NMCB FIVE

"The Professionals"




2003-2004 Okinawa Deployment


Deployment Completion Report


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EXECUTIVE SUMMARY

I - EXECUTIVE SUMMARY

NMCB FIVE completed a highly successful 2004 Pacific Deployment in keeping with their long-held reputation for professionalism and "Can Do" enthusiasm. The Mainbody deployed to Okinawa with Detail sites at Atsugi, Chinhae, Diego Garcia, Fuji, Iwakuni, Pohang, San Clemente and Sasebo. While aggressively completing project tasking and maintaining peak combat readiness, the Battalion also successfully executed four Deployments for Training (DFT) to Guatemala, Thailand and Southwest Asia (2).

ADMINISTRATIVE

The Administrative/Personnel Department supported over 650 Seabees in a wide array of personnel, career information, embarkation, medical, dental, ministerial, legal, force protection, drug and alcohol abuse prevention, public affairs, MWR and family support areas. There were 57 transfers, 74 receipts, 47 reenlistments or extensions and 116 awards processed during this deployment.

TRAINING/READINESS

The Battalion performed over 5,289 tasked mandays of military, technical and physical training. Training consisted of seven individual training days, a four-day field exercise, a six-day Jungle Skills Course, On-the-Job Training (OJT), support for exercise Balikatan '04, and participation in exercise Cobra Gold '04. The Battalion conducted live-fire familiarization ranges for the M-16, M-9, M-500, M-203, and M-60 TOA weapons and simulated ranges for the M-224 Mortar and M-136 AT4. In addition, the Battalion qualified 74 personnel on the M-9 service pistol and 57 personnel on the M-16 service rifle. The Battalion aggressively pursued Seabee Combat Warfare Specialist (SCWS) training, conducting 77 SCWS Boards and increasing the number of SCWS qualified Seabees from 95 at the beginning of deployment to 169 at the end of deployment. Armory readiness improved with the receipt of M-240B machine guns and package development for installation of the automated weapons washer. Communications readiness improved with the receipt of a complete tactical data network (TDN) and installation of the Camp Shields BLII computer network.

SUPPLY

The FIVE "Can Do" Supply Department provided outstanding Logistical and Supply support to the main body and all detail and DFT sites spread across the globe. They flawlessly managed over $1.1 million in Operating Target (OPTAR) funds, $3 million in project funds, $921 thousand in travel funds, $1 million in food provisions, $9 million in payroll and $50 thousand in stamp stock and money orders. "The PROFESSIONALS" received numerous accolades from the THIRTIETH Naval Construction Regiment and the Afloat Training Group Middle Pacific Logistics and Financial Management Inspection Teams ranging from "The Supply Department is operating at a level consistent with those at the top of the class." to "Best of Type in the Naval Construction Force; a solid Blue "E" operation." These comments were further confirmed from the Navy Food Management Team Assist Visit one month later.

EQUIPMENT

Throughout the deployment, Alfa Company maintained an average monthly CESE availability of 90%. Alfa Company's most impressive deployment accomplishment was bringing Camp Shield's equipment deadline from 41 at the beginning of deployment to only 1 at the end of deployment. In early February, the 3M-implementation crew arrived and installed the program. Since then, Alfa Company steadily learned how this system worked. Alfa Company completed the south side of the Tengan Pier project and provided construction equipment and personnel in support of all the major construction projects for the Mainbody. In addition, Alfa Company provided direct embarkation support for DFT Thailand, DFT Guatemala and Exercise Balikatan.

MAINTENANCE MATERIAL MANAGEMENT (3M) SYSTEMS

NMCB FIVE pioneered the 3M systems installation and execution at Camp Shields during this deployment. The Battalion's 3M organization had 12 active Work Centers, 6 Division Officers and 6 Department Heads, comprising approximately 134 total personnel. MicroSNAP and SKED programs were installed on 70 computer workstations. The 3M team processed over 89,215 logistics and configuration records; accomplished over 2,250 Maintenance actions, and 126 Spot Checks. The Battalion maintained an Accomplishment Confidence Factor (ACF) and a PMS Performance Rate (PPR) of 98.8% since the beginning of the 3rd Quarter of April 2004.

MEDICAL/DENTAL

At the mid-way point of the deployment, the Battalion's Medical Department underwent a deployment-site inspection evaluating NMCB FIVE's medical readiness and preventive medicine programs and assessing overall quality of care provided to the Battalion's members. NMCB FIVE obtained an overall score of 92%. The department played its usual critical role in the Battalion mount-out of detachments to remote and contingency sites. NMCB FIVE's Medical Department, through the gathering of medical intelligence, planning, mission-readiness screening, equipping, and training Seabees, expertly prepared four major detachments to remote sites across the globe each with its own unique set of threats to force health.

With the Dental Clinic at Camp Shields undergoing a complete renovation, the Third Naval Dental Battalion provided NMCB FIVE with a dental clinic on Kadena AFB. This relocation resulted in lost time to provide care due to the need for patient transportation. Yet, with these added challenges the Battalion maintained a Dental Readiness of 96.46%, seating over 300 patients and performing over 1400 procedures.

OPERATIONS

The Operations Department impressed customers throughout the Pacific with the safe, high quality and timely completion of 34,000 earned mandays of construction effort on 33 projects, CO/OIC Discretionary projects and Camp Maintenance tasking valued at more than $7 million dollars. With an intense focus on safety, quality, aggressive material management, timely production and effective leadership, the Battalion met the tasking established at the 30-day review. Additionally, the Operations Department spearheaded the successful completion of all mission tasking for the four DFT's.

OPERATIONS SUMMARY

OKINAWA

Proj #	Total Project Mandays	Total Project Material Cost ($)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
JK3-324	1,562	261,674	1,562	0-100	100	1,852
JK3-515	400	97,397	400	0-100	100	212
JK3-629	3,398	0	3,398	0-100	100	1,134
JK8-811	1,740	580,000	832	52-100	99	589
JK1-858	2,286	590,000	1,313	43-100	83	1,057
JK2-897	3,285	600,000	979	30-60	67	1,522
JK3-805	1,151	510,000	622	46-100	94	843
JK2-868	1,866	650,000	1,264	0-68	41	800
JK2-895	1,889	333,000	456	76-100	99	488

DET ATSUGI

Proj #	Total Project Mandays	Total Project Material Cost ($)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
AG1-874	540	$265,218	540	0-100	100	581
AG2-882	1150	$265,634	1035	0-90	74	904
AG3-324	50	$0	50	0-100	100	62
AG3-516	25	$30	25	0-100	48	12
AG3-629	195	$0	195	0-100	113	221

DET CHINHAE

Proj #	Total Project Mandays	Total Project Material Cost ($)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
KO2-840	2,315	350,000	1202	0-52	52	1,074
KO3-516	70	360	70	0-100	100	70
KO3-629	156	0	100	0-100	100	208

DET DIEGO GARCIA

Proj #	Total Project Mandays	Total Project Material Cost ($)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
DG2-831	358	33,546	297	17-100	17	0
DG2-832	615	60,055	322	26-100	40	125
DG3-323	375	0	375	0-100	100	499
DG3-515	375	25,564	375	0-100	100	375
DG1-821	418	113,885	418	0-100	100	647
DG3-826	195	0	195	0-100	100	195

DET FUJI

Proj #	Total Project Mandays	Total Project Material Cost ($)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
FJ3-324	50	0	50	0-100	100	50
FJ3-516	100	0	100	0-100	100	100
FJ3-629	213	0	213	0-100	100	213
FJ1-808	1526	$362,000	1207	0-79	57	813
FJ0-806	697	$413,000	277	60-100	100	412

DET IWAKUNI

Proj #	Total Project Mandays	Total Project Material Cost ($)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
IW1-887	350	136,463	350	0-100	100	310
IW3-802	200	21,565	140	0-70	66	95
IW2-890	400	36,267	297	25-100	100	383
IW2-895	560	71,385	560	0-100	100	610
IW2-898	560	36,267	560	0-100	49	195
IW3-324	100	0	50	0-100	100	50
IW3-516	100	0	100	0-100	100	116
IW3-629	255	0	255	0-100	100	255

DET POHANG

Proj #	Total Project Mandays	Total Project Material Cost ($)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
PK3-322	531	41,000	531	0-100	100	531
PK3-516	50	18,256	50	0-100	100	50
PK3-629	95	0	95	0-100	100	95
PK3-857	175	17,500	175	0-100	100	175

DET SAN CLEMENTE

Proj #	Total Project Mandays	Total Project Material Cost ($)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
SC2-813 (FY03)	585	219,000[1]	287	54-100	100	253
SC3-813 (FY04)	1600	0	1600	0-100	92	1477
SC3-324	200	0	200	0-100	100	200
SC3-516	400	0	400	0-100	100	400
SC3-409	1100	12,202	1100	0-100	100	1068[2]
SC3-629	449	0	449	0-100	100	449

Note 1: Total Project Material Cost includes 150 rolls of geotextile material purchased for future ancillary road repair projects, in storage at MLO.

Note 2: Reached the tasked 20,000 cubic yards on 25 April, earning 1100 mandays while expending 1068. Operation of the quarry and crusher continued after reaching 20,000 cubic yards, crushing a total of 30,266 cubic yards. Tracked additional mandays under SC3-813 (FY04) MILCON Preparations. Total mandays expended on quarry crusher operations: 1804 MDs.

DET SASEBO

Proj #	Total Project Mandays	Total Project Material Cost ($)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
SA0-804	275	$28,056	275	0-100	100	334
SA0-887	680	$189,258	680	0-100	100	908
SA2-808	125	$23,149	125	0-100	100	219
SA0-891	800	$451,360	800	0-100	1	7
SA0-875	350	$246,674	350	0-100	100	767

DFT SWA 1

Proj #	Total Project Mandays	Total Project Material Cost ($)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
ASC-021	10,577	0	3,805	84-100	100	3,805
ASC-023	4,482	0	1,008	85-100	100	1,008
ASC-024	1,320	0	765	65-100	100	765
ASC-025	1,956	0	1,956	0-100	100	1,956

DFT SWA 2

Proj #	Total Project Mandays	Total Project Material Cost ($)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
ASC-021	10,577	0	3,805	84-100	100	3,805
ASC-023	4,482	0	1,008	85-100	100	1,008
ASC-024	1,320	0	765	65-100	100	765
ASC-025	1,956	0	1,956	0-100	100	1,956

DFT GUATEMALA

Proj #	Total Project Mandays	Total Project Material Cost ($)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
JK3-688A	417	80K	417	0-100	100	417
JK3-688B	295	60K	295	0-100	100	295
JK3-688C	422	35K	422	0-100	100	422
JK3-688D	422	35K	422	0-100	100	422
JK3-688E	422	35K	422	0-100	98	415

DFT COBRA GOLD 2004

Proj #	Total Project Mandays	Total Project Material Cost ($)	Mandays Tasked	Tasked %	Final WIP (%)	Mandays Expended this Deployment
ENCAP 1	1000	30K	1000	0-100	100	750
ENCAP 2	1000	25K	1000	0-100	100	750
ENCAP 3	1000	25K	1000	0-100	100	750
MSR	500	0K	500	0-100	100	500

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CHAPTER II

ADMINISTRATIVE

II - ADMINISTRATIVE

The Administrative Department had a superb deployment. As always, the Battalion readily recognized those individuals whose superior performance merited special recognition. In support of this goal, the Administrative Office prepared 3 MSMs, 13 NCMs, 67 NAMs, 15 Flag LOCs, and 74 SCWS Certificates. In addition to processing 176 evaluations/fitness reports, 23 requests for security clearance and 30 passport applications, the department provided outstanding customer service to all details and DFTs.

The Personnel Department processed 74 check-ins, prepared 17 reenlistment contracts with appropriate service record entries and meticulously transferred a total of 57 personnel to either a PCS duty station, Fleet Reserve or Separation Activity for processing. Additionally, they coordinated all advancement examination requirements for the January and March 2004 Navy-wide Advancement Examinations for over 370 participants. The Personnel Department made a total of over 1285 service record entries ranging from Sea Service Deployment Ribbons, Navy Good Conduct Medals and the Seabee Combat Warfare Specialist qualification. Personnel provided impeccable customer service throughout the deployment for over 660 Battalion personnel dispersed throughout the globe.

January 2004 CPO USN EXAM

	USN
Time in Rate Eligible	45
Board Eligible	24
Selected	5
% Selected	21

ADVANCEMENTS MARCH 2004

	E4	E5	E6	Total
Time in Rate Eligible	132	150	51	333
Participated	125	148	44	317
Selected	40	28	10	78
% Selected	32%	19%	22%	25%

RETENTION SUMMARY 1st/2nd FY 04

	Eligible	Not Eligible	Reenlisted	Reenlist Rate		Navy Goal
ZONE A	16	10	12	75%	**ZONE A Goal**	56%
ZONE B	2	1	1	50%	**ZONE B Goal**	70%
ZONE C	2	0	2	100%	**ZONE C Goal**	85%
ZONE D	8	0	7	87.5%	**ZONE D Goal**	95%
ZONE E	6	0	1	16.6%	**ZONE E Goal**	UNK

MEDICAL

NMCB FIVE's Medical Department served successfully in its 2003-2004 Okinawa Deployment. Stretched to it limits by the Battalion's wide ranging operations, hard work, perseverance, and innovation led to that success.

The deployment began with a solid turnover of the temporary medical clinic spaces in Building 7142 at Camp Shields. The Medical Department quickly established a productive relationship with Naval Hospital Okinawa and sustained this throughout the deployment. This relationship proved critical when mission requirements necessitated augmentation of the department with two corpsmen from the Naval Hospital. While the core of the department began operations in Okinawa, two corpsmen deployed with detachments – one senior general duty corpsman (GDC) to Kuwait, and one independent duty corpsman (IDC) to Pohang, South Korea, where she not only served as medical provider but as assistant officer-in-charge and senior member at that detail site. When the Battalion's Kuwait detachment redeployed to Iraq, its corpsman went with them, of course, and served there with distinction under harsh conditions. Another general duty corpsman deployed in March with DFT Guatemala, also serving with distinction. The Air Det, with one IDC and one GDC, were the principle players in the mid-deployment week-long field exercise on Okinawa, and these same corpsmen (with one additional hospital augment) supported the Air Det during its six-week deployment for training as part of Operation Cobra Gold in Thailand.

At the heart of the department's work was support of its missions. What enabled the high quality of this support was work in planning medical aspects of these missions. We wrote four extensive health services annexes to operation orders for detachments to Kuwait, Iraq, Guatemala, and Thailand. We then executed a rigorous screening program to maximize the medical readiness of members deploying to these remote sites. We briefed each group on the specific health threats for each site, and prepared each member with equipment, medications, immunizations, and knowledge necessary to counter these threats. This included extensive planning for malaria and other vector-borne disease threats, including mass evolutions spraying uniforms with permethrin for arthropod bite protection.

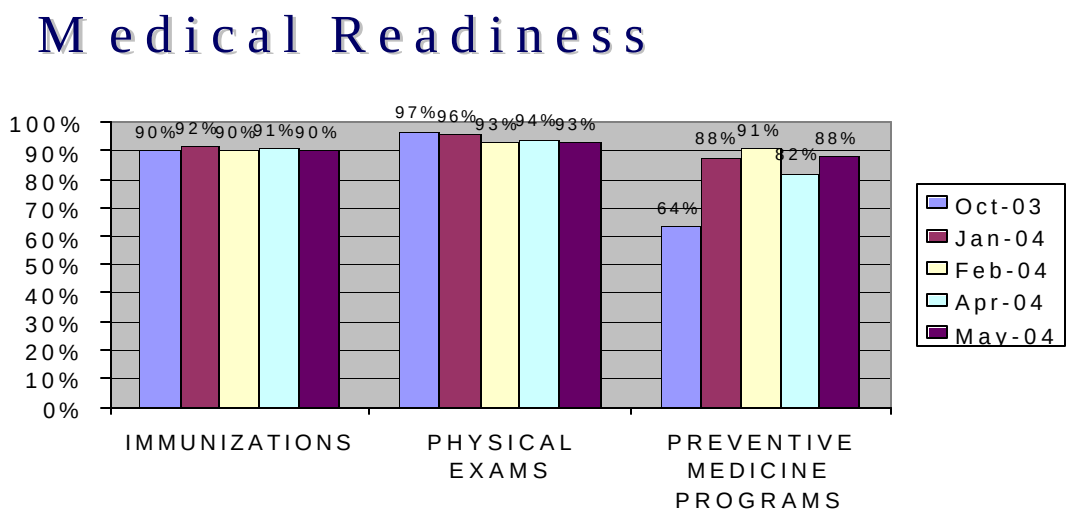
The daily bread of the department is the prevention and treatment of disease. We continued to deliver high quality care in sick call, appointments and through referral to specialists at the Naval Hospital, while setting the standard in the NCF for implementation of an effective Preventive Health Assessment program using birth-month recall on working Saturdays. Extensive efforts in

immunization, hearing conservation, tuberculosis prevention and other preventive programs continued with our typical zeal. The medical department also laid the groundwork for a comprehensive program of post-deployment healthcare for members deployed to Guatemala, Thailand and Iraq. This included commencing the Post-deployment Health Assessment process before members returned, providing adequate anti-malarial medications for each member that needed post-exposure prophylaxis, and planning intensive small-group debriefing sessions to assist members with the special issues relating to transition from a war-zone to homeport.

The Medical Department played a key role in training and educating Battalion personnel throughout the deployment. Training given on prevention of unplanned pregnancy was highly successful; only two members became pregnant during this deployment versus over twelve during NMCB FIVE's previous deployment to Okinawa. Other training topics included first aid and STD prevention. Important training in unit-based Combat Stress Reaction prevention and treatment was provided as well for members deploying to Iraq. The Medical Department continued to place a high priority on corpsman professional development during this deployment. This included intensive in-house HM and DT training given weekly within the department on a wide-variety of topics.

The specific accomplishments of individuals in the department are worthy of note. Three corpsmen received certification as audiogram technologists. The Medical Officer earned recertification in both Basic and Advanced Cardiac Life Support. Two corpsmen completed the PQS and passed boards to receive their Seabee Combat Warfare Specialist designation. The rest of the department – those who have not yet attained this qualification – made substantial progress. One corpsman was promoted to First Class Petty Officer. And, on a perfect spring night in March, with a gentle breeze blowing to left-center field, the Medical Officer reached the pinnacle of his modest sporting career when he hit a softball out of the ballpark on Camp Shields for a home run.

The greatest accomplishments, though, were those of the entire Medical Department team. By application of skills and knowledge, by a team approach, and by endless hours of work, the department maintained the great traditions of the Hospital Corps, the Medical Corps and the Professionals of NMCB FIVE.



Main body medical and dental department

Medical-Dental Clinic Renovation crew leader and Medical Officer confer over clinic architectural plans

Buddy aid during the field exercise

DENTAL

NMCB FIVE arrived in Okinawa, Japan in mid-December. Upon arrival, we realized Camp Shields would not have dental capabilities throughout the deployment. The Camp Shields Dental Clinic was being completely renovated and a dental trailer, previously used, was undergoing maintenance and would not be returned. The Third Naval Dental Battalion (3NDB), located at Camp Foster, and Naval Hospital Okinawa, located at Camp Lester, were solicited for assistance. Credentialing privileges for both commands were granted and 3NDB provided a clinic, on Kadena AFB, for patient care. The process of obtaining credentials and a clinic was lengthy. Routine patient care did not begin until late January due to the Christmas holiday season and the number of people on leave.

Another inconvenience was lost man-hours for both the patient and the dental staff. The commute to the CFAO Dental Clinic, located on Kadena AFB, resulted in almost two hours of travel each day. Project man-hours were also lost due to the lack of vehicles and drivers.

Patients were transported in groups, once in the morning and once in the afternoon. Therefore, regardless of the time of the appointment, each Seabee lost one half of a workday in order to receive dental care. Often the dental staff would work into the lunch hour in order to maximize care. Waiting for patients to arrive at Medical also led to frustration and lost man-hours.

Specialty care was sought through Evans Dental Clinic, located at Camp Foster, and Naval Hospital Okinawa, located at Camp Lester. Initially, NMCB FIVE was met by both clinics with a warm reception and promises of support. Our relationship with Evans soon turned sour when care other than oral surgery was sought. The end result was minimum dental support from the Evans Dental Clinic, a continuing problem from past deployments. NMCB FIVE's relationship with Naval Hospital Okinawa was excellent. Oral surgery consults and procedures, especially wisdom teeth removal under conscious sedation, were readily available. Cleanings were also scheduled with their hygienist.

Prosthodontic care, except for night guards that were prepared in our own lab, was non-existent. The Air Force Area Dental Lab placed requirements prior to submission that we could not meet, and help from Evans' dental lab was unrealistic. Therefore, no crowns, bridges, or dentures were completed during deployment.

With these added hardships the Battalion maintained a Dental Readiness of over 96%, seated over 300 patients and performed over 1400 procedures. These numbers were no small accomplishment. Often the dental staff would work through lunch and/or into the evening, and 12 to 14 hour work-days were common. These long working days were necessary in order to prepare the troops for new and upcoming tasking. As a result, no personnel tasked to deploy were held back for dental concerns. These deployment sites included Guatemala, Thailand, and two separate groups in southwest Asia.

Another benefit to working at the CFAO Dental Clinic was the dental staff's exposure to dependant care. We treated children of all ages and procedures included check-ups, cleanings, fillings and extractions. Dependant adults and people from other Armed Services were treated as well.

The overall deployment experience was positive, with many lessons learned, new friendships made and productive work accomplished.

LT Varga and DT3 (SCW) Thompson

DT2 (FMF) Carter

DT3 (SCW) Thompson

COMMAND RELIGIOUS PROGRAM

The Command Religious Program (CRP) is in place to provide spiritual guidance to the Battalion. This is accomplished through the Chaplain moving about the camp and worksites and putting ministry into action by meeting the individual Seabee in their everyday work environment. Personal counseling, done at the workspace or in the Chapel office, is a primary spoke in the Command Religious Program - meeting the needs of individual Seabees one person at a time. The Chaplain provided Protestant worship services each Sunday morning at the Seabee Chapel at Camp Shields. Those of other faiths were provided information on when and where their faith groups were meeting. Transportation was provided when possible. Bibles and other sacred texts were not only made available in the Chapel, but were placed in the Galley, Barber Shop and Medical Clinic waiting room. These sacred texts and other religious items were dispersed free of charge to the Seabee. All attempts were made to make available sacred texts for all faiths. Special Services were held during holidays and other High Holy days. Catholic priests were brought to Camp Shields when possible for Confession and Mass. This always had positive results. The Chaplain, besides being a minister, was also responsible for the Red Cross Program. During times when a member of the Battalion received bad news from home, the Chaplain was there to counsel the service member. The Chaplain had a team of other officers who aided him getting the member in crisis home in a timely manner. The Chaplain was also responsible for the Battalion's Persons with Exceptional Needs (PEN) Brief. The CO and the senior staff are advised by the Legal Officer, the Medical Officer and the Chaplain as to individuals who have family, personal or medical problems which may prohibit them from being deployable. The Chaplain was also in charge of the United Through Reading program. This program allowed individual Seabees to videotape themselves reading a book to their children and family. This program was a huge success! Additionally, each week the Chaplain had the honor of addressing the Battalion with Words of Wisdom (WOW). The WOW is a small speech given to inform and motivate the troops and hopefully get them thinking about doing the right things for the right reasons. The Chaplain also maintained accountability over the Camp Shields Library. The library was open during hours when it best served the Seabee's working schedule. In the camp library, Seabees could check out a book, get on line with a computer or check out MWR sporting equipment or board games. The Command Religious Program was vital to the success enjoyed by NMCB FIVE.

Chaplain Roberts performs a Baptism.

NMCB FIVE's Pacific Deployment – 2003-2004	
Red Cross Messages	46
United Through Reading	66
Counselings	240

II - ADMINISTRATIVE

PUBLIC AFFAIRS

The Public Affairs Office handled all public press releases, photograph submissions and fleet hometown news releases. The Public Affairs Staff was also responsible for photo documentation of projects, command functions, awards ceremonies and re-enlistments. In addition, the staff produced the Battalion newspaper and the Battalion cruise book.

SPECIFIC AREAS OF INTEREST

a. Press Releases**:**

NMCB FIVE's Pacific Deployment – 2003-2004	
Press Releases	**36**
Number of Press Releases published:	
Navy Dispatch	**30**
Lighthouse (NBVC)	**30**
AFN (Video Stories)	**3**
Seabee Magazine	**4**
Windjammer	**3**
Photos Released	**120**
Number of Photos published:	
Navy News Stand	**20**
Seabee Magazine	**2**
ALL HANDS	**2**

b. Newspaper**:**
The Public Affairs Staff produced three editions of the Battalion newspaper, "The Buzzword", during deployment. Seven hundred copies of each sixteen-page (eight color pages) edition were printed. "The Buzzword" was delivered to over 500 households to keep friends and family of NMCB FIVE informed of Battalion news during deployment.

c. Cruise book**:**
The Public Affairs Staff produced a 140-page hard cover Battalion cruise book. The cruise book included individual photos of each member of the command as well as group photos of each Company, Department, Detachment and DFT.

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CHAPTER III

TRAINING / ARMORY / COMMUNICATIONS

III – TRAINING / ARMORY / COMMUNICATIONS

An aggressive and in-depth approach to training led to successful completion of the 2003-2004 Pacific Deployment. The Deployed Training Plan focused on maintaining and enhancing the "Fully Combat Ready" Battalion readiness rating achieved during the homeport FEX. Main areas of concentration were Military and Technical Skills. Deployed Military training included a FEX, individual weapon qualifications, crew serve weapon familiarization fire, military block training and jungle warfare training. Deployed Technical training centered on on-the-job training and included the award of skill achievements through the Seabee Skill Assessment program. NMCB FIVE ensured that each member of the Battalion went back to homeport with a "Plan for the Seabee" individual training plan and homeport schedule. All personnel were assigned to their respective homeport organizations and scheduled to receive the homeport training required to achieve success on the next deployment.

TECHNICAL TRAINING

On-the-Job (OJT) Technical training was held throughout the deployment. Worldwide project tasking gave our Seabees valuable experience in all areas of construction and led to the attainment of several Technical skills. Through the Seabee Skills Assessment program, the Battalion gained over 180 Technical skills. Seventy of the skills directly contributed to readiness by fulfilling SORTS training requirements. Hands-on Technical training at the project sites and in the shops significantly increased the Battalion's wartime construction capability.

EMBARKATION TRAINING

NMCB FIVE personnel gained extensive experience in all aspects of embarkation, including hands-on participation in Maritime Pre-positioning Force (MPF) operations, air embarkation, sea embarkation, and convoys. DET SWA I assisted in the MPF offload of CESE in preparation for OIF II. The mainbody in Okinawa air embarked 25 Seabees and their personnel equipment and weapons to Iraq for DET SWA II. DETs SWA I and II conducted countless "real world" convoys and embarkation operations in a tactical environment. The Battalion embarked 45 Seabees and their personnel gear to Guatemala for DFT New Horizons. NMCB FIVE also provided support for exercise Balikatan '04 in the Philippines. Balikatan required the sea embarkation of 6 pieces of CESE and 4 containers to support NCF participation in the exercise. The Battalion deployed 88 Seabees for DFT Cobra Gold '04 in Thailand. Exercise Cobra Gold required the sea embarkation of 54 pieces of CESE and 100 short tons of cargo. NMCB FIVE also conducted convoy training on the training days and during the deployment FEX. Seven people from the Battalion attended a MPF Staff Planning course during deployment. Theses numerous hands-on embarkation opportunities significantly improved the Battalion's wartime mount-out capability.

CESE Staged for sea embarkation to Exercise Cobra Gold '04

CHEMICAL, BIOLOGICAL AND RADIOLOGICAL (CBR) WARFARE TRAINING

NMCB FIVE conducted individual CBR training during the 2003-2004 Okinawa Deployment FEX. All battalion personnel received training on personal protection, decontamination skills, CBR agents, Mission Oriented Protective Postures (MOPP), use of the Nerve Agent Antidote Kit (NAAK) and Conversant Antidote for Nerve Agents (CANA), along with other general CBR information. All personnel also received training on CBR Team Skills, which included class instruction on a Detailed Equipment Decontamination (DED) site and the proper setup and operation of a Detailed Troop Decontamination site (DTD) through a hands-on simulation exercise. COC Command Center Staff also received CBR training by responding to simulated enemy chemical attacks, which tested their ability to react properly and chart chemical downwind hazard/attack areas from NBC reports and Chemical Downwind Message data.

The battalion devoted half of a training day to CBR Team refresher training. The CBR Team covered NBC Reports, Survey and Monitor techniques, and proper use of Nuclear, Biological, and Chemical (NBC) marking kits. Additionally, the CBR Team received refresher training on the proper setup and operation of a Detailed Troop Decontamination (DTD) site. These CBR training opportunities significantly improved the Battalion's wartime CBR readiness capabilities.

MOPP drills

Detailed Troop Decontamination (DTD) training

GENERAL MILITARY TRAINING (GMT)

The Battalion optimized the use of training days to conduct Military and Technical Skills training as well as GMT. GMT was conducted in accordance to the Fiscal Year '04 GMT topic list with training materials provided by The Center for Personal Development. GMT topics covered during deployment were: Operational Risk Management, Drug & Alcohol Abuse, Personal Financial Management, Sexually Transmitted Diseases (STD) Education, and Physical Readiness. Other GMT topics not part of the Fiscal Year '04 topic list that the Battalion received training on were: Personal Nutrition and Operational Security.

PHYSICAL TRAINING

Physical training was held three times each week on Monday, Wednesday and Friday. The Spring 2004 Physical Fitness Assessment was conducted in April with the following results: 60 outstanding, 206 excellent, 172 good and 7 satisfactory.

III – TRAINING / ARMORY / COMMUNICATIONS

SEABEE COMBAT WARFARE (SCW) TRAINING

The battalion aggressively pursued SCW training throughout the deployment. We held over 60 SCW training classes, conducted 79 SCW boards and successfully qualified 75 individuals during the deployment.

SCW QUALIFICATION REPORT

	Number Pers Assigned	Previously SCW Qualified	Qualified SCW on Deployment	Number SCW Qualified on Board at Depl Compl
E1 – E6	600	66	67	132
E7 – E9	40	16	2	18
O1 – O5	25	13	6	19

MILITARY SKILLS TRAINING

The Battalion conducted a deployment FEX to maintain Military Skill proficiency. For the FEX the Battalion "deployed" the AIR DET to the Okinawa Central Training Area (CTA) for 4 days / 3 nights and conducted 4 days of Military Skill block training with the mainbody. The Battalion provided instructors and the aggressor force for the FEX. The AIR DET was tactical while deployed to the CTA. The mainbody had non-tactical periods of instruction followed by a practical application of the skills learned in a tactical environment. The following topics were covered during the FEX training evolution:

COC Operations
VHF & HF Communications
Defensive Operations
Wire Placement
CBR MOPP Drills
CBR Decontamination
Tactical Relocation
Land Navigation
Patrols
Convoy Operations
Urban Combat

NMCB FIVE Seabees at the Okinawa JWTC

The Battalion also conducted Military Skills training on the deployed training days. Topics covered were Squad / Fire Team movements, Convoy immediate action drills, CBR Team training, Embark Team training and RRR Team training. Additionally, the Battalion sent 16 people to the six-day Jungle Skills Course at the Jungle Warfare Training Center (JWTC). The military skill training received during deployment significantly improved the Battalions wartime readiness.

