

NAVAL MOBILE CONSTRUCTION BATTALION FIVE

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DEPLOYMENT COMPLETION REPORT



EUROPEAN DEPLOYMENT 2002 - 03



DEPARTMENT OF THE NAVY
U. S. NAVAL MOBILE CONSTRUCTION BATTALION FIVE
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From: Commanding Officer, U.S. Naval Mobile Construction Battalion FIVE
To: Commander, TWENTY SECOND Naval Construction Regiment, 1st NCD

Subj: DEPLOYMENT COMPLETION REPORT

Ref: (a) COMSECONDNCB/COMTHIRDNCBINST 3121.1A
(b) COM TWO TWO NCR OPERATIONS ORDER 14-02

Encl: (1) NMCB FIVE Deployment Completion Report

1. Enclosure (1) is forwarded per reference (a).
2. Per reference (b), NMCB FIVE deployed to Rota, Spain from 28 August 2002 to 13 February 2002, with Details deployed to Souda Bay, Crete; Sigonella, Sicily; Thurmont, Maryland; Norfolk, Virginia; Camp Lejeune, North Carolina; Andros, Bahamas and Guantanamo Bay, Cuba. In September, NMCB FIVE recalled details from Camp Lejeune and Norfolk to help staff a 125 person Air Detachment sent to Southwest Asia in support of Operation Enduring Freedom. The Battalion also executed two Deployments for Training (DFT): New Horizons 2002 in Roseau, Dominica and African Lion 2003 in Tan Tan, Morocco. In February, the Battalion, except for a caretaker staff in Andros, Sigonella, and Souda Bay, and the Dets in Guantanamo and Rota, was deployed to SWA in support of Operations Enduring/Iraqi Freedom.

D. L. FLEISCH

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CHAPTER 1

EXECUTIVE SUMMARY

Introduction

On 30 March 2003, U.S. Naval Mobile Construction Battalion FIVE, "The Professionals" completed a very dynamic, challenging, and extremely successful deployment to Europe and Southwest Asia (SWA). NMCB FIVE defined global presence at the beginning of their 2002-03 deployment. When "The Professionals" began their deployment on 21 August 2002, the Battalion was spread across 12 geographic locations in 9 countries on 4 continents. However, during the week of turnover, the Battalion's tasking began to change shape. On 23 August, the Battalion was tasked with sending a heavy Air Detachment, 125 Seabees, to SWA to construct critical facilities in support of Operation Enduring Freedom (OEF). To support manning the Air Detachment and the tasking in Rota, the Battalion recalled its details in Norfolk and Camp Lejeune. During the next month, the Battalion focused on recalling the two details and preparing the Air Det along with two MCA (+) of tools and CESE for deployment to SWA. From 26 to 30 September, the Battalion loaded and launched the Air Det and a portion of its gear on 6 C-5's. The remaining equipment from the 2 MCA's (+) was loaded on a ship and sent by sea to the Air Det's location. In November, the tasking for the Air Det increased and the battalion was required to send additional Seabees to SWA to support this additional tasking. Again, the battalion had to recall a detail to support the tasking and this time Det Thurmont was recalled. Also during November, DFT Dominica was recovered. As the Battalion recovered DFT Dominica and Det Thurmont, "The Professionals" were preparing to deploy another DFT, African Lion, to Morocco in December for a month, as well as sending the additional personnel to SWA. In December, the tasking for NMCB FIVE again changed drastically. Called on to send the majority of its personnel to SWA to support OEF and in preparation of Operation Iraqi Freedom (OIF), the Battalion spent the months of December and January recalling all of its details except Guantanamo Bay and mounting the remaining CESE and equipment to complete an entire Battalion's TOA to SWA. By 15 February, "The Professionals" had 545 Seabees and 482 pieces of CESE in SWA. The only personnel from NMCB FIVE who did not deploy to SWA were Det Rota with 65 personnel, Det Guantanamo Bay with 32 personnel, Det Souda Bay with 3 personnel, Det Sigonella with 2 personnel and Det Andros with 19 personnel. The Battalion spent the months of February and March conducting extensive training to enhance I MEF's concept of operation for future execution of the Iraq OPLAN. The details of those operations are not covered in this report. The Battalion remained in SWA until being relieved by NMCB FOUR on 18 March. From 19 to 30 March, the Battalion and its two remaining details embarked back to homeport. NMCB FIVE's ten-man SERT Team remained in SWA until 8 April when they returned home.

Administrative

The Administration Department was directly responsible for processing over 552 Fitness Reports and Enlisted Evaluations, 40 end-of-deployment awards, and over 275 various other awards. Additionally, they tracked all correspondence, action reports, and travel requirements for over

750 personnel. The Personnel Office meticulously processed 119 check-ins, 80 reenlistment contracts, 143 transfers and 57 advancements.

Training

While operations and projects received much of the focus, training was essential throughout the deployment to keep the battalion's military and technical skills proficient. NMCB FIVE performed 3,693 Mandays of training during the 2002 European deployment. Training included Seabee Combat Warfare (SCW) training, CPR Training, Primary Marksmanship Instruction (PMI), On-The-Job Training (OJT), and General Military Training (GMT) on all CNO and CO directed FY 2003 topics. Focus on SCW training and extensive leadership involvement in the program contributed to the qualification of 154 personnel during deployment and an impressive 289 SCW qualified personnel on board by the end of deployment.

Operations

NMCB FIVE completed 26,302 Mandays of direct labor training, quality construction, and repair projects focused on Anti-Terrorism/Force Protection, and Quality of Life improvements for customers throughout the Eastern United States, Caribbean, Europe, Africa and Southwest Asia. Global presence was the theme of the deployment with five details deployed to twelve geographic locations: Andros Island, Bahamas; Guantanamo Bay, Cuba; Norfolk, Virginia; Camp Lejeune, North Carolina; Thurmont, Maryland; Sigonella, Italy; and Souda Bay, Crete. Three Deployments for Training were conducted at Roseau, Dominica, Tan Tan, Morocco, and Southwest Asia.

Of the non-OEF construction performed, the highest priority projects completed during the deployment were the Renovation of Reflections Club at Rota, Spain and the construction of the Recompression Chamber in Guantanamo Bay, Cuba. Other construction projects executed by the details included constructing sports field lighting and facilities at Sigonella, Italy; constructing a new fuel facility in Souda Bay, Crete; constructing a security post building in Thurmont, Maryland; and supporting detainee camps in Guantanamo Bay, Cuba. Main body executed an impressive array of construction projects including high-profile reconstruction of the SPECWAR Team Headquarters Building and completion of lighting, fencing and parking lot construction at various locations on base.

To help support the tasking in Rota during the mission for OEF, NMCB FIVE was augmented with a rotating detachment of approximately 30 reservists. The reserve forces were fully integrated into the battalion, filling positions in every company at the Rota, Spain Mainbody site. This myriad of complex construction projects was safely completed through complete Chain-of-Command involvement and the use of Operational Risk Management.

Supply and Logistics

The 2002 European Deployment was extremely successful for the Supply Department. Reconfiguration of the TOA into the P25M configuration significantly increased the readiness of the battalion. MLO and CTR provided tools and materials for the various projects throughout

the deployment and effectively supported the mission. The galley staff and Supply Department worked closely with the ROICC and the 1st NCD DET OIC to get the newly renovated galley opened and fully functional for the Camp Mitchell Seabees.

The Seabees from NMCB FIVE played a major role in Operations Enduring Freedom and Iraqi Freedom in Southwest Asia, as well as improving the quality of life at the various locations to which they were deployed. The "Professionals" hard work and dedication exemplify the Seabees' "Can Do" heritage.

CHAPTER 2

ADMINISTRATIVE

Administration/Personnel Department

The Administration Department performed superbly and provided outstanding customer support in all facets of administration for over 650 Seabees deployed throughout the U.S. and European theater. The chart below shows the processed/completed tasks that the admin section accomplished during this deployment.

CATEGORY	NUMBER PROCESSED / COMPLETED
Fitness Reports	57
E-6 Evaluations	110
E-5 Evaluations	105
E-4 and Below Evaluations	280
Various Awards	275
End of tour awards	40
PIMs	95
Passports	264
Security Clearance Pkg	105
Released Messages	40
TAD Orders	1900
Check-in (gained)	119
PCS / Transfer / Separations	143
Reenlistment contracts	80
SRB entries (awards)	29



LEFT: PN3 Layne & Petty Officer Durocavic during turnover.

BELOW: PN2 Hudson checking the Service Record



JAN 2003 CPO USN RESULTS

	USN
Time in Rate Eligible	60
Board Eligible	28
Selected	9
% Selected	6.6

MARCH 2003 ADVANCEMENTS

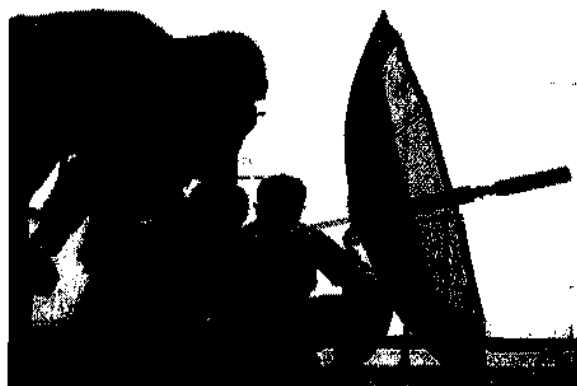
	E4	E5	E6	TOTAL
Time in Rate Eligible	104	133	34	271
Participated	104	131	34	269
Selected	21	19	5	45
% Selected	20	15	12	47

RETENTION

Zones	At EAOS	Before EAOS	Reenlist	Re-en Rate	Ret Rate	Att Rate	Navy Retention Goal
A	40	19	29	72.5%	42.9%	32.2%	52%
B	1	0	0	0%	0%	0%	64%
C	4	0	4	100%	100%	0%	84%
Overall	45	19	33	86.25%	71.4%	32.2%	67%

Communications Department

During the deployment to Camp Mitchell, Rota Spain, the communications shop created an extensive and comprehensive Bi-Monthly Preventative Maintenance Schedule (PMS) to operationally check each piece of equipment. This ensured over 400 various pieces of communications gear were maintained in a mission ready status. This testing and inventory identified over \$130K in required assets that were missing to be 100% tactically ready. The ET's also assisted the Marine Security Force in troubleshooting various pieces of equipment and provided training in the latest communications equipment.



Electronic Technicians setting up satellite antenna during scheduled training day.

The communications shop identified shortfalls in training areas of the communications platoon, company level communicators, forward observers, and Air Det. A comprehensive training

program was created. Each portion of the training was tailored to the different levels of knowledge required for the communicators. The training was provided early and improved proficiency was evident at CPX and real-time operations in Southwest Asia. Additionally, revamped SCW communications training and knowledge incorporating hands on evolutions along with traditional classroom instruction followed by a revised test.

In addition to completing all tasks assigned, communications personnel were immediately involved with the real-time deployment of the Air Det in support of Operation Enduring Freedom shortly after taking the shop. A CONEX box was procured and equipped with shelves for the quick and safe mount-out and establishment of communications equipment in the field. These efforts paid off as the battalion used this CONEX to support and maintain communications for two MEG Task Forces. Additional preparations were instituted to ready all additional equipment for a full battalion mount out to Southwest Asia, which occurred after the New Year. The ET's methodically organized the communication shop shelves to facilitate a wide range of equipment and support gear. Communications personnel in Kuwait also used this gear for the successful and innovative employment of a mobile COC for Task Force Mike, which was adopted and used at bridge sites in Iraq. They also obtained seven VHF frequencies and initiated the acquisition of 10 HF frequencies and 2 upper VHF for saber usage with NCTAMS Det Rota.

Information Systems Department



Information Technicians conducting scheduled maintenance and upgrades.

During the deployment to Camp Mitchell, Rota Spain, ISD maintained a Local Area Network of 134 workstations and 6 servers. The ISD department upgraded the LAN backbone installing three 1 GB switches and 8 100MB switches. Additionally, they re-wired with CAT-5 buildings off of hubs to allow direct links into the switches at Admin, Alfa Co, Bravo Co, Chaplain, Medical, Operations, Soils Lab, Supply and Training. ISD identified and upgraded all computers Network Interface Cards (NIC) for 100MB operations, and configured switch and internet connections for duplex mode.

PISTOL access was not available upon arrival. Extensive research and coordination with website managers to obtain program access was completed for all systems. The Tactical Data Network (TDN) inventory identified large discrepancies between SORTS and actual equipment on-hand (in camp). TDN was non-existent and non-operational after an op-test indicated only 6 Tough-books were able to communicate with the server. ISD created an image for Tough-book and configured the remaining to bring all 31 systems on line with TDN server. Additionally, various components of the TDN were missing (Tough-book batteries, RAM, Hard drives, switches, incorrect FIBER, etc.), costing in excess of \$20,000 to repair. FIBER required a fan-out kit, which was procured via the Internet. The ISD department then had the opportunity to

successfully deploy the Rota TDN at Camp 93, Kuwait in support of Operation Iraqi Freedom. The ISD department completed all tasking during this deployment.

Dental Department

During the European Deployment 2002-03, the Dental Department raised the dental readiness to an impressive 98%. This was accomplished in conjunction with treating reserve Seabees serving their two weeks of active duty. The department remained in close contact with Details and Deployments for Training (DFTs) to ensure required treatment was accomplished as needed. The dental team aggressively pursued the dental readiness of personnel selected for DFTs, which were scheduled to deploy to areas lacking dental support, prior to their deployment. They maintained 100% dental readiness throughout their deployment.

Four hundred appointments were completed and over 1500 dental procedures were performed. Over the course of the deployment, the dental health (percent of personnel Class 1) of the battalion rose from 41% to 46%.

The Dental personnel developed a close working relationship with Branch Dental Clinic, USNH Rota, Spain. This relationship expanded the treatment possibilities for patients, especially with respect to specialty care. The Branch Dental Clinic also aided the NMCB FIVE Dental Clinic during supply shortages by loaning necessary supplies. This was instrumental in maintaining the appropriate level of care for battalion personnel.

BELOW: DT3 Thompson performing dental hygiene (annual cleaning).



RIGHT: LT Varga, ensuring the Battalion is always ready.



Medical Department

NMCB FIVE's medical department faced substantial challenges - most exciting, some frustrating - in its 2002-2003 deployment to Rota, Spain and Kuwait, and the department answered these challenges with vigor and success.

The deployment began with a solid turnover of the medical clinic and warehouse spaces at Camp Mitchell on Naval Station Rota. We quickly established a productive relationship with Naval Hospital Rota and sustained this throughout the deployment. At the same time, one hospital corpsman was sent with DFT Dominica. In December another corpsman - one of our independent duty corpsman - deployed with DFT African Lion in Morocco. The most significant event for us was the stepwise redeployment of the entire battalion to Kuwait to prepare for war with Iraq. The medical department played an active role in operational planning for NMCB-FIVE's mission within Operation Enduring Freedom and later, Operation Iraqi Freedom. The first deploying element - the Air Detachment - took with it two corpsman, both of whom had trained with the Air Det. They worked and lived with the Air Det under grueling conditions, at more than one site, and in a larger medical milieu that changed constantly as the pre-war buildup progressed. These two also laid the groundwork for the arrival of the rest of the medical department in January and February when the bulk of the battalion redeployed. The medical department integrated itself into all the operations.

Disease prevention and health promotion, critical to any Seabee medical department, were areas of marked achievement. In addition to the usual immunization programs, the execution of the battalion anthrax and smallpox immunization programs took great effort and went exceedingly well. Immunization programs were implemented such as anthrax and smallpox; significantly, the department took pains to educate each recipient on both of these complex and unusual vaccines - efforts that were rewarded by low complication rates and by a prevailing sense among the battalion that their health concerns were not taken for granted. Another area of prevention was the launching of our implementation of the DOD's Preventive Health Assessment (PHA) program. Health promotion activities included coordination with Naval Hospital Rota for smoking cessation classes and the spearheading of the Battalion's participation in base-wide 5K runs to raise awareness of Breast Cancer and the dangers of smoking (The Great National Smoke out). Educating the battalion leadership in disease prevention issues (e.g. dehydration threat, eye protection) in Kuwait lead to a comparatively low incidence of injury, illness, and lost man-hours in the desert. Our preventive medicine technician was relentless in the pursuit of high standards in galley, barbershop, and camp sanitation in Rota and in Kuwait.

The medical department played a key role in training and education of battalion personnel throughout the deployment. "Training Saturday" topics included Personal Hygiene and STD prevention. Basic Life Support (CPR) classes were offered and then certified. Essential training in Kuwait included combat first-aid, casualty collection and transport procedures, and MedEvac, including working with live helicopters and helicopter transport crews. Important training in unit-based Combat Stress Reaction prevention and treatment was provided as well. The Medical Department continued to place a high priority on corpsman professional development during this deployment. This included intensive in-house HM training given weekly by the Medical Officer and Independent Duty Corpsmen ranging on topics from sick call procedures to war wound management to military training. We integrated all reserve HM's and ensured that their sick-call skills, IV and suture knowledge remained sharp. The medical team's capabilities were heavily tested during mass casualty and biological/chemical drills with training provided on MEDEVAC and CASREP procedures.

