCB THREE MDs expended	30

Material Cost: $4,500

Cost Savings: $4,500

Significant Safety Issues:

- The hospital's resident electrician was onsite to connect the new air conditioning units. The project crew only had to mount the units, but did not have to connect to the hospital's electrical system.

Significant Quality Control Issues:

- Material was inspected prior to accepting it from the supplier. This ensured only the properly specified material was used for the project.

Significant Design Issues:

- None

Significant Material Issues:

- None

Initial Photo

Completion Photo

LB12-003: RENOVATE D-TWE HIGH SCHOOL

Project Scope: Work alongside five Liberian Coast Guardsmen (LCG) to renovate the library within the D-Twe High School in Monrovia. Work included replacing water stained ceiling panels, replacing 2,400 square feet of leaky corrugated metal roofing, painting the interior of the of the library, and fixing broken window panes.

Project Purpose: The students of the D-Twe High School will be able to use their library through the rainy season. The information resources within the library will no longer sustain water damage.

Avg Personnel: 10

Duration: 1 Aug 12 – 6 Aug 12

Tasking:

Project MD Estimate	60
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	60
NMCB THREE MDs expended	60

Material Cost: $13,500

Cost Savings: $13,500

Significant Safety Issues:

- Wooden bracing was constructed and mounted to the eave of the building. This provided additional fall protection while working on the 3:12 pitched roof.

Significant Quality Control Issues:

- Material was inspected prior to accepting it from the supplier. This ensured only the properly specified material was used for the project. All roofing nails were coated with silicone glue as they were driven in, adding to the leakage protection.

Significant Design Issues:

- None

Significant Material Issues:

- None

Initial Photo

Completion Photo

LI12-006: FAMILY NURSERY CENTER PROJECT

Project Scope: Paint the exterior of the building and underside of the covered learning area, mend several wooden posts, replace three window awnings, reconstruct storage lean-to, and replace the entrance double swing gate.

Project Purpose: To brighten up the covered learning area and improve the appearance of the school for the children coming back from summer break in September. It also helped build a relationship with a local school near the US Embassy compound.

Avg Personnel: 5

Duration: 1 Jul 12 – 7 Jul 12

Tasking:

Project MD Estimate	35
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	35
NMCB THREE MDs expended	35

Material Cost: $1,200

Cost Savings: $0

Significant Safety Issues:

- DEET was applied to exposed skin.

Significant Quality Control Issues:

- Areas with moss and dirt were scrubbed prior to painting. All nails hammered through the corrugated metal roofing were installed with washers and coated with silicone to increase their impervious.

Significant Design Issues:

- None

Significant Material Issues:

- The Detail pooled its own money to buy materials and execute this project.

DETAIL BOSNIA

DETAIL BOSNIA EXECUTIVE SUMMARY

Detail Bosnia deployed with 17 Seabees to Capljina, Bosnia and Herzegovina (BiH) in April 2012. Their mission was to perform one Exercise Related Construction (ERC) and two Humanitarian and Civic Assistance (HCA) projects in support of Joint Chiefs of Staff (JCS) Exercise Shared Resilience 2012. The detail executed its mission safely while delivering quality construction projects ahead of schedule. In addition to executing over 900 man-days of construction in three months, the detail qualified two personnel in Seabee Combat Warfare. Detail Bosnia was specifically tasked to execute the installation of 1.5 miles of security fence; the renovation of one primary school; and the construction of a two room annex to a satellite school.

The 418 man-day ERC fence project began less than 24 hours after Detail Bosnia arrived in country. The scope of work was to demolish the concrete post and barbed wire security perimeter of the Bosnian Military 4th Infantry Brigade Barracks and construct 1.5 miles of chain link security fence in order to meet the force protection requirements for US and other nation participants during JCS Exercise Shared Resilience 2012. This project allowed the Seabees to partner with the Host Nation Bosnian military. The project lasted 33 days with an average crew size of seven.

At 204 man-days, the first HCA project was the renovation of the Bijelo-Potoci Primary School in Mostar, BiH. The project included the interior window finish work (i.e. caulking, finish trim, and paint) of 300 newly installed windows. Partnering with the BiH Military Engineers and the local municipality a new energy efficient facade was installed, select areas of the school interior were painted, new interior and exterior doors were installed, and three heads were renovated to include the removal and replacement of toilets, lavatories, and stall dividers.

At 358 man-days, the most technically challenging project executed by Detail Bosnia was the second HCA project of constructing a 1660 sq ft two room school annex to provide additional classroom space at the Livac Satellite School in Livac, BiH. The one story block structure allowed all rates to gain skills and knowledge while partnering with BiH Military Engineers. The project implemented and assisted the strategic goals of the United States in BiH by coordinating partnerships to support the local community. This demonstrated how the armed forces are an instrument of good will that can help the civil sector in times of need.

Throughout its three month duration, Detail Bosnia was extremely successful. Detail Bosnia won the Battalion Safety award twice (April/May), and Safe Seabee of the Month once (May). The construction tasking was executed safely, on time, and of the highest quality. Detail Bosnia Seabees construction skills and tactical competencies were developed, strategic goals of the U.S.A. were implemented, many friendships were confirmed, many sea stories were made, and the "Can Do" legacy of the Seabees was exhibited.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
BH12-001: ERC Fence Line	418	$176,000	418	100	418	287
BH12-002: Bijelo Polje-Potoci School Renovation	204	$125,000	204	100	204	204
BH12-003: Kuti-Livac School AnnexConstruction	301	$225,000	301	100	301	301
Total	**923**	**$526,000**	**923**	**N/A**	**923**	**849**

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	N/A	N/A	41	272	211	157	N/A	681
Indirect Labor Man-days[1,2]	N/A	N/A	8	29	52	50	N/A	138
Readiness and Training[1]	N/A	N/A	8	66	61	50	N/A	185
Total Man-days Expended	N/A	N/A	57	367	324	257	N/A	1,005
Number of Personnel	N/A	N/A	17	17	17	17	N/A	17
Direct Labor	N/A	N/A	12	12	12	12	N/A	12
Number of Workdays[3]	N/A	N/A	3	25	23	19	N/A	70
Percentage of Direct Labor[4]	N/A	N/A	71%	71%	71%	71%	N/A	71%
Man-day Capability[5]	N/A	N/A	41	338	311	257	N/A	945
Availability Factor[6]	N/A	N/A	1.19	1.0	0.87	0.81	N/A	0.92

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* man-days, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Initial Photo

Completion Photo

BH12-001: ERC FENCE LINE

Project Scope: Demolish the concrete post and barbed wire security perimeter of the Bosnian Military 4th Infantry Brigade Barracks and construct 1.5 miles of chain link security fence in order to meet the force protection requirements for US and other nation participants during Joint Chiefs of Staff Exercise Shared Resilience 2012 planned for 28 May through 8 June.

Project Purpose: This project is necessary in order to meet the force protection requirements for US and other nation participants during JCS Exercise Shared Resilience 2012.

Avg Personnel: 17

Duration: 24 Apr 12 – 27 May 12

Tasking:

Project MD Estimate	418
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	418
NMCB THREE MDs expended	287

Material Cost: $176,000

Cost Savings: $212,943

Significant Safety Issues:

- Ground guides were used during the skid steer excavation of fence post holes. Proper PPE was worn during the concrete placement of footers and during the welding of the horizontal bracing. The PPE included hardhat, gloves, safety glasses and welding hood. The crew is partnered with Bosnian military engineers and discussed safety programs, procedures, and equipment.

Significant Quality Control Issues:

- The crew is followed the construction methods discussed during the preparatory meeting by installing the fence poles plumb and installing the fence tensioners at the correct anchor points.

Significant Design Issues:

- Poor design with the horizontal reinforcement member must be welded in place every 21 meters. Tension wire is run through aluminum tensioners that secure the chain link to the vertical posts.

Significant Material Issues:

- None

Initial Photo

Completion Photo

BH12-002: BIJELO POLJE-POTOCI SCHOOL RENOVATION

Project Scope: Renovate the Bijelo Polje-Potoci Primary School, in the Mostar Municipality, to include the replacement of all windows, installation of a new energy efficient facade, painting select areas of the interior of the school, replacement of the main entry glass doors, replacement of interior doors, and replacement of lavatory fixtures.

Project Purpose: This project pursues the strategic goals of the United States in Bosnia and Herzegovina by coordinating partnerships to support the local community in order to demonstrate how the armed forces are an instrument of good will that can help the civilian sector in times of need.

Avg Personnel: 5

Duration: 8 May 12 – 1 Jul 12

Tasking:

Project MD Estimate	204
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	204
NMCB THREE MDs expended	204

Material Cost: $125,000

Cost Savings: $150,100

Significant Safety Issues:

- Proper PPE was worn during the preparation work for the façade installation. The required PPE included hardhat, gloves, and safety glasses.

Significant Quality Control Issues:

- The local municipality had a QA representative on site to ensure construction standards were met in accordance with the specifications. The detailed drawings were on site so that the crew members could refer to them if a question arose.

Significant Design Issues:

- None

Significant Material Issues:

- None

Initial Photo

Completion Photo

BH12-003: KUTI-LIVAC SCHOOL ANNEX CONSTRUCTION

Project Scope: Construct a 1,600 square foot two room school annex extension to the Kuti-Livac Regional School to provide additional classroom space.

Project Purpose: This project pursues the strategic goals of the United States in Bosnia and Herzegovina by coordinating partnerships to support the local community in order to demonstrate how the armed forces are an instrument of good will that can help the civilian sector in times of need.

Avg Personnel: 6

Duration: 08 May 12 – 15 Jul 12

Tasking:

Project MD Estimate	301
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	301
NMCB THREE MDs expended	301

Material Cost: $226,000

Cost Savings: $132,943

Significant Safety Issues:

- Proper PPE is being worn during the block placement and form construction. The required PPE includes hardhat, gloves, and safety glasses.

Significant Quality Control Issues:

- The local municipality has a QA representative on site to ensure construction standards are being met in accordance with the specifications.

Significant Design Issues:

- None

Significant Material Issues:

- None

DETAIL CROATIA

DETAIL CROATIA EXECUTIVE SUMMARY

Detail Croatia deployed with 28 Seabees to Udbina, Croatia in June 2012, and nine additional Seabees in July 2012. Their mission was to perform one Exercise Related Construction (ERC) and two Humanitarian and Civic Assistance (HCA) projects in support of NATO Special Forces Exercise, Jackal Stone 2012. The Detail was tasked with the construction of a K-Span operations center onboard Udbina military base, water line near Udbina, and renovation of a local kindergarten in Udbina town center. All projects were executed in conjunction with the local Croatian Military Engineering Battalion. The detail executed its mission safely while delivering quality construction projects on schedule. In addition to executing over 891 man-days of construction in three months, the detail also qualified two personnel in Seabee Combat Warfare.

The 1,170 man-day ERC project began less than 24 hours after the Detail arrived in country. The projects purpose was to provide required operational facilities at an undeveloped area onboard Udbina Training Area, near Zagreb, Croatia. The facility will support current and future multi-national exercises well as other theater security cooperation initiatives. The scope of work encompassed construction of a 48 ft x 120 ft K-Span with foundation pad and interior build out including; joint conference center, training class rooms, offices, kitchen, bathrooms, and finished electrical and utilities. Currently, with no current in-country Combined Joint Special Operations Task Force (CJSOTF) or Joint Operations Center (JOC) capacity, exercise objectives are limited with respect to providing engagement with Croatian partners. Overall readiness and operational safety was strained as deployed members continued to operate with inadequate facilities and were forced to reach-back for JOC support. The project lasted 75 days with an average crew size of 22.

At 74 man-days, the first HCA project was the construction of a new 3.7-kilometer water line near Udbina, Croatia. The project lasted 45 days with average crew size of two. This project was a collaborative effort comprising personnel from the local Croatian Military Engineering Battalion and NMCB THREE. The projects completion will solve a long standing history of low water pressure issues within the town of Udbina.

At 350 man-days, the second HCA project involved the complete renovation of an existing kindergarten and co-located town library facility. The idea was to successfully merge these two spaces into a larger, modern, and child friendly learning environment. The project was located within the town center of Udbina, Croatia and provided for excellent positive social exposure and transparent co-operation with both the local community and Croatian military. The projects scope of work included; demolition and replacement of and non-load bearing block walls, 450 square feet of concrete floor, all existing plumbing , electrical, and heating utilities, metal stud framing of new walls and ceilings for; gypsum board, vinyl and ceramic flooring, ceramic wall tile and aluminum window and door finishes. This project was conducted in conjunction with both the local Croatian Military Engineering Battalion and Udbina town municipality. Completion of this project will double the existing kindergarten capacity from 26 students to 55-60 students, which has been the local municipality's number one priority for the past several years. The project lasted 35 days with average crew of six.

The members of Detail Croatia performed at the highest caliber. Their hard work, dedication to quality construction, professionalism and motivation allowed the DET to provide tremendous engineering support that immediately improved the operational capability of SOCEUR and NATO Special Forces. The direct success of the mission is a testament to the professionalism and motivation of the Detail.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
CI11-807: SOCEUR Operations K-Span	1,170	$544,000	1170	0-51%	599	807
CR12-001: Construct New Water Line	74	$140,000	74	0-100	74	74
CR12-002: Renovate Kindergarten School	350	$110,000	350	0-62%	218	240
OIC Discretionary						
Total	**1,594**	**$794,000**	**1,594**	**N/A**	**891**	**1,121**

LABOR DISTRIBUTION CHART

Month	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	**N/A**	**N/A**	**N/A**	**3**	**720**	**696**	**200**	**1,619**
Indirect Labor Man-days[1,2]	**N/A**	**N/A**	**N/A**	**2**	**120**	**116**	**40**	**278**
Readiness and Training[1]	**N/A**	**N/A**	**N/A**	**0**	**28**	**0**	**0**	**28**
Total Man-days Expended	**N/A**	**N/A**	**N/A**	**5**	**868**	**812**	**240**	**1,925**
Number of Personnel	**N/A**	**N/A**	**N/A**	**5**	**28**	**37**	**24**	**N/A**
Direct Labor	**N/A**	**N/A**	**N/A**	**3**	**24**	**32**	**20**	**N/A**
Number of Workdays[3]	**N/A**	**N/A**	**N/A**	**1**	**30**	**29**	**10**	**70**
Percentage of Direct Labor[4]	**N/A**	**N/A**	**N/A**	**60%**	**86%**	**86%**	**83%**	**79%**
Man-day Capability[5]	**N/A**	**N/A**	**N/A**	**4**	**945**	**914**	**263**	**2,126**
Availability Factor[6]	**N/A**	**N/A**	**N/A**	**.75**	**.79**	**.76**	**.76**	**.77**

Notes:

(7) Direct, Indirect and Readiness and Training MD's are *expended* mandays, not earned.
(8) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(9) Number of Workdays = DL workdays + DL training days
(10) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(11) MD Capability = (ME * DL * Workdays)
(12) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Initial Photo

Completion Photo

CR11-807: SOCEUR OPERATIONS K-SPAN

Project Scope: Construct a 48 ft by 120 ft K-Span with a foundation pad and interior build out including joint conference center, training class rooms, offices, bathrooms, and finished electrical and utilities in Udbina, Croatia.

Project Purpose: This project supports NATO Special Forces Exercise Jackal Stone 2012.

Personnel: 22

Duration: 31 May 12 – 25 Sep 12

Tasking:

Project MD Estimate	1,170
Percentage WIP at turnover	0%
Percentage WIP at completion	51%
NMCB THREE MDs earned	599
NMCB THREE MDs expended	807

Material Cost: $544,000

Cost Savings: $156,780

Significant Safety Issues:

- During the K-Span building exterior shell operation, the crew was briefed on all possible pinch points throughout the Ultimate Building Machine while forming the panels. While working in close proximity with the crane no crew member became complacent and no mishap occurred. During the concrete placement, crew was aware of the dangers of lime burns, and other obstacles while placing concrete around the K-Span shell.

Significant Quality Control Issues:

- The Detail QC Inspector is ensuring all in-progress construction activities are in compliance with the provided prints and specifications by actively enforcing the three phases of construction quality control.

Significant Design Issues:

- The electrical prints didn't complete until the Det was pushed out, which caused a great deal of unneeded confusion on what materials are needed and what methods of construction are appropriate.

Significant Material Issues:

- Materials are nowhere near the equivalent to what we are used to back in the United States, such as rough cut lumber and pressure fitted PVC pipe.
- The K-Span contractor was not able to meet the contract requirement to deliver 100% materials in 10 days and was acting extremely slow on getting the urgently needed underslab plumbing materials to project crew which delayed entire interior pad construction.

Initial Photo

Completion Photo

CR12-001: CONSTRUCT NEW WATER LINE

Project Scope: Assist the Croatian Military Engineers with the construction of a 3.7 km water line to provide potable water to the city of Udbina, Croatia. The Seabees and the Host Nation Military Engineers are tasked with excavate, removing the existing water pipes and backfill after the local water company installs the new pipes.

Project Purpose: The collaborative efforts of the Seabees and Croatian Engineering forces have resulted in the successful excavation for, backfill, compaction, and installation of 3.7 kilometers of new waterline. This project was initiated to remedy the long history of low water pressure issues at Udbina, Croatia. The completion of this project enhanced the existing relationship with the host nation and local population.

Personnel:	2	
Duration:	19 Jun 12 – 2 Aug 12	
Tasking:	Project MD Estimate	74
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	74
	NMCB THREE MDs expended	74
Material Cost:	$140,000	
Cost Savings:	$9,916	

Significant Safety Issues:

- A few portions of the trench are deeper than four feet, and the Safety Rep is ensuring that Seabees will not be working in any trench deeper than four feet unless shoring is properly installed to avoid cave in.

Significant Quality Control Issues:

- All excavated trench have been inspected for proper dimensions and slope.

Significant Design Issues:

- None

Significant Material Issues: None

Initial Photo

Completion Photo

CR12-003: RENOVATE KINDERGARTEN SCHOOL

Project Scope: Renovate a 1,720 square foot school interior by demolition and replacement of existing interior walls, floor finishes, utilities and electrical wiring, resulting in new kitchen, class rooms, office, bathrooms, electrical wiring, fixtures and utilities.

Project Purpose: This project doubles the existing kindergarten capacity in order to educate all school age students in Udbina, Croatia, which has been the local municipality's number one priority for the past several years. The execution of this project enhanced the existing relationship with the host nation and local population.

Personnel: 8

Duration: 35

Tasking:

Project MD Estimate	350
Percentage WIP at turnover	0%
Percentage WIP at completion	62%
NMCB THREE MDs earned	218
NMCB THREE MDs expended	240

Material Cost: $110,000

Cost Savings: $30,000

Significant Safety Issues:

- The Project Safety Representative is actively enforcing all current construction activity safety requirements and standards utilizing the daily safety lecture, periodic site inspections and re-emphasizing situational awareness to prevent complacency.

Significant Quality Control Issues:

- The Detail QC Inspector is ensuring all in-progress construction activities are in compliance with the provided prints and specifications by actively enforcing the three phases of construction quality control.

Significant Design Issues:

- None

Significant Material Issues:

- N/A

DETAIL ISRAEL

DETAIL ISRAEL EXECUTIVE SUMMARY

On 30 April, 2012 Detail Israel embarked 21 personnel and 20 units of CESE on C-17 Globemaster III's from the 603rd Heavy Airlift Wing. They were tasked to utilize their heavy equipment to complete the site preparations for seven Exercise Related Construction (ERC) projects in support of multiple Joint Chief of Staff Exercises. The detail executed its mission safely while delivering quality construction projects ahead of schedule. In addition to executing over 1,600 man-days of construction in three months, the detail qualified four personnel in Seabee Combat Warfare. Detail Israel was tasked to complete all site work for a 35-acre Joint Task Force (JTF) Compound, clear and grade a 1.9 mile perimeter road, complete all site work for a 20-acre Bomb Build-Up Pad, and prepare a 650 ft stretch of road for paving to the Munitions Maintenance Facility.

The 736 man-day project linked to the JTF Compound began as soon as the detail landed on the C-17's, which was the first C-17 aircraft to land at the airfield. The scope of work was to clear and grub a 35-acre site for the JTF Compound which includes four operations buildings, five barracks, three shower houses, and one multi-purpose building. In addition to the JTF Compound, Detail Israel cleared, grubbed, and prepared three kilometers for a perimeter road. With limited equipment, Detail Israel cleared a total of 25,000 tons of material within six weeks for the JTF Compound.

The Bomb Build-Up Pad scope of work included clearing and grading 20 acres of land, constructing a 130 ft earth bridge, site preparations for a 250 ft x 250 ft munitions pad and a 131 ft by 131 ft holding pad and site preparations for a 1600 ft access road. The project was executed as a joint project with the 435th Construction and Training Squadron from Ramstein, Germany, which has been waiting to complete the project for five years due to lack a of heavy equipment availability in the region.

Throughout its three month duration, Detail Israel continued to exceed all expectations. Exhibiting extreme flexibility and mobility, Detail Israel proved to be a force multiplier for the combatant commander and continued to build a strong working relationship with the Israeli Air Force for future construction projects in Israel. With the tight construction schedule and limited logistics support, Detail Israel demonstrated the capabilities that the Seabees provide to the combatant commanders and further instilled the "Can Do" to all we met and worked with.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
IS12-001: Joint Task Force Compound Site Work	736	$0	736	0-100	736	448
IS12-002: Bomb Build-Up Pad Site Work	701	$386,486	701	0-100	701	701
OIC Discretionary	196	$61,300	180	0-100	240	240
Total	**1,633**	**$447,786**	**1,677**	**N/A**	**1,677**	**1,389**

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	N/A	N/A	N/A	405	437	464	72	1,378
Indirect Labor Man-days[1,2]	N/A	N/A	N/A	55	40	50	10	155
Readiness and Training[1]	N/A	N/A	N/A	30	30	30	10	100
Total Man-days Expended	N/A	N/A	N/A	490	507	544	92	1,633
Number of Personnel	N/A	N/A	N/A	21	20	20	20	20
Direct Labor	N/A	N/A	N/A	12	12	12	12	12
Number of Workdays[3]	N/A	N/A	N/A	25	25	27	6	83
Percentage of Direct Labor[4]	N/A	N/A	N/A	57%	60%	60%	60%	60%
Man-day Capability[5]	N/A	N/A	N/A	360	360	360	72	1,152
Availability Factor[6]	N/A	N/A	N/A	1.2	1.4	1.51	1.13	1.26

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* man-days, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Initial Photo

Completion Photo

IS12-001: JOINT TASK FORCE COMPOUND SITE WORK

Project Scope: Clearing, grubbing and preparation of a 35-acre site to create proper drainage in preparation for the construction of four JTF buildings and five barracks. Selective Clearing along the perimeter and through the site. Placement of a 3km perimeter road.

Project Purpose:

Avg Personnel:	17	
Duration:	2 May 12 – 25 Jun 12	
Tasking:	Project MD Estimate	736
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	418
	NMCB THREE MDs expended	443
Material Cost:	$0	
Cost Savings:	$588,800	

Significant Safety Issues:

- Utilizing ground guides while operating multiple pieces of equipment in a small area

Significant Quality Control Issues:

- Establishing the drainage plan with an even slope with a “V” ditch to ensure proper site drainage during the rainy season. Mixing the native material to obtain proper compaction for the building pads.

Significant Design Issues:

- None

Significant Material Issues:

- None

Initial Photo

Completion Photo

IS12-002: BOMB BUILD-UP SITE WORK

Project Scope: Clearing, grubbing and leveling of a 20-acre site. Placement of two 165 ft drainage culverts, the placement of an earth bridge with concrete revetment. Cutting, backfilling and placement of a crown for the roadway in preparation for asphalt. Pad preparation for a 131 ft x 131 ft pad and a 250 ft x 250 ft pad.

Project Purpose:

Avg Personnel:	10	
Duration:	17 Jun 12 – 6 Aug 12	
Tasking:	Project MD Estimate	701
	Percentage WIP at turnover	0%
	Percentage WIP at completion	89%
	NMCB THREE MDs earned	701
	NMCB THREE MDs expended	701
Material Cost:	$239,000	
Cost Savings:	$344,000	

Significant Safety Issues:

- Utilizing ground guides while operating multiple units of equipment in a small area

Significant Quality Control Issues:

- Establishing baseline soil compaction data due to the severe erosion in the area.

Significant Design Issues:

- None

Significant Material Issues:

- Very short timeline for material procurement via USAFE A7K.

DETAIL MOROCCO

DETAIL MOROCCO EXECUTIVE SUMMARY

From April to July 2012 Detail Morocco worked under the Tactical Control (TACON) of Marine Forces Africa (MARFORAF) to perform Exercise Related Construction (ERC) in support of the annual CJCS Exercise, African Lion. Detail Morocco deployed with 26 Seabees to the Cap Draa training area in Tan Tan, Morocco to construct a K-span latrine facility, an improved river crossing, and demolish and reconstruct a dilapidated K-span structure. Despite numerous logistical delays, the detail executed its mission to deliver the three major tasks ahead of the scheduled timeline. The completed project will improve the quality of life for the 1,000 Marines and Sailors that participate in the annual training exercise while mitigating the high cost of portable toilet rentals and service contracts. In addition to executing over 950 man-days of contingency construction, the detail advanced 62% of its personnel to the next higher pay grade and qualified four personnel as Seabee Combat Warfare Specialists, meeting the detail goal of 100% attainment for all eligible members.

The tasked project was located in a remote section of the Sahara Desert five hours from the nearest major city making the detail 100% self-reliant during this deployment. Operating in such a remote environment posed numerous challenges that made the tasking more difficult than originally anticipated. All concrete placements had to be hand loaded and mixed onsite with raw materials, resupply was nearly non-existent, and the delivery of repair parts for construction equipment took up to six weeks to reach the camp. In addition, substandard communications made it difficult to contact equipment manufacturers to receive technical assistance when equipment broke or malfunctioned.

Support operations for the detail began within hours of arriving in country. Inadequate planning for the embarkation of Marine assets resulted in utilizing Naval Mobile Construction Battalion THREE's personnel and Civil Engineer Support Equipment (CESE) to transfer Marine Corps supplies and materials from ship to shore and eventually onto contracted trucks for transport to the main area of operations. Detail Morocco Seabees were among the first personnel to arrive at the exercise area at Cap Draa and were the sole support element in the off loading and staging of Marine Corps containers, materials, and vehicles. The on-site Marine Corps units relied heavily upon the Seabees to be their camp support labor in order to set up, maintain, and tear down the 1,000 man logistical support area camp. In addition to providing operators and material handling equipment, two construction electricians were utilized to troubleshoot, rewire, and ensure proper grounding on several generators used to supply power to the Marine Command Operations Center, Chapel, and galley refrigeration truck.

The scope of work for the exercise related construction consisted of building a 32 ft by 74 ft K-span latrine facility to include a 20 ft water tower to elevate a 3,000 gallon water tank, and construction of a 16 ft by 29 ft cast-in-place concrete septic tank to discharge liquids into 3,500 linear foot of leach field. Demolition and reconstruction of a second K-span required the removal of a building that a detachment of Marines and Seabees built together in a previous exercise. The structure was hastily constructed resulting in substandard workmanship that required the total demolition of all materials placed above grade. The improved river crossing entailed the placement of two 20 ft, 20 inch diameter perforated pipes under an earthen causeway used as a river crossing for M1 tanks traveling to the exercise area.

Construction of the latrine facility began by excavating 27 cubic yards of earth to place four tons of reinforcing steel and 600 ft of under slab utilities prior to the placement and finishing of 60 cubic yards of concrete for the foundation. Once the foundation was placed, the crew formed and constructed 2,300 linear feet of rolled steel using the Ultimate Building Machine (UBM) to finish the outer shell of the K-span. The Construction Electricians installed over 2,000 linear feet of conductor, 14 light fixtures, and five industrial exhaust fans that required extensive modifications to create a leak free connection that would conform to the K-span shell. The Construction Electricians encountered a minor setback when installing the European Standard fans which required rewiring in order to operate on a U.S. Standard, single-phase, 120 volts. The interior of the K-span was fully finished, has separate male and female latrine areas which includes 22 water closets, eight urinals, 20 lavatories, and a custom

service sink. The interior was finished by the fabrication and installation of 1,962 square feet of interior walls, 300 linear feet of wood trim, and the construction of 24 bathroom stalls with finished wood doors. Final finish work for the project included painting of all wall surfaces, installing stainless steel bathroom fixtures, hanging of paper towel and soap dispensers in each lavatory, installing door hardware, and mounting mirrors at each lavatory fixture.

The water supply for the latrine facility is provided by a 3,000 gallon water tank placed atop a 20 ft steel water tower. The tower was constructed from steel I-beams, heavy duty box tubing, angle iron, one inch metal grating and various sized piping. In addition to fabricating the water tower, the crew was required to fabricate two ladders and a hand rail/fall restraint system. One ladder allowed access to the tower platform and another ladder provided access to the top of the 14 foot tank during filling operations. The second ladder was integrated into a custom cage that was designed and fabricated onsite and doubles as a tie-down system for the water tank. The entire structure, which was fabricated from five tons of raw material, provided our Seabees the opportunity to weld in all welding positions for pipe, fillet welds, joint welds and butt welds. The steel workers were fortunate to have the opportunity to fabricate, erect, and install a steel project of this magnitude.

Construction of the 15,700 gallon septic tank started with the excavation of 176 cubic yards of bedrock material. Organic CESE could not penetrate the solid bedrock so an excavator with a “bull-prick” jackhammer attachment was borrowed from an adjacent Moroccan Army Engineer support unit. Construction of the septic tank required a complex forming plan which utilized 1,800 square feet of formwork for three separate concrete placements to include one overhead placement. 243,000 pounds of raw materials were hand loaded and mixed to support the 60 cubic yard concrete placement. The final task for the septic tank was customizing two 4 ft by 4 ft access ports to allow access for cleaning and maintenance.

Waste water exiting the septic tank is disbursed through a 30,870 square foot leach field. The leach field is comprised of 3,500 linear feet of four inch diameter perforated polyvinyl chloride (PVC) pipe placed approximately 36 inches below finish grade with a 1/8 inch per foot drainage slope. For the leach field to be installed, the equipment operators used the excavator with jackhammer attachment and a backhoe to excavate over 840 cubic yards of rock and earth. All perforated pipe was embedded in a 14 inch layer of ¾ minus gravel to help the waste water permeate into the ground.

The improved river crossing was used during the annual exercise to allow M1 tanks to access the training site. The bridges along the Moroccan highway system are not rated to carry the load of an M1 tank so the river crossing provides the sole access point for the M1’s to reach the training site. The improved river crossing tasking consisted of installing two 20 inch diameter corrugated culvert pipes across an earthen jetty that was built to bring the roadway above the waterline. Unfortunately, the jetty also acted a dam and blocked the natural flow of the river leaving a dry riverbed downstream. Installing the culverts restored the natural water flow while maintaining the elevated jetty to allow safe passage of the M1 tanks. In addition to installing the culverts, an area north of the road was also dredged, removing 80 cubic yards of debris and sediment to minimize clogging of the newly installed culverts. The upgrade to the river crossing jetty ensures the usability of this vital thoroughfare while restoring water to indigenous farmers and herders downstream. This project was completed in 68 days by a crew of 26 who executed 1377 total man-days of construction.

Throughout the four months located in Cap Draa, Detail Morocco was extremely successful in their exercise related construction. The installation of 6,000 linear feet of structural steel, forming and erecting 2,600 linear feet of rolled steel, hand loading and mixing 526,000 pounds of raw materials for the placement of 130 cubic yards of concrete, 26,600 square feet of formwork, 6,000 linear ft of reinforcing steel, 5,000 lbs of structural steel, 2,000 linear feet of conductor, 4,300 linear feet of PVC pipe and the installation of 38 bathroom fixtures all aided in the delivery of this quality project tasking. Final efforts include camp cleanup which removed 25,000 lbs of scrap metal that had been accumulating from past African Lion Exercises. As Detail Morocco retrograded for its return to Rota, Spain, their impact on the remote training site was greatly appreciated by the customer.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
MO12-801: African Lion Camp Latrine Facility	987	$320,000	987	0-100	987	1,377

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	N/A	N/A	245	326	358	68	N/A	997
Indirect Labor Man-days[1,2]	N/A	N/A	105	109	74	14	N/A	302
Readiness and Training[1]	N/A	N/A	26	26	26	0	N/A	78
Total Man-days Expended	N/A	N/A	376	461	458	82	N/A	1,377
Number of Personnel	N/A	N/A	26	26	26	26	N/A	26
Direct Labor	N/A	N/A	20	20	20	20	N/A	20
Number of Workdays[3]	N/A	N/A	19	23	22	4	N/A	68
Percentage of Direct Labor[4]	N/A	N/A	77%	77%	77%	77%	N/A	77%
Man-day Capability[5]	N/A	N/A	427	518	495	90	N/A	1,530
Availability Factor[6]	N/A	N/A	0.82	0.90	0.87	0.91	N/A	0.88

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* man-days, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability)

Initial Photo

Completed K-Span with water tank

MO12-801: AFRICAN LION CAMP LATRINE FACILITY

Project Scope: Construct a 30 ft x 70 ft K-Span latrine facility to include septic tank, leach field, water tank tower. Demolish existing damaged K-Span and reconstruct, install water culverts and improve river road crossing, and other tasking as directed by MARFORAF.

Project Purpose:

Avg Personnel: 20

Duration: 3 Apr 12 – 15 Jul 12

Tasking:

Project MD Estimate	987
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	987
NMCB THREE MDs expended	1,222

Material Cost: $320,000

Cost Savings: $132,258

Significant Safety Issues:

- During the erection of the K-span and erection of the water tower, fall protection was a major concern; crew members involved were trained extensively on the correct use of fall protection harnesses and lanyards.
- Confined space entry was addressed for the removal of septic tank formwork; the empty septic tank was deemed a non-permit required space and a non-hazardous area.

Significant Quality Control Issues:

- Nothing significant to report.

Significant Design Issues:

- Construction drawings were delivered late; the crew did all planning and estimating from a set of preliminary drawings which did not coincide with the final set of prints. The footing design for the latrine facility was over engineered and did not take into account the stability of the soil/bedrock of the actual site conditions.

Significant Material Issues:

- Some of the structural steel that was ordered for the fabrication of the water tower did not make it to the construction site. A reorder for steel was procured locally and did not meet the original steel dimensions due the differing measuring systems.


U.S. NAVAL MOBILE CONSTRUCTION BATTALION THREE
3
U.S. PACIFIC FLEET

DETAIL ONE

DETAIL ONE EXECUTIVE SUMMARY

Detail ONE deployed with 11 Seabees to Camp Lemonier, Djibouti (CLDJ) in February 2012. Their mission was to execute construction missions to support the readiness of Special Operations Personnel at locations through the Horn of Africa (HOA). The detail completed all projects safely and ahead of schedule while delivering quality construction. In addition to executing over 2200 man-days of construction in six months, the detail qualified its only deficient member in Seabee Combat Warfare (SCW). Detail ONE was tasked to execute projects at seven different locations across two Combatant Commands to include construction of mission critical facilities on CLDJ, renovation of numerous buildings at various outstations, and new construction for US personnel at forward locations.