WEAPONS TRAINING

NMCB FIVE aggressively pursued weapon proficiency and qualification during the 2003 – 2004 Okinawa deployment. Shortly after arriving, the Battalion conducted an M16 live fire BZO range to ensure each person's assigned weapon was correctly sight adjusted. During deployment, live-fire familiarization ranges were held for the M-16, M-9, M-500, M-203, and M-60 TOA weapons. Additionally, a live-fire range was held for the M-136 (AT-4) trainers and hands-on training / simulated range was conducted for the M-224 Mortar. Two squads attended a live-fire pop up target range gaining proficiency on the M-16 service rifle and M-500 shotgun. Four qualify ranges were scheduled during deployment and the Battalion re-qualified 57 personnel on the M-16 service rifle and 74 personnel on the M-9 service pistol. On the deployed FEX, the Battalion employed the M-16, M-60 and M-2 TOA weapons and trained using blanks. The following ammunition was expended during deployment for weapons training:

	NALC	Weapon	Type	Quantity
QUAL	A011	M-500	#00 Buck	200
	A071	M-16	5.56mm Ball	10,103
	A131	M-60	7.62mm Ball	4,000
	A363	M-9	9mm Ball	6,000
	B519	M-203	40mm, Practice	75
	B546	M-203	40mm, HE-DP	144
FEX	A080	M-16	5.56mm Blank	23,940
	A111	M-60	7.62mm Blank	2,226
	A598	M-2	.50 cal Blank	200
JWTC	G940	Smoke Hand Grenade, Green		32
	G950	Smoke Hand Grenade, Red		2
	L594	Ground Burst Simulator		40
	L598	Booby Trap Simulator, flash		5
	L599	Booby Trap Simulator, Ilum		25
	L601	Hand Grenade Simulator		30

[Additionally, M-16 Paintball rounds were received from the JWTC for training use]

AT-4 Trainer Live-Fire Range

M-16 BZO Range

III – TRAINING / ARMORY / COMMUNICATIONS

MAINTENANCE MATERIAL MANAGEMENT (3M) SYSTEMS

The battalion has requested and was allocated with 485 MDs for 3M Systems training, used to attain the training/qualifications below. The different types and levels of 3M Training given were:

3M SYSTEM TRAINING QUALIFICATION	QUAL'D IN HOMEPORT	QUAL'D IN DEPLYMT	TOTAL PN QUAL'D
3M Systems Indoctrination	287	336	623
3M 301 Level Qualification	19	210	229
3M 302 RPPO Qualification	0	15	15
3M 303 WCS Qualification	20	27	47
3M 304-306 Qualification	0	11	11
SKED 3.1.3 Training	20	61	81
MicroSNAP Training	20	47	67
Spot Check Training	0	35	35
3M STEP CD/On line Course	0	11	11

OTHER TRAINING

NMCB FIVE took advantage of several additional training opportunities available during the 2003-2004 Okinawa deployment. The Battalion sent fifteen E-4s to the two-week Corporal's Leadership School at Camp Hanson. Seventeen personnel attended two-week Auxiliary Security Force (ASF) training. Three people attended Leadership Continuum classes offered in the local area. In addition, five E-6s attended the one-day Brig-Chasers class. Twenty E-5 and above personnel attended the 4-hour Marine Corps Range Safety Officer course.

ARMORY

The NMCB FIVE armory provided support for the numerous ranges conducted during deployment. The Battalion also provided weapons and associated gear from the Armory to NMCB 25 in support of Exercise Balikatan '04. TOA weapons capabilities improved with the receipt of sixteen M-240B 7.76mm Machine Guns. The M-240B replaced for the M-60E3 7.76mm Machine Gun. A project package was developed for the installation on an automated weapons washer. During deployment, the Armory transitioned to the 3M system for weapons maintenance. The above items significantly improved the Battalion's wartime readiness.

III – TRAINING / ARMORY / COMMUNICATIONS

COMMUNICATIONS/INFORMATION SYSTEMS

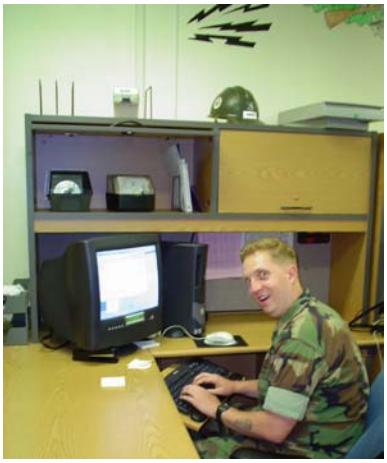
The 2004 Okinawa Deployment presented our Department with a challenging opportunity to implement the 3M system. This included the install of SKED 3.1 and MicroSNAP, the software used to manage maintenance and order repair parts. The Information Systems Department (ISD) was responsible for numerous accomplishments. One of the first projects was to rebuild the Microsoft Exchange and File/Print servers to achieve optimum performance on the network for over 300 users. Transferred over 120 desktops/laptop computers to CFAO and CTF 76. In Feb, Camp Shields received and installed 34 Port Replicators/Monitors for the laptop computers.

"ISD/COMM CREW"

Other significant accomplishments included: the installation of GATEGUARD 9.0 and MDS for UNCLAS message traffic dissemination. Consistently ensured Camp Shields was compliant with latest Information Assurance Vulnerability Assessment (IAVA) patches to minimize network downtime. In May, maintained reliable HF Data communications with the Air Detachment during exercise "COBRA GOLD" in Thailand. Received an exceptional evaluation on the Mid-Deployment Managed Assist Visit (MAV) from the 30th NCR.

"ET3 KUBANET"

"THE CHIEF"



"UT2 SMITH"

III – TRAINING / ARMORY / COMMUNICATIONS

The Tactical Communication Shop completed several improvements in operation and record keeping as well as exceptional communication equipment support and repairs during Operation Kennel Bear 2004. Successfully coordinated, managed and maintained a retransmit station at Camp Hanson to expand the range of the Air Detachment Patrols utilizing VHF communications. Performed service cleaning and operational checks of all tactical communications equipment. Once 3-M was implemented, started the rigorous project of verifying and updating equipment lists in MICROSNAP and SKED increasing the communications shop overall readiness to 95%.

"ET3 CLARK OK-254 SETUP"

"ET2 FEESE ANTENNA REPAIR"

CHAPTER IV

SAFETY

IV - SAFETY

NMCB FIVE Command Safety Policy is to ensure a safe and healthy environment for all personnel. With Safety in the forefront, we have enhanced our capability with the knowledge we need to save lives, prevent mishaps and preserve resources. Utilizing our safety policy as our guiding principle, NMCB FIVE has pursued an aggressive and comprehensive NAVOSH program utilizing ORM and conducted continual training ensuring the safest possible work practices and conditions for the Battalion. Our indoctrination training has been well developed, coordinated, and tailored to all levels of personnel that led not only to a reduction in mishaps, but also contributed to performance improvement.

On-site construction mishaps dropped 31% throughout the deployment, primarily due to proper implementation of NAVOSH Safety Training and the use the of Safety Monitoring System. Project Safety Supervisors constant inspections of jobsites, materials, and equipment ensure that no personnel are working in an environment outside of standard safety practices. The quarterly NAVOSH inspection discrepancies were reduced by 88% by an aggressive bi-weekly inspection program. Training was conducted daily on projects, weekly by the companies and monthly by the command to ensure continual improvement in safety compliance and education, resulting in a decrease in mishaps throughout the deployment.

Placing structural steel in place at the Bas Barn Project.

Wearing eye protection during concrete placement at SBU Project.

Placing concrete at SBU Facility

IV - SAFETY

SAFETY SUMMARY

	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Total
Fatalities	0	0	0	0	0	0	0	0
# Lost Days	7	10	12	1	4	3	0	56
# Lost Day Cases	1	4	4	1	2	7	0	19
# Light Duty Days	71	190	86	119	57	28	30	581
# Light Duty Cases	8	15	11	14	9	2	1	60
# No Lost Time Mishaps	11	9	5	6	9	6	0	46
#Govt Vehicle Mishaps	5	4	10	6	4	4	1	34
Total Number Mishaps	25	32	29	27	22	19	2	147
Govt Vehicle Repair Costs	$100	$3,794	$1,084	$8,100	$25	$450	$0	$13,553
Govt Vehicle Miles Driven	11,222	13,833	12,885	34,252	10,492	6,843	1,028	90,555

ON-DUTY MISHAPS

	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Total
No Lost Time Mishaps	7	7	4	5	6	6	0	35
Cases Light Duty	2	6	5	9	7	2	1	32
Light Duty Days	28	88	34	83	42	28	30	333
Cases Lost Work Days	0	3	2	1	0	1	0	7
Lost Work Days	0	9	2	1	0	3	0	15
Fatalities	0	0	0	0	0	0	0	0

OFF-DUTY MISHAPS

	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Total
No Lost Time Mishaps	4	2	1	1	3	0	0	11
Cases Light Duty	6	9	6	5	2	0	0	28
Light Duty Days	43	102	52	36	15	0	0	248
Cases Lost Work Days	1	1	2	0	2	2	0	8
Lost Work Days	7	1	10	0	4	4	0	26
Fatalities	0	0	0	0	0	0	0	0

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CHAPTER V

OPERATIONS

V – MAIN BODY - OPERATIONS

NMCB FIVE deployed from Port Hueneme to Okinawa for a 6-month deployment on 7 December 2003. The Battalion successfully accomplished the mission at the Main Body and 12 separate locations, while maintaining "balanced excellence". Customers throughout the Pacific were thoroughly impressed with "The Professional's" top quality and execution of all tasking. NMCB FIVE safely and aggressively executed 33 tasked projects, numerous CO Discretionary and Camp Maintenance improvements involving over 34,000 mandays of effort valued at over $7M. In Okinawa, NMCB FIVE completed vital projects, including construction of a Staging Area for MEF mount-out operations, and the CFAO Security Building/Armory upgrade at White Beach. Additionally, NMCB FIVE made significant progress on renovating the Medical/Dental facility and the MWR Bus Barn at Camp Shields, construction of a seawall at Tengan Pier, and the construction of a Small Boat Unit Facility at White Beach. Moreover, NMCB FIVE diligently served as ambassadors to Okinawa by participating in several community and command sponsored celebrations that increased Seabee visibility and fostered a strong community relationship between the Navy, host nation, and local command.

The Battalion established detail sites at Atsugi, Iwakuni, Fuji, Sasebo, San Clemente, Chinhae, Pohang, Diego Garcia, and South West Asia. Successful management of detail sites contributed to many accolades, from both the Navy and Marines. In Atsugi, NMCB FIVE Seabees completed the installation of safety tiles for a housing community playground, and made significant progress in the construction of an asphalt running track. In Iwakuni, NMCB FIVE Seabees completed construction on a decorative security block wall, replacing two transformers, nine handicap ramps, and began construction on four entrance canopies. In Fuji, NMCB FIVE Seabees completed construction of a concrete weapons cleaning pavilion, and made significant progress at an ammunition magazine facility. In Sasebo, NMCB FIVE Seabees completed construction of a park stage, a concrete drainage ditch, and constructed a 50-foot by 50-foot PEB. In San Clemente, NMCB FIVE Seabees conducted quarry operations and performed road repairs. In Chinhae, NMCB FIVE Seabees completed construction of a two-story PEB open bay barracks project. In Pohang, NMCB FIVE Seabees performed general public works support to MEC-P for exercising forces and renovated OIC spaces. In Diego Garcia, NMCB FIVE Seabees completed construction of an office space addition, continued construction on a K-Span, and began construction on new NMCB office spaces. In Kuwait, NMCB FIVE Seabees were deployed in support of OPERATION IRAQI FREEDOM. Tasking included performing maintenance of CESE, camp maintenance, and camp security at Camp Morreell. Additionally, 25 personnel were sent to Iraq in mid January, to provide camp maintenance and contingency construction support to operational forces in the theater.

NMCB FIVE also deployed two Deployments for Training (DFT) involving over 3,250 tasked man-days to opposite locations on the globe. NMCB FIVE's Air Detachment took part in "Exercise Cobra Gold '04", a regularly scheduled multi-national joint exercise conducted in the Kingdom of Thailand. Tasking included school and multi-purpose building construction, MSR repairs, and community service projects. DFT Guatemala was deployed as part of "Exercise New Horizon's '04" to support the 22nd NCR in the construction of two RBS school facilities, and three deep water well drilling projects

NMCB FIVE deployed 5 subject matter expert Seabees to tackle a high visibility school house project to Pattaya, Thailand from late April to mid-May as part of Exercise Cobra Gold '04 but completely independent from the Air Detachment.

MAIN BODY

PROJECT SUMMARIES

At left, Seabees at work doing site preparation. Below, steel erected and majority of girts installed.

CONSTRUCT SPECIAL BOAT UNIT FACILITY, WHITE BEACH JK2-868

Project Data

Project Scope: Construct a 6,500 SF pre-engineered building for Special Boat Squadron maintenance with office, toilet/shower and drying cages, including HVAC, power and lighting.

Personnel:	16	
Duration:	December 2003-June 2004	
Mandays Expended:	NMCB 5:	800
	Cumulative:	800
Tasking:	WIP at turnover:	0%
	WIP at completion:	41%
	MD Tasked to NMCB 5:	1,264
	Total Project MD:	1,866
Material Cost:	$650,000	
Cost Savings:	$267,771	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues None.

At left, Seabees setting scaffolding for ramp. Below, project at turnover with NMCB-133 with all sidings and roofing, ramp, and majority of swale ditch completed.

CONSTRUCT MWR BUS BARN, CAMP SHIELDS
JK1-858

Project Data

Project Scope: The scope of work includes the construction of footers, grade beam, tie beams, and a slab for a pre-engineered metal building with wash rack and oil/water separator.

Personnel:	16	
Duration:	June 2003 – June 2004	
Mandays Expended:	NMCB 40:	1,134
	NMCB 5:	1,057
	Cumulative:	2,191
Tasking:	WIP at turnover:	43%
	WIP at completion:	83%
	MD Tasked to NMCB 5:	1,313
	Total Project MD:	2,286
Material Cost:	$590,000	
Cost Savings:	$320,000	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues None.

At left, room renovation in progress. Below, a section of the completed interior.

CONSTRUCT SECURITY BLDG /ARMORY UPGRADE, WHITE BEACH JK2-895

Project Data

Project Scope: Demolish existing walls, electrical and plumbing. Renovate existing armory to provide separate LAN room, new armory storage with ready-issue area, exterior weapons issue window, lean-to, new interior high security door, construct addition with 3 new rooms, and convert existing open space into a female head.

Personnel:	16	
Duration:	January 2003 – June 2004	
Mandays Expended:	NMCB 3:	386
	NMCB 40:	1,023
	NMCB 5:	488
	Cumulative:	1,897
Tasking:	WIP at turnover:	76%
	WIP at completion:	99%
	MD Tasked to NMCB 5:	456
	Total Project MD:	1,889
Material Cost:	$333,000	
Cost Savings:	$157,850	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues None.

At left, majority of the southside seawall sections completed. Below, southside seawall at turnover with NMCB-133.

TENGAN SEA WALL/FENCE
JK2-897

Project Data

Project Scope: The project involves clearing, grubbing, excavating, shoring, forming, and construction of a two-part seawall, backfill, new security fencing, and incidental related work.

Personnel: 18

Duration: April 2003 – June 2004

Mandays Expended:	NMCB 40:	1,261
	NMCB 5:	1,522
	Cumulative:	2,783
Tasking:	WIP at turnover:	30%
	WIP at completion:	67%
	MD Tasked to NMCB 5:	979
	Total Project MD:	3,285

Material Cost: $600,000

Cost Savings: $428,750

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

CAMP MAINTENANCE TASKING
JK3-324

SJO'S	**580**
WORK ORDERS	**884**
MCD's	**140**
Repair Ventilation System, Bldg 8230	4
Install Supply Office Outlets, Bldg 8220	2
Paint Collateral Office, Bldg 8240	4
Repair Corroded Water Fountain, Bldg 7216	2
Construct Chase Wall, Bldg 6106	2
Install Bollards at Beemore Ave	5
Install Fire Hydrant Bollards in Alfa Yard	2
Remove TV Stands in CPO Barracks, Bldg 7149	8
Install Water Cooler, Bldg 8233	4
Install Contacts, Bldg 7205	2
Hook-up Washers & Dryers, Bldg 7149 & 7150	12
Replace Ropes on All Awnings	5
Repair/Replace Galley Storeroom Door, Bldg 7205	2
Repair/Replace Hand Wash Sink, Bldg 8235	6
Extend Armory Pneumatic Lines, Bldg 5001	2
Install Alfa Washrack	10
Install Drop Ceiling in Galley Storeroom, Bldg 7205	16
Install Light Generator Shed, Bldg 7205 & 5001	2
Repaint Ladder Well, Bldg 6310	4
Paint Handrails, Bldg 6310	10
Install Ball Field Receptacles, Bldg 6200	4
Construct Concrete Pad / Lay Sod, Bldg 7216	20
Install Picnic Tables at Various Locations	15
TOTAL MANDAYS EXPENDED	**1,604**
TOTAL COST	**$ 27,300**

Install Drop Ceiling in Galley Dry Storage Room, Bldg 7205

Construct Concrete Pad / Lay Sod & Install Picnic Tables, Bldg 7216

CO DISCRETIONARY
JK3-515

PROJECT LISTING

Construct Bike Rack Concrete Pad at Bldg 6310, Camp Shields
Construct Guidon Flag Stands at Bldg 6310, Camp Shields
Paint Armory Deck, Camp Shields
Repair Recycle Bins at Various Locations, Camp Shields
Construct New BBQ Pits at Various Locations, Camp Shields
Repaint Guard Shack, Camp Shields
Repair Yardarm on Flagpole, Camp Shields
Install Tree Supports at Various Locations, Camp Shields
Repaint Common Doors in BEQ Bldg 7216, Camp Shields
Construct Armory Discharge Can Concrete Pad, Camp Shields
Construct HQ Discharge Can Concrete Pad, Camp Shields
Cable Ditch Backfill, Awase Communications Site

TOTAL MANDAYS	**217**
TOTAL COST	**$ 5,524**

Construct BBQ Pits at Various Locations in Camp Shields

Repaint Guard Shack, Bldg 7139

Repaint Armory Deck, Bldg 5001

Construct Bike Rack Concrete Pad Outside Bravo & Charlie Company Spaces, Bldg 6310

At left, NMCB 5 Seabees conduct MTVR Training. Below, Seabee's conduct tactical training at Combat Town, Okinawa.

DIRECT LABOR TRAINING
JK3-629

Project Data

Project Scope: Throughout the deployment, NMCB 5 conducted various types of direct labor training, which consisted primarily of physical readiness, tactical and general military training topics.

Personnel:	All Hands	
Duration:	December 2003 – June 2004	
Mandays Expended:	NMCB 5:	3,398
	Cumulative:	3,398
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 5:	3,398
	Total Project MD:	3,398
Material Cost:	$0	
Cost Savings:	$0	

Significant Safety Issues: None.

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

At left, Seabees installing drywall metal studs. Below, renovated sections shown at turnover with NMCB-133.

RENOVATE MEDICAL/DENTAL, BLDG 8215, CAMP SHIELDS-PHASE 1 JK3-805

Project Data

Project Scope: Project will relocate existing medical and dental offices to temporary location, remove necessary structure and prepare for renovation.

Personnel:	8	
Duration:	July 2003 – June 2004	
Mandays Expended:	NMCB 40:	631
	NMCB 5:	843
	Cumulative:	1,474
Tasking:	WIP at turnover:	46%
	WIP at completion:	94%
	MD Tasked to NMCB 5:	622
	Total Project MD:	1,151
Material Cost:	$510,000	
Cost Savings:	$193,900	

Significant Safety Issues: None

Significant QC Issues: None.

Significant Design Issues: None.

Significant Material Issues: None.

At left, Seabees placing WWF reinforcement matting. Below, project site at project completion.

CONSTRUCT STAGING AREA #2, WHITE BEACH
JK8-811

Project Data

Project Scope: Construct a 4,680 square meter concrete vehicle staging area for MEF mount-out operations. The project includes grubbing, clearing, grading, compacting sub-base, placing concrete pads with WWF reinforcement, installing fire protection system water main, and replacing the existing storm water drainage system.

Personnel:	14	
Duration:	June 2003 – May 2004	
Mandays Expended:	NMCB 40:	723
	NMCB 5:	589
	Cumulative:	1312
Tasking:	WIP at turnover:	52%
	WIP at completion:	99%
	MD Tasked to NMCB 5:	832
	Total Project MD:	1,739
Material Cost:	$580,000	
Cost Savings:	$290,850	

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues None

V – MAIN BODY – LABOR DISTRIBUTION SUMMARY

All manday numbers in the chart below are actual expended mandays, not earned.

Month	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Total	%Total
Direct Labor MDs	728	1,616	1,077	1,971	1,149	758	284	7,583	55%
Indirect Labor MDs[1]	325	797	539	865	262	228	28	3,044	22%
Readiness/Training	407	608	878	639	390	171	103	3,196	23%
Total MDs Exp	1,460	3,021	2,494	3,475	1,801	1,157	415	13,823	100%
# Total Personnel	404	392	379	358	311	263	311	345	
# Direct Labor	117	107	92	80	41	35	90	72	
# Workdays	11	25	21	25	24	24	5	135	
% Direct Labor	29%	27%	24%	22%	13%	13%	29%	21%	
MD Capability	1,448	3,009	2,174	2,250	1,107	945	506	11,130	
Availability Factor	78%	74%	90%	116%	139%	98%	76%	97%	

Notes:
1. Indirect Labor MDs is Mandays spent on indirect activities by DL personnel. This should be any "X" Coded time from timecards.
2. % Direct Labor = Direct Labor/Total Personnel
3. Ideal Capability = (# Direct Labor) x (# Workdays) x (1.125) Note: This is the Ideal Manday Capability. No availability factor is applied. The actual AF is calculated from this number.
4. Availability Factor = (Direct Labor MDs + Readiness/Training MDs) / (MD Capability)

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DETAIL ATSUGI

Left: one of the project locations prior to construction. Below: the same project location at completion.

INSTALL SAFETY TILES, FAMILY HOUSING PLAYGROUNDS AG1-874

Project Data

Project Scope: The scope of work includes excavation existing playground site, backfill with compacted C-40 fill, construction of a concrete slab base and installation of 1200 SM of safety tiles at five housing playground areas. This is a new start project with a tasked start-stop percent of 0% to 100%.

Personnel:	7	
Duration:	December 2003 – May 2004	
Mandays Expended:	NMCB 5:	581
	Cumulative:	581
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 5:	540
	Total Project MD:	540
Material Cost:	$265,634	
Cost Savings:	$188,500	

Significant Safety Issues: Project located in family housing areas with many children nearby.

Significant QC Issues: None

Significant Design Issues: Original design showed straight-line tile installation. Design pattern changed to interlocking pattern to comply with manufacturer's recommendation.

Significant Material Issues: None

At left: Running Track project before photo.
Below: the same area after track installation.

CONSTRUCT FLIGHT LINE RUNNING TRACK
AG2-882

Project Data

Project Scope: The scope of work includes the construction of 2.7 Km of 1.2 to 2 meter wide asphalt running track, retaining walls, concrete curbs, storm drainage and traffic markings. This is a new start project with a tasked start-stop percent of 0% to 100%.

Personnel:	8	
Duration:	December 2003 – June 2004	
Mandays Expended:	NMCB 5:	904
	Cumulative:	904
Tasking:	WIP at turnover:	0%
	WIP at completion:	74%
	MD Tasked to NMCB 5:	1,035
	Total Project MD:	1,150
Material Cost:	$265,218	
Cost Savings:	$293,800	

Significant Safety Issues: Project is next to busy road along the entire length of the project.

Significant QC Issues: The project drawings called for cold-patch asphalt to be installed along the entire length of the track. We discovered immediately that cold-patch was not the most solid or stable material so we would need to ensure vehicles do not drive on the track. After installing a significant amount of cold patch, we consulted with a Japanese contractor and discovered that, despite PWE's insistence that hot patch could not be used for this application, it was in fact practical and cheaper to use the same techniques we've been using with cold-patch to place hot asphalt, providing the customer with a higher quality product that looks better, presents a more stable surface, will last longer and cost less. However, several portions of the cold-patch asphalt that was placed at the beginning of the project

received significant vehicle traffic despite our attempts to prevent it. We are replacing two portions of cold-patch that had been ruined by vehicle traffic and will clearly indicate on red-line drawings where the track is cold asphalt and where the track is hot asphalt.

Wooden retaining walls installed to support the track in areas where there was a great elevation difference between the existing road and the existing shoulder area were installed perfectly straight using a string line guide, however, when the area behind the wall was backfilled and compacted, the walls bowed out at varying rates, causing a wall that was wavy and out of plumb. An engineering solution was developed to install a deadman behind the wall in order to pull the wall back into line.

Significant Design Issues: As discussed above, hot asphalt was a much more appropriate application than cold-patch for this project. The design for the retaining wall could have been improved to allow a good quality wall from the beginning, instead of requiring significant rework.

Significant Material Issues: None

CAMP MAINTENANCE
AG3-324

CAMP MAINTENANCE TASKING

PROJECTS

Build New Counter	7 MDs
Paint Interior of Detail Spaces	5 MDs
Replace Cove Base	13 MDs
Clean upholstered furniture	3 MDs
Miscellaneous upkeep/repair/maintenance	34 MDs

TOTAL MANDAYS EXPENDED **62 MDs**
TOTAL COST **$0**

Painting interior of det spaces

Cove Base installation in det spaces

New counter in common room

OIC DISCRETIONARY
AG3-515

PROJECTS

Recycle Center Roof Repair	2 MDs
BCO Warehouse warranty roof and plumbing repair	2 MDs
Bldg 271 interior cage demolition	8 MDs
TOTAL MANDAYS EXPENDED	**12 MDs**
TOTAL COST	**$30**

V – DET ATSUGI – LABOR DISTRIBUTION SUMMARY

All manday numbers in the chart below are actual expended mandays, not earned.

Month	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Total	%Total
Direct Labor MDs	89	262	290	282	271	332	33	1559	73%
Indirect Labor MDs[1]	21	40	48	80	74	52	26	341	16%
Readiness/Training	37	46	35	39	24	30	20	231	11%
Total MDs Exp	147	348	373	401	369	414	79	2131	100%
# Total Personnel	20	20	20	19.2	20.3	20	20	19.9	
# Direct Labor	15	15	15	14.3	15.5	15.5	15.5	15.1	
# Workdays	10	25	21	25	24	24	4	133	
% Direct Labor	75%	75%	75%	75%	76%	78%	78%	76%	
MD Capability	169	422	355	402	419	419	70	2,259	
Availability Factor	75%	73%	92%	80%	70%	86%	76%	79%	

Notes:
1. Indirect Labor MDs is Mandays spent on indirect activities by DL personnel. This should be any "X" Coded time from timecards.
2. % Direct Labor = Direct Labor/Total Personnel
3. Ideal Capability = (# Direct Labor) x (# Workdays) x (1.125) Note: This is the Ideal Manday Capability. No availability factor is applied. The actual AF is calculated from this number.
4. Availability Factor = (Direct Labor MDs + Readiness/Training MDs) / (MD Capability)

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DETAIL CHINHAE

CONSTRUCT OPEN BAY BARRACKS
KO2-840

Project Data

Project Scope: Site work includes new grading, concrete sidewalk, AC pad, retaining wall, concrete pad, water and sewer line, and underground electrical line. Construct new two-story PEB with open bay quarters, toilet and shower facilities, kitchen, laundry, mechanical room, and a fuel storage shed. Install HVAC system, interior and exterior lighting, electrical outlets, phone jacks, local area network, cable TV system, and fire suppression system.

Personnel: 14

Duration: December 2003 – December 2004

Mandays Expended:

NMCB 5:	1074
Cumulative:	1074

Tasking:

WIP at turnover:	0%
WIP at completion:	52%
MD Tasked to NMCB 5:	1,203
Total Project MD:	2,314

Material Cost: $350,000

Cost Savings: $

Significant Safety Issues: Heavy equipment operation (crane), falling hazard(purlin installation), falling object, PEB erection.

Significant QC Issues: Some pre-drilled holes on girths do not match the holes on the column. Manufacturer recommended that new holes be cut to match the column.

Significant Design Issues: There is no detailed and specific instruction on PEB erection. Technical representative has to be brought from Seoul to demonstrate and explain the method.

Significant Material Issues PEB Bill of Material is incomplete. Many parts were missing and not listed on the PEB Bill of Material. This caused some minor delay since vendor normally takes at least one day to respond.

Pad prior to erection of PEB

PEB with second floor decking installed

V – DET CHINHAE – PROJECT SUMMARY

Above: Start of PEB Erection

Below: Structural members installed

Above: CMU wall installation with DWV pipes installed

Below: Placement of concrete for second deck

V – DET CHINHAE – LABOR DISTRIBUTION SUMMARY

All manday numbers in the chart below are actual expended mandays, not earned.

Month	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Total	%Total
Direct Labor MDs	63	120	182	250	207	232	90	1144	
Indirect Labor MDs[1]	3	23	37	60	36	8	35	202	
Readiness/Training	57	9	40	24	15	39	24	208	
Total MDs Exp	123	152	259	334	258	279	149	1554	
# Total Personnel	15	15	15	15	14	15	15	15	
# Direct Labor	11.5	11.5	11.5	11.5	10.5	11.5	11.5	11.5	
# Workdays	11	16	20	26	22	23	17	135	
% Direct Labor	77	77	77	77	75	77	77	77	
MD Capability	142	207	259	336	260	298	220	1746	
Availability Factor	85%	62%	86%	82%	86%	91%	52%		

Notes: 1. Indirect Labor MDs is Mandays spent on indirect activities by DL personnel. This should be any "X" Coded time from timecards.
2. % Direct Labor = Direct Labor/Total Personnel
3. Ideal Capability = (# Direct Labor) x (# Workdays) x (1.125) Note: This is the Ideal Manday Capability. No availability factor is applied. The actual AF is calculated from this number.
4. Availability Factor = (Direct Labor MDs + Readiness/Training MDs) / (MD Capability)

DETAIL DIEGO GARCIA

Exterior walls, sheathed in A/C grade plywood for the new NMCB Office Spaces.

CONSTRUCT NEW NMCB OFFICE SPACE
DG2-831

Project Data

Project Scope: Place concrete pads for AC units and install concrete valve box. Install diamond mesh panels for CTR storage. Frame 2-inch by 4-inch walls for offices with a female head. Install, sheath and waterproof ceiling joists. Complete interior finish work to include drywall, ceramic tile, carpet-tile, vinyl floor tile, and drop ceiling. Install air conditioning system to include refrigerant piping and fan coil units.

Personnel: 0

Duration: December 2003 – June 2004

Mandays Expended:	NMCB 5:	0
	NMCB 40	32
	Cumulative:	32
Tasking:	WIP at turnover:	17%
	WIP at completion:	17%
	MD Tasked to NMCB 40:	297
	Total Project MD:	329

Material Cost: $60,506

Cost Savings: $21,808

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues Funding was not approved until February 2004, material started arriving on island late April from Port Hueneme Ca, still waiting on several line items to restart project.