The core of our efforts and achievement were in our daily operations and our support of the battalion's mission and operations. Seeing patients day in and day out in sick-call and appointments – in Spain, Morocco, Dominica, and Kuwait was the heart of this, though other support activities such as medical coverage for battalion physical training, screening for the battalion physical readiness testing, and support of weapons range training mattered as well. For patient care, an established clinic was used in Spain, but we ourselves established battalion aid stations in Morocco and in no less than five separate locations in Kuwait. Three of these were transferred to other Seabee battalions. A sixth battalion aid station we established, this one mobile was used by NMCB-4 in Iraq. We participated in the offloading, inventorying, and combat loading of the medical equipment from the first ever real-life application of the Maritime Preposition Force (MPF). We also supported the battalion CBR program in the issue of and training on specific medications (nerve agent treatments, operational antibiotics). We wrote medical annexes to three different OPLANS on this deployment. A source of great pride for us was attending to the specific needs of women in the battalion in the form of our standard well-woman annual screening and examination program but also in a program of individualized assessment of specific needs in the operational setting in Kuwait.

The specific accomplishments of individuals in the department are worthy of note. Two corpsmen received qualification as Basic Life Support instructors. The Medical Officer earned a certification in Advanced Trauma Life Support at Landstuhl Regional Medical Center in Germany. Two corpsmen completed the PQS and passed boards to receive their Seabee Combat Warfare Specialist pins, and the rest of the department made substantial progress.



LT Birnbaum, Bn Medical Officer giving the Anthrax Brief prior to series of shots required



YN2 Muller getting her anthrax vaccination

CHAPTER 3

TRAINING

Military Training

NMCB FIVE's deployment to Rota, Spain was packed with intense training. The training tempo was as high paced as the battalion's operations. Training was detailed to complement and prepare Seabees for ongoing contingency operations in support of Operation Enduring/Iraqi Freedom.

Several training Saturdays were conducted over the course of the deployment. These training Saturdays improved the Battalion's readiness by taking feedback from the forward-deployed Air Det and incorporating their "desert spin" into classes. NMCB FIVE also conducted in-rate training on Saturdays. This training emphasized the critical skills that Seabees need to succeed on Navy advancement exams.

Training was also developed to continue on-going construction projects and contingency operations. OPSEC classes were conducted to increase and emphasize Camp Mitchell's heightened security posture. During the Interior Guard training, we were lucky enough to have GM2 Hyatt a drilling reservist on AT duty provide expert instruction on application of the baton and crowd control. GM2 Hyatt is a Corrections Officer in his civilian career. Convoy and CBR training were also conducted. CBR training was conducted to refresh individual basic skills. In addition, each individual's gas mask was checked for operability and defects. M16 BZO was conducted.

Long-range objectives were not forgotten, as orientation and operation of the PISTOL database was provided in preparation for return to homeport. Other training also included Safety, Command Indoctrination, Embarkation, Pallet Building, and First Aid/CPR.



Checking serviceability of the gas mask



Convoy Operation/Training in progress

Command Indoctrination Program



Newly selected Petty Officers going through the Indoctrination process.

The Command Indoctrination program was a staple throughout deployment. The curriculum included Naval Heritage, Tactics, First Aid, Communications, Administration, and Command & Control. Security personnel from the installation presented an Area Brief and the S1 department also covered administrative topics such as records, pay and Navy Exams. The program operated on a five-day schedule.

Seabee Combat Warfare Specialist (SCWS) Program

SCWS training was provided throughout the deployment. Qualified instructors taught SCWS classes offered three (3) nights a week. Progress towards SCWS qualifications continued for forward-deployed Seabees as well.

Military Training (In support of Operation Enduring Freedom)

Training while forward deployed to Kuwait was just as detailed, just as important, and just as effective. The creativity, resourcefulness, and requirements improved and expanded.

The focus of military training was to improve the overall effectiveness of the organization, to develop small unit leaders' proficiency, and to provide opportunities for the application of problem solving skills in complex situations.

In an intense forward-deployed environment, the battalion exercised its contingency organizations. On Feb 16, 2003, the entire battalion moved forward to Kuwait with exception of caretaker Detachments in Rota and Gitmo, Souda, Andros, and Sigonella. Contingency training included:

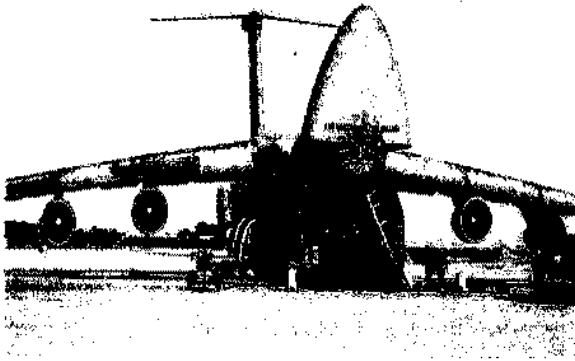
Chemical, Biological, and Radiological (CBR)
Enemy Prisoner of War (EPW)
Land Navigation/GPS (PLGR)
Night Vision Goggles (NVG)
Convoy Operations
Battle Site Zero (BZO)
Mine Recognition/Familiarization

MEDEVAC
Bridge Training/Exercises
Berm reduction
Live Fire - Crew Serve Weapons
Sheet Pile Driving
Sand Pile Culvert Module (SPCM)
Bunker Training
Bridge Classification

Physical Fitness Readiness

The Physical Readiness Program involved Battalion Physical Training three times per week, with the official Physical Fitness Assessment (PFA) being administered in December 2002. The Fitness Enhancement Program (FEP) was also scheduled twice per week for those personnel that failed the previous PFA were not within body fat standards, or who had difficulty keeping up with battalion runs. A new addition to the Physical Fitness Enhancement Program on this deployment was an aerobics class twice per week that proved to be a popular fitness option.

Embark Training



Loading the C5 Galaxy in support of Operation Enduring Freedom

The embark staff was fully engaged throughout the entire deployment embarking and retrograding Deployments for Training (DFT) African Lion-03, Dominica, and SWA. In September 2002, the Battalion Embark staff started a major evolution to mount out the Air Det to Southwest Asia in support of Operation Enduring Freedom. Upon receiving the deployment order, embark organization started the process of activating all areas to fully man this evolution.

Embarked total of two MCAs from Rota, Spain and later on unloaded the MPF ships to augment the equipment received from Rota for future operations. In December 2002, DFT African Lion-03 was executed. The embark staff staged and loaded CESE and construction materials/tools to the MV Green Wave headed to Agadir, Morocco. By January 2003, DFT African Lion-03 retrograded back to Rota, Spain and immediately the personnel were geared up to be redeployed to SWA. In early January 2003 until the beginning of February, the staff from Rota embarked the Battalion to Southwest Asia in support of the I MEF Engineer Group (I MEG).



LEFT: Loading the MTRV to a C5 Galaxy headed to Kuwait International Airport in support of Operation



RIGHT: Securing the MTRV loaded in a C5 Galaxy. Picture taken from Rota, Spain.

CHAPTER 4

OPERATIONS

Operations Summary

Emphasizing safety, quality, accountability, and production, NMCB FIVE completed 26,302 man-days of direct labor quality construction, and training for customers throughout the Eastern United States, Caribbean, Europe, Southwest Asia, and Africa. Personnel from NMCB-27 were fully integrated into the command and effectively utilized. In addition to providing additional man-day capability, these reservists brought unique technical skills that were extremely valuable in executing a number of complex projects and operations.

NMCB FIVE personnel deployed to 12 geographical locations, 9 countries on 4 continents. Details deployed to Guantanamo Bay, Cuba; Norfolk, Virginia; Camp Lejeune, North Carolina; Sigonella, Italy; Souda Bay, Crete; Thurmont, Maryland; Andros Island, Bahamas and Southwest Asia. Two Deployments for Training were conducted: DFT New Horizons 2002 in Dominica and DFT African Lion 2003 in Tan-Tan, Morocco. The Battalion also directly supported the global anti-terrorism campaign and participated in Operation Enduring Freedom, Kuwait and preparation of Operation Iraqi Freedom.

MANDAYS SUMMARY

PROJ #	Total Project Mandays	Mandays Tasked (NMCB-5)	Tasked Percentage (NMCB-5)		Final WIP Percentage	Mandays Expended (NMCB-5)
			Start	Finish		
DF2-DOM	1807	1807	0%	100%	100%	1807
DF3-AL03	568	568	0%	100%	100%	568
SWA-OEF	8308	8308	0%	100%	100%	8308
SP1-300	1000	1000	0%	100%	100%	1000
SP1-500	200	200	0%	100%	100%	200
SP1-600	900	900	0%	100%	100%	900
SP1-700	400	400	0%	100%	100%	400
SP1-DLT	900	900	0%	100%	100%	900
SP1-809	2851	1020	51%	100%	100%	1020
SP1-805	1746	920	0%	37%	53%	920
SP2-804	3514	297	92%	100%	100%	297
SP2-805	600	494	34%	100%	100%	600
SP2-807	250	140	44%	100%	100%	250
SP7-800	250	200	0%	100%	100%	250
SII-300	350	350	0%	100%	100%	350
SII-500	200	200	0%	100%	8%	16
SII-700	150	150	0%	100%	100%	150
SII-DLT	434	434	0%	100%	84%	365
SIB-807	2969	386	87%	100%	99%	356
SIB-816	2159	475	78%	100%	96%	389
SIO-825	1936	1665	14%	100%	57%	832
SIO-825	5900	500	0%	8%	1%	59
SIS-811	250	250	0%	100%	56%	140
CR1-300	200	200	0%	100%	98%	196
CR1-500	650	650	0%	100%	87%	566
CR1-700	125	125	0%	100%	61%	76
CR1-DLT	317	317	0%	100%	83%	263
CR4-891	1701	656	0%	39%	0%	0
CR2-866	100	100	0%	100%	100%	100
CR9-840	1667	200	88%	100%	100%	200
CR0-850	400	400	0%	100%	76%	304
TH1-500	200	136	0%	100%	100%	200
TH1-700	25	25	0%	100%	100%	25
TH1-DLT	52	52	0%	100%	100%	52
TH1-865	707	141	80%	100%	100%	141
TH1-865	195	47	0%	24%	24%	47
TH2-870	808	89	0%	11%	11%	89
GB1-300	60	60	0%	100%	100%	60
GB1-400	300	300	0%	100%	100%	300
GB1-500	100	100	0%	100%	100%	100
GB1-550	180	180	0%	100%	100%	180
GB1-700	25	25	0%	100%	100%	25
GB1-DLT	258	258	0%	100%	100%	258
GB2-GTM	150	150	0%	100%	100%	150
GB2-877	1761	1167	21%	85%	84%	1109
GB2-899	200	162	0%	58%	58%	162
AD1-300	50	50	0%	100%	100%	50
AD1-500	50	50	0%	100%	100%	50
AD1-700	50	50	0%	100%	100%	50
AD1-DLT	148	148	0%	100%	100%	148
AD5-810	2796	1324	55%	100%	100%	1324

Safety

NMCB FIVE completed an extremely safe and effective deployment through complete Chain-of-Command involvement and the use of Operational Risk Management. The Mainbody was inspected by 22nd NCR Safety and received a courtesy visit from the Host Command Industrial Hygiene and Safety. No major program discrepancies were noted in all the jobsites that were visited including the camp.

TOTAL MISHAPS

	AUG 02	SEP 02	OCT 02	NOV 02	DEC 02	TOTAL
Fatalities	0	0	0	0	0	0
# Lost Days	0	0	2	0	0	2
# Lost Day Cases	0	0	1	0	0	1
# Light Duty Days	0	14	33	50	153	250
# Light Duty Cases	0	2	5	6	9	22
# First Aid Mishaps	4	1	3	12	8	28
# Govt Vehicle Mishaps	0	1	0	3	1	5
Total Number Mishaps	4	4	9	21	18	56

ON-DUTY MISHAPS

	AUG 02	SEP 02	OCT 02	NOV 02	DEC 02	TOTAL
First Aid Mishaps	3	1	1	10	6	21
Cases Light Duty	0	0	0	5	6	11
Light Duty Days	0	0	0	36	102	138
Cases Lost Work Days	0	0	0	0	0	0
Lost Work Days	0	0	0	0	0	0
Fatalities	0	0	0	0	0	0

OFF-DUTY MISHAPS

	AUG 02	SEP 02	OCT 02	NOV 02	DEC 02	TOTAL
First Aid Mishaps	1	0	2	2	2	7
Cases Light Duty	0	2	5	14	3	22
Light Duty Days	0	14	33	1	51	99
Cases Lost Work Days	0	0	1	0	0	1
Lost Work Days	0	0	2	0	0	2
Fatalities	0	0	0	0	0	0



LEFT: Compacting select fill material to bring the site up to the desired elevation.

BELOW: Digging for underground electrical pipes for parking lot lighting.

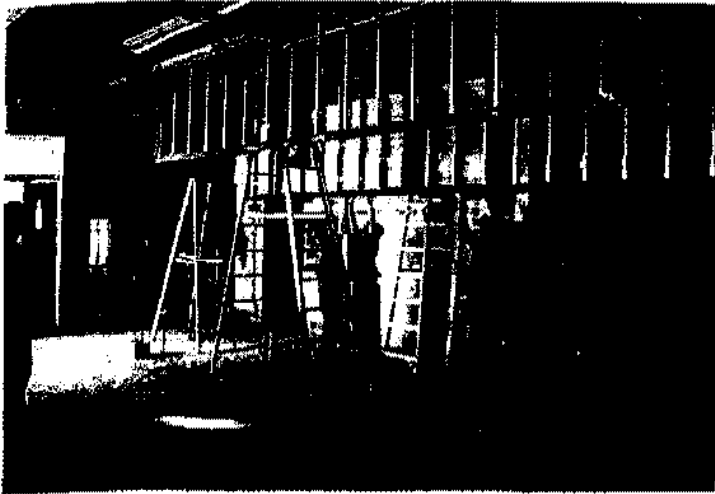


CONSTRUCT PARKING AREA SP2-805

This project provided excellent experience with earth moving and grading as well as forming and placing concrete sidewalks and underground utilities. Crucial to project completion was the expertise brought in by reservists from NMCB 27 throughout the deployment. Experienced reservists were able to train less experienced active duty members and recover the project schedule despite heavy winter rains. An additional challenge was CESE limitations due to OEF; only one grader and roller were available. Through the challenges of a changing deployment, the crew did an amazing job bring it to a successful completion on time.

Project Data

Personnel:	8
Duration:	August 2002 – March 2003
Mandays:	600
Material Cost:	\$119,170
Cost Savings:	\$210,000
Specifications:	Construct BEQ Area 3 Parking Lot and entrances. Work includes site preparation, asphalt lay down, striping, placing sidewalks and curbs. Lighting is being installed under associated project SP2-807 Install Security Lighting.



*LEFT: Installation of tiles and soffit frame construction.
BELOW: The crew works to finish concrete for the overhead placement.*



RENOVATE REFLECTIONS CLUB SP1-809

Three battalions worked to complete the renovations of this club. The completion of the club provides a state-of-the-art food court for base personnel to enjoy. The construction has provided the Seabees an excellent project to improve finish work skills that are not often exercised. Coordination between all rates, as personnel from every OF-13 rate were intricately involved in the project, was a continual challenge that was overcome. The Seabee portion of this project was completed and turned over to ROICC Rota, Spain.

Project Data

Personnel: 18

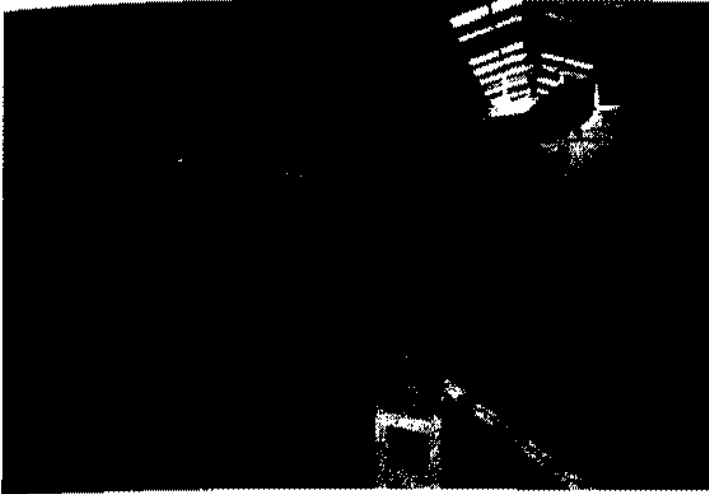
Duration: January 2002 – February 2003

Mandays: 2851

Material Cost: \$283,810

Cost Savings: \$997,850

Specifications: Renovate the interior of the “Reflections Club American Grille Restaurant” and replace it with a food court. The demolition includes electrical, mechanical, plumbing and exterior patio. The additions to the club include the installation of a new driveway, drive through window, food court, propane piping plumbing and fixtures, drainage system, interior finishes, electrical fixtures, food service equipment, walls, and relocation of phone booths.



LEFT: The crew installs RST and block for the CMU walls.

BELOW: An overview of the CMU wall layout and construction.



RENOVATE BUILDING 555 SP1-805

The project had some unique requirements due to the Special Operation personnel's communication and security needs, especially relating to the installation of a portable sewage unit. Overall, the project provided opportunity for the Seabees to complete a mission critical facility and train personnel in CMU wall construction, finish electrical & LAN, overhead concrete placement, and finishes. This project was turned over to the next battalion.