The Contingency Joint Operations Center (JOC) Project was the primary project on CLDJ. Beginning during turnover, its 1,028 man-days accounted for over 90% of the man-days expended on CLDJ. The scope of work was to convert an existing 60 ft by 125 ft Pre-Engineered Building (PEB) being utilized as a warehouse into a 60 ft by 75 ft Sensitive Compartmented Information Facility (SCIF). Additionally, the Seabees constructed a 45 ft by 20 ft ready room.

The Data Center Project is a follow-on initiative to the Contingency JOC Project. Although NMCB THREE did not begin construction, Detail ONE Seabees completed the Planning and Estimating and ordered over $275,000 worth of materials for the Data Center to turnover to NMCB ONE. The scope of work is to convert an existing 80 ft by 20 ft PEB adjacent to the Contingency JOC into a 20 ft by 35 ft server room to feed the JOC and a 20 ft by 45 ft mechanic's bay. Additionally, a 20 ft by 40 ft extension to the PEB will be erected and established as an Air Ops Planning Room. The planning and server rooms will both meet SCIF requirements.

Just three days into the deployment, Detail ONE Seabees deployed to begin work on a complete electrical and plumbing overhaul of a new wing addition to a secure facility. The Site 1 Electrical Project expended 114 man-days in three waves. In addition to the original members of Detail ONE, three more Construction Electricians (CEs) were supplied by Detail Horn of Africa (HOA) and one D-Cell Electrician was supplied by the Task Force to augment the two deployed CEs organic to Detail ONE. The scope of work included installing a transfer switch for the generators providing power to the secure facility, running power to a previously unoccupied wing of the facility, and bringing the wiring in the rest of the facility up to National Electric Code.

Completed simultaneously with the electrical work, the Site 1 Plumbing Project expended 75 man-days. In addition to the one Utilitiesman (UT) organic to Detail ONE, Detail HOA supplied two more UTs. The scope of work included installing two heads and a laundry room in the new wing of the secure facility and improving the plumbing in the five existing bathrooms and kitchen.

The Site 1 Force Protection Project was the final mission at Site 1 and encompassed only 15 man-days. The scope of work was to fabricate two security doors in CLDJ and install them in the new wing for the secure facility, create an emergency exit with security door at the back of the new wing, and build stands for to external security cameras for the facility's closed-circuit television.

The Site 2 Expansion Project involved three Detail ONE personnel expending 15 man-days, building tent decks for two Alaska Shelters and completing various other projects to improve the quality of life for U.S. personnel.

In response to a sanitation emergency, the Site 2 Plumbing Project consisted of Detail ONE's sole UT and a UT organic to the Task Force deploying to repair the head facility. The 7 man-days were expended reattaching the sewage line to the toilets and various other improvements to the head facility.

The Site 2 Phase 1.5 Project was the last and largest of the three projects at this location. A crew of nine Seabees expended 110 man-days upgrading the existing facilities. The scope of work included converting temporary berthing for 12 personnel to permanent berthing for 25, renovating the medical clinic, building a gym with a concrete floor, building an MWR area, constructing a 16 ft by 20 ft SWA hut and a 28 ft by 20 ft carport, and various improvements to the head facilities and leach field.

The Site 5 JOC Wiring Project was the final project for Detail ONE's deployment. In addition to the electrical work in the JOC, the Seabee team poured two 8 ft by 8 ft concrete pads, built two fuel pump shelters, conducted concrete patchwork for the runway, and completed various other small tasks.

Throughout its six month deployment, Detail ONE was extremely successful. All projects and missions were completed without safety mishaps, with no rework, and ahead of schedule. The personnel of DET ONE improved themselves through the SCWS program, Navy COOL, and college courses. All members of DET ONE gained knowledge outside of their rating utilizing TSAP. The members of the detail not only took pride in their quality of work, but they were also able to witness firsthand the employment of their work by the Task Force.

PROJECT SUMMARY

Project Name	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
ON12-001: Data Center	1,028	$358,100	1,028	100	1,028	1,028
ON12-002: Site 1 Improvements	204	$103,300	204	100	204	204
ON12-003: Site 2 Expansion	142	$65,000	142	100	142	142
ON12-004: Site 5 Joint Operations Center Wiring	50	$2,200	50	100	50	50
OIC Discretionary	51	$27,800	51	100	51	47
Total	**1471**	**$556,400**	**1471**	**-**	**1471**	**1471**

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	66	367	262	209	248	236	83	1,471
Indirect Labor Man-days[1,2]	14	27	44	46	37	41	120	329
Readiness and Training[1]	0	0	14	21	0	11	0	46
Total Man-days Expended	80	417	320	276	285	288	196	1,862
Number of Personnel	11	16	16	11	11	11	11	11
Direct Labor	9	14	14	9	9	9	9	9
Number of Workdays[3]	7	25	26	25	25	25	8	141
Percentage of Direct Labor[4]	82%	88%	88%	82%	82%	82%	82%	73%
Man-day Capability[5]	74	412	294	235	279	267	93	1,654
Availability Factor[6]	0.89	0.89	0.94	0.98	0.89	0.92	0.89	0.92

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* man-days, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Photograph Not Available

Initial Photo

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Completion Photo

ON12-001: DATA CENTER

Project Scope: Phase I consisted of constructing five rows of stadium seating with 24 work stations and a CineMassive Display. Phase II consisted of replacing the drop ceilings in 5 offices and replacing them with hardened ceilings. Phase III consisted of building side walls and the ceiling for the 60 ft x 50 ft area that served as the main JOC floor. The ceiling was composed of 50 – 16 ft trusses and 25 – 28 ft trusses. Phase IV consisted of the construction of the 60 ft by 15 ft end wall for the JOC. Phase VI consisted of building a 45 ft by 20 ft ready room with 35 individual work areas outside of the SCIF area.

Project Purpose: The purpose of this project was to provide a contingency JOC that could support 200+ personnel and their physical space and electrical requirements.

Avg Personnel:	16	
Duration:	13 Mar – 12 Jun	
Tasking:	Project MD Estimate	1,028
	Percentage WIP at Arrival	0%
	Percentage WIP at Departure	100%
	NMCB THREE MDs earned	1,028
	NMCB THREE MDs expended	1,028
Material Cost:	$358,100	
Cost Savings:	$876,271	

Significant Safety Issues:

- To mitigate the falling risks, Detail ONE safety personnel inspected scaffolding daily and all personnel wore safety harnesses when working on the scissor lift. To mitigate struck by hazards, all personnel on the jobsite were required to wear proper PPE (specifically hardhats and eye protection) and only essential personnel were allowed to access the area. Additionally, all scaffolding and scissor lifts had kickboards in place.

Significant Quality Control Issues:

- Due to unfamiliarity with the construction standards necessary to obtain SCIF accreditation, Detail ONE utilized the expertise of the Task Force Engineer and multiple Special Security Officers (SSOs).

Significant Design Issues:

- Due to the limited amount of overhead space available between the SCIF ceiling and the existing PEB, the trusses were bound by vertical height limitations. The truss design was calculated by the Detail OIC and verified by the Task Force Engineer.

Significant Material Issues:

- The locally available drywall does not meet the standards necessary to receive SCIF accreditation. To obtain acceptable material, the Task Force J4 procured drywall from the United States.

Initial Photo

Completion Photo

ON12-002: SITE 1 IMPROVEMENTS

Project Scope: The electrical portion of this project included the installation of a transfer switch for the two generators providing power to the facility, replacing the internal wiring in a 3-story building, and providing electricity to a newly built wing addition. The plumbing portion included repairing improperly sloped sewage lines in the facility and installing two bathrooms and a laundry room in the new wing. The force protection upgrades to the facility included constructing and installing steel security doors and stands for external security cameras.

Project Purpose: The purpose of the project was to increase the number of occupants who could inhabit the facility and to conduct a much needed upgrade to the electrical and plumbing status of the facility.

Avg Personnel: 9

Duration: 6 Feb – 19 Mar; 17 – 22 Jun

Tasking:

Project MD Estimate	204
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	204
NMCB THREE MDs expended	204

Material Cost: $96,000

Cost Savings: $252,857

Significant Safety Issues:

- All of the initial wiring in the facility was completed by local contractors. Since then, whichever Team member had any electrical experience had done any necessary electrical work. The senior CE supervised the less experienced personnel and insured that circuits were tagged out before work was done.

Significant Quality Control Issues:

- Due to the low quality of the concrete which the building was constructed with, running wires and attaching the Panduit and conduit to the walls was very difficult. However, the senior CE insured all work was done carefully and was up to acceptable standards.

Significant Design Issues:

- None

Significant Material Issues:

- Because some materials were procured from the United States, some from Djibouti, and some locally at Site 1, the pipes and fittings did not always fit perfectly. To remedy this issue, the UTs modified some pieces to fit properly and caulked all joints thoroughly.

Initial Photo

Completion Photo

ON12-003: SITE 2 EXPANSION

Project Scope: The Seabee team constructed seven 20 ft by 36 ft tent decks and erected Alaska Shelters on each of them; placed a 20 ft by 36 ft concrete pad; re-sheeted the top of 3 existing tent decks to add strength to the structure; built 12 two-man living compartments in the berthing tents; built a 10 work station TOC; built tables and shelves for the medical clinic; built stadium seating for the MWR tent and installed HESCOs around the tents. Just outside of the compound, the Seabees built a 16 ft by 20 ft SWA hut with electricity and air conditioning and a 28 ft by 20 ft carport.

Project Purpose: The purpose of the project was to expand the US footprint from two Alaska Shelters to nine in order to facilitate an increase in the number of personnel that could remain at Site 2 permanently and to create permanent structures to improve functionality and quality of life for the inhabitants of the compound.

Avg Personnel:	7	
Duration:	4 – 8 Mar, 7 – 21 Jun	
Tasking:	Project MD Estimate	142
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	142
	NMCB THREE MDs expended	142
Material Cost:	$65,000	
Cost Savings:	$159,055	

Significant Safety Issues:

- Due to the extreme heat and direct exposure, the team was at risk for heat related injuries. In order to mitigate this hazard, the team used observed hydration, wore sunscreen, and did work indoors during the hottest portion of the day.

Significant Quality Control Issues:

- None

Significant Design Issues:

- None

Significant Material Issues:

- None

Concrete Patchwork

Pump Shelter

ON12-004: SITE 5 JOINT OPERATIONS CENTER WIRING

Project Scope: Seabees conducted multiple upgrades to the JOC to include replacing lights, receptacles and conductor and building new desks and shelves. Additionally, the team built two pump shelters and completed concrete patchwork for the refueling point on the runway apron.

Project Purpose: The purpose of this project was to provide much need upgrades to the JOC and to protect the fuel pumps from direct exposure to the elements

Avg Personnel: 6

Duration: 15– 24 Jul

Tasking:

Project MD Estimate	51
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	51
NMCB THREE MDs expended	47

Material Cost: $2,200

Cost Savings: $7,143

Significant Safety Issues:
- None

Significant Quality Control Issues:
- None

Significant Design Issues:
- None

Significant Material Issues:
- Due to the remote location and ongoing construction on the runway, the team had to travel five hours one-way to obtain materials.

DETAIL SENEGAL

DETAIL SENEGAL EXECUTIVE SUMMARY

Detail Senegal deployed with 10 Seabees to Thies, Senegal in July 2012. Their mission was to perform an Exercise Related Construction (ERC) project in support of Marine Forces Africa (MARFORAF) Exercise Western Accord 2012. The detail executed its mission safely while delivering quality construction projects ahead of schedule. In addition to executing over 197 man-days of construction in 18 days, the detail qualified one personnel in Seabee Combat Warfare.

The 197 man-day ERC project began less than 24 hours after Detail Senegal arrived in country. The scope of work was to clear and grub 2.5 miles of expeditionary roadway in order to create a live-fire convoy course that would enable MARFORAF to conduct training sessions with the Senegalese Marines greatly enhancing their country's internal security. This project allowed the Seabees to partner with the United States Marine Corps and the Senegalese Marines and further hone their horizontal construction skills.

Throughout its three week duration, Detail Senegal was extremely successful. All construction tasking was completed six days ahead of schedule with zero safety mishaps. The project allowed our Seabees to hone their contingency construction skills both in and out of their rates, build relationships with the USMC and Senegalese Army, and display the "Can Do" attitude they all possess.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
ERC-D1207: Live-Fire Convoy Course	197	N/A	197	100	197	197
OIC Discretionary	45	N/A	45	100	45	38
Total	**242**	**N/A**	**242**	**100%**	**242**	**235**

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	N/A	N/A	N/A	N/A	N/A	242	N/A	242
Indirect Labor Man-days[1,2]	N/A	N/A	N/A	N/A	N/A	42	N/A	42
Readiness and Training[1]	N/A	N/A	N/A	N/A	N/A	40	N/A	40
Total Man-days Expended	N/A	N/A	N/A	N/A	N/A	324	N/A	324
Number of Personnel	N/A	N/A	N/A	N/A	N/A	10	N/A	10
Direct Labor	N/A	N/A	N/A	N/A	N/A	8	N/A	8
Number of Workdays[3]	N/A	N/A	N/A	N/A	N/A	21	N/A	21
Percentage of Direct Labor[4]	N/A	N/A	N/A	N/A	N/A	80%	N/A	80%
Man-day Capability[5]	N/A	N/A	N/A	N/A	N/A	231	N/A	231
Availability Factor[6]	N/A	N/A	N/A	N/A	N/A	1.00	N/A	1.00

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* mandays, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Initial Photo

Completion Photo

LIVE-FIRE CONVOY COURSE

Project Scope: Clear and grub four km of expeditionary roadway and "belly-out" five existing drainage trenches in order to create a live-fire convoy course.

Project Purpose: Enable MARFORAF to conduct training sessions with the Senegalese Marines greatly enhancing their country's internal security.

Avg. Personnel:	8	
Duration:	1 – 24 Jul 12	
Tasking:	Project MD Estimate	197
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	197
	NMCB THREE MDs expended	197
Material Cost:	N/A	
Cost Savings:	$27,383	

Significant Safety Issues:

- The main concern was the use of Ground Guides for both embarkation and mission execution. Our equipment was moving and excavating in very tight areas and nearly six ft deep trenches. Ground guides were imperative to the safe execution of this mission.

Significant Quality Control Issues:

- During the excavation of the trenches, we needed to ensure we maintained a 20% slope to allow for safe vehicle passage. We took height/length measurements to determine where excavation needed to begin to establish the proper sloping.

Significant Design Issues:

- There were no designs for this project.

Significant Material Issues:

- N/A

DETAIL SIGONELLA

DETAIL SIGONELLA EXECUTIVE SUMMARY

Detail Sigonella deployed with 22 Seabeas to Naval Air Station Sigonella, Sicily in February 2012. Their mission was to perform deliberate construction and engineering services for tenant commands at NAS Sigonella. The detail executed its mission safely while delivering quality construction projects ahead of schedule. In addition to executing over 1,991 man-days of construction in six months, the detail qualified five in Seabee Combat Warfare, making 86-percent of Detail personnel qualified.

Detail Sigonella was tasked to execute four projects greater than 100 man-days. Projects included a retention pond berm demolition, concrete stairs and sidewalks at DoDD School, concrete pads with grounding grids for mobile storage units, concrete masonry wall and stucco repair, bus stop renovations, 4km of stormwater draining ditch clearing and grubbing, and 2km of stormwater draining ditch concrete lining.

All projects are being recorded here for interim DCR inputs, and will be consolidated during the final editing. Better more information that is cut, than missing information and have to scramble to find it.

The largest and most highly visible project was the construction of the concrete stairs at the DoDDS school. At 161 man-days, it reigns in as the Detail's second largest project. Adjacent to the Commanding Officer's quarters, this project provided much needed emergency egress to the DoDDS school sports field in the event of disaster or emergency. Started 27 Feb and completed on 3 Aug, this project lasted 103 days with an average crew size of 5 personnel.

At 143 man-days, the airfield berm demolition project consisted of demolishing 624 ft x 217 ft totaling approximately 32,853 cd of fill. The project was turned-over with approximately 16,427 cd of fill remaining to demolish. The project was hindered by weather and the clay rich soil conditions. Wet weather and Frequent rains filled the retention pond, saturating the surrounding soil. The difficulty in obtaining an adequate water pump to drain the pond hampered progress, leading to further delays. Despite these setbacks, this turnover project lasted 60 days with an average crew size of 3 personnel, and was completed on 31 July.

At 423 Man-days, the renovation of NAS bus stops created an opportunity for builders and steelworkers to gain concrete masonry skills in the field. Replacing deteriorated bus stops across the base, this project brought much improved weather shelters for bus riders. This project began 9 Apr, and was worked on by the detail for 31 days with an average crew size of 4 personnel before the project was turned over to NMCB ONE on 9 Aug.

At 6 man-days, Installation of Carpet at the NAS Sigonella PAO studio provided much needed dust and noise abatement for the studio. The carpet installation helped mitigate ambient dust and prevented damage to equipment valued in the hundreds of thousands of dollars. This project began on 27 Feb and was completed 12 Apr with an average crew size of 3 personnel.

At 113 man-days, the renovation of Building 157 provided much needed restroom facilities to MWR. This project involved the removal and replacement of all drywall and fixtures to make the space a safe and usable public environment. This project began on 2 Apr and was completed 3 Aug, lasted 57 days with an average crew size of 3 personnel.

At 20 man-days, Repair of Perimeter Fence at the NAS-I Waste Water Treatment Facility was started after a major storm event washed the fence out, creating a breach in the security perimeter. Rapid response by the Detail allowed for removal of the damaged sections and repair of the fence. Despite material logistics challenges posed by the local area, the project was completed in a timely manner. This project began on 19 Mar and was completed on 5 Apr with an average crew size of 4 personnel.

Throughout its six month duration, Detail Sigonella was extremely successful. Construction tasking was executed successfully with utmost focus on safety and punctuality, Seabees developed and honed multi-rate construction skills and tactical competencies, events inspired many sea stories, and the “Can Do” legacy of the Seabees was exhibited.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
DS11-06: Demolish Berm	143	$8,000	114	100	114	123
DS12-01: Construct DoDDS Concrete Stairs	161	$29,450	161	100	161	401
DS12-07: Construct Ramps to RSLS	70	$15,787	70	100	70	67
DS12-08: Renovate Chart Room Interior	30	$450	30	100	30	28
DS12-09: Construct NAS II Bus Stops	423	$25,885	84	20	84	129
DS12-14: Renovate Bldg 157 Bathroom	113	$30,064	113	100	113	149
DS12-15: Repair NAS I Perimeter Fence	35	$6,142	35	100	35	34
OIC Discretionary	60	$15,000	60	100	60	60
Total	**1,035**	**$130,778**	**667**	**N/A**	**667**	**991**

LABOR DISTRIBUTION CHART

Month	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	85	306	282	240	178	130	6	1,227
Indirect Labor Man-days[1,2]	122	71	52	74	76	26	13	434
Readiness and Training[1]	34	26	43	21	32	17	0	173
Total Man-days Expended	207	382	367	292	281	173	18	1,720
Number of Personnel	22	22	22	18	18	18	10	N/A
Direct Labor	15	15	15	11	11	11	4	N/A
Number of Workdays[3]	13	24	23	25	24	23	4	136
Percentage of Direct Labor[4]	68%	68%	68%	61%	61%	61%	40%	61%
Man-day Capability[5]	207	382	367	292	281	201	18	1748
Availability Factor[6]	0.41	0.87	0.89	0.90	0.75	0.68	0.33	0.69

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* mandays, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Initial Photo

Completion Photo

DS11-06: DEMOLISH BERM

Project Scope: Demolish the existing earth berm, use the resulting spoils as fill the adjacent reservoir, and level off the entire site to prevent future water accumulation.

Project Purpose: To remove a bird haven in close proximity to the flight line.

Avg Personnel: 3

Duration: 21 Dec 11 – 31 Jul 12

Tasking:

Project MD Estimate	143
Percentage WIP at turnover	20%
Percentage WIP at completion	100%
NMCB THREE MDs earned	114
NMCB THREE MDs expended	123

Material Cost: $0

Cost Savings: $19,877

Significant Safety Issues:

- Ensure there are two operators on site at all times.

Significant Quality Control Issues:

- The project was delayed due to wet weather conditions making the soil unworkable.
- The project had to be rebase lined at turnover due to a major disparity between the planning, estimation, and skill level of the two battalions.

Significant Design Issues:

- Making the area level with surrounding areas that were not level was a difficult process

Significant Material Issues:

- No material needed for this project

Initial Photo

Completion Photo

DS12-01: CONSTRUCT STAIRS FOR DoDDS SCHOOL

Project Scope: Construct a 110 ft long set of stairs and ramps from senior officer housing to the DoDDS sports field.

Project Purpose: To provide an adequate emergency evacuation route away from the DoDDS school complex.

Avg Personnel: 5

Duration: 27 Feb 12 – 3 Aug 12

Tasking:

Project MD Estimate	161
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	161
NMCB THREE MDs expended	401

Material Cost: $24,662

Cost Savings: $22,379

Significant Safety Issues:

- Working on a steep grade created interesting challenges and safety issues to mitigate.

Significant Quality Control Issues:

- The concrete stairs forms were highly technical and challenging. No one on the detail had any experience with this type of form or placement, leading to many lessons learned by all involved.

Significant Design Issues:

- Sidewalk/ramp design had to be edited to make the project feasible. The removal of an existing walkway was added to the scope mid-way through project completion. These design changes lead to a greater amount of excavation required than expected, leading to major delays.

Significant Material Issues:

- Slow receipt of materials delayed project completion.

Initial Photo

Completion Photo

DS12-02: MSU CONCRETE PADS W/ GROUNDING GRIDS

Project Scope: Construct two concrete pads 12 ft x 16 ft with grounding grids for golans, adjacent to Building 830 (Base Weapons) and Building 725 (MWD Kennel)

Project Purpose: To provide a safe location for disposal of small explosive packages.

Avg Personnel: 2

Duration: 8 Nov 11 – 5 Apr 12

Tasking:

Project MD Estimate	92
Percentage WIP at turnover	93%
Percentage WIP at completion	100%
NMCB THREE MDs earned	3
NMCB THREE MDs expended	3

Material Cost: $17,000

Cost Savings: $12,788

Significant Safety Issues:
- Project site was in a tight area, making working around vehicles difficult.

Significant Quality Control Issues:
- GOLANs had to be hooked up solidly to ensure a proper ground to the grounding grid.

Significant Design Issues:
- No significant design issues to report.

Significant Material Issues:
- Delay in obtaining crane support slowed completion.

No picture available due to a secure area

No picture available due to a secure area

DS12-07: CONSTRUCT RAMP TO RSLS

Project Scope: Construct a concrete ramp from airfield ramp to the existing ready supply lockers to ease vehicle access to the lockers.

Project Purpose: To provide efficient vehicle access to the existing ready supply lockers.

Avg Personnel: 4

Duration: 26 Jun 12 – 13 Jul 12

Tasking:

Project MD Estimate	70
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	70
NMCB THREE MDs expended	67

Material Cost: $15,787

Cost Savings: $9,730

Significant Safety Issues:

- Working on the flight line made the crew un-able to wear hardhats, leading to the crew having to pay particular attention to their overhead situation.

Significant Quality Control Issues:

- Due to the hot weather, the pooling method was used to assist in the curing process.

Significant Design Issues:

- The design had many minor pieces of information left out, which had to be corrected with RFI's and FAR's.
- The existing abutting concrete pad was placed neither plumb nor square leading to a minor design change.

Significant Material Issues:

- It was difficult to achieve compaction with the initial delivery of select fill. The subsequent select fill deliveries had to be adjusted to ensure a adequate compaction.

Initial Photo

Completion Photo

DS12-08: RENOVATE CHART ROOM INTERIOR

Project Scope: Demolish a 25 ft partition wall, remove a 35 ft bar and a 20 ft built-in shelving unit, and prepare both for transport to a new location. Remove the wood paneling from the demolished wall and install it on the pillars in the veranda of the building.

Project Purpose: To open up the space, making it adequate for larger community gatherings.

Avg Personnel: 3

Duration: 19 Mar 12 – 9 May 12

Tasking:

Project MD Estimate	30
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	30
NMCB THREE MDs expended	28

Material Cost: $450

Cost Savings: $5,922

Significant Safety Issues:

- The crew had to be extra careful while working overhead to demolish the upper part of the partition wall.

Significant Quality Control Issues:

- All items had to be carefully removed, as to not damage their surrounding areas.
- The bar and shelving unit were to be used at another location, so they had to be taken apart in such a way that there would be minimal damage done to these pieces.

Significant Design Issues:

- The lower portion of the partition wall was unexpectedly constructed out of clay blocks, which added another level of complexity to the demolition.

Significant Material Issues:

- It was difficult for PWD to find the ceiling tiles to replace those damaged by the initial construction of the partition wall.

Initial Photo

Completion Photo

DS12-09: CONSTRUCT NAS II BUS STOPS

Project Scope: Demolish three existing aluminum bus stops and replace them with new bus stop structures with reinforced concrete foundations, concrete masonry unit walls, cast in place concrete lintels, and a clay roofing system.

Project Purpose: To provide a safe and comfortable location for community members to wait for the base shuttle.

Avg Personnel: 5

Duration: 9 Apr 12 – 5 Oct 12

Tasking:

Project MD Estimate	423
Percentage WIP at turnover	0%
Percentage WIP at completion	20%
NMCB THREE MDs earned	84
NMCB THREE MDs expended	129

Material Cost: $25,886

Cost Savings: $58,797

Significant Safety Issues:

- With the un-availability of adequate scaffolding, fall protection was paramount during the installation of the bond beam and upper courses of block.

Significant Quality Control Issues:

- The existing pads were not close to level, making leveling the initial course of CMU paramount.

Significant Design Issues:

- The designs given were standard designs from Spain. Minor changes had to be made to make the construction possible in Italy without importing material from Spain.

Significant Material Issues:

- The CMU used were of an Italian standard design, which did not fit well into the American standard bus stop design.
- Standard horizontal reinforcement could not be found on the Italian economy, so reinforcing bar mats were cut up and used for this purpose.

Initial Photo

Completion Photo

DS12-14: RENOVATE BLDG 157 BATHROOM

Project Scope: Renovate the 455 square foot east bathroom in Bldg 157 to provide a usable public lavatory for the MWR facility.

Project Purpose: To provide a usable public lavatory for the adjacent MWR facility.

Avg Personnel: 3

Duration: 2 Apr 12 – 6 Aug 12

Tasking:

Project MD Estimate	113
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	113
NMCB THREE MDs expended	137

Material Cost: $29,098

Cost Savings: $15,707

Significant Safety Issues:

- All work had to be done in cramped quarters.

Significant Quality Control Issues:

- The existing metal studs had to be cleaned of any surface rust and coated with rust inhibitor. Any damaged metal studs had to be removed and replaced to keep the structureral integrety of the walls.
- The crew had to ensure all wallboard was installed correctly and water tight.

Significant Design Issues:

- Lack of drawings and specifications for this project provided unique difficulties.

Significant Material Issues:

- Delay in obtaining materials and funding slowed the project completion.
- The existing walls were built to American code with American material. We could only order localy for this project which created challenges in meshing American and Italian material.

Initial Photo

Completion Photo

DS12-15: REPAIR NAS I PERIMETER FENCE

Project Scope: Repair perimeter fence located along the NAS-I waste water treatment facility.

Project Purpose: To ensure the continued security of the Naval Air Facility.

Avg Personnel: 3

Duration: 19 Mar 12 – 5 Apr 12

Tasking:

Project MD Estimate	35
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	35
NMCB THREE MDs expended	34

Material Cost: $6,142

Cost Savings: $4,865

Significant Safety Issues:

- The project was at the bottom of a steep embankment, which made it difficult to safely transport materials to and from the material staging area.

Significant Quality Control Issues:

- The fence had to be stretched tight with crew fabricated equipment

Significant Design Issues:

- The previous fence had a large amount of leaves and soil built up around it, requiring more excavation and landscaping than expected.

Significant Material Issues:

- Delay in obtaining materials delayed the project.
- Since no tools were on deck for a significant fence project, the crew had to fabricate equivalent tools to finish the project.

DETAIL TURKEY

DETAIL TURKEY EXECUTIVE SUMMARY

Detail Turkey deployed with six Seabees to Turkey in February 2012. Their mission was to provide camp maintenance support to include several camp improvement projects to enhance operational capability and enhance troop welfare within the camp. The detail executed its mission safely while delivering quality construction projects ahead of schedule. In addition to executing 692 man-days of camp maintenance in 5 months, the detail qualified 3 personnel as Seabee Combat Warfare Specialists.

Detail Turkey provided 692 man-days of camp maintenance support by completing several minor work projects. Of these, three significant projects were the construction of a 4 ft wide by 800 ft long elevated wooden plank boardwalk, fifteen 4 ft wide by 8 ft long by 3 ft high timber framed generator stands, and the site preparation of a 10,000 square ft area for the construction of new dining facility for the site. The boardwalk project allowed personnel to safely maneuver throughout the tent city living area and work spaces during inclement weather and the generator platforms increased the serviceability and life span of the generators and power distribution boxes by lifting them off the ground, saving the military thousands of dollars in repair cost annually.

Detail Turkey also filled the role of camp maintenance support by conducting numerous electrical repairs to include the replacement of several overloaded circuit breakers and panel boxes inside the main building. The project crews also completed several other minor repairs to site facilities including the installation of new receptacles, light fixtures, light switches, repaired doors, windows, and tent heaters.

Beyond the typical camp maintenance functions tasked of Detail Turkey the crew repaired and maintained the sole access road to the site during the snow and rainy season by grading and compacting critical turns on the road. This enabled the delivery of vital supplies and equipment in support of site operations. In addition, the detail executed daily snow plowing operations. These required the movement of several tons of accumulated snow in order to clear the main road during the extreme cold weather season and resulted in zero mishaps. The detail also executed over 50 vehicle recovery missions up and down the main access road for supplies and civilian contractors to support the site's mission requirements.

The greatest technical and logistical challenges faced by the detail are attributable to the remote location of site and the extreme weather common to the area. Additionally, the detail had no readily available class IV supply yard and limited ability to procure supplies capable of meeting U.S. specifications.

Throughout its five month duration, Detail Turkey was extremely successful. Camp maintenance support was so valuable to the Site OIC; he requested our Seabees extend their stay through the end of deployment to continue the stellar work they were conducting at the site.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
TU12-001: Camp Maintenance Support	692	$200,000	692	100	692	692

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	90	141	129	135	135	62	N/A	**692**
Indirect Labor Man-days[1,2]	18	28	26	27	27	12	N/A	**138**
Readiness and Training[1]	3	4	13	12	8	4	N/A	**44**
Total Man-days Expended	111	173	168	174	170	78	N/A	**874**
Number of Personnel	6	6	6	6	6	6	N/A	**6**
Direct Labor	5	5	5	5	5	5	N/A	**5**
Number of Workdays[3]	16	25	23	24	24	11	N/A	**123**
Percentage of Direct Labor[4]	86%	86%	86%	86%	86%	86%	N/A	**86%**
Man-day Capability[5]	85	133	122	128	128	58	N/A	**713**
Availability Factor[6]	1.09	1.09	1.16	1.15	1.12	1.14	N/A	**1.03**

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* man-days, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Lowering generator stand into place

Grading temporary DFAC site

TU12-001: CAMP MAINTENANCE SUPPORT

Project Scope: Provide camp maintenance, self help, and small project (less than 100 man-days) support.

Project Purpose: The camp maintenance support provided as this site enabled the execution of operations vital to our national security and provided valuable in-rate training for our Seabees.

Avg Personnel:	5	
Duration:	6 Feb 12 – 15 Jul 12	
Tasking:	Project MD Estimate	692
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	692
	NMCB THREE MDs expended	692
Material Cost:	$200,000	
Cost Savings:	$96,188	

Significant Safety Issues:

- Extreme winter weather conditions hampering equipment operations on a daily basis. Operators took great care while operating equipment in icy conditions with mud slides a daily occurrence.

Significant Quality Control Issues:

- No quality control issues to report.

Significant Design Issues:

- Design for the generator stands was completed through an engineering service request back to Main Body.

Significant Material Issues:

- The remote location of the base made it difficult to procure Class IV material for minor work projects.

DETAIL UKRAINE

DETAIL UKRAINE EXECUTIVE SUMMARY

Detail Ukraine deployed with 21 Seabees to Ochakiv, Ukraine in June 2012. Their mission was to perform one Exercise Related Construction (ERC) project in support of the annual exercise, Sea Breeze 2012, conducted by Commander, Naval Forces Europe (CNE). The detail executed its mission safely while delivering quality construction projects ahead of schedule. In addition to executing over 300 man-days of construction in 2 months, the detail will qualified one Seabee in Seabee Combat Warfare. Detail Ukraine was tasked to execute construction of a 53 ft x 45 ft concrete boat ramp at the Ochakiv Special Operation Forces Naval Base.

The 305 man-day ERC project began less than 72 hours after Detail Ukraine arrived in country. The scope of work was to construct a 53 ft by 45 ft concrete boat ramp using aqua barriers to create a cofferdam in order to dewater the jobsite so all work could be done above the waterline. Site preparation included the demolition of an existing quay wall, excavation of sub-grade, and the pre-fabrication and placement of concrete formwork. The concrete placements occurred in three separate phases, placing the footers, stem walls, and slab individually. Upon completion of the concrete placements, geo-textile fabric and rip rap were placed to prevent soil erosion. The cofferdam was removed and all equipment reconsolidated at NAVSTA Rota. The boat ramp provides Ukrainian Naval forces with the capability of launching small boats and rigid hull inflatable boats and will be used in future Sea Breeze exercise operations. The project lasted 52 days with an average crew size of 15.

Throughout its two month duration, Detail Ukraine was extremely successful. Detail Ukraine successfully executed its assigned construction tasking both safely and on time. Detail Ukraine also developed its junior Seabees and leaders with advanced construction skills and project management experience. Despite the immense logistical and construction challenges, Detail Ukraine exemplified the “Can-do” spirit!

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
UK12-001: Ochakiv Boat Ramp	305	$250,000	305	100	305	529
OIC Discretionary	0	N/A	0	100	0	0
Total	**305**	**$250,000**	**305**	**100**	**305**	**529**

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	N/A	N/A	N/A	N/A	85	127	92	305
Indirect Labor Man-days[1,2]	N/A	N/A	N/A	N/A	33	28	37	98
Readiness and Training[1]	N/A	N/A	N/A	N/A	1	2	1	4
Total Man-days Expended	N/A	N/A	N/A	N/A	96	159	137	392
Number of Personnel	N/A	N/A	N/A	N/A	21	21	21	21
Direct Labor	N/A	N/A	N/A	N/A	17	17	17	17
Number of Workdays[3]	N/A	N/A	N/A	N/A	6	28	9	43
Percentage of Direct Labor[4]	N/A	N/A	N/A	N/A	71%	71%	71%	71%
Man-day Capability[5]	N/A	N/A	N/A	N/A	115	535	172	822
Availability Factor[6]	N/A	N/A	N/A	N/A	0.55	0.24	0.54	0.44

Notes:

(1) Direct, Indirect and Readiness and Training MD's are *expended* man-days, not earned.