At left, placement of the concrete for the end walls. Right, installation of doorframe at end wall.

CONSTRUCT K-SPAN
DG2-832

Project Data

Project Scope: Construct a 48-foot by 100-foot long K-Span building. The building will be complete with galvanized roof, end wall sheet panels, two roll up doors, and two personnel doors.

Personnel:	6	
Duration:	December 2003 – February 2004	
Mandays Expended:	NMCB 40:	293
	NMCB 5:	125
	Cumulative:	418
Tasking:	WIP at turnover:	26%
	WIP at completion:	40%
	MD Tasked to NMCB 40:	322
	Total Project MD:	615
Material Cost:	$60,055	
Cost Savings:	$105,820	

Significant Safety Issues: None

Significant QC Issues: Building end wall height cut to match the existing height of the K-Span from previous battalion, also end wall panels cut to match the roll up door opening do to the smaller dimensions of the K-Span.

Significant Design Issues: None

Significant Material Issues Procurement and time required to ship needed construction materials to complete the project.

At left, The construction of the concrete footers for the addition. Below, the completed project.

CONSTRUCT ROICC ADDITION
DG1-821

Project Data

Project Scope: Construct a 12-foot wide x 36-foot long addition to Facility 101. Project includes additional built-up roofing on reinforced concrete roof, CMU walls and partition, concrete columns and footers, acoustical ceiling tiles, windows, air-conditioning units, electrical, and all related finish work.

Personnel: 6

Duration: January 2004 – May 2004

Mandays Expended:

NMCB 5:	647
Cumulative:	647

Tasking:

WIP at turnover:	100%
WIP at completion:	100%
MD Tasked to NMCB 133:	0
Total Project MD:	647

Material Cost: $133,588

Cost Savings: $125,250

Significant Safety Issues: None

Significant QC Issues: 2 concrete columns had to be replaced due to the slump of the concrete being too thick, plus several layers of CMU were replaced due to inexperience. Special attention had to be placed on the CMU walls due to the exterior and interior finish.

Significant Design Issues: None

Significant Material Issues None

CAMP MAINTENANCE
DG3-323

CAMP MAINTENANCE TASKING

PROJECTS:	
Renovate Battalion Office	29
Maintain Warehouse	21
TOTAL MANDAYS EXPENDED	**50**
TOTAL COST	**$0**

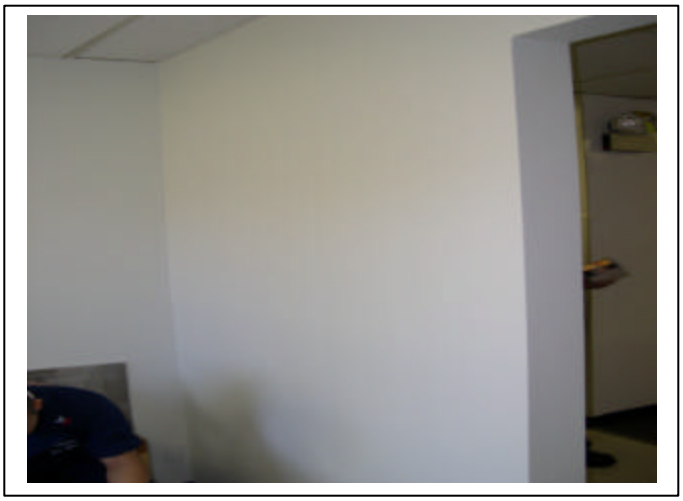
Warehouse

OIC DISCRETIONARY
DG3-515

PROJECT LISTING

Chapel Pavilion	300
Medical Wall	21
Chapel Fence	4
AM2 Matting	37
Turtle Cove Platform	137
TOTAL MANDAYS EXPENDED	**499**
TOTAL COST	**$174,650**

Placement of the drywall.



Front view of the project at completion.

AM2 Matting Removal

Completed Turtle Cove Platform

Above, the placement of the concrete footers, Right, the Finished Pavilion.

RENOVATE PAVILION ROOF
DG3-845

Project Data

Project Scope: Demo sections of the existing concrete pad to excavate for footings. Construct and install 6' X 6' wooden posts and 40' roof trusses. Over trusses place 24-guage corrugated sheathing. Install rough and finish electrical.

Personnel: 6

Duration: December 2003 – February 2004

Mandays Expended:

NMCB 5:	300
Cumulative:	300

Tasking:

WIP at turnover:	100%
WIP at completion:	100%
MD Tasked to NMCB 133:	0
Total Project MD:	300

Material Cost: $23,560

Cost Savings: $10,230

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues None

V – DET DIEGO GARCIA – LABOR DISTSRIBUTION SUMMARY

All manday numbers in the chart below are actual expended mandays, not earned.

Month	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Total	%Total
Direct Labor MDs	140	322	280	312	276	276	60	1666	79%
Indirect Labor MDs[1]	50	115	100	120	115	115	25	640	11%
Readiness/Training	43	38	26	30	28	27	3	195	10%
Total MDs Exp	150	306	271	302	270	260	54	1613	100%
# Total Personnel	19	19	19	18	17	17	17	17	
# Direct Labor	14	14	14	13	12	12	12	12	
# Workdays	10	23	20	24	23	23	5	137	
% Direct Labor	80%	80%	80%	75%	65%	65%	65%	75%	
MD Capability	151	315	265	303	270	260	54	1630	
Availability Factor	83%	80%	78%	80%	80%	81%	81%	83%	

Notes: 1. Indirect Labor MDs is Mandays spent on indirect activities by DL personnel. This should be any "X" Coded time from timecards.
2. % Direct Labor = Direct Labor/Total Personnel
3. Ideal Capability = (# Direct Labor) x (# Workdays) x (1.125) Note: This is the Ideal Manday Capability. No availability factor is applied. The actual AF is calculated from this number.
4. Availability Factor = (Direct Labor MDs + Readiness/Training MDs) / (MD Capability)

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DETAIL FUJI


U.S. NAVAL MOBILE CONSTRUCTION BATTALION FIVE
THE PROFESSIONALS

Below, the completed weapons cleaning facility. At left, the roof gets placed.

WEAPONS CLEANING FACILITY
FJ0-806

Project Data

Project Scope: Construct a 30' X 30' concrete pavilion over a concrete slab and a perimeter security fence.

Personnel: 9

Duration: September 2003 – March 2004

Mandays Expended:

NMCB 40:	408
NMCB 5:	412
Cumulative:	820

Tasking:

WIP at turnover:	60%
WIP at completion:	100%
MD Tasked to NMCB 40:	420
MD Tasked to NMCB 5:	277
Total Project MD:	697

Material Cost: $378,661

Cost Savings: $243,950 (using Cost Avoidance method)

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues None

V – DET FUJI – PROJECT SUMMARY

At left, Seabees check the compaction of the foundation. Below, the new ammo bunker at turnover.

AMMO MAGAZINE "A"
FJ1-808

Project Data

Project Scope: Construct one new earth covered structure with lights, motorized blast doors, ground system, and lighting.

Personnel:	12	
Duration:	December 2003 – September 2004	
Mandays Expended:	NMCB 5:	813
	Cumulative:	813
Tasking:	WIP at turnover:	0%
	WIP at completion:	57%
	MD Tasked to NMCB 5:	863
	Total Project MD:	1526
Material Cost:	$199,535	
Cost Savings:	$534,000 (using Cost Avoidance method)	

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues Procurement time for some construction materials caused severe delays due to the linear nature of the critical path.

CAMP MAINTENANCE
FJ3-324

CAMP MAINTENANCE TASKING

PROJECTS	
Barracks room rehab	10
Cleaning and organizing FMO/Seabee lay-down yard.	15
BOQ temporary parking lot expansion	25
TOTAL MANDAYS EXPENDED	**50**

Parking lot expansion at Bldg. 450

Seabee lay-down yard

OIC DISCRETIONARY
FJ3-516

PROJECT LISTING

Replace security fence at flight line.	40
Construct new security fence at the HAZWASTE storage facility.	60
TOTAL MANDAYS EXPENDED	**100**

Putting the finishing touches on the flightline fence

Tightening tension wire on the HAZWATSE building securi ty fence

The completed HAZWASTE building security fence

V – DET FUJI – LABOR DISTRIBUTION SUMMARY

All manday numbers in the chart below are actual expended mandays, not earned.

Month	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Total	%Total
Direct Labor MDs	70	301	253	235	226	262	13	1360	
Indirect Labor MDs[1]	83	89	71	139	91	55	58	586	
Readiness/Training	33	32	30	48	34	34	2	213	
Total MDs Exp	186	422	354	422	351	351	73	2159	
# Total Personnel	23	23	23	23	21	21	21		
# Direct Labor	15	15	15	15	13	13	13		
# Workdays	11	25	21	25	24	24	5	135	
% Direct Labor	65%	65%	65%	65%	62%	62%	62%		
MD Capability	186	422	354	422	351	351	73	2159	
Availability Factor	55%	79%	80%	67%	74%	84%	21%	73%	

Notes:

1. Indirect Labor MDs is Mandays spent on indirect activities by DL personnel. This should be any "X" Coded time from timecards.
2. % Direct Labor = Direct Labor/Total Personnel
3. Ideal Capability = (# Direct Labor) x (# Workdays) x (1.125) Note: This is the Ideal Manday Capability. No availability factor is applied. The actual AF is calculated from this number.
4. Availability Factor = (Direct Labor MDs + Readiness/Training MDs) / (MD Capability)

DETAIL IWAKUNI

V – DET IWAKUNI – PROJECT SUMMARY

At left, pre-construction barriers installed at site with original fencing. Right, newly constructed reinforced security wall with chain link security fencing, barbed wire and gate.

CONSTRUCT DECORATIVE CONCRETE BLOCK SECURITY WALL IW2-890

Project Data

Project Scope: Remove existing chain link fence. Excavate for new foundation walls. Place two reinforced concrete foundations. Construct two 2.4-meter high block walls totaling 41.2-meter long CMU wall, texture coat and paint walls. Install barbed wire top guard. Install 51.3-meter of chain link fence. Install a new 4-meter wide rolling gate.

Personnel:	7	
Duration:	December 2003- March 2004	
Mandays Expended:	NMCB 40:	103
	NMCB 5	367
	Cumulative:	470
Tasking:	WIP at turnover:	25%
	WIP at completion:	100%
	MD Tasked to NMCB 5:	297
	Total Project MD:	400
Material Cost:	$36,267	
Cost Savings:	$37,180	

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None

At left, three (3) original 100 KVA transformers on pole mounted platform with associated above ground wiring. Right, completed transformer station. Poles and platform removed. All associated wiring placed below ground in conduit with manhole access.

REPLACE TRANSFORMER STATION P213
IW1-887

Project Data

Project Scope: Remove one existing 50KVA transformer and three 100KVA transformers from a pole-mounted platform. Install a new transformer station, underground cables, chained link fence and rerouted service to two buildings.

Personnel:	5	
Duration:	March 2004 – June 2004	
Mandays Expended:	NMCB 5:	350
Tasking:	WIP at turnover:	0%
	WIP at deployment completion:	100%
	MD Tasked to NMCB 5:	350
	Total Project MD:	350
Material Cost:	$136,463.28	
Cost Savings:	$178,750	

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None

At left, south side of building 1358 before canopy construction. Right, completed canopy with new walkway, roofing, and sign.

CONSTRUCT ENTRANCE CANOPIES AT BUILDINGS 1358 & 1395 IW2-895

Project Data

Project Scope: Remove existing concrete canopies and existing sidewalks. Construct new canopies consisting of reinforced footers, columns and overhead concrete roof. Install composite asphalt roofing. Paint new exposed concrete surfaces with textured paint. Construct new concrete sidewalks.

Personnel: 12

Duration: January 2004 – April 2004

Mandays Expended: NMCB 5: 560

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 5:	560
Total Project MD:	560

Material Cost: $71,385.10

Cost Savings: $37,180

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None

At left is a completed ramp located at a street corner adjacent to barracks. Right, another completed sidewalk ramp next to a station bus stop. Contractors will provide minor sod and asphalt repairs at all newly constructed ramp locations.

CONSTRUCT HANDICAP RAMPS
IW3-802

Project Data

Project Scope: Remove existing curb blocks, concrete sidewalks and replace with handicap accessible ramps at different locations.

Personnel: 5

Duration: April 2004 – June 2004

Mandays Expended:

NMCB 40:	0
NMCB 5:	141
Cumulative:	141

Tasking:

WIP at turnover:	0%
WIP at completion:	64%
MD Tasked to NMCB 40:	0
Total Project MD:	200

Material Cost: $21,565.58

Cost Savings: $45,760

Significant Safety Issues: None

Significant QC Issues: Finish concrete and curb block installation.

Significant Design Issues: None

V – DET IWAKUNI – PROJECT SUMMARY

At left, original rear canopy of bldg 314 prior to construction. Right, completed canopy with new walkway and roofing.

CONSTRUCT ENTRANCE CANOPIES AT BUILDINGS 313 & 314
IW2-898

Project Data

Project Scope: Remove existing concrete canopies and existing sidewalks. Construct new canopies consisting of reinforced footers, columns and overhead concrete roof. Install composite asphalt roofing. Paint new exposed concrete surfaces with textured paint. Construct new concrete sidewalks.

Personnel: 12

Duration: March 2004 – June 2004

Mandays Expended: NMCB 5: 280

Tasking:

WIP at turnover:	0%
WIP at completion:	50%
MD Tasked to NMCB 5:	560
Total Project MD:	560

Material Cost: $36,267

Cost Savings: $37,180

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None

At left, hydrant and bollards after being repainted. Right, Alfa yard parking spaces after painting and striping.

CAMP MAINTENANCE
IW3-324

CAMP MAINTENANCE TASKING

PROJECTS:	
Shelf Construction and relocation for MLO	4
Replace all light bulbs in spaces/MLO	2
OIC Office painted and spaces touch up paint	2
Shops touch up paint and replace ceiling tiles	4
Repaint and stripe parking lot	5
Repaint and stripe storm drains	4
Pull cable television lines	3
Carpet A4/Dispatch Office	3
Replace CTR door	4
Provide A4 door and lock	4
Fix MLO gate	4
Install ARP shelving	3
Install eyewash and shower in corrosive locker	3
Miscellaneous projects	5
TOTAL MANDAYS EXPENDED	**50**
TOTAL COST	**$0**

OIC DISCRETIONARY
IW3-516

PROJECT LISTING

DNCO and ADNCO Watches at BEQ 335	100
TOTAL MANDAYS EXPENDED	**100**
TOTAL COST	**$0**

V – DET IWAKUNI – LABOR DISTRIBUTION SUMMARY

All manday numbers in the chart below are actual expended mandays, not earned.

Month	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Total	%Total
Direct Labor MDs	130	336	283	330	262	325	92	749	83%
Indirect Labor MDs[1]	2	21	21	10	20	2	0	44	4%
Readiness/Training	39	44	36	42	41	49	4	255	13%
Total MDs Exp	171	401	319	382	323	376	96	2068	100%
# Total Personnel	25	25	26	26	26	25	25	26	
# Direct Labor	17	18	18	18	18	17	17	17	
# Workdays	8	24	20	24	23	23	5	127	
% Direct Labor	68%	72%	69%	69%	69%	68%	68%	69%	
MD Capability	171	427	359	247	371	356	77	2,112	
Availability Factor	88%	76%	77%	76%	66%	84%	100%	81%	

Notes: 1. Indirect Labor MDs is Mandays spent on indirect activities by DL personnel. This should be any "X" Coded time from timecards.
2. % Direct Labor = Direct Labor/Total Personnel
3. Ideal Capability = (# Direct Labor) x (# Workdays) x (1.125) Note: This is the Ideal Manday Capability. No availability factor is applied. The actual AF is calculated from this number.
4. Availability Factor = (Direct Labor MDs + Readiness/Training MDs) / (MD Capability)

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DETAIL POHANG

Project prior to renovation.

Project after renovation same view.

OIC FACILITY RENOVATION
PK3-857

Project Data

Project Scope: Work includes: demolish interior of existing PEB, install under slab utilities, septic tank, sewage lines and water supply lines. Install new electrical and plumbing systems, frame interior walls, install and finish drywall, texture coat and paint, install floor tile, kitchen and bathroom cabinets and countertops, and install interior and exterior doors.

Personnel:	4	
Duration:	April 2004 – June 2004	
Mandays Expended:	NMCB 5:	167
	Cumulative:	167
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 5:	175
	Total Project MD:	175
Material Cost:	$17,500	
Cost Savings:	$95,095	

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues Working with Korean material.

MEC-P MAINTENANCE AND REPAIRS
PK4-322

MEC-P MAINTENANCE AND REPAIR TASKING

PROJECTS:	
Renovate Expeditionary Shower Facility	161
Upgrade Electrical System SIM Center	100
Upgrade Power Distribution System	20
Repair Galley	75
Install Concrete Pad for AM Radio Station	50
Miscellaneous Projects TFS	50
Emergency Work Orders	75
TOTAL MANDAYS EXPENDED	**531**
TOTAL COST	**$41,000**

Shower Facility before renovation.

Shower Facility after renovation.

Galley with new serving line after renovation.

Installing new transformer bank.

OIC DISCRETIONARY
PK3-516

PROJECT LISTING

Construct MWR Gear Issue Room	20
Inventory MLO Excess Material	10
Install Heaters TFS	20
TOTAL MANDAYS EXPENDED	**50**
TOTAL COST	**$18,256**

Installing security gate to military gear issue storage area.

Completed MWR equipment gear issue room in Recreation Facility.

Placing concrete for parking ramp for mechanic shop.

Heater installed in work area of TFS.

V – DET POHANG – LABOR DISTRIBUTION SUMMARY

All manday numbers in the chart below are actual expended mandays, not earned.

Month	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Total	%Total
Direct Labor MDs	52	143	112	143	145	151	10	756	75%
Indirect Labor MDs[1]	15	24	25	25	14	20	24	147	14%
Readiness/Training	20	22	13	21	22	10	5	113	11%
Total MDs Exp	87	189	150	189	181	181	39	1016	100%
# Total Personnel	18	18	18	18	18	18	18	18	
# Direct Labor	7	7	7	7	7	7	7	7	
# Workdays	11	24	19	24	23	23	5	129	
% Direct Labor	39%	39%	39%	39%	39%	39%	39%	39%	
MD Capability	87	189	150	189	181	181	39	1016	
Availability Factor	83%	87%	83%	87%	92%	89%	38%	80%	

Notes: 1. Indirect Labor MDs is Mandays spent on indirect activities by DL personnel. This should be any "X" Coded time from timecards.

2. % Direct Labor = Direct Labor/Total Personnel

3. Ideal Capability = (# Direct Labor) x (# Workdays) x (1.125) Note: This is the Ideal Manday Capability. No availability factor is applied. The actual AF is calculated from this number.

4. Availability Factor = (Direct Labor MDs + Readiness/Training MDs) / (MD Capability)

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DETAIL SAN CLEMENTE

ROAD REPAIRS PHASE II, MARINE TERRACE VIEW/PHOTOSONIC SC2-813 FY03

Left: Loose lifts of ¾" minus rock are compacted to create a finished road surface.
Below: Completed road.

Two battalions worked on the 5200' Marine Terrace View/Photosonic Road project. The project significantly improved driving conditions and drainage on the access road to the West Cove overlook. The completed project also provided a much needed fire break on one of the island training ranges.

Project Data

Project Scope: Demo existing asphalt and haul off site. Install culverts to assist drainage, grade road, place geo-textile material, haul/place select fill, and compact to final grade.

Personnel:	6	
Duration:	December 2003 – March 2004	
Mandays Expended:	NMCB 40:	314
	NMCB 5	253
	Cumulative:	567
Tasking:	WIP at turnover:	54%
	WIP at completion:	100%
	MD Tasked to NMCB 5:	287
	Total Project MD:	585
Material Cost:	NMCB 40:	$13,175
	NMCB 5:	$70,000
	Cumulative:	$83,175

Cost Savings: $434,825 calculated from $518,000 repair cost from DD1391 information dated 08 Feb 02 minus the total material cost to date.

Significant Safety Issues: Working with large CESE, including rollers, excavators, and graders on steep grades requires operators to be at a high state of alertness in order to avoid mishaps.

V – DET SAN CLEMENTE – PROJECT SUMMARY

Significant QC Issues: Clarification is required on R-values for any ancillary roads to be repaired in the future. Engineering assessments note subgrade R values ranging from <5 to 70 across the island, however, the exact locations where samples where taken is unknown. Previous guidance from ROICC and PW was to place 18 inches of rock in three six inch lifts, the amount required when R values are less than 5, on all ancillary road repair projects. Given the large requirement for ¾" minus rock for the upcoming MILCON P-493 project and the infrequent use of MTV/Photosonic road by anything other than light vehicle traffic, placing 18" of rock would have been an inefficient use of a limited commodity. Discussions with ROICC and PW representatives were followed up with an RFI in order to get approval on paper to place 6-8" of rock on the road edge with 2% grade to the crown.

Significant Design Issues: None

Significant Material Issues: The ability to complete any ancillary road repair is totally dependent upon operation of the quarry, crusher, and other support equipment. Aging equipment and frequent breakdowns are limiting factors in determining quarry production. When equipment works well, stockpiling dominates usage of ¾" minus on road repairs. However, when the crusher and support equipment is non-operational, the stockpile shrinks quickly. Using existing equipment and crushers to support the MILCON will be difficult. The MILCON project should augment the NCF crusher with another rented crusher.

OIC DISCRETIONARY
SC3-516

PROJECT LISTING

Place/finish concrete for MAROPS sidewalk	24
Place/finish concrete for BUDS Camp Galley	16
Cold Patch Ridge Road Potholes	26
Repaint Parking Stripes SCI Admin & Security	15
Compact gravel SCORE access road	1
Rehab two offices for Helo Det	40
Rehab Ship's Store Storage Area	16
Fishing Club Improvements/Rehab	15
Complete Renovation of Library Space	58
Rehab Sauna	2
Repair/Grade Security parking lot	2
Repair/Grade REWS Road	12
Repair/Grade/Add Gravel NRO Access Road & Parking lot	9
Place Tile at BUDS Camp Galley	12
Construct Light Bar for Security Vehicle	4
Assist SCORE with installation of Base Station at Alfa Shop	2
Assist Mar Ops with improvements to MILCON access road	9
Cold Patch Eel Point Road	5
Move/Level Pool Tables & Lights in Salty Crab	3
Maintenance Grading of Ridge Road South of VC3	16
Lay Tile at BUDS Camp	10
Cold Patch Tombstone Road	6
Construct Deck OIC/AOIC House	40
Construct Gazebo & Grill for Det Recreation Area	30
Improve Access Road For MAROPS MILCON Project Area	27
TOTAL MANDAYS	**400**

Cold Patch Ridge Road Potholes.

Construct Gazebo & Grill for Det Recreation Area.

Construct Deck OIC/AOIC House.

QUARRY/CRUSHER OPERATIONS
SC3-409

Left: North Island Quarry operations in progress.

Below: Quarry stockpile.

Project Data

Project Scope: Mine rock from quarry and crush to 4" and ¾"minus. Create 20,000 cubic yards of product to support all NMCB FIVE road projects. Stockpile any unused product for future projects.

Personnel:	16	
Duration:	December 2003 – June 2004	
Mandays Expended:	MMCB 5:	1100
	Cumulative:	1100
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 5:	1100
	Total Project MD:	1100
Material Cost:	$12,202	
Cost Savings:	$385,000, determined by multiplying MDs tasked x 350	

Significant Safety Issues: The quarry/crusher site has the most potential for injury or unsafe conditions due to the number and size of CESE utilized. Strict safety measures must be in place and followed to minimize mishaps.

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: Aging crusher and support equipment experience frequent breakdowns which results in many lost production days. Additional delays result from the shipment of repair parts by barge. Several days or weeks can be required to get parts on the island. Newer crusher and equipment assets could result in significantly exceeding the 30,266 cubic yards crushed by NMCB FIVE. Many parts are no longer carried as stock items and must be manufactured, which results in extended periods of down time.

CAMP MAINTENANCE
SC3-324

PROJECT LISTING:

Construct Detail OIC/AOIC Sign Det Information Board	9
Construct Det Information Board	2
Detail Project Signs	6
Extend Walkway to Tennis Courts	16
Weed Abatement/Cleanup barracks/tennis court (2nd CO Visit)	15
Gravel/Rock placement around barracks	22
Det Admin Spaces Cleanup (133/30th NCR Visit)	20
Barracks inspection/generate discrepancy list	2
Retile OIC/AOIC Office	6
Refurbish space heaters OIC/AOIC/Guest house	2
Removal of large rocks in parking lot	20
Construct deck at SCORE trailers	14
Construct concrete slab at Alfa Shop/grade shop parking area	25
Clearing/Clean up of paved parking north of barracks	5
Office, Barracks, Common Spaces cleanup for turnover	36

TOTAL MANDAYS EXPENDED **200**

Extend Walkway to Tennis Court.

Construct Detail Information Board.

Construct Detail OIC/ AOIC Sign.

MILCON P-493 PREPARATIONS
SC2-813C

Left: CECN Murtha during renovation of barracks for turnover of improved living spaces to NMCB 133.

Below: EA2 Javier and EACN Mitchell assist Jon Drake, Project Manager, from NAVFAC SW DIV.

Project Data

Project Scope: Preparations for MILCON project P-493, Operational Access to Shore Bombardment Area (SHOBA). NMCB 133 will kick off the project in June 2004.

Personnel:	8	
Duration:	February 2004 – June 2004	
Mandays Expended:	MMCB 5:	1477
	Cumulative:	1477
Tasking:	WIP at turnover:	0%
	WIP at completion:	92%
	MD Tasked to NMCB 5:	1600
	Total Project MD:	1600
Material Cost:	$0	
Cost Savings:	$560,000, determined by multiplying MDs tasked x 350	

Significant Safety Issues: None.

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None.

V – DET SAN CLEMENTE – LABOR DISTRIBUTION SUMMARY

High Indirect Labor Mandays in December and January resulted from crusher and equipment downtime at the quarry. When unable to provide direct labor at the quarry, the crew performed maintenance, cleaning, upkeep, and improvements at the quarry site.

Month	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 03	Total	%Total
Direct Labor MDs	253	342	648	707	599	963	48	3560	
Indirect Labor MDs[1]	217	484	252	292	189	66	3	1503	
Readiness/Training	83	82	59	116	79	30	0	449	
Total MDs Exp	553	908	959	1115	867	1059	51	5512	
# Total Personnel	49	50	48	48	48	48	48	48	
# Direct Labor	34	35	33	33	33	33	33	33	
# Workdays	17	23	22	23	21	24	2	132	
% Direct Labor	69	70	69	69	69	69	69	69	
MD Capability	650	906	817	854	780	891	74	4972	
Availability Factor	52%	47%	87%	96%	87%	111%	65%	81%	

Notes:
1. Indirect Labor MDs is Mandays spent on indirect activities by DL personnel. This should be any "X" Coded time from timecards.
2. % Direct Labor = Direct Labor/Total Personnel
3. Ideal Capability = (# Direct Labor) x (# Workdays) x (1.125) Note: This is the Ideal Manday Capability. No availability factor is applied. The actual AF is calculated from this number.
4. Availability Factor = (Direct Labor MDs + Readiness/Training MDs) / (MD Capability)

DETAIL SASEBO

At left, the crew begins removing the stones that made up the old ditch and excavating.
Below, the most recent photo.

CONSTRUCT DRAINAGE DITCH, MAEBATA SAO-875

Project Data

Project Scope: Remove 386 meter long open stone masonry ditches and replace with 750mm cast-in-place concrete ditches including excavation and base preparation. Replace underground drainpipes in between each downspout and drainage ditch.

Personnel:	8	
Duration:	December 2003 - June 2004	
Mandays Expended:	NMCB 5:	848
	Cumulative:	848
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 5:	350
	Total Project MD:	350
Material Cost:	$246,674	
Cost Savings:	$122,500	

Significant Safety Issues: None

Significant QC Issues: Precision of formwork in producing long, straight edges was key.

V – DET SASEBO – PROJECT SUMMARY

Significant Design Issues: The inner drainage ditch was eliminated and the grounding system required major repair.

Significant Material Issues: Metal forms were found to be highly effective.

At left, site work following demo.
Below, the completed project.

REPAIR AND RENOVATE BLDG 836, MAEBATA
SA0-887

Project Data

Project Scope: Remove/replace existing concrete wash rack pad, steam cleaner shed, and oil separator. Remove oil storage shed. Provide drainage ditch system. Frame in open bay of garage work area. Install required mechanical (water/drain lines, etc.) systems and electrical (lights, outlets, grounding, etc.) systems. Prep and paint all related facilities.

Personnel:	10	
Duration:	December 2003 –June 2004	
Mandays Expended:	NMCB 5:	918
	Cumulative:	918
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 5:	680
	Total Project MD:	680
Material Cost:	$189,258	
Cost Savings:	$238,000	

Significant Safety Issues: None

Significant QC Issues: None

V – DET SASEBO – PROJECT SUMMARY

Significant Design Issues: None

Significant Material Issues: None

At left, the crew excavates for the new pad. Below, the completed pad with MWR stage trailer.

CONSTRUCT STAGE PAD, NIMITZ PARK
SA2-808

Project Data

Project Scope: Demo existing 34ft. X 36ft. X 3ft. high wooden stage, including removal of water fountain. Secure waterline and leave abandoned, excavate for a 29ft. X 56ft. X 8" concrete pad.

Personnel: 8

Duration: December 2003 – February 2004

Mandays Expended:	NMCB 5:	219
	Cumulative:	219
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 5:	125
	Total Project MD:	125

Material Cost: $23,149

Cost Savings: $43,750

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: Pad was enlarged to accommodate stairs for the Stage Trailer

Significant Material Issues: None

At left, existing fence.
Below, the crew has begun move-in.

REPAIR SEASIDE PERIMETER FENCE, AKASAKI
SA0-891

Project Data

Project Scope: Remove existing chain link fence, barb wire and tension wire. Install new chain link fencing with tension wires and install three (3) strands of barb wire on outriggers. Existing fence is approximately 2,780 meters long and it is on an existing concrete seawall. Paint existing fence posts and top rails.

Personnel:	3	
Duration:	April 2004 – June 2004	
Mandays Expended:	NMCB 5:	7
	Cumulative:	7
Tasking:	WIP at turnover:	0%
	WIP at completion:	0%
	MD Tasked to NMCB 5:	800
	Total Project MD:	800
Material Cost:	$451,360	
Cost Savings:	$280,000	

Significant Safety Issues: Proper fall protection and safety monitor needed around areas that are close to the Seawall and waters edge.

Significant QC Issues: None

Significant Design Issues: None

V – DET SASEBO – PROJECT SUMMARY

Significant Material Issues: All material requires special galvanized coating which turn everything into long lead items.

V – DET SASEBO – PROJECT SUMMARY

At left, the original pavilion.
Below, the completed project.

CONSTRUCT PICNIC PAVILION, NIMITZ PARK
SA0-804

Project Data

Project Scope: Construct a 55ft. X 65ft. X 6in concrete slab for foundation and footings. Erect Picnic Pavilion in accordance with specifications. Install two (2) barbecue grills and provide water fountain. Provide new lighting and paint all conduit and junction boxes.