Project Data

Personnel: 14

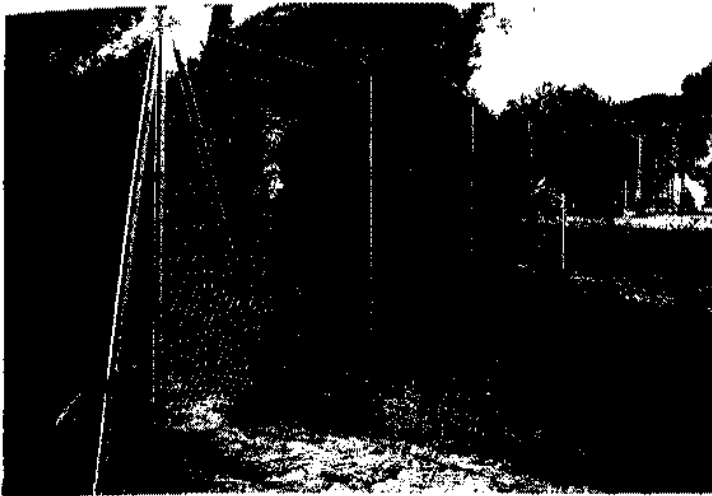
Duration: August 2002 – March 2003

Mandays: 1746

Material Cost: \$73,660

Cost Savings: \$611,100

Specifications: Renovation includes the construction of new block office spaces and head facility on the ground floor of Building 555, with construction of a concrete mezzanine deck. The existing quarterdeck and existing vestibule area is to be demolished and a new Quarterdeck constructed in the warehouse. Additions include bulletproof glass, pass-through tray, and intercom system. The plumbing and the sprinkler system will also be new with the existing electrical systems and HVAC systems being reused as much as possible. New fire protection system includes the installation of a fire alarm compatible with existing Naval Station Rota FM-based alarm system, with annunciators, lighting, and pull stations; and all incidental work.



LEFT: Fence construction in progress located at the security office, NAS Rota

BELOW: Mixing concrete with the concrete mixer.



CONSTRUCT SECURITY FENCING SP2-804

The security fencing around Naval Station Rota has been a critical project for the base and the Seabees, as it allows the base to meet the new force protection requirements. A great deal of coordination has been done with the client to ensure that the final product meets the security needs and is of outstanding quality. The crew had unique challenges in the installation of sliding gates, a personnel turnstile, and an electronic vehicle gate. Completed the Seabee portion of this project and turned over to ROICC Rota, Spain.

Project Data

Personnel: 7

Duration: January 2002 - February 2003

Mandays: 3514

Material Cost: \$300,410

Cost Savings: \$1,229,900

Specifications: Construct and repair 26,846 meters of security fence over 16 distinct areas. NMCB-5 is tasked to construct Area 13 and 14 fences around the security compound and building 149, respectively. The security compound project entails installation of poles, fence fabric, 3 strands of barbed wire, 3 sets of vehicle gates, and personnel turnstile. Building 149 requires installation of an electronic gate.



*LEFT: Installation of the lights at the Parking Lot, SP1-808, was one of three phases completed.
BELOW: Crewmembers from NMCB Five compact the trench after laying conduit for lighting at the Piers.*

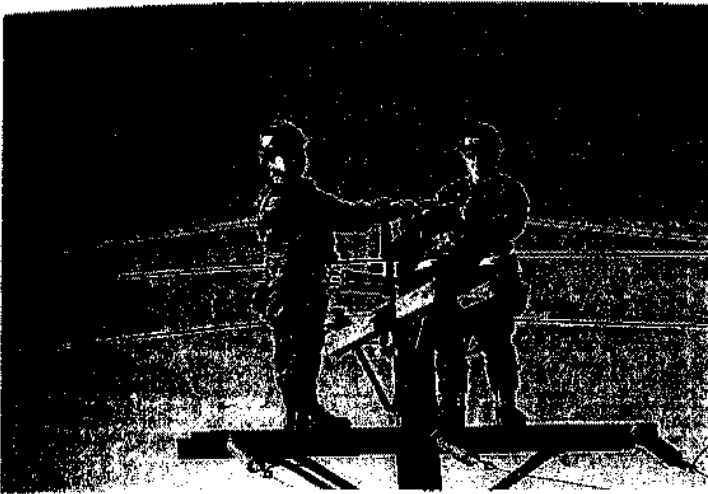


INSTALL SECURITY LIGHTING SP2-807

The security lighting project is an exceptional project that increases the safety around Naval Station Rota. The project entailed a number of different challenges from conduit crossing under roads to placing poles in completed parking lots. Coordination with other construction, such as the parking lot SP2-805, had to be done at all levels. This project allowed the electricians to work on a large outdoor electrical project, giving them training and additional construction skills. This project was completed on time.

Project Data

Personnel:	3
Duration:	August 2002 – December 2002
Mandays:	250
Material Cost:	\$59,970
Cost Savings:	\$87,500
Specifications:	Install security light poles and fixtures at locations around the base. The project has been broken down into 11 areas. The phases are as follows: TV Station, Building #64, Marine Barracks, 500 Series Barracks Parking Lot, piers 1 and 2, Parking lot - SP2-805, BOQ - building 39.



LEFT: The Public Works and NMCB 5 personnel show their ability to hang around.

BELOW: NMCB 5 Personnel work on a high voltage line at Reflections.



PW HIGH VOLTAGE SUPPORT SP7-800

This project is an excellent opportunity for Seabees to get high voltage experience and training. Personnel involved attended classes and got hands-on experience with high voltage power sources. The crew had a special opportunity to assist public works in restoring power to a number of residents that lost power during a surprise storm in November. This tasking was completed.

Project Data

Personnel:	2
Duration:	September 2002 – February 2003
Mandays:	200
Material Cost:	\$0
Cost Savings:	\$0
Specifications:	Perform 200 Mandays of high voltage support to Naval Station Rota Public Works.



*LEFT: Helping out Base Rota housing after the storm.
BELOW: Laying block for an air compressor room at the armory as part of a MCD.*



CAMP MAINTENANCE SP1-300

Project Data

Personnel: 15
Duration: September 2002 – February 2003
Mandays: 1000
Material Cost: \$0
Cost Savings: \$0

Specifications:

CAMP MAINTENANCE COMPLETED

ESA's	648
SJO's	135
MCD's	217

PROJECT LIST

JP-8 Containment Area	54
Paint Shop Containment Area	20
Relocate Air Compressor – armory	70
Install Steam Cleaner – Alfa	2
Construct Sidewalk	9
Refrigerator installation	29
Miscellaneous	<u>34</u>

TOTAL MANDAYS EXPENDED	1000
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LEFT: Seabees complete concrete walkway for the Health Center.

BELOW: An interior work on the Bio-Medical Facility by USMC electricians and local contractors.



DFT NEW HORIZON 2002 NH 02 - DOM

DFT New Horizon 02 personnel completed two vertical construction projects. Seabees from NMCB 5 and NMCB 21 and Marines from MWSS 273 completed all construction work for these two projects. In addition, one Army Civil Affairs personnel from 486th CA Battalion and ten Marines from 3rd Civil Affairs Group (CAG) support throughout the exercise.

Project Data

Personnel: 86

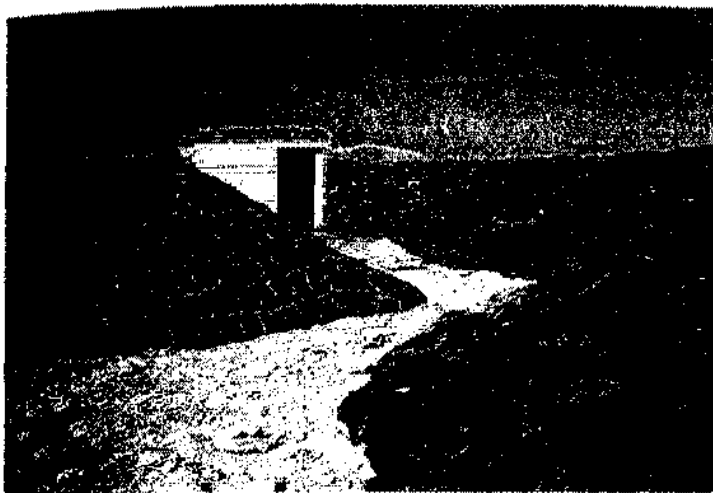
Duration: August – November 2002

Mandays: 1807

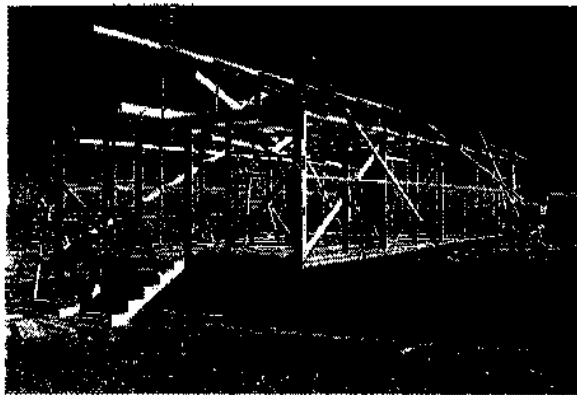
Material Cost: \$152,000

Cost Savings: \$632,450

Specifications: Task Force New Horizons 2002 – Dominica provided an outstanding opportunity for Marines and Seabees to complete two vertical construction projects for the local government. Marines from MWSS 273 led the construction of a 30' X 60' Bio-Medical Facility addition to the Princess Margaret Hospital. Seabees from NMCB 5 led the construction of a 47' X 27' Health Clinic in the community of Mahaut. Both of these projects allowed the Task Force to exercise construction of quality projects in a foreign country. The exercise also included the deployment and re-deployment of all tools and equipment from CONUS to Dominica via commercial barge.



*LEFT: Completed trench and bunker system.
BELOW: One of Four Sea huts being constructed at the base camp.*



DFT AFRICAN LION – 03 TAN TAN, MOROCCO

DFT African Lion 03 personnel completed two main construction projects as several small projects. Seabees from NMCB 5 and members of the Moroccan Army completed all construction work for these projects.

Project Data

Personnel: 26

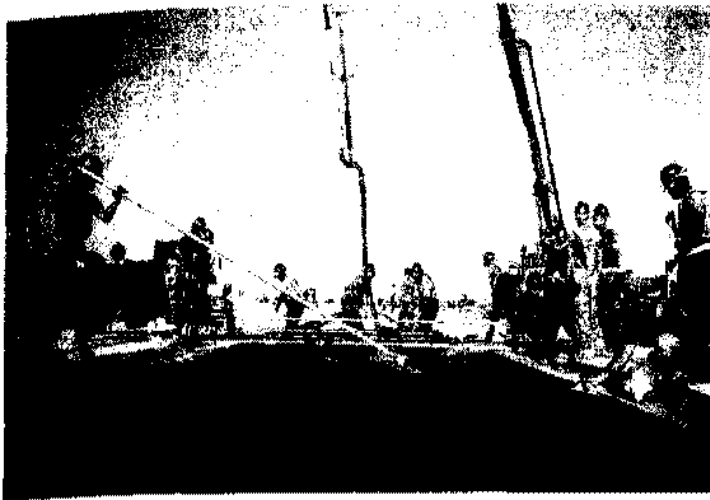
Duration: December 2002 – January 2003

Mandays: 484

Material Cost: \$82,000

Cost Savings: \$169,400

Specifications: African Lion 2003 – Morocco provided an outstanding opportunity for Seabees and Moroccans to complete construction projects. Seabees led the way in constructing a base camp for live fire exercises. The camp included (7) 4-hole burnouts, (6) Strong back tents, and 4 SEA huts. Seabees, along with help from the Moroccan army, also constructed a trench and bunker system that will be used in the live fire assault. It included a 200 meter-long sandbag-reinforced trench, complete with 4 wooden bunkers. The Seabees also constructed berms, cleared beachheads, and improved all of the roads in the exercise area. The exercise also included the deployment and re-deployment of all tools and equipment from Rota to Morocco via commercial barge. These projects allowed for an excellent training opportunity for the Seabees, as well as the chance to work with a foreign military.



LEFT: Placing concrete for the refueling pad 62.5ft x 733ft x 1ft.

BELOW: Ammunition Supply Point project consisted of assembling over 1200 Hesco bastion units.



OPERATION ENDURING FREEDOM SOUTHWEST ASIA

On 26 September 2002, the first wave of the Air Det (Heavy) made up of 33 Seabees led by the OIC and Battalion S3, LCDR Stan Wiles, departed Camp Mitchell, Spain for Kuwait as part of Task Force Charlie. The remaining 92 Seabees of NMCB FIVE's Air Det (Heavy) arrived in Kuwait over the next four days. In all, six C-5 Galaxy flights carried all 125 Seabees and 354 short tons of equipment, tools, and supplies directly from Rota, Spain to Kuwait City International Airport making NMCB FIVE the first Seabee battalion into theater in support of Operation Enduring Freedom, then LOLO followed.

Project Data

Personnel: 125

Duration: September 2002 – January 2003

Mandays: 8308

Material Cost: \$11 Million

Cost Savings: \$2,907,800

Specifications: The detachment's tasking included the construction of a 46,000 square foot concrete refueling apron and 16-cell with a total of 120,000 sf ammunition supply point at Ahmed Al Jaber and the construction of a 4-cell with a total of 25,000 sf ammunition supply point, the preparation of over 750,000 square feet of area to receive AM2 matting, and the construction of a 750-man tent camp at Ali Al Salem.



*LEFT: An aerial picture of the completed stucco building.
BELOW: NMCB 5 builders hanging drywall on one of the rooms for CBH-11 project.*



CONSTRUCT CONSOLIDATED BACHELOR HOUSING (CBH) 11 AD5-810

Three battalions worked on the CBH-11 Project in Andros Island, Bahamas. NMCB FIVE restarted this project from its dormant state of 8 months since the last Battalion was here and completed it. A technically challenging project due to the large amount of ceramic tile, drywall and cabinetry work that is required to be done in each of the units. The building is aesthetically beautiful and highlights the skilled finish work of which Seabees are capable. The CBH is a structure that will not only enhance the quality of life for Andros residents but also provide a safe concrete home during the hurricane seasons.

Project Data

Personnel: 14

Duration: June 2001 – February 2003

Mandays: 2796

Material Cost: \$350,000

Cost Savings: \$978,600

Specifications: Construct a 6,500 square foot, single story, CMU ten unit housing facility with electrical, mechanical, plumbing, and sprinkler system installation. Roof is wood truss with asphalt shingles and the building exterior received a stucco finish.

OIC DISCRETIONARY/ CAMP MAINTENANCE

PROJECT LIST

Force Protection	60
Upgrade guard shacks	8
Road/Compound repairs	2
Computer networking/conduit	9
Material storage building	8
General camp maintenance	<u>11</u>

TOTAL MANDAYS

98



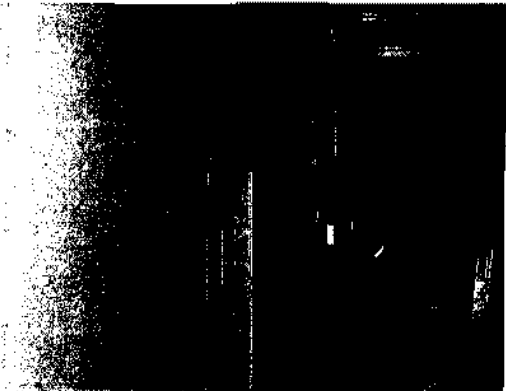
EOs of NMCB 5 repairing the entrance to Seabee compound



Mowing the grass was part of the camp maintenance support provided to the installation.



*LEFT: An exterior of the recompression chamber facility.
BELOW: Hanging drywall on the interior of the chamber.*



CONSTRUCT RECOMPRESSION CHAMBER GB2-877

This project will provide a much needed and mission essential Recompression Chamber for dive units as well as recreational divers. Detail personnel constructed the under slab utilities and placed 68 cubic yards of concrete for the 3200 square foot slab on grade. More than 6000 CMU blocks were used to construct the 22 course high walls. An overhead concrete placement was performed to construct a 15 ft by 25 ft mezzanine deck. The roof consisted of pre-manufactured trusses and a snap lock roof system. All offices spaces were provided with furring, drywall finish, and ceramic tile floors. This project was turned over to the next battalion.

Project Data

Personnel: 13

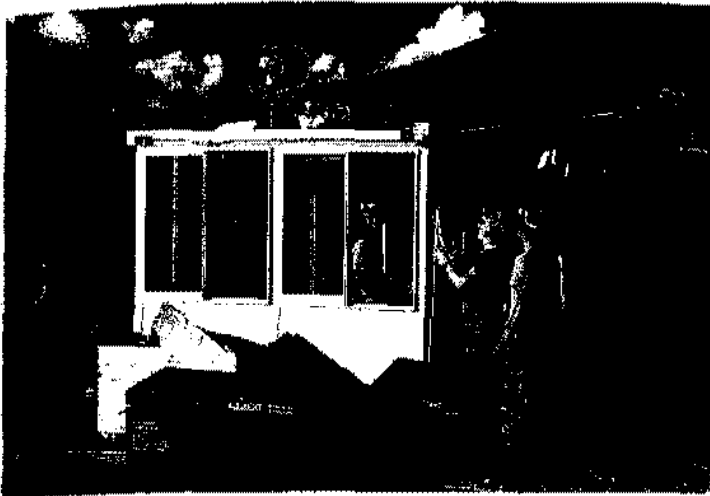
Duration: July 2002 – March 2003

Mandays: 1761

Material Cost: \$514,000

Cost Savings: \$616,350

Specifications: Construct a new facility to house a new Recompression Chamber before the drop-dead date of 15 March 03 to ensure mission essential diving operations can continue. Install all under slab and internal utilities. Construct foundation and 3200 square foot slab on grade. Construct 14 courses of split face CMU block and 8 courses of stretcher block totaling over 6000 blocks. Install roof consisting of pre-manufactured trusses and a snap lock roof system. Provide finish work for offices, locker room and medical room. Install HVAC system.