(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.

(3) Number of Workdays = DL workdays + DL training days

(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)

(5) MD Capability = (ME * DL * Workdays)

(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Initial Photo

Final Completion Photo

UK12-001: OCHAKIV BOAT RAMP

Project Scope: Construct a 53 ft by 45 ft concrete boat ramp at Ochakiv SOF Naval Base at Ochakiv, Ukraine by using aqua barrier cofferdams in order to create a dry working environment, removing a concrete quay wall, site preparation, and placing approximately 118 cubic yards of concrete. The boat ramp surface will be finished with a V-groove surface finish in order to create greater traction for vehicles.

Project Purpose:

Avg Personnel:	17	
Duration:	23 Jun 12 – 9 Aug 12	
Tasking:	Project MD Estimate	305
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	305
	NMCB THREE MDs expended	529
Material Cost:	$250,000	
Cost Savings:	$38,860	

Significant Safety Issues:

- Project leadership and crew members ensured all personnel hydrated and enforced proper work-rest cycles in accordance the Detail Safety Plan as temperatures exceeded 100 degrees with high levels of humidity. Detail Independent Duty Corpsman maximized his presence on job site despite 24 hour work schedules by identifying higher-risk construction activities and ensuring his presence during those activities.

Significant Quality Control Issues:

- Project crew struggled to provide consistent and smooth V-grooves throughout the entire ramp slab due to concrete workability issues and the V-grooving technique. Inconsistent and varying concrete cure times, aggregate size, and downward 12.5% slope posed as a significant challenge for the project crew.

Significant Design Issues:

- Use of Aquabarrier cofferdams caused unpredictable changes in construction schedule and took approximately 3 weeks in order create an effective seal to allow for dry construction and concrete placements. Water pumps were used on a 24 hour basis in order to prevent flooding of the construction site.
- The concrete boat ramp was only designed from the stem walls and provided little guidance on effectively connecting the boat ramp to the surrounding existing concrete slabs. Project leadership elected to provide customer with concrete slabs adjacent to the stemwalls and the approach area in order to prevent settling of compacted soil.

Significant Material Issues:

- Contracted concrete suppliers provided varying consistencies of concrete and cure times. Slump tests ranged from 7 inches to 3 inches. Concrete contractor was able to provide concrete with 1/2-inch minus aggregate in order to provide easier V-groove finish workability for the ramp slab.

DETAIL HORN OF AFRICA

DETAIL HORN OF AFRICA EXECUTIVE SUMMARY

NMCB THREE deployed with 187 Seabees to Camp Lemonnier, Djibouti, Africa in February 2012 to continue support of Combined Joint Task Force-HOA (CJTF-HOA). Detail Horn of Africa's mission was to conduct engineering operations in the Combined Joint Operation Area (CJOA) and build partner nation capacity in order to promote regional stability, prevent conflict, and protect U.S. and coalition interests. Detail HOA embarked 6 details from Camp Lemonnier to other areas of the CJOA to construct schools, clinics, wells, and other engineering projects. Detail HOA provided command and control as well as logistics support for these downrange details, constantly engaging with the CJTF-HOA staff as one of the largest maneuver units in the CJOA.

CJTF-HOA

CJTF-HOA is the largest tenant command on Camp Lemonnier with a two star commanding general, a one star deputy commanding general, and over 1500 soldiers, sailors, airmen, and marines assigned. Through the 3D process of defense, development, and diplomacy, they focus on building partner nation capacity in order to counter violent extremism, and build upon enduring regional partnerships to prevent conflict. The task force conducts civil-military operations, military to military engagements and key leader engagements, provides enabling support, and uses outreach communications to support and enable security and stability.

CAMP LEMONNIER

Within Camp Lemonnier, the mission was to perform camp maintenance, run a Self Help Shop, and provide engineering services for tenant commands of Camp Lemonnier. An average of 40 customers were served per day by the Public Works Support crew of 12 personnel in addition to specific work requests for other commands. A crew of 10 personnel was assigned to support Special Operations Command Control Element (SOCCE), and other crews were stood up to complete projects over 100 man days. Projects completed included the renovation of the SOCCE JOC, renovation of the CJTF-HOA JOC, construction of an elevated Remote Piloted Aircraft AM2 Ramp Extension, a chapel extension, a 100 acre Parachute Drop Zone, a C-130 Dirt Landing Strip, a Firing Range Helicopter Landing Zone, a 3500 ft effluent drainage ditch, a CMU firing position on ARTA Range, and various other camp support tasking. Projects which were started and turned over to NMCB ONE include a Seabee Central Tool Room Storage PEB, a Camp CHRIMP facility, and three fuel bladder earthen storage areas.

ALI OUNE CLINIC

The Ali Oune Health Clinic, located in Ali Oune, Djibouti, was Detail HOA's largest and most technically challenging project. It consisted of 2,945 man-days (crew size of 11) of construction. The crew completed three of six planned buildings; a 1,200 sq ft maternity center, a 1,200 sqft nursery, and a 100 sq ft latrine. The crew berthed aboard Camp Lemonnier for the duration of the deployment.

ALFA COMPANY

Detail HOA Alfa Company Maintenance Shop deployed with 19 mechanics in February of 2012. Their mission was to perform preventive maintenance checks, corrective maintenance, and DRMO procedures for 114 pieces of Civil Engineering Support Equipment (CESE). The maintenance shop executed its mission safely while delivering mission critical equipment to project sites and departments in a timely manner. The maintenance shop forward deployed four mechanics attached to the Water Well Team at Detail Dire Dawa in support of 29 pieces of CESE, one mechanic to Detail Manda Bay in support of three pieces of CESE, and one mechanic to the Kontali and Gour Obbous Projects in support of five pieces of CESE. The team executed over 550 preventive maintenance checks (PMS) and 430 corrective maintenance jobs. The Repair Parts Petty Officer (RPPO) ordered 1,772 parts and tracked 1,528 parts in the supply system, while the Direct Turn Over (DTO) Petty officer inventoried and tracked 1,287

parts and prepared and shipped 364 repair parts back to Main Body for reentry into the supply system. The maintenance shops also successfully returned 10 pieces of deadlined CESE back to active status, raising the Detail's availability from 77% to 85%. They performed over 30 light vehicle and construction equipment recoveries and prepped two mission critical D6K Dozers for shipment to Manda Bay Kenya in support of a future mission.

EMBARK

Movement of personnel and cargo in the CJTF-HOA AOR presented many challenges. Local contractors and shipping agencies are unpredictable with documentation, requirements and durations. DET HOA Embark coordinated and tracked over 150 air movements to five detail sites dispersed throughout the countries of Kenya, Uganda, and Ethiopia; as well as to and from Rota, Spain. DET HOA Embark executed over 175 organic ground movements to five detail/project sites throughout the countries of Djibouti and Ethiopia in order to supply the details with over 50,000 pounds of class I, II, III, IV, VI, VIII and IX supplies. Total convoys covered in excess of 20,000 miles. Over 40 commercial shipments were tracked and coordinate utilizing MIL Air, DHL, FedEx, and local contracts awarded through Camp Lemonnier.

CIVIL AFFAIRS TEAM SUPPORT

Detail HOA was the first NMCB unit in the history of CJTF-HOA to attach Seabees to Army Civil Affairs teams as part of a strategic push to create "Joint Civil Affairs Teams" (JCATs). One Seabee was attached to a JCAT in Djibouti, one Seabee was attached to a JCAT in Dire Dawa, Ethiopia, and one Seabee was attached to a JCAT in Awassa, Ethiopia. These Seabees provided basic construction expertise to enable the JCAT's to better nominate future projects, monitor the quality of current projects, and reach back to Detail HOA for support when the knowledge was beyond their capacity. Feedback received from the JCAT team leaders was extremely positive, reinforcing the perceived advantages of adding Seabees to augment the civil affairs teams.

ARMY WATER WELL

Detail HOA was assigned TACON of the 257th Army Water Well Drilling Team, consisting of 13 soldiers. Command and Control as well as logistical support were provided by Detail HOA to the Army Team to enable them to embark their equipment to Awassa, Ethiopia for a mission to drill three wells. All three wells were completed during NMCB THREE's deployment to HOA. Additionally the Army Team planned for the execution of four wells on the Ethiopia/Somalia border and for the capping of 11 wells on Camp Lemonnier.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
DJ11-01-2: Ali Oune Clinic	2,945	$490,876	946	28	593	950
Direct Labor Training	903	N/A	903	100	903	903
Planning And Estimating	842	N/A	842	100	842	842
Camp Lemonnier Public Works Support	1,001	NA	1,001	100	1,001	1,001
SOCCE Support	790	$27,536	790	100	790	790
Logistical Convoy Support Team	392	N/A	392	100	392	392
Camp Lemonnier Enduring Ramp Expansion	151	N/A	151	100	151	151
Katherine Drop Zone	141	$827	141	100	141	141
CA12-001: Civil Affairs Team Support	108	N/A	108	100	108	108
CLDJ Effluent Ditch	90	$1,300	90	100	90	90
Theresa Helicopter Landing Zone	80	$10,600	80	100	80	80
Arta Range Restoration	40	$3,500	40	100	40	76
Total	**7,483**	**$534,639**	**5,484**	**100**	**5,131**	**5,524**

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days [1]	446	1,122	1,063	1,072	934	688	162	5,450
Indirect Labor Man-days [1,2]	10	55	26	55	48	55	22	271
Readiness and Training [1]	126	163	113	156	141	77	19	597
Total Man-days Expended	582	1,340	1,202	1,283	1,123	820	203	6,553
Number of Personnel	52	60	56	56	51	44	59	54
Direct Labor	35	47	46	45	45	30	19	38
Number of Workdays [3]	14	24	22	24	21	23	9	137
Percentage of Direct Labor [4]	67%	78%	82%	80%	88%	68%	32%	N/A
Man-day Capability [5]	582	1,340	1,202	1,283	1,123	820	203	6,553
Availability Factor [6]	0.98	0.96	0.98	0.95	0.96	0.94	0.89	0.93

Notes:

(1) Direct, Indirect and Readiness and Training MD's are *expended* mandays, not earned.

(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.

(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Project site overview

Cooking structure CMU

DJ11-01-2: ALI OUNE MATERNITY CLINIC

Project Scope: Construct a health facility consisting of a maternity ward with a pre-delivery room, delivery room and a post-operation delivery room, a nursery, living quarters, and a female latrine and shower room; and the living quarters consists of a kitchen, food prep area, solar panel battery room, and two living rooms.

Project Purpose: To enhance the healthcare capacity of the village of Ali Oune through partnership with the Djiboutian military and Government.

Personnel:	16	
Duration:	14 Nov 11 – 28 Jul 13	
Tasking:	Project MD Estimate	2,945
	Percentage WIP at turnover	7%
	Percentage WIP at completion	28%
	NMCB THREE MDs earned	825
	NMCB THREE MDs expended	950
Material Cost:	$ 420,480	
Cost Savings:	$ 104,250	

Significant Safety Issues:

- Competent person training on the design and erecting/dismantling of scaffolding was critical to the crews safety.
- Driving on unimproved roads with sharp rocks and washboard corrugations have punctured numerous tires and damaged vehicle suspension.

Significant Quality Control Issues:

- High temperatures accelerate the hardening of concrete. Additional water in the mix is required to maintain a three-inch slump
- Substandard lumber quality made concrete formwork construction difficult.

Significant Design Issues:

- FAR's have been submitted to J-34 to decrease cost on the current design of the structures.

Significant Material Issues:

- Getting material delivered to the site proved difficult do to the terrain.
- Local vendors refused to deliver concrete due to the heat and distance.

CLDJ Indoor PT area

Running trail Fitness station

CAMP LEMONNIER PUBLIC WORKS SUPPORT

Project Scope: Provide camp maintenance, self help, and small project (less than 100 man-days) support to the Camp Lemonnier Public Works Department.

Project Purpose: To provide camp maintenance support and minor project construction to facilities onboard Camp Lemonnier at the discretion of the base Public Works Officer.

Personnel:	10	
Duration:	13 Feb 12 – 10 Aug 12	
Tasking:	Project MD Estimate	1,001
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	1,001
	NMCB THREE MDs expended	1,001
Material Cost:	N/A	
Cost Savings:	$179,679	

Significant Safety Issues:

- Adverse weather conditions, including extremely high temperatures, high winds and frequent dust storms heightened usual job site safety hazards

Significant Quality Control Issues:

- Due to the lack of proper rate training conducted in homeport, a large learning curve needed to be overcome in the beginning of deployment. Seabees have traded their finer construction skills for expedient war time construction.

Significant Design Issues:

- All tasks performed under this project were design build.

Significant Material Issues:

- All materials for this project were provided by the base Public Works Department.

Completed SOCCE JOC floor

Completed Containerized Living Unit sidewalks

SOCCE SUPPORT, CAMP LEMONNIER

Project Scope: Plan and execute construction projects and facility maintenance for all tasking, under 100 mandays.

Project Purpose: To provide discretionary construction and camp maintenance support to Special Operations Command and Control Element (SOCCE)-Africa projects**.**

Personnel:	7	
Duration:	18 Feb 12 – 10 Aug 12	
Tasking:	Project MD Estimate	790
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	790
	NMCB THREE MDs expended	790
Material Cost:	$27,536	
Cost Savings:	$283,610	

Significant Safety Issues:

- Temperatures reached 110+ degrees before 0800 daily. Hot weather injuries, such as heat stroke, exhaustion, cramps and rash and the first aid for each was briefed to the crew.

Significant Quality Control Issues:

- Inconsistent quality of material available makes quality construction difficult. The warped and brittle lumber made level surfaces difficult to create.

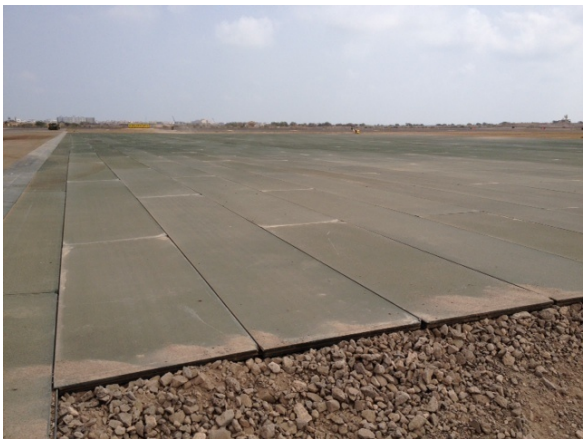
Significant Design Issues:

- All tasks performed under this project were design build.

Significant Material Issues:

- All materials for this project were provided by the customer.

First lift



Aircraft parking apron extension

CAMP LEMONNIER ENDURING RAMP EXPANSION

Project Scope: Construct a 100 ft by 100 ft pad including associated earthwork and AM2 matting

Project Purpose: Due to the expanding mission in AFRICOM, additional aircraft are required. Limited parking space is available and additional aircraft parking space was provided by the ramp expansion

Personnel:	4	
Duration:	16 Feb 12 – 17 Mar 12	
Tasking:	Project MD Estimate	162
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	162
	NMCB THREE MDs expended	162
Material Cost:	$ 6,674	
Cost Savings:	$ 58,158	

Significant Safety Issues:

- Personnel were issued double hearing protection while working on or near the active runway.
- Ground guides were used to ensure operator's maintained standoff distances between heavy equipment during operations.

Significant Quality Control Issues:

- Design called for 98% compaction. The Det did not have the equipment to perform a compaction test and we had to coordinate with the base BOS to have the test preformed. This caused delays between lifts.

Significant Design Issues:

- DCD modified the 12 inch lifts to 6 inch lifts, which extended the duration of the project.
- Customer requested sheet metal be used to minimize the transition between the asphalt taxiway and AM2 parking apron.

Significant Material Issues:

- The purchase of crushed stone had to go through the BOS contract. Under the BOS contract Seabees could not purchase material, but could contract for labor which comes with material.

Grading the drop zone

Clearing and grubbing

KATHERINE DROP ZONE

Project Scope: Clear and grub 99 acres of land.

Project Purpose: U.S. and French military paratroopers require additional acreage to meet the minimal safe drop zone clearance for performing static line jumps.

Personnel:	4	
Duration:	17 Feb 12 – 17 Mar 12	
Tasking:	Project MD Estimate	84
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	84
	NMCB THREE MDs expended	84
Material Cost:	N/A	
Cost Savings:	N/A	

Significant Safety Issues:

- Civilians onsite, including children and young adults. Ground safety needs to remain attentive to the equipment and the civilians.

Significant Quality Control Issues:

- After we would clear an area, the local population would come in and create large mounds of dirt in order to make charcoal. The operators were told to leave them alone to appease the locals.

Significant Design Issues:

- Design was a rough drawing done with Google Earth. The actual site was laid out by the EA's and verified with the customer and the local Civil Affairs Team.

Significant Material Issues:

- No materials were required for this project.

CA12-001: CIVIL AFFAIRS TEAM SUPPORT

Project Scope: Provide technical construction expertise through feasibility studies and the generation of project scopes for down range minimal cost humanitarian assistance projects.

Project Purpose: Existing CA teams do not possess the technical construction experience to provide detailed project information for future projects. This gap in knowledge has increased the lag time between project nomination and project tasking.

Personnel:	3	
Duration:	1 Jun 12 – 10 Aug 12	
Tasking:	Project MD Estimate	108
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	108
	NMCB THREE MDs expended	108
Material Cost:	N/A	
Cost Savings:	$38,772	

Significant Safety Issues:

- Convoys are inherently dangerous as local drivers are not required to pass a driving qualification course in order to operate a vehicle on the road.

Significant Quality Control Issues:

- N/A

Significant Design Issues:

- N/A

Significant Material Issues:

- N/A

V-Ditch facing the Gulf of Aden

Mouth of the ditch at low tide

EFFLUENT DITCH

Project Scope: Cut a 3,432 foot V ditch five feet deep.

Project Purpose: Effluent trench will divert camp waste water into the Gulf of Aden. The current location of the effluent trench blocks future camp expansion projects and creates a hazardous bird strike area at the end of the flight line.

Personnel:	5	
Duration:	7 Mar 12 – 28 Mar 12	
Tasking:	Project MD Estimate	90
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	90
	NMCB THREE MDs expended	90
Material Cost:	N/A	
Cost Savings:	$21,540	

Significant Safety Issues:

- A pack of wild dogs took up residence in the area and attempted several unprovoked attacks during the pre-con. However, no attack was made once the heavy equipment arrived on site.
- Civilians onsite, including children and young adults. Ground safety needs to remain attentive of the equipment and the civilians.

Significant Quality Control Issues:

- Due to the length of the trench and the relatively small slope, several quality control checks are preformed daily to minimize rework and maximize production.

Significant Design Issues:

- The length of the trench was 3,432 feet with an 11 inch drop from beginning to end. This placed the mouth of the trench just above high tide. This made for a very small slope.

Significant Material Issues:

- No materials were required for this project.

Damaged shoot house

Completed shoot house

ARTA RANGE REHABILITATION, DJIBOUTI

Project Scope: Rehabilitate a 12 ft by 34 ft French firing position by placing concrete, place 80 in high CMU block wall and apply three coats of stucco finish.

Project Purpose: which was destroyed during training

Personnel:	12	
Duration:	23 Feb 12 – 8 Mar 12	
Tasking:	Project MD Estimate	40
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	40
	NMCB THREE MDs expended	76
Material Cost:	$1,283	
Cost Savings:	$4,308	

Significant Safety Issues:

- Active range firing range required coordination with three countries to secure the range.
- Convoys are inherently dangerous as local drivers are not required to pass a driving qualification course in order to operate a vehicle on the road.

Significant Quality Control Issues:

- Crew was inexperienced with stucco application. The lack of proper rate training conducted in homeport created a large learning curve
- The quality of the local block was brittle and cracked easily. Rebar and core-fill was needed to make a secure structure.

Significant Design Issues:

- No design was created for this project. Reconstruction was done from customer's memory.

Significant Material Issues:

- Site was isolated and rural, so getting materials to the site proved difficult and hazardous.

DETAIL DIRE DAWA

DETAIL DIRE DAWA

Detail Dire Dawa deployed to Camp Gilbert in Dire Dawa, Ethiopia on 9 Feb 12 in order to provide humanitarian construction assistance to the people of Dire Dawa and the surrounding area.

The primary mission was to finish the construction of a 100 ft by 25 ft one-story schoolhouse and two four-stall dry pit latrines. The schoolhouse has four classrooms, a breezeway and an overhang to match the existing buildings. The two latrines contain four stalls with Turkish style toilets. NMCB THREE executed final punch list items on the school and finished construction of the two four-stall latrines. The projects provided much needed additional teaching space and increased sanitary facilities for use by the school's 2,000 students.

The rest of the detail personnel were tasked with the maintenance and sustainment of a 50 man tent camp to include operation and maintenance of power generation systems, septic tanks and leech fields, a 4 unit laundry facility and a field galley. The camp maintenance crew completed construction of a 1500 meter perimeter fence and new guard shacks to improve force protection for the camp. They also replaced six MGPTS tents with Alaska tent structures, consolidated and moved the Central Tool Room into a permanent facility, combined the two MLO yards, re-organized and re-structured the Alfa shop and yard, and upgraded the cooking and dining facilities. In addition to camp improvements, they maintained constant oversight of all electrical, plumbing, and small repair projects and performed maintenance on all camp facilities as needed.

Detail Dire Dawa personnel also successfully completed a CJTF-HOA funded community relations project in Gota, Ethiopia. The project consisted of clearing and grubbing a piece of land to be used as a community soccer field. The team was made up of three equipment operators and one mechanic who took three days to clear, grub, and provide drainage to the site. The field is now used by over 500 children from the surrounding communities for soccer and other recreational activities.

Additionally, the Seabees of Detail Dire Dawa provided countless hours of community service to the city of Dire Dawa both on and off duty. They spent time at various local orphanages playing with the children and helping them with school work. The Seabees also organized a donation funded project to renovate the shower facilities at one of the orphanages in order to provide the 45 girls at the orphanage with more modern and sanitary facilities. The project was funded by all Camp Gilbert personnel and completed by Seabees and U.S. Army Soldiers assigned in Dire Dawa.

All construction tasking and camp maintenance activities were executed competently and safely resulting in zero safety mishaps throughout the six month deployment. The Seabees of Detail Dire Dawa consistently displayed a "Can Do" spirit in all tasking, upholding and strengthening the image of the U.S. Military to the local people of Dire Dawa and the surrounding areas.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
ET11-01-02: Gende Gerade	2,476	$352,177	300	100	300	375
ET12-01-01: Camp Gilbert Maintenance Support	605	N/A	605	100	605	605
OIC Discretionary	10	$1,000	10	100	10	7
Total	**3,091**	**$353,177**	**915**	**N/A**	**915**	**987**

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	18	172	177	178	131	144	39	859
Indirect Labor Man-days[1,2]	91	63	60	75	0	0	0	289
Readiness and Training[148]	24	51	26	61	19	20	4	205
Total Man-days Expended	133	286	263	314	150	164	43	1353
Number of Personnel	12	17	23	23	14	14	11	16
Direct Labor	5	8	14	14	6	6	4	8
Number of Workdays[3]	14	24	22	24	21	23	9	137
Percentage of Direct Labor[4]	42	47	61	61	43	43	36	50
Man-day Capability[5]	83	228	366	399	157	172	53	1458
Availability Factor[6]	0.51	0.98	0.55	0.60	.96	.95	.80	.73

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* mandays, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Initial Photo

Completion Photo

ET11-01-02: GENDE GERADE SCHOOL, ETHIOPIA

Project Scope: Construct a 30 ft by 100 ft, one-story schoolhouse and two dry pit latrines. The schoolhouse will consist of four classrooms, a breezeway, and an overhand that will match the existing buildings architecture. Each latrine will contain four stalls with Turkish-style toilets.

Avg Personnel: 8

Duration: 27 Oct 10 – 30 Mar 12

Tasking:

Project MD Estimate	2,476
Percentage WIP at turnover	88%
Percentage WIP at completion	100%
NMCB THREE MDs earned	300
NMCB THREE MDs expended	300

Material Cost: $352,177

Cost Savings: $331,784

Significant Safety Issues:

- All construction was completed during the school year so there were constantly children onsite and around the project. The biggest concern was the operation of heavy equipment during school hours. The project crew ensured full diligence when operating equipment and utilized multiple ground guides when operating with the children on site. They also tried to minimize equipment operation during school hours and planned for heavy equipment operations on weekends when possible.
- The open excavation before the backfill and the open dry pit after backfill were of concern with the children playing around the site both during working hours and when the project crew was away from the site. They utilized caution tape around the site and spoke to the school administrators about keeping the children away from the potential falling hazards. The crew was also able to employ some of the older students of the school to keep watch and ensure none of the smaller children came to close to the excavation.

Significant Quality Control Issues:

- The quality of the concrete mix was a concern due to the quality of materials being procured locally. The crew made sure all concrete was mixed properly and the appropriate slump was attained. During placement they also made sure to vibrate uniformly and thoroughly in order to achieve the needed quality and strength of the concrete.
- Since the roof structures were pre-fabricated before the construction of the latrine walls it was critical that all members were square and spaced correctly with the proper structural welds. The structures were meticulously fabricated to ensure the correct fit to the building tie beams as well as to meet necessary strength requirements.

Significant Design Issues:

- The only way to complete the building per design was to pour a precast slab and lift it into place. Due to the inability to remove the needed formwork in order to complete an overhead pour the previous team pre-fabricated the slabs at camp and NMCB 3 lifted them into place with a forklift.
- The original design of the school building was completed by a local Ethiopian engineer and therefore did not call for American standards of construction. This meant that normal practices such as core filling CMU, stub-ups in CMU, raceways or horizontal stiffeners in CMU were not called for and subsequently not placed in the construction of the school building.

Significant Material Issues:

- The biggest material issue was the quality of the block that was purchased locally. There was obviously no quality control in the production of the block as batches made on different days at the same factory had visible differences in quality.
- It took a long time to get materials ordered through the supply system because many of the materials that were requested are not available in Ethiopia with the same standard normally found in the United States. This coupled with complications in convoys and customs agreements meant weeks or months of waiting for materials to be delivered.

Preparing dinner in the kitchen trailer

New mechanic shop layout

ET12-001: CAMP GILBERT MAINTENANCE SUPPORT

Project Scope: Provide camp operating support for Camp Gilbert, Dire Dawa, Ethiopia.

Avg Personnel:	5	
Duration:	13 May 12 – 10 Aug 12	
Tasking:	Project MD Estimate	605
	Percentage WIP at turnover	0%
	Percentage WIP at completion	100%
	NMCB THREE MDs earned	605
	NMCB THREE MDs expended	605
Material Cost:	$0	
Cost Savings:	$81,070	

Significant Safety Issues:

- Half of the camp's power comes from city power and is locally installed. Since Ethiopia does not have the same electrical standards or code as the U.S. it was necessary to double and triple check where all power was coming from and going to. Proper lock out tag out and grounding were a constant concern for the safety of the electricians working on the systems as well as the users.
- The wind gets very strong in Dire Dawa in the evening and at night; it could easily blow over furniture, take down lightweight structures and pick up small tools. To prevent damage to facilities and injury to camp personnel it was necessary to make sure all materials, tools and equipment were properly stored and/or secured at the end of each work day.

Significant Quality Control Issues:

- Even if the electrical work already in place was not within standards all efforts were made to bring it up to code or take it out of service.
- The property that the camp lays on is not flat or level. Anytime matting or walkways were replaced and when the fence was constructed the crew ensured a level area was first attained before placement of materials.

Significant Material Issues:

- Many of the materials that have to be procured locally in the event of emergencies or necessity are cheaply built and don't hold up very long. Things like light bulbs, extension cords and PVC can be procured locally but have to be procured again and again.
- Since the only means of re-supply is through contracted or military convoy, all of which require significant notice to Ethiopian customs authorities, it is very difficult to receive emergency re-supply of life support equipment and materials such as generators and food. Frequent equipment breakdowns during convoys also

meant there was no guarantee that mission critical equipment or supplies would be received in a timely manner.

DETAIL KASENYI

DETAIL KASENYI

Detail Kasenyi deployed with five Seabees to Camp Kasenyi, Uganda in March 2012. Their mission was to perform Camp Support for Forward Operating Location (FOL) Kasenyi, who provides training for the Uganda People's Defense Force (UPDF) being forward deployed to Somalia and Democratic Republic of the Congo. While deployed to FOL Kasenyi NMCB THREE provided camp support by building a 34 ft by 30 ft MWR Facility which also sheltered 5 Navy ATV's and refurbishing a 32 ft by 30 ft galley roof which was severely infested with termites and had extensive damage. The detail executed its mission safely while delivering quality construction projects on schedule. In addition to executing 426 Man-days of construction in five months, the detail ensured one non-SCWS qualified person was ready for his SCWS board upon arrival to Main Body. Detail Kasenyi was tasked to execute the refurbishment of the galley roof, the conversion of a Gator shelter into a MWR Facility with an overhang, and several camp maintenance projects.

The most visible project constructed was the 34 ft by 30 ft MWR Facility which totaled 90 man-days. It consisted of converting a less than standard quality shelter into a sturdy functional structure. The project began in early March upon arrival to Uganda and was completed in 14 days with a crew of four. It was then was utilized as the mess decks while the ceiling in the galley was being refurbished.

Upon completion of the MWR Facility the team pursued refurbishing the galley ceiling. The project consisted of safely lifting the ceiling from the infested top plate approximately two-inches using 2 in by 4 in supports to provide clearance to remove the top plate and window support. After replacing the top plate and window supports the crew varnished the new areas and ceiling to reduce the amount of damage in the future.

The crew completed 70 camp maintenance projects which included applying paint around all the existing buildings to improve overall camp appearance, painting all barracks rooms to improve quality of life for training team members, and repairing leaks in roofs above berthing areas and in old plumbing lines. In addition, the crew assembled 30 shelving units, extended partition walls in berthing, installed 110 V and 220 V outlets in J6 and OIC work areas, installed A/C units in galley, constructed a 4 ft by 8 ft maintenance shed, and installed screens in the Kampala CCE house.

Detail Kasenyi was extremely successful throughout its five month deployment. Construction tasking was executed safely and on time, Seabee's construction skills were developed, and the "Can Do" legacy of the Seabees was exhibited. Off duty activates included studying for upcoming rating exams, preparing for SCWS qualifications, completing correspondence courses, enhancing evaluation and brag sheet writing and doing volunteer work for the people of Uganda.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
FOL Kasenyi	426	N/A	426	100	426	426
Total	**426**	**N/A**	**426**	**100**	**426**	**426**

LABOR DISTRIBUTION CHART

	Mar 12	Apr 12	May 12	June 12	July 12	Aug12	Total
Direct Labor Man-days[1]	80	78	84	76	82	26	426
Indirect Labor Man-days[1,2]	0	0	0	0	0	0	0
Readiness and Training[1]	18	16	16	17	17	0	84
Total Man-days Expended	98	94	100	93	99	26	510
Number of Personnel	5	5	5	5	5	5	5
Direct Labor	4	4	4	4	4	4	4
Number of Workdays[3]	22	22	24	21	23	9	121
Percentage of Direct Labor[4]	80	80	80	80	80	80	80
Man-day Capability[5]	99	99	108	95	104	41	546
Availability Factor[6]	0.99	0.95	0.93	0.98	0.95	0.63	0.93

Notes:

(1) Direct, Indirect and Readiness and Training MD's are *expended* mandays, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Galley before repair

Completed galley

FOL Kasenyi, Uganda Camp Support

Project Scope: Execute over 70 camp maintenance projects including a 34 ft by 30 ft Outdoor MWR facility and 32 ft by 30 ft renovation of the galley facility.

Personnel: 5

Duration: 5 Mar 12 - 10 Aug 12

Tasking:

Project MD Estimate	426
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	426
NMCB THREE MDs expended	426

Material Cost: N/A

Cost Savings: N/A

Significant Safety Issues:

- Securing the ceiling while replacing damaged areas.
- Carrying out project tasking in inclement weather conditions.
- Unknown electrical hazard.

Significant Quality Control Issues:

- Matching the existing camp architectural design.
- Termite Damage.

Significant Design Issues:

- Not applicable, all camp maintenance project were constructed using existing requirements and under 100 mandays.

Significant Material Issues:

- Poor quality of standard building material found in the region.

DETAIL KONTALI

DETAIL KONTALI

Detail Kontali deployed with 25 Seabees to Dikhil, Djibouti in February 2012. Their mission was to perform construction in support of CJTF-HOA to enhance partner nation capacity in order to promote regional stability, dissuade conflict, and protect US and Coalition interests. The Detail was tasked with 1734 man-days and $659,000 dollars of construction. Detail Kontali was tasked with three projects which included a health clinic and primary school in the village of Kontali and a latrine and safety barrier project in the village of Gour Obbous.

The highly visible Kontali health clinic is a key infrastructure enhancement designed to improve the Djiboutian government's ability to provide basic medical care to 2,500 people in the village and surrounding site. This clinic will also provide better access to vaccinations against contagious diseases, the spread of which, could affect CJTF-HOA's mission in the Dikhil region. Detail Kontail began turnover of this project from NMCB FIVE in mid-February and began execution in late February with an average crew size of nine personnel.

Also located in Kontali was the primary school project. The adjacent school was over populated. Therefore, this project was created in coordination with the Ministry of Education to improve educational services in the Kontali area. Detail Kontali Seabees were tasked (with the support of HOA Main Body) to finish the remaining electrical work, linking the solar panel to the sub-breaks and main breaker. This project was completed and turned over to the ministry of education in April of 2012.