Personnel: 5

Duration: March 2004 – May 2004

Mandays Expended:

NMCB 5:	334
Cumulative:	334

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 5:	275
Total Project MD:	275

Material Cost: $28,056

Cost Savings: $96,250

Significant Safety Issues: Fall protection while installing the roof panels.

Significant QC Issues: None

Significant Design Issues: None

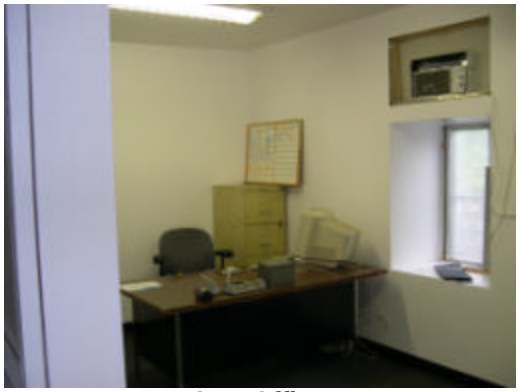
Significant Material Issues: None

CAMP MAINTENANCE
SA3-324

CAMP MAINTENANCE TASKING

PROJECTS:	
Construct CTR Office	50
Install 2nd Deck Carpet	15
Building Maintenance	15
TOTAL MANDAYS EXPENDED:	**80**

TOTAL COST: $0.00



CTR Office

Office Suite Renovation

OIC DISCRETIONARY
SA3-516

PROJECT LISTING

Install Ramp Bldg 802, Maebata	12
Upgrade AC/Heating Units, E.G. Green High School	23
Install Counter, Fleet Landing	12
Construct Portable Guardshack	20
Install Tabletops, Nimitz Park	5
Install Playground Equipment, Nimitz Park	20
Construct Library Box	2
Install Floor Tile, EODMU 5	5
Install Volleyball Net, Nimitz Park	6
Site Improvements, Harioshima	20
Construct Partition Walls, Base Chapel	5
Removal of Industrial sink and Range hood, USO, Nimitz Park	2
TOTAL MANDAYS EXPENDED	**130**
TOTAL COST	**$0**

Install Playground Equipment, Nimitz Park

Construct Guard Shack

Construct Partition Walls, Base Chapel

V – DET SASEBO – LABOR DISTRIBUTION SUMMARY

All manday numbers in the chart below are actual expended mandays, not earned.

Month	Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Total	%Total
Direct Labor MDs	164	428	481	498	536	427	94	2628	84%
Indirect Labor MDs[1]	3	14	34	10	36	10	5	112	3%
Readiness/Training	69	110	55	77	34	19	11	375	13%
Total MDs Exp	236	552	570	584	606	456	110	3115	100%
# Total Personnel	34	34	34	34	33	30	30	30	
# Direct Labor	25	25	25	25	24	21	21	21	
# Workdays	10	25	21	24	23	24	5	134	
% Direct Labor	74%	74%	74%	74%	73%	70%	70%	72%	
MD Capability	281	605	591	684	621	567	118	3467	
Availability Factor	83%	89%	91%	85%	92%	80%	93%	87%	

Notes:

1. Indirect Labor MDs is Mandays spent on indirect activities by DL personnel. This should be any "X" Coded time from timecards.
2. % Direct Labor = Direct Labor/Total Personnel
3. Ideal Capability = (# Direct Labor) x (# Workdays) x (1.125) Note: This is the Ideal Manday Capability. No availability factor is applied. The actual AF is calculated from this number.
4. Availability Factor = (Direct Labor MDs + Readiness/Training MDs) / (MD Capability)

DEPLOYMENT FOR TRAINING GUATEMALA

Seabees from NMCB 5 erect the Royal Building System walls for the two-room schoolhouse.

The USARSO designed roof is being installed on the school and head.

EL CAVARIO SCHOOL AND LATRINE
JK3-688A

Project Data

Project Scope: Construct a two-room Royal Building System (RBS) schoolhouse to include site preparation, foundation excavation and placement, RBS wall erection, installation of a steel roofing system with aluminum sheathing, and installation of electrical services. Construct a three-stall RBS pit-designed head facility at the school site.

Personnel:	13	
Duration:	22 Mar – 27 May 2004	
Mandays Expended:	NMCB 5:	431
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 40:	417
	Total Project MD:	417
Material Cost:	$80,000	
Cost Savings:	$145,950	

Significant Safety Issues: Pump trailer was purchased for the purpose of pumping concrete into the RBS walls. This posed significant safety issues both with the manhandling of the hose and the pressure from the trailer. A pump boom truck would have been the safe way to go.

Significant QC Issues: The JTF/USARSO/SOUTHCOM Quality Control Inspectors did not follow the 3 phases of inspections. They were inconsistent, i.e. did not talk to each other - nor did they inform project managers of QC issues until after the work was completed.

Significant Design Issues: Plans were not accurate and SOUTHCOM QC would make changes after conflicts were found in the drawings. In all stages of construction, there were inconsistencies in the plans and in some instances, no specifications. QC would make a decision after the lack of guidance was pointed out. The decision on the proper way to proceed would be different among the three QC groups.

Significant Material Issues: A containment area should have been set up for each unit in both the BOM and Equipment yards to facilitate the accountability of materials, tools, and equipment. There was not a good system in place to open purchase quality material.

CECN Krnichar and BU3 Young run a string line during a QA inspection.

The Sitio Viejo crew work hard to place the concrete pad for the school, using a pump trailer and 3" pipe.

SITIO VIEJO SCHOOL
JK3-668B

Project Data

Project Scope: Construct a two-room Royal Building System (RBS) schoolhouse to include site preparation, foundation excavation and placement, RBS wall erection, installation of a steel roofing system with aluminum sheathing, and installation of electrical services.

Personnel:	10	
Duration:	02 Apr – 25 May 2004	
Mandays Expended:	NMCB 5:	428
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 5:	295
	Total Project MD:	295
Material Cost:	$60,000	
Cost Savings:	$103,250	

Significant Safety Issues: Pump trailer was purchased for the purpose of pumping concrete into the RBS walls. This posed significant safety issues both with the manhandling of the hose and the pressure from the trailer. A pump boom truck would have been the safe way to go.

Significant QC Issues: The JTF/USARSO/SOUTHCOM Quality Control Inspectors did not follow the 3 phases of inspections. They were inconsistent, i.e. did not talk to each other - nor did they inform project managers of QC issues until after the work was completed.

Significant Design Issues: Plans were not accurate and SOUTHCOM QC would make changes after conflicts were found in the drawings. In all stages of construction, there were inconsistencies in the plans and in some instances, no specifications. QC would make a decision after the lack of guidance was pointed out. The decision on the proper way to proceed would be different among the three QC groups.

Significant Material Issues: A containment area should have been set up for each unit in both the BOM and Equipment yards to facilitate the accountability of materials, tools, and equipment. There was not a good system in place to open purchase quality material.

EO1 Jensen and CM3 Hudson make repairs to the rig's top head motor

Locals at El Cavario help themselves to the crystal clear water during the 24-hour pump test.

EL CAVARIO WELL
JK3-668C

Project Data

Project Scope: Construct a potable water well to include drilling 347 ft, setting casing and screen, developing the well, completing 24 hour pump test with submersible pump to determine well production capability, and placing permanent submersible pump for future connection to local electrical service.

Personnel:	13	
Duration:	01 Apr – 30 May 2004	
Mandays Expended:	NMCB 5:	390
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 5:	422
	Total Project MD:	422
Material Cost:	$35,000	
Cost Savings:	$147,700	

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: There appeared to be a disconnect between the intent of SOUTHCOM/Corps of Engineers and the local communities. All three communities had three phase power being installed thru their communities and also had existing water distribution systems. All three communities intended for the wells with electric pumps to be added to their distribution system at some point in the near future, work they were going to do. The contracting for storage tank at each site by SOUTHCOM does not appear to meet the long term goals of the community.

Significant Material Issues: Galvanized, Schedule 40, 2 inch drop pipe was required to be purchase locally. The test pumps provided for the exercise were three phase, 7 ½ hp. There were no pump curves or pumping data provided with the pumps. All sites had existing single phase power. This required the additional purchase of single phase pump and motors.

The well site at Jicaro Grande offered rare shade.

JICARO GRANDE WELL
JK3-668D

Project Data

Project Scope: Construct a potable water well to include drilling 220 ft, setting casing and screen, developing the well, completing 24 hour pump test with submersible pump to determine well production capability, and placing permanent submersible pump for future connection to local electrical service.

Personnel:	14	
Duration:	20 Apr – 09 May 2004	
Mandays Expended:	NMCB 5:	331
Tasking:	WIP at turnover:	0%
	WIP at completion:	100%
	MD Tasked to NMCB 5:	422
	Total Project MD:	422
Material Cost:	$35,000	
Cost Savings:	$147,700	

Significant Safety Issues: Site was located adjacent to a busy thoroughfare. No significant off-road parking was available for tractor/trailers or other equipment.

Significant QC Issues: None

Significant Design Issues: None

Significant Material Issues: None

NMCB 5 Well Drillers, UT3 Franklin and CM2 Cornwall, work to clean out a jammed drill bit at Jicaro Grande.

The site at Buena Vista

Tour leader, EO1 Stephenson, trains assistant driller, EO2 Faypon on the water well rig.

BUENA VISTA WELL
JK3-668E

Project Data

Project Scope: Construct a potable water well to include drilling 653 ft, setting casing and screen, developing the well, completing 24 hour pump test with submersible pump to determine well production capability, and placing permanent submersible pump for future connection to local electrical service.

Personnel: 13

Duration: 10 May – 30 May 2004

Mandays Expended: NMCB 5: 351

Tasking:

WIP at turnover:	0%
WIP at completion:	0%
MD Tasked to NMCB 5:	422
Total Project MD:	422

Material Cost: $0

Cost Savings: $0

Significant Safety Issues: None

Significant QC Issues: Steel casing separated at a coupling requiring the abandonment of the well.

Significant Design Issues: None

Significant Material Issues: None

V – DFT GUATEMALA (NEW HORIZONS) – LABOR DISTRIBUTION SUMMARY

All manday numbers in the chart below are actual expended mandays, not earned:

Month	18 Mar – 3 Apr 04	4 Apr – 1 May 04	3 May – 5 June 04	Total	%Total
Direct Labor MDs	158	928	877	1963	69%
Indirect Labor MDs	111	342	433	886	31%
Total MDs Exp	269	1270	1310	2849	100%
# Total Personnel	45	44	43	44	
# Direct Labor	36	36	36	36	
# Workdays	15	26	30	71	
% Direct Labor	80%	82%	84%	82%	
Ideal Capability	675	1170	1350	3,195	
Availability Factor	23%	79%	65%	56%	

Notes:
1. Indirect Labor MDs is Mandays spent on indirect activities by DL personnel. This should be any "X" Coded time from timecards.
2. % Direct Labor = Direct Labor/Total Personnel
3. Ideal Capability = (# Direct Labor) x (# Workdays) x (1.125) Note: This is the Ideal Manday Capability. No availability factor is applied. The actual AF is calculated from this number.
4. Availability Factor = (Direct Labor MDs + Readiness/Training MDs) / (MD Capability)

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DEPLOYMENT FOR TRAINING THAILAND

V – DFT THAILAND (COBRA GOLD) – PROJECT SUMMARY

Above left, Seabees from NMCB 5 set the trusses and plumbing for the community center building. Above right, Seabees put the finishing touches on the community center building.

BAN POON SUK, SITE 1

Project Data

Project Scope: Construct an 11m x 24m Community Center to include site layout, foundation excavation and placement, CMU block walls, erection of steel truss roof with concrete tiles, interior electrical, plumbing for a two stall head facility, 30m x 30m gravel parking area, a wood stage, and playground restoration.

Personnel: 26

Duration: 18 Apr – 27 May 2004

Mandays Expended: NMCB 5: 750

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 5:	
Total Project MD:	1000

Material Cost: $30,000

Cost Savings: $

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: Incomplete details on plumbing and ridge cap.

Significant Material Issues: Timely delivery of proper materials.

Above, BU2(SCW) Baca and CE3 Ford work the screed as the other Seabees and Thais continue to place the concrete for the slab. At left, CECN Gifford works on laying the first course of block.

Above left, Seabees and Thais work on CMU walls and roof tile. Above right, the nearly complete building is shown.

BAN PHO MUN, SITE 2

Project Data

Project Scope: Construct an 11m x 24m School Building/Library to include site layout, foundation excavation and placement, CMU block walls, erection of steel truss roof with concrete tiles, interior electrical, and plumbing for a two stall head facility. Building also includes book shelving along one wall.

Personnel: 25

Duration: 18 Apr – 25 May 2004

Mandays Expended:

NMCB 5:		750

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 5:	
Total Project MD:	1000

Material Cost: $25,000

Cost Savings: $

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: Incomplete details on plumbing and ridge cap.

Significant Material Issues: Timely delivery of proper materials.

Above, SWCN Rabago takes a break from welding and cutting steel.

At left, the interior of the library is shown with the book shelves in place.

Above left, Seabees and Thais work on CMU walls and roof purlins. Above right, the nearly complete building is shown.

BAN NAM YEN, SITE 3

Project Data

Project Scope: Construct an 11m x 24m School Building to include site layout, foundation excavation and placement, CMU block walls, erection of steel truss roof with concrete tiles, interior electrical, plumbing for a two stall head facility, and a wood stage inside the building.

Personnel: 26

Duration: 18 Apr – 24 May 2004

Mandays Expended: NMCB 5: 750

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 5:	
Total Project MD:	1000

Material Cost: $25,000

Cost Savings: $

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: Incomplete details on plumbing and ridge cap.

Significant Material Issues: Timely delivery of proper materials.

Above, BUCN(SCW) Coleman works hard at digging through the rock solid clay for the foundation. At left, Seabees and Thais work together on the CMU block wall.

V – DFT THAILAND (COBRA GOLD) – PROJECT SUMMARY

Above left, Seabees work on road repairs for the exercise area. Above right, EO2 (SCW) James works on cutting a ditch along the side of the road.

ENGINEERING OPERATIONS TEAM, SITE 4

Project Data

Project Scope: Conduct MSR repair throughout the Cobra Gold training area in Bon Chom Krem as well as road improvements in the surrounding local community. Support each of the other three project sites with line-haul of equipment as well as general site work and repair. Team successfully repaired over 8 miles of road improvements as well as 400 meters of major road reconstruction in the BCK training area.

Personnel: 26

Duration: 18 Apr – 27 May 2004

Mandays Expended: NMCB 5: 500

Tasking:

WIP at turnover:	0%
WIP at completion:	100%
MD Tasked to NMCB 5:	
Total Project MD:	500

Material Cost: $0.00

Cost Savings: $

Significant Safety Issues: None

Significant QC Issues: None

Significant Design Issues: Did not have any clear scope of work for the road repair work in BCK prior to arrival.

Significant Material Issues: None.

Above, EO2(SCW) James takes time to give EOCN Richards some guidance for road repair. At left, Seabees continue to work at cutting and shaping the roads for the local community.

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CHAPTER VI

SUPPLY / LOGISTICS / EQUIPMENT

VI – SUPPLY / LOGISTICS / EQUIPMENT

SUPPLY INTRODUCTION

The FIVE "CAN DO" Supply Department is extremely proud of its many accomplishments in support of Battalion operations during the 2003-2004 Okinawa, Japan deployment. The most noteworthy accomplishments were their OUTSTANDING scores on both the 2004 Logistics and Financial Management and Navy Food Management Team (NFMT) Inspections. Supply personnel on Detachments to Fuji, Sasebo, Iwakuni, Pohang, Chinhae, San Clemente, Guatemala, Thailand and Iraq had nothing less than the same results solidifying their Blue Efficiency operation and 30th Naval Construction Regiments comments…"FIVE Supply is one of the top Supply Organizations in the Naval Construction Force. Their cohesiveness, high morale, work ethic, creative thinking and leadership approaches are key ingredients to their success". Additionally, the NFMT stated, "Of all Battalions inspected in the NCF, this Food Service team has set the standards for others to follow and has set the stage for Camp Shields galley to become a strong contender for the NEY Award."

During the deployment, FIVE Supply supported mount outs for two Detachments (DET) to Southwest Asia in support of Operation Iraqi Freedom and two Detachments for Training (DFT) to Guatemala and Thailand in support of well drilling operations and Cobra Gold 2004, a joint host nation military exercise. Funding and procurement method challenges at both site areas of Southwest Asia were encountered but soon overcome with adaptability being the key to their success; purchase card transactions were obsolete and contracting was minimal, supplies scarce and bartering a must. Additionally, support for materials came from the main body to ensure mission success for both our DETs and DFTs.

Tasked with the implementation of the 3-M Maintenance System, the Battalion set the standard to move the SEABEES into the 21st Century. Automotive Repair Parts outlet conducted numerous inventories and updated supply records via the supply maintenance system to ensure CESE were supported through the new 3-M COSAL. With the 3-M system now on line, Supply increased its outstanding requisition file to approximately 3,400 line items and this number will continue to rise until funding becomes available for "N" generated requisitions, the Weapons System File captures Alfa demand and the 3-M COSAL stabilizes Camp Shields. Overall, Supply Effectiveness declined but Supply found innovative ways to support the Alfa Company mission keeping deadline to an all time low. Important lessons were learned, which will be passed on to the relieving battalion and serve as a guiding tool on our next deployment.

Managing over $1.1 million in Operating Target (OPTAR), $3 million in project funds, $921 thousand in travel funds, $1 million in food provisions, $9 million in payroll, and $50 thousand in stamp stock and money orders, Supply Department continuously provided top quality customer service and material support to meet Battalion operations…"After all, winning organizations never rest…they are always on the move!"

FINANCIAL OUTLET

Supply's Financial Management team, headed by SKC (SW) Lingad and SKC (SW) Ifurung, was instrumental in supporting the entire Battalion with services, supplies and parts enabling them to complete their task at hand. SK1 (SCW) Acevedo their right hand man and LPO supported by SK3 (SW/AW) Carrillo took the lead on the financials, transmitting 7 Budget OPTAR Reports and 42 Transmittals while processing the Monthly Filled Order Expenditure Difference Listing. Over 6,000 line items were requisitioned and 4,200 received. SK3 Wilson was instrumental in processing 193 Not Operationally Ready Spares (NORS) and 168 Anticipated NORS requisitions valued in excess of $62,000 reducing the number of deadline CESE from 42, at the start of deployment, to an unprecedented low of one at its completion. SK2 Sabaot completed and closed all prior fiscal years continuing services and meticulously maintained 82 Continuing Service contracts for the Camp and outlying Detachments. SKC (SW) Lingad flawlessly managed seven accounts for the camps credit card program. He was responsible for over 600 purchases valued in excess of $90 thousand. Our ATOS Manager, SK2 (SW) Anguiano, managed a travel budget of $921 thousand and issued 960 orders to Battalion personnel transiting the globe.

AUTOMOTIVE REPAIR PARTS

The Automotive Repair Parts (ARP) Storekeepers led by SK2 Stein, continued where NMCB 40 left off ordering more than 300 line items for Module Core Air One (MCA1) valued at $27 thousand. Also, they created a second Air DET parts support module (MCA2) consisting of 1,700 records using existing HM&E assets saving the NCF more than $225 thousand in unnecessary buys. These modules will continue to be built by follow-on Battalions until a complete P25M Table of Allowance for ARP is established at Camp Shields. In addition, they processed over 1,200 issues, 1,900 reorders for stock and 2,000 direct turnover requirements to support Alfa Company ensuring their success. Furthermore, they conducted a 12,000 line item wall-to-wall inventory of ARP, which resulted in an inventory accuracy of 96% and outstanding score during the 2004 Logistics and Financial Management Assessment.

MATERIAL LIAISON OFFICE

The Material Liaison Office (MLO) played a critical role in the Battalion meeting operational commitments throughout the deployment. The MLO team managed and maintained accountability of over 4,000 project material line items valued at over $4 million for 18 projects by utilizing prime vendors, contracting through the ROICC office and locally procuring materials to keep projects supplied with all necessities. All excess material was recycled, disposed of or turned into DRMO. Additionally, significant improvements were made to the overall cleanliness and organization of the warehouse, storage yard and HAZMAT storage building, which greatly increased the efficiency and professional appearance of the MLO facilities. The personnel assigned to MLO made certain that each construction project was properly supplied with all required building materials to the project on schedule and within budget. Procurement of materials was completed utilizing GSA Prime Vendor, DSCP, Kadena DSSC and state side local vendors through Port Hueneme's 30th NCR detachment. One major accomplishment that will continue to impact future Battalions is the increase in competition; all construction materials for Okinawa Seabee projects were being purchased using OSC through GSA. Then, contact was made with Supply Core representatives to eliminate the monopoly and they too are currently bidding on construction materials, which increased competition and bettered overall pricing. In addition, implementation of an Internet based program Project Management Planning Tool Program was initiated. All new projects for Main Body and Detachment sites were loaded. The program is designed to track project materials and costs via the Internet.

CENTRAL TOOL ROOM

The Central Tool Room demonstrated that hard work coupled with positive attitude produces magnificent results. Throughout the deployment, BU2 Walter demonstrated superior managerial skills while assigned as the CTR Shop Supervisor. Tasked with providing tool and equipment support to 18 construction projects that were located in the United States, Korea, Japan, Southwest Asia, Philippines, Guatemala, Thailand and Diego Garcia, BU2 Walter ensured that all tasking assigned was completed with perfection and ahead of schedule. BU2 Walters' meticulous attention to detail was instrumental in his team's success resulting in them being named "THE BEST CTR IN THE NCF" by the 30th NCR during the Logistics Management Assessment conducted in February 2004. The Central Tool Room is divided into 4 separate elements. The first element is augment tools…this element consists of tools used to provide construction projects with mission essential items. Demonstrating superb ingenuity and initiative, BU2 Wedoff fabricated and installed a new shelving system that allowed for easier identification and management. The next element is the tool kits…this element consists of 100 tool kits that support all project sites. Displaying nothing less than absolute professionalism, UT3 Esparza increased the tool kit validity from 94% to an amazing 98%. The next element is electrical equipment…this element houses over 200 electrical tools. Exhibiting unswerving dedication, CE3 Bachmeier was tasked with performing all aspects of electrical maintenance. One of his many duties was to periodically inspect the projects sites, ensuring that all electrical regulations were being adhered to. The last element is small engine repair…this element consists of 57 pieces of gas-powered

equipment. CM2 Cox played a vital part in the phenomenal upkeep of all gas-powered equipment, which positively impacted the projects sites ability to accomplish their mission.

CENTRAL STORE ROOM / 782 INFANTRY GEAR

SK3 Forest managed the Central Store Room (CSR) with dedication and tenacity. During the deployment, CSR was responsible for the maintenance and issuing of consumable items valued in excess of $50 thousand. Through out the 6-month tenure, CSR made approximately 70 runs to various military and civilian distributors in order to procure and pickup mission essential items. In addition to maintaining a large stock issue point, CSR was responsible for the coordination and execution of all shipments both incoming and outgoing. Additionally, CSR received, posted, issued and accounted for all incoming requisitions from distributors located around the world.

The Storekeepers assigned to the 782 Infantry Gear Outlet performed flawlessly. During the deployment, the storeroom was tasked with maintaining and providing a full compliment of mission essential infantry gear to support 800 Seabees. Included in the tasking for this storeroom was the issue of all permanent gear to Seabees attached to our battalion to include DFT's and DETS located in Thailand, Guatemala, Mainland Japan, Philippines, Korea, Southwest Asia and Diego Garcia. The permanent gear consisted of Kevlar Helmets, Web Belts, Suspenders, Canteens, Canteen Covers and Canteen Cups. SK2 Ruan assisted by SK3 (SCW) Bejarano ensured that each and every piece of gear was documented on the stock record card and the 782-gear issue form was filed in a folder designated for each individual. This massive task required tedious documentation and extreme attention to detail due to the high number of individuals and their worldwide locations. The phenomenal performance of the individuals assigned to the storeroom was evident upon the completion of a wall-to-wall inventory, which resulted in a 100% inventory validity; efforts further contributed to Supply's total mission accomplishment.

FOOD SERVICE

The Food Service Division made significant improvements to the Galley, Chief's Mess and Wardroom operations while preparing and providing over 200,000 high quality meals during our deployment. Working side by side with Bravo Company and the Camp Czar, numerous existing material discrepancies were addressed and resolved increasing the material condition of the galley. The appearance of the galley was also drastically improved by installing a Food Service Staff recognition board, wall art, a menu display board and plants dramatically improving the cosmetic appearance and dining atmosphere. The team also developed an equipment phased replacement plan for the installation of over $200 thousand of major galley equipment and support systems. These systems include the main scullery, the pots and pan

dishwasher, new steam kettles and steam lines, a new beverage bar, a salad bar, a wardroom beverage table, a wardroom refrigerated display, a wardroom ice machine and new serving counters for the Wardroom and Chief's Mess. In addition to physical improvements, NMCB FIVE Food service team significantly improved overall food quality by sourcing and implementing local food distribution outlets that replaced generic food items with high quality brand name products. Finally, the galley staff developed and implemented a menu that scored outstanding by a Registered Dietician with a score of 99 and maintained strict accountability of all food stores with a 100% inventory validity over the course of the deployment. Additionally, the Food Service Division scored an "Outstanding" on the LMA inspection and several members of the Food Service Team received many accolades for a job well done by the Navy Food Management Team with the Skippers' comments being the icing on the cake so to speak…"In my 19 years of service, this by far is the best inspection results I have ever seen".

DISBURSING OFFICE

Disbursing Office continued to provide exemplary service to the troops at both Main Body and 12 Detachments spanning the globe. Effective communication proved vital to the operations success as the Disbursing Clerks worked late at night to meet DFAS-Cleveland stateside work hours. Despite the challenges, the Disbursing operation managed a monthly payroll of $1.5 million while processing over 4,500 travel claims, advances and per diem payments valued in excess of $1.1 million. In addition, the Disbursing team verified, processed and audited over 12,500 military pay and allowance documents to ensure all transactions were posted accurately and on time before paydays. Pay problems were non-existent, ensuring battalion morale remained high.

BARBERSHOP

Supply Department's Barbershop provided over 2,000 quality haircuts throughout the deployment, saving personnel over $12 thousand in personnel's disposable income. Service hours were extended during lunch and after working hours on Mondays and Wednesdays to support Battalion operations and grooming standards.

POST OFFICE

The Postal operation performed exceptionally well during our 2004 deployment to Camp Shields Okinawa, Japan. The operation received a grade of outstanding on its Postal Inspection conducted by COMCPACFLT in February 2004 and flawlessly maintained 100% accountability of stamp and cash stock. Postal Clerks received and dispatched over 100,000 pounds of mail promptly and accurately for main body in Okinawa and 12 Detachment sites around the world. Also, they conducted over $50 thousand worth of stamp and money order business positively impacting Battalion morale.

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BILLETING

NMCB FIVE experienced a great transition, as we were the first Battalion to occupy the newest Chief's and E5 barrack facilities. The billeting team along with Bravo Company and the Camp Czar implemented multiple barracks' improvement projects that increased morale and improved quality of life for residents to include: installed ladder well safety inserts, painted interiors, conducted professional deep carpet cleaning and floor waxing, installed new icemakers in the Hilton, installed new TVs in Hilton lounges, installed new microwaves in barracks rooms, upgraded horseshoe pits, and built a recreation pavilion and BBQ grills around the barracks.

EQUIPMENT MAINTENANCE REPORT

The BEEP between NMCB FORTY and NMCB FIVE went smoothly and without a single safety mishap. Both teams worked well together and accomplished the turnover of 311 pieces of CESE in 4-1/2 days. When the BEEP was completed, 41 pieces were on deadline. Equipment availability at turnover was 83%, however once the Preventive Maintenance (PM) program started, availability went down to 81% within two weeks.

Throughout the deployment we have farmed out our mechanics in support of "Operation Iraqi Freedom." Alfa Company provides mechanics to Camp Morrell to maintain the 42 pieces of CESE from Bahrain and 15 pieces of CESE from Kuwait, a total of 57 pieces. After their mission was accomplished they stayed in country to augment the troops in Kuwait as well as in Iraq.

Immediately after the turnover, A6 set the goal for the deployment with availability of greater than 90% or higher and to have less than three CESE on deadline. A re-inspection of the deadlined CESE was performed to determine validity of repair parts on order and to ensure all deficiencies were accounted for.

Several deployment action items were performed and included shipment of two D7 Bulldozers to support "Balikatan 04" exercise in the Philippines. Then late April till late May, Alfa Company supported the mount out of the AIRDET and NFSU TWO to support "Cobra Gold." Alfa Company embarked/shipped 54 pieces of CESE to Thailand. The challenge to this evolution was transporting 54 pieces of CESE in the narrow streets of Okinawa to White Beach Port with zero mishaps and we've accomplished that! Also provided personnel in support of the port and ship loading operations at White Beach for "Cobra Gold." We've received and accepted all pieces of CESE that was shipped by 30 NCR out of Port Hueneme. The equipments that were shipped were replacement of the old/over-aged CESE. The disposal of CESE identified by 30NCR during NMCB5/40 turnover was soon to follow. These equipments were disposed through DRMO or were sent back to CONUS to be repaired or disposed to proper site. Current CESE inventory at Camp Shields is 311 units (195 active and 114 lay up/live storage).

Paint preservation operations were continuous throughout the deployment. There were twelve pieces of CESE identified for paint and preservation, of which, 7 were painted in-house and 5 painted through the Corrosion Prevention and Control Program (CPAC) at Camp Kinser, U.S. Marine Corps.

One of the significant tasks that the crane crew accomplished during this deployment was rewriting the "Standard Operating Procedures (SOP)" for crane certification/operations. This SOP

might someday be the adopted document for the entire NCF. EQCM Zimmerman was the head adviser of the Crane Crew; he developed the crane program from the ground up. He mentored, and passed on the knowledge to the crane crew that someday is a significant factor when these young troops become the teacher to the next generation of Seabees. The Crane Crew performed certification of three new 40T Hydraulic Cranes and re-certification of the 50T Crawler Crane. Our challenges during the certification of the 40T hydraulic cranes were the development of a SOP, understanding the crane internal computer indicator, procedure to bypass indicator (safely), and inexperienced crew. The crane crew never had the opportunity to play with this kind of cranes in homeport even NCTC don't have them for training students. Supported the Bus Barn and SBU projects incident free. Performed over 50 training and performance evaluation test during this deployment. Alfa Company qualified and licensed all the Crane Crew members.

In February, NMCB FIVE started implementation of the Maintenance Material Management known as the "3M" in Camp Shields. The challenges were ADP (Computer) assets in camp, new system, inexperienced personnel, and lack of knowledge on how it works in the Seabee community. We attacked these challenges head on and succeeded. NMCB FIVE 3M program probably has the most experienced personnel of any NCF unit at this time.

During the 30-day review, 30NCR identified some minor discrepancies. As soon as the news came out that there were discrepancies needed to be correct, the Alfa Dawgs even work harder to correct them while trying to maintain equipment availability high. Despite 6.4:1 Mechanic to CESE ratio and 3M implementation, Alfa Company was able to maintain a 95% CESE Availability. When 30NCR team came back for the "End of Deployment Review" Alfa Dawgs were ready! The result of the review was "outstanding." The CESE deadline was all time low and the CESE Availability was all time high.