LEFT: A typical guard shack that was constructed during this deployment.

BELOW: Installing electrical wires in one of the guard shacks.



INSTALL PIER GUARD SHACK GB2-899

This project will provide the Security Department with mission essential guard posts at various locations around the base. Guard shacks were installed at the specified locations. All interior wiring and electrical components were installed. Over one mile of conduit and electrical wire was installed to provide power to all guard shacks. This project was turned over to the next battalion.

Project Data

Personnel: 3

Duration: November 2002 – March 2003

Mandays: 200

Material Cost: \$15,000

Cost Savings: \$70,000

Specifications: Install six Guard Shacks at various locations on Naval Base Guantanamo Bay, Cuba. Install all associated electrical components and wiring, including alarm systems, remote control spotlights, and computer operated sound systems and loudspeakers, Air Conditioning, and lighting. Complete all external conduit runs and wiring for electrical power and telephone service. Upon completion contact PWD to have main power connected.



LEFT: Attaining desired compaction of the secondary road sub-base.

BELOW: Applying gravel on top of the emulsion compound on road surface.



SECONDARY ROAD REPAIRS GB2-GTM

Tasking consists of maintenance and repair of unimproved perimeter roads along fence line. The crew worked with the Marine Corps Security Force and the Public Works Department to determine what areas needed the most repair work. The crew graded washed out areas and added fill to bring the road back to the proper grade. Emulsion and gravel were then laid down to provide a wearing surface. The crew utilized over 1200 gallons of emulsion and completed over a half mile of road repairs. This project was completed on time.

Project Data

Personnel: 3

Duration: August 2002 – March 2003

Mandays: 150

Material Cost: N/A

Cost Savings: \$52,500

Specifications: Provide maintenance and repairs to 16 foot wide unimproved perimeter roads along fence line. Work consists of pothole repairs, grading, drainage improvements, and DBST (Double Bituminous Surface Treatment).



LEFT: Dump truck being loaded with materials at the quarry site.

BELOW: An aerial view of the quarry site.



CRUSHER/QUARRY OPERATIONS GB2-400

An on-going project for all Detachments deployed to GTMO, the crew had the opportunity to operate one of the few remaining quarries in the NCF. After a turnover blast was performed in late August, the crew began removing over 10,000 cubic yards of overburden from the quarry. The crew developed the quarry roads and corrected the benches to the proper width and height. The crusher was cycled and repairs were made to the "Grizzly", which is used to separate large rocks to be run through the crusher. The crew made significant strides towards the future goal of the Detail producing quality aggregate for use in concrete, eliminating the need for aggregate to be shipped to GTMO via barge.

Project Data

Personnel:	3
Duration:	August 2002- March 2003
Mandays:	300
Material Cost:	N/A
Cost Savings:	\$105,000
Specifications:	Establish a working quarry with proper bench heights and widths. Remove overburden to expose quality material. Perform safe blasts to produce material that can be run through the crusher to provide the Public Works Department with quality ¾ minus aggregate. Provide maintenance for the crusher.

NO PHOTO AVAILABLE



NO PHOTO AVAILABLE

JOINT TASK FORCE SUPPORT GB2-550

The scope of this project was to provide support to Joint Task Force GTMO. Work included the correction of drainage at two K-spans, the improvement of vehicle fighting positions, the repair of an Observation Post access road, and the night-time placement of 75 cubic yards of concrete for a 15 foot by 300 foot sidewalk down the middle of the main Detainee Camp. In addition, a crew constructed two 30-foot security towers within the Detainee Camp. This tasking was completed on time.

Project Data

Personnel:	3
Duration:	August 2002 – March 2003
Mandays:	180
Material Cost:	\$65,000
Cost Savings:	\$63,000
Specifications:	Provide support as needed to Joint Task Force GITMO.



*LEFT: Damage seawall to be repaired.
BELOW: Supporting earth moving to repair seawall
damages.*



OIC DISCRETIONARY GB2-500

These projects improved the facilities around the base for tenant commands and departments. Work included the installation of 2600 feet of conduit for a LAN system to be installed in the Det compound, the construction of a sidewalk and foot bridge at the front entrance of the base library, and participation in the annual all hands base-wide clean up of the base's shore lines.

PROJECT LISTING

- Install LAN in Seabee compound
- Base-wide shoreline clean up and maintenance
- Road repair at Windward magazines
- Enlarge Phillips park parking lot
- Earthen Berm at Small Arms Range
- Leveled Windmill Beach
- Removed two houses
- Seawall repair

TOTAL MANDAYS

100

**CAMP MAINTENANCE
GB2-300**

This project improved the detail spaces and housing area. Work included the modification of one unit in housing to be utilized as an MWR house with a 48" TV, pool table, darts, and various arcade games. Various MCDs, ESAs, and SJOs were completed. Clean up of the Supply warehouse was required due to a major drainage problem that covers the floor with mud and water.

CAMP MAINTENANCE

MWR house
Clean up in Supply after flood
Miscellaneous ESAs

TOTAL MANDAYS

60



*LEFT: Completed sports field lighting project.
BELOW: Construction of the head facility within the sports field area.*



INSTALL SPORTS FIELD LIGHTING SIO-825

Install sports field lighting system, head facility, and other minor structures on new sports fields at NAS I. Project is broken into three segments. NMCB 5 was tasked to complete the head facility and the lighting system. Projected work remaining on the head facility at turnover: Slab on grade, columns and beams, clay block walls to include finish work, roof, windows, doors, rough & finish for both electrical and plumbing. This project was turned over to ROICC Sigonella, Italy.

Project Data

Personnel: 20

Duration: August 2002 – December 2002

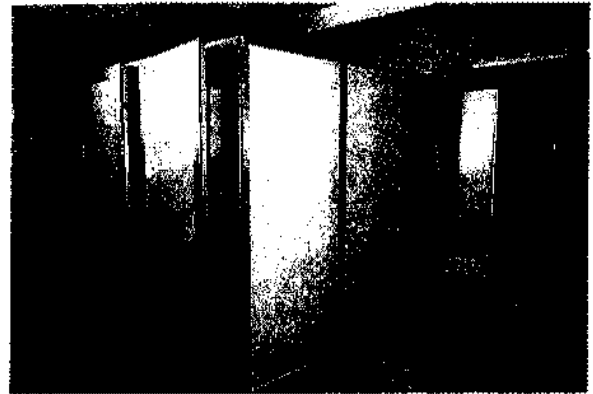
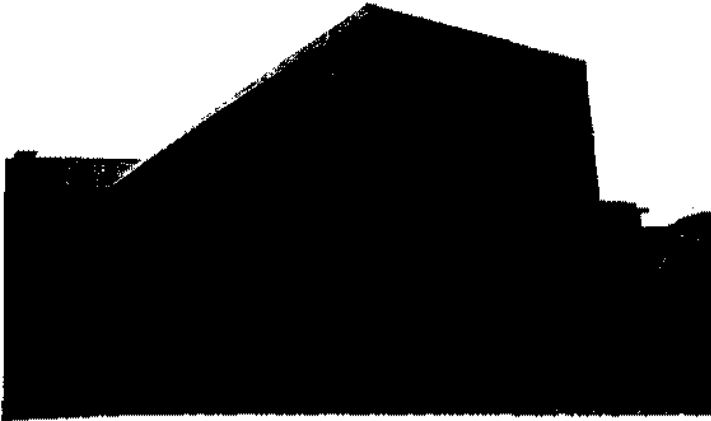
Mandays: 1936

Material Cost: \$293,990

Cost Savings: \$677,600

Specifications: Install 12 light poles and lights on the softball field, tennis/basketball court, and the football field. Place 6 picnic pads and three sets of stairs for the ball field that that leads from the upper field down to the softball field. Construct a head facility using CMU block walls with a stucco finish, concrete roof trusses, Spanish roof tiles, rough and finish electrical and plumbing, to include the installation of finishes.

*LEFT: Completed exterior work of Bldg 418 extension.
BELOW: Completed floor and wall tiles installation.*



CONSTRUCT ADDITION, BLDG 418 SIO-807

Construct a 116 SM, two-story addition to Building 418 Electrical Shop. Work includes reinforced concrete columns and CMU walls, interior electrical, mechanical with HVAC, and finish work. This project was turned over to ROICC Sigonella, Italy.

Project Data

Personnel: 8

Duration: September 2002 – December 2002

Mandays: 2969

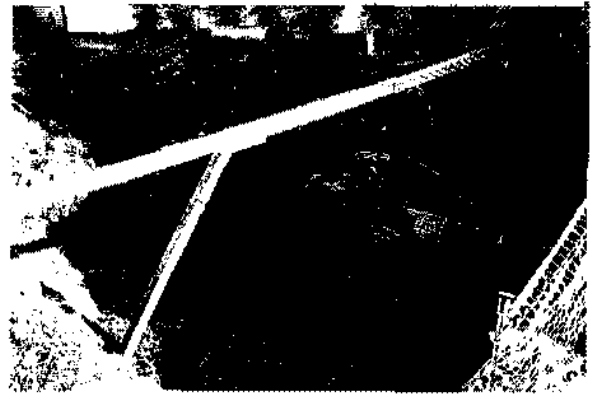
Material Cost: \$150,316

Cost Savings: \$1,039,150

Specifications: This project consisted of mostly finish work. This included the electrical, plumbing, installing the floor and wall tile to the head and the locker room. Also in the scope of work was installing the suspended ceiling tiles and the placement of all the air conditioning units and ventilation.



LEFT: Is the finished run from valve box "B" to PW's driveway.



BELOW: The excavation for valve box "C".

REPAIR WATER DIST. SYSTEM, NAS II SIO-816

Repair water distribution system at NAS II. Scope includes installation of heat welded high-density polyethylene pipe, valves and manholes. This project was turned over to ROICC Sigonella, Italy.

Project Data

Personnel:	3
Duration:	September 2002 – December 2002
Mandays:	2159
Material Cost:	\$150,316
Cost Savings:	\$755,650
Specifications:	Excavate and remove existing waterline and replace with a 300 mm HDPE pipe. Demolish and re-construct a 12'x12' valve dog.

CO DISCRETIONARY

PROJECT LISTING

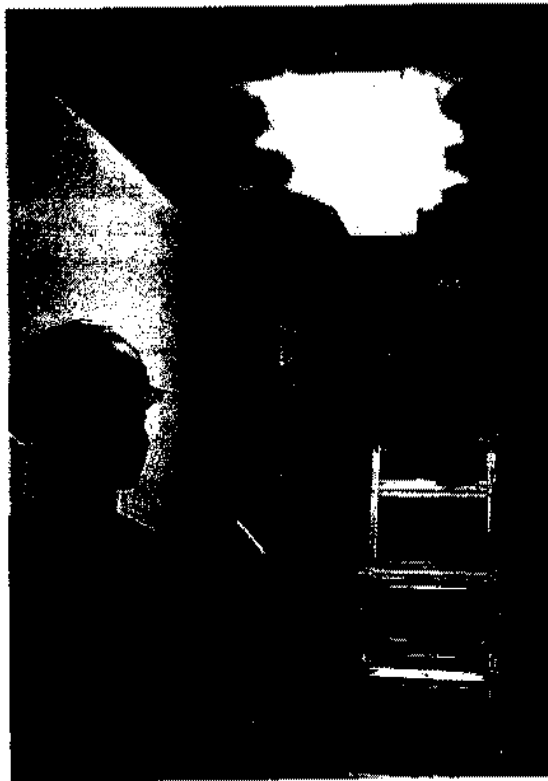
Placed 170 SQFT of vinyl tile floor
Placed a 12'x6' drop ceiling

6

8

TOTAL MANDAYS

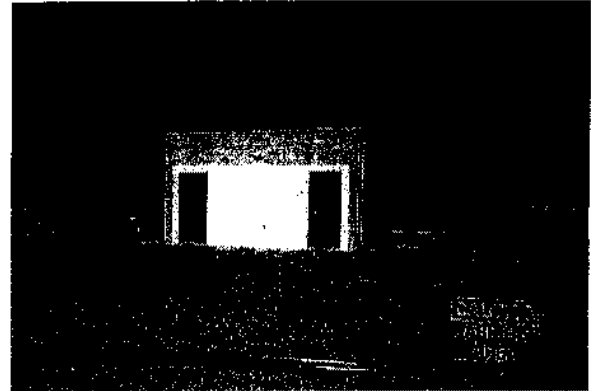
14



Seabees sanding the ceiling in Helicopter Squadron 4



*LEFT: Head facility, before repair (Aug 2002).
BELOW: Head facility, after repair (Oct 2002).*



MARATHI RECREATION CENTER PHASE III CR9-840

Construct 75 square meter male/female head facility, pavilion, and lighting for the softball field and tennis court. This project improved the Marathi Pier Recreational Program for visiting ships personnel. This project was completed on time.

Project Data

Personnel: 9

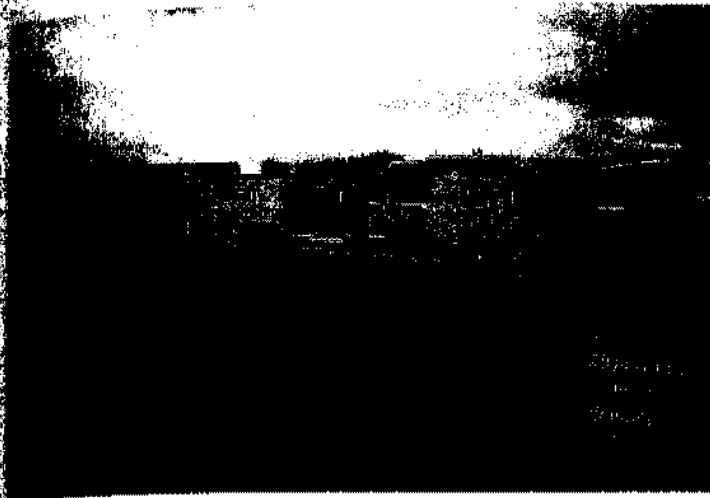
Duration: August 2002 - December 2002

Mandays: 1667

Material Costs: \$137,323

Cost Savings: \$583,450

Specifications: Building construction includes cast in place concrete column, beams, suspended concrete slab, double layer European blocks make up the exterior walls, and a cast-in-place roof. Interior finishes will include the installation of partition walls constructed of metal studs and a double layer of drywall. The interior walls will be tiled and the exterior walls will have a stucco finish. Electrical work consists of the installation of lighting; hand dryers, exhaust fan, outlets, panel boards, and wiring. Mechanical work consists of installation of fixtures, vents, drains, and associated plumbing.



*LEFT: Post move-in photo of the site (Aug 2002).
BELOW: Overhead roof forming (Dec 2002).*



INSTALL MOGAS FACILITY CR4-891

This project includes the installation of three new self-contained fuel tanks and constructing a cast-in-place building for office, fuel lab, and houses the pump control system. Project scope includes the installation of double wall piping, pre-packaged dispensing units with tanks and associated electrical and sensing circuits. This project was turned over to ROICC Souda Bay, Crete.

Project Data

Personnel: 11

Duration: August 2002 – December 2002

Mandays: 1701

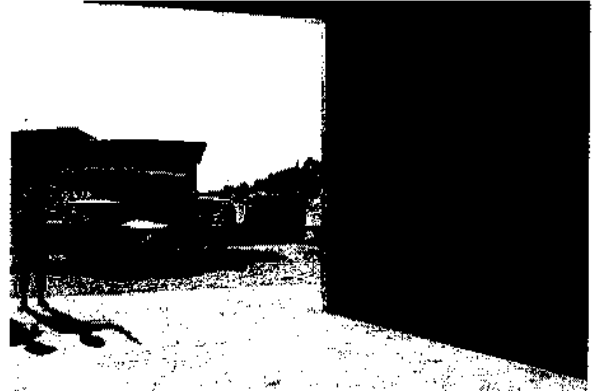
Material Costs: \$289,573

Cost Savings: \$595,350

Specifications: Building construction includes cast in place concrete column, beams, suspended concrete slab, block walls, and a cast-in-place roof. The electrical work includes: conduit runs, switches, outlets, overhead lighting fixtures, telephone service connections, and the installation of a panel board. The mechanical system consists of the installation of under slab waste pipes and plumbing, installation of a lab sink, and restroom facilities.



*LEFT: Finished Rollup Door (OCT 2002).
BELOW: Future mechanical door opening (OCT 2002).*



MARATHI SECURITY BUILDING CR2-866

Install rollup door, tables, and cabinets in a joint use facility at the Marathi Pier. The project will provide workspace for transient units at the Marathi Pier. This project was completed on time.

Project Data

Personnel:	6
Duration:	October 2002 – October 2002
Mandays:	100
Material Costs:	\$8,000
Cost Savings:	\$35,000
Specifications:	Provide electrical power for the door, outlets and extra lighting (includes installation of two new panel boxes).