The Gour Obbous latrine project is an invaluable building that provided 12 Detail Kontali Seabees real world operational experience in performing construction in a unique environment. The primary purpose of this project was to enhance the Djiboutian government's ability to provide basic educational care to the people of Gour Obbous. The newly constructed safety barrier will reduce the likelihood of a truck running into the school and injuring or killing students. This location was selected by the Ministry of Education as their top priority in the country. Detail Kontali executed this project starting in late Febraury 12 and completed it in July 12.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
DJ11-01-03 Kontali Clinic	2,268	$438,819	760	38	433	713
DJ11-06-02 Gour Obbous Latrine	597	$250,000	597	100	597	618
Camp Maintenance	398	N/A	398	100	398	398
Total	**3263**	**$688,819**	**1755**	**81%**	**1428**	**1729**

LABOR DISTRIBUTION CHART

Month	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	32	256	292	253	231	235	13	1,312
Indirect Labor Man-days[1,2]	64	236	144	186	153	92	0	875
Readiness and Training[1]	0	66	27	60	45	33	0	231
Total Man-days Expended	96	558	463	499	429	360	13	2,418
Number of Personnel	25	25	23	26	23	17	7	23
Direct Labor	18	18	16	18	16	12	5	16
Number of Workdays[3]	6	26	23	24	23	24	10	136
Percentage of Direct Labor[4]	72	72	70	75	70	70	71	72
Man-day Capability[5]	96	555	437	513	437	342	59	2,394
Availability Factor[6]	0.33	0.58	0.73	0.61	0.63	0.78	0.22	0.55

Notes:

(1) Direct, Indirect and Readiness and Training MD's are *expended* mandays, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Project as turned over from NMCB FIVE

Maternity ward

DJ11-01-03: CONSTRUCT MEDICAL CLINIC

Project Scope: Construct a health facility consisting of a maternity ward, nursery, living quarters, several small outbuildings, and facility support infrastructure. The maternity ward consists of a pre-delivery room, delivery room and a post-operation delivery room; the nursery consists of an observation room, nursery room and a female latrine and shower room; and the living quarters consists of a kitchen, food prep area, solar panel battery room, and two living rooms.

Personnel:	8	
Duration:	27 Feb 13 – 7 Jun 13	
Tasking:	Project MD Estimate	2,268
	Percentage WIP at turnover	17%
	Percentage WIP at completion	38%
	NMCB THREE MDs earned	433
	NMCB THREE MDs expended	713
Material Cost:	$438,819	
Cost Savings:	$60,187	

Significant Safety Issues:

- Flash flooding in the region causes wadis on the route to the project site to become impassible with unpredictable road conditions.
- Temperatures reach above 120°F during peak sun periods, with little existing shade in the vicinity of the project site.

Significant Quality Control Issues:

- Poor quality construction material is very common and difficult to work with using standard construction methods. The project crew had to adjust commonly used techniques to better fit the material being utilized.

Significant Design Issues:

- Large amount of concrete in design made progress very slow.

Significant Material Issues:

- Scheduling convoys for material resupply was critical to ensure the project remained on schedule. Equipment breakdown which is very common in the austere conditions would commonly push scheduled deliveries to the right on a weekly basis.
- Material procurement is a difficult process if procured locally and a very lengthily process if material comes from outside of Djibouti. Vendors will often time say they have an item when in fact they don't.

SW1 Johnson and BU2 Sparks plan project start

Latrine completed

DJ11-06-02: GOUR' OBBOUS LATRINE

Project Scope: Construct a six-stall concrete masonry unit latrine, a water cistern, and a 50 linier foot gabion basket barrier.

Personnel: 8

Duration: 27 Feb 13 – 26 Jun 12

Tasking:

Project MD Estimate	597
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	597
NMCB THREE MDs expended	618

Material Cost: $250,000

Cost Savings: $0.00

Significant Safety Issues:

- Temperatures reach above 120°F during peak sun periods, with little existing shade in the vicinity of the project site. The corpsman on site monitored heat stress conditions throughout the day and monitored hydration levels of the entire crew.

Significant Quality Control Issues:

- Poor quality construction material is very common and difficult to work with using standard construction methods. The project crew had to adjust commonly used techniques to better fit the material being utilized.

Significant Design Issues:

- NSTR

Significant Material Issues:

- Scheduling convoys for material resupply was critical to ensure the project remained on schedule. Equipment breakdown which is very common in the austere conditions would commonly push scheduled deliveries to the right on a weekly basis.
- Material procurement is a difficult process if procured locally and a very lengthily process if material comes from outside of Djibouti. Vendors will often time say they have an item when in fact they don't.

DETAIL LOPEI VALLEY

DETAIL LOPEI VALLEY EXECUTIVE SUMMARY

Detail Lopei Valley deployed to the Moroto district of Uganda with 14 Seabees in early July 2012 in order to execute a HCA project in support of citizens in the Karamoja region of Uganda.

The primary mission was to start and finish the construction of the first of six 35,000 CZ water catchment systems. The project consisted of excavating, shaping, and sloping the sides of a 35,000 CZ water catchment, fabricating one goat trough, fabricating 3 cattle toughs, fabricating one concrete pad for the troughs, and installing all the plumbing to deliver the water from the catchment pond to the troughs. The water catchment will provide critical access to water for livestock as well as irrigation and groundwater discharge for the entire district which has an estimated population of 2,000 residents.

The project encompassed multiple logistical and construction challenges. The project crew departed from Camp Lemonier and flew into Entebbe, the central airport for Uganda. The Karamoja region where the water catchment was to be constructed is located over 10 hours from the airport with five hours of traveling over dirt roads which are easily washed out by rain and often consist of deep mud and rock up to three feet in depth.

Without any of the proposed catchment locations ever being surveyed by the Joint Task Force, there were many unknowns which had to be resolved. Five out of the six proposed catchment locations turned out to be impassable for the heavy equipment needed for the project. The sixth catchment location in Kaloyee turned out to be ideal, as it was a 45 minute drive from the hotel where the project team was residing. In order to allow the leased equipment passage to the site, the team quickly created a ¾ mile access road to allow safe passage.

The water catchment system is a very unique yet simple design. The catchment is 15 feet deep with 25 foot slopes on the north and south end and 32 foot slopes on the east and west ends. The catchment is tied into the trough system through a man-made aquifer. A trench 15 feet deep was excavated and sloped to a depth of 18 feet where a hand pump placed in screened casing was installed. The trench was then backfilled with a limestone rock and sand filtration system to help clean the murky water as it travels to the hand pump system. The hand pump and cistern were placed on a concrete pad that sits 4 feet above the watering troughs enabling a simple gravity feed piping system to allow water to naturally flow to the concrete troughs. The concrete troughs were constructed on a sloping concrete pad with the galvanized piping placed in the slab. The troughs were tied into the concrete through a series of bent rebar tied to the concrete pad creating a more stable and stronger watering system. There is one goat trough and 3 cattle troughs designed with a “V” shape to allow for watering. Each trough contains a washout valve to allow the natural drainage of the water in the trough. The piping system is made of galvanized steel piping and simple ball valves that allow the natural movement of the water without the use of electricity.

All construction tasking was executed competently and safely resulting in zero safety mishaps throughout the month long mission. The Seabees of Detail Lopei Valley consistently displayed a “Can Do” spirit in all tasking, upholding and strengthening the image of the U.S. Military to the local people of the Karamoja Region.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
LV12-001: Construct Water Catchment System	187	$294,000	187	100	187	397
Total	**124**	**$294,000**	**124**	**100**	**187**	**397**

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]						37	74	111
Indirect Labor Man-days[1,2]						171	107	278
Readiness and Training[1]						8	0	8
Total Man-days Expended						216	181	397
Number of Personnel						14	14	14
Direct Labor						6	9	15
Number of Workdays[3]						14	11	25
Percentage of Direct Labor[4]						43%	79%	61%
Man-day Capability[5]						95	112	207
Availability Factor[6]						0.47	0.66	0.57

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* mandays, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Proposed water catchment location

Catchment site showing cattle and goat troughs

LV12-001: CONSTRUCT WATER CATCHMENT SYSTEM

Project Scope: Construct a 35,000 cubic yard water catchment system to include a hand well, cistern and watering troughs for livestock

Project Purpose: Create a catchment system to help keep nomad cattle herders in the area to prevent deadly cattle rustling.

Avg Personnel: 14

Duration: 16 Jul 12 – 10 Aug 12

Tasking:

Project MD Estimate	187
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	187
NMCB THREE MDs expended	160

Material Cost: $294,000

Cost Savings: $27,863

Significant Safety Issues:
- Possible threat of cattle rustlers during work.
- Excavation of the 15’ catchment and trenches increased the risk of falling hazards on the site location.

Significant Quality Control Issues:
- Warped lumber and non-uniform lumber cause difficulty ensuring that the forms remained straight, plumb, and level.
- Locally purchased cement in the area is poor quality.

Significant Design Issues:
- Original design called for a concrete well system
- Current trough design caused extreme difficulty while stripping forms.

Significant Material Issues:
- The lumber material was extremely warped and cut poorly
- All plumbing material came with British standard thread size which required the local purchase of a threading tool dye.

DETAIL MANDA BAY

DETAIL MANDA BAY

Detail Manda Bay deployed with 12 Seabees to Manda Bay, Kenya in February 2012 in support of Combined Joint Task Force Horn of Africa (CJTF-HOA). Detail Manda Bay's mission was to conduct camp maintenance operations on board Camp Simba.

The detail supported two major projects in addition to general camp support. The largest and most highly visible and challenging was the construction of a 32 ft by 64 ft galley. This project was originally designed to be two buildings, a 16 ft by 64 ft dining facility and a 16 ft by 96 ft galley. This project was re-scoped to better serve the projected plan for the camp, eliminate the need for increased facility staff, better accommodate logistical challenges, and not exceed the Military Construction threshold. The original project was decreased from the original 787 planned man-days (MDs) to 433 MDs. The project crew completed the excavation and placement of the concrete footers and piers. The second project was a runway expansion for which the Detail coordinated and received 75 units of Civil Engineer Support Equipment. Over 2.75 acres of dense jungle surrounding the flight line was cleared in support for a lay down yard.

Detail Manda Bay also provided 843 MDs of Camp Support by completing several minor work projects. Of these, three significant force protection projects were the construction of 1,400 square feet of tactical hardened over head structures for seven fighting positions, replacement of 490 linear ft of fencing with the addition of 5,450 square ft of sniper screen, 1,680 linear ft of concertina and barbed wire, and 35 square ft of security bars for high value flight line assets.

Furthermore, a 16 ft by 32 ft Wood Frame Building was constructed to provide a Moral Welfare and Recreation (MWR) gathering point which increased MWR facility spaces by 351%. The 14 ft by 18 ft dining facility deck was demolished due to its decay and reconstructed during night time operations to avoid impact to services for 150 camp personnel. In addition, we completed the construction of two SWA Huts. Detail Manda Bay also provided for minor construction activities to include the construction of two sets of approach shoring, medical facility support in the form of construction and mounting of eight litter mounts, construction of 18 three tier desks, and construction of five 20 ft by 32 ft tent decks with erection of five associated Alaska shelters. The Detail maintained three pieces of CESE to include one Medium Tactical Vehicle Replacement (MTVR) DUMP, one MTVR Cargo, and one 11K Forklift.

The greatest technical and logistical challenges faced were the remote location and the lack of flights into the Area of Operation and no readily available class IV yards or the local ability to procure supplies meeting US specifications. These challenges were overcome by an aggressive planning and estimating team that began upon arrival and a resourceful management team that sought out viable options and configurations to comply with project standards.

PROJECT SUMMARY

Project Number	Total Project Man-days	Material Cost	Man-days Tasked	Final WIP (%)	Man-days Earned	Man-days Expended
KE12-901: FOL Simba Camp Maintenance Support	863	N/A	863	100	863	863
KE12-902: Construct Dining Facility	484	$760K	160	22	108	184
Total	**1347**	**$760K**	**1023**	**61**	**971**	**1047**

LABOR DISTRIBUTION CHART

	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Total
Direct Labor Man-days[1]	95	190	174	122	100	146	43	870
Indirect Labor Man-days[1,2]	0	0	0	0	0	0	0	0
Readiness and Training[1]	11	44	40	23	26	33	0	177
Total Man-days Expended	106	234	214	145	126	179	43	1047
Number of Personnel	12	12	12	7	7	9	14	73
Direct Labor	10	10	10	6	6	8	9	596
Number of Workdays[3]	14	24	22	24	21	23	9	137
Percentage of Direct Labor[4]	83	83	83	86	86	89	64	82
Man-day Capability[5]	140	240	220	144	126	184	81	1135
Availability Factor[6]	.76	.98	.97	1.0	1.0	.97	.53	.92

Notes:
(1) Direct, Indirect and Readiness and Training MD's are *expended* man-days, not earned.
(2) Indirect Labor MD's are MD's spent on indirect activities by DL personnel. This reflects "X" coded time from timecards.
(3) Number of Workdays = DL workdays + DL training days
(4) Percentage of Direct Labor (%DL) = 100% * (No. Direct Labor/No. Total Personnel)
(5) MD Capability = (ME * DL * Workdays)
(6) Actual Availability Factor = (Direct Labor MD's + Readiness/Training MD's) / (MD Capability).

Five Tent Decks, Tents, and ECU's

2.75 Acre Jungle Clearing for CESE Lay down

KE12-901: FOL SIMBA CAMP MAINTENANCE SUPPORT

Project Scope: Provide base operating support for various FOL Simba projects.

Project Purpose: To provide camp maintenance support and minor project construction to facilities onboard FOL Camp Simba at the discretion of the FOL Officer in Charge.

Avg Personnel: 6

Duration: 13 Feb 12 – 4 Aug 12

Tasking:

Project MD Estimate	1056
Percentage WIP at turnover	0%
Percentage WIP at completion	100%
NMCB THREE MDs earned	1056
NMCB THREE MDs expended	1056

Material Cost: N/A

Cost Savings: N/A

Significant Safety Issues:
- The months of May-July are the height of the rainy season forcing power tool operations in doors.
- Safety supplies should also be considered long lead items as few logistical flights exist.
- There is an abundance of venomous snakes, lions, and other dangerous wildlife on camp/base.

Significant Quality Control Issues:
- Materials procured on the local economy do not meet US specifications.

Significant Design Issues:
- No significant issues at this time.

Significant Material Issues:
- Due to the remote location all items are considered long lead.
- Materials procurable on the local economy do not meet project specifications. Those that can be adjusted for are kept in short stock.
- Limited area for storage of materials sheltered from the elements.

Gravel spread in lay down area

Turn Over Photo

KE12-902: CONSTRUCT DINING FACILITY

Project Scope: Construct a 32 ft by 64 ft galley with a serving station. Connect existing dinning facility with a deck to the new galley.

Project Purpose: Increase current serving capacity by providing a galley with serving area to allow the current serving and dining facility to be converted to 100% dinning.

Avg Personnel: 5

Duration: 04 Jun 12 – 16 Oct 12

Tasking:

Project MD Estimate	484
Percentage WIP at turnover	0%
Percentage WIP at completion	22%
NMCB THREE MDs earned	108
NMCB THREE MDs expended	184

Material Cost: $760K

Cost Savings: $14,472

Significant Safety Issues:
- Safety supplies should also be considered long lead items as few logistical flights exist.
- There is an abundance of venomous snakes, lions, and other dangerous wildlife on camp/base.

Significant Quality Control Issues:
- Materials procured on the local economy do not meet project specifications.

Significant Design Issues:
- Initial plans called for a 16 ft by 64 ft Dining Facility and 16 ft by 96 ft Galley which would require significant utility upgrades and increased contractor staff.
- The project crew had to operate without any mechanical, electrical, or floor plan.

Significant Material Issues:
- Due to the remote location all items could be considered long lead.
- Materials procurable on the local economy do not meet standardized project specifications.
- Project was not directly funded.
- Limited area for storage of materials sheltered from the elements.

CHAPTER VI SUPPLY / LOGISTICS

SUPPLY / LOGISTICS EXECUTIVE SUMMARY

The Supply Department was a logistics juggernaut throughout a complicated and fluid deployment. The NMCB THREE Supply Department provided services to the Main Body site at Camp Mitchell and Camp Lemonnier and at 20 sites across two theaters of operation. The battalion inventoried and maintained the NX6162RB P25S TOA, including more than 29,200 line items of non-CESE TOA assembly components as well as 4 containers of legacy automotive repair parts. The department also maintained two financial lines of accounting and homeport operating target (OPTAR) throughout the deployment with a combined value of over $3.9 million. Material Liaison Office (MLO) and Central Tool Room (CTR) functions were established at all locations with augment capability provided via the Main Body facilities at Camp Mitchell.

TABLE OF ALLOWANCE

NMCB THREE was responsible for the 100% inventory and reconstitution of unit set NX6162 P25S. This included building line item by line item over 192 assemblies and tool kits consisting of over 29,800 line items valued in excess of $64M. Verification of 176 TOA containers and their contents was accurately completed and all required Non CESE Table of Allowance was stowed in accordance with NFELC instruction. Over 3,000 line item shorts valued at over $500k were identified, ordered, and replaced to ensure a complete and useable P25S. Inventory validities were raised from 89.5% at turnover to 95% greatly enhancing the ability of NMCB3 to respond to any contingency. The Supply department created a TOA map database that graphically represented the position of every container as well as the inventory validity, contents, and location of where checked out material was located.

Detail Horn of Africa was responsible for the 100% inventory of the augment unit set NX2024RB received on 18 Jun 12. This included building line item by line item over 53 assemblies and tool kits consisting of over 5,200 line items valued in excess of $400K. Verification of 10 TOA tri-cons and their contents was accurately completed and all required Non-CESE Table of Allowance was stowed in accordance with NFELC instructions.

STOCK CONTROL

No outlet faced as many challenges as Automotive Repair Parts (ARP) during this deployment. Some of the challenges included a lack of a valid COSAL on site and incomplete MOD 96s, MOD 97s, and MOD 98s. The ARP custodians instituted an aggressive inventory management procedure consisting of one wall-to-wall inventory and a weekly inventory of 10% of the more than 10,500 line items valued at $1 million. The HOA ARP work center was similarly strong as it conducted 2 wall-to-wall inventories and weekly inventories of 4,400 line items valued at $450k. The Supply department staff reviewed and processed over 3,500 requisitions reducing the Monthly Filled Order Expenditure Difference Listing by 23%. More than 220 tech edits were completed. The overall validity of the inventory was improved from a turnover validity of 89% to 96%.

MATERIAL LIAISON OFFICE (MLO)

Superb material management and oversight was paramount to MLO success given it supported 14 projects with an estimated Class IV material value of $2.2M for Camp Mitchell, Camp Lemonnier, and 8 detail locations. At Camp Mitchell, the MLO team was tasked with ordering, receiving, storing, and issuing over $500K of project materials spanning 9 different Main Body projects. The office aggressively and accurately managed the funds for 4 NCF-funded projects, totaling approximately $600K, identified excesses, and ultimately saved and returned over $300K to 1NCD for reutilization.

After turnover with NMCB FIVE, the MLO warehouse and yard was completely reorganized. New yard locations were also created to organize project materials, excess materials and Defense Reutilization and Marketing Office (DRMO) materials more efficiently. Material was organized by project to aid in speedy receipt, issuing, and inventory. In all, reorganization by project was essential given the importance placed on material readiness.

Weekly spot check inventories were conducted along with regularly scheduled wall-to-wall inventories, both of which ensured the accuracy of the inventory system. The MLO staff was very aggressive in completing the

prescribed weekly inventories while consistently maintaining superb customer service. Records indicate that a 95% validity rate was maintained for both active projects and excess material.

CENTRAL TOOL ROOM (CTR)

Camp Mitchell's CTR was responsible for creating 192 tool kits valued at over $1.4 million directly impacting NMCB THREE's mission readiness. It supported 1120 customers from 11 units on NAVSTA Rota with tools and devoted over 200 hours to reorganization of shelf tools and the improvement of stock records. Tool accountability is the utmost responsibility of CTR and vital to mission success. Tool kit validity was raised from 92% at turnover to 98% through thorough the use of meticulous receipt and issue procedures.

HOA's CTR created 12 tool kits valued over $9,000 and successfully received 10 tri-cons of new augment kits from 22NCR. Tool kit validity in HOA was raised from 91% to 99%. They provided assistance to 180 customers from 5 project sites and all other joint services on Camp Lemonier.

The CTR custodian provided daily oversight and assisted enabled all project teams in the completion of their missions while ensuring 100% overall accountability of all items. The CTR custodian also devoted numerous hours establishing signature cards and stock record files to further ensure accountability was established, maintained, and properly documented. Weekly spot inventory procedures were also instituted to ensure adherence to the established accountability standards, with CTR personnel achieving an average weekly spot check validity rate of 98%, well above the established standards.

FOOD SERVICE

Food service support at Camp Mitchell was provided by the Naval Station Rota Dining Facility, with no support required of NMCB THREE. Outside of Main Body, food service support varied from civilian contractors operating a Dining Facility (DFAC) in the Horn of Africa and Ukraine, to Meals Ready to Eat (MRE) and United Group Rations (UGR) serving as the primary food source (Details Morocco and Croatia), or a combination of both contractor and MRE support (Details Israel and Bosnia). In Ethiopia (Detail Dire Dawa), one culinary specialist (CS) was designated to run the food service operations in support of a civilian contract in very austere conditions. Charged with complete autonomy, the CS personnel established the operation, including the planning, ordering, receiving, handling, preparation, and serving of all food to detachment personnel. A CS1 managed food service for two detail sites (Kontali and Gour-Obbous) in Djibouti. He planned the menu, balanced a budget of 77K, supervised the preparation and serving of 18,900 meals for 36 personnel, and accurately maintained an inventory of over 200 line items of raw material.

Each detachment maintained their respective inventories of MREs and UGRs with necessary resupply processed and handled via Main Body and sent to the requesting detail via the local shipping/receiving facility. Financial accountability was maintained in Camp Mitchell with the submission of financial reports sent to NAVSUP 51 on a monthly basis. Other CS personnel within the Battalion provided services such as berthing and MWR support.

BERTHING

The billeting staff accommodated over 240 Main Body personnel throughout six buildings on Camp Mitchell. In addition, 14 UCT-1 personnel were also berthed on camp with eight rooms allocated for their use. Berthing for the Battalion was managed and maintained by CS personnel with additional support from Bravo Company and base housing. The Battalion was assigned to six two-story buildings, of which four were allocated for the E6 and below personnel, one building for Chief Petty Officers, and one for the Officers. The E6 and below spaces were 13 ft x 19 ft living quarters shared by no more than two personnel and furnished with DVD players, a TV with cable, and a full-sized refrigerator. Each floor in the building had lounge areas equipped with a flat-screen TV, DVD player, leather sofas and loveseats, and either a ping-pong table or a pool table. All personnel were assigned berthing consistent with their peers. Camp maintenance provided support for minor service calls for all berthing facilities along with assistance from CS personnel, correcting over 150 berthing material deficiencies.

POSTAL SERVICES/BARBERSHOP

The Battalion's post office served as the central hub for delivery operations of incoming priority and letter mail, processing over 1,500 pounds of mail for NMCB THREE's Main Body in Camp Mitchell and several of the remote detail sites. Each company designated mail orderlies for the handling and distribution of the mail throughout the Battalion. For the detail sites, addresses were added to the mail routing instruction to facilitate distribution and prevent any undue delay in the delivery of items to personnel located therein. A full-service post office at Naval Station Rota was available for payment and processing of outgoing mail. For details, military post office services or embassy accessibility was available to meet their needs.

The NMCB THREE barbershop offered superior service to main body personnel, with over 100 haircuts throughout the deployment. Staffed entirely by three dedicated volunteers working daily shifts outside regular working hours within the Camp Mitchell MWR facility, the barbershop team provided outstanding service to the many patrons of the facility. A barbershop was also available at the Navy Exchange for payment, which was in close proximity of the battalion's workspaces

FINANCIAL

The Supply Department managed the NMCB THREE Homeport and Camp Mitchell Operating Targets (OPTAR), totaling $3.9 Million. This financial work center focused heavily on the processing of over 6,000 line items ensuring proper issue, receipt, and/or stowage of consumable and repair parts.

The Supply Department was tasked with implementing proper accountability procedures as well as creating operational guidelines in support of daily transactions. The most essential element to the overall success of the operation was ensuring all personnel were trained in the use of MicroSnap prior to departing homeport. Associated on the job training proved invaluable and formal training in numerous Logistics Specialist topics was conducted on a routine basis. During the first month of the deployment, dedicated training on Supply Financial procedures was the number one priority to enable efficient accountability of funds and material.

The Battalion's travel budget exceeded $600K, with a numerous Lines of Accounting (LOA) and cross-LOAs assigned to disburse travel funds, as needed. In addition to funding the normal monthly per diem entitlements for over 550 battalion members, routine detail site visits and project-related travel consumed a considerable amount of the available budget. The overall success of this effort was due in large part to having dedicated personnel assigned exclusively to working DTS actions in Camp Mitchell. Their tireless efforts and continued flexibility greatly assisted arranging travel and processing travel vouchers for over 60 movements involving approximately 280 personnel throughout the deployment. The semi-annual Government Commercial Purchase Card (GCPC) review was also conducted during the deployment and results forwarded to 22NCR as required.

AUTOMOTIVE REPAIR PARTS

An extensive 100% inventory was implemented to ensure accountability and proper storage of all items located throughout the facility. Procedures were established to account for the numerous automotive repair parts (ARP) housed in 6 containers in the ARP warehouse.

Once accountability was established, the department continued to improve the facility with new upgrades for storage procedures. Hazardous material items, blades and tires were moved to new locations and storage racks were assembled to accommodate the storage of bulk and routine shelf items. After relocating parts was completed, all information was documented in MicroSnap to further allow for proper accountability. All requisitions that were Coordinated Shipboard Allowance List (COSAL)-supported were issued from ARP; if the items were not in stock they were ordered for DTO and reordered for stock to maintain validity on hand.

Most requisitions submitted via the supply system were received within 21 days, while open purchase requisitions were filled immediately. Working closely with Alfa Company, proper forecasting of future maintenance requirements was completed. Common parts required for maintenance were ordered at a high rate and some required upgraded priorities to ensure Alfa Company met their availability standards.

Not Operationally Ready, Supply (NORS) and Anticipated Not Operationally Ready, Supply (ANORS) items with lead times in excess of 30 days in the supply system, were researched and procured via open purchase by the NMCB THREE expediter located in Gulfport, MS which was essential in ensuring minimal downtime for construction equipment. Weekly Alfa / Supply meetings were conducted to guarantee that required parts were available and ordered in a timely and accurate manner. These efforts ensured the required support of all CESE equipment in the EUCOM/AFRICOM AORs as well as to ensure adequate levels of communication was maintained by both entities.

NON-CESE TABLE OF ALLOWANCE

The non-CESE TOA custodian was instrumental in managing the new P25S TOA. He was responsible for the proper issue and upkeep of over 29,200 line items in 154 TOA containers, valued at over $64M. The items maintained by the custodian were issued in support of 7 details and 9 project sites, with reorders performed in a timely manner to ensure future availability as required. The TOA maintained by the main body site was not inventoried as part of the turnover but was later inventoried and the results compared to the as packed listing. TOA shortages were continuously received and allowance change request were generated to capture the revisions and requirements of the battalion.

CHAPTER VII COMMUNICATIONS

COMMUNICATIONS

NMCB THREE Communication Department arrived in Rota, Spain to begin turnover with NMCB FIVE in Feb 12. Among the initial tasking, both during and immediately following turnover, was to create One-Net user accounts and conduct Information System (IS) turnover per the established Communications Equipment Turnover Procedures (CETOP). The department completed a 100% line item inventory and organization of the Readiness and Cost Reporting Program (RCRP). Through close coordination with the 22NCR and 1NCD, numerous discrepancies in the inventory were discovered and submitted for procurement in order to improve overall readiness and enhance our communication capability. The department received a 3M work center during turnover and after identifying an. Incorrect MIPs were identified and feedback reports were submitted resulting in correct coverage of equipment in the 3M maintenance system.

OPERATIONAL SECURITY PROGRAM AND STANDARD OPERATING PROCEDURES

Established a deployment policy, procedures, and training concerning the Operation Security (OPSEC) Program used to develop counter measures to safeguard critical information (CI). OPSEC is the identification and protection of information which is susceptible to hostile exploitation to gain a tactical or strategic advantage. The manner in which this information is safeguarded will depend on the nature of the information to be protected and the potential hostile intelligence threat. The purpose of OPSEC in combat is to deny the enemy information that can be used to predict the nature and timing of ongoing and projected friendly combat operations. The SOP presents an OPSEC Program review checklist to ensure proper accountability and continuity is maintained within the command. The SOP presents an education, training, and awareness program for all personnel OPSEC responsibility. The SOP presents an OPSEC process used to identify, control, and protect CI. The education and training will minimize or prevent potential Electronic Spillage within the NMCB THREE Command. OPSEC assessments were conducted for NMCB THREE facilities in Port Hueneme, CA and Camp Mitchell facilities in Naval Station Rota, Spain. In addition, 1NCD required a mandatory information security stand-down during deployment which the Battalion completed prior to the 30 Jun deadline.

DETACHMENT COMMUNICATIONS SUPPORT

The Communications Department overcame outdated TOA equipment shortages by refurbishing, configuring, and re-imaging 15 augment laptops slated for DRMO to support eight detachment missions in the EUCOM and AFRICOM AOR. Detail Horn of Africa began the deployment with several Cryptographic Control Item (CCI) radios not being utilized. The radios were relocated to Rota, Spain to consolidate all CCI assets in one location for ease of accountability. The supporting equipment for these radios remains in Djibouti and will be shipped back at a later date.

CHAPTER VIII TRAINING / ARMORY

TRAINING

NMCB THREE deployed with an overall readiness of 97%. Outstanding readiness throughout the deployment ensured the command was mission capable and ready to execute a full range of missions. The primary focus was on the evaluation and assessment of current and projected readiness to support battalion missions while providing sufficient subsequent training for Seabee professional development. This was accomplished through team training, individual training, in-rate training, on-the-job training (OJT), and unit driven training (UDT); with a concentration on in-rate, leadership, and military skills. Various classes were held as needed at designated training spaces in addition to the scheduled training Saturdays. This combination enabled the Battalion to maintain its tactical and technical capabilities and identify operational and training deficiencies and desired focus areas.

SAFETY TRAINING

The NMCB THREE Safety Department ensured the establishment of a positive safety culture. The primary goal of NMCB THREE's safety program was to provide a safe and healthy environment for every Seabee. Using the Command, Naval Construction Force, and Navy Safety Policies as guiding principles, the Battalion pursued an aggressive and comprehensive Navy Occupational Safety and Health (NAVOSH) program, ensuring the safest possible work practices and conditions. In-depth training was the key to safe operating practices and procedures for this deployment.

The safety office worked with the training department to develop a rigorous training schedule for all personnel. The coordinated training plan was developed so that all levels of personnel could gain a better understanding of safety policies, improve safety related practices, improve job performance, and reduce mishaps. This training was directed by the Battalion Safety Office via the Assistant Safety Officer and Detail Safety Representatives covering a variety of on and off duty topics. Additionally training was held in each Company and detail to ensure the "every mishap is preventable" culture was fostered at the deck plate level.

A safety training brief for all new members reporting to the Command was given during Command Indoctrination. A clear message was sent on the importance of safety. It was emphasized that safety is everyone's responsibility. This indoctrination training included the three phases of Operational Risk Management (ORM), hearing and sight conservation, traffic safety requirements, lockout/tag-out, mishap reporting recreational and off-duty safety. Additional training and discussions were held on the Command's philosophy regarding the importance of safety which included the Stop, Organize, Ask and Proceed (SOAP) initiative, a time critical tool providing an excellent construct for asking the right questions in order to make informed risk decisions. The use of safety stand-downs before, during, and after deployment helped reinforce policy and keep the focus on safety goals and maintain safety awareness.

The safety office took a proactive approach on motorcycle safety by identifying all personnel who were planning on purchasing a motorcycle upon return to homeport and ensuring that they were aware of the hazards involved and of the training required to operate a motorcycle and assisted them in enrolling for a class through ESAMS. Additionally the safety department validated all current motorcycle operators and identified all training deficiencies. Personnel with training deficiencies were scheduled for the first class upon return to homeport. Additionally, a comprehensive brief was conducted with all personnel that were considering buying a motorcycle upon return to homeport. The discussion focused providing information of different types of motorcycles and the hazards associated with riding them as well as covering the Navy requirements for motorcycle operation.

GENERAL MILITARY TRAINING (GMT)

NMCB THREE optimized the use of allotted training days to conduct Navy-wide GMT. Main Body and detail sites attained this training requirement via Navy Knowledge Online (NKO) or traditional classroom environment instruction. With the release of the FY12 Navy GMT topics prior to deployment, NMCB THREE provided guidance and a solid plan for accomplishing the required training. Through khaki led training NMCB THREE was able to complete the following mandatory topics: EO, Sexual Harassment, Grievance Procedures, Sexual Assault Prevention and Response, Personal Financial Management, Suicide Prevention, Operational Stress Control, Alcohol Abused, Information Assurance Awareness, Trafficking in Persons, Code of Conduct Level B, Anti Terrorism Force Protection OCONUS and CONUS, and Personally Identifiable Information.

TECHNICAL SKILLS TRANING

During NMCB THREE's deployment on-the-job training (OJT) was conducted throughout the EUCOM and AFRICOM AORs. A wide range of project tasking gave our Seabees valuable experience in all areas of construction and led to the attainment of many technical skills. Hands-on technical training in theater greatly increased skill levels in our host countries method of construction. This combined with our Can-Do attitude provided our Seabees experience that will improve and guarantee the future of the Naval Construction Force for years to come.

TACTICAL SKILLS TRAINING

In preparation for redeployment to homeport NMCB THREE's Training Department prepared the battalion by conducting multiple Unit Level Training (ULT) courses centered on tactical proficiency and development.

NMCB THREE conducted one range at Main Body that qualified 50 personnel on the M16 service rifle and 25 personnel on the M9 service pistol. The range was held at the San Fernando Range located 45 miles Southwest of Naval Station Rota on 18-20 July. Ten Seabees attained the "Expert Marksman" qualification during this range.

Training Lanes were conducted on 12-14 July at the Main Body site in Rota, enabling 120 Seabees the opportunity to obtain basic proficiency skills in the areas of Field Communications, First Aid, Defensive Measures, Land Navigation, CBR, Convoys, Security Patrols, Weapons, and Embarkation.

Evacuation Control Center (ECC) Exercises were held monthly in partnership with our adjacent Naval Expeditionary Combat Command (NECC) units. The monthly exercises allowed NMCB THREE to practice Non-Combatant Evacuation Operations (NEO) in the event a country within the EUCOM/AFRICOM AOR required this specialty. These exercises enabled 115 Seabees the opportunity to practice personnel search procedures, internal communications protocol, and personnel embarkation principles.

SEABEE COMBAT WARFARE SPECIALIST (SCWS) QUALIFICATION

NMCB THREE took an aggressive approach to implement a SCWS program at our Main Body site and all detail locations during deployment. With mandatory SCWS classes Monday through Friday for all non-qualified personnel, the implementation of this program resulted in a rapid improvement for the overall SCWS obtainment level and readiness of the Battalion. One of the main objectives was to develop overall understanding of board deliverables. This was achieved by adding additional classes that focused on deliverables (patrol overlays, camp layout, and fire plan development), the board process, and encouraging an environment of mentorship with the pairing of SCW qualified E5's (or E5's and E6's currently working on their requalification) with non-SCWS qualified E4 and below Seabees. Feedback from NMCB THREE members enrolled in the program was positive. This program will remain an integral part of the homeport training curriculum.