In June 2004, turnover between NMCB FIVE and NMCB ONE THREE THREE went very smooth and seamless. The 30NCR evaluation of the performance of the Alfa Dawgs was phenomenal. In the BEEP turnover results, Alfa Company was able to turnover one piece of CESE on deadline, amount of $133.24 ($55.24 worth of missing tools, and $78.00 survey gear/consumables, $0 on Tech Library, and $0 on Collateral Equipage. Overall, an exceptional accomplishment and Alfa Company once again have set higher standards and raised the bar for excellence one more time! This will be a great challenge for other battalions to follow. "JOB WELL DONE!"

MAINTENANCE MATERIAL MANAGEMENT (3M) SYSTEMS

The upgrade from the DOS version of SNAP to the new Windows MicroSNAP version has created inventory/quantity related problems that was brought up to SPAWAR and has been recently resolved. Processing Automated Shore Interface (ASI) records continue to be a challenge, with various different problems- from the screen freezing and being kicked out of the program, to multiple process errors, and the program not responding. This is especially true when we have Supply records for SFM processing.

MAINBODY OKINAWA

EQUIPMENT POPULATION

Vehicles	BEEP	DEC 03	JAN 04	FEB 04	MAR 04	APR 04	MAY 04	BEEP
In Service	190	120	120	198	196	195	195	195
In Preservation	121	191	191	113	113	114	114	114
Total	311	311	311	311	309	309	309	309

PM & INTERIM REPAIR ERO SUMMARY

Month	INTERIM	Type A	Type B	Type C	Total	PM:INT Ratio
DEC 03						1.5:1
JAN 04						1.3:1
FEB 04						1.3:1
MAR 04	3M	3M	3M	3M	3M	3M
APR 04	3M	3M	3M	3M	3M	3M
MAY 04	3M	3M	3M	3M	3M	3M
Total						

EQUIPMENT AVAILABILITY STATUS

DEADLINE	BEEP	DEC 03	JAN 04	FEB 04	MAR 04	APR 04	MAY 04	BEEP
Auto	25	7	6	0	1	1	2	
Construction	11	13	13	10	9	3	0	
MHE	5	3	2	1	1	2	2	
Total	41	23	21	11	11	6	4	
Total EQ in Service	311	311	311	311	309	309	309	309
Reported Monthly Availability	78%	81%	83%	94%	94%	97%	94%	90.5%

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DET SAN CLEMENTE

EQUIPMENT POPULATION

Vehicles	Beep	DEC 03	JAN 04	FEB 04	MAR 04	APR 04	MAY 04	Beep
In Service	38	36	41	43	43	45	45	44
In Preservation	6	10	7	3	4	2	1	2
Total	44	46	48	46	47	47	46	46

PM & INTERIM REPAIR ERO SUMMARY

Month	INTERIM	Type A	Type B	Type C	Total	PM:INT Ratio
DEC 03	17	10	2	0	29	0.7:1
JAN 04	19	17	3	1	40	1.1:1
FEB 04	11	12	1	0	24	1.2:1
MAR 04	10	13	3	1	27	1.7:1
APR 04	10	17	2	0	29	1.9:1
MAY 04	16	15	6	0	37	1.3:1
Total	83	84	17	02	186	1.2:1

EQUIPMENT AVAILABILITY STATUS

DEADLINE	Beep	DEC 03	JAN 04	FEB 04	MAR 04	APR 04	MAY 04	Beep
Auto	0	0	0	0	0	0	0	0
Construction	5	8	4	3	3	2	1	2
MHE	0	0	0	0	0	0	0	0
Total	5	8	4	3	3	2	1	2
Total EQ In Service	39	38	44	43	44	45	45	44
Availability%	77	71	82	89	86	91	97.8	95.6

DET FUJI

EQUIPMENT POPULATION

Vehicles	Beep	DEC 03	JAN 04	FEB 04	MAR04	APR 04	MAY04	Beep
In Service	9	9	10	10	10	10	10	10
In Preservation	0	0	0	0	0	0	0	0
Total	9	9	10	10	10	10	10	10

PM & INTERIM REPAIR ERO SUMMARY

Month	INTERIM	Type A	Type B	Type C	Total	PM:INT Ratio
DEC 03	8	1	1	0	2	2:6
JAN 04	6	3	0	0	3	3:3
FEB 04	7	1	3	0	4	4:3
MAR 04	8	1	5	0	6	6:2
APR 04	8	5	0	0	5	5:3
MAY 04	4	2	0	0	2	2:2
Total	41	13	9	0	22	1.2:1

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EQUIPMENT AVAILABILITY STATUS

DEADLINE	Beep	DEC 03	JAN 04	FEB 04	MAR 04	APR 04	MAY 04	Beep
Auto Construction MHE	0 1 1	0 2 1	0 3 1	0 1 1	0 2 1	0 2 0	0 0 0	0 0 0
Total	2	3	4	2	3	2	0	0
Total EQ In Service	7	6	6	8	7	8	10	10
% Availability	78%	67%	60%	80%	70%	80%	100%	100%

DET POHANG

EQUIPMENT POPULATION

Vehicles	BEEP	DEC04	JAN04	FEB04	MAR04	APR04	MAY04	BEEP
In Service	24	24	24	24	25	25	25	25
In Preservation	0	0	0	0	0	0	0	0
Total	24	24	24	24	25	25	25	25

PM & INTERIM REPAIR ERO SUMMARY

Month	INTERIM	Type A	Type B	Type C	Total	PM:INT Ratio
DEC 04	3	0	0	6	6	2 :1
JAN 04	1	1	0	11	12	12 :1
FEB 04	3	6	2	2	10	3.3 :1
MAR 04	3	8	1	1	10	3.3 :1
APR 04	1	10	1	0	11	11 :1
MAY 04						
Total	11	25	4	20	49	4.5 : 1

EQUIPMENT AVAILABILITY STATUS

DEADLINE	Beep	DEC04	JAN04	FEB04	MAR04	APR04	MAY04	Beep
Auto Construction MHE	0 1 0	0 1 0	0 1 0	0 0 0	2 0 0	2 0 0	1 0 0	
Total	1	1	1	0	2	2	1	
Total EQ In Service	23	23	23	24	23	23	24	
% Availability	93%	93%	93%	100%	92%	92%	96%	

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DET SASEBO

EQUIPMENT POPULATION

Vehicles	Beep	DEC 03	JAN 04	FEB 04	MAR 04	APR 04	MAY 04	Beep
In Service	9	9	9	9	9	9	9	9
In Preservation	0	0	0	0	0	0	0	0
Total	9	9	9	9	9	9	9	9

PM & INTERIM REPAIR ERO SUMMARY

Month	INTERIM	Type A	Type B	Type C	Total	PM:INT Ratio
DEC 03	2	0	0	0	2	0:2
JAN 04	2	1	4	0	7	5:2
FEB 04	1	0	1	0	2	1:1
MAR 04	4	3	0	0	7	3:4
APR 04	4	1	0	1	6	1:2
MAY 04	3	2	1	1	7	2:1
Total	5	1	5	0	11	6:5

EQUIPMENT AVAILABILITY STATUS

DEADLINE	Beep	DEC 03	JAN 04	FEB 04	MAR 04	APR 04	MAY 04	Beep
Auto	0	0	2	1	2	1	1	
Construction	0	0	0	0	0	0	1	
MHE	0	0	0	0	1	1	0	
Total	0	0	2	1	3	2	2	
Total EQ In Service	9	9	7	8	6	7	7	
% Availability	100%	100%	78%	89%	67%	77%	79%	

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DET IWAKUNI

EQUIPMENT POPULATION

Vehicles	Beep	DEC 03	JAN 04	FEB 04	MAR 04	APR 04	MAY 04	JUN 04	BEEP
In Service	13	14	12	12	14	14	14	14	14
In Preservation	2	1	3	3	1	0	0	0	0
Total	15	15	15	15	15	14	14	14	14

PM & INTERIM REPAIR ERO SUMMARY

Month	INTERIM	Type A	Type B	Type C	Total	PM:INT Ratio
BEEP	1	0	0	1	2	2:1
DEC 03	1	1	0	1	3	1:2
JAN 04	8	3	2	2	15	2:1
FEB 04	5	6	1	4	16	11:5
MAR 04	2	5	2	0	9	7:2
APR 04	2	8	0	0	10	4:1
MAY 04	2	6	0	0	8	3:1
JUN 04	1	1	1	0	3	2:1
Total	22	30	6	8	66	2:1

EQUIPMENT AVAILABILITY STATUS

DEADLINE	Beep	DEC 03	JAN 04	FEB 04	MAR 04	APR 04	MAY 04	JUN 04	BEEP
Auto	0	0	1	0	0	0	0	0	0
Construction	2	1	2	3	1	1	0	0	0
MHE	0	0	0	0	0	0	0	0	0
Total	2	1	3	3	1	1	0	0	0
Total EQ In Service	14	14	12	12	14	14	14	14	14
% Availability	80%	82.05	80.53%	74.33%	90%	96.89%	100%	100%	100%

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APPENDIX I

LESSONS LEARNED

APPENDIX I - LESSONS LEARNED

ALFA

1. KEYWORD: CESE

a. PROBLEM/ITEM: 3M TRAINING
b. DISCUSSION: The 3M program is new to the NCF and the training program during the last homeport was insufficient to meet the Battalion's demands and needs. The instructors were subject matter experts for shipboard 3M but were very limited as to how 3M should operate within the NCF.
c. RECOMMENDATION: The training team needs to be more familiar with NCF operations and equipment so they could better understand the Battalion's training needs. Also, the training staff within the Battalion is a vital source for 3M training, as proven during this deployment.

a. PROBLEM/ITEM: HOMEPORT 3M TRAINING ASSETS
b. DISCUSSION: During the last homeport tenure, at R36, the computer assets (LAN connection) performed very poorly. It took, at a minimum, 10 minutes just to open the OMMS program and the connection was not very reliable, often getting dropped completely out of the program. Because of this, the training value was very limited for a young troop trying to learn.
c. RECOMMENDATION: Replace existing LAN connections with a new system. The new MILCON for the new R36 building has been postponed or set back since 1993. That would be a great fix, but something needs to be done now to overcome this training burden.

a. PROBLEM/ITEM: UPDATED INSTRUCTIONS
b. DISCUSSION: As per the new 3M program, the 11200.1A (RED BOOK) will no longer be in use. We have been performing 3M maintenance in accordance with OPNAVINST 4790.4C (SHIPS 3M manual) and the new COMFIRSTNCDINST 4790.1.
c. RECOMMENDATION: The RED BOOK needs to be rewritten with step-by-step instructions on how to operate for key billet areas. This should help in keeping all three main body sites working within the same set of procedures when using the 3M-maintenance program.

a. PROBLEM/ITEM: UPDATED TOOL KITS
b. DISCUSSION: As the 3M program got implemented in the Battalion, it was discovered that several new tools were needed to perform the tasks outlined in the maintenance requirement cards (MRC) and some of the existing PPE had to be upgraded to meet the needs of the maintenance personnel. This requirement should have been looked into before starting the 3M program. We are currently buying the necessary tools to perform the required maintenance procedures. The accountability of these tools will soon be an issue if these items are not placed or included in a kit inventory. The right tool for the job is an inspectable item now with the 3M program.
c. RECOMMENDATION: The tool kit managers need to look into this and establish a new kit after a complete review of the MRC.

a. PROBLEM/ITEM: COMPUTER ASSETS
b. DISCUSSION: There are not enough computer assets to meet the demand of the 3M program. Due to this lack of assets, maintenance personnel cannot access the basic OPNAV 4790 / 2K (2-KILO) to perform their work. It has to be done by the WCS. This slows down the process and takes away the learning requirement for the maintenance person. And since the crane work center/ building does not have computers and LAN capabilities, the maintenance personnel have ask permission to use a computer from other work spaces with LAN connection.
c. RECOMMENDATION: Additional funding has been requested for more computers and a work request has been submitted for a LAN connection in the crane work center/ building.

a. PROBLEM/ITEM: DET SITE RPPO
b. DISCUSSION: The DTO clerk for main body is now the RPPO for all the Det sites. His job now consists of ordering all restock items and all maintenance parts for the Det sites. This is a very tedious job with lots of parts to stock. All parts ordered do not get sent to the Det sites. Instead, the parts come to main body where they are separated and then either mailed or

shipped to the Det sites. Again, this is a very tedious job. Prior to 3M, this job was done by each Det site DTO clerk and was dealt with directly by Supply Department. All parts were received directly by the Det sites instead main body sending the parts to them.

c. RECOMMENDATION: Bring the Det sites online with 3M as soon as possible and have them work on their own issues with parts support. At least have them take care of their own repair parts. Restock items should be handled by Supply. The amount of parts turned into the RPPO from a Det site for restock of ARP is tremendous and overwhelming for just one person. Supply should be handling restock parts, including shipping them to the Det sites.

BRAVO

1. KEYWORD: MCD BACKLOG

a. PROBLEM/ITEM: MCD BACKLOG
b. DISCUSSION: Upon arriving, the MCD backlog had a lot of invalid projects. On paper, the requirement of having 300 Man-days minimum for projects "ready to execute/awaiting scheduling" and 600 Man-days for projects "awaiting material" was met. After turnover, NMCB 5 validated those MCD project packages. As a result, many of the MCD projects had to be cancelled because they were either already completed or were not feasible for execution. Therefore, the MCD backlog has been significantly reduced and NMCB 5 has taken on the task of meeting the requirement of a 300/600 man-days prior to turnover with the next battalion
c. RECOMMENDATION: Bravo Company is working diligently with the Camp Czar to develop legitimate MCD projects to meet the 300/600 Man-day requirements. These projects need to be carefully planned and estimated so that the new incoming battalion doesn't experience the same trouble of validating MCD projects. Both the incoming and out-going battalions need to ensure before, during, and after turnover that MCD Packages are still valid utilizing the Camp Czar's input/feedback on priority accomplishment.

2. KEYWORD: UNDERSTANDING CAMP CZAR'S ROLE

a. PROBLEM/ITEM: CAMP CZAR'S ROLE
b. DISCUSSION: Get involved with Camp CZAR.
c. RECOMMENDATION: Since NMCB 5 reported on board Camp Shields, Bravo Company has actively supported the Camp Czar's involvement in all issues concerning the camp. Communication lines were established. We learned that we needed to ensure that the Camp Czar's priorities and the Battalion's priorities became one. Bravo Company and the Camp Czar established priorities for the execution of the MCD projects. Communication is key. To be successful, Bravo Company quickly understood the need for a good working relationship with the Camp Czar. Tools we've used and are currently using and that are working extremely well are as follows. During weekly Camp Czar meetings, ensure following representatives are present: Galley Chief Petty Officer, BPO representative, S4A, B6, B5 and B4. Ensure written weekly minutes be used for progress tracking of items discussed during each meeting. Assign priorities and identify who's taking what for action. Establishing a written agenda/plan of action following the meeting is critical. Weekly minutes were sent out via e-mail to all attendees of the meeting. Additionally, establishment of a Galley Maintenance and Barracks POA&M to be used as a tracking tool for all outstanding galley and barracks work orders has turned out to be an extremely important work coordination tool for Galley / BPO staff and Bravo Company. A so-called "Tiger Team" was also established to exclusively handle work orders from the barracks and galley.

3. KEYWORD: WORK ORDER TRACKING COMPUTER PROGRAM

a. PROBLEM/ITEM: WORK ORDER TRACKING
b. DISCUSSION: Upon arrival, NMCB 40 was using Microsoft Access to track work orders instead of the designated Maximo Program. This system is currently meeting some basic requirements for Bravo Company, but is not as effective as it could be.

c. RECOMMENDATION: Coordinate with other NCF NMCB's to find out what databases are being used throughout the other deployment sites. We need one type of tracking system for all our Main Body and Detachment sites. Standardization would definitely benefit, eliminating the learning curve every time we deploy.

4. KEYWORD: ORDERING MATERIALS

a. PROBLEM/ITEM: ORDERING MATERIALS
b. DISCUSSION: Since almost everything in Camp Shields is metric, standard parts are hard to come by. Standard materials need to be ordered from the States and it takes a long time to get here.
c. RECOMMENDATION: Need to order standard materials well in advance and constantly check on their status. Always order extra materials and stock up on standard parts whenever you get the chance. All consumable items in the CMSR must be ordered through Battalion Supply, so the Camp Czar will not be paying for any consumables, i.e., light bulbs, screws, bolts, nails, caulking, etc. Perhaps a SK from Supply can be assigned to Bravo Company to be in-charge of the CMSR and order all materials needed for Camp Maintenance projects.

5. KEYWORD: MCD PROJECTS / P&E

a. PROBLEM/ITEM: MCD PROJECTS AND P&E
b. DISCUSSION: Some MCD project packages had missing items after P&E. Numerous re-work had to be done for a few MCD projects due to poor workmanship. The MCD project materials in MLO were unorganized and materials have been mistakenly issued to projects.
c. RECOMMENDATION: Make sure that the MCD supervisor double-checks all MCD packages to ensure that no items are missing from the package after P&E is done. Dig permits need to be submitted two weeks before projects are loaded to Shops. Ensure that P&E personnel are knowledgeable because their estimating will be based off sets of prints. Always have the supervisors QC all MCD projects to eliminate the chances for any re-work. A MCD Liaison is needed in the MLO warehouse to organize all the MCD project materials, ensuring that all materials have accountability.

6. KEYWORD: SHOPS MANAGEMENT/SUPERVISION

a. PROBLEM/ITEM: SHOPS MANAGEMENT/SUPERVISION
b. DISCUSSION: Personnel in each of the shops need to be employed accordingly in order to accomplish the mission. Shop personnel should know the goals and expectations from the shop supervisor as well as their individual duties.
c. RECOMMENDATION: The shop supervisors shall establish goals and expectations for each of their shops and share them with their shop personnel. This will allow the supervisors to measure their success and ensure that everyone is aware of their duties. Everyone also needs to know the consequences if they neglect their duties. Shop supervisors must manage and/or supervise their personnel to ensure that their people are being utilized accordingly to accomplish the goals. When new personnel arrive, the shop supervisors must ensure that these personnel are properly trained to do their job. Lastly, supervisors shall ensure that their personnel know the importance of doing quality work to avoid any wasted work and/or re-work.

7. KEYWORD: EXPEDITOR

a. PROBLEM/ITEM: EXPEDITOR
b. DISCUSSION: The Expeditor serves a key role in acquiring materials for Camp Maintenance projects. He is the only one that can order supplies, either using the Camp Czar's funds or through the Supply department. Most often, the Expeditor will need some help from time to time to reduce his workload.
c. RECOMMENDATION: Unsure that the Expeditor is knowledgeable about all forms of construction so he knows about the materials that need to be ordered. Having another junior personnel to support your Expeditor may be a good idea so he is not overwhelmed with his

workload. The requestors of materials can help out the Expeditor by making copies of the material needed and making sure all requisitions are put on order at least a week in advance. Since the Expeditor needs to go out and procure local materials, ensure that he/she has a kanji license and a vehicle. A HMMWV is not recommended for driving out in town and an A-driver will be required.

8. KEYWORD: DRMO

a. PROBLEM/ITEM: DRMO
b. DISCUSSION: It takes a long time to schedule an appointment for a DRMO run. DRMO doesn't care about your priorities and all paperwork needs to be filled out properly. Besides Camp Maintenance, other people may need DRMO runs, such as the galley and the barracks.
c. RECOMMENDATION: Since appointments take a long time, ensure to schedule your appointment at least 30 days in advance. Also need to ensure that all required paperwork are properly filled out and completed before going to DRMO. It would be a shame to get there and miss the appointment because your paperwork wasn't done correctly beforehand. Since the galley and barracks may have items for DRMO, coordinate with the galley staff and BPO staff ahead of time.

9. KEYWORD: LOCK SHOP

a. PROBLEM/ITEM: LOCK SHOP
b. DISCUSSION: The work orders requiring locksmith work often remain outstanding for months due to the ordering of materials (locks). Having some standard locks in the CMSR warehouse available will speed up the execution of these work orders.
c. RECOMMENDATION: Ensure the locksmith works with CMSR supervisor to have at least 4 of every type of lock in stock so he can execute work orders without having to wait months for the material to get here. The key blank inventory stock should be kept up as well. Having the proper tools will be helpful for the locksmith to do his job.

10. KEYWORD: SHOP FOREMAN

a. PROBLEM/ITEM: SHOP FOREMAN
b. DISCUSSION: The Shop Foreman needs to ensure that at least two people in each shop have a license for a HMMWV, MTVR, and 12K forklift. Also a tool logbook would be good for tracking tools in the shops. The Shop Foreman can help the trouble desk clerk out by understanding the proper cycle of work orders.
c. RECOMMENDATION: The Shop Foreman needs to actively supervise the work of his shops and ensure they are doing quality work. Ensuring shop personnel having licenses for HMMWV's and forklifts can benefit the execution of work orders and SJO's due to the lack of CUCV's. The Shop Foreman shall ensure that every shop keep a logbook for tools checkout to have accountability on all the shop tools. Personnel in the CE shop should have his/her own tool bag with basic CE equipment such as a meter and screwdriver. Ensure that the Shop Foreman and all the shops know and understand the proper cycle of work orders.

CHARLIE

1. KEYWORD: MATERIALS

a. PROBLEM/ITEM: PROCURING LOCAL MATERIALS.
b. DISCUSSION: Materials procured locally do not always come with the same parts and fixtures that they typically come with when procured in the States.
c. RECOMMENDATION: Validate what items are being ordered and exactly what comes with that item. Check for parts and functionality as soon as materials come in. Having someone that can translate is very useful.

2. KEYWORD: MATERIALS

a. PROBLEM/ITEM: Materials NOT RIGHT TYPE OR QUANTITY.
b. DISCUSSION: The Materials ordered for the oncoming Battalion generally have many errors in quantity and type. The relieving Battalion is doing the MTO to start the ordering process (or originate the original BM) and the on-site Battalion's best people are not doing the estimating because they are out running the projects. The HP Battalions are getting their tasking and MTO's done way too late in homeport to make an impact, so you are behind the curve before you even start and there is no real BM, MTO bounce happening. Typically the available personnel on deployment to do the P&E are not your stellar performers and do not do a real good job planning and estimating the prints which increases the add-on and reorder process, further complicating matters as the incoming battalion gets here wanting to go to work but has to rescrub the 30/60/90 and bounce off of the on-site Battalion's BM and the relieving Battalion's BM while MLO is trying to turn over and issue MTL.
c. RECOMMENDATION: The MLO should have a permanent staff that is here to P&E and procure project material for future projects. If staffed adequately, it would ensure that the oncoming Battalions are set up for success right at the start and keep continuity with the projects and their materials.

3. KEYWORD: LOCATION

a. PROBLEM/ITEM: DUMPING SITES ON OKINAWA.
b. DISCUSSION: The limited locations available for dumping project site debris and wasted materials are expensive. Dumps sites in Okinawa are very particular concerning segregation of materials before dumping. There are also limits on the size of excavated material that can be dumped.
c. RECOMMENDATION: A standing job order with funding needs to be established to haul trash and debris to the dump. We are spending too much money on dumpsters that are not designed to take a lot of the construction debris we are trying to put in them, so they don't get filled efficiently and end up costing more money to dump more often. Recommend that the ROICC identify a dump location for each project or coordinate a construction debris removal plan for the Battalions. The Battalion is not the local expert on where and how to dump debris and the burden should not be on them to figure out where to dump construction debris. Regardless of the solution, each Battalion should plan accordingly for additional cost to dump and delays associated with segregating, breaking material down to acceptable size, and hauling the material.

4. KEYWORD: CBCM 7.0

a. PROBLEM/ITEM: CBCM 7.0 FUNCTIONALITY
b. DISCUSSION: CBCM program does not appear to work as intended. Principal problem is that the program is trying to automate too much, specifically when the "45 day" button is pushed. In a test laboratory, it probably works fine, but when you have been working a project for 30 days and you end up not working the project exactly as planned in CBCM, the program does not handle that very well at all. It will crunch up or extend activities and not assign proper percent complete or earned man-days. The result is a Level II that does not accurately reflect where you are. Additionally, CBCM should not lock the user out of data entry fields after an activity is closed. Sometimes the user will make an error when entering information or accidentally close an activity and then they have no way of correcting the error. Many times this will result in re-working the entire project if they don't have a backup copy.
c. RECOMMENDATION: Until the program is fixed to where it will work reliably, recommend that you use a stand alone Level II in MS Excel. The information still comes from the sitrep feeder in CBCM, but the Excel spreadsheet works better and also forces the Seabee to understand the process and project tracking vice just pushing a button and trusting the result. To properly fix CBCM, the developers need to spend time with a deployed Battalion upon turnover and through the first 30 days just past the 30 day review to see exactly how the program is being used and what errors are being produced.

APPENDIX I - LESSONS LEARNED

TRAINING

1. KEYWORD: 3M WEAPONS MAINTENANCE

a. PROBLEM/ITEM: STANDARDIZED WEAPONS MAINTENANCE POLICY
b. DISCUSSION: Current Division Instruction, COMFIRSTNCDINST 8370.1, requires that weapons maintenance follow the 3M Preventive Maintenance System (PMS) program. The 3M program requires that weapons be cleaned semi-annually and as required (pre-fire, post fire). The current 31st SRG Instruction, COM31STNCRINST 8000.2A, requires weapons to be cleaned quarterly and 3 times after being fired. The 3M program does not ensure that weapons are properly maintained due to the limited number of required cleanings.
c. RECOMMENDATION: Standardize the weapons maintenance policy across the NCF. Current Battalion policy is to clean weapons once a month. When the 3M program was installed, the Weapon's MRCs were for monthly checks. The latest Force Revision changed the MRCs to semi-annual checks. Feedback from the GMs is that the weapons should be cleaned monthly.

1. KEYWORD: INTELLIGENCE MATERIAL

a. PROBLEM/ITEM: AVAILABILITY OF INTELLIGENCE MATERIAL
b. DISCUSSION: During deployment, the Battalion was tasked with missions that required intelligence materials. Some Intelligence materials were obtained from G-2s from local units and some were downloaded from the Internet and SIPR Internet. The materials obtained were given to our deploying Dets, but they were inadequate to fully inform the Det personnel about their destinations. They did not have useful maps, current threats analysis, political / cultural information, etc. Currently, the Battalion does not have a sufficient Intelligence Department or the required manning to setup a sufficient Intelligence Department.
c. RECOMMENDATION: Our Activity Manpower Document (AMD) lists an unfunded IS billet. This billet should be funded and filled for all Battalions. Alternatively, an Intel Department could be setup at the Regiment or Division level to feed Intelligence material to the Battalions.

ADMIN

1. KEYWORD: CONNECTIVITY

a. PROBLEM/ITEM: UTILIZATION OF NSIPS
b. DISCUSSION: The Navy Standard Integrated Personnel System (NSIPS) is designed to integrate all Navy manpower processing capabilities into a single point-of-entry system. This means that NSIPS will serve as the only field level system that collects, stores, reports, and transmits pay and personnel data to all corporate level systems. From the onset, problems with firewall permissions from MCB Camp Butler were an issue. Once that was resolved, it took several months for the proper software and Virtual Private Network (VPN) hardware to arrive. In addition, Navy/Marine Corps Internet (NMCI) could not be installed/ established.
c. RECOMMENDATION: In order to prevent serious pay and personnel problems, a PN2 was sent back to homeport to prepare and release all NSIPS transactions. This was also recommended to NMCB 133.

2. KEYWORD: EXAMS

a. PROBLEM/ITEM: EXAMS FOR SOUTHWEST ASIA DETACHMENTS.
b. DISCUSSION: It was a logistical challenge to mail exams to these sites and have them administered on the regularly scheduled dates. Once administered, it took several weeks for exam answer sheets and used exams to return to main body for validation.

c. RECOMMENDATION: Order exams as soon as possible and transfer custody over to the Det OIC/AOIC before departure. This will eliminate potential delays by mail.

COMMUNICATIONS

1. KEYWORD: COMM/FUNDING

a. PROBLEM/ITEM: FUNDS FOR CALIBRATION.
b. DISCUSSION: There is no separate funding for calibration purposes. The Calibrations Laboratory on Kadena Air Base is charging approximately $99.00 per hour to calibrate equipment.
c. RECOMMENDATION: Make a separate fund for calibrations, approximately $30,000.00 annually.

2. KEYWORD: COMM/LOCATION

a. PROBLEM/ITEM: CALIBRATION LAB TURN-IN.
b. DISCUSSION: Upon arriving in Okinawa, some equipment requiring calibration was being returned to us because the Calibration Laboratory does not have the manuals for the equipment.
c. RECOMMENDATION: Either provide up-to-date equipment for all Seabee Camps or make sure that the Calibrations Laboratory has all the correct manuals for their job.

3. KEYWORD: COMM/SORTS

a. PROBLEM/ITEM: TOA INFORMATION.
b. DISCUSSION: The information provided in the COMM/ADP tab of the SORTS Workbook needs to be updated to reflect current equipment in our TOA. The changes that will be required have been submitted to 1NCD/30th NCR.
c. RECOMMENDATION: Implement the changes submitted in order to reflect current equipment in our TOA.

4. KEYWORD: COMM/SIPRNET

a. PROBLEM/ITEM: ESTABLISHMENT OF ACCOUNTS.
b. DISCUSSION: Battalions arriving on Okinawa must aggressively take actions to establish their SIPRNET accounts at the earliest opportunity.
c. RECOMMENDATION: Be proactive on account management and use NAVCOMDET as a POC for questions concerning crypto and SIPRNET.

5. KEYWORD: COMM/FREQ ASSIGN

a. PROBLEM/ITEM: FREQUENCY ASSIGNMENT.
b. DISCUSSION: Due to military requirements, the availability of frequencies is severely restricted. Requesting frequencies for training exercises have to be submitted to frequency managers a minimum of 90 days prior to the scheduled exercises. Since the Navy is only limited to two frequencies in the entire island, the use of Saber radios for non-emergency communication is discouraged.
c. RECOMMENDATION: Be proactive by requesting training frequencies through your frequency manager well in advance. Additionally, foster an environment that emulates contingency operations by discouraging the use of Saber radios in a tactical environment.

6. KEYWORD: COMM/3-M MATERIALS

a. PROBLEM/ITEM: CLEANING MATERIAL AND TEST EQUIPMENT.
b. DISCUSSION: The Communications Shop compiled a list of materials needed for completing PMS and a list of test equipment required for 3-M. The shop has been working with the 30th NCR to obtain the required test equipment. Also, feedback reports have already been submitted.
c. RECOMMENDATION: Stay on top of requesting test equipment. Without the test equipment list in the MIP's, we will not be able to complete some of the PMS checks.

7. KEYWORD: ISD/MATERIALS

a. PROBLEM/ITEM: TECHNICAL MANUAL AVAILABILITY.
b. DISCUSSION: Both Homeport and Deployment sites lack useful ISD technical manuals.
c. RECOMMENDATION: 1NCD/30th NCR, with the assistance of Battalions, should develop a small, but effective Technical Library. At a minimum, this should include books on Exchange Server operation and troubleshooting, as well as reference manuals on Windows Office Suite.

8. KEYWORD: ISD/MATERIALS

a. PROBLEM/ITEM: ORIGINAL SOFTWARE AVAILABILITY.
b. DISCUSSION: There were instances when we had to reformat and reload software in computers and finding out that we do not have the original software package, including the license key that comes with the package.
c. RECOMMENDATION: Although the software may not have been intentionally moved or inadvertently placed in organizational gear, Battalions should ensure that proper, well-organized software inventories are maintained.