*LEFT: Footer demo in Dec 2002.
BELOW: Site prior to work starts in AUG 2002.*



CONSTRUCT COVERED STORAGE CR0-850

Construct 225 square meter covered storage facility on the NSA flight line to support mobility enhancement. This project was turned over to ROICC Souda Bay, Crete.

Project Data

Personnel:	6
Duration:	September 2002 – January 2003
Mandays:	400
Material Costs:	\$150,000
Cost Savings:	\$140,000
Specifications:	Structure consists of a Pre Engineered Building with eight columns, purlins, and roof sheeting. Project is not approved by the host nation for siding. Site has underground electrical/phone directly under columns on North side and the base waterline is on the South side.

OIC DISCRETIONARY

PROJECT LISTING

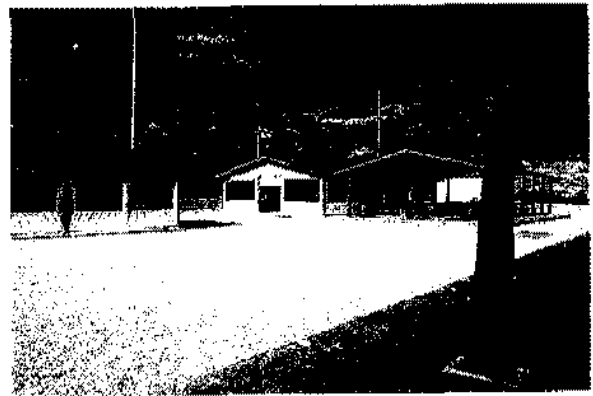
Raise Manholes	51
Alfa Company Sidewalk	17
Generator Pad	30
Marathi Recreation Center Rework	134
MLO Enhancement	142
Sidewalk Project	<u>194</u>

TOTAL MANDAYS

568



The completed generator pad construction.



Completed Marathi Recreation Center construction.



Raised manholes for upgrade.



Sidewalk construction

CAMP MAINTENANCE

ESA	0
SJO	0
MCD	<u>195</u>
TOTAL MANDAYS	195

DETAIL THURMONT

NO PHOTO AVAILABLE



NO PHOTO AVAILABLE

CONSTRUCT NEW POST 1 & 1A TH1-865 & TH1-865A

Completed TH1-865 and turned over TH1-865A.

Project Data

Personnel:	13
Duration:	August 2002 – September 2002
Mandays:	195
Material Cost:	\$UNK
Cost Savings:	\$62,250
Specifications:	Additional post to be constructed in support of the overall posts required for camp security. Complete with all force protection requirements.

CHAPTER 5

SUPPLY AND LOGISTICS

Introduction

The Supply Department is extremely proud of its many accomplishments during the 2002 – 2003 European Deployment. While providing logistical support for detachments in Sigonella, Italy and Souda Bay, Greece, the Air Det mounted out in support of Operation Enduring Freedom taking from the two MCA's. DFT African Lion 03 also required Supply personnel to put in overtime to ensure the DFT was properly equipped. The Eastern seaboard state detachments as well as Andros and DFT Dominica were financially supported by 22 NCR. However, DFT Dominica had unique challenges and contractual food and service support was required from Rota, Spain. Additionally, Supply supported not only the Air Det in Southwest Asia but also NMCB 74's Air Det with material and requisition support and eventually became the hub for Southwest Asia support until OPTARs were established within the Battalions. In total, 326 pieces of CESE were supported from the Rota, Spain site, which caused the outstanding requisition file to grow to more than 10,000 at the peak of operation but Supply continued to press forward with 100 percent customer service support for Operation Enduring Freedom. Important lessons learned were passed on to the relieving battalion and will serve as a guiding tool on our next deployment.

The department ensured a continuous flow of funding and material to meet the needs of Camp Mitchell and the Battalion. Managing over \$2.5 million Operating Target (OPTAR), the supply personnel supported line company projects, its detachments in Sigonella, Souda Bay, the Air Det, DFT African Lion 03, and others. Over 320 NORs requisitions valued over \$90,000 and 328 ANORS valued at \$46,000 were processed. In addition, \$500,000 of construction material was purchased utilizing open purchase capabilities.

NMCB FIVE's IMPAC credit card program and its records-keeping process were adopted to serve as the standard for the entire Naval Construction Force. Aggressive internal and external Material Obligation Validation (MOV) program significantly reduced the material outstanding file. The NORs/ ANORS desk propelled Alfa Company to record-low equipment down time.

Between September 2002 and February 2003, all details with the exception of Det Guantanamo Bay were recalled and sent to Kuwait in support of Operation Enduring Freedom. By February, only a detail of 65 personnel remained in Rota, Spain. These personnel included supply personnel designated to support the out-of-country logistical requirements of not only NMCB FIVE, but also NMCB 133 and NMCB 74.

The Supply Department, in Kuwait, had their hands full with the turnover of the Rota TOA to NMCB 133, the division of the MPSRON TOA between Task Forces Mike and Charlie, and the turnover of the MPSRON TOA to NMCB 4 prior to coming home.

Food Service

Camp Mitchell reopened its newly renovated galley at the beginning of our deployment and served over 1,000 hot meals a day to hungry Seabees. Some of the new kitchen equipment installed includes a salad bar, refrigerated cabinets, a grill, pasta cookers, deep fat fryers, top-of-the-line dishwasher and beverage machines. Over the course of the six-month deployment, the galley consumed 9,800 dozen eggs, 600 lbs. of coffee, 3,240 gallons of milk, 15,392 lbs. of beef, 14,410 lbs. of pork, 8,388 lbs. of fish and 15,630 lbs. of poultry totaling \$533,400.



MSS Grzelczyk preparing the NMCB 5 Thanksgiving Dinner cake.



Daily routine preparing the food at Camp Mitchell's galley.

The menu was also revised to include healthier choices and several special meals throughout the course of the menu cycle. For example, the salad bar offered over 32 items and at least eight fruit items per meal. Naval Mobile Construction Battalion FIVE made tremendous improvements as the galley returned to operation.

That level of morale and teamwork did not drop at all when tasked to staff and manage the Camp 93 galley in Kuwait. The ordering, receiving, storage, preparation and serving of thousands of cases of UGRs, MREs, water and other galley supplies were just some of the tasks tackled. With the establishment of a contracted kitchen facility just outside of the camp's perimeter, the MSS provided galley support there as well.

Material Liaison Office (MLO)

The personnel assigned to MLO made certain that each construction project was properly supplied with all required building materials to keep it on schedule and under budget. Despite the challenges associated with procuring building materials in Spain, MLO personnel were highly motivated and up to the task. Over \$500K in lumber, conduit, San Cristobal fill, CMU block, and numerous other structural, mechanical and electrical items were ordered, received, stored, inventoried and issued. Contracts for HVAC systems, fire sprinkler systems and concrete wall panels were also written and procured with the assistance of the base PW, ROICC and Supply Department. There were a total of 2250 line items on the 11 active and future projects. Total funding on these projects amounted to over \$1.62 million. In addition, \$80K for 6 strongback tents, 4 seahuts, 4 timber bunkers and 7 four-hole burnouts was procured for DFT Morocco. In managing each project OPTAR, detailed records were kept for each obligation, expenditure and future funding requirement. During the fiscal year funds recoup and reissue,

MLO ensured that each project was adequately supplied with materials to carry them through the transition.



NMCB 5 Seabees preparing for the mount out to support Operation Enduring Freedom.



BU2 Wright reconciling material deliveries with the list.

Central Tool Room (CTR)



SW3 Ferdinand conducting scheduled inventory.

The dedicated personnel in the CTR and CTR-Kits warehouses supported all tool requirements for each active construction project, camp maintenance, the Alfa shops and departments in camp, including the ordering, receiving, storing, inventory, issuing, preventive maintenance and overall management of \$2.0 M in tools. This consisted of 350 TOA kits, 75 augment kits, 1200 shelf items, 200 electrical tools and over 50 gas and powder actuated tools. All electrical, gas and powder actuated tools were incorporated into the Preventive Maintenance cycle and repaired when parts broke down. Personnel even visited job sites to conduct the PMs and repairs to ensure all equipment were in proper operating condition and safe to work with.

In addition to several wall-to-wall inventories to validate records, a new tool control program or Custody Tracking System (CTS) of SNAPII was implemented to automate tool issuing and ordering. They also supported mount-out of two complete MCAs (inventory and replenishment of 115 kits) with the NMCB FIVE Air Det in support of Operation Enduring Freedom. The receipt of the MPSRON TOA in Kuwait presented several challenges. Often times the packing list for each container did not match the contents, necessitating wall-to-wall inventories to obtain the location of each assembly and box.

Since the TOA was admin packed, some tool kits unfortunately took days to find. Tool kits were checked out to support many of the camp maintenance and construction requirements of Task Force Mike and Charlie.

After a very hectic day inventorying the tools to support operations in Southwest Asia. (BU3 Mulhern, CE1 Smith, and CM3 Fowble).



Barber Shop



SHSN Moton giving a regulation Seabee haircut to SW1 Banda.

Supply Department barbershop personnel provided 1480 haircuts to Seabees in Camp Mitchell. In order to cater to the many Seabees working on job sites outside of camp, the dedicated barbershop personnel extended shop hours late into the evening on Tuesdays and Thursdays. Upon arrival at Camp 93, our barbers converted a stongback tent into a complete field barbershop. Without a commercial alternative, the SHs were busy serving over 100 customers a day.

Disbursing



DKSN Gonzalez processing payroll documents.

Disbursing hit the ground running by processing over 1000 pay documents within the first two weeks of deployment. Entitlements were started and paychecks stabilized. The payroll section maintained over 650 pay accounts and processed over 5,300 documents by the end of deployment. This included allotments, DDS, and the numerous documents needed for the special pay of DFT personnel. Over 3,900 LES's were processed and distributed. Disbursing was also faced with a brand new system for processing reserve pay for the many who reported for their two- week Annual Training. The travel section processed 650 deployment per diem claims every month in addition to the normal load of PCS, TAD and AT claims.

This amounted to over 5,300 claims for a sum of \$260,000 over the six-month period. The fiscal section processed checks, deposits, vouchers and reports for well over \$100,000 and maintained 100% accountability for the cash and other negotiable instruments on hand.

Central Supply and Receiving (CSR)

CSR processed all incoming and outgoing shipments for Camp Mitchell, Det Sigonella, Det Souda Bay and Southwest Asia. Incoming stores were expediently screened and sorted for proper distribution to the respective companies, shops and detachments. Receipts were accurately posted into the MICRO SNAP system completing the material requisition process and keeping the Material Outstanding File List at the minimum. When the Air Det mounted out in support of Operation Enduring Freedom, this shop became extremely busy receiving TOA shortages for the two MCAs that went forward with them.



SKSN McGee documenting incoming shipment and reconciling list.

Table of Allowance (TOA)



SK2 Cecconi reviews TOA inventory sheets for accuracy.

The TOA storerooms are ISO containers, Tricons, Half-Height containers and Flat Racks full of Seabee material uniquely packaged in wooden crates with material lists. They successfully led the charge in conducting a wall-to-wall inventory of 40,000 records valued in excess of \$40 million just in time for its deployment to Southwest Asia in support of Operation Enduring Freedom. This involved 68 20' ISO containers, 22 Tricons, 12 Flat Racks, and 4 Half-Height containers full of Seabee equipment. There were over 350 tool kits, 8 water well completion kits and enough camp support equipment to build a temporary camp for the entire battalion.

During this deployment the TOA custodian, to replace missing or degraded items, placed over 1,000 requisitions totaling \$1M. The MOCC was formed up yet again and the TOA was packed, transported, and loaded on the GREENWAVE for sea shipment to Kuwait. It didn't stop there as NMCB FIVE received another full MPSRON TOA and had to setup and start the inventory process over again in Camp 93, Kuwait, divide its contents between Task Forces Mike and Charlie, and make ready its turnover to NMCB FOUR, which was 100%.

Post Office

Two Postal Clerks who expeditiously received and processed over 32,000 pounds of mail staffed the NMCB FIVE post office. In Rota, Spain, the Post Office provided services to both Battalion and non-Battalion customers that included many retirees. All functions normally found at large scale Post Offices were provided, including money orders, stamps and a vast array of shipping materials ringing up sales in excess of \$40,000. Incoming and outgoing mail was shipped through Fleet Mail Center Rota, Spain. The Postal Clerks worked very closely with the Dets to insure that those personnel were receiving their mail in a timely fashion. Transported to the Kuwaiti desert, the PCs established a postal service and maintained their high level of customer service via a Tricon container, its new Post office in the desert.



Postal clerks assisted Seabees that are deployed in Rota, Spain to mail their care packages home.

Greens Issue/Infantry Gear Storeroom



SK3 Ferguson checking gear prior to issue to those personnel heading to Southwest Asia.

A major overhaul took place in preparation for the Battalion issue and Air Det mount-out in support of Operation Enduring Freedom. A great team of Storekeepers (active and reserves), Ship Servicemen, and others, completed a wall-to-wall inventory of 74 line items valued at over \$2 Million. The outlet provided the Air Det with critical CBR gear and chemical agent monitoring equipment. A shelf life program for Gas Mask Canisters was established and closely monitored to ensure stock on-hand was kept in a ready-for-issue condition. The department has created a new program to post issue and receipt of gear to/from the troops.

Automotive Repair Parts (ARP)

The Camp Mitchell ARP COSAL was completely reviewed and updated with previous and current Unit Loads. This was followed by stock record card validations. The TOA for ARP was inventoried and thousands of shorts were identified and reordered to bring the validity rate up to 100% on-hand or on-order. Such action enabled the NMCB FIVE Air Det and DFT African Lion 03 to mount out without delay. This mammoth task involved supporting 143 pieces of CESE.

With the receipt of the MPSRON TOA in the desert of Kuwait, ARP personnel conducted a wall-to-wall inventory to identify and confirm part locations and order any deficiencies for war support and amazingly acquired 99% inventory validity prior to turnover to NMCB 4.



SKI Acevedo supervising SKSN Adams documenting items that were received through regular supply shipment.



“The Winning Team”

Personnel from the Supply Department take time to pose with the Captain’s Cup trophy that Headquarters Company won during homeport.

CHAPTER 6

EQUIPMENT

Introduction

The Battalion Equipment Evaluation Program (BEEP) occurred late August 2002 with NMCB 7. The BEEP lasted five days and 326 pieces of CESE were inspected and accepted, of those 186 pieces were active, 133 in live storage, and 7 pieces were awaiting disposition. At the conclusion of the BEEP, 37 pieces of CESE were on deadline and "The Professionals" took charge with 88.6% of equipment available to meet mission tasking. Of the CESE on board Mainbody, 253 pieces were in A4 condition, 34 in A5, 37 in F7, and 2 pieces in F9.

In September, Alfa Company was tasked to support Operation Enduring Freedom and mount out the Air Det to Southwest Asia. Required were 110 pieces of CESE, within seven days the CESE were ready, 37 pieces going by air and 73 pieces on ship. Mainbody mechanics (15 of 44) were sent to support this operation.

In December, Alfa Company again supported the mount out of DFT African Lion-03. Alfa Company prepared the deployment of 12 pieces of CESE by Sea. Alfa Company staged all the equipment/containers in MLO yard a day prior to movement to Port of Rota. The movement only took a day and the ship was loaded in 24 hours.

Throughout this deployment, Alfa Company provided personnel and technical support to Detachments in Souda Bay, Guantanamo Bay, Sigonella, and Andros; DFT Dominica and Morocco; Air Det (Southwest Asia).

In February the remainder of battalion was redeployed to Southwest Asia in support of Operation Enduring Freedom. Alfa Company provided personnel to accept all CESE from the MPSRON being unloaded in theater. Mechanics and Equipment Operators diligently inspected and organized the Alfa yard in Camp 93. In addition, Alfa Company supported the BEEP turnover with NMCB 133 that was conducted in Camp Moreell. NMCB-5 also provided transportation support to NMCB 133 during their arrival in Kuwait. Alfa Company also completed several horizontal construction projects in the theater that are critical to the preparation of Operation Iraqi Freedom. A bypass road project was executed by Alfa Company in Ali Al Salem to help reduce traffic congestion along the main road leading to all the camps set up by Seabees during the force build in SWA.

In March, NMCB 5 once again was tested on their capabilities yet conduct another BEEP, this time to NMCB 4. This turnover was conducted in the midst of upcoming execution of the war plan against Iraq. The 220 pieces of CESE were turned over quickly and the process went very smooth.