Personnel Rank	**Personnel Assigned**	**Previously Qualified**	**Qualified on Deployment**	**Qualification Percentage**
E-1 to E-6	473	318	42	72%
E-7 to E-9	42	35	2	83%
O-1 to O-5	36	10	4	33%
Total	**551**	**363**	**48**	**70%**

COMMUNICATIONS TRAINING

The NMCB THREE Communication Department conducted numerous training evolutions during the six month deployment. The Field Training Exercise (FTX) course helped familiarize personnel with communication gear set up, responsibilities, and proper communication skills. The course was developed to provide an opportunity for members of the battalion to obtain technical skills and increase knowledge required for SCWS qualification. The communications staff also held group and individual training sessions to include hands on practical application training, which greatly increase user information comprehension and retention. The Department performed Rugged Deployable Satellite Communications Terminal (RDSAT) training by creating an internal loop in order to conduct operational testing of the equipment and established an EKMS 301B refresher course to increase awareness concerning proper Controlled Cryptographic Item (CCI) issuance, handling, and destruction.

The Communications Department also performed several NEO-Tracking Station (NTS) operator training sessions, mandated by Combined Task Force SIX-EIGHT (CTF-68). These training sessions ensured Seabees could properly set up, accept passports, utilize handheld scanners, print reports, create manifests, and troubleshoot the NTS overall system. Overall, the communications staff assisted in the execution of five Evacuation Control Center (ECC) exercises in support of CTF-68 operations in the EUCOM/AFRICOM AOR.

PHYSICAL TRAINING (PT)

NMCB THREE has continued to implement the most up to date physical readiness program available for military training throughout this deployment. The battalion continues to strive for a higher physical fitness standard, and has laid the ground work for a culture of fitness, through the Navy's Operational Fitness Fueling Series (NOFFS). The program derives from the training principle that performance improvements are a result of a series of planned, specific, and physically intensive movements. This regimented program is specifically designed to increase physical performance and decrease physical injuries. Our current PT program requires personnel to work out six days a week, two of which were reserved for command level PT which consisted of calisthenics followed by a 3 to 5 mile road course run. The other four days allowed smaller groups lead by ACFLs to work on particular areas that enhance the members overall physical performance. This training culminated with Main Body personnel completing a voluntary ten mile run around the perimeter of Naval Station Rota on 8 June.

The Spring 2012 PFA was completed by 535 participants in early June 2012. The battalion saw its Body Composition Analysis (BCA) failure rate decrease by an astonishing 483% (29 to 6) from the previous assessment cycle while overall "outstanding" scores increased by 29% (59 to 76).

SPRING 2012 PHYSICAL FITNESS ASSESSMENT (PFA)

Category	Number of Personnel	Percent of Participants
Maximum	3	1
Outstanding	73	14
Excellent	187	35
Good	180	33
Satisfactory	38	7
Failure	7	1
Medical Waiver	22	4
Operational Waiver	25	5
Total	**535**	**100**

TRAINING SKILLS ASSESSMENT PROGRAM (TSAP) ATTAINMENT

NMCB THREE gained 450 TSAP skills while on deployment thru unit level training and construction projects.

Code	Skill Description	#	Code	Skill Description	#
105.1	Tools and Equipment Maintenance	5	546.2	Crawler Tractor and Attachment II	1
130.1	Forming and Reinforcing I	1	590.1	License Examiner	1
130.2	Forming and Reinforcing II	5	592.1	Equipment Yard Supervisor	1
132.1	Mixing and Placing Concrete II	5	594.1	Dispatch Operations	5
132.2	Mixing, Placing, Finishing Concrete II	5	596.1	Collateral Equipment Custodian	1
140.2	Masonry Unit Construction II	6	597.1	Tire Shop Custodian	29
150.2	Light Frame Construction II	12	610.2	Arc Welding Structural II	1
164.1	Finish Carpentry I	3	612.1	Arc Welding Pipe	1
164.2	Finish Carpentry II	7	615.2	Gas Cutting and Welding II	1
190.2	Paint and Preservation	15	630.2	Steel Reinforcing II	3
191.1	Power Actuated Tool	4	801.1	Electronic Key Management	44
240.2	Interior Wiring II	5	940.2	Basic Combat Skills II	43
311.1	Tech Librarian	35	1007	Water Distribution	2
313.1	Preventative Maintenance Clerk	3	1202.1	Fall Protection I	19
315.1	Equipment Inspector I	3	1202.2	Fall Protection II	19
315.2	Equipment Inspector II	24	1402.1	CPR, Basic Life Support I	24
317.1	Direct Turnover Clerk	1	1402.2	CPR, Basic Life Support II	16
355.2	Equipment Power Train II	1	1615	Alcohol AWARE	16
365.3	Equipment Electrical III	1	1626	ADAMS for Supervisors	57

375.1	Cost Control Supervisor	1	2016.1	3M-301	9
385.1	FEDLOG/COSAL	1	2017.2	3M-302	12
396.1	Radiator Repair	2	2018.2	3M-303	24
397.1	Hydraulic Systems	2		3M-304	
398.1	MTVR Maintenance	23		3M-305	
399.1	MRAP CAT II Maintenance	15		3M-306	

ARMORY

The armory had a very successful deployment. NMCB THREE began to receive shipments of the new P25 Fly-in-Echelon (FIE) subcomponents for the Weapons and Night Vision Devices immediately after completing the Relief in Place (RIP) with NMCB FIVE. Armory personnel immediately established Main Body site armory procedures, accountability, and management of the weapons assets. Additionally, two 3M Work Centers (Small Arms & Crew Serve) were maintained upon receipt of the P25 FIE. Monthly armory TOA asset verification inventories were conducted with no discrepancies. One hundred percent of all 3M actions were accomplished during deployment, including two 3M Force Revision Implementations. Through these coordinated efforts and initiative, the Camp Mitchell armory continues to be ready to outfit NMCB units deployed to the EUCOM/ AFRICOM AORs.

APPENDIX I LESSONS LEARNED

SAFETY

1. ITEM: Office Minor property.

OBSERVATION: All items included as minor property were well maintained and accounted for. All items are in good condition and operating order.

DISCUSSION: A property list was generated that included all property that was to be turned over.

RECOMMENDATION: Maintain an updated and accurate listing of all office minor property that will be turned over to incoming battalion.

OUTCOME: Property requiring maintenance will receive required service in accordance with manufacturer instructions and recommendations to ensure proper function and reliability, as well as extend the life of the property items.

2. ITEM: Safety Inventory

OBSERVATION: Inventory items such as respirators, filters, safety glasses, hearing protection, labels and warning signs were stored locked and accounted for in two separate wall lockers. Overstocked items were stored in the supply MLO/CTR warehouse. A partial office library was provided.

DISCUSSION: Inventory reflected what was on hand when turnover was completed.

RECOMMENDATION: Maintain accurate accountability of all items on inventory and keep a log of items that are checked out by respective companies or personnel.

OUTCOME: NMCB 3 safety offices will continue to keep office inventory stocked and order or reorder any items deemed necessary for issuance of safety materials to the project sites and its personnel

3. ITEM: Lock Out/ Tag Out

OBSERVATION: Upon arrival to Camp Mitchell there was an immediate problem with the Lock Out/ Tag out program. Inventories did not match quantities on hand. Working kits had locks but no keys, or keys without locks and some kits were incomplete and missing items.

DISCUSSION: NMCB 5 disclosed that a proper turnover from NMCB 74 was never done. Items that were missing were never placed on order and the current SOP on hand was not updated. With NMCB 5's primary lock out /tag out person leaving AP , a similar turnover was repeated.

RECOMMENDATION: Ensure an updated SOP implemented with NMCB 3 standard and Instruction is created and maintained throughout deployment. Ensure sufficient and complete lock out/ tag out kits are on hand and work closely with Supply to generate the required paperwork to procure needed items. An accurate log book will be required and closely maintained to know exactly what jobs have a lock out /tag out requirement and to whom it was issued to, to prevent any unwanted or unexpected energizing of any electrical, mechanical, hydraulic pneumatic energy source which could cause injury or death to personnel. Primary representative will be present for an accurate and smooth turnover for the incoming battalion.

OUTCOME: NMCB 3 will continue to properly document any and all lock out / tag out procedures. Stay vigilant when operating or working around equipment that has been tagged and locked. Keep SOP's up to date. Ensure a good turnover is completed and all kits and logbooks turned over to incoming unit.

4. ITEM: Building Safety Inspection.

OBSERVATION: During the NMCB 5 turnover, an assessment of barracks and warehouse buildings on Camp was conducted to observe building conditions and safety concerns. Some buildings were in worse shape than others, barracks especially were in very poor condition.

DISCUSSION: Multiple job orders were in place for regular maintenance to be conducted.

RECOMMENDATION: Keep up regular interval inspections throughout deployment to ensure buildings are safe and hazard free. Document all trouble calls in logbook.

OUTCOME: Upon completion of deployment , an accurate account of all trouble calls and existing open trouble calls will be turned over to incoming battalion for them continue to improve on the overall condition of Camp Mitchell facilities.

5. ITEM: Scaffolding.

OBSERVATION: Scaffolding on hand was incomplete, missing parts or had no assembly instructions. Other scaffolding that was locally rented only came with Spanish instructions for set up.

DISCUSSION: Order new complete sets of scaffolding to replenish old sets in TOA.

RECOMMENDATION: Maintain all complete sets of scaffolding and keep an accurate inventory of all listed parts and instructions that are in English. Competent persons need to be trained and familiar with set up and designated in writing by commander.

OUTCOME: Competent persons were identified and designated in writing. New scaffolding was ordered and added in TOA for future projects.

6. ITEM: MSDS's.

OBSERVATION: Most HAZMAT that was delivered or pick up did not come with MSDS sheet. MSDS's that were delivered were only provided in Spanish.
DISCUSSION: To be in compliance with OSHA standards that all HAZMAT contained in company spaces and project sites will have a MSDS on hand.

RECOMMENDATION: Ensure that all HAZMAT coordinators have an accurate account of all HAZ/FLAM lockers and each one contains a logbook with a detailed inventory of material and the appropriate MSDS sheet.

OUTCOME: Website was provided to supply office that will help them obtain MSDS sheets in English for all material ordered.

3M

1. ITEM: MicroSNAP Familiarization

OBSERVATION: Work Center Supervisor (WCS) and Repair Parts Petty Officers (RPPO) in key billets struggled to operate correctly in MicroSNAP.

DISCUSSION: During home port, prior to deployment, the 31st SRG turned off the MicroSNAP program due to switching to NTCSS maintenance program. The Rota, Spain site was still utilizing MicroSNAP for maintenance and was not scheduled to switch over during our tenure. This created a training vacuum for key billet personnel in home port and affected them once on site in Rota.

RECOMMENDATION: Hold in-depth group training for key billet personnel prior to deploying and immediately after turn over at the deployment site. Using live work centers benefits personnel more than power point presentations.

OUTCOME: Prior to the Okinawa deployment, we will look into which program will be there throughout and give the proper training to those that will be in key billet positions.

2. ITEM: SKED Work Centers

OBSERVATION: Work Centers were either in the wrong quarter or did not archive prior quarters.

DISCUSSION: It is required that all work centers in SKED operate in the current quarter and project the next two quarters in the program. There was on work center in Quarter 2 while the rest of the NCF was on Quarter 18. It is required from TYCOM that all units are on the same quarter at the same time.

RECOMMENDATION: Validate all work centers during turn over to be in the correct quarter with the next two projected.

OUTCOME: All work centers are currently in the correct quarter and will be validated after each force revision.

3. ITEM: Swapping key billet personnel during turnover

OBSERVATION: A WCS was removed from the key billet position during turnover and in his replacement, a less trained person was placed.

DISCUSSION: Once the new WCS was instructed to take the work center and turn over with the out going Battalion person, the new WCS had no clue what to look for in regards to deficiencies and outstanding items in SKED or MicroSNAP. This posed a problem for him to correct the work center on the spot and resulted in mistakes that were not identified until a later date.

RECOMMENDATION: Hold the Division Officers responsible for maintaining the proper personnel to run their work centers. If a substitution must be made, the Division Officer must put the most qualified or most motivated person in that position.

OUTCOME: Personnel will be identified prior to deployment and will held to the position that they are assigned. Additionally, a well qualified alternate will also be assigned to the work center to back fill in case of the primary WCS being replaced or removed.

TRAINING DEPARTMENT

1. ITEM: Homeport planning

OBSERVATION: Effective communication difficult due to time zone difference.

DISCUSSION: 31st Seabee Readiness Group working when we are off and we are working when they are off.

RECOMMENDATION: Send part of the training staff back TAD to the 31st for the last 2 months or so of deployment to coordinate and create homeport training plan. It would create a far more effective planning environment as well as give training staff a greater level of experience with what goes on in our higher. It would also be an opportunity to network with counterparts in the SRG.

OUTCOME: Smoother transition to Basic phase of FRTP cycle and stronger homeport training plan.

2. ITEM: Rota Military Training opportunity

OBSERVATION: Missed opportunity to conduct effective training in Rota, Spain.

DISCUSSION: Poor communication and understanding of available resources that Naval Station Rota, Spain offered to tenet and deployed commands. Specifically, the opportunity to conduct highly effective field training at a separate location, that allows live fire on TOA weapons and field combat training.

RECOMMENDATION: Have Mr. Kidd from TF68 hold a short brief during RSO&I at the start of deployment informing the Battalion Training Staff of all training assets available thru NAVSTA Rota, Spain.

OUTCOME: More options and higher level of readiness while forward deployed as well as maintaining combat skills.

ADMINISTRATION

1. ITEM: Leadership turnover

OBSERVATION: Turnover was done with two junior petty officers who were not prepared to provide explicit details to assist with setting the next battalion up for success administratively and personnel wise.

DISCUSSION: No advanced contact prior to S-1 turnover, and no khaki leadership present during AP process. The two Sailors that were stay behind to conduct a turnover were not prepared and did not provide answered to most of the questions to keep the administrative organization informed.

RECOMMENDATION: Recommend at least a khaki the following battalion is present during turnover.

OUTCOME: YNC Tart will be returning with Main body to assist with turnover.

2. ITEM: ONE NET account set up.

OBSERVATION: It took up to 5 working days for personnel to get their accounts set up, will impede work production.

DISCUSSION: Admin will continue correspondence with NMCB ONE Admin personnel and NMCB THREE S6 Shop to ensure all required paperwork and accounts are operational.

RECOMMENDATION: Ensure all accounts are established prior to arrival.

3. ITEM: Basic Allowance Subsistence (BAS)

OBSERVATION: All EUCOM enlisted lost their BAS, due to meal deductions for deployed unit's utilization of the base galley.

DISCUSSION: Per OPNAV instruction and JFTR and covered under the base policy. Deployed battalions will doing meal deductions and enlisted (E1-E9) personnel only. They will not be entitled to their BAS while in Rota, Spain. The amount for enlisted (E1-E9) meal deduction is $297, an average of $9.90 a day (30 days and more for 31 days). All members will have at least $51 left over of their BAS. It is also recommended that the S4 stipend the per diem of $3.50 per day, per person through DTS funding allocation.

RECOMMENDATION: Put out the word early that the deployed battalion will doing meal deductions and personnel will not be entitled to their BAS while in Rota. Break the news to your troops early so they start planning ahead.

4. ITEM: Advancement exams.

OBSERVATION: Incoming battalion staff was not given the logistics of where personnel could take exams on Camp Mitchell, and not advised of the ESO points of contact for backup assistance during the exam cycle.

DISCUSSION: Det HOA took the early exam about 2 weeks before pushing out. Reorgs and Dets will prove to be a bit difficult to manage exams for incoming personnel

RECOMMENDATION: Start planning as soon as possible. Have ESOs should hand-carry examinations, and be prepared to designate an E-7 or above to hand carry examinations to required detachments.

5. ITEM: Spanish ID Cards.

OBSERVATION: Issued by base security. They are unable to expedite ID cards to work load of host country processes.

DISCUSSION: Member will require military ID card and copy of orders. All personnel have to be physically present to take photograph.

RECOMMENDATION: Instead of providing orders for each individual member, Admin drafted letter (posted on site) with a list of all personnel on deployment.

6. ITEM: Command Security Awareness.

OBSERVATION: No bomb threat sheets posted in clear view of telephones for 65% of the telephones on Camp Mitchell. No unclassified stickers on 70% of telephones on Camp Mitchell. There was cordless telephones in secured spaces; all have been removed and replaced with none cordless telephones. There were four unauthorized shredders in classified spaces and or six PPI in unclassified spaces.

DISCUSSION: Bomb threat sheets have been placed with in 5 feet of all telephones on camp in clear view. Unclassified stickers have been placed on all telephones. All have been replaced with approved authorized shredders.

RECOMMENDATION: Recommend both Security Manager touch bases on all existing security procedures and policies with local Security Manager, Jim Chalmers, NAVSTA ROTA , DSN 727-2128, VPN 18-727-2128, SMO N628635. In addition, recommend conducting a quarterly or monthly self-Security assessment for any unplanned security inspection initiated by the Base or CTF 68.

MEDICAL

1. ITEM: Provider Computer Access to AHLTA/ CHCS

OBSERVATION: NMCB 3 turned over to a new Battalion MO. The computer systems that are vital for ordering tests and reviewing results went down and were not able to be recovered for the duration of time the temporary Battalion MO was on deck.

DISCUSSION: Without proper access to these tools, efficient continuity of care is compromised. A simple process of looking on a computer for results becomes a 30 minute to an hour field trip over to the hospital to utilize a computer, put in orders, read results and what ever other processes need completion. Patient privacy becomes compromised as results have to be transcribed on pieces of paper and transported via hand back to Camp Mitchell.

RECOMMENDATION: Coordinate with Naval Hospital Rota and ONE-NET to guarantee Medical Officer has access to AHLTA and CHCS. Have all Corpsman that will be stationed in Rota throughout the duration of the deployment acquire access as well as a back up if necessary.

OUTCOME: Topic to be considered for future turn-over operations of Naval Mobile Construction Battalions.

2. ITEM: Supply to Detachments

OBSERVATION: Units pushed out to Morocco/ Bosnia/ Croatia/ Israel had no means of resupply as was established in HOA with SurgCell.

DISCUSSION: There is no way possible to anticipate which injuries will occur during a forward detachment mission. A Corpsman can pack up a limited amount of weight and hope that he/she chose all of the proper necessities to best care for the troops on hand and what they will encounter. Upon discovery that there is something missing or one has expended all of their necessary goods in the above mentioned regions, resupply depended on Det Swings visiting the area.

RECOMMENDATION: With a thorough write up on the medical encounters experienced on the detachments there is a possibility of eventually having enough research material to anticipate the most likely injuries in reference to the tasking of the team of Seabees going to a specific location. This will aid in a more efficient Medical Box pack out. Until that research is extensive enough there should be a consideration from the operations side of the house to give a broad possibility of re-supply expectations during Operation meetings. With the knowledge of expected visitations the Corpsman on site and the Corpsman (LPO and Supply HM) can anticipate having the supplies ready and packed out days to weeks in advance for the Detachment Swing. The chain of communication has to remain solid and open and everyone in the loop in order to maintain any efficient means of resupplying the above mentioned detachment sites.

OUTCOME: Topic to be considered for future turn-over operations of Naval Mobile Construction Battalions.

DENTAL

1. ITEM: Export/Import of Dental Digital Radiographs

OBSERVATION: Digital radiographs on the Port Hueneme radiograph database cannot be accessed at the deployed location.

DISCUSSION: Digital radiograph servers are not accessible beyond homeport clinic networked computers. Radiograph software at homeport has the capability to bulk export images to CD-ROM or DVD.

RECOMMENDATION: For individuals due for an exam during the deployment, copies of current radiographs (within 2 years of new exam date) should be exported off of the Port Hueneme server and onto a CD-ROM/DVD. Radiographs can be imported onto Rota digital radiograph server for use/reference.

OUTCOME: Decreases the time required for new radiographs and eliminates unnecessary radiation exposure for patients.

RELIGIOUS MINISTRY

1. ITEM: Establishing a working relationship with the base RMTs of Rota and HOA.

OBSERVATION: The base RMT was able to provide us with logistical support as well as extra religious accommodation support. The chaplains and RPs were very helpful when planning, coordinating, and teaching the NMCB 3 ASIST workshops on Camp Mitchell, Rota, Spain and Camp Lemonnier, Djibouti. In Rota, Spain, the duty chaplain provided counseling coverage during times when the Chaplain Shepard was away on travel.

DISCUSSION: Being forward deployed, the battalion RMT can be very limited in the types of chaplain services they can offer. Tapping into the base chapel resources in EUCOM/AFRICOM opens up access to additional worship services, classes and studies, resiliency courses, and different chaplain personalities. The more options that are made available allows for a greater cross section of Seabee needs to be met.

RECOMMENDATION: As early as possible upon arrival in Rota, stop in at the base chapel office to introduce yourselves as an RMT and establish that connection and working relationship. Within the first two weeks, call command chaplain on Camp Lemonnier, Djibouti and have a phone introduction.

OUTCOME: By establishing a working relationship with the chapel personnel will allow the battalion RMT to make full, and effective, use of the resources available through them.

2. ITEM: Community Relations Projects (COMRELs)

OBSERVATION: We struggled greatly in our attempts to set up COMRELs out of Rota, Spain. However, we were able to successfully provide volunteer support for two base-wide events. We saw more success with our DETs, especially those serving in AFRICOM.

DISCUSSION: The success with our AFRICOM COMRELs was largely due to the initiative of our DET OICs, the enthusiasm of the troops, and the freedom to engage the local communities. This needs to be encouraged and resourced to continue with future forward deployed battalions. In Rota, we were told through the COMREL liaison that the Spanish Base Admiral is unwilling to give his permission to allow US Navy personnel to engage and interact with the local community because it is not part of Spanish culture to perform acts of charity. He does not want his personnel to look bad because the US personnel are serving the community and his personnel are not. This was extremely frustrating time and again.

RECOMMENDATION: Be assertive when it comes to COMRELs. Once on deck, establish connection with the COMREL liaison at the base chapel and Mr. Mundolo at the Public Affairs Office and keep pushing back until you can get something approved by the Spanish Admiral. Be extremely creative and think outside the box so that new and fresh ideas can be regularly presented for consideration.

OUTCOME: Creativity and respectful persistence will most likely result in accomplishing two or three significant and meaningful COMRELs in Rota, Spain. The local communities of AFRICOM are just waiting for the compassionate and giving hearts of Seabees to come in and invest in their communities.

3. ITEM: Weekly Religious Services, Rota, Spain

OBSERVATION: Holding our battalion weekly religious services on Friday evenings instead of the traditional Sunday mornings was a great success! This adjustment complimented our six-day work week very well, as it allowed troops the freedom to enjoy their regular Sunday day off and still participate in the weekly religious observance.

DISCUSSION: The scheduling of these services was a very effective tool to meet the religious ministry needs of our Seabees. We enjoyed solid regular attendance (just shy of our 10% of battalion in Rota goal) and did not "make" troops have to decide between attending religious services and heading out to explore Rota and beyond. Troops were very appreciative of our efforts to accommodate and enjoyed the "fresh feel" of having religious service at the kick off to the weekend.

RECOMMENDATION: It is worth taking a look at the battalion OPTEMPO/regular work schedule and finding a way to hold services and studies on days that will not interfere with the troops' ability to go out and enjoy what Rota and its environs have to offer. And for those to whom Sunday is an important day of observance, there is a full complement of services available at the base chapel for different faith practices and preferences.

OUTCOME: Hopefully, the troops will be able to attend the Seabee services on Camp Mitchell and be free to receive the adequate rest and relaxation time that they need every week.

4. ITEM: Chaplain Care to DET Sites

OBSERVATION: Every visit Chaplain Shepard was able to conduct was well-received and much appreciated by all DET personnel, especially the khaki leadership. Additionally, DET swings were strongly supported by the battalion command element and operations department, which facilitated in the command chaplain's success.

DISCUSSION: Those DETs that the chaplain was able to visit received helpful spiritual, emotional, and mental encouragement directly; definite morale boosts. However, the chaplain was not able to visit every DET site, nor should that have been expected, but he could have made a greater effort to regularly connect with the DET leadership and check in with the pulse of the DETs. Additionally, no EUCOM DETs were visited, including DET Sigonella, which would have been easy to accomplish due to the regular travel of the rotator flight every two weeks.

RECOMMENDATION: The chaplain should make every effort to provide face-to-face visitations to as many of the DET sites as possible. Troops respond more authentically and are more appreciative when they can talk face-to-face. The chaplain would benefit from trying to attach him/herself to DET visits that are regularly occurring (I.e. travel with the CO/CMDCM, OPS, Medical, Safety, 3M, etc.). At the same time, the chaplain should get together with the DET OICs and AOICs prior to stepping off to set up a good schedule of morale check-ins. Making an intentional schedule will encourage better involvement with the chaplain and the DET personnel.

OUTCOME: The chaplain will be able to be more available through more connection opportunities. This will serve as a much-needed encouragement for the troops, especially once they get to the middle months of the deployment. Some availability is going to serve the troops better than an out-of-sight-out-of-mind approach where troops feel forgotten about on a personal level.

PUBLIC AFFAIRS

1. ITEM: Det. OIC responsibilities per OPORDER Annex F.

OBSERVATION: Detail OICs would punch out without looking at what the required PAO requirements are. PAO was not included on any confirmation briefs nor any step in the prepatory phase of the evolution.

DISCUSSION: Det OICs and AOICs would express surprise and anger at the PAO requirements once they got downrange.

RECOMMENDATION: Public Affairs needs to be included in every confirmation and planning confirmation brief. Either the PAO or a PAO slide must be included in every confirmation brief. Public Affairs needs to be put into the FRAGGO as a necessary item in preparation for the mission and project.

OUTCOME: Faster turnaround of public affairs products. Informed OIC and AOICs on why public affairs is important. Better quality product of public affairs items from the field.

INTELLIGENCE

1. ITEM: SIPR issues

OBSERVATION: Camp Mitchell needs more community SIPR drops

DISCUSSION: Camp Mitchell has only one SIPR computer which is not placed at anyone's desk; however its location is in the highly used conference room and spent over half of the 2012 deployment being non-operational.

RECOMMENDATION: Either create a space with a couple of open SIPR terminals or convert one of the buildings within Camp Mitchell to house any and all classified data networks.

OUTCOME: S3 dept is working with 22NCR on a building and space reconfiguration.

2. ITEM: Current software and program training and use is essential to future operational planning.

OBSERVATION: Training with programs such as ArcGIS is beneficial when tasked with outside the wire missions on short notice.

DISCUSSION: Formal geospatial analysis training is needed

RECOMMENDATION: Formal ArcGIS training is nearly essential to ensure the quickest and highest quality production of products. We managed with minimal instruction, but better products for operational planning to patrol maps are definitely within our potential capabilities.

OUTCOME: Working knowledge of current software and similar programs such as ArcGIS will be obtained prior to deployment operations.

3. ITEM: Stand alone network

OBSERVATION: There was not any WIFI or non-DOD internet connections IVO building 392

DISCUSSION: The S2 dept uses stand alone laptops which are allowed to be connected to a non-DOD internet connection to better utilize some of the programs installed on the laptops.

RECOMMENDATION: Either place the S2 dept within one of the buildings in Camp Mitchell with a WIFI connection or install a WIFI connection within building 392 to fully utilize the Intel Kits provided by 1NCD.

OUTCOME: Worked with the S4 dept to put in a work order for the installation of a WIFI network within building 392 so both S2 and PAO offices could utilize a non-DOD internet connection.

4. ITEM: Create templates for faster and more comprehensive Intel products.

OBSERVATION: Templates can simplify what products and options are available through the INTEL Dept.

DISCUSSION: Creating templates prior to deployment or DETs pushing out expedites production.

RECOMMENDATION: Create templates for IPB products before you deploy into the field. This will help jumpstart the planning process and help produce faster products

OUTCOME: Templates will be created listing typical products and available options through the INTEL Dept.

5. ITEM: Television with news

OBSERVATION: Not all news stories from major news media (CNN, BBC, FOX) are posted on their websites right away.

DISCUSSION: Not having up a Television constantly playing news in the S-2 office puts the S-2 shop behind the power curve on current events, situational awareness and geo-political interests around the world.

RECOMMENDATION: Allow the S-2 shop to always have a television that is capable of playing the news.

OUTCOME: The S-2 shop will get up to date news from all the major news media and will be able provide more up to date briefs on situational awareness, geo-political events, and current events.

ALFA COMPANY

1. ITEM: Lack of CESE accountability

OBSERVATION: HOA's BEEP did not get an accurate 100% count of all the equipment that was assigned to that AOR.

DISCUSSION: An accurate count of CESE by USN's from the Detachments early during the first day of the BEEP is essential to a proper turnover. This should be provided by the outgoing battalion and should have been asked for by our personnel if not provided.

RECOMMENDATION: NMCB THREE will gather an accurate count on the "Tab A" and keep the boards up to date with changes to the count. In addition to maintaining accurate status boards, an accurate TAB will be maintained as well, and pushed to our counterparts well in advance of their arrival, and will be provided once again upon their arrival.

OUTCOME: The turn over with NMCB ONE will go a lot faster. They will come in and have an accurate count right away and will have no reason to believe that they are getting something other than what they are being told.

2. ITEM: Automotive repair parts status.

OBSERVATION: There were repair parts that were stated to have been on order for dead-line equipment and once we took over they were discovered to not be on order or had been canceled. This was the case at both Main Body and HOA.

DISCUSSION: Particular attention needs to be paid to equipment that is not necessarily operated by a CM or an EO. I. E. the Ultimate Building Machine (UBM).

RECOMMENDATION: The incoming Maintenance Supervisor needs to acquire a list of parts that are outstanding from supply. The list of outstanding requests must be verified by supply.

OUTCOME: CESE will be removed from dead-line status faster. CESE that is on dead-line during turnover will have an accurate, current, detailed, and verifiable RPPO status.

3. ITEM: The equipment that requires specific material or items and a trained crew in order to properly OP test were not properly OP tested. The UBM, paver, FSB's, water and fuel pumps. Furthermore, time was not set aside to OP test these items during the BEEP either.

OBSERVATION: UBM, Paver, FSB's and pumps were not op tested during the BEEP, they were started but not operated. The UBM should have had steel run through it, paver at the minimum should have been set up to run sand through it, and the FSB's should have had drums of oil mounted on them IOT properly test their operation.

DISCUSSION: Unless this is planned to be done be the off going battalion there is not enough time for the incoming battalion to request this. Testing this equipment is essential to successful operations especially when it is something that will be used during the deployment. Many issues could have been identified early with enough time to correct before it became a crisis.

RECOMMENDATION: This will be planned as part of our turnover during the BEEP with NMCB ONE. Within 45 days prior to the start of the BEEP we will identify materials to have on hand, and personnel to be available during this time. We will also inform NMCB ONE at this time our plan so they are properly staffed to accomplish this task.

OUTCOME: This will provide a good turnover of essential units of CESE utilized in several horizontal and vertical projects. This will also identify early on deficiencies and prevent the finger pointing that all too often occurs after a battalion turnover.

4. ITEM: CESE attachment locations.

OBSERVATION: The CESE attachments were scattered over the yards and like pieces were not together.

DISCUSSION: We had trouble locating a sheep's foot that is two pieces that bolt together. We eventually found them and wasted a lot of time that could have been prevented if the collateral custodian program was better managed.

RECOMMENDATION: Stage the attachments together and organize them accordingly. NMCB THREE's collateral custodian will organize and stage all the attachments in a location where they can be accessible and easily identifiable.

OUTCOME: The BEEP with NMCB ONE will be more fluid.

5. ITEM: Correct assignment of CESE to scheduled BEEP day.

OBSERVATION: The CESE was scheduled sporadically causing a lot of lost time searching for CESE to inspect during the BEEP. There was no organized structure for any day of the BEEP regarding placement of CESE.

DISCUSSION: Priority equipment such as those assigned to a project need to be staged and completed first. Equipment such as MTVR's need to be spread loaded throughout the BEEP to prevent bottle necks caused by CESE containing a large amount of collateral equipment. Tractors and trailers need to be BEEP'd together as packaged deals. It is very important to have the CESE for day one properly staged. A lot of time is wasted when personnel are trying to get into a rhythm and they have to chase equipment around.

RECOMMENDATION: The organization of equipment during each BEEP day is vital to a timely turnover process. Assign joint inspection teams to specific areas and prioritize project equipment for. It is recommended that all CESE be pre-staged day one prior to process faster.

OUTCOME: The BEEP with NMCB ONE will be more fluid and will enhance the quality of turnover.

6. ITEM: Tool Calibration.

OBSERVATION: It was discovered during turnover that all of the torque wrenches are out of calibration causing some PMS checks to get rescheduled until this was completed.

DISCUSSION: There are tools that require periodic calibration IOT complete preventive and corrective maintenance. If these tools are allowed to go out of calibration they will not provide the level of precision that is required.

RECOMMENDATION: Closer management of the tool room and the calibration of tools. Be proactive, and get tools calibrated when they are required.

OUTCOME: This will prevent loss of PMS checks and enhance the quality of repairs being performed.

7. ITEM: One Net User Accounts

OBSERVATION: Upon arrival we spent a good portion of the first three days building software accounts for key billets. We filled out all the paperwork for accounts before we deployed so this would not be a problem and it did not get accomplished.

DISCUSSION: We will obtain a list of all key billet personnel from NMCB 1, and push them the proper paperwork to get their accounts established prior to their arrival.

RECOMMENDATION: This will be pushed to out S6 department for the input of these accounts so those key billet personnel will have their accounts when they arrive. Key billets will have Mircosnap and Sked accounts created for their counterparts before they arrive.

OUTCOME: First day of the BEEP will be more efficient and less time will be wasted trying to fix this during the BEEP.

8. ITEM: The maintenance quarter was back loaded with PMS checks.

OBSERVATION: A large portion of the required PMS checks were scheduled for after the turnover across all work centers assigned to Alfa Company.

DISCUSSION: Work Center Supervisors should front load or at a minimum evenly load PMS checks on maintenance quarters in which a BEEP is to occur.

RECOMMENDATION: NMCB 3 will avoid this practice and will do everything in our power to set the next battalion up for success.

OUTCOME: This will allow our relieving battalion to get off to a good start to their deployment and not struggle to keep up right from the start.

9. ITEM: All turnover construction projects must have complete turnover binders.

OBSERVATION: Complete information concerning our construction projects was not available during turnover leaving us to “discover” the answers needed on our own.

DISCUSSION: The project information required for a successful project start to include points of contacts, material status, and project packages needs to be updated for the next battalion.

RECOMMENDATION: One month prior to the arrival of the next battalion conduct an overall review of all project packages to ensure they include the most up to date information. Keep an ongoing correspondence log for all procurement of project materials.

OUTCOME: Conduct a proper turnover with all pertinent information will ensure the oncoming battalion is set up for success.