9. KEYWORD: ISD/SOFTWARE

a. PROBLEM/ITEM: LAN MANAGEMENT SOFTWARE.
b. DISCUSSION: The Information Systems Department is in need of good quality LAN management software.
c. RECOMMENDATION: With the arrival of the new Dell Power Edge 2650 Server and Dell personal computers, we recommend that 1NCD/30th NCR purchase SMS and Backup Software in order to properly operate and manage the network.

DENTAL

1. KEYWORD: RECORDS

a. ITEM: RECORD MANAGEMENT
b. DISCUSSION: Det sites, historically, have had difficulty with dental record accountability and access to care.
c. RECOMMENDATION: Have the OIC's take accountability of the records. The Dental admin tech should coordinate with the AOIC's on a monthly basis concerning Class 4 patients who are due for their yearly exam. Also, the dental officer should periodically remind the OIC's to schedule their Det personnel for general dental care.

2. KEYWORD: OPERATORIES

a. ITEM: TREATMENT FACILITY

b. DISCUSSION: With the renovation of the Medical/Dental clinic in Camp Shields, there was no dental facility available to treat patients.
c. RECOMMENDATIONS:
#1 Acquire the dental van once it is repaired, maintain it in Camp Shields, and run it on shore power.
#2 Maintain the use of the CFAO Dental Clinic located in Kadena AFB. NMCB 5 has access to this clinic Monday through Saturday. The clinic is excellent, independent, and the nearest Naval dental facility.
#3 Hopefully, the Camp Shields Dental Clinic will be completed and all these recommendations will be unnecessary.

3. KEYWORD: CREDENTIALS

a. ITEM: CREDENTIALS
b. DISCUSSION: It is important to have the capability to treat patients outside the confines of Camp Shields.
c. RECOMMENDATION: The Dental officer should obtain provider credentials through 3FSSG (Camp Foster) and the Okinawa Naval Hospital (Camp Lester).

4. KEYWORD: SUPPLIES

a. ITEM: DENTAL SUPPLIES
b. DISCUSSION: It is very important to maintain supplies.
c. RECOMMENDATION: Order supplies quarterly. Excess allotted funds should be used to purchase new large ticket items. Also, if items are being purchased from higher, push to have them ASAP (i.e. rotary endo).

5. KEYWORD: TRANSPORTATION

a. ITEM: DENTAL TRANSPORTATION
b. DISCUSSION: While the Dental Clinic is being renovated, it is of utmost importance to have an independent means of transportation, separate from Medical, due to the fact that Dental and Medical have different destinations at different times.
c. RECOMMENDATION: Make sure you and your techs have a HMMWV and government vehicle license. Have Alfa Company assign a Dental B-class vehicle.

6. KEYWORD: ADMIN

a. ITEM: ADMIN TIME
b. DISCUSSION: Working six days a week, it is easy to get lost in patient care and not allow the Dental Technicians enough administrative time.
c. RECOMMENDATION: Allow your techs enough admin time so that they are not doing this during non-working hours. Also realize that they will have additional duties as corpsmen.

7. KEYWORD: SPECIALTY CARE

a. ITEM: PATIENT REFERRALS
b. DISCUSSION: It is important to know to whom patient should be referred, to what clinics to refer them, what patients to refer, and the necessary items to accompany the patients.
c. RECOMMENDATION: Only refer patients who require specialty care. Class 3 operative cases do not fall under this category. Unless you specifically request support and permission is granted, resistance will be met if you try to farm out your Class 3's. All referred patients need updated radiographs within one year. Expect minimal dental support from the Evans Dental Clinic. Seabees have had difficulties getting support from this clinic. Naval Hospital Okinawa is excellent for oral surgery consultations and procedures (esp. conscious sedation). Prosthodontic care will almost be non-existent. The Air Force Area Dental Lab now requires all casts to be poured and pindexed prior to submission. Request RDH support. Overall, you will be warmly welcomed, offered support, but delivered the minimum.

8. KEYWORD: MWR PERSONNEL

a. ITEM: DENTAL CARE
b. DISCUSSION: Access to dental care is not readily available to MWR personnel working in Camp Shields.
c. RECOMMENDATION: Incorporate these people into your pool of patients. They are the people who take care of our Seabees and we should give them access to paid dental coverage. Their only other option is to wait in other clinics on a stand-by basis. Their ongoing treatment should be incorporated in the Dental turnover process of each Battalion.

MEDICAL

1. KEYWORD: CORPSMAN MANNING

a. PROBLEM/ITEM: NUMBER OF ASSIGNED CORPSMEN.
b. DISCUSSION: Seabee Medical Departments, with only 8 corpsmen, are small for the mission they support. With the corpsmen required in Okinawa, Korea, Southwest Asia, Guatemala, and Thailand, and with the Department not up to full manning, it is clear (and it was clear) that this deployment would stretch the department to its limit and that additional help might be required. Additional help was sought after and obtained from Naval Hospital Okinawa (2 augmenting Corpsman during the period of the Thailand DFT). However, the process of obtaining this help was arduous and was completed dangerously close to the time these corpsmen were absolutely needed to support the missions.
c. RECOMMENDATION: Medical supportability of missions must be assessed early in the planning process and requests for augments sent far in advance of required times (at least 6 months). Late planning for training missions is simply unacceptable. The NCF should examine the possibility of increasing the number of HMs in each Battalion.

2. KEYWORD: CREDENTIALING

a. PROBLEM/ITEM: DELAY IN CREDENTIALING
b. DISCUSSION: The Medical Officer requires credentialing from Naval Hospital Okinawa at the beginning of the deployment in order to see patients, get access to the CHCS system (computer system for ordering labs, x-rays, medications, and consultations), and submit limited duty boards. The process of credentialing requires a transfer letter from the PACFLT credentialing office, an interview with the Director of Primary Care, and a package to travel up the hospital chain of command to the CO of the hospital. Once credentialing is obtained, getting access to CHCS takes additional time. This took two weeks at the beginning of this deployment, leaving the camp without a functional Medical Officer – in practice, forcing the Medical Officer to work "illegally."
c. RECOMMENDATION: Medical Officers should pass to relieving Battalions the need to start this process while at homeport (send letter early, set-up appointments dates for immediate after-arrival period). 30th NCR/1 NCD should supervise early actions on this matter and intervene to make sure credentialing goes smoothly and quickly.

3. KEYWORD: CONSULTATIONS

a. PROBLEM/ITEM: GAPS IN SPECIALTY CARE
b. DISCUSSION: Members with problems near the time of departure or return from deployments frequently experience long delays in getting specialty care because of the time it takes to get appointments from specialists. If the need arises too near a transition date, it becomes too late to get a consultation at the site the Battalion is departing, and then there is additional time lost to getting set up and ordering consults at the new site. This frequently prolongs time on light duty and potentially puts members' heath at risk from delayed evaluation and clinical care.

c. RECOMMENDATION: Sending a list of consultation requests via e-mail a few weeks before the transition to the medical department at the destination site can substantially cut down on this delay.

4. KEYWORD: EMBARKATION

a. PROBLEM/ITEM: LOAD REQUIREMENTS
b. DISCUSSION: The addition of new items in AMMAL, the IDC and PMT AMMALS, to the TOA has increased the weight requirement of Medical's organizational gear from 400 lbs to 3000 lbs.
c. RECOMMENDATION: Embarkation Officer's planning documents should reflect this change.

5. KEYWORD: PSYCHIATRIC PATIENTS

a. PROBLEM/ITEM: PATIENT SUPERVISION
b. DISCUSSION: Patients referred to Naval Hospital Mental Health Clinic for psychosis or serious suicidal ideation require a command escort. While such patients are uncommon in our setting, the need to supervise them as they wait for care became manifest on this deployment when one such patient eloped, got lost in the hospital, and was unaccounted for a period of hours. The Mental Health Clinic is not responsible for patient supervision.
c. RECOMMENDATION: Medical Department has to coordinate with the companies involved in providing an escort for these special patients.

6. KEYWORD: CONTINGENCY ROSTERS

a. PROBLEM/ITEM: SHORT-FUSED MOUNT-OUTS.
b. DISCUSSION: Short-fused mount-outs generate challenges for the medical screening process and cause frustration for mission planners when members are found to be medically non-deployable. The nature of our work is that missions arise quickly and require immediate preparation. Members slated to be re-deployed are always screened for medical suitability by the Medical Department. Ideally, everyone deployed at the Main body site or a Detachment is medically ready for re-deployment when needed, but in practice, this is not the case. Whenever such a mission arises, most members on the roster are found suitable, a few are found possibly unsuitable, and a few are found clearly unsuitable. Those who are possibly unsuitable may require additional evaluation time, diagnostic testing, etc. If the time from notification to the time of departure is very short, there may be no time for this additional clarification. Caution, then, compels us to declare possibly unsuitable members to be unsuitable.
c. RECOMMENDATION: The shorter the time between notification and departure for a contingency, the more alternates should be placed on the roster, as more members are likely to be found unsuitable for the above reasons. One strategy is to pick alternates for each critical skill set.

7. KEYWORD: MALARIA AND VECTOR-BORNE ILLNESS PPE

a. PROBLEM/ITEM: PROTECTION FROM ILLNESS/INFECTIONS
b. DISCUSSION: Seabees frequently deploy to malaria zones and areas with endemic vector-borne infections, but the TOA does not include basic PPE to protect against arthropod bites. During this year's Okinawa Deployment, 4 separate details – 2 to Southwest Asia, 1 to Guatemala, and 1 to Thailand, deployed to areas with significant vector borne disease threats, including malaria. We struggled to equip these Dets with the necessary items, and the SWA Det that left from Okinawa left too fast to equip them from here. This is unsatisfactory. Readiness to build and fight where Seabees fight requires readiness against these threats.
c. RECOMMENDATION: A short-term solution is to order Sunsect (combined DEET/sunscreen), Permethrin, a permethrin-sprayer, mosquito netting, and poles and keep them in stock in Okinawa. The long-term solution is to recognize that Seabees will always

have missions in malaria zones/areas and that necessary items/equipment have to be added to the TOA.

8. KEYWORD: PREGNANT MEMBERS

a. PROBLEM/ITEM: DEPLOYED PREGNANT MEMBERS
b. DISCUSSION: Per Navy instruction, pregnant members may be deployed with NMCB-5 in a non-contingency site up to the 28th week of gestation, but are eligible for orders to transfer out of the command by their 20th week of gestation. On this deployment, a highly motivated pregnant Seabee pushed to stay as late as possible in order to keep working with the command and to earn her Sea Service Deployment Ribbon. We supported her in this, but when she went into preterm labor here during her 27th week, she nearly required a restriction from flying. This would have forced her to stay in Okinawa until she delivered, without access to her family, etc.
c. RECOMMENDATION: The lesson learned is to make sure pregnant women are sent home shortly after their 20th week of gestation and never past their 24th week.

9. KEYWORD: UNPLANNED PREGNANCY PREVENTION

a. PROBLEM/ITEM: UNPLANNED PREGNANCIES ON DEPLOYMENT.
b. DISCUSSION: Seabee women on deployment are at high-risk for having unplanned pregnancies. During the previous NMCB-5 deployment to Okinawa there were over 12 unplanned pregnancies. Unplanned pregnancies lead to unplanned manpower losses and career disruptions for active duty mothers, and frequently, fatherless children. Aware of this, the Medical Department implemented an aggressive policy of training on the topic, including a presentation by the Medical Officer at the in-country brief on sexual responsibility, contraception, and emergency contraception. This training was supplemented by frequent one-on-one discussions between providers and members and by aggressive distribution of contraceptives including pre-event distribution of the new emergency contraceptive called Plan B (levonorgestrel). At the time of this report, there were only 2 unplanned pregnancies on this deployment, which meant fewer losses than the last deployment and a more ready Battalion.
c. RECOMMENDATION: A program of aggressive training and discussion, aggressive distribution of condoms, hormonal contraceptives, and pre-event distribution of the emergency contraceptive (Plan B) may greatly reduce the number of unplanned pregnancies among women in the Battalion.

10. KEYWORD: PAIN MANAGEMENT

a. PROBLEM/ITEM: MEDICATION AVAILABILITY.
b. DISCUSSION: The prompt and effective treatment of pain is central to the work of medical professionals, but NMCB-5's Medical and Dental Departments did not do a good job of treating acute pain on this deployment. The principal reason for this was the lack of adequate pain medications on-site at the clinic in Camp Shields. Clinics must keep stocks of the oral and injectable pain medicines beyond the over-the-counter medications – ibuprofen, naproxen, and acetaminophen. Most of the effective medicines for moderate to severe pain (e.g preparations of codeine, oxycodone, hydrocodone, and morphine) are controlled substances, which require special programs, custodians, procedures, safes, and extensive documentation. Medical personnel are intimidated by both the shear bureaucratic challenge of managing these programs and a fear that they could be punished for mistakes in that management. These challenges notwithstanding, it is an ethical obligation of Medical Departments to treat pain effectively and thus, to have these medications available.
c. RECOMMENDATION: A controlled medicines program must be started at Camp Shields. The injectable, non-controlled medication ketorolac should also be stocked at Camp Shields.

11. KEYWORD: CBR MEDICATION SHIPMENTS

a. PROBLEM/ITEM: NOTIFICATION OF SHIPMENTS.

b. DISCUSSION: CBR medications were shipped to Camp Shields without prior notification of the Department, and medications that required refrigeration were kept in an unopened crate at room temperature for weeks.
c. RECOMMENDATION: Pre-notify the Medical Department of all medication and supply shipments.

12. KEYWORD: RESERVIST AUGMENTATION

a. PROBLEM/ITEM: NO RESERVISTS ON DEPLOYMENT.
b. DISCUSSION: There were no reserve augments that came on this deployment. During the Battalion's previous deployment to Rota, Spain, reserve groups on 2-week orders for Active Duty for Training periodically included Corpsman, which gave the Department key additional help. The Medical Department is small for its mission (Cf Lesson-learned #1). The occasional boost in the number of corpsmen enables completion of unattended projects, provides good experience for NCF reserve corpsmen, and provides an opportunity for reservists to interact with and build relationships with their active duty counterparts.
c. RECOMMENDATION: It is requested that the Operations Department seek out reserve augments that include corpsmen.

13. KEYWORD: TRANSPORTATION TO/FROM NAVAL HOSPITAL OKINAWA

a. PROBLEM/ITEM: MEANS OF TRANSPORTATION
b. DISCUSSION: Patients, specimens, medications, etc. require frequent transport to and from Naval Hospital Okinawa, which is located at Camp Lester. Naval Hospital Okinawa is 20-30 minutes away from Camp Shields. NMCB-40 gave its companies the responsibility of transporting non-emergent patients to and from the hospital for appointments. NMCB-5's Medical Department took on that responsibility and was aided in it by having a non-medical member of the Battalion detailed to the Department by the Operations Shop for much of the deployment. Both of these approaches have their pros and cons. Initially, runs were made on an ad hoc basis, but later in the deployment we instituted a program of four runs per day, which was more efficient and reliable but occasionally resulted in longer patient-waits for pick-up from the hospital and thus, lost man-hours.
c. RECOMMENDATION: Each deployed Battalion must consider carefully its plan for moving patients to and from the hospital.

14. KEYWORD: PREPARATION FOR WAR ON KOREAN PENINSULA

a. PROBLEM/ITEM: READINESS FOR WAR.
b. DISCUSSION: Readiness for war on the Korean peninsula is one of the principal missions of the Okinawa-deployed Battalion, but NMCB-5's Medical Department did little to examine its role and challenges in this potential mission. The Korean War Plan requires the Battalion to rapidly re-deploy from Okinawa to Korea in the event of war in Korea. Logistically, we are challenged in planning for this by restricted access to the medical TOA and by the absence of stored deferred medical items. While readiness for a Korean conflict is central to our mission here, the daily demands of taking care of patients and supporting Detachments to other non-hypothetical contingencies and exercises distracts us from doing planning that would be needed to quickly re-deploy to Korea.
c. RECOMMENDATION: The Medical Department, in conjunction with 30th NCR Medical, 1NCD Medical, and Battalion's Operations Departments, should develop specific and realistic plans for the Health Services in the event of war in Korea, including logistics, manning, force health protection measures, available echelons of care, Medevac plans and other considerations.

15. KEYWORD: PREPAREDNESS FOR JEV

a. PROBLEM/ITEM: MEMBERS REPORTING MID-DEPLOYMENT.

b. DISCUSSION: Members reporting to the Battalion at the middle of the deployment arrived without vaccination against the Japanese Encephalitis Virus (JEV). All members of the NCF and prospective gains to the Battalion should be immunized against JEV. SERT is a good time to initiate this series if it has not been previously initiated.
c. RECOMMENDATION: SRGs should seek help from the Port Hueneme/Gulfport clinics in ensuring that members traveling to Okinawa are screened properly and immunized against endemic diseases. Consideration should be given to assigning an HM to the SRGs.

16. KEYWORD: CROWS NEST EMERGENCY PREPAREDNESS

a. PROBLEM/ITEM: RETIREES AND OLDER DEPENDENTS.
b. DISCUSSION: The Medical Department has some obligation in providing emergency response to the Crow's Nest. Because of the older population that frequents the club, there is risk of sudden cardiac events there. Rapid CPR and early defibrillation are key in surviving sudden cardiac events.
c. RECOMMENDATION: CFAO is advised to obtain on AED (automated external defibrillator) for the Crow's Nest.

17. KEYWORD: DENTAL TECHNICIAN MOLLE BAGS

a. PROBLEM/ITEM: MOLLE BAG UNAVAILABILITY
b. DISCUSSION: Dental Technicians act as Corpsman in contingency settings, yet ours do not have their own MOLLE medical bags. Given the size of the Medical Department, it is crucial that they be equipped and ready to perform medical functions in contingencies.
c. RECOMMENDATION: Purchase and stock MOLLE bags for NCF Dental Techs.

18. KEYWORD: GAPPING OF PREVENTIVE MEDICINE TECHNICIAN BILLET

a. PROBLEM/ITEM: LACK OF PMT.
b. DISCUSSION: Gapping of the Department's PMT billet left the Battalion exposed to threats and it hurt the Battalion's medical readiness and preventive programs.
c. RECOMMENDATION: This billet should not be gapped and Battalions should be C-4 if they lack a PMT.

19. KEYWORD: DT/HM CROSS-TRAINING

a. PROBLEM/ITEM: INSUFFICIENT DT/HM SKILLS.
b. DISCUSSION: DTs need more HM skills for their contingency missions and HMs need more DT skills for advancement and for isolated duties. While IDC's get some training in emergency dental care in their school, more training is required in this area. In general, HMs and DTs need to spend more time learning about each other's fields. While we did some cross-training in this deployment, we need to do more. We also need to do more cross-training in homeport. IDCs and the Dental Officer did not find time to work on developing IDC skills in this area, nor did they work on understanding and using the new IDCs ADAL. As a result, the IDC ADAL was not even unpacked and taken to Cobra Gold, despite the remoteness of the Thai deployment sites and the large distances from the Task Force's dental capability. This was a collective and joint failure on the part of the Medical and Dental departments.
c. RECOMMENDATION: There should be more HM/DT cross-training at homeport and on subsequent deployments. Hands-on training should be provided for HMs and the Medical Officer on dental procedures at homeport. Also, Dental Technicians should be integrated into the Medical Department's homeport training and into the Combat Lifesaver Program (as teachers and as students). The Dental Officer should take dental cases during FEX as an opportunity to supervise IDCs in field dental care. Consider developing Dental PQS for HMs and medical PQS for DTs.

20. KEYWORD: SAMS/MEDICAL RECORD AGREEMENT

a. PROBLEM/ITEM: UNMATCHED TRACKER-RECORD RELATIONSHIP.
b. DISCUSSION: SAMS (Medical Readiness Tracker/Tickler) frequently does not agree with medical records. This leads to inaccurate readiness reporting, over-immunization, and other problems.
c. RECOMMENDATION: Re-double efforts in this area. Develop tools in accurately extracting information from medical records of new gains to the command for subsequent SAMS entry. Intensify SAMS training for HMs.

21. KEYWORD: BIRTHMONTH RECALL AND PHAS

a. PROBLEM/ITEM: PHA PROGRAM EXECUTION.
b. DISCUSSION: Proper execution of the Navy's Preventive Health Assessment (PHA) program and the maintenance of medical readiness and preventive programs require birthmonth recalls. We instituted a birthmonth recall program using working Saturdays exclusively for the purpose of PHAs. It worked. We did not, however, uniformly helped Detachments set up a similar system with their local clinics.
c. RECOMMENDATION: Use deployment working Saturdays exclusively for birthmonth recalls for PHAs, not for scheduled patient care. Coordinate with clinics at Detachment sites to provide this service to Detachment personnel (though likely not on Saturdays since most clinics don't work on Saturdays).

22. KEYWORD: DEPARTMENT MORALE

a. PROBLEM/ITEM: FEWER MORALE COOK-OUTS
b. DISCUSSION: The number of morale cook-outs for the Medical and Dental Department were fewer on this deployment than on to the last.
c. RECOMMENDATION: Schedule more cook-outs.

23. KEYWORD: LESSONS LEARNED

a. PROBLEM/ITEM: LESSONS LEARNED REFERENCES.
b. DISCUSSION: We were not provided nor did we seek out the previous Battalion's lessons learned prior to this deployment.
c. RECOMMENDATION: Regiment/Division and Operations should facilitate more sharing of lessons learned between Medical Departments. Medical Departments should be more pro-active in seeking and sharing lessons learned prior to deployment.

SAFETY

1. KEYWORD: SAFETY

a. PROBLEM/ITEM: NAVOSH DEFICIENCY NOTICES/INDUSTRIAL HYGIENE SURVEYS.
b. DISCUSSION: Prompt routing of NAVOSH Deficiency Notices to Camp Shields and Industrial Hygiene Survey Reports was essential during the deployment. Hazards identified by CFAO Safety Inspectors/Industrial Hygiene Department have been forwarded to Camp Shields Camp Czar, the departments, and Bravo Company for resolution.
c. RECOMMENDATION: The latest Industrial Hygiene survey and NAVOSH inspections should be made available for review during battalion turn over. A deficiency log must be maintained that identifies all deficiencies and must be tracked by the Safety Office when zone safety inspections are conducted. All resolved hazards must be referenced in the Industrial Hygiene survey for follow-on action.

a. PROBLEM/ITEM: VEHICLE SAFETY TRAINING

b. DISCUSSION: Since the battalion arrived in Okinawa, there was an increase in vehicle mishaps, as compared to the homeport period, that took time to recover from.
c. RECOMMENDATION: Once the Safety Officer from the relieving battalion is identified, make sure the issue and recommendation is forwarded to him/her for dissemination.

a. PROBLEM/ITEM: PERSONNEL BEING TRAINED ON RESPIRATORS IN HOMEPORT THAT WERE NOT IN THE COSAL IN OKINAWA
b. DISCUSSION: During the homeport period, main body personnel were fit-tested with respirators that are not kept in the COSAL. In the event that the projects have an unforeseen hazard to be abated and a respirator from the COSAL is required, the personnel must be refit tested.
c. RECOMMENDATION: Ensure the type of respirators are discussed with the follow on battalion for screening of bill of materials and possible purchase and fit testing of multiple types.

a. PROBLEM/ITEM: FURTHER MANNING IN THE SAFETY OFFICE
b. DISCUSSION: Throughout the deployment Camp Shields or the projects are continually monitored. The balancing of assets could be managed more effectively to continually manage the projects, Dets, facilities, and administration of the safety program.
c. RECOMMENDATION: Add one more full time personnel to the Safety office or have the Hazmat Petty Officer work directly for the safety office.

SUPPLY

1. KEYWORD: OVERALL SUPPLY / FINANCIALS

a. PROBLEM/ITEM: CREDIT CARD HOLDER FILES.
b. DISCUSSION: Credit card holders typically leave all their files behind without making copies for future reference therefore losing accountability of their purchases.
c. RECOMMENDATION: Make sure that the off-going Battalion take copies of their credit card purchases with them. Also ensure they have an understanding that the cardholders are still responsible for the paperwork.

a. PROBLEM/ITEM: GSA/DSSC BILLING
b. DISCUSSION: When utilizing the Defense Service Supply Center (DSSC) for consumable item purchases, each line item is charged against separate document numbers that do not match our original document numbers entered into SFM, causing unnecessary suspense listings and more manhours to reconcile.
c. RECOMMENDATION: Make purchases through government credit cards for multiple line items vice their DSSC card issued to the Battalion as their card charges each line item whereas the purchase card only gets hit once avoiding MFOEDL differences.

a. PROBLEM/ITEM: DESERT UTILITY UNIFORMS (DUU'S)
b. DISCUSSION: With the increase in OP TEMPO in Iraq, Battalions are scrambling to buy DUU's for their folks at the last minute causing an unnecessary amount of work for the SK's and jeopardizing their ability to find the right sources in the areas of operation.
c. RECOMMENDATION: Purchase DUU's for all NCF Battalion personnel as part of their Seabag.

a. PROBLEM/ITEM: DETACHMENT COST VISIBILITY
b. DISCUSSION: With the installation of 3M in the camp, Supply and Alfa lost individual Detachment cost visibility and their costs have consolidated with all Detachments, causing us to lose historical individual Detachment site-specific information.
c. RECOMMENDATION: Recommend a meeting with Comptrollers, 1NCD, and NFELC to determine ways of separating these costs by site in order to get historical information and to better plan for future budgets required by site.

a. PROBLEM/ITEM: CONSUMABLES FOR ALFA
d. DISCUSSION: Since 3M's installation, ALFA Company has increased its use of Petroleum, Oils, and Lubricants (POL) due to the increased periodicity requirements causing Alfa Company to run out of stock on hand more and vehicle repair orders to remain open longer than necessary.
c. RECOMMENDATION: Be aware of the increased use of POL by Alfa Company for their operations and plan accordingly so as not to run out of this. Also, be aware of the need for more consumable dollars to support greater demand.

2. KEYWORD: AUTOMOTIVE REPAIR PARTS

a. PROBLEM/ITEM: 3M INSTRUCTION FOR THE CAMP.
b. DISCUSSION: There is an instruction pending for approval from 1NCD regarding the 3M program.
c. RECOMMENDATION: Use the existing Navy-wide 3M Program Instructions as a guide until a more detailed instruction (NCF specific) is formulated. This will alleviate any room for error since the NCF instructions must contain the same standards as the OPNAV. Furthermore, it would probably be beneficial to draft an "NMCB 4790" until the NCD publishes.

a. PROBLEM/ITEM: WEAPONS SYSTEM FILE DOES NOT RECOGNIZE NCF COSAL TYPES.
b. DISCUSSION: Weapons System File does not recognize NCF COSAL types, resulting in ASI updates pushing all support to the HM&E, RSS, OSI, etc. This problem isn't confined to our location, it is everywhere within the NCF.
c. RECOMMENDATION: NFELC, NAVICP and SPAWAR need to get this problem resolved. Until this problem is resolved, we should maintain the manual method of COSAL updates and work the pen & ink changes in Micro SNAP. This isn't a change for the SK's within the Seabees. ASI is new and the change will happen where we no longer have to make manual changes for new COSAL revisions. When the ASI load is done, the 3MC needs to forward copies of the updates to all Department Heads so that the changes can be made in SFM & OMMS. 3MC should have oversight, but it is up to the equipment managers and the Supply Officer to manage.

a. PROBLEM/ITEM: ORDERING PARTS.
b. DISCUSSION: When a work center opens a job, they are supposed to order parts from the COSAL it is supported under (OKAD1 CESE ordered under MCA1 COSAL). Some camps are finding that parts support is not available this way.
c. RECOMMENDATION: During the Tech Edit phase of the ordering process, a Storekeeper can easily locate the COSAL where a part is stored. By selecting the COSAL where the part is stored, numerous hours of rework can be avoided (i.e. in NMCB1, the SK deletes the original requirement and the part moved between COSAL's in the system, forcing the work center to reorder the part again just to capture COSAL "demand effectiveness"). The effectiveness is not reported by COSAL since the WSF does not recognize our homemade COSAL's.

a. PROBLEM/ITEM: MIGRATION OF DATABASE FILES FROM DOS TO WINDOWS.
b. DISCUSSION: When the Micro Snap database system was updated to the new Windows-based program, some stock record files ended up with excess quantities that did not actually exist.
c. RECOMMENDATION: Once a data migration or backup restore is initiated, run a complete stock status listing to verify all allowance and on-hand quantities. Challenge all that do not look right by verifying within the hard copy COSAL. All corrections should be identified up front to lessen the down time needed to send the files to SPAWAR for correction.

a. PROBLEM/ITEM: TRICON CONTAINER SHORTAGES

b. DISCUSSION: ARP has only one TRICON and it needs two more to build the MCA's required for the Battalion; would encounter problems with mobilizing the air Detachment.
c. RECOMMENDATION: Acquire additional TRICON's.

a. PROBLEM/ITEM: "N" GENERATED REQUISITIONS FUNDING
b. DISCUSSION: During each ASI tape process, many "N" generated requisitions appear to cause the number of outstanding requisitions to increase. The reqs are sitting in limbo with no action being taken due to lack of funding and/or requirements validation.
c. RECOMMENDATION: Recommend NFELC and 1NCD communicate as to who is funding these. They should either task the resident Battalion or get an ISSOT team here to determine if these requisitions are valid requirements based on the COSAL and ASI processes.

3. KEYWORD: CTR

a. PROBLEM/ITEM: PROJECT CONSUMABLES.
b. DISCUSSION: Projects did not include consumable items in their Bill of Materials. Replenishment of consumable items in the tool kits is the responsibility of each project where the kits are located. Project funds cover the cost for purchasing consumable items in the kits.
c. RECOMMENDATION: Consumables must be included in the projects' BM's and the individual companies need to purchase replacements for consumable items with project funds early and in adequate quantities (except Alfa consumables).

a. PROBLEM/ITEM: CTR HISTORY JACKETS.
b. DISCUSSION: History jackets were non-existent and an initial baseline had to be established. Projects were not maintaining proper history jackets on site.
c. RECOMMENDATION: History jackets (the master to be maintained in CTR and a second to be maintained by each kit custodian on site) should contain the master inventory, inventory sheets, 1250's, DD139's and DD200's.

a. PROBLEM/ITEM: KIT AND EQUIPMENT ACCOUNTABILITY.
b. DISCUSSION: There are no official means of identifying kits and equipment inventories are required.
c. RECOMMENDATION: All tools, gas-powered and electrical, and kits should be documented in 1114's to maintain accountability.

4. KEYWORD: CSR / TOA

a. PROBLEM/ITEM: DRMO.
b. DISCUSSION: DRMO support is congested and requires long lead times.
c. RECOMMENDATION: Coordinate DRMO runs at least 30 days out due to DRMO backlog and arrive on time. Utilize the DRMO manual when completing 1348's.

a. PROBLEM/ITEM: LARGE SHIPMENTS AT NAHA PORT.
b. DISCUSSION: If we wait too long in communicating with Naha Port, shipments received at the port will accumulate, making it extremely difficult to coordinate an MTVR and driver to pick up all the shipments.
c. RECOMMENDATION: Be proactive in communicating with Naha Port by callng every other day and requesting information pertaining to current and future deliveries.

a. PROBLEM/ITEM: CONTAINER SHORTAGES IN TOA.
b. DISCUSSION: We ran into numerous difficulties in sending the requested amount of containers to various DFT's and projects we were tasked with providing.
c. RECOMMENDATION: Engage all parties involved in the communication process of determining how we can correct the container shortage that the whole NCF is encountering.