**MAINBODY
ROTA, SPAIN**

Equipment Population

VEHICLES	BEEP	AUG	SEP	OCT	NOV	DEC	JAN
In Service	190	190	76	71	66	42	40
In Preservation	136	136	40	30	35	45	47
OEF	---	---	110	110	110	110	110
TOTAL	326	326	226	211	211	197	197

PM & Interim Repair ERO Summary

MONTH	REPAIRS	TYPE A	TYPE B	TYPE C	TOTAL	PM:INT RATIO
AUG	39	144	5	10	198	5:1
SEP	39	144	5	10	198	5:1
OCT	29	61	7	19	116	4:1
NOV	28	62	21	11	122	4.3:1
DEC	23	138	12	2	175	6.6:1
JAN	24	93	10	1	128	4.3:1
TOTAL	143	498	55	43	739	4.84:1

Equipment Availability Status

ON DEADLINE	BEEP	AUG	SEP	OCT	NOV	DEC	JAN
Auto	9	9	5	1	1	2	1
Construction	23	23	15	5	5	2	3
MHE	5	5	2	1	0	0	0
Total	37	37	22	7	6	4	4
Total EQ In Service	190	190	127	135	124	114	114
% Availability	80	80	83	95	95	96	96

**DFT NEW HORIZONS -- 2003
DOMINICA**

Equipment Population

VEHICLES	BEEP	AUG	SEP	OCT	NOV	DEC	JAN
In Service	25	25	25	25	25	25	25
In Preservation	0	0	0	0	0	0	0
TOTAL	25	25	25	25	25	25	25

PM & Interim Repair Summary

MONTH	REPAIRS	TYPE A	TYPE B	TYPE C	TOTAL	PM:INT RATIO
AUG	5	4	1	0	10	4:1
SEP	15	14	7	2	38	3.5:1
OCT	20	4	6	3	33	4.2:1
NOV	8	3	2	1	14	5:1
DEC	10	5	1	2	18	8:1
JAN	5	2	0	1	8	4:1
TOTAL	63	32	17	9	121	4.8:1

Equipment Availability Status

ON DEADLINE	BEEP	AUG	SEP	OCT	NOV	DEC	JAN
Auto	2	1	0	1	1	3	2
Construction	0	2	2	4	1	2	1
MHE	0	0	0	0	0	0	
Total	2	3	2	5	2	5	3
Total EQ In Service	23	22	23	20	23	20	22
% Availability	92	88	92	80	92	80	88

**DFT AFRICAN LION – 2003
TAN-TAN, MOROCCO**

Equipment Population

VEHICLES	BEEP	AUG	SEP	OCT	NOV	DEC	JAN
In Service	12	---	---	---	---	12	12
In Preservation	0	---	---	---	---	0	0
TOTAL	12	---	---	---	---	12	12

PM & Interim Repair ERO Summary

MONTH	REPAIRS	TYPE A	TYPE B	TYPE C	TOTAL	PM:INT RATIO
AUG	---	---	---	---	---	---
SEP	---	---	---	---	---	---
OCT	---	---	---	---	---	---
NOV	---	---	---	---	---	---
DEC	1	0	0	0	1	0.75:1
JAN	1	0	0	0	1	0.75:1
TOTAL	1	0	0	0	1	0.75:1

Equipment Availability Status

ON DEADLINE	BEEP	AUG	SEP	OCT	NOV	DEC	JAN
Auto	0	---	---	---	---	0	0
Construction	1	---	---	---	---	1	1
MHE	0	---	---	---	---	0	0
Total	1	---	---	---	---	1	1
Total EQ In Service	11	---	---	---	---	11	11
% Availability	83	---	---	---	---	83	83

**OPERATION ENDURING FREEDOM
SOUTHWEST ASIA**

Equipment Population

VEHICLES	BEEP	AUG	SEP	OCT	NOV	DEC	JAN
In Service	110	---	---	110	110	110	110
In Preservation	0	---	---	0	0	0	0
TOTAL	110	---	---	110	110	110	110

PM & Interim Repair Summary

MONTH	REPAIRS	TYPE A	TYPE B	TYPE C	TOTAL	PM:INT RATIO
AUG	---	---	---	---	---	---
SEP	---	---	---	---	---	---
OCT	45	32	24	6	107	4:1
NOV	30	12	18	10	70	4:1
DEC	40	18	6	4	68	3:1
JAN	20	15	2	0	37	2.88:1
TOTAL	135	77	50	20	282	3.47:1

Equipment Availability Status

ON DEADLINE	BEEP	AUG	SEP	OCT	NOV	DEC	JAN
Auto	0	---	---	0	0	2	1
Construction	4	---	---	2	4	4	3
MHE	0	---	---	0	0	0	0
Total	4	---	---	2	4	6	4
Total EQ In Service	106	---	---	108	106	104	106
% Availability	96	---	---	98	96	94	96

DETAIL ANDROS, BAHAMAS

Equipment Population

VEHICLES	BEEP	SEP	OCT	NOV	DEC	JAN
In Service	13	13	13	12	12	12
In Preservation	0	0	0	0	0	0
TOTAL	13	13	13	12	12	12

PM & Interim Repair ERO Summary

MONTH	REPAIRS	TYPE A	TYPE B	TYPE C	TOTAL	PM:INT RATIO
AUG	3	3	1	0	7	3:1
SEP	5	12	6	2	25	7:1
OCT	8	4	5	3	20	5:1
NOV	12	4	2	1	19	3:1
DEC	7	5	1	0	13	3.2:1
JAN	2	6	0	0	8	2.8:1
TOTAL	37	34	15	6	92	4.5:1

Equipment Availability Status

ON DEADLINE	BEEP	SEP	OCT	NOV	DEC	JAN
Auto	0	0	1	1	2	1
Construction	1	1	1	1	0	0
MHE	0	0	0	0	0	0
Total	1	1	2	2	2	1
Total EQ In Service	12	12	11	10	10	11
% Availability	92	92	85	83	83	92

DETAIL GUANTANAMO BAY, CUBA

Equipment Population

VEHICLES	BEEP	AUG	SEP	OCT	NOV	DEC	JAN	FEB
In Service	57	57	58	58	58	52	52	52
In Preservation	0	0	0	0	0	0	0	0
TOTAL	57	57	58	58	58	52	52	52

PM & Interim Repair ERO Summary

MONTH	REPAIR	TYPE A	TYPE B	TYPE C	TOTAL	PM:INT RATIO
AUG	9	6	1	0	16	0.8:1
SEP	31	27	12	3	73	1.35:1
OCT	39	7	9	5	60	0.54:1
NOV	15	7	3	2	27	0.8:1
DEC	19	10	1	0	30	1.57:1
JAN	12	5	3	1	21	1.5:1
FEB	9	8	4	1	22	2:1
TOTAL	134	70	33	12	249	1.22:1

Equipment Availability Status

ON DEADLINE	BEEP	AUG	SEP	OCT	NOV	DEC	JAN	FEB
Auto	1	2	3	3	4	3	2	3
Construction	0	1	2	4	5	6	4	4
MHE	1	1	1	2	2	1	1	0
Total	2	4	6	9	11	10	7	7
Total EQ In Service	55	53	51	48	47	42	45	45
% Availability	96	93	88	8	79	81	87	87

DETAIL SIGONELLA, ITALY

Equipment Population

VEHICLES	BEEP	SEP	OCT	NOV	DEC	JAN
In Service	49	49	49	49	49	49
In Preservation	0	0	0	0	0	0
TOTAL	49	49	49	49	49	49

PM & Interim Repair ERO Summary

MONTH	REPAIRS	TYPE A	TYPE B	TYPE C	TOTAL	PM:INT RATIO
AUG	7	5	2	1	15	6.3:1
SEP	30	18	15	3	66	2.5:1
OCT	26	15	12	1	54	3:1
NOV	15	8	1	0	24	2.5:1
DEC	10	12	3	2	27	3.2:1
JAN	9	7	3	1	20	2:1
TOTAL	97	65	36	8	206	3.25:1

Equipment Availability Status

ON DEADLINE	BEEP	SEP	OCT	NOV	DEC	JAN
Auto	3	1	1	2	1	3
Construction	2	5	2	3	2	2
MHE	0	0	0	0	0	0
Total	5	6	3	5	3	5
Total EQ In Service	44	43	46	44	46	44
% Availability	90	88	94	90	94	90

DETAIL SOUDA BAY, CRETE

Equipment Population

VEHICLES	BEEP	SEP	OCT	NOV	DEC	JAN
In Service	29	29	28	27	27	27
In Preservation	0	0	0	0	0	0
TOTAL	29	29	28	27	27	27

PM & Interim Repair ERO Summary

MONTH	REPAIRS	TYPE A	TYPE B	TYPE C	TOTAL	PM:INT RATIO
AUG	9	3	1	0	13	6:0
SEP	27	25	5	3	60	5:1
OCT	28	15	4	2	49	5:1
NOV	11	4	3	4	22	1.3:1
DEC	8	9	7	1	25	1:1
JAN	9	7	2	0	18	2:1
TOTAL	92	63	22	10	187	2.55:1

Equipment Availability Status

ON DEADLINE	BEEP	SEP	OCT	NOV	DEC	JAN
Auto	0	0	0	0	2	1
Construction	1	1	1	0	0	0
MHE	0	0	0	0	0	0
Total	1	1	1	0	1	1
Total EQ In Service	28	28	27	27	25	26
% Availability	97	97	96	100	96	96

APPENDIX A

LESSONS LEARNED

Rota, Spain (Mainbody)

1. Administration

a. Passport

(1) Discussion: Obtaining passports in Spain was a very time consuming evolution. Applications were filled out in Rota but it has to be submitted to their office in Madrid. In order to expedite applications, battalion representatives have to walk it through and it will take at least 2 days (travel and actual processing) to accomplish this task.

(2) Recommendation: Maximize number of personnel to obtain passports while in homeport.

2. Operations

a. 3 Phases of Quality Control

(1) Discussion: NMCB FIVE started the implementation of 3-phases of quality control while in homeport. Started with the basic instruction to understand expectations of this program. While in deployment, the ROICC's office and NMCB 5 worked together to monitor the implementation of this program.

(2) Recommendation: In depth indoctrination of all personnel especially the junior troops in the 3 Phases of Quality Control prior to commencement of project planning.

b. Plan for reports

(1) Discussion: Several changes in CESE reporting were established in the first month upon arrival.

(2) Recommendation: Higher headquarters must establish a single reporting format that is identical to all DET sites

3. Communications

a. Transportation/Project Office Communications

(1) Discussion: There are four phones and only one phone line in the Transportation/Project/License Examiner Offices.

(2) Recommendation: Establish two phone lines. One for the Transportation side of the bldg and one for the Project Office.

b. Air DET Communications

(1) Discussion: Communication methods (DSN phone and E-mail) for gathering reportable data from OEF was not reliable, leading to questions in the established chain of command regarding who was responsible for reporting CESE data to whom. NMCB 5 Mainbody went over a month without getting CESE updates from OEF until the issue was finally resolved.

(2) Recommendation: Once chain of command is established it needs to ensure that all of the key players are informed on reporting requirements. It is difficult for the Mainbody to help with maintenance problems and accurately track CESE without updated information.

c. SIPRNET

(1) Discussion: Upon arrival to Rota, this issue was addressed because of the anticipated operation that's about to be executed. It took us the whole deployment without SIPRNET capability in camp. The line was never installed while NMCB 5 is deployed in Rota.

(2) Recommendation: Expedite the installation of the SIPRNET line in camp in order to minimize valuable time wasted driving back and forth using the Base facility.

d. Computer Assets

(1) Discussion: There are not enough computer assets to support camp, DET, and DFT. The computers in camp are old and very slow to process data.

(2) Recommendation:

4. Supply/Logistics and Equipment

a. Turnover- General

(1) Discussion: Outgoing battalion's key personnel left with the advance party leaving junior personnel to turn over outlets equipped with limited knowledge of the outlet's operation and records keeping. Critical information such as credit card outstanding/ completed files, electronic reports/requisitions transmission execution, and TOA attainment plan was not available. Every deployment site is unique. In addition, support from Gulfport and Port Hueneme differs with respect to material and personnel.

(2) Recommendations: At the minimum, all key personnel (Supply Office, Financial SK, NORs/ANORS ARP, TOA, Greens/782, barber shop supervisors, etc.) must be present during the turnover in order to ensure a successful turnover. Record of completed or outstanding

projects will be shared to the out going battalion both favorable and unfavorable. Each outlet will show their counterpart how business is conducted from receiving request from customers, issue of material, posting issue/receipt, re-order for stock all the way up to completion of requisition. A copy of individual desk guides will be presented to the counterparts to serve as a model/guide for their day-to-day operation. Information will include POCs, phone numbers, and office location. Out going battalion supply personnel will give the oncoming a complete tour of the outlets.

b. Turnover- Greens/Infantry Gear

(1) Discussion: The outlet supervisor/personnel was not available to properly turn over. Wall-to-wall inventory of the warehouse was carried out because there was no one to officially turn over with. During the process, materials were found mixed with other items, quantity inside the boxes does not match labels, and dirty boots sealed in boxes.

(2) Recommendations: Before leaving for deployment, SK/SH personnel assigned to manage the shop will obtain a copy of the TOA allowance for the Camp. Point of Contact must be obtained. After the main battalion gear issue is completed crates will be inventoried, sealed, and labeled with quantity, item name, date of inventory, and initial by individual completing the inventory. The outlet should maintain shelves to hold several types of items ready for issue to stragglers in order to avoid moving crates every time customers walk in for gear. A better tracking system has been developed to account for all assets issued to the battalion. When used and kept current, it will be useful to know what is out there.

c. Financial Management

(1) Discussion: SNAP software was upgraded right before turnover and end of the fiscal year without a system expert available on-site. A handful of out going SKs were juggling between desks to conduct turnover while at the same time providing requisition recording/processing training. This was inadequate. Several obligation documents disappeared from the system. Financial report showed unbalanced figures. End of the Year close-out was delayed due to various system failures.

(2) Recommendations: A systems specialist must be made available on-site whenever a system upgrade is implemented or major malfunction is detected. Storekeepers are not trained to handle the system's software flaws. Enough time should be dedicated to train key personnel who will be using the program.

d. IMPAC Card Records

(1) Discussion: Credit Card file was incomplete. Several prior Fiscal Year transactions were not completely processed/paid/certified. Extra man-hours were dedicated for research, investigation, and completion of prior FY outstanding transactions. NMCB FIVE program coordinator was left unaware of the unprocessed transactions due to lack of pass down and proper documentation. All transactions during the battalion's term should have been reconciled/certified before turnover.

(2) Recommendations: An accurate filing system has to be maintained and turned over to the oncoming battalion. One binder or folder for each cycle must be maintained separately. Each binder will contain transaction ledger, approved obligation document, copy of receipt, and bank statement. Whenever possible, activate one card in order to limit billing into one statement.

e. IMPAC Card Issue

(1) Discussion: Card applications were sent to Brigade APC prior to leaving for deployment. The cards were mailed to the deployment site but failed to reach the battalion APC for distribution. Base contracting had to be enlisted for their services until another set of cards were made available.

(2) Recommendations: Credit cards must be in the custody of the Supply Officer before leaving homeport. Outgoing battalion's credit cards must be deactivated at least 45 days before turn over (base supply will be utilized for any local purchase thereafter), all bills paid, and files forwarded to the on-coming personnel. Any outstanding bills will be passed down to the on-coming Financial/ credit card SK for upkeep.

f. CBR Gear Outdated

(1) Discussion: Several gas masks were unfit for issue. The majority of the masks in stock were new but did not have the proper intake valves. After issuing to Air DET, the valve had to be replaced. The canisters' shelf life is based on the lot number that is printed on the can itself and they were expired.

(2) Recommendations: Enough screens were placed on order and distributed upon receipt. All canisters were sorted by LOT# and were screened for their useful life. Recommend that shelf life file be maintained to keep track of the canisters' life.

g. TOA inventory

(1) Discussion: MCAs found to be incomplete and not capable of supporting contingency mount-out. Part of this was due to previous DFTs/DETs that were sent to location and came back proper turnover, replenishment or transfer of records/information. During the subsequent inventory, different items were later found in various warehouses that belonged to certain cores.

(2) Recommendations: MCA1, MCA2, MC1, and MC2 must be at 100% on-hand at all times to readily support contingency operations. An accurate inventory list of each container must be packed inside and a copy filed. Containers must be identified, locked and sealed. In case additional kits or items are required to be replaced or added, a new seal will be placed and a dedicated seal log book maintained. Open container only when doing necessary update. Maintain training TOA to support any DFT or any other training evolution and keep the regular TOA untouched. Assign a permanent billet to maintain the Camp TOA asset and records and have the resident battalion in charge/accountable for the training assets. Camp does not provide

enough warehouse space and containers to properly and strategically store the materials. The complete water well kits require a warehouse and several containers to be housed in. Each kit requires, at the minimum, a couple each of flat racks, ISO containers, and tri-cons. At the moment, camp's water well assets (not assembled by kits) are housed in 3 different locations due to space restrictions.

h. MLO/CTR/Kits SOP's

(1) Discussion: Upon arrival at Camp Mitchell, there were no written SOPs. All information was passed verbally during turnover. There should be flowcharts posted. SOPs are vital to accurate record keeping and material procurement and issue.

(2) Recommendations: SOPs for each process or procedure in MLO, CTR, KITS are being written and will be posted in the shop as well as sent to the relieving battalion.

i. Prints & Specs

(1) Discussion: In Spain, or any other foreign country, there are few material vendors that understand or read English. Although plans are printed in English, there is a Spanish translation also on it. Specs only come in English, which presents a problem. In addition, some plans are in English units, which requires the material to order and ship from CONUS or the battalion to submit a FAR to change to metric that can lead to complications.

(2) Recommendations: Plans and specs should both be in English and in the language of the country in which the material is to be procured. In addition, all measurements and materials should be in both English and metric. Electrical materials in foreign countries often do not meet required standards and must come from the states.

j. Local vs. CONUS Materials

(1) Discussion: Due to the long lead-time for material to be shipped from CONUS, as much material as possible should be procured locally as long as it meets specifications. This means metric conduit, block, and plumbing. However, one cannot just convert from English to metric mathematically. Not all metric equivalents are available and the Spanish use a different system of measurement (inside diameter vs. outside diameter on conduit).