10. ITEM: The Crane Crew will maintain a current crane binder incorporating every action taken during deployment for each crane.

OBSERVATION: During the crane audit conducted by the Navy Crane Center there were several missing administrative requirements discovered that should have been identified prior to our arrival.

DISCUSSION: The crane crew will have a complete turnover binder with all correspondence concerning any and all discrepancies that were found during the current and previous crane center audits to include any discrepancies found during our deployment.

RECOMMENDATION: The Crane Crew will perform Self Assessment 60 days prior to battalion turnover.

OUTCOME: All discrepancies found during the Crane Center Audit or during the course of our deployment will be remedied or there will be a solution in place for the oncoming battalion to complete.

11. ITEM: CESE locations and assignments must be visually verified (if possible) prior to the turnover letter being signed.

OBSERVATION: The CESE status boards in both dispatch and cost control were not up to date.

DISCUSSION: It is imperative that every single piece of CESE is accounted for to include assignment and status.

RECOMMENDATION: Dispatch will ensure that their CESE status board matches the cost control status board on a daily basis.

OUTCOME: These actions will ensure a thorough and honest turnover with the oncoming battalion by eliminating discrepancies.

12. ITEM: Key personnel available for turnover.

OBSERVATION: Project Supervisor had to complete the project turnover with a junior crew leader.

DISCUSSION: All project supervisors should be retained on delayed party to participate in the turnover process to ensure a complete and thorough turnover for all active construction projects.

RECOMMENDATION: Project supervisors should remain on Camp Mitchell to conduct project turnover.

OUTCOME: A proper turnover will be conducted and the oncoming battalion will have all the necessary project information to hit the ground running.

DET CROATIA

1. ITEM: Life support contracts

OBSERVATION: Troops had to pay for meals out of pocket due to contracts not being awarded.

DISCUSSION: Plan for something to go wrong when dealing with contracts and have a backup plan in place.

RECOMMENDATION: Insure that life support or food contracts are in place prior to stepping off for detachments. If not ensure to have per diem in place for troops if needed.

OUTCOME: Troops will not have to spend money out of pocket for food if contracts are not awarded or shipments are delayed.

2. ITEM: Project planning

OBSERVATION: Having troops to plan for projects prior to receiving final prints or drawings.

DISCUSSION: Besides troops getting aggravated for having to constantly redo or change project packages it causes a great deal of unneeded confusion on what materials are needed and what methods of construction are appropriate.

RECOMMENDATION: Hold off on detailed planning until final drawings/prints are received.

OUTCOME: The proper materials will be ordered for the projects and company Ops will have more personnel for projects longer, eliminating an excess of wasted man days for unnecessary planning and rework.

3. ITEM: PDSS

OBSERVATION: No PDSS was conducted by NMCB 3.

DISCUSSION: Upon arriving to Croatia and finding out what was actually available or in place compared to what we were told was here was completely wrong. Det was unable to properly plan for HCA projects or berthing issues until we were already on the ground resulting in the movement of more troops from one det to another slowing down the projects.

RECOMMENDATION: Ensure that a proper PDSS is completed by NMCB 3 personnel to ensure what is need for det planning.

OUTCOME: Det personnel will be able to plan more effectively eliminating most of the need for the last minute shipping of items that the det would have know to bring with them if known that it was needed.

DETAIL ISRAEL

1. ITEM: Material Procurement

OBSERVATION: Utilizing a material expeditor to send quotes back to NMCB THREE Main Body.

DISCUSSION: Israeli vendors do not allow credit card information to be passed over the phone, and without a GVCC the Detail was not able to procure minor material items needed for the project.

RECOMMENDATION: Establishing a GVCC cardholder on the Detail to procure minor material items required to complete tasking without relying on other agencies to procure material.

OUTCOME: Without a GVCC cardholder the detail had to overcome minor material purchases and utilize US Army Europe (USAREUR) site manager to purchase the material.

2. ITEM: Mailing Address

OBSERVATION: Upon arrival in country it took five weeks for consumables to reach our Detail due to clearing customs.

DISCUSSION: There is a US Air Force Europe (USAFE) logistical support hub at Ben Gurion Airport to help expedite the shipment through customs, but we did not establish that relationship until 3-4 weeks into the deployment.

RECOMMENDATION: After discussions with the US Embassy about mail delivery, they will allow us to use their Diplomatic Post Office (DPO) for personnel mail. The consumables and resupply of material will still go through the USAFE hub at Ben Gurion Airport and be delivered to the Detail to whichever base they are located at.

OUTCOME: Personnel will receive personnel mail in timely manner, and the detail will receive its consumables when needed.

DETAIL MOROCCO

1. ITEM: STAND UP DETAIL AS SOON AS POSSIBLE

OBSERVATION: The Detail was officially stood up just two weeks prior to the mission stepping off.

DISCUSSION: When the planning phase of the mission started, key personnel were still attached to different organizations within the battalion. Not having access to every member of the detail made it difficult to establish the team and get the right people engaged in the early planning phases. Requirements for Safety Plans and Quality Control Plans were not defined upfront resulting in numerous unnecessary revisions before final approval.

RECOMMENDATION: If operational commitments prevent standing up an entire detail, key billets should be identified and these personnel should be assigned to the planning full time.

OUTCOME: Project requirements will be identified and addressed early enough to receive input from key players and to effectively plan for unforeseen problems based on the crew members prior experience.

2. ITEM: PROJECT PLANS

OBSERVATION: Final project plans were not available during planning phase.

DISCUSSION: Project prints that were available during the planning phase were preliminary prints. All planning and estimating was based on the prints that were available. Changes in preliminary and final plans resulted in an incomplete bill of material to satisfy the final plans. With two sets of project plans, it was important to keep only one set on the jobsite to prevent confusion and rework.

RECOMMENDATION: Ensure that the final set of prints is available to ensure that the crews can effectively plan and order materials to satisfy project plans.

OUTCOME: Project requirements will be communicated early enough to receive input from the Crew Leader and key project personnel.

3. ITEM: TRAINING ON MICROSOFT PROJECT (SCM).

OBSERVATION: Repeated errors with SCM.

DISCUSSION: There were conflicts on whether to use SCM version 1.1.3 or SCM version 2.1.6. No one was familiar enough with the program to offer guidance; there were numerous errors that occurred when trying to input project data into SCM. The timely trial and error method was the primary means in getting this system to operate and provide the data for project management. One month into the deployment our SCM program had a malfunction and we lost the ability to modify a CASS, add CASS or simply print out a level II.

RECOMMENDATION: Hold some in-depth training on Microsoft SCM. Train key personnel on how to trouble shoot any errors that may arise with the program.

OUTCOME: This will better prepare personnel who have to use SCM and will make the management of project information user friendly.

4. ITEM: ISSUE FULL AND COMPLETE TOOL KITS

OBSERVATION: The tool kits that were checked out were not complete.

DISCUSSION: The tools that were listed on the tool kit inventory were not all accounted for. For example the kit-56 did not have the rubber over boots and the Kit-1 did not have the pipe threading kit.

RECOMMENDATION: When the Detail is stood up, required tool kits should be inventoried with all discrepancies reported to the Chain of Command as well as CTR. Inventories conducted two weeks prior to departure does not allow enough time to order missing tools and receive them.

OUTCOME: Having a complete kit will ensure that all safety equipment is present and that the correct tools are onsite to perform construction operations.

5. ITEM: QUALITY OF PROJECT MATERIALS

OBSERVATION: There were numerous setbacks due to inferior materials.

DISCUSSION: Local (Rota, Spain) procurement of materials supplied Class IV that was substandard by US standards. Waste water piping was done with straight tees vs. long sweep tees, electrical conduit was substandard and could not be bent without filling with sand to prevent the conduit from collapsing. Another setback was that some HAZMAT was not shipped with the main shipment of Class IV. Materials shipped later did not reach the site for two months, further delaying progress.

RECOMMENDATION: Whenever possible, ensure that all materials are procured stateside. Substandard quality materials make it extremely difficult to maintain quality control on the jobsite.

OUTCOME: US specified materials will help guarantee that the finished project is the absolute best product that we can provide.

6. ITEM: EXISTING SOIL AND SITE CONDITIONS.

OBSERVATION: When excavation operations commenced it was apparent that our backhoes would not be able to penetrate the subsurface layers of rock at our site.

DISCUSSION: With the amount of rock beneath the soil, backhoe operations were severely compromised. We had to acquire an excavator with jackhammer attachment from an adjacent Moroccan unit to ensure mission success. Even with the borrowed excavator, progress was extremely slow and manday estimates had to be adjusted onsite.

RECOMMENDATION: Ensure that soil testing is conducted so that the proper planning can take into account what type of CESE will be sufficient to accomplish the task. If no means of soil testing is available, run a request for information to see how local contractors deal with soil conditions.

OUTCOME: With the proper assessment of soil conditions, excavation estimates will be more accurate, equipment wear should be minimized and additional ARP requirements can be identified.

7. ITEM: ULTIMATE BUILDING MACHINE (UBM).

OBSERVATION: The UBM did not have all the collateral equipment in working order.

DISCUSSION: The UBM was inventoried and all the collateral was accounted for when we performed our acceptance BEEP with NMCB Five. However, a key component required to operate the UBM did not undergo any operational testing. The radius gauge was not operational nor was it known to be inoperable until detail members tried to form panels as part of their predeployment checklist. When the faulty part was identified, a new radius gauge was ordered but a six week lead time prevented it from being delivered prior to the detail departing Rota. The Detail left Rota, Spain with no radius gauge which affected the planned sequence of events for the construction project. It took two months before the radius gauge was delivered to the site.

RECOMMENDATION: When the battalion conducts a turnover this equipment should be fully optested to identify all deficiencies.

OUTCOME: Having a fully operational UBM would have kept the project on schedule and prevented two months of rescheduling construction activities to keep the crew employed.

8. ITEM: AUTOMOTIVE REPAIR PARTS (ARP).

OBSERVATION: Maintenance and repair parts

DISCUSSION: Ensure that the repair parts are the correct parts and have enough petroleum, oil and lubricants (POL's) to perform scheduled maintenance. When the detail departed Rota, Spain most HAZMAT could not be shipped as originally planned. As a result the shipment of repair parts and POLs were not delivered on time. This affected the scheduled maintenance for the CESE and slowed the time to get a piece of CESE operational when it was out of service.

RECOMMENDATION: Have the CMs and the EOs thoroughly go through the records and ensure that all equipment has been serviced recently and to identify any trends for repair part orders. In addition to identifying the POL and ARP requirements, it is imperative that all HAZDECKs are reviewed and approved with contracted carrier. When fuel is being procured through an unknown source, the amount of fuel filters on hand should be doubled to prevent clogging and contamination of the fuel systems.

OUTCOME: Correct parts and quantities of POL's are required to keep equipment in good operating condition. As CESE begins to degrade, mission accomplishment is endangered.

9. ITEM: OFFICE/ CONSUMABLE SUPPLIES

OBSERVATION: There were not enough consumable supplies.

DISCUSSION: The Detail was low on supply of dry erase markers and printer ink. When the Detail made its list for consumable items, it did not take SCW's classes into account. We brought enough dry erase markers for daily operations but not enough to support daily operations and SCW's. Ink cartridges were on the consumable list but apparently were never ordered.

RECOMMENDATION: Bring several packs of dry erase markers and enough ink cartridges to meet operation requirements and administrative tasks. These items are for the most part nonexistent in the remote area of Tan-Tan.

OUTCOME: All printing operations had to be limited to performance evaluations and 13 week reports. SCW's packages are recycled to minimize printing.

10. ITEM: DELIVERY OF MAIL

OBSERVATION: Mail distribution was unreliable.

DISCUSSION: The Detail was in country for two months before any mail was received.

RECOMMENDATION: Have a plan set in place before stepping off and verify the reliability of the plan to ensure that mail can be received on a regular basis.

OUTCOME: The morale of the troops will be higher and they will be able to be more effective workers.

11. ITEM: INTERNET/ PHONE SERVICE

OBSERVATION: Internet and phone service was not reliable.

DISCUSSION: Predeployment Site Survey identified shortcomings in the communications. Detail leadership was assured that MARFORAF and 22 NCR had all communications in place for the duration of the deployment. The detail was provided two local phones, a satellite phone and two computer air cards. Detail leadership had to purchase minutes for the phones and air cards, the satellite phone broke midway through deployment leaving the detail stranded with limited communications.

RECOMMENDATION: Communications need to be established within the command. Relying on external sources is the first step towards failure in the communications department. Global phones and internet air cards or MWR fly away packages need to be provided by the battalion. If they cannot provide this service, they have failed their people.

OUTCOME: Communications is the artery that keeps remote detail site linked with the command, family members and friend afar. The morale of the troops will be higher and they can have peace of mind if they are equipped with stable communications. Career Counselor items such as transfer packages and Perform to Serve (PTS) submissions can be sent and received as intended. Training requirements requiring internet access can be conducted.

12. ITEM: FOOD VARIETY

OBSERVATION: UGRs and MREs are not designed for long term sustenance.

DISCUSSION: UGRs and MREs were the only food products that were brought from main body in Rota.

RECOMMENDATION: Research additional Class I options for details that exceed 30 days in field conditions. The Marine unit that was adjacent to us left an assortment of milk and chocolate milk when their exercise indexed. The Detail did have a fresh fruit and vegetable contract in place that helped supplement the daily intake of heavily processed foods

OUTCOME: Having a variety of food or beverages greatly enhances troop morale, quality of life and health.

13. ITEM: UTILIZE SMALL UNIT LEADERS

OBSERVATION: Delegation from Squad Leaders to Fire Team leaders could be more efficient.

DISCUSSION: Small unit leadership plays a vital role in our organization. First and Second Class Petty Officers should emphasize this to their Fire Team Leaders and train them in their roles as leaders to complete tasking assigned by the chain of command and supervise them to ensure “TEAM” achievement.

RECOMMENDATION: This rule should be followed by all members of the command. We have learned over time that everyone has an idea or a plan to get the job done. To ensure less confusion, we as leaders need to first identify what needs to be done and ensure that small unit leaders are engaged and have a sense of ownership.

OUTCOME: Small Unit Leaders will be empowered to develop their teams/crews fostering their professional and personal growth.

DETAIL SIGONELLA

1. ITEM: Material Acquisition

OBSERVATION: With no dedicated supply personnel the Detail has been forced to rely on Public Works Department for all construction related material purchasing and delivery.

DISCUSSION: As it stands material acquisition is essentially a collateral duty, and is facilitated by the PWD expediter. This leads to delays and confusion on material status.

RECOMMENDATION: Recommend having a dedicated logistician assigned to the Detail responsible for all materials and tools. This person would be the single point of contact for all Detail supply requests, and the POC for the PWD expediter.

OUTCOME: Supply functions for the Detail would be streamlined.

2. ITEM: HAZMAT Acquisition

OBSERVATION: Long lead times to get HAZMAT through proper channels.

DISCUSSION: It takes approximately 6 months to receive HAZMAT when ordered through the NASSIG HAZMINCEN.

RECOMMENDATION: Ensure to order at least 6 to 8 month lead for all required HAZMAT.

OUTCOME: Required materials will be on hand when needed.

3. ITEM: Project Material Receipt

OBSERVATION: Project material delivery can be slow and unreliable.

DISCUSSION: Delay in material receipt can delay a project.

RECOMMENDATION: Request all material for projects as soon as possible and store them until needed.

OUTCOME: Having the material on hand will alleviate some delays in project completion.

4. ITEM: Project Execution

OBSERVATION: Some tasking given by PWD does not include a statement of work, plans or specifications.

DISCUSSION: Not receiving these items makes ensuring the quality construction and knowing the customer's intent difficult.

RECOMMENDATION: Ensure at least a statement of work and drawings are received

OUTCOME: Having these items will lead to less time spent creating RFI's and working with the zone managers to ensure the battalion provides the desired outcome from projects.

5. ITEM: Safety Gear

OBSERVATION: American standards safety gear is difficult find in country.

DISCUSSION: Without the proper safety gear, projects can be delayed or stopped due to unsafe working conditions.

RECOMMENDATION: Request replacement safety items from Spain well in advance of needing them.

OUTCOME: Safety items should arrive in country in a timely manner, leading to fewer delays due to safety issues.

DETAIL UKRAINE

1. ITEM: Use of Aquabarrier Cofferdam System

OBSERVATION: Detail Ukraine struggled to create an effective cofferdam using the Aquabarrier cofferdam system.

DISCUSSION: The intended purpose of the Aquabarrier system was to effectively create a barrier that would allow project crew to dewater the jobsite for concrete boat ramp construction. The concept behind the Aquabarrier system is simple which allows a crew to easily transport and rapidly deploy large bladders that create a barrier between a large body of water and a dry construction site. However, Detail Ukraine used these barriers in water depths that push the capabilities of these water bladders. The Aquabarriers are an uncertain cofferdam solution.

RECOMMENDATION: Use the Aquabarrier system only in certain environments of minimal water depths. Do not plan cast-in-place concrete boat ramp construction based on the certainty that the Aquabarrier system will effectively create a dry working environment. Many uncertainties come with the use of this commercial product as it will not guarantee a dry working environment as factors such as soil porosity, shore conditions, sea state, and weather can greatly decrease its effectiveness.

OUTCOME: Future boat ramp construction will use precast concrete construction techniques or steel sheet pile cofferdam construction.

2. ITEM: Host Nation Approval

OBSERVATION: Six days prior to Detail Ukraine's initially planned deployment, the U.S. Embassy in Kiev, Ukraine notified Detail Officer-in-Charge that the Ukrainian government had not yet approved Exercise-related construction mission execution.

DISCUSSION: The initial delay of mission execution was pushed to 28 May 2012 and eventually pushed again to approximately 15 Jun 2012. Ukrainian authorities notified the U.S. Embassy that since the Exercise-related construction mission began before the start of Operation Sea Breeze 12, separate government legislation would be required. Both President Yanukovych and the Rada (Ukrainian Parliament) would eventually approve of the legislation weeks after the initially proposed start date of 20 April 2012.

RECOMMENDATION: Active and constant communication with Ukrainian authorities, U.S. Embassy officials, and Sea Breeze Exercise planners is a necessity when conducting operations in the country of Ukraine. Ensure all lines of communication are open and synchronized at all times during all planning phases of the detail. Detail OIC must also ensure all parties are aware of all pertinent information so that both U.S. and Ukrainian officials are aware of all developments.

OUTCOME: Both President Yanukovych and the Rada (Ukrainian Parliament) would eventually approve of the legislation weeks after the initially proposed start date of 20 April 2012. Detail Ukraine would not deploy until 21 June 2012, causing life support and Class IV contractor frustrations and cost increases. At the time of the notification of delay, cargo line-haul trucks had already departed for Ochakiv, Ukraine from NAVSTA Rota, Spain and were forced to divert destinations to Constanta, Romania in order to avoid contract cancellation fines.

3. ITEM: Excavator Line-Haul Shipment

OBSERVATION: Detail Ukraine's excavator could not be shipped via line-haul trucks due to its wide dimensions.

DISCUSSION: Travel across multiple European nations require separate "wide load" clearances and approvals which take approximately 30 days to process.

RECOMMENDATION: Ensure contracted line-haul transportation is fully aware of all loads and accurate dimensions in order to successfully ship all required CESE.

OUTCOME: Detail Ukraine replaced the excavator with a CAT 420D Backhoe and later locally contracted the use of a tracked medium excavator. Without the use of a excavator and its bullprick attachment, Detail Ukraine expended more man-days on concrete quay wall demolition.

4. ITEM: Customs Documentation

OBSERVATION: The Ukrainian customs bureaucracy is uncooperative and unwilling to facilitate Operation Sea Breeze exercise customs processes. Detail OIC spent extensive amounts of time compiling detailed information for every item brought into country via air or ground shipments. Despite a wealth of detailed information provided for the Ukrainian customs bureau, customs approval was still delayed due to misinterpretations through language barriers and complications. A last minute contract order for lumber was required in order to replace lumber that was purchased in Rota, Spain and could not be shipped into Ukraine due to customs laws against foreign lumber.

DISCUSSION: Detail Ukraine's air and ground shipments faced many hours, even days, of customs frustration despite detailed customs packing information and details. Lumber cannot be shipped into country unless the lumber is tested by the Ukrainian customs bureau which can take months and delay an entire shipment. Detail Ukraine's MRE shipment faced minimal frustration but still required special approval by Ukrainian health and sanitation inspectors.

RECOMMENDATION: Coordination with host nation customs liaisons and customs brokers is crucial to overcoming the Ukrainian customs obstacle. Detailed and meticulously organized information needs to be given with as much advance notice as possible in order to maximize approval success. Some delays due to customs frustration is inevitable. Detail must flexible and should pack separate air and ground shipments in a manner that will give the detail personnel self sustainability and limited capabilities if one shipment arrives before the other.

OUTCOME: Detail Ukraine was still capable of conducting limited construction operations on boat ramp construction despite having zero CESE due to customs frustration as they used hydraulic jackhammers, carpentry kits, generators, and pumps that came via air shipment. Detail Ukraine deployed with air shipment cargo on 21 June 2012 and did not receive remainder of tools, CESE, and equipment until 02 July 2012.

4. ITEM: CESE Contracts

OBSERVATION: Detail Ukraine suffered from line-haul shipment delays and increased STRATLIFT funds required in order to ship all five pieces of CESE. Shipping an excavator, D6 dozer, vibratory roller, 11k telehandler forklift, and skidsteer dramatically increases STRATLIFT funds and further complicates the customs approval process.

DISCUSSION: Depending on the intended purpose of each CESE item, contracted CESE rentals can greatly reduce funds required and ease the customs approval process. Detail Ukraine's excavator would only be used for several days throughout the duration of the entire project, also minimizing maintenance needs and concerns.

RECOMMENDATION: Detail leadership should contract rentals of as many pieces of CESE as possible. Some pieces of CESE may be irreplaceable my contracted CESE such as the lack of similar telehandler forklifts.

OUTCOME: Detail Ukraine shipped a backhoe, vibratory roller, skidsteer, dozer, and 11k forklift to Ukraine and has had minimal issues or problems after gaining customs approval. However, STRATLIFT funds could have been minimized if CESE rentals were contracted instead of shipped from NAVSTA Rota, Spain.

DETAIL HORN OF AFRICA

ALI OUNEY HEALTH CLINIC

1. ITEM: Job Site Cleanliness

OBSERVATION: While the project was progressing the crew did not keep up on the job site cleanliness, and make an effort to constantly improve the work site conditions to make a comfortable resting and eating area for the crew.

DISCUSSION: A large amount of project material was expanding out beyond the project fence line and material accumulation.

RECOMMENDATION: Ensure that the project supervisor incorporates project clean-up / improvement into the two week schedules and the project manager follows up with a specific job site cleanliness inspection.

OUTCOME: Ali Ouney project site will remain free from accumulated scrap and waste.

2. ITEM: Members getting stomach virus after eating lunch on the project site.

OBSERVATION: Project crew members became sick after eating chow that was brought from the galley in the morning

DISCUSSION: Chow that is sitting for a prolonged period of time is susceptible to bacteria and spoils at a fast pace in the high temperatures and un-sanitary conditions in Djibouti.

RECOMMENDATION: The project crew has two options to keep the food safe. Option one would be to pack sandwiches, chips, fruit, and granola bars into a cooler prior to departure. Option two that motivates the crew the most is to pick up hot plates from the DFAC at 1100 and bring them to the site.

OUTCOME: The crew remained 100% mission ready to go to work when bringing fresh hotplates to the site.

3. ITEM: Material received is a mix of standard and metric units

OBSERVATION: When the crew received the plumbing material the piping and fittings were a mix of SI and metric measurements, assuming the material would be correct caused project delays to finish the Nursery slab.

DISCUSSION: When there are upcoming operations that involve either plumbing or electrical items, verification by the project SME/supervisor has to take place in advance of the material requirement for construction activities.

RECOMMENDATION: The project SME must visually see all of the project material to verify it is correct. If the designated project lead electrician/plumber is not fully competent and does not actually put eyes on each piece of project material then the material should not be received or taken out to the project site.

OUTCOME: If the project manager/supervisor actually prepares for and verifies the material is correct at least a month ahead of time there will not be material procurement delays.

4. ITEM: Being friendly with locals

OBSERVATION: Local children on the side of the road will ask for water/food running into the road and in front of vehicles at times. When the Ali Ouney project crew first started traveling daily to the project site 5-15 children would run toward the road because of the common interaction with the CA teams and past crews. The children became de-sensitized to seeing foreigners driving through the local roads and would make every attempt to get something from them.

DISCUSSION: Kids will ask for food / water and might even get close to you specially seeing that you are a US service member.

RECOMMENDATION: Be careful while driving and never give anything to the local children. Don't give them water, food, or candy. They will abuse your kindness and more kids will ask for food and be waiting for you. When you are unable to give them water, food or candy everyday it will result in rocks getting thrown at your vehicle.

OUTCOME: Passing through small villages causes problems with kids asking for water. Roads will have kids running around and waiting for you to give them something before they start throwing rocks. Small rocks getting thrown at you while driving could cause damage on vehicles.

5. ITEM: Hitch hikers/ Riders

OBSERVATION: It is a very common practice in Djibouti to hitchhike and at times have up to 10 people in the back of pickup truck. If you have empty space in your vehicle it is expected that you give someone walking a ride.

DISCUSSION: Locals will try to flag you to get a ride from your vehicle. It is very common for locals to provide rides from people walking down the road and will insist especially when they see that you have space. Previous battalion provided us warned us never to let anyone ride our vehicle no matter what the reason they may have. This includes anyone that's not U.S. military. Giving them a ride will be the driver's responsibility, if an accident occurs the service member will be liable for the passenger's safety.

RECOMMENDATION: Don't let locals get in your vehicle for a ride. You will be held accountable for their safety.

OUTCOME: The crew will be accountable for each other's safety while riding in the vehicle.

6. ITEM: Prepare for travel under hazardous road conditions.

OBSERVATION: While traveling to the Ali Ouney site you will travel though extremely rough terrain with all possible road condition hazards present that will get you stuck in mud, losing traction, and at times up to four flat tires in one week.

DISCUSSION: Tires received from TMP are always used and not of the best quality. The typical turnaround period for getting new tires is about 3 days, so if one of your key vehicles gets a flat your mission capability will significantly decrease.

RECOMMENDATION: Check all vehicles before leaving the camp especially after the weekend after vehicles return from liberty, for a good spare tire and repair tools. This will allow you to get back to camp and turn in the flat tire to TMP with a 2-3 day turnaround of getting the tire back. Vehicle without a spare tire should never leave camp. Find another vehicle with a spare tire. Keep speed a maximum 60kph during normal weather and slower speed when road conditions change.

OUTCOME: Getting a flat tire resulted in at least 2-3 hours of waiting to get a wrecker on site. More problems can occur especially if the wrecker is not available. There have been a few late nights spent on the road due to no spare tire.

7. ITEM: Paying the Ali Ouney Security Guards the 19th of every month

OBSERVATION: Three security guards will be waiting for the scheduled payment.

DISCUSSION: The security guards are contracted out of CCO. Even though the FOO / PA have to pay them the money is drawn out against the contract written for Ali Ouney's site security. If the need arises to use the field ordering option you should not draw money associated with that contract as it is a different pot of money.

RECOMMENDATION: Ali Ouney project has three security guards that watch the site 24/7 to make sure nobody will try to enter the construction site during and after work. They get paid the 19th of every month and they expect to

get paid on the 19th of every month. The pay agent assigned to our project must process the request a week in advance since all requests requires appointment with J4, J8 and Disbursing. Avoid waiting a few days before the 19th to process the payment.

OUTCOME: Project leadership is able to pay security on time, and make the proper coordination with all three parties (FOO, PA, and Vendor) whom must be present to make payment.

8. ITEM: Memo Agreement with Djiboutian Military

OBSERVATION: Ali Ouney project is located in a controlled region. Access to our project requires passage through a Djiboutian military checkpoint. All military personnel are granted passage and usually have no problem entering the region if accompanied with a memorandum stating their purpose. Civilians must have a military escorted upon entering especially with concrete trucks or water trucks that are needed for concrete placement. If the need arises to communicate with Djiboutian military, utilize the translator contracted for the project.

DISCUSSION: The drafted memo was written by the project manager and translated by DET HOA AOIC. We received the contact information of the region commander and included this in the memo. If another incident should arise do not hesitate to contact the CA team who are ready and willing to assist you.

RECOMMENDATION: Always keep a copy of the Memo agreement inside the vehicle. When civilian access is required make sure our translator is available to assist and clear up any confusion.

OUTCOME: Unrestricted access to the project site.

GENDE GERADE PRIMARY SCHOOL AND LATRINES

1. ITEM: Quality of Material

OBSERVATION: CMU block in the MLO yard on Camp Gilbert was of very low quality.

DISCUSSION: CMU block was purchased by the previous battalion out in town from local vendors.

RECOMMENDATION: Before making any large purchases for a project, work with your translator to get in contact with a local construction company and find out the specifications of their specific materials.

OUTCOME: This will prevent the purchase of poor quality materials from local vendors.

2. ITEM: Material Support from HOA

OBSERVATION: When items couldn't be purchased locally we would have to turn to CJTF-HOA for assistance.

DISCUSSION: Due to the quality of roads from the Ethiopia/Djibouti border to Camp Gilbert it was a huge logistical and safety challenge to get any material on site in a timely manner.

RECOMMENDATION: It would be extremely helpful with project completion if there was a contract set in place for weekly C-17 or C-130 flights to haul both materials as well as supplies for Camp Gilbert.

OUTCOME: Future projects in Ethiopia will have a quicker completion rate due to not having to wait on materials that can't be purchased locally and will need to come out of either, Djibouti, Dubai, or the United States.

3. ITEM: Prints/Project Plans

OBSERVATION: There were numerous different sets of prints for the projected latrines with no real understanding on which set to follow.

DISCUSSION: Upon arriving on the school site it was obvious that the original dry pit design was changed but no FAR log showing that this was approved by J-34. The prints were also not of American standards with no real knowledge of who made them.

RECOMMENDATION: Be sure that all prints handed down from J-34 are approved by a certified American Civil Engineer to mitigate any confusion or questions on which standards or codes are to be followed.

OUTCOME: When RFI's and FAR's are generated and submitted on future projects there will be a better understanding of the project by the engineers in the J-34 office as well as the Project Supervisor. Tighter standards lead to better quality and less confusion.

4. ITEM: Hire Locals to Work on Project

OBSERVATION: The local men and boys had the skills and knowledge to aid the Seabees in construction.

DISCUSSION: Due to using different materials and forms of constructions than we are used to it would be very beneficial to hire local men and boys who have the skills, knowledge, and work ethic to do some of the same tasks we have to learn how to do, i.e. Stucco and CMU block.

RECOMMENDATION: Have a pot of money that would be set aside for paying locals that work on the project. There would have to be a certified and trained pay agent for this particular action to ensure the proper flow of money and that all funds are tracked properly.

OUTCOME: Seabees will help in gaining partner nation trust, help their economy to grow, help with faster project completion, and gain needed knowledge and skills in areas of construction they don't do all the time like the locals.

KONTALI HEALTH CLINIC AND GOUR OBBOUS LATRINE

1. ITEM: Translator

OBSERVATION: There is one translator who is assigned to two houses and two projects in two locations.

DISCUSSION: There were many instances when one of the projects had a need for a translator, however one was not available because they were at the other project location. Our mission was to interact with and build partnerships with the locals. This would have been much easier with the increased availability of a translator.

RECOMMENDATION: Assign a translator for each location of a project.

OUTCOME: Because of the completion of one project, the need for a second translator was removed. One translator per project assures maximum communication with the local populace.

2. ITEM: Local Gift Giving

OBSERVATION: Seabees want to assist the local population, especially children. If a local receives a gift, conflict and issues with future expectations sometimes occur.

DISCUSSION: When some Seabees see people or children in need they want to help. Gifts, such as water, small toys, food, or even scrap material can have unintended effects. The recipient may be attacked and have the gift stolen or other locals approach the giver and request gifts as well. This turns into a problem when the number of gifts does not equal the number of requestors. Additionally, once given a gift, the recipient would expect a gift every day from every Seabee.

RECOMMENDATION: Hold all gifts until the end of the project or give all gifts through a single POC such as the local CA Team, Village Elder, or translator.

OUTCOME: This should prevent unnecessary conflict between locals and also allow Seabees to conduct their work without interruption.

3. ITEM: Vehicle Requirements

OBSERVATION: Road conditions are mediocre at best. Many vehicles had frequent suspension and tire issues.

DISCUSSION: The paved roads between Dikhil and Camp Lemonnier are poor to fair. There are several significant potholes and rough areas. Spares are vital as flat tires are common on this route. The roads between Kontali and Dikhil are poor at best. The route is predominantly dirt, rock, and sand. Vehicles without sufficient suspension cannot traverse the route safely. Without a working vehicle, the project site is not accessible.

RECOMMENDATION: Ensure any vehicles assigned to Detail Kontali have excellent spares and sufficient suspension.

OUTCOME: Vehicles with the proper requirements will enable the crew to access the project site and Camp Lemonnier.

4. ITEM: Animals

OBSERVATION: There are many animals, domestic and wild, which are found in the local area. The animals are frequently found crossing and lingering in the roadways.

DISCUSSION: Many people of the Dikhil region make a living through livestock. The primary forms of livestock are goats and cattle. Camels and donkeys are also very common in the area. Animals in the roads are frequent and can cause damage and injury if hit. Additionally, hitting and livestock or domestic animals require payment to the owner. Baboons, birds, and dogs can also be found in the roadway and can damage the vehicle.

RECOMMENDATION: Ensure vehicle operators have taken a defensive driving course and can be relied upon to maintain focus and concentration while operating any vehicle. Provide regular training to ensure adequate care is taken while driving and hazards are identified early. Limit speeds not only based on road conditions but in response time to unexpected animal actions.

OUTCOME: Defensive driving and focus will reduce the likelihood of accidents due to animal actions.

5. ITEM: Other drivers

OBSERVATION: Most of the other vehicle traffic on the paved roadways consists of transport trucks. The drivers often drive erratically and without regard to other vehicles on the roads. Serious vehicle accidents are seen almost daily when driving.

DISCUSSION: The local traffic is largely made up of commercial trucks. The trucks are in very poor condition and are frequently overloaded. The driving skills can be a concern as it appears not much formal training is given. Trucks often drive in the middle or on the wrong side of the road, do not check mirrors and breakdown in the middle of the road.

RECOMMENDATION: Ensure vehicle operators have taken a defensive driving course and can be relied upon to maintain focus and concentration while operating any vehicle. Provide regular training to ensure adequate care is taken while driving and hazards are identified early. Limit speeds not only based on road conditions but response time for unexpected local driver actions.

OUTCOME: Defensive driving, appropriate speed, and driver focus will reduce the likelihood of accidents due to the erratic driving habits of locals.