5. KEYWORD: ATOS

a. PROBLEM/ITEM: ATOS SETTLEMENT SUPPORT.
b. DISCUSSION: Initially, travel settlements were not entered until the Airline Monthly Field Order Expenditure Difference Listing's (MFOEDL) receipt for airline tickets were received.
c. RECOMMENDATION: ATOS user must always enter the travel settlement to finalize claims and use the overdue settlement report to track down missing vouchers.

a. PROBLEM/ITEM: ATOS JONS NOT ASSIGNED CORRECTLY
b. DISCUSSION: When funds were issued, JON 802 was used for all DFT-associated travels.
c. RECOMMENDATION: ATOS user needs to distribute the funds to the correct JONS prior to obligating orders.

6. KEYWORD: BILLETING

a. PROBLEM/ITEM: BILLETING COMMON SPACE CLEANING.
b. DISCUSSION: Cleaning of common spaces should be supported by contractors.
c. RECOMMENDATION: Work with the Camp Czar to establish a cleaning contract for the Hilton common areas.

7. KEYWORD: MLO

a. PROBLEM/ITEM: MLO PRIME VENDOR
b. DISCUSSION: Prime Vendor needs to know the priority of ordering materials.
c. RECOMMENDATION: Line Companies need to prioritize materials in the BM by 30-60-90 lists and submit those lists to MLO. Keep updating them in monthly intervals.

a. PROBLEM/ITEM: MLO PRIME VENDOR
b. DISCUSSION: Prime Vendor's prices for materials may be too high.
c. RECOMMENDATION: Request pricing information prior to authorizing a purchase. If prices seem high, request three quotes with the names of the vendors. Project crews will have to plan ahead and submit material requests to allow sufficient time for this process to work.

a. PROBLEM/ITEM: STOCK RECORD CARDS
b. DISCUSSION: Keeping stock record cards current with add-ons
c. RECOMMENDATION: Stock Record Cards should be completed for the entire BM at the beginning of the project. Also, they should be completed for any add-on material as the add-ons are processed. Don't wait until the material is on hand to fill out the Stock Record Card.

a. PROBLEM/ITEM: MATERIAL DELIVERY TO JOBSITES
b. DISCUSSION: It is difficult to maintain consistency and accountability of materials delivered to the jobsites because the receipts are not always turned into MLO in a timely fashion. Sometimes, the receipts are lost or destroyed.
c. RECOMMENDATION: As much as possible, deliver all materials to the MLO office rather than the jobsite.

a. PROBLEM/ITEM: LOCAL DRYWALL
b. DISCUSSION: Local drywall sheet sizes are different from the U.S. standard sizes.
c. RECOMMENDATION: If U.S. standard sizes are required, they need to be ordered 40 days in advance from mainland Japan. Otherwise, plan on using the 3' x 7' JIS standard drywall.

a. PROBLEM/ITEM: MSDS
b. DISCUSSION: Sometimes, MSDS's do not come with HAZMAT orders/ deliveries.
c. RECOMMENDATION: Always request MSDS's for HAZMAT orders. When the material is delivered, warehouse personnel must write necessary HAZMAT information in the 1250.

a. PROBLEM/ITEM: 1250 SHORTAGE

b. DISCUSSION: 1250 forms will run out around the 45-day review time frame.
c. RECOMMENDATION: Order a sufficient quantity (15 cases or so) to cover the deployment.

a. PROBLEM/ITEM: ORDERING THROUGH LOCAL OKINAWA EMPLOYEES.
b. DISCUSSION: Local employees' lack of construction expertise sometimes makes it difficult to order materials.
c. RECOMMENDATION: Provide pictures or samples of the material whenever possible to expedite the procurement process.

a. PROBLEM/ITEM: DEBRIS DISPOSAL ON JOBSITES.
b. DISCUSSION: There is no inexpensive option available for debris disposal.
c. RECOMMENDATION: Crews have to account for dumpster rental and dumpsite disposal fees when doing P&E for their project.

a. PROBLEM/ITEM: SPOILS REMOVAL.
b. DISCUSSION: It is very costly to haul spoils away from the jobsite and dispose of them in a landfill or quarry.
c. RECOMMENDATION: As much as possible, reuse the spoils from construction sites.

a. PROBLEM/ITEM: UNITS OF ISSUE.
b. DISCUSSION: It's common practice in the US to list materials, such as piping, conduit, boards, rebar, etc, by the total length (e.g. "board feet"). However, it is much easier to count and inventory if using units of issue such as "each."
c. RECOMMENDATION: Do not use units of issue like "board feet" when developing a BM. Use "each" instead. Specify the standard length of each piece in the material description (e.g. <2"x4"x12' board, 40 each> instead of <2"x4" board, 480 LF>).

a. PROBLEM/ITEM: UNITS OF ISSUE
b. DISCUSSION: Oftentimes, a material will be listed on the BM under a certain unit of issue but will be ordered off of a 1250 using another unit of issue. For example, 2"x4" boards may be listed in the BM as "each" but may be listed in the 1250 in terms of "board feet". This often causes confusion and can lead to mistakes in inventories and accountability within MLO.
c. RECOMMENDATION: Only fill out 1250's for materials in terms of the same unit of issue as listed in the BM.

a. PROBLEM/ITEM: ENGLISH UNITS VS. METRIC UNITS
b. DISCUSSION: All structural materials available locally are pretty comparable to U.S. standard materials. However, the local materials are all measured in metric units. This can get confusing when converting back and forth from English units to metric units and vice versa on the plans and specs.
c. RECOMMENDATION: Find out what units of issue and/or measurement the local materials are available in and plan the project using those units from the beginning instead of trying to convert every single measurement.

a. PROBLEM/ITEM: STEEL STUDS FOR WALLS
b. DISCUSSION: Steel studs are not commonly used in Okinawa and take about 2-3 weeks to ship from mainland Japan.
c. RECOMMENDATION: If steel studs are required, plan ahead.

a. PROBLEM/ITEM: HILTI GEAR
b. DISCUSSION: HILTI gear can be ordered with a 10-day to two-week lead-time. Local equivalents can be found with some patience and research.
c. RECOMMENDATION: Plan accordingly.

a. PROBLEM/ITEM: DROP CEILINGS
b. DISCUSSION: This is a long lead item (several weeks).
c. RECOMMEDNATION: Identify the need for the material and order early in the project.

a. PROBLEM/ITEM: MANHOLES
b. DISCUSSION: Specific information is required for ordering.
c. RECOMMENDATION: When ordering, provide drawings, measurements, etc. Keep in mind that all the pipes and fittings are in metric units, not English units.

a. PROBLEM/ITEM: AIR CONDITIONER UNITS
b. DISCUSSION: When dealing with Japanese units, the split units are much easier to install than those requiring ductwork.
c. RECOMMENDATION: Whenever possible, order split unit air conditioner systems.

a. PROBLEM/ITEM: ELECTRICAL PANELS AND ACCESSORIES
b. DISCUSSION: American panels (Square D, etc.) are not found on Okinawa, but you can have a Mitsubishi panel custom-made that will meet all your requirements, with all the required breakers ready to install in about ten days. All conduit connections and fittings are metric, however.
c. RECOMMENDATION: Let your crew leaders know that they need to specify what ratings they need on the Mitsubishi-type panels. Catalog books are available in MLO.

a. PROBLEM/ITEM: ELECTRICAL AND PLUMBING
b. DISCUSSION: All electrical and plumbing hardware needed are found in Okinawa, but is in metric units, not English units. As such, it is incompatible with U.S. standard materials.
c. RECOMMENDATION: In order to maintain consistency and to minimize compatibility problems, do not mix and match U.S. standard materials with local materials. Use all of one or the other. Plan it that way from the beginning of the project.

a. PROBLEM/ITEM: LOCAL PURCHASES
b. DISCUSSION: The process currently being used in purchasing materials from the local economy is slow and laborious. There is currently no mechanism in place, such as a Gov't purchase credit card, for MLO to run out at a moment's notice and purchase something from the local economy. We have been told that this is due to overriding contract laws dealing with the way the projects are funded, the budgeted Yen rate vs. the daily Yen rate, etc.
c. RECOMMENDATION: Do whatever is necessary on the project funding side (at 1NCD/30NCR) level in order to give MLO the flexibility of using a credit card or other means to quickly procure materials and keep the projects running.

8. KEYWORD: DISBURSING OFFICE, POST OFFICE, AND FOOD SERVICE

a. PROBLEM/ITEM: TRANSPORTATION
b. DISCUSSION: It was very difficult to be efficient in Disbursing, Postal, Admin, and Personnel without having a designated vehicle to conduct Official business outside Camp Shields.
c. RECOMMENDATION: Get a vehicle for these Divisions so as not to hamper official business.

a. PROBLEM: DISBURSING IATS TRAVEL
b. DISCUSSION: We had some issues with Travel due to inefficient Internet connectivity and database not being updated promptly.
c. RECOMMENDATION: Download updates and do an IATS backup daily.

a. PROBLEM/ITEM: TRANSPORTATION TO PROJECTS AND WARDROOM
b. DISCUSSION: The wardroom has it's own golf cart but it has been down during most of the deployment. Therefore, we had to utilize the one assigned truck we had for project deliveries and stores drop-off/pick-up.
c. RECOMMENDATION: Purchase a new golf cart, fix the existing golf cart, or get another vehicle so we do not run into transportation issues when delivering food out to the projects and the wardroom.

a. PROBLEM/ITEM: ASSIGNMENT OF FSA'S.

b. DISCUSSION: Our FSA's were getting rotated too early (2 weeks in one case). By the time we got them trained, they were replaced by new ones.
c. RECOMMENDATION: Keep FSA's up to 90 days like they are supposed to in accordance with NAVSUP 580.

a. PROBLEM/ITEM: ASSIGNMENT OF FSA'S
b. DISCUSSION: We had another issue regarding FSA's and INDOC scheduling. When newly reporting Seabees came to the Battalion, they were oftentimes sent straight to FSA duty prior to their scheduled INDOC, causing operation issues.
c. RECOMMENDATION: Have them complete INDOC prior to being assigned FSA duties. Keep the current FSA's and replace them once their relief has fully completed all INDOC.

a. PROBLEM/ITEM: HIGH COSTS IN OKINAWA.
b. DISCUSSION: The availability of fruits, vegetables and meat products in Okinawa are seasonal. The prices go up during the holiday seasons (November-January) causing the mess to lose money needlessly.
c. RECOMMENDATION: Be aware of the high cost of these items during this season and regularly monitor the food preparation worksheet for any necessary changes. Also keep in mind that fruits and vegetables are usually very high (i.e. strawberry's $10/lb, mushroom $30/lb, and cilantro $22/lb) during these times.

a. PROBLEM/ITEM: UNIT OF ISSUE
b. DISCUSION: During turnover, we carried over some food items that were not properly assigned a unit of issue. In other words, if you have the same item and one is a bulk unit of issue but the other is "each", create separate FIC's to avoid exceeding over 10% of the actual food cost, which is a discrepancy on the NAVSUP 1359 report.
c. RECOMMENDATION: Do not change the unit of issue until these food items (i.e. potato chips and muffins) are issued completely. If change is necessary, a new Food Item Code should be assigned in order not to replace the last receipt price and cause exceeding over 10% of the actual food cost ceiling.

a. PROBLEM/ITEM: AFLOAT BDFA VERSUS ASHORE
b. DISCUSION: Camp Shield's galley is labeled as an overseas shore facility vice overseas afloat and when the 7330 is downloaded, the computer automatically assigns overseas afloat BDFA which is higher than the shore rate, causing unauthorized allowance increase.
c. RECOMMENDATION: When downloading 7330, manually overwrite the BDFA rate with the overseas shore facility rate.

3-M

1. KEYWORD: AUTOMATED SHORE INTERFACE (ASI) PROCESSING

a. PROBLEM/ ITEM: MICROSNAP OMMS
b. DISCUSSION: The ASI process continues to be a challenge--it does not always go through the process due to various errors and program system glitches, especially when processing Supply records.
c. RECOMMENDATION: SPAWAR needs to collect, identify, and correct these errors. Also recommend a more intensive MicroSNAP OMMS training for the 3M Systems Coordinator to be able to fix the minor glitches/bugs in the system.

2. KEYWORD: SKED 3.1.3

a. PROBLEM/ ITEM: SKED PROGRAM
b. DISCUSSION: It took five (5) attempts to load the PMS Force Revision change into SKED to properly view and print the MIPs and MRCs. A consistent nuisance is the "Transaction Log Full" error message which appears weekly and would not allow any users to use the SKED Program unless its backed-up from the main server in ISD. The initial database records

installed were based on Guam's TOA and had to be re-done to match existing TOA in Okinawa.

c. RECOMMENDATION: ANTECH needs to identify and develop certain fixes for the bugs in the system based on the input of 3MCs throughout the NCF and the fleet.

3. KEYWORD: 3M TRAINING

a. PROBLEM/ ITEM: 3M TRAINING IN HOMEPORT
b. DISCUSSION: There were only a total of 20 personnel in homeport that were trained in 301, 303, SKED and MicroSNAP, six (6) months prior to deployment. Out of these, we lost 6 personnel to the Det sites. We had to initiate an aggressive 3M training program in deployment prior, during, and after the installation of 3M to ensure the success of the 3M system.
c. RECOMMENDATION: The 3M training in homeport should provide more quotas /available seats, and different levels of training (from 301 to 306 level) for 3M qualification. The MicroSNAP and SKED system programs and the related computer assets should also be available for the Battalion's use in homeport.

4. KEYWORD: COMMAND 3-M ASSISTANT

a. PROBLEM/ ITEM: COMMAND 3-M ASSISTANT
b. DISCUSSION: The command 3M Assistant should be a full-time primary position as the Battalion gets deeper in 3M and as the 3M System expands to encompass other elements/facets of the NCF. There are numerous admin functions that the command 3M Assistant should carry out in order for the 3M-C to perform other tasking and be more proactive.
c. RECOMMENDATION: Make the Command 3M Assistant a full-time job.

5. KEYWORD: NCF 3M PROGRAM

a. PROBLEM/ ITEM: 3M PROGRAM DIFFERENCES
b. DISCUSSION: There are inherent differences and/or conflicts with the 3M programs between 1NCD, 20th and 30th SRG/ Regiment in conjunction with the OPNAVINST 4790.4C in matters of Spot Checks and the contents of each individual instructions. The alignment of the NCF COSALs are currently a work-in-progress that needs to mesh with the Ship's 3M system.
c. RECOMMENDATION: Recommend 1NCD to get inputs from all the deployed 3M-Cs in the field and set up a 3M Conference with the 3M-C's of the two SRGs/ Regiment (with/without all 3M-Cs in the NCF) and lay-out a standardized plan for the NCF.

COMMAND RELIGIOUS PROGRAM

1. KEYWORD: WORSHIP HOURS

a. PROBLEM/ITEM: WORSHIP AND BIBLE STUDY TIMES
b. DISCUSSION: Finding a good time for Seabees to worship and conduct Bible Studies can be a challenge. Setting a time and being consistent is the best policy. Proper passing of the word may also be a factor. Transportation to places of worship was also a problem for our non-protestant worshippers.
c. RECOMMENDATION: I would recommend that worship hours stay as consistent as possible. As far as communication goes, there was a marquee in front of the Chapel upon our arrival that was in very poor condition and fell into total disrepair while I was here. I understand from the Camp Czar that a new sign is in the works. The sign would give each Seabee a consistent avenue of accurate information.

2. KEYWORD: TRANSPORTATION

a. PROBLEM/ITEM: TRANSPORTATION FOR OTHER FAITH GROUPS

b. DISCUSSION: After many attempts to remedy the transportation problem, it remained unfixed. Many requests were forwarded to "A" Company and the Duty Section to have the Sunday morning duty bus drivers take Seabees to Church and pick them up afterwards. It never happened on a consistent basis.
c. RECOMMENDATION: I would recommend that the Chapel have a van to use to be able to specifically transport Seabees to worship services. It would also have helped for the Chaplain to have a trained Religious Programmer for such duties.

3. KEYWORD: FINAL CONCLUSIONS

In the end, regardless of poor communication and/or transportation, Seabees will:
1) Find the time to do the things that are important to them.
2) Find the transportation to get there.
3) However, leadership must facilitate the proper means to accomplish the desired ends.

ATSUGI

1. KEYWORD: OPERATIONS

a. PROBLEM/ITEM: PROJECT DRAWINGS.
b. DISCUSSION: Project designs and specifications were poor and lacked necessary details. Numerous design changes were submitted causing unnecessary delays in progress.
c. RECOMMENDATION: Ensure that projects are well designed with accurate drawings/specifications identifying all materials from either a local source or a U.S. source, not both sources. If there are questions about the drawings or specifications, prepare an RFI for Engineering as early as possible. Also, you can visit the designer to get catalog cuts of most materials that are called out. In order to get quicker response on questions about the drawings, it's best to offer a suggestion as to how you would like to do it instead of just asking the ROICC office or designer how he would like you to do it.
Review drawings, not only for minor flaws, omissions and inconsistencies, but also for overall design and how well it will work in the field. Example: We were required to install a wooden retaining wall made of 4x4 posts and 1x6 boards. The flexibility of the walls, however, caused them to lean outward significantly when the area behind the wall was backfilled and compacted. The solution was to install a deadman several feet inside of the wall with an all-thread connection between the deadman and the wall, allowing us to bring the wall back to exactly where we wanted it. This solution, however, caused many lost mandays because of the rework required to fix the wall. A close examination of this aspect of the project ahead of time, coupled with experienced builders who would have recognized the design flaw, could have prompted a design change before, not after, the wall was installed.

2. KEYWORD: OPERATIONS

a. PROBLEM/ITEM: ROICC OVERSIGHT AND SUPPORT.
b. DISCUSSION: The ROICC Staff provided oversight and support to Seabee projects. However, due to the large volume of civilian contracts they manage, less time was spent on Seabee projects than preferred.
c. RECOMMENDATION: Continue to ensure that ROICC Conreps regularly visit the projects in order to provide more efficient contract documentation review and improved daily Quality Assurance inspections.

3. KEYWORD: SUPPLY/MATERIALS

a. PROBLEM/ITEM: SUPPLY CORPS SERVICES
b. DISCUSSION: Some of the materials we needed were American-spec materials and other materials were Japanese-spec. The Detail should use common sense when it comes to ordering materials from a specific source. Local Supply Corps reps can get you anything you ask for, but at a premium price if the material is not widely used in Japan. For example: the drawings from one of our projects called for pine lumber, but in metric sizes. The first FAR

we submitted to purchase English unit lumber was rejected, so we priced the specified material. Since pine is not common here, the price of the lumber was way more than expected. We again went to ROICC to plead our case, saying that there was no value added in having Japanese-spec lumber when American lumber can serve the same purpose but for a much lower cost.

c. RECOMMENDATION: Don't take the material source specified in the drawings and specs as Gospel. If there is a good reason (usually price) to get materials from a different source, present your case to the ROICC with dollar figures in hand.

4. KEYWORD: SUPPLY/MATERIALS

a. PROBLEM/ITEM: MATERIALS FROM THE U.S.
b. DISCUSSION: We had a material that had to be purchased/acquired from an American source and it was left off the BM, mainly because it was a piece of material that no one had used and didn't understand its impact on the project just based on the drawings. When we realized the material was missing, it was at that point where a delay in delivery would have made a significant impact on our schedule.
c. RECOMMENDATION: Supply Corps has a rep in the States who is very responsive and can get you materials airfreighted from the States in a matter of days. This is the quickest way to get American-spec materials to Atsugi.

CHINHAE

1. KEYWORD: SUPPLY

a. PROBLEM/ITEM: PURCHASING MATERIALS LOCALLY.
b. DISCUSSION: Although not all types of US standard materials are available in Korea, many acceptable alternatives can easily be acquired. The Public Works Department has experience dealing with local vendors and using Korean standard materials. PWD should be consulted regarding all material purchases. Purchasing materials locally saves considerable time and money.
c. RECOMMENDATION: If possible, utilize PW Supply reps to locate and purchase all materials locally, as long as they meet project specifications.

2. KEYWORD: QUALITY CONTROL

a. PROBLEM/ITEM: MATERIAL QUALITY.
b. DISCUSSION: Korean expediter is not a subject matter expert but will try everything to purchase the materials when required. Because of the fast-paced nature of the project, some materials are obtained from low-end vendors with low quality products.
c. RECOMMENDATION: Ensure that the PW expediter acquire construction materials from reputable vendors with prior dealings with the U.S. military.

3. KEYWORD: OPERATIONS

a. PROBLEM/ITEM: PW/ROICC SUPPORT.
b. DISCUSSION: FAR's and RFI's are not being properly handled. Very often, decisions and adjustments to prints are made on the spot without reviewing the prints further and consulting the subject matter experts. Even though the AROICC is a BU1, PW is fully staffed with engineers from all fields. ROICC is not fully engaged with the Seabee project.
c. RECOMMENDATION: Coordinate meetings with the ROICC and the engineers whenever a question arises. Ensure the ROICC understands the importance of his role in the construction project and should provide support throughout the course of the construction.

4. KEYWORD: EQUIPMENTS

a. PROBLEM/ITEM: VEHICLE SUPPORT

b. DISCUSSION: There is no vehicle permanently assigned to the Seabees, such as a passenger vehicle. The Detail had to rent a vehicle from PWC whenever a passenger vehicle or cargo handling equipment was required.

c. RECOMMENDATION: Recommend to start considering assigning a permanent passenger vehicle to the Seabees. Commander, Fleet Activities Chinhae's Transportation Department have some vehicles that they could make available for long term use on a cost share program similar to the GSA lease program. Cost includes fuel and repairs and is less expensive than GSA.

5. KEYWORD: LOCAL POLICIES, INSTRUCTIONS AND EVENTS

a. PROBLEM/ITEM: POLICIES, HOLIDAYS, AND EVENTS
b. DICUSSION: In addition to NMCB policies, there are plenty of existing policies specific to the base that should be followed. Military exercises in the peninsula may also affect the normal daily routine. Koreans working in the base observe Korean national holidays as well as US holidays, which can affect normal operations. When contractor support is required during these days, they may not be available.
c. RECOMMENDATION: Obtain copies of base policies ahead of time and incorporate them in the training. Knowledge of Korean holidays and future military exercises will be very useful when planning activities for the project.

6. KEYWORD: MEDICAL AND DENTAL SUPPORT

a. PROBLEM/ITEM: LIMITED MEDICAL/DENTAL CAPABILITY
b. DISCUSSION: Dental services are only available once a month. The closest Dental facility can only be accessed from the nearest Army base, which is a two (2) hour drive from CFAC, and the Medical facility is only equipped for minor and emergency medical needs.
c. RECOMMENDATION: All personnel should be thoroughly screened and major dental issues taken care of before deployment. Personnel who require periodic medical attention should also be identified beforehand. This will enable the chain of command to plan ahead and meet individual needs.

DET FUJI

1. KEYWORD: MLO / SUPPLY

a. PROBLEM/ITEM: MATERIAL PROCUREMENT
b. DISCUSSION: There are several ways to get materials, some better than others. The source of the materials will depend on what is needed.
c. RECOMMENDATION: For large items (above $2500), materials should be ordered through the Supply Corps. For items under $2500, there are two methods. If the material or item is readily available at the local hardware store (Jumbo Encho or Cainzehome), the Camp Fuji Supply office will purchase the material with their credit card and get reimbursed via an 1149. For harder to find items, the local contractor, Mr. Shoji, can procure the materials. This takes longer than getting it from the hardware store.

2. KEYWORD: MLO / SUPPLY

a. PROBLEM/ITEM: PROJECT MATERIAL DELAYS
b. DISCUSSION: Getting some materials can take a very long time. Fence materials, in particular, can have a lead time of up to 40 days.
c. RECOMMENDATION: Make sure that material needs are identified and submitted early. The Japanese contractors who procure the materials may not have an extensive construction background. They only act as middlemen to find your materials. Confusion associated with the language barrier and unfamiliarity with the materials can also cause delays. Try to use pictures to make sure they understand what you are asking for.

3. KEYWORD: MLO / SUPPLY

a. PROBLEM/ITEM: CTR ITEMS ON ORDER
b. DISCUSSION: The tool kits are not all 100% complete, and the previous battalion ordered many tools. Even though the paperwork was present, the tools themselves were not actually on order.
c. RECOMMENDATION: Follow up on all outstanding requisitions immediately after turnover. Do not accept the requisitions without verifying their status.

4. KEYWORD: MLO / SUPPLY

a. PROBLEM/ITEM: COLD WEATHER GEAR
b. DISCUSSION: The climate in Fuji is very cold and wet in the winter. We were not issued enough items before deployment to properly complete our mission. We received the standard issue, but had to go back and re-request better gloves and hardhat liners. By the time they arrived, the worst part of the winter was over.
c. RECOMMENDATION: The troops must be issued proper cold weather gear before deployment. This includes Gortex, polypro, rain gear, helmet/hardhat liners, cold weather boots, and good cold-weather work gloves. The standard leatherwork gloves are inefficient and just do not cut it. Do not accept no for an answer.

5. KEYWORD: IT SUPPORT

a. PROBLEM/ITEM: IT HARDWARE AND SOFTWARE
b. DISCUSSION: The Det computers are not in very good shape, even with the addition of two new machines. Also, support is limited because the Det personnel are the only people in the camp not on NMCI.
c. RECOMMENDATION: Cpl. Siedel in the S6 shop has been very helpful. Continue to seek him out for help.

6. KEYWORD: UNIFORM SUPPORT

a. PROBLEM/ITEM: RETAIL STORE UNIFORM ITEMS
b. DISCUSSION: The AAFES retail store does not carry any Seabee uniform items.
c. RECOMMENDATION: Ensure all Detachment personnel have a complete and serviceable seabag prior to deployment to Fuji. Troops can drive to Atsugi or Yokosuka if needed, but it can be inconvenient.

7. KEYWORD: MEDICAL/DENTAL

a. PROBLEM/ITEM: LIMITED SUPPORT
b. DISCUSSION: Camp Fuji has a small clinic run by an IDC. There is no medical doctor in the camp. If a doctor is needed, the troops will have to drive 2 hours to Yokosuka. The same goes for dental. While the camp can arrange transportation, appointments become all day evolutions. Prescriptions and after-care programs also need to be taken care of elsewhere.
c. RECOMMENDATION: Personnel with existing conditions that would necessitate them to see a doctor or dentist for regular check-ups should not be assigned here.

IWAKUNI

1. KEYWORD: FINANCIAL

a. PROBLEM/Item: LOCAL ACTIVITIES NOT CLEAR ON REIMBURSABLE SERVICES
b. DISCUSSION: The detail works with several services at MCAS Iwakuni (Billeting, Motor Transport, Facilities Shops). Not all activities understand clearly what is and is not reimbursable. This can lead to delayed services.

c. RECOMMENDATION: Ensure the OIC, AOIC have an understanding of the ISSA. This will avoid requesting services without funding or funding non-reimbursable services.

2. KEYWORD: ADMINISTRATION

d. PROBLEM/Item: E-MAIL CONNECTIVITY TO MAIN BODY. TRANSITION OF NMCI.
e. DISCUSSION: Due to Detail geographic location on a USMC station, global e-mail listing of detail personnel at main body must be done manually by ISD. The Detail's e-mail addresses are not on the NCF/Mainbody global address book.
f. RECOMMENDATION: Ensure the OIC, AOIC and OPS (and all Detail Key Billets) are on the battalion e-mailing lists. This ensures timely dissipation of information and requirements to the chain of command and assigned detail personnel.

3. KEYWORD: ELECTRONIC MAIL

a. PROBLEM/ITEM: E-MAILING LARGE FILES/RESTRICTED FILES
b. DISCUSSION: Photo Sitreps, DCR's, and other large files cannot be sent via single e-mail, recipient mail denies receipt. E-mail system may also be set up to restrict file types/sizes.
c. RECOMMENDATION: S6 to publish e-mail policy identifing system limitations and expectations. Ensure photo files are as small as possible, split large files into smaller ones, and send two photo sitreps per e-mail. Monitor e-mail to ensure that the recipient receives messages of this sort. Training can also be provided for personnel not familiar with such computer operations.

4. KEYWORD: OPERATIONS

a. PROBLEM/ITEM: MARINE WING SUPPORT SQUADRON 171 (MWSS-171).
b. DISCUSSION: The MWSS-171 is a huge source of personnel and Heavy Equipment support. Also, the training value it gives them cannot be obtained for their Marines any other way. The Drafting and Surveying shop has SUPERB surveying assets and equipment that neither Detail Iwakuni or Facilities own.
c. RECOMMENDATION: Future Dets to network with MWSS-171 for heavy equipment needs when required. The Marines are very anxious to work, learn, and help the Seabees. For possible future Seabee/Marine mission, this will be a very good source of inter-service training.

5. KEYWORD: GALLEY

a. PROBLEM/ITEM: RESTRICTED GALLEY HOURS
b. DISCUSSION: The two Galleys on base are good. Unfortunately on Saturdays and holidays no breakfast served. The Det's workday starts hours before Galley operations begin.
c. RECOMMENDATION: The galley can make boxed breakfast for you, make sure that a meal request is a submitted five days prior and follow-up with the Galley the day before. They are known to forget requests.

SAN CLEMENTE

1. KEYWORD: SUPPLY

a. PROBLEM/ITEM: FUNDING ESTABLISHMENT.
b. DISCUSSION: The first five to six weeks of deployment were not effectively dedicated to the quarry and road project tasking due to the lack of funding to purchase equipment repair parts. The Det Storekeeper did not receive a purchase card until mid-January. CESE availability reached a low of 52% prior to the establishment of funds. Apparently, previous Details have experienced the same situation. A contributing factor was, undoubtedly, a turnover during the Thanksgiving/Christmas holiday season.

c. RECOMMENDATION: Funding sources, funding quantities, and Detail purchase cards must be identified and established prior to deployment. Funding from the 30th NCR Equipment Office should be earmarked for the San Clemente Island Detail, especially when one lump sum is provided to cover all Battalion CESE. Earmarking funds should help eliminate any confusion with respect to the prioritization of the San Clemente Island augment CESE used to support the quarry and ancillary road projects.

2. KEYWORD: EQUIPMENT

a. PROBLEM/ITEM: EQUIPMENT AGE.
b. DISCUSSION: San Clemente Island CESE is old and worn out. Repair parts are difficult to obtain in many cases. The ability to meet and exceed quarry and road project tasking is heavily dependent upon the equipment on the island. Chief Arnold and CM1 Craig from the Equipment Office have done an exceptional job in providing additional newer equipment and pickups to replace old equipment since our arrival on island.
c. RECOMMENDATION: Future Dets should establish a close working relationship with the Equipment Office. The Equipment Office should provide newer gravel hauling assets. The Brigadier tractors are 1979 models and their manual transmissions are difficult to operate, especially for new EO's who were trained on automatic transmission-equipped vehicles in EO "A" School. The upcoming MILCON project, P-493, will likely be the only way of obtaining newer rental equipment.