(2) Recommendations: Material that have and do not have metric equivalents must be discussed before or during turnover. In addition, it is advantageous to keep material samples of everything in English and metric. This is helpful when searching for equivalents.

k. Manning

(1) Discussion: Sufficient personnel attended key billet training during the homeport cycle but due to tasking changes it become difficult to move around qualified personnel.

(2) Recommendation: Tasking will change and additional tasking will come up, train more depth in maximize key billet positions while in homeport. Air Det and DFTs will require the same capable and qualified personnel when they deploy.

Detail Andros

1. Administration

a. Uniform Items

(1) Discussion: Andros has a very small store that is operated by Raytheon. There is no uniform selection.

(2) Recommendation: Bring plenty of uniform items, specifically Combat Utility Uniform items, as the Andros store doesn't carry that type of gear at all. The Navy Exchange uniform shop has a worldwide phone number. Uniform items can also be ordered via online/internet.

b. Other Uniform Items

(1) Discussion: Mudding drywall is very dirty work! All of the Seabees ruined their uniforms in the harsh environment. The heat was a major factor here.

(2) Recommendation: Troops must be issued coveralls and a Camelback.

c. Layover time when transiting to the site.

(1) Discussion: The layover time in New Orleans was approximately 16 hours.

(2) Recommendations: When flying into or out of Andros try to get a continuous C-130 flight. Also, they have enough temporary berthing here in Andros to accommodate the entire Detail.

d. Military Identification Cards

(1) Discussion: At present there is no means of issuing new Identification Cards on Andros. If a new ID cards are is needed due to advancements, extensions, reenlistments or losses, the service member must travel via TAD orders to NAS Jacksonville to obtain a new card. The permanent personnel working in the island do the same. An ID card is required to receive Medical attention at the VA Hospital in West Palm Beach. A valid ID card or passport is required to get to or stay on Andros.

(2) Recommendations: Ensure everyone is aware of this and plan accordingly prior to deployment. Screen personnel who will fall in the categories mentioned above to minimize the TAD trips/time lost to CONUS due to ID card processing.

e. Dental

(1) Discussion: Dental assets are not available for NCF personnel deployed to Andros Island. Routine check up will not be seen while deployed in the island, only emergencies. It requires individual to be flown to the VA Hospital in West Palm Beach.

(2) Recommendation: Ensure that all personnel sent to Andros are in Category One dental readiness for the entire deployment.

2. Operations

a. Quality Control

(1) Discussion: Asked for several time for support but minimum effort was received from the Base/Activity Representative while construction is in progress. The engineers come out when we tell them to be there in a critical time to ensure they sign off on and design changes or specs.

(2) Recommendations: Stay focused on quality. When implementing the three-phases of Quality Control, have the project supervisors present their packages to the Detail QC and OIC to make sure that the process is properly implemented.

Detail Guantanamo Bay, Cuba

1. Administration

a. Funding

(1) Discussion: Lack of funding (at 22 NCR) at FY rollover prevented the timely ordering of required repair parts. 22 NCR personnel never notified the DET of any problem. Once the problem was identified, it took weeks to correct.

(2) Recommendations: Understand on how the financial projects, materials, and repair parts funding cycle.

2. Operations

a. Pier Guard Shacks

(1) Discussion: The Joint Task Force had previously used some of the aluminum guard shacks at various locations around the base. As a result, the guard shacks had suffered normal "wear and tear" as well as some significant structural damage from being repeatedly moved and reset. Additionally, the guard shacks had never been secured and as a result varying amounts of graffiti had been done.

(2) Recommendations: Due to the changing mission in GTMO, the relocation of the Guard Shacks was unavoidable. Turnover between DETs, Public Works, and the Joint Task Force needs to be better. Only new materials should be used to ensure the highest quality product is provided for the customer.

b. Recompression Chamber

(1) Discussion: The design of the Roof System had been changed by the A&E. The corrected drawings did not arrive on site until one week before roof installation was scheduled to start. Due to changes in the design, the anchor bolts needed to secure the roof trusses to the walls had changed. New anchor bolts had not been ordered, resulting in a two-week delay to the start of the roof installation.

(2) Recommendations: All designs need to be finalized prior to project start. Changes in designs need to be forwarded to all parties immediately.

c. Crane maintenance and operations

(1) Discussion: Whenever the crane crew held meetings, cycled the crane, or performed load test preparations, the crew was pulled from their projects (Crusher and Quarry Ops, Secondary Road Repairs).

(2) Recommendations: Additional Indirect Labor Mandays need to be provided to account for the time that the crane crew will not be on the jobsites.

3. Communications

a. ADP Assets and E-mail

(1) Discussion: The computer assets assigned to the Detail were outdated and not supported by the base ISD contractor. Connectivity was severely limited due to a dial up connection. These factors greatly impacted the timely submission of reports and the ability to effectively communicate with Mainbody.

(2) Recommendations: The NCF needs to dedicate funding to periodically upgrade the communication assets at all Mainbody and Detail sites.

b. Phone Lines and DSN Availability

(1) Discussion: The phone lines into the DET Compound were decades old. Static and crossed lines were the norm, instead of the exception. There were only 50 DSN lines available to GTMO. Due to presence of the JTF, all lines were consistently busy during working and evening hours. All phone calls to CONUS or Mainbody had to be made using commercial capabilities, at the government's expense.

(2) Recommendation: The NCF needs to review the current support requirement for the Seabee camp and coordinate with the Base for specific technical support that they can provide for the camp.

4. Supply/Logistics and Equipment

a. Explosive Supply

(1) Discussion: The 22 NCR controls all funding for explosives, and handles the ordering of all blasting material for DET GTMO. When most of the 22 NCR personnel deployed to Southwest Asia, the explosives we had requested had not yet been ordered. With only a turnover blast under our belt, we only had enough blasting material to perform one more blast. Because of this, we could not blast again until turnover to ensure the next DET was comfortable with the DET blasting program.

(2) Recommendations: Train all blasting school students on the procedures for ordering explosives. The amounts to order should be included in this training to prevent explosive material from exceeding its shelf life. The DET on site should have the knowledge of how much blasting the next DET will likely perform and should be able to order explosives, with guidance from the Regiment.

Detail Sigonella, Italy

1. Administration

a. Outdated Local Area Network (LAN) in Camp Olson

(1) Discussion: The LAN operating in Camp Olson is extremely outdated. It uses coaxial cable with BNC connectors. This network is not supported by the station ISD and is therefore very hard to maintain. All problems involving the hardware and software must be solved internally since the station ISD is unable to support us. ISD has no hardware or tools to fix the current network. If a problem occurs we must track the problem down and attempt to repair the network ourselves.

(2) Recommendation: The LAN needs to be updated to a network that utilizes the standard Category Five (CAT5) cable/connections. This would allow more computers to have access and give the station ISD the ability to support the network in Camp Olson. It would also be good training for junior IT to come here to manage the network. There would be plenty of work keeping the network running and keeping up with very the much needed software updates. It is too much work for a collateral duty for a person with very little experience. Working on the computers/network takes much longer for a person with little experience and the job is getting too big for a collateral duty as we move to plug computers into every phase of NCF operations.

b. IDP (computer support)

(1) Discussion: The Base IDP department provided limited computer support. They would not provide any software installation or technical assistance, which resulted in substantial delays and impacted the Detail's operations.

(2) Recommendations: Need to review the current Inter-service support agreement (ISSA) to incorporate full support to the Seabee Detail IDP requirement.

2. Operations

a. Public Works designed projects.

(1) Discussion: Projects designed by public works have not gone through as detailed a review process as A&E designed projects. Many times errors are discovered that cost time and money that could have been resolved with an earlier review.

(2) Recommendation: Ensure that a complete review of projects is conducted.

b. Material delays.

(1) Discussion: Locally purchased items coming from Northern Italy can take up to three or four weeks to get here. Any item costing over \$2,500 must go out for bids and the process in Sigonella is not expedient.

(2) Recommendation: Begin material acquisition process early. Order materials three weeks in advance especially if the cost is over \$2,500.

c. Material Disposal

(1) Discussion: Disposal of job-site waste is a problem. The Italian laws make it difficult to remove waste from sites.

(2) Recommendation: Ensure materials are separated by concrete, asphalt, dirt, wood and garbage and properly disposed to designated sites.

d. Project documentation

(1) Discussion: Throughout this deployment many discrepancies on turnover projects were discovered. After extensive research it was determined that many of these discrepancies had been answered once before, but not documented.

(2) Recommendation: Ensure all red line drawings, RFIs, FARs and DCDs are documented. This is to ensure the next battalion who has the project will not have to research the same things and they have a history of the project. Get signatures from ROICC.

j. AutoCAD 14

(1) Discussion: Prints received from Public Works were done in AutoCAD. In order to allow the EA's to do proper red lines and layouts of changes they have to go to Public Works to use their computers. We have the hardware but lack the software.

(2) Recommendation: Allow the detail a computer with AutoCAD or AutoCAD light installed.

m. ADR Drivers.

(1) Discussion: All personnel having to drive a vehicle that is hauling hazardous material, such as the fuel truck required a special European ADR license.

(2) Recommendation: Identify drivers prior to deployment and have on-site battalion schedule class for first week of deployment.

n. Forklift Operators

(1) Discussion: All forklift operators must have a physical before being allowed to operate forklifts.

(2) Recommendation: Identify the billets that will require the use of MHE, ensure personnel have required physical prior to departing homeport.

o. **Hearing & Sight Conservation Program**

(1) Discussion: All Detail personnel must be on the Hearing & Sight Conservation Program at NAS Sigonella.

(2) Recommendation: Enroll members in the program prior to departing homeport.

p. **Safety Items**

(1) Discussion: Takes a very long time to get items ordered through the stock system. For example, bleach, eye wash station additive, earplugs, Safety / QC forms, first aid kits for projects.

(2) Recommendation: Ensure prior to departure these items are stocked up for the incoming battalion.

q. **Lifting Devices**

(1) Discussion: There was little or no availability of electric man lifts or scissor lifts at either the DET site or PWD to make work methods safer and easier for working at elevated heights.

(2) Recommendation: If there will be a need for working aloft have the on-site Detail investigate the possibility of equipment availability to ensure no delays.

3. Supply/Logistics and Equipment

a. **ERO forms**

(1) Discussion: Servmart has not been carrying forms for ERO's because of a lack of demand; everyone was generating the form from MOSS. It became necessary to create our own forms in order to properly document the work being performed.

(2) Recommendation: Ensure that you have ERO's on hand.

b. **Logistical Computer Programs**

(1) Discussion: SAMMS and Micro SNAP II are logistical computer programs not available for use by this detail site. Therefore, all material and equipment management is done by hand. This hindered the detail's ability to track material and equipment on a real-time basis.

(2) Recommendation: Install SAMMS and Micro SNAP II when the LAN system is operational.

d. **1114 cards for MLO**

(1) Discussion: Until Micro SNAPII can be installed the stock cards are the only means of checking and verifying material inventories.

(2) Recommendation: Make sure stocks records are very reliable.

f. Equipment Transfer between NAS I and NAS II.

(1) Discussion: Equipment loaded onto a trailer may be too high for transit beneath many of the railway guide wires.

(2) Recommendation: When traveling from base to base with equipment on back of trailer ensure you have a lead and trail vehicle.

Detail Souda Bay, Crete

1. Administration

a. Host Nation Approval

(1) Discussion: During the coordination phase prior to deployment, we were told that all necessary requirements to start the Flightline Barrier project is complete. Upon arrival of the DET on site, they were told the Host Nation Approval for this project was improperly handled due to poor turnover at the PW/ROICC office. Another request was forwarded and the process took a long time that this tasking was later cancelled.

(2) Recommendation: Maximum and accurate support from the activity on location is needed. All host nation approval should be verified prior to the assignment of the project. Shortfalls like this one can jeopardize the success of the DET. The OIC must look for other means to gainfully employ his/her troops.

2. Operations

a. Project Design Approval delays

(1) Discussion: A design change was identified early on the deployment on one of the project's footing design. The ROICC's office reviewed the design then forwarded it to the Design Engineers. It took three months for the final approval to be finalized.

(2) Recommendation: Need to have another way to get the approvals expedited.

(3) DFT New Horizon – 2002

1. Administration

a. Morale Phone Calls

(1) Discussion: The cost of phone calls to CONUS from Dominica was excessive. The rates through many domestic carriers were often cheaper than the rates available on island. In addition, many of the MWR phone cards allowed little or no minutes in Dominica.

(2) Recommendations: Thoroughly research the cost of phone calls to CONUS. Research both local and domestic calling card costs to find the best deal. The MWR phone cards provided by the VFW were great for initial contact. Each phone card was good for about 7 minutes. These phone cards can be requested via the VFW Operation Uplink web site: <http://www.vfwkc.org/marketing/phonecard.asp>. (Note that families can request these phone cards for their service members.)

b. Viewing LES via the Internet

(1) Discussion: The difficulty of receiving mail in Dominica made receiving LES's difficult. All personnel on the exercise set up and utilized the My Pay website from DFAS to view LES's online.

(2) Recommendations: This is highly recommended so that all personnel can track their pay. This service can be set up by looking up My Pay on the DFAS website (<https://emss.dfas.mil/mypay.asp>). Each individual needs to fax a photo ID to DFAS at the fax number provided. The initial user ID and password is the individuals' social security number and last five digits of the social security number respectively. This is highly recommended for all TF personnel during the exercise. It will eliminate the need to mail LES statements. It will also allow personnel to view all travel claims.

c. Laundry

(1) Discussion: Commercial laundry units were purchased for this exercise. The washing machines were in good condition, but the water pressure was very poor. This made the washing cycle very long. In addition, the dryers were all damaged upon arrival in country due to shipping. The dryers' start buttons were eventually fixed and the Task Force utilized the dryers. In the interim, most personnel would wash their clothes and then hang dry them. The other alternative was to pay \$8 (US) per load out in town.

(2) Recommendations: Utilize the new laundry units in the NCF. These are commercial grade washers and dryers installed into a modified container. This would be ideal for this kind of exercise. If these were not available, installing commercial grade washers and dryers in a modified container would work just as well.

d. DVECC Personnel

(1) Discussion: Two personnel from Navy Disease Vector Ecology & Control Center in Jacksonville, Florida were deployed to Dominica two weeks prior to the arrival of the Task Force personnel. They provided outstanding medical support for the Task Force. Their efforts in identifying the risk posed by any significant health threats were crucial to the success of this exercise.

(2) Recommendations: It is highly recommended to utilize the services of Navy DVECC prior to the start of any exercise. This will lead to an accurate survey of the health risks present within the country. Plan on these personnel arriving in country at least 2 weeks prior to commencement of the exercise.

e. Task Force Roles

(1) Discussion: All major roles of the task force were identified during the planning stages of this exercise. However, specific roles on projects were not identified. The roles for project safety, materials tracking, and project tracking were not adequately identified ahead of time by the participating units.

(2) Recommendations: These roles need to be specifically addressed during the planning phase of the exercise. These roles may differ between services that make this crucial during the planning phase. Identify the requirements and roles for each service component and work together to ensure that these requirements are met.

f. Camelbacks

(1) Discussion: These are necessary for working in tropical conditions. Hydration is critical in hot, tropical conditions. Camelbacks are the best method to ensure hydration is maintained.

(2) Recommendations: Camelbacks should be issued to all personnel assigned to these exercises. These can be purchased for as little as \$30 per item.

g. Pay System for Reservists

(1) Discussion: The pay system for reserve Seabees was a new one in Rota, Spain. This took a little while to set up and get the personnel paid.

(2) Recommendations: Ensure that disbursing has enough lead-time to set up this system prior to the arrival of the reserve Seabees. Send all orders and required paper work to disbursing expeditiously.

2. Operations

a. Technical Representative

(1) Discussion: A technical representative from the Royal Buildings Corporation was present at the project during the most critical portion of the construction. He checked all bracing prior to the concrete pour and assisted with roof construction. He was able to identify all issues with the erection of the building prior to the concrete pour.

(2) Recommendations: The addition of the technical representative took a lot of the guesswork out of erecting the building. It also ensured that the concrete was poured correctly and that the roof was installed correctly. It is highly recommended to pay for the services of a technical representative during the project. Schedule the representative during the wall and roof installation phases.

b. RBS Technical Manual

(1) Discussion: The technical manual provided excellent information concerning construction methodologies for the building system. However, the manual was vague in some areas during construction. The use of anchor screws for the structure was not specifically mentioned in the manual; however these screws were vital to the erection of the wall sections. In addition, the bracing of the walls is not discussed in detail in the manual.

(2) Recommendations: The technical manual is excellent for general set up of the system. However, it does not have all of the methodologies that make erection of the structure easiest. The presence of a technical representative answers most of the questions that are not clear in the manual. Also, contact the vendor on specific areas that are not covered in detail in the technical manual prior to arrival in country.

c. Inventory/Erection of RBS

(1) Discussion: The RBS building was inventoried in Gulfport prior to shipment on the barge to Dominica. The inventory of this building took less than a day. In Dominica, the erection of the wall sections took less than 2 days. The erection of the wall sections may have taken less time if this structure had been erected before arrival as training during inventory of the building.