6. ITEM: Material

OBSERVATION: Material procurement is a difficult process if procured locally and a very lengthy process if material comes from outside of Djibouti.

DISCUSSION: Required project material is not available in the village of Dikhil and must be procured through NMCB HOA MLO. Most of the needed material can be purchased in Djibouti City, but it can take awhile for the expeditors to find a vendor who can supply the items needs. Vendors will often say they have an item when in fact they don't. This can be difficult if there is only one vendor in the city who says they have or can get an item. When this occurs, which is often, you may wait for a month or so before an item is received. Due to transportation availability, material procured from outside Djibouti can take upwards of four months to receive.

RECOMMENDATION: Ensure the Crew Leader and Project Supervisors are looking ahead and requesting material at least a month prior to the requirement. Make every effort to ensure there are no last minute material requirements that will affect work on the project. Try and avoid material procurement that involves material from outside Djibouti. If there are no other options, ensure you schedule the project accordingly for the very long lead time.

OUTCOME: Prevention unwanted delays, and ensure to correct material is available when required.

7. ITEM: Material quality and type

OBSERVATION: Material procured from the local economy is substandard in quality and is normally not exactly what was ordered.

DISCUSSION: The quality of the material received here in Djibouti is not what we're accustomed to back in the states. Items are manufactured to a much lower standard, and are frequently damaged during installation and during transport. CMU and any PVC/plumbing parts are a prime example of this. Additionally, vendors will frequently substitute an item, if they don't have it on hand, for something that is close to what was ordered. This can cause serious problems if the substituted item does not meet structural or size requirements.

RECOMMENDATION: When ordering material ensure to factor in that items like CMU, PVC etc. will most likely be damaged during transport, and may not be useable. I would recommend, while calculating material, to factor in 15% waste to help compensate. Ensure that a FAR is submitted to J34 for all materials that vary from what the prints call for.

OUTCOME: Prevention of delivery of un-useable poor quality materials, and prevention of rework due to incorrect material being used.

8. ITEM: Working Hours

OBSERVATION: The temperatures approach 120 degrees between noon and 1500 daily. During the hottest times Seabee work output declines due to the heat. The sunrise is near 0530.

DISCUSSION: The hottest times of the day are the most likely times for heat injuries. Additionally, work output is reduced because of the heat. Driving during the dark increases the likelihood of an accident due to the lack of street lighting and the high possibility of animals, people, and children on the roadways.

RECOMMENDATION: Adjust the work hours to as early as possible with safety in mind. Drive to the project site as soon as the dawn breaks. This ensures the earliest start without an increased probability of a vehicle mishap. Additionally, this enables the majority of the WIP to take place prior to the hottest part of the day and increases the efficiency of the crew.

OUTCOME: Adjusting the working hours allowed more WIP during the equivalent time and also reduced the probability of heat related injury.

9. ITEM: Community interaction

OBSERVATION: Continual positive local engagement, at all levels, was key to a successful and rewarding deployment.

DISCUSSION: Throughout the deployment we were active within the community as much as possible. We took part in events such as, military pass and reviews, Independence Day celebrations, soccer tournament, and assisted with English classes. Being active in the community and building partnerships not only supports CJFT HOA objectives but made our day to day operations run smoother.

RECOMMENDATION: Get out and involved with the community as often as possible. Engage with the villagers in Dikhil, Kontali, and the local Djibouti Army.

OUTCOME: Being considered members of the community and not just foreigners passing through enabled us to receive help we would have otherwise not received. Examples: assistance with concrete placements, and stucco work by the Djiboutian Army, locals finding and giving us needed parts we were unable to locate, paying local prices for most everything we purchase in Dikhil, was loaned a tire when we had a flat with no spare, traditional Djiboutian meals prepared for us, seats of honor at all major local events, and more.

FOL CAMP SIMBA, MANDA BAY, KENYA

1. ITEM: Local Traffic on / off Base

OBSERVATION: There are no traffic signs or enforced directions of travel for the roads on the Kenyan Naval base. Camp Simba has no authority off camp.

DISCUSSION: Enforce that all US military stop at all intersections while on base and drive defensively.

RECOMMENDATION: Enforce that all personnel US military stop at all intersections on base and drive defensively.

OUTCOME: Policy was implemented. No vehicle accidents and zero mishaps and injuries after action.

2. ITEM: Safety Requirements

OBSERVATION: Safety correspondence through turnover is critical as any item is considered long lead.

DISCUSSION: When and what safety needs should be addressed as early as possible.

RECOMMENDATION: Create a safety turnover letter and include an inventory list of all safety materials and equipment, i.e. PPE. Also, seek a safety requirements list early from the relieving battalion to address what must be ordered immediately.

OUTCOME: Safety turnover provides for a proactive risk prevention program and better follow through on getting the job done safe.

3. ITEM: Class IV

OBSERVATION: Supply chains are constantly turning over. There are few locally procurable items available, making most materials long lead. There are no regularly scheduled flights. Materials simply show up at the main gate to the base. These items are often marked as coming by way of DJ which implies someone had received them and knew about them at some point.

DISCUSSION: It is critical to pass on any supply chain POC and consistent phone numbers.

RECOMMENDATION: Pass on supply chains of command to keep the information flow open.

OUTCOME: Materials can be tracked. DHL and FED EX deliver to base/camp.

4. ITEM: Timelines

OBSERVATION: Delivery dates have not been dependable with contractors. Nor have their capabilities matched their obligations. The majority of work is not scheduled nor is correspondence in the form of updates provided.

DISCUSSION: Plan all items as long lead and little to no notice for updates or arrival.

RECOMMENDATION: Personally reach out to contractors for daily updates and expect last minute delay or equipment failures. Use 55 proficiency efficiency factors for local nationals at best.

OUTCOME: Timelines are more accurate.

5. ITEM: Computer assets

OBSERVATION: Government computers and network are extremely slow. Hard drives are old and crash.

DISCUSSION: Assets are unfit for keeping a top notch line of communication to higher.

RECOMMENDATION: PC's should be replaced and network upgraded

OUTCOME: PC's are being replaced and network upgraded. ETA on new PC's is AUG2012.

6. ITEM: Microsoft Project Software

OBSERVATION: Few seats were available for Microsoft project class.

DISCUSSION: This caused lack of basic technical skills and knowledge to input project planning in Microsoft Projects at key leadership levels.

RECOMMENDATION: Train at homeport, assign personnel with basic knowledge of the program so they can instruct other members in a Unit Driven Training (UDT) type atmosphere.

OUTCOME: This will enhance mission capability and flexibility while balancing the work load.

CAMP SUPPORT, KASENYI, UGANDA

1. ITEM: Caution while providing maintenance.

OBSERVATION: Structures are old and not up to American standards.

DISCUSSION: Existing structures should never be assumed to be structurally sound and stable.

RECOMMENDATION: Use caution when working with existing concrete structures due to lack of reinforcing steel and a weak concrete mixture.

OUTCOME: Replace concrete with a stronger mixture and reinforce as much as possible.

2. ITEM: Allow more time for tools and materials.

OBSERVATION: Most items require at least a one week turn around for materials and for specialty tools.

DISCUSSION: Properly plan camp projects and account for delay when submitting tool and material lists.

RECOMMENDATION: Before current list of projects expires ensure to submit new material and tool list.

OUTCOME: Personnel always have proper tasking and can continue to perform Camp Maintenance projects.

3. ITEM: Termite damage

OBSERVATION: There was a significant amount of damage done to existing wooden structures.

DISCUSSION: While planning for projects account for protection from termites.

RECOMMENDATION: Utilize protective coatings whenever possible, i.e. paint, varnish, and bituminous protection.

OUTCOME: Structures will last longer and be more durable against weather and termite damage.

CAMP GILBERT, DIRE DAWA, ETHIOPIA

1. ITEM: BEEP

OBSERVATION: Undocumented issues with equipment surfaced months after the BEEP was over.

DISCUSSION: Because we did not conduct a full operational test of the water well rig during the BEEP, we did not know the severity of its condition. It was not until we were ready to start drilling wells that we discovered the rig was not capable of drilling.

RECOMMENDATION: Every unit of CESE should be fully tested during the BEEP. Every function of each unit, with an emphasis on specialty equipment such as the water well rig, should be tested and cycled.

OUTCOME: The proper condition of every unit of CESE will be known and properly documented during turnover.

2. ITEM: Property Book

OBSERVATION: Property book items came up as missing during a routine monthly inventory check.

DISCUSSION: In an effort to consolidate and clean up the camp, we sent broken and unused tools and equipment back to Camp Lemonier, Djibouti. We did not check the items to be returned against the property book before sending them back so various items from the property book were sent back without maintaining a paper trail of who accepted the items and where they would be located. We were eventually able to locate all items and get 1149s signed but the process took a long time as the items were put into storage or sent to DRMO upon arrival at CLDJ.

RECOMMENDATION: All property book items should be labeled so that if they need to be sent back we will know what documentation needs to accompany the item back to CLDJ in order to properly account for taking it off our books.

OUTCOME: The property book will always remain accurate and time will not be wasted trying to figure out where things are.

3. ITEM: USO

OBSERVATION: Requested items for the USO took a long time or were never received.

DISCUSSION: The contact we were given from USO back in the States was unresponsive to our requests for replacement game systems and games so we did not have working systems for most of the six months. After an LS2

visited from CLDJ, he was able to route requests through a different channel and send us new TVs, game systems, games, movies and books.

RECOMMENDATION: Route USO/MWR requests through J4 instead of directly to USO.

OUTCOME: USO and MWR items will be received faster.

4. ITEM: Visitors

OBSERVATION: Dire Dawa receives an average of 10 visitors per month, and at times two a week.

DISCUSSION: With three different commands on the camp there is always a visitor either from one of the commands or from a higher unit visiting. Sometimes not everyone had oversight of the visits or what the visitor's itinerary will be. We tried to coordinate these visits by mentioning them at our weekly camp leader's meeting and sharing the itinerary with the other units. Sometimes guests would arrive that we were not anticipating and would drop by the office wanting a camp or project tour taking us away from other things we had planned for the day. In other instances we did not have a planned and published itinerary so we were struggling to fill the time with anything we could think of.

RECOMMENDATION: Continue to inform everyone of upcoming visits and try to plan out and publish an itinerary prior to the visitors' arrival. This will alleviate having to fill time and avoid just dropping in on people.

OUTCOME: Visitors will see all the necessary things they need to see and see a united front from the units at Camp Gilbert.

5. ITEM: Contract Invoicing

OBSERVATION: DD250s could not be easily returned to the contracting officer for payment processing.

DISCUSSION: Since we do not have a reliable scanner we could not easily get signed copies of the DD250s back to the contracting officer. We found out later than in the absence of the ability to scan and send back we can just email the contracting officer verifying the invoice amount and they can sign for us.

RECOMMENDATION: Get a good scanner sent out. In the meantime, just verify the amount of the invoice and let the contracting officer know through email.

OUTCOME: Less time spent processing paperwork.

6. ITEM: Computers and Network

OBSERVATION: Computers and network are unreliable.

DISCUSSION: The network experiences frequent outages due to power outages and for unknown reasons which the assigned J6 personnel sometimes can't figure out. While the network issues seem to have been resolved the computers continue to malfunction and shut down frequently. J6 tried to give us new computers but we could not easily transfer files from the old computers and almost lost all old files and emails.

RECOMMENDATION: Try to get a J6 issued external hard drive to which you can back up emails and files so that if/when the computers fail all continuity is not lost.

OUTCOME: No more headaches over losing files and emails.

7. ITEM: SITREP pictures

OBSERVATION: We didn't always have pictures to submit on daily SITREPs.

DISCUSSION: Sometimes I would forget to take a picture or I would forget to email it to myself in time to get in on the daily SITREP.

RECOMMENDATION: Set a reminder on the email calendar to take your daily picture or assign someone the duty of taking the picture and emailing it to the OIC and AOIC every day.

OUTCOME: Always have a SITREP picture.

8. ITEM: Water Well Inventory

OBSERVATION: The water well inventory was spread between Camp Gilbert in Ethiopia and Camp Lemonnier in Djibouti.

DISCUSSION: When we got to Ethiopia we thought we needed to order a lot of materials in order to drill a well, not realizing that many of the materials were in the MLO yard in Djibouti. We also found out that some of the water well equipment and tools originally sent from Kuwait in 2010 are still being held in Djibouti.

RECOMMENDATION: Consolidate all water well tools and materials at Camp Lemonier into one area of the Seabee's MLO yard and ensure the inventory is given to the water well team in Ethiopia. Before sending the water well teams downrange ensure someone gets eyes on as well so that they can see what is available for reach back in CLDJ.

OUTCOME: The water well team will know exactly what tools, equipment and materials are in HOA.

9. ITEM: Convoys

OBSERVATION: Border runs between Ethiopia and Djibouti take a toll on personnel and equipment.

DISCUSSION: We have done a border run almost every week since deploying to Ethiopia, and in some cases multiple convoys in one week. The convoys have taken up to 18 hours and experience multiple breakdowns of the tractor trailers used to transport equipment.

RECOMMENDATION: Only use green gear when absolutely necessary and try to use an MTVR cargo in place of a tractor trailer. For non-mission essential payload, utilize a contracted line haul in place of military equipment and personnel. Newly awarded AFRICOM ASDN logistics network needs to be flushed out into a working process.

OUTCOME: Less time the equipment and personnel are on the road means more time to dedicate to mission requirements and less risk of an accident or mishap.

10. ITEM: Customs

OBSERVATION: There is no continuity between the Ethiopian customs agents.

DISCUSSION: Different customs agents enforce different rules and expectations at the border for import and export between Ethiopia and Djibouti.

RECOMMENDATION: Every time a new rule or regulation comes up, work with the US Embassy to report the change in requirement at the field level and keep the CCE involved in resolution. The Embassy can work with the customs agency to ensure their field agents are being fair and uniform on policies.

OUTCOME: More standardized enforcement of customs policies at the border.

11. ITEM: Pay Agent

OBSERVATION: Pay agent did not receive a thorough turnover or list of reliable vendors.

DISCUSSION: The incoming pay agent went on one trip with the outgoing agent into town to make a purchase and was walked through the tracker once. When we needed to make purchases for particular items we did not know what vendors to use and what price to pay.

RECOMMENDATION: The outgoing pay agent should spend an entire day taking the incoming pay agent around town to introduce them to vendors and walk him through the process of negotiating a purchase and exchanging money at the bank.

OUTCOME: New pay agent will know who to go to for what materials and what a fair price is.

12. ITEM: Reefer

OBSERVATION: Need more reefer storage space.

DISCUSSION: The current capacity of the one reefer we have is not big enough to keep perishable food for camp personnel for two to three weeks. When we get a food delivery the reefer is so packed that you can't get in to see what is there. Increased storage space would allow for better organization and the ability to order more fruits, vegetables and dairy products.

RECOMMENDATION: Purchase another walk-in reefer unit. J4 has purchased another one for the Seabees.

OUTCOME: Greater capacity for perishable food.

13. ITEM: Mobile Kitchen trailer

OBSERVATION: Components of the kitchen do not work.

DISCUSSION: Most of the equipment in the trailer did not work when the trailer showed up but the electricians were able to fix some things. The deep fat fryer, refrigerator and freezer still do not work in addition to air conditioner and exhaust fan that need replacement.

RECOMMENDATION: Acquire new equipment to include deep fat fryer, refrigerator, flat top grill and bigger oven.

OUTCOME: The cook will have the equipment necessary to cook better meals.

14. ITEM: Value Added Tax (VAT)

OBSERVATION: US Military is not supposed to pay VAT in Ethiopia.

DISCUSSION: The Status of Forces Agreement (SOFA) indicates that US Military are exempt from internal taxation yet many vendors say that they cannot remove the VAT from their receipts. This has caused purchases to take longer than expected because of having to talk to J8 and legal about trying to make the purchase even though the vendor is charging VAT. Recently, we have found out there is a process that the VAT can be recouped from the Ethiopian government should a vendor be unable to remove the VAT from their receipt.

RECOMMENDATION: If a vendor says he must charge VAT be sure the CCO is aware of the situation so that they can have the proper documentation ready in order to recoup the VAT later.

OUTCOME: Maintain good relationship with vendors.

KALOYEE WATER CATCHMENT, MOROTO REGION, UGANDA

1. ITEM: PDSS

OBSERVATION: J34 gave the impression to the Seabees that a PDSS was not required for the mission because J34 had been out to the region and CA was in the local area to help coordinate the project. Many assumptions were made and J34 never tasked the CA to provide support through their chain of command.

DISCUSSION: Improper / Incomplete PDSS can lead to project and mission issues.

RECOMMENDATION: Ensure a proper PDSS is conducted prior to the launch of all missions regardless of other entities who may have surveyed the site, to ensure all required information is obtained prior to mission start.

OUTCOME: Mission will be more successful and start in a timely manner.

2. ITEM: Mission Location

OBSERVATION: At the beginning of the mission there were four choices for a site. None of the sites had been actually visited by J34, causing loss of work time.

DISCUSSION: Mission location needs to be an exact site chosen by J34 or higher headquarters prior to the mission going downrange.

RECOMMENDATION: Prior to a mission start an exact location needs to be finalized. If it is not, at a minimum an advance party team needs to be sent aheadof time to locate the site prior to bringing the entire team to the mission location.

OUTCOME: Missions will start on time and in the correct location.

3. ITEM: Force Pro

OBSERVATION: Not enough information was provided prior to mission step off to ensure proper force pro was adequately utilized.

DISCUSSION: Upon arrival if was not known that each team should have two pickup trucks for force pro personnel to ride in for convoys and missions. Multiple times throughout the mission the team would have to split into multiple movements and the addition of the force pro personnel inside vehicles caused inadequate seating.

RECOMMENDATION: Each team should have a minimum of two pickup trucks solely dedicated to carry force pro personnel for multiple movements.

OUTCOME: There will be adequate seating for all troops ensuring their safety and a pickup truck for the force pro to ride in to ensure timely response to incidents.

4. ITEM: Material

OBSERVATION: Material utilized in Uganda is in poor condition and in different standards than the US material, and will go by different names causing errors in Bill of Materials.

DISCUSSION: A material listing for each country needs to be on hand prior to submitting a Bill of Material to ensure the correct material is ordered for the project i.e. material names are clarified and standards are known. Contractors need to have their material inspected to ensure a usable, quality product is provided.

RECOMMENDATION: A small team of personnel need to travel to different countries and talk to vendors about the common material we utilize all the time. This will clarify names of materials and types prior to submitting a bill of material. This list should be maintained by the Seabees and J34 for future use.

OUTCOME: Bill of Materials submitted will be the correct material needed to complete a project.

5. ITEM: Tools

OBSERVATION: Standard tools utilized in the US do not always work with the materials and items in African countries.

DISCUSSION: Upon arriving in Moroto, Uganda it was noticed that all piping material comes in British standards not in US Standards. Material standards need to be known prior to a mission start to ensure the proper tools are on hands to complete the mission.

RECOMMENDATION: A team of personnel need to research material standards for each country so that project managers can ensure the correct tools will be brought for the mission.

OUTCOME: Missions will not be spending FOO funds on a tool they need to complete the mission. This will speed up project progress and prevent delays.

6. ITEM: Logistics

OBSERVATION: The logistics involved with tools, materials and personnel will make or break the mission.

DISCUSSION: More coordination with the J staff needs to happen prior to mission execution to ensure that all personnel, tools, and material make it to the designated area in a timely manner. The J codes tend to not follow through with logistics requests causing delay in the shipment of mission critical items.

RECOMMENDATION: A better system needs to be established for shipping items to remote areas. Sometimes a PO Box address is the only thing available and the logistic system needs to find a way to ship to these places in a timely manner.

OUTCOME: Personnel, tools, and materials will reach their final destination in a timely manner preventing setbacks and delays to missions / projects.

7. ITEM: Contractor Items

OBSERVATION: The pictures sent back by the contractor was not the same as the items provided for the mission.

DISCUSSION: A lot of interaction was spent with the contractor prior to mission start to ensure the correct equipment was going to be provided for the mission. The quality of the items provided was not the same as the pictures provided during the planning phase.

RECOMMENDATION: Personnel need more time downrange prior to starting the mission site to survey the provided equipment for the project.

OUTCOME: Equipment provided will be in better condition and have less break downs causing less production time on site.

8. ITEM: Interpreter

OBSERVATION: Multiple times throughout the project we have had interaction with the local personnel around the site and were unable to speak to them.

DISCUSSION: There have been multiple times we have needed to talk to the locals and unable to do so due to the fact that there is not an interpreter on site to assist. Luckily some of the UPDF personnel speak English and the Karamoja dialect allowing us to speak with the locals.

RECOMMENDATION: Have a set interpreter for the missions for use in case mission personnel need to speak to the locals.

OUTCOME: This will help with safety, keeping personnel off the site and assist in providing crucial information about the surrounding area to the team.

STAFF DEPARTMENTS

DET-HOA OPERATIONS

1. ITEM: Seabee Construction Management (SCM) Training

OBSERVATION: Lack of knowledge on the software

DISCUSSION: Even those that received the training this homeport, had problems using this program, not only during the P&E phase but also the execution and management phases.

RECOMMENDATION: Conduct more cradle to grave training in homeport, i.e. plan the project, log man-days and pull reports. Develop a step-by-step manual for creating a project and entering project information into SCM. The current manual is ineffective.

OUTCOME: Higher efficiency and more effective use of SCM as a tool rather than a requirement.

2. ITEM: Quality Control

OBSERVATION: Site visits to the project site

DISCUSSION: Due to the distance and coordination involved the detail QC and Safety Reps could not perform weekly site visits.

RECOMMENDATION: Ensure that a NTV is set aside for QC/Safety visits and encourage them to use it.

OUTCOME: Increased quality and safety of construction.

3. ITEM: Planning and Estimating

OBSERVATION: Mixed design measurements

DISCUSSION: Prints come from various firms and designers. Some use metric measurements, others standard.

RECOMMENDATION: Ensure that P&E teams know to convert all measurements to metric, including rebar and AWG sizes.

OUTCOME: This would ensure that the correct size of material and quantity of material is ordered.

4. ITEM: Concealed Carry Qualification

OBSERVATION: In the HOA pistols are almost always carried concealed.

DISCUSSION: Current training is not conducive to a concealed weapon. Issued holsters are not ideal for carrying the M9 concealed. There is specific training and a qualification course for carrying a concealed pistol.

RECOMMENDATION: Troops deploying to HOA should complete the concealed handgun course and qualification.

OUTCOME: Troops will be better trained to safely employ the M9 in a non tactical environment.

5. ITEM: Cameras.

OBSERVATION: Due to the high number of photo requirements from PAO, troops often utilized personal cameras for capturing project photos. These cameras are not designed for the extreme environment here and often break.

DISCUSSION: If cameras are issued more photos can be taken and troops can avoid damaging personal items.

RECOMMENDATION: Issue a camera to every DET site which requires photos.

OUTCOME: More photos taken and less damage to personnel gear.

6. ITEM: Convoys

OBSERVATION: Seabees execute a large number of convoys throughout the Combined Joint Operating Area.

DISCUSSION: Convoys put Seabees and their equipment at high risk. We have had many breakdowns, flat tires, and a rollover during this deployment, often in remote areas. Commercial convoys are available but are more difficult to schedule and contract through the Installation Transportation Office.

RECOMMENDATION: Coordinate with Base N3L, J4, and AFRICOM G4 to utilize the ASDN shipping network which is supposed to make it easier to move cargo within Africa.

OUTCOME: Increased availability of CESE and decrease risk to Seabees.

7. ITEM: Field Ordering Officer/ Pay Agent for all projects or DET sites.

OBSERVATION: Not all details were assigned a FOO/PA to draw cash funds from CJTF-HOA for incidentals while in the field.

DISCUSSION: Virtually no vendors in Africa accept credit cards. Cash payments are often times the only method of payment, and the Battalion does not have a cash payment system. There are inevitable incidentals which come up while on the project site, whether it is a bucket of nails or minutes for an issued cell phone. The FOO/PA system is used by CJTF-HOA to allow the military to make cash purchases while deployed in remote areas.

RECOMMENDATION: Ensure every detail deploying downrange in the Horn of Africa trains a FOO and PA, and draws up to $10,000 in operational funds from the JTF for mission purchases while downrange.

OUTCOME: Seabees will not experience long delays in ordering items from overseas, and can instead quickly buy them locally. This will enhance their mission capabilities.

8. ITEM: OIC Academy

OBSERVATION: Topics covered at the OIC Academy could have included more useful information.

DISCUSSION: The OIC Academy covered some pertinent topics but also missed some that would have been very useful. OIC Academy is a great opportunity to give some key training to future OICs before they deploy.

RECOMMENDATION: Include the following courses in OIC Academy: Photo SITREP Workshop, Emergency/Non Emergency Leave Policies and Procedures, JAGMAN investigations, NJP procedures (detailed procedures from occurrence of event all the way to Captain's Mast), NDPL policy, Safety Mishap Procedures and Classifications, DOT Procedures. Have those procedures and material published before we walk into the OIC Academy. CD of material should be published before starting the Academy. Use role playing versus homework. Come up with some situations and discuss how we would react to deal with it.

OUTCOME: OIC's will be better prepared when situations develop on deployment.

9. ITEM: Chain of Command routinely bypassed

OBSERVATION: While the chain of command was clearly delineated on organizational charts in DET HOA confirmation briefs, the chain was routinely bypassed. Action items or instructions were given directly to DETs assigned to HOA without going through the DET Leadership in Camp Lemonnier.

DISCUSSION: HOA is different than many other AORs because there is a CJTF in Camp Lemonnier. The Seabee element in Camp Lemonnier is expected to provide command and control of all Seabee DETs deployed downrange in HOA. They are required to have sufficient staff to provide the C2 and support functions of their downrange personnel. It is extremely difficult to provide this C2 from Rota Spain, which is why the DET in Camp Lemonnier is inserted into the Chain of Command.

RECOMMENDATION: Utilize the Chain of Command. Nothing is passed to a downrange HOA DET before coming through Camp Lemonnier, and nothing is passed up to higher without going through the leadership at Camp Lemonnier.

OUTCOME: Clearer lines of direction and tasking will be established and more effective management of maneuver elements by the CJTF.

10. ITEM: Daily SITREPS, Biweekly Updates, and Photo SITREPS not effectively utilized

OBSERVATION: Significant amounts of time are used to create daily SITREPS, biweekly rollups and photo SITREPS, but very few people actually digest the information and utilize it. Data calls are routinely made to the DET when the information is readily accessible in the SITREPS.

DISCUSSION: SITREPS can be useful tools to update interested parties. They are time consuming, however, so the information should be actually utilized to ensure best use of everyone's time.

RECOMMENDATION: Read all SITREPS before making decisions, tasking others, or submitting RFI's.

OUTCOME: Increased efficiency.

11. ITEM: Actions following an incident are often directed to happen too quickly without accurate information or without following proper procedures.

OBSERVATION: When significant incidents occur there is a tendency for the chain of command to expect swift actions which may not be in line with standard procedures or policies. On a few occasions these expectations had an adverse effect on the overall outcome of the event because proper procedure was not followed. Unrealistic and unachievable timelines were given by higher for submission of key reports regarding a suicide, a vehicle rollover, and multiple alcohol related incidents.

DISCUSSION: When significant events involving personnel occur, it behooves everyone to step back and assess the situation before acting. Proper procedures should be followed, if shortcuts are taken it creates more work for all parties in the long run and can adversely affect investigations, court martial, or NJP punishments.

RECOMMENDATION: Review procedures for special incidents prior to taking specific actions. Ensure realistic timelines are implemented which align with those of the Navy as a whole. Maintain some sort of binder at the DET site which outlines proper procedure for these events.

OUTCOME: More accurate reporting, better management of expectations, and improved handling of incidents.

MATERIAL LIASON OFFICE

1. ITEM: Material storage.

OBSERVATION: Materials were not protected against the elements.

DISCUSSION: Materials vulnerable to sun and water damage were left in the elements and destroyed.

RECOMMENDATION: Upon receiving materials take note to which items are vulnerable to weather damage (including sun light) and take measures to guard against damage.

OUTCOME: Materials were lost to weather damage and had to be purchased twice.

2. ITEM: Shelf life.

OBSERVATION: Materials with short shelf life expire before being issued to projects.

DISCUSSION: Some materials were delivered earlier than they were needed and were lost to expiration.

RECOMMENDATION: Identify items with short shelf lives and order as needed. When awarding contracts make it known materials that can expire will not be received far before they are required. High average temperatures also aid in expiration of material.

OUTCOME: Materials were received and stored for months before being used. Items such as glue and paint expire on shelves long before use.

3. ITEM: Receiving material

OBSERVATION: Materials were received did not fit description desired or were extremely poor quality.

DISCUSSION: In some cases materials attempted to be delivered by vendors did not fit the description needed for the BM. Materials, especially block, were delivered and soon after were discovered to be of very poor quality.

RECOMMENDATION: Inspect all deliveries for quality and match the bill of materials to what is being received.

OUTCOME: Materials that did not match description or of poor quality had to be sent back for reorder. This could potentially cause project delays.

4. ITEM: Procuring material

OBSERVATION: Local materials are expensive and are of lower quality than American standard.

DISCUSSION: Local materials are not equal to American standard/quality. Also depending on size of the order, materials may have to be shipped from outside sources such as Dubai. This makes for a longer lead time from ordering material to actually receiving material.

RECOMMENDATION: Plan ahead of time, not just two weeks but months if possible. Expect a lower quality product with a higher price tag than state side. Don't always accept first price given, be ready to negotiate with locals for lower price.

OUTCOME: Materials that were needed quickly or in large quantity were not always readily available causing project delays.

5. ITEM: HOA Vendors, Material Liaison Officer

OBSERVATION: Local vendor base is not as sophisticated as US companies.

DISCUSSION: Many vendors will tell you what you want to hear and assume local substitutes will be acceptable. Previously there was little means to hold them accountable for late deliveries and substandard or incorrect material.

RECOMMENDATION: For each contract, incorporate Liquidated Damages and be very specific with the Bill of Materials (BM) going for bid. Provide part numbers from Grainger, GSA Advantage or wherever you find it online as well as a picture. Much of this can be obtained from the P&E crew that but the BM together.

OUTCOME: Being able to hold the vendors accountable for delays and incorrect materials.

6. ITEM: Phase Purchases, Material Liaison Officer

OBSERVATION: Submitting a single Bill of Materials (BM) for a whole project only postpones the effort.

DISCUSSION: While competing and awarding the entirety of the BM may seem streamlined, it may not be in your best interest. Different vendors have different strengths and no vendors are a 'one stop shop'. Many bids will come back with items which were not bid on and the Contingency Contracting Office is not able to make multiple awards.

RECOMMENDATION: Phase submission and award of the BM. Consider the time required on site and the necessity of getting the proper material (critical for electrical material). Separate BMs in accordance with the strengths of the vendors and timelines in which they are needed.

OUTCOME: Time invested in packing the BMs will prevent the frustration of tracking down small items individually, receiving items in an illogical order and ensuring certain materials are correct to prevent unnecessary project delays.

7. ITEM: Excess Stock, Material Liaison Officer

OBSERVATION: Many common used and requested materials should be stocked.

DISCUSSION: There will always be add-on requests and small projects will pop up that require basic materials like lumber, nails, concrete, etc. Being able to supply these materials in a timely manner is critical to the success of the mission and maintaining a good op tempo. Purchasing locally via FOO is always an option but it too comes with its own set of delays and lead times.

RECOMMENDATION: Keep a stock of commonly requested materials on hand. While it is not permissible to use project funds (HA or HCA funds) to develop the stock, it is acceptable to build the stock with O&MN funds. As a project uses the materials, use the appropriate funds to replenish the stock.

OUTCOME: Better able to meet mission requirements in a timely manner.

8. ITEM: Camp Support, Material Liaison Officer

OBSERVATION: Many other units treat us as Self Help and /or Home Depot.

DISCUSSION: While handing out a few nails or a couple 2" x 4" won't take away from our ability to meet our mission requirements, keep in mind that their requests can be incremental and the time it takes for the MLO crew to assist these units may take away from what they need to accomplish.

RECOMMENDATION: Ensure the MLO crew knows that Seabee missions come first and not to supply any material that will take away from our capability to meet missions. An E7 or above should approve all issuing of materials, tools or equipment to other units.

OUTCOME: Ability to assist other units without detracting from our own capabilities.

9. ITEM: Class IV Procurement through Navy Stock System, Material Liaison Officer

OBSERVATION: Acquisition of materials and items with NSNs is significantly easier to procure, however finding an appropriate NSN can be challenging.

DISCUSSION: FED LOG and WEB FLIS have search functions but require sorting through dozens, sometimes hundreds of results one by one to find the appropriate NSN. ABFC View is the best place to start for identifying NSNs. There is a word search function for line items which is much more helpful than FED LOG or WEB FLIS.

RECOMMENDATION: Actively search for NSNs and keep track of the ones you do find to ease the acquisition process.

OUTCOME: More expedient and hassle free acquisition.

10. ITEM: O&MN Cost, Material Liaison Officer

OBSERVATION: Quarterly, sometimes monthly, data calls will come from the CMO for the amount of O&MN funds used to support a project.

DISCUSSION: Because O&MN all come from the same pot of money and there is no way to distinguish how funds were spent in PR Builder or CFMS, this is something the NMCB must track themselves.

RECOMMENDATION: Utilize the excel checkbook to capture this information as withdrawals are input. Utilizing a code for each mission allows for easy sorting or pivot table function.

OUTCOME: Resident NMCB can answer data calls with little effort.

11. ITEM: Field Ordering Officer (FOO) and Pay Agents, Material Liaison Officer

OBSERVATION: Although FOO is the fastest process for acquiring materials locally, it is still time consuming and comes with a high administrative burden.

DISCUSSION: FOO procedures are not as flexible as one would hope and requires a considerable amount of lead time to clear and draw cash. Any urgent needs cannot be easily met.

RECOMMENDATION: Have two dedicated pay agents based in CLDJ for use by MLO, one pay agent as the primary and the other pay agent to handle urgent requests.

OUTCOME: Resident NMCB can better meet urgent FOO purchase requests while minimizing the burden to the pay agents and FOO.

SUPPLY

1. ITEM: Purchase Request Builder (PR Builder)

OBSERVATION: Long lead time to route, order, and receive items.

DISCUSSION: PR Builder is a Marine Corps online purchase request system. All purchase requests, purchase card requests, contracts, and NSN orders must go through PR Builder. The process takes a lot of time to route through because it has to go through all the approvers, thus delaying the process of the request. Once request is processed through PR Builder it's hard to get status unless you call and find out yourself. J4 and J8 should have a tracking system in the share drive on what is going on in that particular PR and have real time status so the customers are easily informed of the progress.

RECOMMENDATION: From our end, we cannot waste time to process the request in advance. As soon as the requirement is identified, input right away. Follow up is a must to know that it is given the proper attention. Unfortunately the request has to go through a chain of approvers and we cannot do anything about it, it's just how the system is built. Once it's processed in our end we don't really have control on expediting the request unless you do a rigorous follow up every day. Encourage J4 and J8 to develop a database to reflect real-time status.