3. KEYWORD: ADMINISTRATION

a. PROBLEM/ITEM: HISTORICAL DOCUMENTATION.
b. DISCUSSION: Very little documentation regarding the quarry sites and future ancillary road repairs exist as part of the historical turnover from Detail to Detail. We worked with SCI and North Island personnel to obtain and consolidate documentation in an effort to back up verbal approvals with written documentation. To date, we have received documentation regarding the Whale Point (North) and Mid-Island quarry sites. As the Southwest Division Engineering team related to the South Island quarry site approval generates documentation, copies are maintained for turnover with NMCB 133.
c. RECOMMENDATION: Future Details should continue to add to the historical information as relevant documents are provided to the Detail.

4. KEYWORD: OPERATIONS

a. PROBLEM/ITEM: CONSOLIDATED STANDARD OPERATING PROCEDURES.
b. DISCUSSION: Previous SOPs and point of contact information lacked organization and were not user-friendly. The Detail OIC and AOIC have set a goal of establishing a consolidated set of standard operating procedures and point of contact information for turnover with NMCB 133.
c. RECOMMENDATION: Future details should continue to build upon the documentation and SOP binder.

SASEBO

1. KEYWORD: OPERATIONS

a. PROBLEM/ITEM: CATALOG CUTS AND ERECTION MANUALS.
b. DISCUSSION: Local project design practices incorporate catalog cuts for materials to utilize in construction. The cuts are not provided to the Battalion or material contractor unless/until they are specifically requested. Erection manuals are critical during the Planning and Estimating phase to eliminate discrepancies.
c. RECOMMENDATION: Provide catalog cuts and erection manuals to Battalions and Material contractor to aid in the Planning and Estimating and the timely purchase of the appropriate project material and the utilization of the desired materials and construction methods.

2. KEYWORD: FUNDING

a. PROBLEM/ITEM: MATERIAL FUNDS MANAGEMENT
b. DISCUSSION: Material funds management was inefficient and created burdensome delays in funding, procurement, and construction. On average for the deployment, GSA required four weeks to deposit funds to local material contractor (OSC) once the funds were approved by 30NCR.
c. RECOMMENDATION: Request that 30NCR and GSA work out a process to ensure funds are provided and issued locally in a timely manner to support tasked projects.

3. KEYWORD:

a. PROBLEM/ITEM: MLO OPERATION
b. DISCUSSION: After turnover was complete, we identified several problems with excess materials not previously identified, project materials that were ordered and not accounted for since BM's ordered from were not ours and were not available at turnover and an inability to account for all of the project funding expended to date.
c. RECOMMENDATION: The BM that the onsite Det orders from needs to be the one that the relieving Det generates. There are now records for all project funds that have been expended on the active projects, and those records should be reviewed and validated during turnover for all turnover projects and new starts that have had materials ordered. The excess lists for project materials and HAZMAT is now up to date and accurate.

DFT GUATEMALA

1. KEYWORD: SUPPLY

a. PROBLEM/ITEM: UNIFORM ITEMS
b. DISCUSSION: Running water is not available at the project sites. So, everybody was issued a "Camelback" for drinking water. No packs or bags were issued. Crewmembers utilized personal backpacks for carrying their MRE's, goggles, rain gear, and other miscellaneous items.
c. RECOMMENDATION: For water-well work, the crew must be issued at least two pairs of heavy-duty work gloves and two sets of coveralls. For RBS work, the crew must be issued at least one pair of medium duty work gloves. All personnel need to be issued dust goggles, safety glasses (tinted and clear), MOPP gear bag (for carrying gear to field), and a hydration system (Camelback).

2. KEYWORD: SAFETY

a. PROBLEM/ITEM: DIFFERENCES IN SAFETY STANDARDS
b. DISCUSSION: The established JTF safety standards were different from our own, particularly in regards to the movement of vehicles in the base camp.
c. RECOMMENDATION: Identify, up front, the safety regulations the Army wants us to follow so there will be no confusion.

3. KEYWORD: SAFETY OFFICER

a. PROBLEM/ITEM: TF SAFETY OFFICER QUALIFICATIONS
b. DISCUSSION: The TF had only one designated person responsible for safety, but, even though he was very well trained in many aspects of Army Safety, he did not have sufficient construction safety experience nor was he familiar with OSHA standards.
c. RECOMMENDATION: Increase TF Safety Section, enough to require each site to be inspected daily by a TF safety representative. Require the Safety Officer to be fully trained in all aspects of OSHA standards and requirements.

4. KEYWORD: SUPPLY

a. PROBLEM/ITEM: PARTS SUPPORT FROM JTF J4
b. DISCUSSION: Repair parts, except for the Water-Well Drilling Machine, were provided through the J4 Maintenance Section. Their process was very responsive and minimized impact on production.
c. RECOMMENDATION: Continue to work closely with the J4 to ensure timely response to maintenance/repair needs and to minimize impacts on production. Provide parts books for each make and model of equipment as part of the pack-out.

5. KEYWORD: TOA/CESE

a. PROBLEM/ITEM: WATER WELL SUPPORT
b. DISCUSSION: Parts for Water-Well Drilling Machine have been stored outside and were unusable. 22nd reordered all parts and they are due to arrive on day 30 of our DFT. Expected turnaround time for all parts from Ingersoll-Rand to Central America is 3-12 weeks. For a 12-week DFT, this is unacceptable.
c. RECOMMENDATION: Create a Water-Well pack-out for DFT's. Task a homeport battalion with doing inventory and testing of the pack-out during their SAT phase. If an original Water-Well pack-out is not recovered and 22nd DFT Office identifies additional water-well tasking, immediate steps have to be taken to ensure another water-well pack-out is put together and ready to go. Water-Well Drilling Machine should be tested with both mud and air to a minimum depth of 100 ft before taking it to a DFT exercise.

6. KEYWORD: TOA/CTR

a. PROBLEM/ITEM: TOOL KITS
b. DISCUSSION: In identifying tool kits required for the DFT, we were not allowed to open all the kits (i.e. 5kw generators). Four of the five 5kw generators we received were inoperable. Tool kits were all identified by Supply as being complete, but some kits only had 10-20% of the tools. 1250's were there for the rest of the shortages. Example: surveying kit did not have a theodolite and tripod.
c. RECOMMENDATION: Identify and set aside core tool kits for RBS and Water Well DFT's. Ensure they are maintained at 100% (not 1250's) and task a homeport battalion with doing inventory and operational testing during their SAT Phase. If more than one DFT is going out, 22nd DFT Office and GLPT Supply need to be proactive in ensuring another complete pack-out is put together for the next DFT.

7. KEYWORD: IT SUPPORT

a. PROBLEM/ITEM: TF IT SUPPORT
b. DISCUSSION: At the FPC, durational units were told that TF would provide them each with a computer and workstation. But in actuality, all 30 units in the Task Force shared two TOC computers designated for "UNITS." This is an inadequate amount of IT assets, considering active duty units in the Task Force still have a heavy administrative load and schedule while deployed for the exercise.
c. RECOMMENDATION: Give units accurate information about ADP assets at the Planning Conferences so they can bring with them the right IT tools to do their job. Allow durational units to put their own computers on the LAN.

8. KEYWORD: NCF ORGANIZATION

a. PROBLEM/ITEM: CROSS-DECKING BATTALIONS FOR DFT'S
b. DISCUSSION: The 22nd DFT Office arbitrarily chooses which Battalion is going to get a DFT based on its deployment cycle. 22nd then begins to communicate directly with the Battalion instead of following protocol. When the Battalion is in the 22nd AOR, it is not an issue. However, when Battalion is assigned to the 30th AOR, there is a perceived lack of communication.

c. RECOMMENDATION: DFT Office should be a 1NCD entity, not a 22nd. This would remove some of the perceptions currently existing.

9. KEYWORD: OPERATIONS

a. PROBLEM/ITEM: OPERATIONS TASKING
b. DISCUSSION: Tasking continued to fluctuate from the IPC to after the FPC. The 22nd DFT Office continues to change the DFT tasking without going thru the 30th.
c. RECOMMENDATION: DFT Office should be a 1NCD entity, not a 22nd. This would remove some of the perceptions currently existing, particularly the 30th not knowing what the 20th is doing and vice versa.

10. KEYWORD: OPERATIONS

a. PROBLEM/ITEM: DFT PERSONNEL ASSIGNMENT
b. DISCUSSION: Personnel were not assigned to the DFT until very late in the process. This was a result of the continued change in tasking for RBS and other commitments of the Battalion. This hampered DFT project planning and resulted in missed deadlines to the JTF. It also ruled out the opportunity to train for the mission while still in homeport (i.e. RBS trainer at CCCT in Port Hueneme).
c. RECOMMENDATION: Personnel need to be identified earlier in the process. Even with the possibility of the DFT being cancelled, it is necessary to prepare to do the mission as scheduled.

11. KEYWORD: TRAINING

a. PROBLEM/ITEM: PERSONNEL EXPERIENCE AND SKILL LEVEL.
b. DISCUSSION: Even though this was a deployment for training, there should be enough experienced and skilled Seabees to properly train those who are not as skilled. The DFT had problems with having too many unskilled and inexperienced personnel to properly do the job.
c. RECOMMENDATION: Give more consideration to the people assigned to the DFT.

12. KEYWORD: CESE

a. PROBLEMS/ITEM: CESE AVAILABLITY
b. DISCUSSION: DFT requested enough CESE to complete the tasking for the five projects we were tasked with. However, we were told that the Task Force would provide the equipment we needed. The Task Force did not show up with the assets to work all the RBS projects simultaneously. This resulted in equipment being shuffled from one site to the next. Almost exclusively, the Task Force, due to the remoteness of the RBS sites, has used the fuel truck and 2K water truck brought for the water well drilling operations.
c. RECOMMENDATION: If a DFT is going to be tasked with a mission, provide them with the assets they need to complete the mission. If the assets aren't there, don't commit to the tasking. Just say NO.

13. KEYWORD: MLO / SUPPLY

a. PROBLEM/ITEM: PROJECT MATERIAL STORAGE
b. DISCUSSION: The Royal Building System specifications state that RBS cells and panels need to be stored in a cool and well-circulated environment. Upon arrival to the TF and receipt of our materials, we requested lumber and tarps in order to prop up and shade the RBS cells at the job site. We were told to leave them in the container because that is what they do every year and that they do not have any extra tarps or lumber. We used our own lumber to air out the RBS, but other job sites had major damage to their RBS cells due to heat warping and melting, so they had to be replaced.
c. RECOMMENDATION: If using RBS, have the right materials on hand to follow specifications provided by the manufacturer.

14. KEYWORD: MLO / SUPPLY

a. PROBLEM/ITEM: PROJECT MATERIAL DELAYS
b. DISCUSSION: The concrete contract for the TF was not established until five days prior to the first placement. This caused many unnecessary changes in the planning and execution of concrete activities for the projects.
c. RECOMMENDATION: Have concrete contracts established prior to units arriving in the AOR. It is not worth waiting until the last minute in order to save money.

15. KEYWORD: CESE

a. PROBLEM/ITEM: LIMITED HEAVY EQUIPMENT SUPPORT
b. DISCUSSION: Due to limited CESE availability from Gulfport, we were dependent on the support of other units for most of our heavy equipment requirements. At the FPC, the unit that agreed to this support had 300 pieces of CESE on their Equipment Distribution List. The number of CESE they brought to the AOR was not close to that amount. Units wasted time and manpower moving equipment all over the AOR so that no one was held up too long by a piece of equipment.
c. RECOMMENDATION: Each unit should bring all the equipment required to do their job.

16. KEYWORD: IT SUPPORT

a. PROBLEM/ITEM: IT SUPPORT FROM GULFPORT
b. DISCUSSION: The Dolch laptops and 3-in-1 printer/fax/copiers provided by the 22 NCR were outstanding assets during the exercise. The TF had limited IT assets available for the units. However, with what was provided from Gulfport, we were able to work out of our tents with our own equipment.
c. RECOMMENDATION: Continue to provide such assets to NMCB's on DFTs. It is also a good idea to bring TOA field desks in the pack-out in order to create an efficient workstation.

17. KEYWORD: UNIFORM SUPPORT

a. PROBLEM/ITEM: RETAIL STORE UNIFORM ITEMS
b. DISCUSSION: The AAFES retail trailer did not carry any uniform items.
c. RECOMMENDATION: Ensure all DFT personnel have a complete and serviceable seabag prior to deployment. Coordinate with main body Supply Department for any items required.

18. KEYWORD: SUPPLY

a. PROBLEM/ITEM: LOGISTICS CHAIN
b. DISCUSSION: With the Army as the lead unit of the exercise, there was no clearly defined line in which the supply / logistic support of the Army ended and the Navy began.
c. RECOMMENDATION: Have a clearly defined logistic support requirement, with projected timeline of logistics to be re-supplied, for all New Horizons exercises in which the Navy is not the lead unit.

DET DIEGO GARCIA

1. KEYWORD: MLO / SUPPLY

a. PROBLEM/ITEM: PROJECT MATERIAL STORAGE
b. DISCUSSION: The contractor responsible for the base support contract is also responsible for ordering, receiving, and storing project materials until the Seabees request the materials. Some materials are on the island for 9 months prior to the start of construction. The contractor may borrow materials from the Seabee project in order to support other Public Works projects.

c. RECOMMENDATION: Seabees should attempt to gain control of project materials as soon as they arrive on the island.

2. KEYWORD: MLO / SUPPLY

a. PROBLEM/ITEM: PROJECT MATERIAL DELAYS
b. DISCUSSION: Materials funded by the Regiment usually gets ordered from Port Hueneme, CA. This usually leads to a 4-5 month lead-time for materials to arrive on the island.
c. RECOMMENDATION: Materials should be funded for local purchases through DG21. This way, the Battalion will only have a 2-3 month lead-time.

3. KEYWORD: IT ISSUES

a. PROBLEM/ITEM: UPGRADING COMPUTERS
b. DISCUSSION: The computers used by the Detail were provided by the ADP Department in NSF. These computers are old and outdated plus, the Detail was using a dial-up network system in sending reports to the mainbody.
c. RECOMMENDATION: Continue to push for new computers for the Detail and request the funding for the Detail to be connected to the Diego Garcia Land System.

5. KEYWORD: UNIFORM SUPPORT

a. PROBLEM/ITEM: RETAIL STORE UNIFORM ITEMS
b. DISCUSSION: The Ship's Store does not carry any uniform items for Seabees.
c. RECOMMENDATION: Ensure all Detachment personnel have a complete and serviceable seabag prior to deployment to Diego Garcia. Coordinate with Main Body Supply Department for any items required.

6. KEYWORD: SAFETY

a. PROBLEM/ITEM: SCAFFOLDING
b. DISCUSSION: The scaffolding the Detail utilizes is extremely old and outdated.
c. RECOMMENDATION: The Detail should be able to purchase and utilize a new scaffolding system for the projects. Also, Detail personnel should be trained on the proper construction and use of the new system.

DFT THAILAND

1. KEYWORD: CONTRACTS

a. PROBLEM/ITEM: AMBIGUITY OF CONTRACTS
b. DISCUSSION: Onsite OIC or Project Supervisor did not have a copy of contract and no direction what to do when the contractor was not delivering the proper materials in a timely manner. Project team was being held responsible for getting the materials and completing the building on time, but not given enough information, means, and authority to effect a change in the material delivery. There are too many middlemen log jammed in the system to make it effective. In order to hold the contractor accountable, you had to go through several layers of bureaucracy.
c. RECOMMENDATION: Need to cut the middlemen out. It is difficult to manage the site contracts and material from several hundred miles away. Put a competent on site contracting representative to handle the issues or give the Site OIC's the information and tools to do the job.

2. KEYWORD: MATERIALS

a. PROBLEM/ITEM: ADVANCED AP PERSON REQUIRED
b. DISCUSSION: There were many logistics issues that were not resolved prior to the AP personnel arriving. Materials were scheduled for delivery on 19 April. AP personnel arrived on site on the 18th to receive materials. Materials did not start coming in until the 21st of April and even then the proper materials were not delivered. Advanced coordination was not as successful as it could have been.
c. RECOMMENDATION: Send one person pre-AP arrival to coordinate the material delivery and schedule proper material delivery for the right dates.

3. KEYWORD: LINE-HAUL

a. PROBLEM/ITEM: CONTRACTS FOR LINE HAUL OF EQUIPMENT
b. DISCUSSION: The scheduled dates for the line haul of equipment were set at the Mid Planning Conference in January. These dates were set based upon an estimated date that the ship would arrive in country with all of our equipment. As the ship dates changed, there wasn't anyone working the change of the line haul contracts to match the arrival of the ship. Consequently, when the ship dates were pushed up earlier, we could not get our equipment up to the sites any earlier than originally scheduled.
c. RECOMMENDATION: Put one person on site at the port in advance of the ship's arrival to coordinate the offload and line haul of our equipment to their respective project sites.

4. KEYWORD: PASSPORTS

a. PROBLEM/ITEM: PASSPORTS/VISAS
b. DISCUSSION: Thailand has strict rules on entry and exit to the country. When flying commercially, all members must have a valid US Passport. One member who flew commercially had a valid Mexican passport and was sent back to Okinawa. Personnel who are in the country for over 30 days are supposed to get a Visa granting them permission to stay longer than the 30 day period. For the ENCAP portion, that includes everybody. Okinawa does not have a Thai consulate and personnel cannot get Visas issued to them there. Personnel flying on military flights are not subject to these regulations, but it must be considered for those cases where personnel have to fly commercially.
c. RECOMMENDATION: Obtain passports and visas in homeport if possible. At a minimum, identify your AP and DP personnel early as those are the ones most likely to fly commercial for the exercise. Get their passports and visas squared away prior to departure. Worst case scenario is getting the visas upon arrival in country. This requires a minimum of two trips to JUSMAG in Bangkok and 1,900 Baht per person.

5. KEYWORD: LOGISTICS

a. PROBLEM/ITEM: SHIP OFFLOAD PROCEDURES
b. DISCUSSION: During ship off load operations many units were working in a confined space. A lot of gear and equipment was getting moved in different directions. When a unit representative was not present, its cargo offload would be delayed and slowed the entire process, causing frequent rework.
c. RECOMMENDATION: Ensure that there is a representative for each unit that has cargo on the ship present during the offload operations.

6. KEYWORD: EMBARK

a. PROBLEM/ITEM: TIMING OF DP ARRIVAL IN RELATION TO CARGO
b. DISCUSSION: During the planning conferences, the TPFDD was set up to allow for the ship with all the cargo to arrive prior to the DP personnel. When the dates were finalized, the DP personnel ended up arriving prior to the equipment. This caused a problem because now all the construction sites had their full complement of personnel, with no equipment or tools to

work with. Personnel had to rely on local villagers and Thai Army personnel to provide some tools to work with. If not for the local tools provided, no work could have been accomplished.

c. RECOMMENDATION: Emphasize the importance of timing during the planning conferences to try to get the equipment and tools to the job sites prior to DP personnel. Realizing that many times there isn't much choice as to how the timing works out, plan in advance and TPFDD for some minimum tools to crate up and fly in with the DP personnel to allow them to hit the ground running.

7. KEYWORD: COMMUNICATION

a. PROBLEM/ITEM: OP ORDER AND CEOI NEVER ISSUED

b. DISCUSSION: Throughout the planning and preparation process, an Op Order and CEOI was continuously requested from the 30th. It was not until 10 days prior to departure that a LOI from the 30th was received. This LOI pertained mostly to the 30th's role in Cobra Gold and not much detail or attention was given to NMCB FIVE's role and tasking. No official tasking was received for the three ENCAP projects nor any specific direction on the Engineering Operations tasking. A CEOI for the exercise was never received. It wasn't until 2 weeks into the exercise we were given authorized frequencies to use.

c. RECOMMENDATION: The 30th NCR should provide a detailed Operations Order with all the necessary annexes as well as a CEOI for the exercise prior to the DFT's departure. Leaving the DFT no option but to assume requirements can result in confusion and miscommunication.

8. KEYWORD: MATERIALS

a. PROBLEM/ITEM: COMPETENT LOCAL VENDER REP

b. DISCUSSION: The material vendors appropriately placed a vendor representative at each construction site for the crew to work with for material issues. The competency of each representative varied at each site. Site One's representative was useless and also verbally abusive to the translator. After much complaining, he was finally let go and Site 2's representative was asked to fill in, splitting his time in between the two sites which were about 3.5 hours apart. Not having a competent rep who knew the local area and where to procure materials resulted in material delays and out of pocket expenses that required reimbursement later.

c. RECOMMENDATION: Ensure that the material vendor provides a competent on site representative that knows construction and where to obtain local materials vice getting them delivered from Bangkok or other distant cities.

9. KEYWORD: MATERIALS

a. PROBLEM/ITEM: PETTY CASH REQUIRED

b. DISCUSSION: Material delays and unforeseen situations required the DFT personnel to locally procure materials for both construction and camp improvements. Personnel had to pay out of pocket and submit for reimbursement at the end of the exercise. Every time permission was required from the ENCAP HQ to make the procurements and the Site OIC's had to use their own money to front the expenses.

c. RECOMMENDATION: Provide $500 worth of petty cash to each site for expenses along with specific guidelines on how to spend it. Permission from higher to make the purchase should still be required, but the money should be provided in advance to avoid using personal money for project expenses.

10. KEYWORD: COMMUNICATION

a. PROBLEM/ITEM: CELL PHONE CARDS

b. DISCUSSION: The DFT's primary means of communication with the ENCAP HQ and between each of the four sites were cell phones that were issued to them upon arrival. These phones used a simple prepaid refill card that bought minutes with each card. Most of the cell phones did not initially come with any minutes on them and when the minutes ran out,

the DFT personnel had to buy new cards with their own money. This was a constant source of argument between the DFT and ENCAP HQ regarding the amount of phone usage, etc.

c. RECOMMENDATION: Establish a reasonable phone budget for the DFT personnel and provide them with the cards or money in advance. Anything used beyond the budget would require permission from the HQ or come out of pocket. A recommended amount based on this last experience is that each phone needs about 800 Baht ($20) per week.

11. KEYWORD: FOOD

a. PROBLEM/ITEM: AVAILABILITY OF ALTERNATE FOOD SOURCES

b. DISCUSSION: Fresh fruits and vegetables were delivered as planned to each site, but the DFT was also promised that we would be able to receive additional items such as Gatorade, steak, burgers, chicken, and ice cream. This was apparently true if the DFT was based near Utapao, where the majority of the food was stored. It was not available for delivery up to our location, 10 hours away. It was not until the last week that the DFT was informed of an alternate location to pick up additional stores in Korat which was much closer and an easy drive from each site.

c. RECOMMENDATION: Provide the DFT with the basic information it needs to improve the quality of life and welfare of the troops. This simple solution would have gone a long way to improving the morale of the troops. This type of information with POC names and numbers should be included in the Op Order issued to the unit.

12. KEYWORD: MATERIAL

a. PROBLEMS/ITEM: CONCRETE DELIVERY TRUCKS

b. DISCUSSION: The concrete delivery trucks consistently bring less concrete than ordered. They will tend to try and short change you if they think they can get away with it. If the site is near a batch plant, then it is easy to send the truck back for more. If not, then whatever concrete amount gets shorted must be hand mixed.

c. RECOMMENDATION: Add more than 10 percent waste factor in your calculations for concrete to ensure you have enough. If the ordered amount gets delivered and you have extra, have a small concrete project formed up to handle the extra amount just in case.

13. KEYWORD: CONTRACTS

a. PROBLEM/ITEM: CONTRACTED VANS AND DRIVERS

b. DISCUSSION: Each site had two vans and a driver for each one at their disposal to support the project needs. The problem was that the DFT personnel were not given any information on what was in their contract to support as far as working hours, allowed mileage, etc. Many times a driver was needed to go from one site to another and issues came up with him not having enough money for gas, etc.

c. RECOMMENDATION: Give the DFT instruction and information on what is in the van and driver's contract and how they are supposed to be utilized. Ensure the DFT is properly informed on how the driver's logs are supposed to be filled out to avoid confusion and last minute signing at the end of the exercise.

14. KEYWORD: LOGISTICS

a. PROBLEM/ITEM: FUEL POINTS

b. DISCUSSION: During the MPC, the Marines promised that fuel points would be set up at specified locations along the route from the port to the construction sites. These fuel points never came to fruition and with the long haul from the port, the equipment arrived very low on fuel. At one point along the way, some fuel had to be siphoned from the loaded CESE to make it the entire length of the trip.

c. RECOMMENDATION: Ensure a good backup plan is made for when the Marines don't deliver as promised. A six-con with fuel might be worth bringing if the travel distance is going to be long.

15. KEYWORD: CONTRACTS

a. PROBLEM/ITEM: REEFER AND GENERATOR
b. DISCUSSION: The reefer and associated generator to run it did not come from the same contractor. When problems came up with the reefer and generator not working properly, the contractor ended up pointing the finger at each other for the cause of the problem. Additionally, the generator did not come with a grounding rod. The contractor had to come back the next day to install one.
c. RECOMMENDATION: Whoever is responsible for the reefer should also be responsible for providing power to it as well. Having one point of contact for the reefer and generator would solve potential conflicts. Ensure the contractor knows to deliver a grounding rod with the generator as well. It is not standard practice in Thailand to install grounding rods, so they need to be informed prior to delivery.

16. KEYWORD: CONSUMABLES

a. PROBLEM/ITEM: VOLTAGE TYPES
b. DISCUSSION: Thailand runs on 220 Volt power. The DFT accidentally blew two all in one printers due to voltage overload. It was thought that the printers were 220 capable, but it turned out that they were not and resulted in the overload of them. Additionally, the tactical gear will run on 220, but the power strips that were brought were only rated for 110 V. On the project site, all leased electrical equipment will run on 220 Volts only. All power generating CESE like light plants, saw trailers, etc only generate power at 110 V. If the DFT's generator is far from the project site, it may not be possible to run 220 V to the project site.
c. RECOMMENDATION: Ensure that the proper voltage equipment is procured and brought to support the DFT. If there is only 110 equipment available, then make sure a step-down transformer is brought. Clearly label power strips to ensure the troops can differentiate from the different types of power sources. Any leased electrical equipment should come with its own power source to run it at the jobsite if necessary.

17. KEYWORD: MATERIAL QUALITY

a. PROBLEM/ITEM: PRECAST COLUMN QUALITY WAS NOT UP TO STANDARDS
b. DISCUSSION: Some of the columns that showed up were not straight and the holes in place for the reinforcing steel were not in the right spot per the plans. Additionally, some of the columns were very green upon arrival and two of them broke upon moving them. Four corner columns for Site 3 were not even completed and had to be poured in place.
c. RECOMMENDATION: Inspect all materials upon arrival and send back anything that does not meet quality standards. Ensure that the columns are delivered early to avoid problems with cure time for the columns and any other long lead items.

18. KEYWORD: PROJECT PLANS

a. PROBLEM/ITEM: MISSING DETAILS IN PROJECT PLANS
b. DISCUSSION: The provided project plans were not complete. There was not any plumbing detail nor any detail on the apex of the roof, leaving the development of the BM susceptible to errors and omissions. We drew up a plumbing detail and provided it to the 30th NCR as well as the Marines executing two other ENCAPs. No detail at the apex of the roof left us to assume what the building detail should be.
c. RECOMMENDATION: Include the plumbing detail provided during the exercise and come up with a detail for the roof apex for future exercises.

19. KEYWORD: PROJECT PLANS

a. PROBLEM/ITEM: UNCLEAR DESIGN REQUIREMENTS
b. DISCUSSION: Approximately two weeks into the project, a design issue came up with the local villagers at Site 1. The issue came up when a conflict was discovered based on conversations at the Initial Site Survey and the Final Site Survey. During the Initial Site

Survey, the building design had four bays closed with a set of double doors in the end wall opening up to the open area of the building. This was considered the ½ open and ½ closed design. During the Final Site Survey a stage was added and the thought was that the stage would go up against the end wall under the open area. During construction we pointed out the conflict between the double doors and stage in the same spot and the villagers said that they never wanted the design as was being built. Their version of ½ open and ½ closed was a building that had a wall around it only five courses of block high. The issue was worked out and ultimately the villagers got the design they wanted. The consequence of the change resulted in a considerable amount of material not being required that had already been ordered.

c. RECOMMENDATION: During the site surveys, make sure there is a clear understanding of what the building design is going to be and what the locals are requesting. More effort needs to go into ensuring there is not anything lost in translation for the project. Simple elevation drawings and plans at the site surveys would go a long way to clarifying any design issues.

20. KEYWORD: MARINE LABOR SKILLS

a. PROBLEM/ITEM: THE MARINES DID NOT HAVE ANYONE SKILLED AT PLUMBING OR ELECTRICAL TO DO THE JOB ON THEIR OWN.

b. DISCUSSION: About 10 days prior to finishing the project, we were directed by the ENCAP HQ to send our UT1 to the Marine's site to help them with their plumbing issues. This was never discussed during any of the planning stages and to take the project supervisor from one of the sites for a couple of days can hamper production and quality.

c. RECOMMENDATION: The Marines need to bring the necessary people to accomplish their tasking and should not rely on the Seabees to bail them out. If they do not have the necessary skilled personnel, they need to identify that up front during the planning phases and request support that can be planned for in advance.

21. KEYWORD: MATERIALS

a. PROBLEM/ITEM: DEDICATION SIGN

b. DISCUSSION: The ENCAP HQ has the lead on the ordering of the dedication sign for each building. They ordered the sign, but did not order the stand to mount the sign on. This issue came up when the projects were coming to a close and almost turned into a finger pointing exercise. The DFT personnel were told that they did not need to concern themselves with the sign as the ENCAP HQ was taking care of it. There were not any line items on the Bill of Materials to order the stand for the sign. Additionally, the signs came with the wrong number of stars on the American flag.

c. RECOMMENDATION: During the planning conferences, ensure the BM has materials listed on it for a stand for the dedication sign. Do not assume that the sign itself comes with a stand. When ordering the sign, make sure the contractor knows how many stars are on the American flag.

22. KEYWORD: MATERIALS

a. PROBLEM/ITEM: BILL OF MATERIAL GENERATION

b. DISCUSSION: During the planning conferences, it is expected that the personnel at the conference will generate an accurate list of tools, equipment, and materials required for the exercise. In reality, it puts the personnel at the conference in a tough spot as they don't have the time to research and study the project and end up submitting what was done the previous year along with some modifications based on knowledge and experience. In order to ensure success, the planner will tend to pad his estimate to make sure that all possibilities are covered.

c. RECOMMENDATION: Give the DFT the plans and package prior to the planning conferences with specific tasking to plan and estimate the project. Allow sufficient time for the DFTs leadership to properly staff the job and produce a quality result. This will minimize any discrepancies in the ordering of materials, tools, and equipment.

22. KEYWORD: MATERIALS

a. PROBLEM/ITEM: MATERIAL TRACKING
b. DISCUSSION: During the project execution, tracking of on site material delivery is a constant challenge to make sure an accurate count of what was delivered and when it was delivered is made. It is even more challenging when the crew at the site is operating off a different BM than the contractor as well as the ENCAP HQ. The BM's were similar, but still slightly different in wording and line item numbers, etc.
c. RECOMMENDATION: Make sure that all parties with a vested interest in the materials are operating off of the same BM. Title the BM with a version number and date to ensure there is no confusion. Anytime material is delivered to the site, the on site vendor rep must report to the designated project personnel on exactly what and how much was delivered to avoid any differences in opinion when the question comes up later.