(2) Recommendations: The RBS wall sections slide together quickly. The entire structure (25' X 45') can be completely erected in less than one day. An idea to expedite erection in the field is to construct all wall sections as they are inventoried in Gulfport. After erecting the walls, the section should be taken apart again for ease of shipment. This will ensure that all sections are present and will also provide the crew with additional training on the system prior to arrival in country.

d. Concrete for Wall Sections

(1) Discussion: The local concrete vendors only had pump trailers available for use. This greatly increased the time and labor required to pour concrete into the wall sections for the RBS building. The most efficient means is to use a pump truck with a boom. This eliminates the manpower required to operate and move a pump truck with hoses.

(2) Recommendations: Ensure that the local economy has a pump truck or pump trailer for concrete. The pump truck is the preferable means of installing concrete, but is not critical. Additional manpower assets can be utilized in the use of a pump trailer. However, the lack of a pump trailer greatly increases the manpower and time required to pour concrete into the walls of the structure. Concrete can be poured in parts in the structure, forming a cold joint in several areas. This will not weaken the structure. However, this is not the preferred means of construction of the RBS building.

e. Marine Corps MP Detachment

(1) Discussion: The importance of an MP detachment cannot be overstated. This detachment of Marine Corps MP's provided invaluable support to the exercise in establishing an easily executable force protection plan.

(2) Recommendations: Get the MP detachment involved in the process as early as possible. Ensure that they have representation at the planning conferences and site visits. In addition, this unit needs to be tasked with drafting the force protection plan for the exercise.

f. Local Police Support

(1) Discussion: The local police department supported the exercise by providing project site security after working hours. This was a great asset to the Task Force. However, the officers were often late to relieve TF personnel. This often caused these personnel to miss meals in camp.

(2) Recommendations: Utilizing the local police or security for project site security after working hours is a great asset. This should be included in the Implementation Agreement with the host nation. Ensure that relief times are specifically spelled out ahead of time if this is utilized.

g. Weapons on Project Sites

(1) Discussion: As per SOUTHCOM direction, all personnel at project sites had access to their weapons at all times on the projects. These weapons were stored in locked/secured boxes. In addition, armed with a 9mm service pistol, a Marine MP retained positive control of these boxes. The boxes utilized were communications gearboxes and wood boxes used for weapons transport.

(2) Recommendations: Ensure that adequate boxes are utilized for weapons storage on projects. Also, ensure that an armed guard always maintains control of these boxes.

h. Rainy Season

(1) Discussion: This exercise was scheduled during the rainy season in Dominica. This also happened to be the hurricane season as well. Two tropical storms went through the island at

the beginning of the exercise and set the project behind schedule immediately. The TF spent most of the exercise behind schedule due to these initial weather delays.

(2) Recommendations: Ensure that these exercises are scheduled around hurricane season is factored into the schedule.

3. Communications

a. Fax/Copier/Scanner/Printer Unit

(1) Discussion: The SSU allowed the TF to utilize their multifunction fax unit until all TF items arrived on the barge. This unit was outstanding. The TF deployed with a fax/copier/printer unit. However, this unit was out of toner, with no replacements readily available, within a month.

(2) Recommendations: A unit that incorporates all of these areas (fax/copier/scanner/printer) is priceless for use during this operation. This enables the TF to utilize one unit for multiple administrative tasks. It also saves funding by allowing the TF to scan documents and send them via email instead of faxing them to parent units.

b. DSL Internet Access

(1) Discussion: This greatly enhanced both moral and email communication with parent commands. The speed of this method outweighed the additional cost. Plus the cost of a dial up connection was offset due to the amount of email usage and the cost of each phone call.

(2) Recommendations: Look into DSL internet access in any location where it is available and utilize it as much as possible. The addition of a router will provide internet access to multiple computers for both official use and for MWR purposes. High-speed internet connections are a must for any exercise.

4. Supply/Logistics and Equipment

a. Service Contracts

(1) Discussion: The decision was made to use the existing contracts of the local government to set up phones, fuels, and all other contracts. However, upon arrival the services had not been established for the task force. In order to correct this deficiency, all service contracts were set up by the NMCB 5 Supply Officer. This method worked well despite the short notice and time requirements for establishing these contracts.

(2) Recommendations: Setting up contracts via this method would greatly expedite measures and would provide the DFT with the maximum flexibility when establishing contracts. Ensure that the battalion S4 coordinates with the local Embassy to ensure a fair and reasonable price for all services. Also, ensure that the host nation fully understands the requirements for contracts.

b. Food Procurement

(1) Discussion: Initially the TF had planned on purchasing fresh fruits, vegetables, and breads in the US and have then flown into Dominica. However, the cost of flights into the island was in excess of \$25K. The TF then moved on to purchasing foods locally to augment the Urges and MRE's.

(2) Recommendations: Purchasing foods locally on island is the best method of augmenting meals. Finding a USDA approved source may be difficult, but should be thoroughly researched. Fresh foods are crucial to the overall morale of all Task Force personnel. USDA officers can be contacted in order to complete surveys and certifications of local sources.

c. Issue: Credit Card

(1) Discussion: The lack of a purchase card greatly decreased the effectiveness of the exercise. There were numerous minor items that were needed throughout the exercise that were not available to the Task Force. Some examples are printer toner, minor repair parts such as fuses, and transformers. Altogether these items cost less than \$1,000 for the exercise.

(2) Recommendations: A purchase card is a must for the Task Force. Otherwise personnel will purchase these items out of pocket. This occurred quite frequently throughout the exercise. The addition of a purchase card would have eliminated these unnecessary expenses out of pocket.

d. Issue: Prime Vendor

(1) Discussion: The use of a prime vendor to purchase all construction materials locally worked fairly well. The biggest problem was identifying items not easily found on island and/or communicating differences in terminology with materials on island. Also, some of the materials had different names locally than in CONUS.

(2) Recommendations: The Prime Vendor needs to send a representative to Dominica to identify material vendors and ensure quality materials. All of this work occurred by the Task Force during site visits or during the exercise. If a Prime Vendor is to be used again, it is imperative that they send a representative down to identify vendors. This will also ensure that only quality materials are purchased from reputable sources.

e. Tax/Tariff Waivers

(1) Discussion: The local government did not initiate the process of approving tax and tariff waivers for the Task Force prior to arrival in country. This was a major area of concern for the entire time in country. The vendors initially charged taxes and tariffs on all supplies and services.

(2) Recommendations: Push the local government to initiate approval for all tax and tariff waivers prior to arrival in country. This process takes time, so plan on several months to complete this process.

f. Subsistence

(1) Discussion: The initial plan for subsistence in country was for UGR's for breakfast and dinner daily, with MREs for lunch, supplemented by fresh fruits and vegetables flown in bi-weekly from Miami. However, the cost of the flights from Miami to Dominica proved to be greater than anticipated. Therefore, fresh fruits and vegetables were purchased from a USDA approved local vendor. Additional items were also purchased from this vendor in order to fix meals to augment the UGR's that were served for breakfast and dinner. This greatly increased the morale of the Task Force.

(2) Recommendations: The use of UGR's for breakfast and dinner quickly began to wear on the troops. The breakfast forms of the UGR's were not favored by the troops at all. Most of the rations prepared for breakfast were not consumed. The ability to prepare several meals per week using food purchased with FFV funds greatly increased the morale of all personnel.

g. Postal

(1) Discussion: The postal for this exercise did not work very smoothly. The location caused problems with the routing message. In addition, mail systems in the Caribbean are slow and unreliable.

(2) Recommendations: Utilizing an existing military and/or FPO/APO address in country is the preferable method. This will use a system that is already established and eliminate the need to establish an address for a short period of time.

h. Barge Contracts

(1) Discussion: The barge arrived 8 days late. Moby Marine was the contractor utilized for shipment of all equipment and tools via barge. This contractor did not perform well at all. They were late arriving in Gulfport, two days late departing Gulfport, and then 8 days late arriving in Dominica. Maybank was contracted for the redeployment of TF gear and equipment. This company was three days late arriving in Dominica. But this contractor was very responsive and professional during the loading operations.

(2) Recommendations: Get a barge contractor that will deliver on time! Work with MSC to ensure that a reputable vendor is utilized for the transportation of equipment and tools into country. Providing the most accurate information concerning the port and barge requirements several months ahead of schedule is crucial.

i. Gear Packing and re-stow

(1) Discussion: Packing most of the gear in Gulfport greatly expedited the process of identifying gear in Dominica. However, some items were not easily identified because the Mount out Preparation Party in Gulfport did not pack them.

(2) Recommendations: The Mount out Preparation Party in Gulfport should consist of all personnel necessary to inventory and pack all gear. Key personnel should include the SK, crew leader, project supervisor (for project tools and materials), lead CM, lead EO, weapons custodian, and MS (for rations). A crew of an additional 4-6 personnel with the AOIC as the senior leader should be sufficient for the pack out and re-stow parties.

j. Commercial Ticket Program

(1) Discussion: The funding for the commercial ticket program was not issued until a week prior to embarkation to Dominica. In this process, only flights into Dominica were purchased using these funds initially. With the turn over of the fiscal year during the exercise, these funds were not available to purchase return tickets prior to the new fiscal year. This greatly increased the effort required to purchase return tickets for this exercise.

(2) Recommendations: Purchase round trip tickets for travel to and from the country. This is the system that is set up for CTP funding. Any deviation from this system will cause much more effort for the units involved. Also, ensure that the request goes out at least 2 months in advance. This will eliminate not receiving approval until the last minute.

k. ARP

(1) Discussion: Some of the NCF ARP parts provided to the TF were for CESE that are no longer in the TOA. In addition, some of the tools were missing from the MOD96 pack out.

(2) Recommendations: These issues would have likely been avoided had the TF engaged and utilized the resources of the A4 in the battalion. In addition, the TF should have inventoried all parts prior to departure from Gulfport.

l. Rental Cars

(1) Discussion: Rental vehicles are a must for any Caribbean or third world country. The mobility that these provide is priceless for movement through towns, cities, and the narrow roads in these countries. This exercise utilized two 9-passenger vans and two small jeeps. Initially the exercise had planned four jeeps, but this was prohibited by cost. These vehicles are mandatory for safely and efficient driving in these countries.

(2) Recommendations: The narrow and unimproved roads in many small countries are not designed for used by our heavy vehicles. Even HMMWVs are too wide for driving through these areas. It is crucial to have commercial vehicles in these countries. If renting, ensure that rental car rates are agreed upon prior to arrival. This will alleviate the problem of varying costs.

m. CESE in Country

(1) Discussion: The use of HMMWVs and heavy equipment in these countries is difficult. Movement is especially difficult in cities and urban environments. To accommodate the exercise, the Task Force rented four vehicles. Each of these vehicles cost between \$1400 and \$1700 per month to operate. Most vehicle mishaps were due to oversized vehicles on small roads.

(2) Recommendations: Smaller commercial sized vehicles need to be purchased and utilized for DFTs by the NCF. The cost of maintaining these vehicles would be much cheaper than the cost of renting local vehicles, maintaining heavy equipment, and paying for damages from vehicle mishaps.

n. Weapons Accountability

(1) Discussion: Accountability for weapons needs to be maintained at all times. During the deployment phase of operations this was accomplished in a couple of ways. MWSS 273 was able to fly in via military C-130. NMCB FIVE transported all weapons on the barge with two personnel as supercargo. The use of personnel as supercargo could have been avoided by flying all critical gear into country via military airlift.

(2) Recommendations: Utilizing military airlift into country will eliminate the need to have personnel on the barge for weapons accountability. It would also allow the TF to fly in all subsistence required to sustain personnel prior to the arrival of the barge.

DFT African Lion - 2003

1. Administration

a. Funding

(1) Discussion: Tasking for the DFT was cut severely due to funding not being received on time. The funding that was received came very late, and the DFT personnel had to scramble to get material delivered on time.

(2) Recommendation: Have all funding requirements set far in advance, so when money becomes available it can be requested immediately.

2. Operations

a. Involvement of NAVEUR and 22NCR in the Final Planning Conference.

(1) Discussion: The FPC consisted of the OIC, the AOIC, a civilian representative from the U.S. Embassy, and the local contractor. There were no representatives from either NAVEUR or 22NCR. Their presence would have helped to answer questions and to better plan the exercise, due to the OIC and AOIC having just been assigned to the DFT.

(2) Recommendation: Representatives from higher command need to be present at all planning conferences.

b. Tasking

(1) Discussion: The tasking for this DFT changed almost daily. Most of the tasking changes were due to funding (see #4). There also was never a clear written order to explain our tasking. All changes made were made via email or telephone conversation between the OIC and the NAVEUR representative. The tasking was given in a rank order, with the most important items first, and the rest listed in decreasing importance. The verbal direction given was to "get as much done as you can."

(2) Recommendation: There needs to be concrete tasking to start the DFT. Ambiguous tasking makes it difficult to know what is exactly expected of us.

3. Communications

a. Communication Gear

(1) Discussion: The DFT brought two Cellular phones, two satellite phones, and SABER radios. There was no cell phone reception in the area. In order to make phone calls, DFT personnel had to drive at least ten kilometers towards town to pick up a signal. This distance put personnel outside of the exercise area, so a security force had to be involved every time a phone

call was made. The SABER radios were not able to communicate between the camp and the trench site. The terrain was basically flat, but there was a slight rise between the two sites, blocking communication. Due to all of the above factors, the DFT had no communication between the two sites.

(2) Recommendation: The DFT needs to bring better Comm gear. The AN/PRC 119 would be adequate for communication for these distances and conditions.

b. Communication between U.S. and Moroccan Commands prior to exercise

(1) Discussion: Information was not passed well to the Moroccan forces during the planning phase of the exercise. When the DFT arrived on site, the Moroccan Army did not know of any of the tasking changes that had taken place since the Final Planning Conference, and did not understand that the facilities the DFT was building at the exercise bivouac area would be used by DFT personnel during their stay. The Moroccan Army had set up a location for the U.S. camp, and had set up their camp nearby, with all security forces in place. When U.S. forces arrived and informed the Moroccan Army that they needed to live at the exercise bivouac area, the Moroccan Army was forced to move their entire operation to accommodate the U.S. forces.

(2) Recommendation: The U.S. Embassy, the liaison between the U.S. and Moroccan forces, has to keep the Moroccan Army informed about all changes in the operation. The lack of communication made more work for all parties involved, and did not reflect well on the organization of the U.S. Military.

4. Supply/Logistics and Equipment

a. Difference in actual price for equipment and estimated cost.

(1) Discussion: The DFT was given a set budget to rent all construction equipment from the local economy. No research was done in the area to determine the actual cost of renting equipment. The actual cost of equipment was much higher than expected, and the fact that all equipment in Morocco comes with an operator was not accounted for. Because of all of this, the allotted funds were woefully inadequate, and necessitated NMCB FIVE bringing its own CESE.

(2) Recommendation: Do a survey of the prices in the area before creating budget restrictions.

b. Problem/Item: No local rations to subsidize MREs and UGRs.

(1) Discussion: There is no U.S. Army Veterinary approval for procuring local food in Morocco. The DFT was not allowed to use government money to buy any food to augment our rations. As a consequence, the DFT had to consume nothing but MREs and UGRs for the duration of the exercise, impacting the morale of the troops.

(2) Recommendation: The U.S. Embassy has to go through the process of getting Army Vet approval. It is too late for this DFT, but future Ops in this country can benefit if approval is gotten.

Operation Enduring Freedom

1. Administration

a. Personnel support.

(1) Discussion: Tasked to provide support to 30th NCR upon arrival. This would not have been a problem had it been just limited operational support. However, the type of support required was an IT and a PN/YN. No requirements were identified prior to deploying and the AirDet deployed to be only self-supporting. As a result of the tasking, both our communications and administration capability was cut in half.

(2) Recommendation: Higher headquarters needs to identify the requirement ahead of time in order not to reduce unit capability to fill it's requirements.

2. Operations

a. Supportability of operation.

(1) Discussion: There were considerable difficulties in trying to support two AirDets in two locations with only 2 MCA's. Extensive rental equipment was necessary to meet tasking.

(2) Recommendation: Need to match gear available to tasking.

3. Communications

a. Crypto gear.

(1) Discussion: The AirDet was not provided any crypto or fills for their organic equipment. We had to rely completely on the USAF to provide us communication equipment (SABRES). All aspects of communications must be provided in order to utilize your gear.

(2) Recommendation: FIE comm. assets should have the capability to go crypto.

4. Supply/Logistics and Equipment

a. IMPAC card.

(1) Discussion: The use of the Battalion IMPAC card was helpful, but having a program in place in theater for the DET SK would have alleviated some difficulties in procurement speed.

(2) Recommendation: Have the flexibility to establish IMPAC card capability in theater of operations.

b. Head protective gear (hard hat).

(1) Discussion: Hi-temperature hardhats are necessary for desert climates. The issue hardhats were excessively pliable in the intense desert heat. Only when the temperatures died down were the hardhats able to be worn without fear of material failure. Personnel wearing the hardhats were also able to bear the heat of wearing them after the temperatures subsided.

(2) Recommendation: Find alternative head protection gear for desert environment.

c. Steel-toed boots.

(1) Discussion: Steel-toe boots were not available for deployment. Steel-toed boots did arrive in country weeks later, but nearly all of the follow on personnel did not receive any. Safety is the highest priority for our troops. Especially working with steel forms, proper PPE was necessary.

(2) Recommendation: DUU stocks should include steel toed vice non-steel toed desert boots.