OUTCOME: Resident NMCB is able to track and prioritize Purchase Requests.

2. ITEM: Automotive Repair Parts (ARP), Table of Allowance (TOA), Shipping & Receiving

OBSERVATION: Length of time to receive Automotive Repair Parts.

DISCUSSION: Some Automotive Repair Parts (ARP) can take up to 90 days to receive when ordered or pulled from Rota, Spain's stock and sent down to HOA.

RECOMMENDATION: When reordering to replenish your stock use the signal code "J" and Supplementary Address W91K61 in order to avoid all parts ordered being shipped through Rota. When Rota has to pull high priority parts from their stock ensure that they ship it via Rotator Flight, FED-EX, or DHL.

OUTCOME: Resident NMCB is able to smoothly issue, receive, and reorder all Automotive Repair Parts.

3. ITEM: Tracking Containers

OBSERVATION: Many of our containers on site are non TOA containers and only require that we track the container and not its contents.

DISCUSSION: We have a total of 86 containers, 43 of which we report to the 22NCR on a monthly basis to include an update on location, identification number, and new additions if applicable.

RECOMMENDATION: Physical count of every container on a monthly basis is a must. Many times DETs pushing out or projects on camp will move or take empty containers without notifying the Supply Department. Follow up with projects that have containers on their sites to ensure they have not moved or swapped them out, verify the identification number to ensure accuracy on your inventory and monthly container report.

OUTCOME: Resident NMCB is able to accurately track the movement and location of all military controlled containers in their possession.

4. ITEM: Shipping & Receiving

OBSERVATION: Utilized MPS to ship items to Rota, convoys to ship items to DETs down range.

DISCUSSION: Using MPS to ship ARP to ROTA is an option however the time the items spend in transit can make these means very ineffective. All received items will come through SSA, it is important to check SSA on a daily basis to ensure items do not stack up. There are many instances where a MTVR Cargo will be necessary to receive items from SSA.

RECOMMENDATION: The weekly rotator is the best option for sending items to and from Rota, this way also provides a TCN which is great for tracking purposes. When using MPS there is no way to track your shipment so providing status is not an option. Having someone with an MTVR and Forklift licenses makes day to day operation flow much smoother and allows you to receive items from SSA much faster.

OUTCOME: Resident NMCB is able to have a self sufficient Supply Department with smooth day to day operations for the duration of their deployment.

5. ITEM: Valid GTCC, DTS / CSR

OBSERVATION: 7 out of 10 personnel have GTCC issues.

DISCUSSION: Issues that came up were: No valid GTCC, expired or expiring GTCC during deployment, and inactivated GTCC accounts. Up to date GTCCs are very important during deployment. Emergency situations require use of personal cards. SATO and online booking for flights will decline inactive accounts.

RECOMMENDATION: Everyone has to have a valid GTCC. Be strict about physically checking every card prior to deployment.

OUTCOME: It will be efficient picking and sending eligible personnel to do their jobs downrange.

6. ITEM: Tracking DTS

OBSERVATION: GTCC info, especially expiration date, personnel birthdates, SSN are needed for DTS functions.

DISCUSSION: DTS verifies and pulls out personnel information almost on a per transaction basis. This information should be readily available to get the tasking done, whether travel, profile lookup, AFT and others.

RECOMMENDATION: Have as much DTS related info handy so you don't have to hunt down personnel to avoid delays in accomplishing tasking.

OUTCOME: Book DTS travel with minimal delay and input from the service member.

7. ITEM: DTS Budget

OBSERVATION: J8 requires a quarterly and annual spending plan.

DISCUSSION: Quarter and annual forecasted budget is submitted. This includes per diem and travel expenses.

RECOMMENDATION: Develop and implement a spreadsheet tracker to easily forecast the amount of monthly per diem per personnel per DET required. Contact SATO for flight quotes.

OUTCOME: Easily project future expenses for budgeting purposes.

8. ITEM: Creating Monthly Vouchers

OBSERVATION: Everywhere in HOA, it is required to create vouchers monthly for DETs.

DISCUSSION: Having about 80 personnel from different location is a challenge when it comes to creating vouchers on a monthly basis. It is a constant cycle and has to keep track of personnel movement as well. Authorizations can be generated anytime while vouchers are done after the last day. Then members are required to sign within 5 days. DTS is a priority since it has a deadline and it's important for personnel to get compensated and reimbursed in a timely manner.

RECOMMENDATION: Coordinate with EMBARK to make sure correct list of personnel and movement dates are input. Set up time to complete this task since it takes up a lot of work hours.

OUTCOME: Accurate and timely vouchers for DTS.

9. ITEM: CSR DET Supply

OBSERVATION: Almost on a weekly basis, DETs request for consumable items such as kitchen items and pallets of bottled water.

DISCUSSION: DET POCs send on short notice requests stating they need items sent to them on the next convoy. It is a challenge getting supplies in HOA.

RECOMMENDATION: Always advise POCs to plan ahead and send their request in advance so we can order and stock up on the fast moving items.

OUTCOME: Meet downrange consumable requests in a timely manner.

10. ITEM: Stocking and Ordering CSR Consumables

OBSERVATION: Certain consumables are used quickly and restock takes a significant amount of time.

DISCUSSION: SSA does not have 100% of all the items required to maintain a Team House. Open purchase was often required.

RECOMMENDATION: Constantly track the consumables items and always be ready to order more.

OUTCOME: Efficient issuing and ordering.

CENTRAL TOOL ROOM

1. ITEM: 1250's

OBSERVATION: Items on a daily check out still need 1250's signed by proper authorizing Signatures .

DISCUSSION: Avoids future arguments of who, what and when an item was checked out. Also has information on the 1250 for proper 3M checks.

RECOMMENDATION: Documentation for everything needs to be on the 1250s i.e. make, model, serial numbers, qty, etc. Keeping all old 1250s, filed monthly, will ensure 100% accountability. Also, update the property book in the share drive to keep track of minor property and shelf tools.

OUTCOME: A proper inventory can be implemented by anyone as well as the ability to find information for the 3M checks.

2. ITEM: New CTR Warehouse

OBERVATION: The space that is available now in the current CTR is very tight and cluttered.

DISCUSSION: A new PEB is being constructed for CTR. The movement from the current CTR to the new CTR will be critical to conduct smooth operations.

RECOMMENDATION: With the new CTR Warehouse, ensure an orderly transition by moving the least used items first and implementing a sound system for accountability. NCR has indicated new shelving will be provided- plan the move according to the delivery timeline of the shelves, knowing that they may come long after you move in.

OUTCOME: A larger space for tool kits and augment tools would help lead to a more organized CTR with less confusion.

3. ITEM: Consumable items.

OBSERVATION: All materials and tools ordered through micro snap take a significant amount of time to arrive.

DISCUSSION: Project out as best you can for consumables.

RECOMMENDATION: Always keep a larger number of consumables on the shelves in order meet the requests from the projects.

OUTCOME: Being able to meet requests of projects in a timely manner and keeping the kits fully stocked.

4. ITEM: Concrete Kits

OBSERVATION: Many projects require more than one concrete kit to operate efficiently.

DISCUSSION: With concrete being such a high priority with all projects, it is vital to keep extra line items on hand.

RECOMMENDATION: Order new Kit 80056 (Concrete Placement) for relieving battalion.

OUTCOME: We have put in order for 4 brand new 80056 (Concrete Placement) kits. They should be arriving early in deployment because they were ordered one month before turnover.

5. ITEM: Knowledge of personnel

OBSERVATION: All members of CTR should be cross trained and have minimal knowledge of doing reports, basic knowledge of kit inventories, DRMO process, and small engines on hand. This should be posted and shared on a regular basis.

DISCUSSION: Frequent movement of personnel in and out of CTR required significant effort to prevent reduced service.

RECOMMENDATION: Having a minimum crew of 3 people is sufficient but 5 crewmembers would work best. Split up the work load and cross train members for all aspects so everyone knows how to fill in a spot if needed.

OUTCOME: A well round knowledgeable team is better than having one person knowing it all. Small meetings are suggested, sharing information and communicating what is where and keeping all information up to date is beneficial.

6. ITEM: Excel inventories in share drive.

OBSERVATION: NMCB THREE has created excel sheets for all the kits being followed on the big four report. If excel inventories of all kits are properly maintained and updated they can be used and relied upon for spot checks and turnover process. They also are useful for the upkeep and re-ordering process of missing items.

DISCUSSION: During deployment months NMCB THREE has created a fast and easy way of keeping inventory, doing price checks, and keeping status on ordered items with correct NSNs.

RECOMMENDATION: Supplying the knowledge to the relieving battalion on how to use the new format, CTR will create a smooth transition. Maintenance of paper copies shall be kept for filing.

OUTCOME: The plan that is going to be shared will ensure satisfactory if not exceptional work.

7. ITEM: Small Engines

OBSERVATION: Working with Alfa Company to have a CM for CTR.

DISCUSSION: Problems encountered with small engines that went down or returned broken was an issue when they needed to be fixed.

RECOMMENDATION: From the beginning of deployment CTR should have a CM that works with them. Getting all the small engines fixed in a timely manner is expected for operational success. Writing these down and giving the proper NSN replacement parts is also recommended.

OUTCOME: If item is not obtained or small engine cannot be brought back to operable status it is then turned in to DRMO. At this time new small engines are ordered through the supply chain.

SAFETY

1. ITEM: Safety inventory

OBSERVATION: When asked for an inventory of onsite safety items DETs say they have none. After explaining what we are looking for they then give a list. An inventory is needed for all first aid kits, PPE, eye wash stations, Hazmat and MSDS.

DISCUSSION: Current hazmat inventories and safety inventory items need to be checked. Safety items that are on order need to be tracked and checked.

RECOMMENDATION: Periodically check all DETs and Main body HOA safety items, PPE and hazmat items.

OUTCOME: This will ensure accountability and ability to order, acquire and send items needed to keep troops safe.

2. ITEM: Complacency

OBSERVATION: Personnel of all ranks become numb to the dangers of the work center and job site.

DISCUSSION: Project Managers, Project Supervisors and Crew Leaders get used to doing the same job over and over. Any pressure to complete a task on time makes project leaders turn a blind eye to safety, especially if they are behind.

RECOMMENDATION: Develop a way to remind personnel of the dangers. Be proactive with checking work areas that are under a deadline for safety corners being cut. Remind upper chain and lower of being complacent. Constantly think of ways to explain, train and show troops the signs of complacency.

OUTCOME: Doing so ensures personnel understand what it is to be complacent and helps them recognize the dangers of their work stations.

3. ITEM: Follow Up

Observation: On Monday at the weekly safety meetings DETs get tasked with safety related tasks. If you don't email or call DETs they will not do as directed for safety related tasking required of them. These tasks include hazmat inventory, safety items on hand, hazard analyses, and others.

RECOMMENDATION: Follow up on everything, if you don't safety tasks will not get done.

OUTCOME: If you keep emailing DET sites and follow up with a phone call, deliverable safety requirements will be turned in on time.

ALFA COMPANY

ALFA-OPERATIONS

1. ITEM: Tire availability

OBSERVATION: With the road conditions in Detail HOA's area of operations, tire wear and damage occurs faster than normal.

DISCUSSION: The current on hand stock of tires in the CM shop and the Detachments Supply inventory for each type of CESE is not enough for the high demand that this AOR presents.

RECOMMENDATION: Allow a bulk order and stock of tires in the CM shop and set a high limit in the Supply department's tire inventory for each type of CESE.

OUTCOME: With a high shop and supply tire inventory, equipment down time and the amount of "Dead Line" CESE will be minimized. Additionally, delays in project tasking which require this equipment will be drastically minimized due to the elimination of these simple repairs.

ALFA-MAINTENANCE

2. ITEM: Personnel 3M knowledge and experience

OBSERVATION: Personnel and supervisors who are slated to manage a key billet involving 3M are not experienced and knowledgeable enough to effectively manage the 3M program without direct supervision.

DISCUSSION: Proper implementation, improvements and oversight of the 3M program are not fully realized due to the lack of exposure of the program within the management level.

RECOMMENDATION: Implement a refresher training program for each main body and detail 3M managers prior to each deployment. Perform a one week OJT for all hands on exposure to the program.

OUTCOME: With the proper homeport training and hands on exposure with the 3M program, the quality of management and the oversight of each work center and supervisor will ensure a smooth 3M operation which will be in accordance to instruction.

3. ITEM: Operational check of CESE after maintenance and repair.

OBSERVATION: On occasion, mechanics neglect to perform an after repair operational check on equipment.

DISCUSSION: Although a post repair operational check is required and is a standard practice within Alfa Company, mechanics will sometimes neglect to enforce the quality of repair and the functionality of all components within the equipment.

RECOMMENDATION: Supervisors need to ensure the proper repair procedures from beginning to completion. Ensure that all member of the maintenance team are familiar with the 11200.2 and communicate all discrepancies and issues to the chain of command. Issue a written procedural check off list that accompanies the equipment repair order to guide or remind each mechanic of everything that needs to be accomplished.

OUTCOME: A final quality control inspection will ensure that all components are functional. Following a standardized guideline will negate any mistakes in the maintenance procedures.

4. ITEM: POL

OBSERVATION: Alfa Company is often short on critical POLs.

DISCUSSION: Due partly to the challenges of procuring and transporting required POLs into theater, Alfa Company frequently found itself short on critical POLs required for the operation and repair of the Battalion's TOA. This problem was exacerbated by the fact that NMCB THREE maintained two TOAs at Camp Lemonnier, doubling the consumption of POLs at this site.

RECOMMENDATION: Maintain an up to date and accurate accountability log of all POLs on site and at detail (DET) sites. Ensure sufficient quantities are on hand and work closely with Supply to generate the required

paperwork to procure needed amounts. Also ensure sufficient amounts are identified to perform maintenance checks. Sufficient POLs should be readily available to mount out DETs as well as to fill emergency requests.

OUTCOME: NMCB THREE will remain ready to execute all assigned missions, including the operation and repair of CESE that requires the use of POLs.

5. ITEM: DRMO

OBSERVATION: Disposal of unserviceable CESE at Camp Lemonnier was very challenging given the disposal capabilities of DLA/DRMO on site as well as the sheer number of units that NMCB 3 was attempting to have disposed.

DISCUSSION: DLA Disposition Service requires units to drain all HAZMAT, evacuation of refrigerant, and ensure there is no ammo or spent brass in or on the vehicle. Paperwork must be completed and signed prior to inspection of the unit. DLA Disposition Services does not have the capacity to accept large amounts of equipment within a short time period.

RECOMMENDATION: This is a lengthy process so early coordination with DLA personnel is essential to ensure the units meet all requirements. During turnover, ensure a thorough explanation of the DLA processes and introduction of POCs.

OUTCOME: Resident NMCB is able to smoothly execute the disposal of non-serviceable CESE through DRMO at Camp Lemonnier with proper planning and coordination.

6. ITEM: 3M R-Checks.

OBSERVATION: All Work Centers that hold non periodicity R-checks which need to be accomplished in accordance with the MRC and manufacturer's recommendations are not being tracked accurately.

DISCUSSION: There is no standardized operating procedure and tool to accurately track non periodicity checks. R-checks that are based on mileage and hourly equipment usage which cannot be tracked or recorded by the SKED program needs to be monitored by other means.

RECOMMENDATION: A standardized system or program coupled with periodic spot checks and the introduction of procedures in the existing management publication such as the 11200.2

OUTCOME: With a standardized procedure and spot checking, it is possible to develop an accurate recording of all non periodicity PMS checks performed and enforce them to meet the equipment maintenance needs.

SUPPLY

1. ITEM: Tool kits stored in CTR warehouse

OBSERVATION: Over 80 P25S TOA tool kits were being stored in the CTR warehouse.

DISCUSSION: Tool kits are required to remain in the P25S Tricons at 100% on hand or on order. 580 line items had not been ordered to reconstitute.

RECOMMENDATION: Immediately reorder shorts after tool kits are used or losses identified, build kits to 100% and place back into proper Tricons.

OUTCOME: P25S accountability is maintained and the TOA remains in a ready state for contingency deployment.

2. ITEM: Non-DFT material being stored in DFT containers

OBSERVATION: DFT shipping containers were being used as storage for kits, materials, and as job boxes.

DISCUSSION: DFT containers are to be at the ready to support missions. We had to spend two weeks emptying containers to stage for Dets to Ukraine and Morocco. There is also a possibility of these containers being damaged and losing their shipping certificates.

RECOMMENDATION: Use proper storage warehouses or non-shipping containers to store materials and support job sites.

OUTCOME: Increased ability to support DFT missions, less damage to DFT shipping containers and improved organization across the Battalion.

3. ITEM: DFT containers

OBSERVATION: One container was turned over as broken and another was discovered to be unusable after optest.

DISCUSSION: Broken container had no parts on order or action to correct deficiency. Second container was discovered upon op-testing all containers in the Battalion. This creates a hidden constraint while making allocation decisions for operation.

RECOMMENDATION: Container manager should ensure every DFT container has working doors and accurate, current certification.

OUTCOME: Improved readiness and ability to support mission with accurate accounting of all assets.

4. ITEM: Priority CESE ARP

OBSERVATION: There was no procedure or tracking mechanism for priority ARP.

DISCUSSION: The ability for Alfa and Supply to share down equipment information is critical to the rapid identification, ordering and expediting of parts to ensure deadline equipment does not affect operations. One common tracking system allows for greater and more expeditious coordination.

RECOMMENDATION: Implement an 8'oclock report and status boards which can be shared by all levels of leadership in Alfa and Supply.

OUTCOME: Decreased wait times for parts to be ordered, improved communication between the departments, decreased funding losses due to ordering incorrect parts.

5. ITEM: Non-CESE P25S inventories.

OBSERVATION: Only a handful of P25S spot checks were completed before our arrival. Random inventories showed 78% validity.

DISCUSSION: Inconsistent spot-checks and poor inventory procedures degrade the level of readiness across the Battalion's TOA.

RECOMMENDATION: The entire P25S should be inventoried by a minimum of assembly level and preferably where able, by line item. Spot checks should be weekly and spread out throughout Supply leadership.

OUTCOME: Increased readiness, high inventory validity, and awareness of state of TOA.

6. ITEM: TOA shortages

OBSERVATION: TOA shortages were noted by previous battalion but not reordered during their tenure.

DISCUSSION: The P25S needs to be maintained as on hand or on order unless there is a deliberate decision or funding shortfall to preclude this from happening.

RECOMMENDATION: Immediately reorder all TOA shortages as funding allows, but absolutely for shortages in ready SCM and SCM next to rotate into ready module.

OUTCOME: Increased and accurate readiness.

7. ITEM: P25S toolkit chain of custody

OBSERVATION: Toolkits were removed from P25S Tricons and given to CTR without proper documentation.

DISCUSSION: Toolkits are required to be issued on a 1250 document to CTR who then issues to projects or back to Supply for shipment to Dets.

RECOMMENDATION: Follow issue and receipt procedures. CTR toolkits taken from the TOA must have documentation when issued to CTR.

OUTCOME: Increased inventory validity, increased readiness, increased accountability and decreased loss of tools

8. ITEM: ARP SIM locations

OBSERVATION: Locations were deleted in Microsnap as duplicates and modules were mixed together.

DISCUSSION: There are multiple locations for SIM material to correlate with modules within P25S. These can not be consolidated and still maintain fly out capability.

RECOMMENDATION: Verify SIM locations correlate to proper modules.

OUTCOME: ARP capable of being mounted out as required. Increased inventory validity.

9. ITEM: HOA support from Rota.

OBSERVATION: There was no feedback loop or regular communication to or from HOA from a logistics perspective.

DISCUSSION: In order to solve problems and maintain situational awareness, Supply main body in Rota needs to be in regular communication with HOA Supply. The sharing of expertise and experience is critical to ensuring the proper support is rendered.

RECOMMENDATION: Hold twice weekly phone-cons with all Supply/MLO khaki in Djibouti and Rota

OUTCOME: Synchronicity of logistics and ability to support and share information at a level where judicious decisions can be made. Increased awareness of logistics challenges across the AOR.

MLO/CTR

1. ITEM: Inventories of tool kits

OBSERVATION: The off going battalion did the paperwork on the inventories of tool kits in CTR, physically marking the tool kit inventories.

DISCUSSION: The oncoming battalion has no way knowing whether they marked what was actually counted.

RECOMMENDATION: Oncoming battalion personnel only should be doing the paperwork on the tool kits, and directing off going personnel to do the counting.

OUTCOME: Higher accuracy in turnover inventories.

2. ITEM: Material expediting and quoting

OBSERVATION: After turnover, MLO expediters were still not clear on vendor locations.

DISCUSSION: There were only two mornings where two of the off going battalion's personnel took two of the oncoming battalion's MLO crew out in town to briefly familiarize them with the area and local vendors.

RECOMMENDATION: Dedicate two full days in the Turnover Schedule for the expediters to get to know the area. and send more people to ensure the knowledge is spread across the department.

OUTCOME: Construction material getting on order more quickly.

3. ITEM: Excess material not segregated

OBSERVATION: Excess materials were stored with and mixed in with project material

DISCUSSION: By not clearly distinguishing excess material from other materials, it was difficult to determine what the required material for each project was. It took extra time to confirm project material and could result in delays.

RECOMMENDATION: Store all excess material in a separate area and clearly mark as excess

OUTCOME: Battalion gains better accountability of material and can easily and quickly identify all excess material for other uses.

4. ITEM: Project material not segregated

OBSERVATION: Project material was not clearly separated.

DISCUSSION: Project materials were mixed together and further confused by excess material also being commingled.

RECOMMENDATION: Separate and clearly mark all projects with all project material.

OUTCOME: Clearly separating and marking individual project material is required and raises inventory validity and decreases confusion when issuing material.

5. ITEM: No two week inventories completed for projects or details.

OBSERVATION: There were no two week inventories on hand as required by the Seabee Supply manual.

DISCUSSION: Two week inventories are required to be submitted to CTR by all project and detail sites. These should be kept in folders created for each detail and site.

RECOMMENDATION: Enforce inventories.

OUTCOME: Increases awareness of shortages, increases accountability and speeds refill times as expended consumables and broken tools can be ordered while the kit is still being used rather than waiting until it is returned to CTR.

COMMUNICATIONS

1. ITEM: Issued Communication Assets

OBSERVATION: Detachment commercial wireless (cellular/Iridium) and USB internet aircards (dongle) connectivity were unreliable at certain locations. The Iridium phones connected for 10 minutes max before call failure. The lack of cellular and internet connectivity affected communication for required detachment safety conference meetings and moral calls to family members. Chaplin counsel could not be done due to the lack of connectivity.

DISCUSSION: Detachment Morocco deployed with cell phones, aircards for internet connectivity, and an iridium phone, all three methods of communication were proven to be less than ideal. The service for the cell phone and internet were intermittent at best. The iridium phone even after providing a new antenna, routinely drop calls and was unable to directly receive incoming calls. The bottom line is that there was no reliable method of direct communication with the detachment from Main Body.

RECOMMENDATION: Utilizing a commercial service like the Broadband Global Area Network (BGAN) could remedy this situation. Despite initial SIM card cost of $4,200 to setup and monthly cost which varies depending on usage service, reliable communication with the detachment is critical for maintaining C2 with a remote detachment site, especially in the event of an emergency. Another solution, the Marines in Morocco coordinated with the Embassy to contract a Morocco Telecommunication Company to provide a Mobile Satellite system for internet communication before they arrived on site.

OUTCOME: Main Body and the detachment will maintain C2 communication at all times. Current status: NMCB THREE must provide validation to 25NCR R6 and N3 to obtain funding approval by USFF for commercial satellite service.

2. ITEM: Detachment Communication Asset Research during PDSS

OBSERVATION: Det Site 61 was issued USB internet aircards (dongle) the 22nd NCR that were not compatible with local provider SIM cards purchased in country.

DISCUSSION: The 22NCR provided Det Site 61 with a USB internet aircard that was not compatible with the purchased SIM card in country. The Detachment OIC and AOIC had to purchase a USB internet aircard in country so it would be compatible with the SIM card purchased in country.

RECOMMENDATION: Communication connectivity to the internet should be coordinate with US Embassy, joint contingency forces, or Host Nation. Identify communication store capabilities in country to ensure it has the ability to support the Detachment with communication assets for internet access and phone service. Again, utilizing a BGAN will remedy this situation. As mentioned above, the Marines at the Morocco detachment coordinated with the Embassy to contract a Morocco Telecommunication Company to provide a Mobile Satellite system for internet communication before they arrived on site.

OUTCOME: Main body and the detachment will maintain C2 communication at all times.

3. ITEM: Detachment Communication Assets

OBSERVATION: There are (24) International Cell Phones with international capabilities available from the 22nd NCR.

DISCUSSION: Detachments should have an International cell phone to improve communication. These phones were not being utilized properly. Personnel on camp assigned to use these phones do not travel anywhere; therefore have no need for an international cell phone. These cell phones could have been used at detachment site to improve communication at remote sites like Morocco.

RECOMMENDATION: These phones should be recalled and reissued to the proper personnel to support communication for the Detachments.

OUTCOME: Main body and the detachment will maintain C2 communication at all times.

4. ITEM: Possible IP address Blocks

OBSERVATION: Detachment could not access certain dot.mil websites or DTS because certain areas have IP blocks due to the information security risk in the areas.

DISCUSSION: Detachment needs access to dot.mil or DTS website to perform mission critical duties when troops are transferring in or out of the command at Detachment locations. For example, ability to setup household good moves in the move.mil website.

RECOMMENDATION: Coordinate with NCTAMSLANT DET Rota for consultation concerning IP address block in certain detachment areas.

OUTCOME: Ability to maintain mission readiness in the command will improve.

5. ITEM: Phone Directory

OBSERVATION: Users were not contacting S6 Communication Helpdesk to advise the communication department of all user cell phone changes or new numbers so that the phone directory could be updated properly.

DISCUSSION: Users change numbers or trade phones with other users without advising the communication department of the change. User would change workstation or office without advising the communication department of the change in order to update the phone directory properly.

RECOMMENDATION: Users must contact S6 Communication Helpdesk to advise the communication department of all cell phone changes or new numbers so the phone directory can be updated properly.

OUTCOME: This will help the S6 Communication Department keep accountability and continuity of the phone directory on the portal.

6. ITEM: Transferring large files between users on Outlook.

OBSERVATION: Members send emails that increase the server data and restrict outlook operation.

DISCUSSION: The AMRDEC SAFE application is used to send large files to individuals that are normally too large to send via email. The AMRDEC SAFE application can be access via https://safe.amrdec.army.mil/safe2. Recipients receive an email with a link and password for access to information. The U.S. government information system is monitored and protected with encryption if required.

RECOMMENDATION: Use the AMRDEC Safe Access File Exchange to transmit documents that require encryption and are too large to send via email in outlook.

OUTCOME: This US government File Transfer Protocol (FTP) tool that can be used to transmit unclassified information to several individuals in or outside of the command when files are too large to send via outlook and require protection.

7. ITEM: Classified/Sensitive Information Handling

OBSERVATION: Two events occurred involving NMCB THREE and several other commands that resulted in Electronic Spillages (ES). Both ESs were through e-mail delivery. One involving a submission of a Deployment Completion Report (DCR) and the other was in a series of e-mails that had information that constituted a significant leak of classified information to an unclassified network.

DISCUSSION: Continuous awareness training and the utilization of classification guides significantly lower the risk of possible spillages.

RECOMMENDATION: The member should ask himself continuously "should this information or combined information be classified?" before sending information via an unclassified network. Member must understand Host Nation Memorandum of Agreement (MOA) and Exercise-Specific Classification Guide to help identify, control, and protect combined unclassified critical information.

OUTCOME: This will prevent transmitting security compromising information via unclassified networks, reducing potential electronic spillages.

8. ITEM: EKMS Program, Policies, and Procedures.

OBSERVATION: The EKMS Local Element (LE) turnover did not follow guidance per COM31ST/20SRGINST 2280.2.

DISCUSSION: Communication Officer assumed the responsibility of the command's EKMS program without the proper EKMS 301B qualification and documentation. The requirements for a EKMS LE was to draft designation letters for primary and alternate custodians, properly perform a thorough and complete custodian turnover; validate, issue, and archive responsibility acknowledgement forms; provide an accurate COMSEC material authorized user list, and plan future EKMS 301B training that will be conducted monthly.

RECOMMENDATION: All requirements of an individual to assume the duties as EKMS LE must be in place before turnover can take place. A longer time to transition between EKMS LE Managers must be allotted to ensure discrepancies are found and eliminated before turnover is complete.

OUTCOME: The S6 Communication Department developed a Plan of Action and Milestones (POA&M) to correct deficiencies within 30 days to ensure a proper turnover was conducted.

9. ITEM: Email redirection.

OBSERVATION: One-Net users want the ability to have emails to their NMCI Outlook inbox forwarded to their One-Net Outlook inbox.

DISCUSSION: Users will have the ability to forward their emails from one domain to another.

RECOMMENDATION: Due to the user not having the ability to access the NMCI network, they will be required to call the NMCI Help Desk at 866-843-6624 to coordinate and receive this service. Another method the user can utilize would be to email the Service Desk @ servicedesk_Navy@nmci-isf.com to submit this service request.

OUTCOME: The user is the only person authorized to request this service using the stated methods. Note – NMCI is in the process of developing external access capability for future availability.

10. ITEM: Secure deployable communications

OBSERVATION: Construction detachments do not have the capability to send secret or classified voice or data to provide C2 information flow between site location and HQ/staff personnel.

DISCUSSION: The NMCB Table of Allowance (TOA) has limited equipment with the ability to transmit securely over the horizon; however, none of this equipment was requested or utilized by Detachments.

RECOMMENDATION: Detachments should take a STE with associated encryption card if hard line phones are available at Detachment site. Battalion should coordinate with Regiment to enable use of PRC-117 satellite

communications network availability. Additionally, Detachment should coordinate with Embassy for SIPR access. Coordinate with NCTAMS LANT DET Rota for consultation concerning SIPR address in certain detachment areas.

OUTCOME:
Battalion will have secure communications with main body enabling uninhibited communications.

11. ITEM: Request for Change (RFC)

OBSERVATION: Upon arrival to Camp Mitchell, it was noted that previous battalion did not have an effective means of tracking RFCs other than annotating ticket numbers in a log book. There was no way to associate these ticket numbers with updated status or work that was complete.

DISCUSSION: RFCs are utilized by One-Net to document customer requests for hardware and/or software requirements and are vital to the change management process.

RECOMMENDATION: Develop a plan to implement a complete RFC tracking system during pre-deployment workups. This should be a planning process between S6/S6C and key personnel within the Staff and Company ranks. The S6/S6C should request the One-Net NIPR and SIPR asset footprint for each building within Camp Mitchell, the current One-Net software baseline for workstations, and the current approved product listing. Frequent communication with NAVSTA Rota's One-Net Local Network Operations and Security Center (LNOSC) would provide these items.

OUTCOME: Obtaining these items along with a well thought-out tracking system will provide time efficient coordination, request submission that should meet a majority of the battalion requirements prior to arrival.

12. ITEM: Message Traffic

OBSERVATION: The previous battalion had official message traffic redirected from NMCI to a single watchstander's One-Net Outlook inbox, creating a situation that in the event of critical messages needing to be retrieved, the sole service member will have to be readily available. This is due to the inability to have message traffic forwarded within the One-Net network.

DISCUSSION: Currently One-Net policies do not allow auto forwarding rules from public folders or the ability to have functional accounts created that can be accessed by multiple users under a single logon user name and password.

RECOMMENDATION: Prior to deployment, the S6 department needs to submit and RFC to CTF-68 N6 to request the creation of a public folder with a Fully Qualified Domain Name (FQDN) associated with it, i.e. nmcbthree@eu.navy.mil.

OUTCOME: This will give the S6 department the ability for its watchstanders to access this folder and provide review for critical/sensitive message dissemination. In addition, key personnel will have the ability to review messages 24/7 if situation arises without having to request a watchstander to make the message(s) available.

13. ITEM: Detachment laptop support.

OBSERVATION: The NMCB TOA laptops (Dolches) are extremely outdated to the point of being obsolete. GETAC laptops that are part of the TOA have been poorly maintained, making them unavailable for issuance to detachments. Laptops that can be put in operational use were received with no operating system or standard software baseline.

DISCUSSION: 22nd NCR has limited laptop assets to support NMCB Detachments.

RECOMMENDATION: Replace the Dolch and GETAC laptops in TOA with newer assets. Future laptops should be reimaged on a regular basis to ensure rapid deploy-ability. In addition, the baseline image should be updated every quarter to maintain a brief update time for software loads.

OUTCOME: NMCB Detachments will have reliable computer assets readily available to take into the field.

14. ITEM: ONE-Net account creation

OBSERVATION: Upon arrival to Rota Spain NMCB Personnel will require ONE-Net accounts to enable a smooth turnover transition with the outgoing Battalion.

DISCUSSION: ONE-Net requires all user commands to have Information Assurance Officers (IAO) appointed to submit user accounts for approval. NMCB Three IAO accounts were not submitted until arrival to Rota, slowing user account creation.

RECOMMENDATION: Battalions being relieved from Rota should enable their counterparts by giving them all the information necessary to appoint their IAOs for ONE-Net. Relieving Battalions should submit their IAO appointments to ONE-Net prior to leaving homeport and submit the bulk of their account creation forms to ONE-Net prior to their AP leaving homeport.

OUTCOME: Relieving Battalions would arrive with accounts already in place smoothing the turnover process for all parts of the Battalion.

15. ITEM: Power Outage on Camp Mitchell

OBSERVATION: On the 27 March 2012, NAVSTA Public Works Electrical Maintenance Department was repairing transformer on an overhead power line. In order to maintain power to the building electrician connected a generator to the building to keep it in operation.

DISCUSSION: During the disconnection of the generator and reconnection of the repair transformer a power surged occurred in the electrical system of the building.

RECOMMENDATION: Computers should be turned off prior to and during a power outage to protect the equipment (computers) from a power spike when power comes back on. All computers should be plugged into surge protectors (if available). Shut down and unplug all equipment prior to outage because the surge protector will protect only prevent equipment from being a fire hazards during the power spike. It's best to turn a computer off properly instead of letting the power outage turn it off. With the combination of Guardian Edge and Windows XP improperly shut down computer could result in a corrupted hard drive which will then need to be reimaged by ONE-Net costing all data on that hard drive and days without the ability to use that asset. Bottom line, turn off computers properly before power is lost then switch off the surge protector until stable power is restored. Must coordinate with Public Work concerning time schedule of all outages to prevent mishaps or damage to equipment.

OUTCOME: During the electrical power surge (3) Class Charlie fires occurred damaging (6) power strips due to overload of the building circuit system.

APPENDIX II COMMENDATORY CORRESPONDENCE